Our country is witnessing comprehensive and sustainable development and is now in the second phase of Vision 2030. This phase targets developing new and promising sectors, supporting local content, improving the business environment, empowering citizens and the private sector, and improving implementation efficiency to meet our dear nation’s expectations and aspirations.

Custodian of the Two Holy Mosques
King Salman Bin Abdulaziz Al Saud
God willing, we will make the Kingdom of Saudi Arabia a great nation we all feel proud of.

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

NTP Committee Chairman

I am pleased to present the 2022 National Transformation Program Annual Report, which highlights the Program’s progress toward achieving Saudi Arabia’s Vision 2030 goals.

Vision 2030 is a comprehensive plan to transform Saudi Arabia into a global leader. Under the leadership of the Custodian of the Two Holy Mosques and HRH the Crown Prince, the Kingdom has made significant strides toward economic and social development.

We now have government services that are more accessible and available at all times, a thriving economy, and a youthful population driving technological innovation.

The National Transformation Program is today, a reality.

Mohammed Bin Mazyed Al-Tuwaijri
Chairman of the National Transformation Program Committee
Member of the Council of Economic and Development Affairs (CEDA)
A Message from the NTP Chief Executive Officer

The National Transformation Program has the distinct honor of being the first Vision Realization Program launched within Vision 2030. The National Transformation Program has the important task of delivering on more than 35% of the goals set out in Vision 2030, which aims to build infrastructure, empower the public and private sectors, and support the non-profit sector. I am honored to share with you the 2022 National Transformation Program Annual Report, which highlights the great efforts made that year.

Since its inception, the National Transformation Program has made significant progress in a variety of sectors, and I’m proud to present the results of our efforts. This success would not have been possible without the hard work and collaboration of the National Transformation Program team, the Vision Realization Offices, and the initiative owners of participating organizations, as well as the support of the esteemed members of the National Transformation Program Committee.

Looking forward, the National Transformation Program shall continue on its transformation journey to achieve the Kingdom’s Vision 2030, for a vibrant society, a thriving economy, and an ambitious nation.

Thamir Bin Abdullah Al-Sadoun
CEO of the National Transformation Program
Introduction

The National Transformation Program’s 2022 annual report sheds light on its key achievements in judicial services, environmental protection, water and food security, social development, non-profit sector development, society empowerment to enter the labor market, digital transformation, private sector empowerment, and economic partnerships. This report showcases the Program’s achievements divided into seven themes and progress towards reaching its KPIs.
NTP in Summary

The National Transformation Program (NTP) aims to develop the necessary infrastructure and create an environment that enables the public, private, and non-profit sectors to achieve Saudi Vision 2030.

NTP is responsible for 35% of Vision 2030 Objectives

- **34 Strategic Objectives**
- **253 Initiatives**
- **7 Leading Entities**
- **50+ Contributing Entities**

NTP’s Scope covers 7 Themes

1. **1st Theme**
   - Achieve Government Operational Excellence

2. **2nd Theme**
   - Ensure Sustainability of Vital Resources

3. **3rd Theme**
   - Social Empowerment and Non-Profit Sector Development

4. **4th Theme**
   - Labor Market Accessibility and Attractiveness

5. **5th Theme**
   - Digital Transformation

6. **6th Theme**
   - Private Sector Empowerment

7. **7th Theme**
   - Development of Economic Partnerships
H.E Mohammad Al-Tuwaijri
Member of the Council of Economic and Development Affairs, Chairman of the National Transformation Program Committee

H.E Abdulrahman Al-Fadhli
Minister of Environment, Water and Agriculture, Vice-Chairman of the National Transformation Program Committee

H.E Majed Al-Hogail
Minister of Municipal, Rural Affairs and Housing

H.E Hamad Al-Sheikh
Minister of State and Member of Council of Ministers

H.E Abdulrahman Al-Fadhli
Minister of Environment, Water and Agriculture, Vice-Chairman of the National Transformation Program Committee

H.E Majid Al-Qasabi
Minister of Commerce

H.E Khalid Al-Falih
Minister of Investment

H.E Hadi Al-Suhaimi
Assistant Minister of Finance

H.E Alswaha
Minister of Communications and Information Technology

H.E Ahmad Al-Rajhi
Minister of Human Resources and Social Development

H.E Amr Rajab
Vice-President of Bureau of Experts at the Council of Ministers

H.E Hadi Al-Suhaimi
Assistant Minister of Finance

H.E Alswaha
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H.E Hadi Al-Suhaimi
Assistant Minister of Finance
6 Years of Transformation

The Transformation Continues...

2016
Launch of the Saudi Vision 2030

2017
Launch of Initiatives
National Transformation initiatives were launched to cover areas like: laws and regulations, establishment of entities, and digital transformation

2018
Start of Achievements
The results of National Transformation began to appear in many sectors

2020
Crisis Management
The COVID-19 crisis was successfully managed with collaborative efforts and proactive plans

2021
Start of the 2nd phase of NTP (2021 - 2025)

2022
The Transformation Continues...

Leading Entities of Strategic Objectives

- Ministry of Economy & Planning
- Ministry of Environment Water & Agriculture
- Ministry of Justice
- Ministry of Investment
- Ministry of Commerce
- Ministry of Communications and Information Technology
- Human Resources and Social Development
Contributing Entities

- Ministry of Health
- Communications, Postal & Technology Promotion
- Saudi Standards
- Innovation & Technology Authority
- Saudi Food & Drug Authority
- Quality Control Authority
- Ministry of Finance
- Ministry of Planning & Investment
- National Transformation Program
- National Program to Combat Commercial Concealment
- Small & Medium Enterprises Loan Guarantee Program
- Institute of Public Administration
- Case Preparation Center
- Family Affairs Council
- National Service Company
- Kafalah
Achieve Government Operational Excellence

The National Transformation Program (NTP) works to solve any obstacle hindering the government sector’s development. To meet the needs and expectations of citizens and residents, the Program is improving the quality of government services and making them more accessible. Additionally, the Program is improving infrastructure, operations, and human resources by updating laws and regulations, providing training programs, finding creative solutions, and enhancing the legislative environment based on the best practices.

1st Theme

Government Excellence

Strategic Objectives

- Foster values of equity and transparency
- Improve quality of services provided to citizens
- Enhance transparency across government roles
- Ensure responsiveness of government entities to stakeholders’ feedback
Transformation in the Judicial Sector

- **95%** of litigation sessions were held remotely.
- **4.4+ Million** Remote litigation sessions since launch of service.
- **5.2+ Million** Issued online power of attorney.
- **120+ Million** Digitized real estate documents.
- **3+ Million** Transactions processed via Case Verification Center since launch.
- **55** Shaml Centers established to support custody and visitation rulings.
- **3+ Million** Enforcement deeds on the Nafith Platform.
- **200,000+** Beneficiaries of the property e-conveyance service since launch.
- **95%** Beneficiary satisfaction with judicial services in 2022.
The digital transformation of the Kingdom’s judicial services has been supported by numerous National Transformation Program initiatives. Today, 85% of judicial services provided by the Ministry of Justice are digitized. These services are of higher quality and under continuous improvement to ensure user satisfaction and foster equity and transparency.

Najiz Portal for Electronic Judicial Services

- **30%** (2015) to **85%** (2022) Increased Digitized Judicial Services
- **150** Services
- **180,000** Daily Visits
The **Virtual Enforcement Court** was launched in 2022 to facilitate services and improve litigation procedures in the Kingdom, making it quicker and easier to access high-quality services.

**Virtual Enforcement Request Journey:**

1. Submit a request on the Najiz Portal
2. Request is reviewed automatically via the central case registry
3. Request is automatically referred to the appropriate enforcement department

**Streamlined Enforcement Procedures**

- 7 Visits are no longer required for 1 request
- Requests are automatically accepted and reviewed
- Transactions and cash collection and disbursement are automatic

**From 12 Steps To 2 Steps**

Virtual enforcement request journey:
The Model Courts Project, launched by the Ministry of Justice in 2019, completed the implementation of the unified brand and procedures at 16 courts across the Kingdom’s judicial sector. The unified brand was developed by benchmarking against the experiences of multiple countries including the Netherlands, Sweden and Australia, as well as consultations with international experts.

The Model Courts Project develops courts in key priority areas:

- **Judicial**
- **Administrative**
- **Information Technology**
- **Customer Service**
- **Attractive Work Environment**

16 Model Courts in 12 Cities around the Kingdom

The Model Courts in 12 Cities around the Kingdom.
The Ministry of Justice established Conciliation Centers and launched the Taradhi Platform to promote the concept of conciliation in Saudi Arabia’s legal system. By approving conciliation rules and issuing conciliation enforcement deeds, the Ministry is developing alternative dispute resolution processes.


- **2+ Million** Beneficiaries of the Taradhi Platform
- **800,000+** Conciliation Sessions
- **160,000+** Conciliation Documents
- **139** Virtual and Physical Conciliation Centers
Launch of the Judicial Costs Law

The goals of the Law include:

- Reducing malicious lawsuits
- Increasing judicial efficiency
- Enabling preventative justice and contract documentation
- Promoting alternative means for settling disputes

The System exempts cases that do not require fees, and that includes cases within the jurisdiction of the Personal Status Courts and general criminal cases. In addition, the System makes sure that litigation is accessible by enabling plaintiffs to file lawsuits without cost payments affecting case registration and continuation.

Cases that can be considered for the Judicial Costs Law include:

1. Commercial cases
2. Rights cases
3. Enforcement requests
4. Labor cases (companies)
5. Criminal cases for private rights

- 5% Maximum rate of lawsuit cost
- 10,000 SAR Maximum cost of legal requests
- 1 Million SAR Maximum cost of lawsuits
Launch of Judicial Laws and Regulations Platform

The Judicial Laws and Regulations Platform was launched to enable all individuals and experts to review a judicial legislation and its updates, which fosters transparency, increases legal commitment and improves the quality of legal rulings and consultations.

60+ New Judicial Laws and Regulations were Published
The Judicial Training Center

As a part of the Ministry of Justice’s effort to enhance institutional procedures and increase workers skill and proficiency, the Judicial Training Center provided more than 1,000 training courses to more than 54,000 trainees including judges, legal researchers, board of grievances judges, board of grievances assistants, and employees of several ministries, authorities, and universities.

The Training Programs Included:

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<thead>
<tr>
<th>No.</th>
<th>Program Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lawyers Training Program</td>
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<tr>
<td>2</td>
<td>Legal Assistants Training Program</td>
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<tr>
<td>3</td>
<td>Notary Training Program</td>
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<tr>
<td>4</td>
<td>Lawyers Development Program</td>
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<tr>
<td>5</td>
<td>Internal Conciliator Training Program</td>
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<td>6</td>
<td>Marriage Officer Program</td>
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<td>7</td>
<td>Enforcement Service Providers Program</td>
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<td>Judicial Receiver Program</td>
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<td>9</td>
<td>Judicial Receiver Program</td>
</tr>
<tr>
<td>10</td>
<td>Judicial Treasurer Program</td>
</tr>
<tr>
<td>11</td>
<td>GCC Judicial and Legal Institutes and Centers Program</td>
</tr>
</tbody>
</table>

Judges and their assistants – Lawyers – Notary public – Enforcement service providers – Conciliators – Marriage officers

Highlights of the Judicial Training Center

- 54,000+ Trainees
- 1,090+ Training Courses
- 533 Graduates
- 71 Trainees in International Programs
100% Digitization of Litigation Procedures

The National Transformation Program enabled the digitization of 100% of all litigation procedures. All administrative and information procedures are now digitized, starting from the case registration phase, notification procedures, litigation, follow-up, and ending with enforcement.

**Several Services were launched under the Case Management System Initiative**

1. The **standardized Ruling Project** provides a standard format for ruling deeds in all first-instance courts and enforcement courts to reduce litigation time and increase ruling quality.

2. The **Taqadhi Platform** improves beneficiary experience and communication with courts and is now provided on every court level.

3. The **Corporate Data Service** is now linked to the Ministry of Commerce through the Taqadhi Platform.
Launch of the Case Preparation Center

The Case Preparation Center is an independent entity under the Judicial Affairs Agency. This Center is tasked with providing remote support and services for first instance and appeal courts, and it also provides appropriate case court assignment and case file preparation.

**Center’s Objectives**

1. Enabling institutional litigation
2. Increasing court efficiency
3. Improving litigation quality
4. Ensuring appropriate case court assignment

**Center’s Services**

- Summarize and Edit Documents Service
- Bankruptcy Requests Service
- Case Management Service
- Draft Ruling Service
- Expert Requests Service
- Notification Service

**Experts and Specialists work at the Center**

550

**Processed case files**

373,000+
Digitization of Notarization System

Within the Comprehensive Notarization System, the National Transformation Program fully digitized the notarization system for Power of Attorneys, legal acknowledgments, closures, contracts, and real estate documents. An array of comprehensive digital notarization services are provided via the Najiz Portal and they eliminate the need to visit the Ministry of Justice facilities.

Top Achievements:

1. A Will Notarization Service for inmates was launched, allowing them to log in and create or delete a will electronically.
2. Streamlined the will notarization service by electronically connecting with the General Authority for Awqaf to share information regarding endowments.

540,000+ Individuals Benefited from the Social Status Notarization Service

760,000+ Individual’s Benefited from the Mwathiq on-demand Notarization Service
Digitization of Real Estate Archives

The National Transformation Program completed the digitization of all real estate documents via the Central Digitization Center. The Program also developed all related procedures and models and provided 24/7 e-conveyance service via the Najiz Platform. This service now allows sellers and buyers to electronically document and complete an e-conveyance transaction without the involvement of a notary office.

Real Estate Digitization Achievements

120+ Million Digitized Real Estate Documents

200,000+ Beneficiaries of Property E-Conveyance

$3.6+ Billion in Total trading value of E-Conveyance

Digitization of Real Estate Archives contributes to:

1. Enabling e-conveyance and reducing operational costs related to managing and preserving real estate documents

2. Reduces the chances of:
   - Loss of records due to disasters
   - Human errors
   - Manipulation and fraud
Launch of Saudi Census 2022

The General Authority for Statistics completed the Saudi Census 2022 to support decision makers in achieving Saudi Vision 2030. The results of the Census will enable the drafting of data driven economic and social policies and planning for cities and public services development.

Saudi Census 2022

1. The 5th Census in Saudi Arabia’s history
2. Provides support for future development projects
3. Follows the best international practices
4. A large-scale national project
Ensure Sustainability of Vital Resources

The National Transformation Program is working on developing the kingdom vital resources and ensure sustainable benefits from them by focusing on increasing water security through the use of different water supplies such as ground, surface and salinated water. Also, the program is building an effective systems for water distribution to minimize water waste and maximize the use of treated sewage water. The program is also mitigating risks to Saudi Arabia’s natural environment such as desertification, sand drift and invasive insects by establishing land reserves, increasing the vegetation cover and maintaining and rehabilitating the natural areas through partnership with Private Sector. In addition, the program is promoting national capabilities to predict the nature hazards in order to mitigate the losses.
Transformation in the Environment, Water, and Agriculture

12+ Million
Trees were planted over 5 years by the National Center for Vegetation Development

First birth of Arabian Oryx at King Salman Royal Reserve

First birth of Idmi Gazelle at Ibex Reserve

921 Endangered Wildlife Animals were released in national parks and reserves

35%
Increase in desalinated water production capacity over 5 years

2.7 kilowatt-hours/m³
A record low consumption of energy for desalination

20.6 hours/day
of continues urban water supply

22.5%
of wastewater is reused

388 Agricultural experts and consultants on “Murshiduk” App

$304.2+ Million
Export value for dates

2.9+ Million
Agricultural consultations on “Murshiduk” App (provides agricultural consultations for farmers)

The Kingdom ranked 1st globally in date exportation in 2021
New Legislative and Institutional Developments

Established 1 fund and 5 environmentally-specialized centers

Issued 5 laws and their implementing regulations

| 1          | Environment Law   |
| 2          | Agriculture Law   |
| 3          | Water Law         |
| 4          | Meteorology Law   |
| 5          | Waste Management Law |

These efforts contributed to achieve multiple environment targets for the kingdom of Saudi Arabia

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>22,000+ Hectares</td>
<td>4.3%</td>
<td>60%</td>
<td>93,000+ Hectares</td>
</tr>
<tr>
<td>Reserve Percentage</td>
<td></td>
<td></td>
<td></td>
<td>16.8%</td>
</tr>
<tr>
<td>Forecasting and Early Warning Accuracy</td>
<td></td>
<td></td>
<td></td>
<td>76.9%</td>
</tr>
</tbody>
</table>
Digital Transformation in the Environmental, Water, and Agricultural Sectors

In order to increase the quality of the agriculture services provided to the end user, NTP worked under leadership of MEWA to digitize most of the services. As results, Naama Portal – a unified portal providing MEWA’s services- won the E-Agriculture category at the 2022 World Summit on the Information Society Prizes (WSIS).

Latest services added to Naama Portal in 2022

**Licenses**
- Veterinary Laboratory

**Issuing**
- olive oil refinery and production licenses

**Creating**
- livestock condition reports

1st Place competing against 947 Competing Projects

109 Countries
# Improving Infrastructure for the Hajj Season

### 7 Locations
- to inspect livestock
- **11,000+** heads of livestock /hour

### Inspected
- all plant and animal products provided to pilgrims
- floor disinfection to combat contagious diseases

### Increased
- total operational capacity for slaughterhouses
- **22+ million m³** of water was pumped and distributed to Mecca and Medina
- **11,000+** heads of livestock /hour
- **24h/day** rate of water pumped to the Holy Mosque and Holy Sites
- **41.5km+** network of main and sub water pipelines
- **172,000+ m³/day** total supporting water pumping capacity
- **16 Projects** were implemented to strengthen water infrastructure
- **11.7 million m³** Total design capacity of water tanks in Mecca and Medina
- **3.5+ million m³** total desalinated water production for pilgrims
- **22+ million m³** total desalinated water production for pilgrims
- **3.5+ million m³** total desalinated water production for pilgrims
- **30 Projects** were implemented to deliver drinking water to pilgrims

### Released
- the geographical coverage of automatic monitoring stations
- high-detail early weather warnings for entities participating in Hajj

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National Transformation Program | Annual Report
Major Projects to Achieve Development and Food Security

To develop the Kingdom’s agricultural sectors, 2022 saw the launch of major projects by the Ministry of Environment, Water and Agriculture in cooperation with the public, private, and non-profit sectors to achieve food and development security.

Agricultural Registry Project “Hasr”

- Developed Agricultural Registry Project “Hasr” that provides geospatial data to support the agricultural sector. All farms and land tenures in the Kingdom were registered using the latest remote sensing and satellite imaging technology.
to further enhance the livestock sector by developing the technology used in improving animal genetics. This will increase production and contribute in achieving food and economic security.

## Laboratory’s Main Projects:

<table>
<thead>
<tr>
<th>No.</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Designing and analyzing the genetic coding of camels</td>
</tr>
<tr>
<td>2</td>
<td>Improving original breeds of lamb and goats</td>
</tr>
<tr>
<td>3</td>
<td>Genotyping causes of diseases</td>
</tr>
<tr>
<td>4</td>
<td>Increasing milk production of cows</td>
</tr>
<tr>
<td>5</td>
<td>Improving the genome of horse breeds originating from Saudi Arabia</td>
</tr>
</tbody>
</table>

## Localized veterinary vaccine productions

to develop the livestock sector by conducting field experiments, improving genetics of lamb and goat breeds, and analyzing data using genetic coding.
Major Projects in Water Desalination

The National Transformation Program is enhancing desalinated water resources and increasing the production capacity of the Saline Water Conversion Corporation (SWCC) to boost efficiency, performance and local content capabilities. Between 2017 and 2022, joint efforts have resulted in an increase of SWCC’s capacity by around 35%, with the Corporation ranking first internationally for production capacity, energy consumption, innovation, and research. It also launched major projects in 2022.

Production Capacity of the Saline Water Conversion Corporation

- 2017: 4.6 Million m³/day
- 2018: 5 Million m³/day
- 2019: 5.6 Million m³/day
- 2020: 5.9 Million m³/day
- 2021: 5.9 Million m³/day
- 2022: 6.2 Million m³/day
Key Water Desalination Projects in 2022

The largest floating desalination plant in the world

1. The first of the Kingdom’s planned floating plants
2. Utilizes the latest technology with high operational efficiency
3. Utilizes eco-friendly reverse osmosis technology
4. Produces 50,000 m³/day of desalinated water

Shuqaiq 3 Desalination Plant

1. Supplies Jizan and Asir
2. Serves more than 1.2 million beneficiaries
3. Achieves a record in reducing energy consumption to 3.01 kilowatt-hours/m³
4. Has a production capacity of 450,000 m³/day of desalinated water

Al Wajh Desalination Plant

1. Supplies Al Wajh province and surrounding villages
2. Utilizes eco-friendly reverse osmosis technology
3. Produces 25,500 m³/day of desalinated water
Research Innovation in Water Desalination

The Saline Water Conversion Corporation (SWCC) has officially begun the operation of Al Shuaiba Plant 4 to further improve and localize water desalination. Al Shuaiba Plant 4 is the first water desalination plant in the world that utilizes nanotechnology to extract magnesium and inject it into water. It is also considered one of the promising technologies that were innovated by the Saline Water Desalination Research Institute.

<table>
<thead>
<tr>
<th>Al Shuaiba Plant 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies Mecca, Jeddah, and Taif</td>
</tr>
<tr>
<td>Production capacity of more than 400,000 m³/day of desalinated water</td>
</tr>
<tr>
<td>The first plant to use nanotechnology to extract magnesium and inject it into water</td>
</tr>
</tbody>
</table>

This technology contributes in:

1. Increasing benefit from minerals extracted from seawater
2. Improving drinking water quality
3. Improving health and quality of life

The largest plant using reverse osmosis technology

Which contributes in:

1. Reducing energy consumption
2. Reducing carbon emissions
3. Achieving environmental sustainability
Record Numbers in Water Transmission Networks

Overcoming obstacles such as sheer size and rough terrain, the SWCC has developed a massive water network. Led by local engineering experts, these efforts mean that some regions received desalinated water for the first time and ahead of schedule.

Water Transmission Networks completed in 2022

- **Water Transmission Network (Rabigh – Jeddah – Mecca)**
  - A network capacity of more than 1.2 million m³/day
  - A large-scale project that supplies the western region with more than 1.3 million m³/day of desalinated water
  - One of the largest and longest water transmission pipeline projects in the world
  - Utilizes energy conservation systems and the latest pipeline safety systems
  - Supplies 15 cities, provinces, and centers, and 10 of them received desalinated water for the first time ever

- **Water Transmission Network (Jubail – Riyadh) phase 3 project**
  - Transmits more than 550,000 m³/day of desalinated water
  - Supplies Riyadh region

- **Water Transmission Network (Shuqaiq – Abha)**
  - Supplies multiple cities, provinces, and centers in Asir region
  - Runs through one of the most resilient mountains in the world

- **Water Transmission Network (Arafat – Taif)**
  - A network capacity of more than 176,000 m³/day
  - Supplies Taif province and its southern villages all the way until Al Baha

- **Water Transmission Network (Taif – Turba – Ranyah – Khurma)**
  - A network capacity of more than 156,000 m³/day
  - Supplies a number of villages in the western region with desalinated water for the first time
Supporting Strategic Water Storage

To increase storage capacity and ensure the security of the Kingdom’s water supply, the Saline Water Conversion Corporation constructed and launched several water-storage units throughout Saudi Arabia. The design capacity of a single water storage tank is 700,000 m$^3$/day which resulted in a total storage capacity of 21 million m$^3$ of water.

21 Million m$^3$ Total Storage Capacity of Desalinated Water
More than a Million of New Beneficiaries from Water Services around the Kingdom

The National Water Company, supported by initiatives under the National Transformation Program, has improved water services and transmission the Kingdom. More than a million new beneficiaries now benefit from water delivered to their area.

Key Achievements in Water Services in 2022

- Provided water services to 1,238,727 New beneficiaries
- Constructed 1,085 km of water networks
- Increased capacity of purification plants by 63,400 m³/day
- Increased capacity of storage tanks by 523,950 m³/day
Groundwater Wells and Pumping Stations to Deliver Water to Consumers

The National Water Company (NWC) completed projects that dug, rehabilitated, and operated wells. In addition, the NWC completed the construction of transmission pipelines, tanks, and pumps to deliver water to citizens in remote areas.

Main Groundwater Projects in 2022

1. More than 116 ground wells were dug, operated, and rehabilitated around the Kingdom, with a total production capacity of more than 200,000 m³/day

2. 23 Operational tanks in Hail were installed with a total capacity of 7,000 m³

3. 40 Well water pumps were installed that contribute to increasing water supply to the City of Riyadh, with up to 200,000 m³/day

4. 4 Tube wells were dug in Riyadh, Eastern Region, Qassim, and Najran with a production capacity of more than 3.5 million m³/year

5. 1 Pumping station was installed in Tabuk with a pumping power of more than 129,000 m³/day
Expanding Wastewater Service Coverage

New projects undertaken by the National Water Company have increased wastewater services in the Kingdom, providing coverage to more than half a million beneficiaries in 2022. The reuse of water is a vital part of the National Transformation Program’s sustainability objectives.

Key Achievements in Expanding Wastewater Service Coverage

- Provided wastewater services to 528,325 new beneficiaries
- Constructed 574 km of wastewater networks
- Increased capacity of treatment plants by 166,000 m³/day
- Closed all harmful wastewater dumping locations
Reusing 22%+ of Wastewater

An expansion of services by the National Water Company now means that treated wastewater can be reused for agricultural and industrial needs. Eight new tertiary treatment plants were constructed in 2022 throughout the Kingdom, with a treatment capacity of more than 925,000 m³/day, to achieve environmental protection.

8 Tertiary Treatment Plants

925,000 m³/day of treated water
Localization and Empowerment

The Saline Water Conversion Corporation’s main achievements in localization and empowerment

- Launched a program in cooperation with the Ministry of Energy to localize main desalination equipment
- Launched “Tamkeen” Program to allow university graduates to work directly in the desalination industry

| 96% | The rate of localization in various fields
| 60% | The rate of local content

The National Water Company’s main achievements in localization and empowerment

- 80 Trainees graduated from the first version of the “Edad” Program to prepare graduates in the field
- Launched the “Mowared” platform for e-learning with more than 25,000 varied educational content

| 95% | The rate of localization in various fields
| 52% | The rate of local content

The rate of localization in various fields

The rate of local content
Social Empowerment and Non-Profit Sector Development

The non-profit sector is a vital contributor to Saudi society and the Kingdom’s economy. The National Transformation Program aims to support the sector by expanding the range of services provided by the NGO organizations to cover more beneficiaries, and increasing the sector’s economic and social impact. The Program aims to improve the effectiveness and efficiency of welfare services by encouraging businesses to contribute in social responsibility. Lastly, the Program further encourages volunteering in the Kingdom by regulating and diversifying volunteering opportunities.
Transformation in Charity Work

120%+ Growth of non-profit organizations since launch of Vision 2030

3.8+ Million Donations through the National Donations Platform

$52.4+ Million Total contributions through the Waqfy Platform

3,605 Non-profit organizations in the Kingdom

65+ Million Beneficiaries of volunteering in 2022

668,000+ Contributors on Waqfy Platform

30+ Fields of volunteering on the National Volunteer Portal
Growth in Volunteering

The National Transformation Program has launched several initiatives to encourage volunteering in Saudi Arabia, including the Voluntary Service Law, which regulates and develops volunteering. The Program also launched the National Volunteer Portal to make finding and applying for volunteering opportunities in the Kingdom easier, thereby contributing to Vision 2030’s goal of one million volunteers.

The Journey to 1 million Volunteers

<table>
<thead>
<tr>
<th>Year</th>
<th>Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>34,000+</td>
</tr>
<tr>
<td>2019</td>
<td>192,000+</td>
</tr>
<tr>
<td>2022</td>
<td>658,000+</td>
</tr>
</tbody>
</table>

Volunteering Achievements in 2022

- **658,000+** Volunteers
- **373,000+** Volunteering Opportunities
- **39+ Million** Volunteering Hours
- **65+ Million** Volunteering beneficiaries
- **50,000+** Workshops and consultations beneficiaries
- **929 Entities** Benefitted from workshops and consultations

2030 Target: 1,000,000
Volunteering Initiatives

Since the launch of Saudi Vision 2030, the number of volunteers in the Kingdom has increased. This was the result of initiatives that promoted volunteering in Saudi Arabia, such as:

**The 2nd National Award for Voluntary Work**

The annual award recognizes and honors the vital work of volunteers in Saudi Arabia. In its 2nd cycle, 38 winners of entities, individuals, and volunteering groups were awarded for their effort.

**The “Volunteer with your Experience” Initiative**

With more than 80 participants of Ministers and industry leaders, the initiative provided specialized solutions to various challenges that could face the non-profit sector, entrepreneurs, freelancers, and students. The Initiative is offered through keynote speeches, training workshops, and individual consultations.

**An Initiative for MHRSD leaders and employees**

The Initiative invites leaders and employees of the Ministry of Human Resources and Social Development (MHRSD) to volunteer their time by speaking to audiences, holding workshops, and providing individual consultations.
Growth of the Non-Profit Sector

The National Transformation Program recognizes the important role of the non-profit sector in the social and economical development worldwide. Thus, the Program supports the growth and sustainability of the non-profit sector.

**Non-Profit Organizations**

<table>
<thead>
<tr>
<th>2022</th>
<th>3,605</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth rate of 120% since launch of Vision 2030</td>
<td></td>
</tr>
</tbody>
</table>

**Achievements in Supporting the Non-Profit Sector in 2022**

**Service Expansion**

The non-profit sector has been empowered and included in the delivery of social government services, by:

1. Specifying the government services that the non-profit sector can provide
2. Directing government entities to delegate their services to non-profit organizations

**Launch of The Kafaah Program**

This Program was launched to support family counseling organizations by offering them:

1. Strategic and operational planning guidance
2. Employee development
3. Financial sustainability
4. Counseling service quality evaluation
5. Counselor evaluation
The Non-Profit Sector as a Development Partner

Non-profit organizations play an important role in economic and social development. The National Transformation Program collaborates with non-profit organizations to expand and develop their services and increase their impact.

Saudi Arabia has seen an increase in Specialized Non-Profit Organizations that support development priorities.

2015: 26%
2022: 75.2%

Several new non-profit organizations launched, supporting various areas, including:

- Housing
- Employment
- Sport and entertainment
- Health
- Culture
- Environmental protection
- Education
- Hajj and Umrah
- Social protection
Supporting Welfare Beneficiaries in achieving Financial Independence

The National Transformation Program is improving the effectiveness and efficiency of welfare services. The Program supports welfare beneficiaries in achieving financial independence by developing employment plans, assisting in finding training and job opportunities, and skills for entrepreneurship.

Main Achievements of Social Empowerment in 2022

1. 50,000+ Welfare beneficiaries trained to join the labor market
2. 100,000+ Welfare beneficiaries are now employed
3. 31%+ of welfare beneficiaries are now financially independent
4. Launch of a new social empowerment clinic in (Albr) non-profit organization in Riyadh, to provide all welfare services for families in need
5. Launch of 3 new Social empowerment clinics in Dammam, Riyadh, and Jeddah to provide counseling services
6. Held a social empowerment forum in the Eastern Region with 6,527 beneficiaries, resulting in 2,237 job opportunities and the signing of 8 agreements
Labor Market Accessibility and Attractiveness

The National Transformation Program aims to diversify the Saudi labor market and provide opportunities to citizens. Through increased participation of women, people with disabilities, and productive families in the labor market, Saudi Arabia’s unemployment rate has dropped to a ten-year low as a result of updates to local labor laws and regulations, educational and professional opportunities, and improved working conditions. By improving compliance with Occupational Safety and Health (OSH) laws, these efforts also resulted in a decrease in the rates of work-related accidents and injuries.

Attractive Labor Market

4th Theme

› Increase women participation in the labor market
› Improve productivity of government employees
› Enable integration of people with disabilities in the labor market
› Improve working conditions for expats
› Grow productive family’s contribution to the economy
› Source relevant foreign talent effectively

Strategic Objectives
Transformation in the Labor Market

- **34.7%**
  Woman’s share in the labor market (from the overall Saudi labor force)

- **2,166**
  Entities certified as suitable for people with disabilities

- **$3.4+ Billion**
  Sales volume of productive families supported by the Social Development Bank

- **373,000+**
  Flexible and remote work contracts

- **86.9%**
  Compliance rate with the expatriate worker’s wage protection system

- **669,000+**
  Beneficiaries from the Ethrai training Platform

- **76%**
  Rate of public sector’s employee engagement
Women in the Economy

Female empowerment is a top priority for Saudi Arabia, and the National Transformation Program has launched significant initiatives to increase female economic participation since the launch of Vision 2030 in 2016. As a result, in the 2022 World Economic Forum Report, the Kingdom was ranked as one of the top three countries in terms of closing the gender gap. Today, women comprise 34.7% of the Saudi labor force and own 45% of the Kingdom’s SMEs.

Results of Women Empowerment over 5 years:

<table>
<thead>
<tr>
<th>Year</th>
<th>Women Ratio in Managerial Positions (Middle &amp; Senior)</th>
<th>Women’s share in the Labor Market (from the overall Saudi labor force)</th>
<th>Economic Participation Rate of Saudi Females (over the age of 15)</th>
<th>Women, Business and the Law Index</th>
<th>SMEs Owned by Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>28.6%</td>
<td>21.2%</td>
<td>17%</td>
<td>31.8%</td>
<td>22.5%</td>
</tr>
<tr>
<td>2022</td>
<td>41.1%</td>
<td>34.7%</td>
<td>37%</td>
<td>80%</td>
<td>45%</td>
</tr>
</tbody>
</table>
### Top Achievements of Women Empowerment in 2022

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>Launched <strong>Parallel Training to Meet Labor Market Requirements Program</strong> to train and employ 100,000 Saudi women by 2025.</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Trained <strong>1,700 women leaders and managers</strong> through the “Training and Leadership Orientation for Women Cadres” initiative.</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Provided child care services to <strong>14,200+ working women</strong> through the Qurrah Program.</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Provided transportation assistance to <strong>184,700+ working women</strong> through the Wusool Program.</td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Registered <strong>9,000+ women leaders</strong> on the National Platform for Saudi Women Leaders (Qiyadyat).</td>
</tr>
<tr>
<td><strong>6</strong></td>
<td>Released a guidebook to improve gender balance in the workplace.</td>
</tr>
</tbody>
</table>
Integration of People with Disabilities in the Economy

To achieve an economy that provides equal opportunities, the National Transformation Program focused on integrating people with disabilities into the labor market by developing enhanced workplace standards and providing suitable job and education opportunities that ensure their independence and integration as active members of society. These efforts, supported by establishing the Authority of People with Disability (APD) and the Mowaamah Certificate, contributed to increased labor force participation of people with disabilities.

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of workers among all people with disabilities who can work</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>7.7%</td>
</tr>
<tr>
<td>2022</td>
<td>12.3%</td>
</tr>
</tbody>
</table>
Achievements in Empowering People with Disabilities in 2022

2,166 Entities obtained a Mowaamah Certificate

Mowaamah’s Certification aims to raise enterprise awareness of people with disabilities’ skills and abilities, provide best practices for enterprises on how to equip work environments that are accessible to them, and increase employment opportunities for people with disabilities.

600+ Job Opportunities for People with Disabilities

Organized by the Authority of People with Disability (APD), the People with Disabilities Employment Exhibition 2022 resulted in more than 600 job opportunities from more than 50 entities. This falls under APD’s effort to link qualified people with disabilities to job recruiters, find job opportunities suitable for them, and enable the role of the private sector in empowering people with disabilities in the labor market.

Shadow Coach Program

The Authority of People with Disability (APD) launched the shadow Coach Program to assist people with disabilities in integrating into the labor market. The Program aims to improve the skills, efficiency, productivity, and performance of people with disabilities by placing a supportive shadow coach in their workplace.
Diverse Work Opportunities for Citizens

Vision 2030 aims to create diverse and flexible job opportunities for citizens by introducing diverse work styles such as flexible, remote, and freelance work opportunities, allowing individuals to contribute to the economy with their diverse skills.

By developing the required legislations, regulating contracts and licensing, providing financial support, and providing the required training, citizens across the Kingdom can gain financial independence and play a positive role in the economy.

Supporting New Working Styles Resulted in:

- 280,000+ Flexible Work Contracts
- 93,000+ Remote Work Contracts
- 2+ Million Freelance Work Licenses
With $533+ million made available for businesses started from home, the productive families’ sector flourished, creating more than 104,000 jobs and resulting in $3.5+ billion in sales.

$533+ Million in financing productive families projects

$3.5+ Billion Sales volume of productive families supported by Social Development Bank

104,000+ Productive families benefiting from Social Development Bank
Several awareness campaigns were launched in 2022 to support productive families, with topics ranging from project development to financial planning.

1. Educational campaigns to grow productive families with 13+ million beneficiaries

2. Awareness training in financial planning and saving with 260,000+ beneficiaries

3. Saving Hackathon “Wazien” to explore financial solutions and aid in saving and financial planning, in which 285 innovators, developers, programmers, and designers took part.

4. An interactive app for children from 4 to 12 years old to promote financial awareness, saving, and fundamental financial behaviors.
National Transformation Program’s initiatives contributed in improving working conditions for expatriate workers, by:

- Increasing electronic labor contracts
- Increasing workers awareness about their rights and obligations
- Increasing satisfaction rates regarding freedom and flexibility of job transfer
Wage Protection System

Wage Protection System (WPS) monitors the payment of salaries to all employees in the private sector to identify the level of compliance of entities to paying wages on time and according to the agreed value. As a result, conformity with WPS increased.

The Kingdom advanced 8 ranks in the World Talent Ranking for 2022 issued by the IMD World Competitiveness Center.
Providing a Safe and Secure Workplace

In the last few years, Saudi Arabia advanced in occupational safety and health (OSH). Workplace accidents and injuries have decreased in the Kingdom as a result of initiatives launched by the National Transformation Program, such as the National Policy for Occupational Safety and Health. As a result of these efforts, the International Labor Organization (ILO) praised the Kingdom’s achievements in protecting its workers.

Percentage of establishments complying with occupational safety and health Law

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>15%</td>
</tr>
<tr>
<td>2022</td>
<td>69.4%</td>
</tr>
</tbody>
</table>
Top Occupational Safety and Health Achievements in 2022

The Council of Ministers approved the National Council of Occupational Safety and Health

Established strategic partnerships to improve occupational safety and health in the Kingdom

<table>
<thead>
<tr>
<th>Development of OSH Legislations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Issued work permit regulations to govern how workers should respond to emergencies</td>
</tr>
<tr>
<td>2. Approved OSH behavior improvement regulations</td>
</tr>
</tbody>
</table>

Trained the 19th batch of job applicants within the OSH cadres project

OSH Training and Development

- 6,470+ Trainees
- 2,310+ Graduates

Established strategic partnerships to improve occupational safety and health in the Kingdom

Trained the 19th batch of job applicants within the OSH cadres project

OSH Training and Development

- 6,470+ Trainees
- 2,310+ Graduates
An Encouraging Working Environment

What is Employee Engagement?

It is a Human Resources concept that assesses employees’ mental, emotional, and behavioral commitment to their jobs to assess the entity’s internal work culture and identify strengths and weaknesses.

2017

68%

2022

76%

in Public Employee Engagement Contest in its 1st Cycle

9 Winners

General Corporations, Councils and Authorities Category

Ministries Category

Educational Entities Category

Percentage of Civil Service employees’ engagement

Winner winners

National Transformation Program | Annual Report
The Ministry of Human Resources and Social Development launched the Central Employees Information System and successfully integrated it with 200 government entities to improve productivity in the public sector. The integration provided these organizations with an accurate and up-to-date database of their employees and jobs. As a result, it assisted government entities in developing development plans, indicators, and statistics to support strategic decision-making.

Integration of Government Entities with the Central Employees Information System

200 Government Entities
To update and improve their HR data
Digital Transformation

Vision 2030 has identified the digital economy as a sector with high growth potential. As a result, the National Transformation Program (NTP) is accelerating Saudi Arabia’s digital transformation by expanding and improving the Kingdom’s digital infrastructure and enabling the adoption of Fourth Industrial Revolution (4IR) technologies. The NTP is also developing e-government services across all sectors, empowering digital entrepreneurs, increasing digital awareness, and developing digital talent and skills.
## Digital Transformation Achievements

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>4G of the Kingdom has 4G wireless broadband coverage</td>
<td>98%</td>
</tr>
<tr>
<td>5G Provinces around the Kingdom have 5G services</td>
<td>84%</td>
</tr>
<tr>
<td>97% of government services are provided electronically</td>
<td>97%</td>
</tr>
<tr>
<td>Maturity of user experience for E-government platforms</td>
<td>77.26%</td>
</tr>
<tr>
<td>E-government services</td>
<td>6,000+</td>
</tr>
<tr>
<td>Financial savings as a result of e-government initiatives</td>
<td>$1.1+ Billion</td>
</tr>
</tbody>
</table>

- Provinces around the Kingdom have 5G services.
- 97% of government services are provided electronically.
- Maturity of user experience for E-government platforms.
- E-government services.
- Financial savings as a result of e-government initiatives.

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Internet Speed in the Kingdom in 2022

Improving the Communications Infrastructure

Saudi Arabia’s strong infrastructure, e-government services, investment in this sector, highly qualified talent, and innovation and entrepreneurship efforts accelerated the Kingdom’s digital transformation to become a global leader in the sector. Saudi Arabia ranked 2nd among G20 countries in the 2021 Digital Riser Report issued by the European Center for Digital Competitiveness, and advanced 8 ranks globally and ranked 1st among GCC countries in the IMD World Competitiveness Yearbook 2022.

Internet Speed in the Kingdom in 2022

<table>
<thead>
<tr>
<th>Mobile Internet Speed</th>
<th>Fixed Internet Speed</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ 181.24 Mbps</td>
<td>▶ 109.83 Mbps</td>
</tr>
</tbody>
</table>

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Accelerating the Growth of the Kingdom’s Digital Economy

The National Transformation Program developed sectoral policies and legislation that showcase Saudi Arabia’s ambitious digital transformation goals. 2022 saw the approval of the Digital Government Policy and the Telecommunications and Information Technology Act and its implementing regulations, reinforcing the Kingdom’s position as the largest and fastest-growing digital economy in the MENA region.

The Telecommunications and Information Technology Act

1. Develops the digital infrastructure
2. Protects consumers
3. Promotes investment
4. Improves local talents
5. Develops the communications and IT sector
6. Encourages innovation, entrepreneurship, and technical research and development

The Law covers various subsectors of communications and IT services in the Kingdom, including:

1. Digital infrastructure
2. Emerging technologies
3. E-government
4. Digital content platforms
Developing the E-Government

Digital transformation is a vital component towards improving the quality, accessibility, and transparency of government services. The NTP has continued its e-government journey with the Digital Government Authority (DGA), a recently established entity dedicated to e-government development. DGA’s mission includes regulating e-government development for all government entities, establishing policies and plans related to e-government, and issuing reports related to digital transformation. DGA aims to place the Kingdom as one of the top 5 countries in e-government globally by 2030.

Saudi Arabia’s Digital Achievements

31st Globally
in the UN’s E-Government Development Index (EGDI)

1st Regionally and 3rd Globally
in GovTech Maturity Index (GTMI) for 2022 issued by the World Bank Group

1st in MENA
in the Government Electronic and Mobile Services (GEMS) Maturity Index issued by UN’s ESCWA

Highest Advancement of 23 Ranks
in Digital Government Index issued by WASEDA University for 2021

6,000+
E-government services
which represent 97% of total government services
A Promising Digital Future

The Digital Government Authority (DGA) has enabled government entities to provide effective and efficient digital services improving governmental return on investment for digital services and growing the local digital economy. This is done by issuing regular reports that track progress on implementing global standards and best practices, and measuring beneficiary satisfaction ensuring the Kingdom’s role as a leading nation in governmental digital transformation.

DGA’s Key Achievements in 2022

Pillars:

- 1. Satisfied Citizen
- 2. Enabled Business
- 3. Effective Government
- 4. Efficient Investment
- 5. Regulated Ecosystem
- 6. Expedited Transformation

Launched the Strategic Directions for the digital government

To provide a better digital experience, through:

- 1. Integrating digital platforms
- 2. Categorizing digital platforms, products, and services
- 3. Governing the creation of new digital channels
- 4. Setting comprehensive and unified plans and roadmaps
- 5. Developing and operating comprehensive government platforms

Launched the Whole-of-Government Platforms Program
DGA’s Key Achievements in 2022

Launched 3 indicators and their results:

1. The 10th measure of government digital transformation with the participation of 214 entities
2. The Digital Experience Maturity Index for Government Services
3. The trial version of the Emerging Technologies Readiness Index

Launched a number of electronic programs and platforms:

1. The Saudi Digital Investment Frontier (SDIF) to develop digital tools that support the governance of digital procurement and encourage digital investment
2. The GovTech Program to support governments in adopting emerging technologies
3. The E-Participation (Tafaul) Program to involve citizens in finding solutions via digital platforms
4. The Raqmi Portal to be the unified portal for the DGA’s electronic services and products
5. The first trial phase of the regulatory ecosystem initiative for government tech companies

Licensed 15 digital platforms and products and 3 tech companies

Launched more than 18 regulatory documents

Licensed 15 digital platforms and products and 3 tech companies

Launched more than 18 regulatory documents
As a part of the Kingdom’s effort to foster innovation and entrepreneurship, the Center of Digital Entrepreneurship (CODE) was established. CODE empowers local companies to develop their tech businesses and transform their innovative ideas into a digital reality.

CODE was established to support innovation and to provide services for digital entrepreneurs, tech startups, and university students. CODE operates from the capital Riyadh and has branches of innovation labs in 6 universities around the Kingdom, in addition to 15 innovation labs within strategic partnerships with local and international companies and a number of public and private entities and universities.
Main Programs provided by The Center of Digital Entrepreneurship (CODE)

**Incubators and Accelerators**

Incubators and accelerators are intensive programs that accelerate the growth and expansion of startups. While incubators focus on initial ideas and projects to help transform them into thriving tech companies, accelerators work with startups to support their growth and expansion.

- **42 Initial startup projects which resulted in 10 graduating tech companies**
- **12 Tech startups kicked off their growth and expansion journey**
- **10 Initial projects were developed into 3 game studio startups**

**Digital Competitions**

- **GAME CHANGERS**
  - Designed to stimulate digital innovation, research, and development. The 2nd edition of this award was launched to motivate digital researchers and patent holders.
- **DEVELOPERS ZONE**
  - In its 2nd edition, this competition provides global game developers with coaching sessions, and practical and remote training from experts in the field.
- **رواد الألعاب**
  - A series of challenges in emerging technologies. After the success of the first challenge (in blockchain), the 2nd challenge focused on Artificial Intelligence.
Developing a Generation of Tech Experts

The NTP invests heavily in the Kingdom’s national talent, ensuring they are well-versed in the digital transformation sector. Consequently, the program launched several initiatives to encourage young people to learn more about exciting opportunities and tech and to harness their creativity to create an exciting future.

Achievements in Supporting the Kingdom’s Youth

The Tuwaiq Youth Program

A Program for youth (from 6 – 17 years old) within the Future Champions initiative in cooperation with Tuwaiq Academy, to hone their skills and discover their tech talents.

<table>
<thead>
<tr>
<th>5,000+</th>
<th>4,000+</th>
<th>1,500+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>Projects</td>
<td>Training Hours</td>
</tr>
</tbody>
</table>

ThinkTech Festival for Robotics and Artificial Intelligence

The festival was held at Qassim Scientific Center within the Future Champions initiative.

<table>
<thead>
<tr>
<th>16,000</th>
<th>3,342</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors</td>
<td>Beneficiaries from Workshops</td>
</tr>
</tbody>
</table>

The 3rd Make it & Play it Competition

Organized in partnership with the Saudi E-sports Federation and held for young people between the ages of 9 and 17. Through intensive practical activities and training in a variety of tech and programming skills, the Competition provided participants with the required technical knowledge and skills needed to develop engaging applications.

| 300 |
| Trainees |
Promoting Digital Awareness and Knowledge Locally and Globally

To prepare Saudis to participate in tomorrow’s workforce, 2022 saw the launch of several initiatives to build a generation of innovative and knowledgeable young people with competitive digital skills. Initiatives like ThinkTech and Digital Giving (Ataa Digital) initiative are enriching digital content geared to the Arabic language, and spreading digital knowledge both locally and around the world.

Digital Awareness Efforts in 2022

Sync Digital Wellbeing Summit

This summit was launched by ThinkTech in partnership with King Abdulaziz Center for World Culture (Ithra). Featuring 60 speakers from around the world, it sought ways to protect individuals from technology damage through the development of international laws and legislation related to the use of technology in society.
Promoting Digital Awareness and Knowledge Locally and Globally

A Tech Course for University Students

101 Tech Course, presented in cooperation with Stanford University, was launched to reduce the gap between graduates and labor market requirements and to educate students on emerging technologies of the future. These courses were organized by two Saudi universities as elective courses for their students.

The course was prepared by

- 30+ Local universities
- 119 Faculty members and volunteering students

Freelancing Program

This Program aims to train 3,000 beneficiaries to enable them to practice freelancing and link them to relevant entities to increase the rate of freelancing in the tech market.

- 150+ Training Hours
- 2,000+ Trainees
The Digital Giving initiative was launched to be a non-profit initiative that aims to spread digital awareness in society. This is achieved by providing tech courses, enriching Arabic tech content, and organizing tech meetings in cooperation with multiple entities in the public, private, non-profit, and educational sectors.

The Initiative provided

- **180+** Digital Meetings
- **5,000+** Applicants
- **50** Participating Teams
- **3** Winning Teams

A hackathon for content creators and tech enthusiasts that was organized by Saudi Arabia’s Ministry of Communications and Information Technology and the ICESCO in partnership with Egypt’s Ministry of Communications and Information Technology. This Hackathon aimed to enhance partnerships between academic entities and universities, motivate young people in sharing their ideas and show participants how to compete in tech solution challenges.

The Hackathon Challenges covered several domains, including:

1. Artificial Intelligence
2. Internet of Things
3. Cybersecurity
4. Augmented and Virtual Reality

For more than

- **200,000+** Beneficiaries

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Launch of the Saudi Digital Academy

A Saudi academy that follows international standards to develop digital capabilities in modern and advanced technologies.

The Academy Covers:

1. Web and app development
2. Data and AI analysis
3. Game design and development
4. Cloud programming
5. Executive programs

A Bootcamp offered by the Academy was established to prepare new graduates and job seekers to face fast-paced labor market requirements. By providing young people with the education and training needed for emerging, new, and advanced technologies, they become prepared for the demands of future jobs and skills.
Private Sector Empowerment

Attracting high-quality investments is key to a thriving, diverse and sustainable economy. The National Transformation Program supports this by developing economic opportunities for entrepreneurs and investing in SMEs. These measures are empowering the Kingdom’s private sector, helping Saudi Arabia become one of the top 15 global economies.

Strategic Objectives

- Attract foreign and local investments
- Enhance businesses’ focus on the sustainability of the economy
- Strengthen communication channels with citizens & business community
- Grow SME contribution to the economy
- Enhance ease of doing business
- Enable the development of the retail sector
## Transformation in Commerce and Investment

<table>
<thead>
<tr>
<th><strong>166%</strong></th>
<th>Growth of SMEs since launch of Vision 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>30 Minutes</strong></td>
<td>to start a commercial business</td>
</tr>
<tr>
<td><strong>180 Seconds</strong></td>
<td>to issue a commercial registration</td>
</tr>
<tr>
<td><strong>24th</strong> Globally</td>
<td><strong>7th</strong> G20</td>
</tr>
<tr>
<td>The Kingdom ranked 24th Globally and 7th among G20 countries in the 2022 IMD World Competitiveness Yearbook</td>
<td></td>
</tr>
<tr>
<td><strong>750+</strong></td>
<td>Services provided by Saudi Business Center to the business sector</td>
</tr>
<tr>
<td><strong>4,350+</strong></td>
<td>Foreign investment licenses issued in 2022*</td>
</tr>
<tr>
<td><strong>80</strong></td>
<td>International companies obtained permit to open a regional office in the Kingdom</td>
</tr>
</tbody>
</table>

* Excluding investment licenses granted under the “Tasattur” anti-concealment campaign
Attracting Foreign Investments

The Program is enabling Saudi Arabia’s transformation into a leading investment destination. Thus, it launched the “Invest Saudi” initiative as the unified national brand for marketing the Kingdom’s attractiveness as an investment powerhouse. As a testament to the Kingdom’s investment attraction success, the International Monetary Fund recognized Saudi Arabia for its National Investment Strategy, the reforms, and the policies created that have improved the business and investment environment, and attracted foreign investors.

Annual Foreign Investment Licenses

<table>
<thead>
<tr>
<th>Year</th>
<th>Licenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>370+</td>
</tr>
<tr>
<td>2018</td>
<td>730+</td>
</tr>
<tr>
<td>2019</td>
<td>1,130+</td>
</tr>
<tr>
<td>2020</td>
<td>1,260+</td>
</tr>
<tr>
<td>2021*</td>
<td>2,830+</td>
</tr>
<tr>
<td>2022*</td>
<td>4,350+</td>
</tr>
</tbody>
</table>

$5.9+ Billion total FDI Inflows in the Kingdom by end of Q3 2022

* Excluding investment licenses granted under the “Tasattur” anti-concealment campaign
Reforms are enhancing the Kingdom’s commercial and investment environment, empowering the private sector and creating new opportunities for local and foreign investments. As a result, the Kingdom made substantial gains in attracting foreign investment compared to the previous year. Saudi Arabia’s economic growth is the fastest in the G20. Underpinning this economic success includes the doubling of the number of SMEs in the Kingdom, and the number of leading national companies expanding locally, regionally, and internationally.

Through the National Transformation Program’s initiatives, the Ministry of Investment signed several MoUs and MoCs to promote investment in Saudi Arabia.
Promoting Investment in the Kingdom

Key Investment Promotion Agreements in 2022

MoU with GSK plc

To establish a comprehensive project to localize manufacturing and transfer pharmaceutical and healthcare knowledge to the Kingdom.

MoU with Amazon

To improve local capabilities, grow e-commerce, and attract sustainable investment into Saudi Arabia.
Promoting Investment in the Kingdom

MoU with Novartis for pharmaceuticals

To co-create Cell & Gene Centers of excellence with leading research institutes in Saudi Arabia to provide innovative solutions for patients.

MoU with the economic airline “Wizz Air”

Signed in partnership with the Ministry of Transport and Logistic Services, the General Authority of Civil Aviation (GACA), and the Saudi Air Connectivity Program to explore investment opportunities in aviation.
Promoting Investment in the Kingdom

MoU with INDEVCO Group

To establish a cooperation project with NAPCO National to construct a factory for aluminum chips at Ras Al-Khair.

Joint MoU with Lucid Motors

With several government and private entities in the Kingdom to localize vehicle manufacturing.
Promoting Investment in the Kingdom

MoU with Insilico Medicine
To provide new opportunities in the field of AI within biotechnology.

MoU with Mapei SPA
To explore cooperation and localization opportunities in chemical conversion products for construction.
Promoting Investment in the Kingdom

Agreement between Advanced System Group and Amazon Café

To grant Amazon Café, the 6th largest coffee chain worldwide, an exclusive franchising chance to open 150 branches in Saudi Arabia.

Partnership between Dammam Valley Company and Arcensus GmbH

To establish the Saudi-German Genomic Center in Riyadh.
Promoting Investment in the Kingdom

In cooperation with the National Industrial Development Center to explore investment opportunities in the field of spare part manufacturing for vehicles and other fields.

MoU with Motherson Group

In cooperation with the National Industrial Development Center to explore investment opportunities in the field of spare part manufacturing for vehicles and other fields.

MoU with King Abdullah Financial District (KAFD)

To create and attract investment opportunities in major vital sectors.
Promoting Investment in the Kingdom

**MoC with the Federation of Saudi Chambers**

To enhance cooperation and partnership with the private sector to achieve economic integration and unify efforts in improving investment.

**MoU with the National eLearning Center**

To support the Ministry of Investment by developing e-learning through aligning strategy, procedures, and services between the two entities.
Promoting Investment in the Kingdom

MoU with Imam Mohammed Ibn Saud Islamic University

To develop investment opportunities in education and exchange expertise, research, and creative skills.

Joint MoC with World Sport Company and Juventus Academy

To support the Academy in developing investment opportunities and attract investments from global sport companies.
Promoting Investment in the Kingdom

MoU with Saleh Sulaiman AlRajhi Group

To explore cooperation opportunities in supporting the construction of a mall with a foreign operator.

Investment partnership between Ajlan & Bros Holding Group and Norinco Group

To discover, extract, treat, and filter precious and base metals.
Growing SME Contribution to the Economy

Vision 2030 recognizes that encouraging entrepreneurship and supporting SMEs is vital to the Kingdom’s economic growth. Initiatives launched under the National Transformation Program have helped lead to the number of SMEs doubling since the launch of the vision 2030, with more than 1.1 million SMEs launched by the end of 2022. By removing obstacles, facilitating financing, modifying laws and regulations, and developing business and training incubators and accelerators, the Kingdom is well on its way to its target of ensuring that 35% of the Kingdom’s GDP originates from SMEs by 2030.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of SMEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>429,026</td>
</tr>
<tr>
<td>2017</td>
<td>414,423</td>
</tr>
<tr>
<td>2018</td>
<td>447,577</td>
</tr>
<tr>
<td>2019</td>
<td>531,644</td>
</tr>
<tr>
<td>2020</td>
<td>649,127</td>
</tr>
<tr>
<td>2021</td>
<td>738,151</td>
</tr>
<tr>
<td>2022</td>
<td>1,141,733</td>
</tr>
</tbody>
</table>
Launch of the Digital Content Incubator

22 companies participated in launching 16 Digital projects by Saudi entrepreneurs and content creators.

**Incubator Objectives**

1. Transform innovative and entrepreneurial visual and audio media ideas into promising digital projects
2. Empower content makers to make positive and meaningful content
3. Grow investment in the SME media sector
Launch of the Small and Medium Enterprises Bank

The Council of Ministers approved the **SME Bank Legislation** and the transfer of the SME Loan Guarantee Program from the Small & Medium Enterprises General Authority (Monsha’at) to the SME Bank. The Bank launched 6 financing products and 15 finance sector partnership agreements worth up to $800 million. These products and agreements will allow SMEs to access the funding necessary to empower their growth.

**The SME Bank currently provides 6 financing products**

<table>
<thead>
<tr>
<th></th>
<th>Financing Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Online Store Financing</td>
</tr>
<tr>
<td>2</td>
<td>SME Credit Card</td>
</tr>
<tr>
<td>3</td>
<td>Renewable Financing</td>
</tr>
<tr>
<td>4</td>
<td>Working Capital Financing</td>
</tr>
<tr>
<td>5</td>
<td>Microfinance</td>
</tr>
<tr>
<td>6</td>
<td>Medium Term Financing</td>
</tr>
</tbody>
</table>
Increasing the Kingdom’s Global Competitiveness

Since its launch, the National Transformation Program has enacted more than 750 economic reforms to grow the Kingdom’s private sector, with government entity cooperation easing business for entrepreneurs and investors. These reforms improved Saudi Arabia’s investment environment and competitiveness, and they include:

1. Reforms to legislature and regulations
2. Automation and facilitation of business procedures
3. Improvement of the business sector
4. Supporting increased female participation in the economy

In 2019, the National Competitiveness Center (NCC) was established to study and analyze obstacles and challenges that the public and private sectors face and to improve the Kingdom’s rankings in international indicators and reports. The NCC also provides creative solutions and recommendations and monitors their execution. NCC is tasked with launching a new generation of legislative and procedural reforms to reach the optimal stage of productivity, sustainability, inclusion, and global competitiveness.

The Kingdom’s Competitiveness in International Indicators

The NCC monitors, studies, and analyzes the Kingdom’s performance on international competitiveness reports to improve performance and increase rankings.

- In the 2022 IMD World Competitiveness Yearbook: 24th
- In the 2019 Global Competitiveness Report issued by the World Economic Forum: 36th
- In the 2022 Women, Business and the Law Report issued by the World Bank: 80/100 Score
Enhance Ease of Doing Business

In 2019, the **Saudi Business Center** was established to facilitate the process of starting and running a business by providing a one stop shop for all related services as per the best international practices.

<table>
<thead>
<tr>
<th>16</th>
<th>750+</th>
<th>58+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saudi Business Center branches in 13 cities across the Kingdom</td>
<td>Services related to business</td>
<td>Representatives of government entities at the Center</td>
</tr>
</tbody>
</table>

**Saudi Business Center Achievements**

- This platform operates in cooperation with all relevant authorities to facilitate and digitize business processes, such as:
  - Starting a business by establishing companies that help other companies in opening files within relevant government entities
  - Operating a business by issuing the required operation licenses and other services
  - Closing a business by canceling the commercial registration and any related accounts under the relevant government entities

- The Center worked with the relevant business entities on a number of reforms to support the investor’s journey, including lowering the cost of specific licenses and modifying or canceling certain requirements.

- The Center began providing value-added services at their branches with 10 agreements signed with entities that support investors in sectors like: banking, insurance, telecommunications, finance, and legal consultations.
Business Protection

In order to protect businesses more effectively, the National Transformation Program developed the regulation of bankruptcy by issuing the Bankruptcy Law. This law enables debtors to amend their financial situation and resume activity while maintaining creditors’ rights. Additionally, a Bankruptcy Commission was established with the participation of the relevant government entities to ensure the proper implementation of the law.

**Key Achievements**

**Two MoUs were signed**
- to provide the required information and documents to complete bankruptcy procedures and achieve higher quality data, lower cost and less time.

**Launch of online training for bankruptcy process facilitators.**

**Several ministries were linked electronically to automate processing including:**

1. Supporting inquiries about deeds (Ministry of Justice)
2. Providing customer data services (Ministry of Human Resources and Social Development)
3. Providing employment status service (The General Organization for Social Insurance)
4. Supporting inquiries about shop licenses (Ministry of Municipal, Rural Affairs and Housing)
5. Supporting inquiries about commercial registrations and debtor data (Ministry of Commerce)
Initiatives to make it easier for entrepreneurs are a core area of the Program, including those tackling challenging obstacles such as commercial concealment, considered to be one of the biggest challenges hindering the growth of the economy, and entrepreneurship issues, specifically those hindering SMEs. The Program has also provided enhanced entrepreneurship opportunities through several procedural and regulatory reforms, including the promotion of e-commerce and franchise activities in the Kingdom.
Promoting E-Commerce

With the participation of 16 government entities, the Saudi E-Commerce Council introduced initiatives to develop the e-commerce infrastructure, including:

- Partnering with non-profit organizations like the World Bank to develop Saudi Arabia’s e-commerce and benefit from successful global experiences.

- Activating the short national address in providing postal services and package delivery for a smoother customer experience.

- Improving the payments system of online stores that possess commercial registrations and allowing them to open bank accounts without being deemed as “high risk.”

- Improving e-commerce’s logistic services and issuing parcel transport licenses instantly.

- Developing and operating the National E-Commerce Platform to support entrepreneurs and companies to start and continue their e-commerce journey.

- Launching the national companies’ promotion program to develop local online stores in 5 targeted sectors: health, education, culture, tourism, and lifestyle.

- Launching the e-commerce accelerator where 40 startups participated and 12 establishments joined the first batch of the accelerator.
Protecting Intellectual Property

To foster a fair commercial environment in the Kingdom, the Program continues to develop initiatives that contribute to establishing the necessary authorities and programs, creating a commercial environment that safeguards intellectual property. These initiatives also increase consumer protection and provide better services and products to Saudis.

SAIP contributes in:

1. Safeguarding the Kingdom’s interests in intellectual property on an international level
2. Safeguarding intellectual property rights
3. Enhancing the competitiveness of the Kingdom’s economy

Intellectual Property Protection Achievements

- 11,000+ Patents
- 10,000+ Design Patents
Protecting the National Economy and Consumers

The Defective Products Recall Center works to increase consumer safety and ensure consumer rights, through:

1. Recalling defective products from the local market
2. Following up with consumer complaints about defective products
3. Following up on product issues locally and internationally
4. Exchanging information with regional and global recall centers
5. Following up on the repair or withdrawal of a defective product

The Taqdeer Center

Taqdeer is a vehicle accident assessment center that manages, operates, and regulates damage assessment electronically and professionally, in accordance with the best international standards, with the goal of:

1. Facilitating accident assessment procedures
2. Minimizing required procedures
3. Expediting compensations
4. Providing services for insured vehicles
Improving Product Quality and Safety

Through the Saudi Standards, Metrology and Quality Organization (SASO), the National Transformation Program launched a number of product safety and quality programs.

The Saudi Product Safety Program (Saleem)
Saleem ensures product safety by limiting non-conforming products to Saudi Specifications from entering the market.

81.5% of products conform to Saudi Specifications
Improving Product Quality and Safety

The National Metrology Program (Taqyees)
Taqyees is responsible for ensuring measurement devices in the Kingdom are accurate and adhere to applied laws and regulations.

Taqyees has checked and ensured the accuracy of:

- **41,000+** Petrol pumps
- **11,000+** Scales
- **300,000** New home meters

Taqyees issued **24 National Certificates** that prove that a measuring device conforms to Saudi specifications.
Legislative Reforms

Since the launch of the National Transformation Program, several legislative reforms were implemented to remove obstacles that hinder the growth and sustainability of the private sector. Laws like the Franchise Law, Commercial Mortgage Law, New Anti-Concealment Law, and E-Commerce Law have either been established or improved. In 2022, the New Companies Law was issued to keep up with the Kingdom’s economic transformation.

Goals of the New Companies Law

1. Facilitating legal procedures and requirements to improve the business environment
2. Easing the obtainment of capitals and providing long-term financial resources with lower cost
3. Clarifying primary principles and provisions to reduce disputes among stakeholders
4. Achieving balance between stakeholders under the law’s provisions and limiting related risks
5. Enhancing company governance according to the best international standards
6. Developing the legislative ecosystem for non-profit organizations to achieve stability and growth in the sector
Combating Commercial Concealment

The Ministry of Commerce launched the National Anti-Commercial Concealment Program, within the National Transformation Program’s initiatives, to combat commercial concealment in all sectors. This effort aims to increase commercial and investment opportunities, improve monitoring, implement laws and regulations, and raise consumer awareness.

Combating commercial concealment leads to:

- Higher revenues
- Higher number of legal workers
- GDP growth
- Fair competition

Key achievements of the National Anti-Commercial Concealment Program in 2022

1. Analyzed 1.4+ million commercial registrations and municipality licenses
2. Rectified 19,000+ registrations of those
3. Held 35 workshops and meetings with businesses interested in rectifying their status
4. 134,000+ Inspection visits
5. Developed an electronic service for rectifying business status
6. Launched 60 initiatives to process rectification requests
7. Provided a new job title in commercial banks for combating concealment
Unified Call and Communications Center

The Unified Call and Communications Center was launched in 2022 and it supports communication channels with citizens and the business community to increase the quality and efficiency of services provided to them. The Center operates on a 24/7 basis to serve beneficiaries, respond to their inquiries, file their complaints, and process them. It also aims to improve the quality of available services through rigorous follow-up on performance.

Calls to business call center

1.2+ Million received calls in 2022

For consumers

The Center operates 24/7

For the business sector

The Center operates 5 days a week
Development of Economic Partnerships

The National Transformation Program aims to create a strong and diverse economy by building economic partnerships at the regional and international levels across various sectors.

Strategic Objectives

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

To attract foreign and local investments, the Ministry of Investment is representing the Kingdom in forming economic ties with other countries. This is done through participating in various forums and meetings, where many agreements were signed.

**Saudi-Korean Investment Forum**

This forum resulted in the signing of 16 MoUs in multiple sectors, like: energy, renewable energy, health, technology, advanced industries, and R&D.

**Saudi-Greek Investment Forum in Riyadh**

This forum established the Saudi-Greek Business Council and bilateral investment meetings were held between Saudi and Greek companies, with the participation of more than 100 business leaders from the public and private sectors.
An investment agreement was signed between WE ENERGY and Officine Nicola Galperti e Figlio S.p.A. in the energy sector, specifically in the areas of forging and flange manufacturing.

Bilateral meetings were held between companies and investors from both sides, with the participation of representatives from 16 Caribbean countries. This forum marked the first time that a single country had met with multiple Caribbean countries for such meetings.

Participants from the Saudi Delegation who represent government and private entities

Government meetings

Private sector meetings

75

36+

150+
As a result of this forum, both government and investment agreements were signed between Saudi and Greek companies in various sectors.

- **21** Investment agreements between Saudi and Greek companies
- **12** Government agreements
- **30** Leading and promising participating Saudi companies

As a result of this council, 14 investment agreements were signed between Saudi and Uzbek government and private entities in various key sectors.
This meeting brought together more than 20 leading Saudi companies that are interested in expanding and exploring investment opportunities with 32 entities from Oman’s private sector.

13 investment agreements were signed in various sectors such as sport, media, health, pharmaceuticals, and agriculture. In addition to these agreements, dialogue sessions were held to explore promising investment sectors between the two countries in areas such as petrochemicals, renewable energy, water desalination, mining, and food security. The Saudi side also presented key developments in the Kingdom’s business sector and highlighted the giga projects associated with Vision 2030.
Signed 14 Agreements between Saudi and Egyptian Private Sectors

Coinciding with the visit of HRH Crown Prince Mohammed Bin Salman to Egypt, a number of leading Saudi companies and Egyptian government and private investment entities signed 14 agreements worth over $7.7 billion. These agreements aim to strengthen cooperation and investment between the two countries and increase collaborative projects between Saudi and Egyptian businesses.

Brazil Investment Forum “Invest in Brazil”

The forum took place in Dubai, hosting several meetings with prominent Saudi companies and was attended by the President of the Federal Republic of Brazil.

Main Saudi companies that participated:
Acwa Power, Savola, Al Muhaideb, Riyad Bank, Desert Technologies, Al Bahri, Tanmiah
Saudi-Austrian Investment Forum

Main Saudi companies that participated:

Acwa Power, Petromin, Alrajhi Holding Company, Advanced Technology & Services Company

This forum was held with the aim of strengthening economic cooperation in various investment sectors between the two countries. A total of 110 business leaders from the public and private sectors participated. In addition, 42 bilateral meetings took place between several Saudi and Austrian companies. A cooperation agreement was also signed between Eqleed Group, University of Vienna, Nemetschek Company, and SDO ZT GMBH to develop high-quality modern construction systems in accordance with international environmental laws.

Bahrain Economic Development Board

Main Saudi companies that participated:

Elm Company, Al Fanar, Dr. Sulaiman Al Habib Group, Boudl Company

To strengthen economic relations between the Kingdom of Saudi Arabia and the Kingdom of Bahrain, the Bahrain Economic Development Board held multiple meetings with prominent Saudi companies. The purpose was to identify potential opportunities for cooperation between the two countries by discussing expansion plans for the Saudi companies and connecting them with relevant investment opportunities in Bahrain.
National Transformation Program’s KPIs

Showcasing NTP’s Progress in its 2022 KPIs
1st Theme

Government Excellence

Percentage of the Ministry of Justice’s services provided electronically

Baseline 2015: 30%
Target 2022: 82.32%
Actual Value 2022: 85.82%

Beneficiary Satisfaction with Judicial Services (%)

Baseline 2018: 72%
Target 2022: 81.45%
Actual Value 2022: 95%

Percentage of civil service employees’ engagement

Baseline 2017: 68%
Target 2022: 74.5%
Actual Value 2022: 76%
1st Theme

**Government Excellence**

Kingdom’s rank in Corruption Perception Index (CPI) issued by Transparency International

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>57</td>
<td>48</td>
<td>54</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

National Transformation Program’s KPIs
2nd Theme

Sustainable Resources

Number of licenses issued to trade in wildlife and their products

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2,035</td>
<td>4,000</td>
<td>5,960</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Percentage of environmentally licensed industrial facilities

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>42%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>68%</td>
<td></td>
<td>80.8%</td>
</tr>
</tbody>
</table>

Area of rehabilitated natural vegetation

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>22,668</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>57,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td>93,950</td>
</tr>
</tbody>
</table>
2\textsuperscript{nd} Theme

\textit{Sustainable Resources}

\textbf{Accuracy of forecasting and early warning of meteorological hazards (sandstorms and floods) 3 days prior}

- 2017 Baseline: 60%
- 2022 Target: 74%
- 2022 Actual Value: 76.96%

\textbf{Percentage of natural reserves to the Kingdom’s total area}

- 2016 Baseline: 4.33%
- 2022 Target: 16%
- 2022 Actual Value: 16.86%

\textbf{Percentage of essential medicines available at the local market}

- 2015 Baseline: 90.83%
- 2022 Target: 95.4%
- 2022 Actual Value: 96.41%
# 2\textsuperscript{nd} Theme

## Sustainable Resources

### Duration of water strategic storage for urban utilization

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>1.35 days</td>
<td>2.27 days</td>
<td>2.27 days</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Supply continuity rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>14 hours/day</td>
<td>20.5 hours/day</td>
<td>20.56 hours/day</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3rd Theme

Social Development

The Percentage of private sector’s contribution from total social expenditure

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>1.19%</td>
<td>1.32%</td>
<td>3.53%</td>
</tr>
<tr>
<td>2021</td>
<td>1.32%</td>
<td>1.32%</td>
<td></td>
</tr>
</tbody>
</table>

The Percentage of large companies adopting social responsibility programs

- Baseline (2018): 30%
- Target (2021): 44%
- Actual Value (2021): 59.6%

Percentage of development expenditures from total non-profit sector expenditures

- Baseline (2015): 21%
- Target (2021): 70.2%
- Actual Value (2021): 71.4%

1. 2022 value is measured in Q1 2023
2. 2022 value is measured in Q4 2023
3rd Theme

Social Development

National Transformation Program’s KPIs

**Baseline Target Actual Value**

<table>
<thead>
<tr>
<th>KPI</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd Theme</td>
<td>85%</td>
<td>87.48%</td>
<td></td>
</tr>
<tr>
<td>National Transformation Program’s KPIs</td>
<td>2019</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>Beneficiaries’ satisfaction with the services of non-profit organizations</td>
<td>73%</td>
<td>85%</td>
<td>87.48%</td>
</tr>
<tr>
<td>Number of volunteers in the Kingdom</td>
<td>2015: 22,924</td>
<td>2022: 420,000</td>
<td>2022: 658,036</td>
</tr>
<tr>
<td>Number of volunteering opportunities available to the Kingdom’s population</td>
<td>9,578</td>
<td>210,000</td>
<td>373,395</td>
</tr>
</tbody>
</table>

National Transformation Program | Annual Report

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3rd Theme

Social Development

Economic value of volunteering in the Kingdom per capita

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>0.6 SAR</td>
<td>20 SAR</td>
<td>64.16 SAR</td>
</tr>
</tbody>
</table>

Percentage of non-profit organizations’ contribution to GDP

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>0.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>0.49%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>0.83%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Percentage of growth in number of nonprofit organizations

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>64.11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>120.9%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. 2022 value is measured in Q4 2023

2022 value is measured in Q4 2023
3rd Theme

Social Development

National Transformation Program’s KPIs

Percentage of specialized non-profit organizations that support development priorities

- Baseline: 26% (2015)
- Target: 60% (2022)
- Actual Value: 75.2% (2022)

Percentage of non-profit sector’s personnel out of the total workforce

- Baseline: 0.13% (2017)
- Target: 0.35% (2021)
- Actual Value: 0.45% (2021)

Beneficiaries’ satisfaction with social services

- Baseline: 68% (2019)
- Target: 72% (2022)
- Actual Value: 75.6% (2022)

1. 2022 value is measured in Q4 2023
4th Theme

**Labor Market Accessibility and Attractiveness**

### Women ratio in managerial positions (middle & senior)

- **2017 Baseline:** 28.6%
- **Q3 of 2022 Target:** 29.8%
- **Q3 of 2022 Actual Value:** 41.1%

### Economic participation rate of Saudi females (over the age of 15)

- **2017 Baseline:** 17%
- **Q3 of 2022 Target:** 31.4%
- **Q3 of 2022 Actual Value:** 37%

### Woman’s share in the labor market (from the overall Saudi labor force)

- **2017 Baseline:** 21.2%
- **Q3 of 2022 Target:** 28.3%
- **Q3 of 2022 Actual Value:** 34.7%

---

1. Q4 2022 value is measured in Q1 2023
4th Theme

Labor Market Accessibility and Attractiveness

Percentage of workers among all people with disabilities who can work

- **Baseline**: 7.7% (2016)
- **Target**: 11.9% (1st half of 2022)
- **Actual Value**: 12.3% (1st half of 2022)

Percentage of establishments complying with occupational safety and health law

- **Baseline**: 15% (2019)
- **Target**: 65% (2022)
- **Actual Value**: 69.4% (2022)

Compliance rate with the expatriate workers’ wage protection system

- **Baseline**: 50% (2017)
- **Target**: 73.5% (Q3 of 2022)
- **Actual Value**: 86.9% (Q3 of 2022)

1. 2nd half of 2022 value is measured in Q1 2023
2. Q4 2022 value is measured in Q1 2023
4th Theme

Labor Market Accessibility and Attractiveness

### Improvement percentage of expatriates working conditions

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>39.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022 Target</td>
<td>44.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022 Actual Value</td>
<td>59.1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Kingdom’s Rank in IMD World Talent Ranking

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>29</td>
<td>33</td>
<td>30</td>
</tr>
<tr>
<td>2022 Target</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022 Actual Value</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Digital Transformation

5th Theme

National Transformation Program’s KPIs

<table>
<thead>
<tr>
<th>Number of initial digital business models</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 Baseline: 10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of participants in digital awareness-activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 Baseline: 0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Kingdom’s rank in the UN EGDI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Baseline: 44</td>
</tr>
</tbody>
</table>
5th Theme

**Digital Transformation**

### Savings resulting from digital government initiatives

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>0.61 billion SAR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>2.41 billion SAR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>4.483 billion SAR</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Measurement of government digital transformation

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>55%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>80.96%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6th Theme

Private Sector Empowerment

### Number of the large leading companies that will be supported to consolidate their leadership globally

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 of 2022</td>
<td>28</td>
<td></td>
<td>28</td>
</tr>
</tbody>
</table>

### Percentage of promising companies progress to become leading companies regionally and globally

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not applicable</td>
<td>60% 2021</td>
<td>63.6% 2021</td>
</tr>
</tbody>
</table>

### Foreign Direct Investment Inflows

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>20.5 billion SAR</td>
<td>42.02 billion SAR</td>
<td>72.321 billion SAR</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. 2022 value is measured in Q1 2023
6th Theme

Private Sector Empowerment

National Transformation Program’s KPIs

Percentage of satisfaction of the large leading companies with the support provided

- Baseline: Not applicable
- Target: 70% in 2022
- Actual Value: 74.7% in 2022

Percentage of satisfaction of the national promising companies with the support provided

- Baseline: Not applicable
- Target: 70% in 2022
- Actual Value: 75.77% in 2022

Volume of productive families’ sales supported by Social Development Bank

- Baseline: 360 million SAR in 2016
- Target: 12,450.822 million SAR in 2022
- Actual Value: 13,114.206 million SAR in 2022
6th Theme

Private Sector Empowerment

<table>
<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual Value</th>
<th>Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>3,000</td>
<td>82,374</td>
<td>104,852</td>
<td>beneficiaries</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Number of productive families benefiting from Social Development Bank’s services
Transformation Champions

A Country Transformed by its Hardworking People
The Kingdom’s 2030 Vision drew an ambitious roadmap for Saudi Arabia’s bright future. Since the Vision set sail, the National Transformation Program’s efforts have led to significant development in legislative reforms, the establishment of specialized entities, and the enablement of digital transformation in order to develop and empower the necessary infrastructure to allow the public, private, and non-profit sectors to achieve Saudi Vision 2030.

As a result, the Program succeeded in achieving many of its objectives in addition to surpassing some of them. This was made possible by working hand-in-hand with the leading and participating entities, which led to a Vision that is becoming a reality for everyone living in the Kingdom. With this, the National Transformation Program continues to march forward on its journey to achieve Saudi Vision 2030.
Disclaimer: The information contained in this report is provided as general information only. National Transformation Program is not responsible - in any way - towards any decision, action, or investment taken or will be taken based on the content of this report.

Communication and Media Department
National Transformation Program

Contact Details
Email: NTP@ceda.cm.gov.sa
Postal address: Bldg. No. 2532 Grenada Business Park Ash Shuhada, Riyadh, KSA Postal Code: 13241 - 7148

www.vision2030.gov.sa
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