



National Transformation Program 2020

A program by:





بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

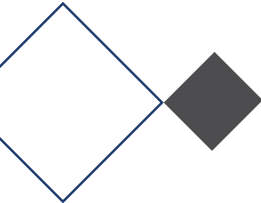


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Foreword

“Saudi Arabia’s Vision 2030” was adopted as a methodology and roadmap for economic and developmental action in the Kingdom of Saudi Arabia. In its aim to grant the Kingdom a leading position in all fields, Saudi Arabia’s Vision 2030 sought to identify the general directions, policies, goals, and objectives of the Kingdom.

Accordingly, some ministries, institutions, and government entities underwent a restructuring process to align them to the requirements of this phase. This would enable them to perform their tasks, and expand their competencies. Ultimately, this will enhance the level and quality of services provided to beneficiaries; and achieve a prosperous future and sustainable development. The Council of Ministers has tasked the Council of Economic and Development Affairs with establishing and monitoring the mechanisms and measures necessary for the implementation of “Saudi Arabia’s Vision 2030”.

“Saudi Arabia’s Vision 2030” encompasses—in a number of domains—strategic objectives, targets, outcome-oriented indicators, and commitments that are to be achieved by the public, private, and nonprofit sectors. The Council of Economic and Development Affairs has established an effective and integrated governance model. This model aims to translate the Vision into various implementation programs that will accomplish its goals and directions. Such programs will rely on new operating models customized to the requirements of each program, as well as the common national goals related to the Vision. The programs will be launched successively, according to the requirements of “Saudi Arabia’s Vision 2030”.

To this end, the Council established a number of bodies that will enable and support the launching, monitoring, and evaluation of these programs, as well as the release of new programs in the future. These bodies include the National Center for Performance Measurement, the Delivery Unit, and the Project Management Office of the Council of Economic and Development Affairs.

The Vision’s governance model promotes efficient planning within government agencies and boosts coordination among them in order to achieve common national goals. It also guarantees speedy completion of projects and initiatives and achieves sustainable action and impact through regular implementation reviews and performance evaluations.

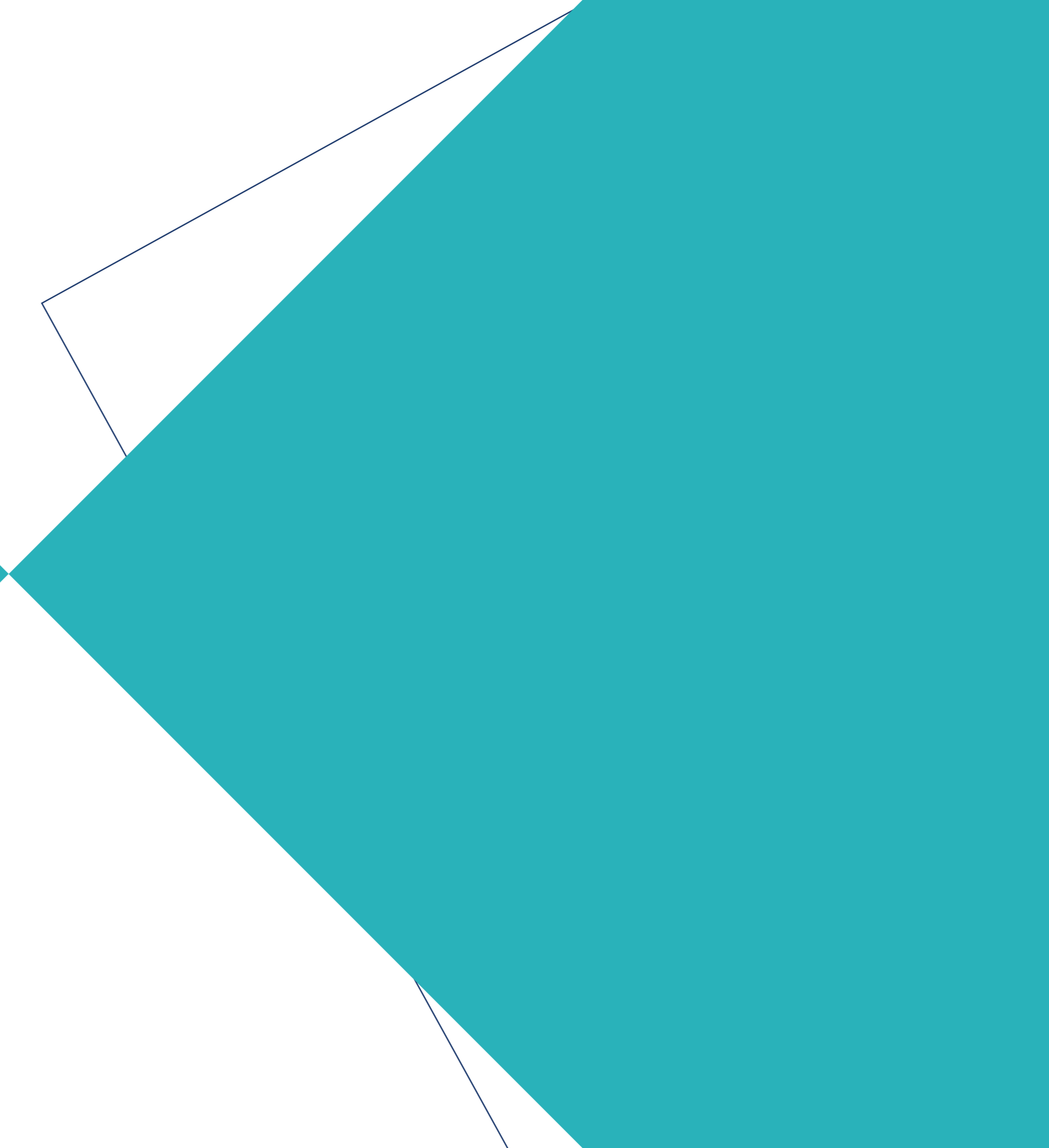
In order to build the institutional capacity and capabilities needed to achieve the ambitious goals of “Saudi Arabia’s Vision 2030”, the National Transformation Program 2020 was launched across 24 government bodies operating in the economic and development sectors in its first year. It is notable that the program’s strategic objectives are linked to interim targets for the year 2020. Furthermore, the first phase of initiative implementation will be launched in 2016 and will be followed every year by phases involving more public bodies.

The program uses innovative methods to identify challenges, seize opportunities, adopt effective planning tools, activate the role of the private sector, bring about implementation, and evaluate performances. It has also determined the interim targets for some of the Vision’s strategic objectives to ensure the establishment of a solid foundation for government action and the continuity of innovative planning, implementation, and follow-up methods on the national level.

This document describes the identity, general principles, outcomes, and expected impact of the National Transformation Program in section 1. Section 2 lists down the strategic objectives, key performance targets and benchmarks of the government bodies involved in the program and link them to the strategic objectives of “Saudi Arabia’s Vision 2030.” Finally in the appendix, the document lists the initiatives to be undertaken by the government bodies involved.

Chapter 1

National Transformation Program 2020



Identity and General Principles of the National Transformation Program

The National Transformation Program was developed to help fulfill “Saudi Arabia’s Vision 2030” and to identify the challenges faced by government bodies in the economic and development sectors. The program establishes strategic objectives that are based on the Vision and addresses its challenges through 2020 in accordance with specific targets. The program identifies, each year, the initiatives necessary for achieving such goals and devises detailed plans on the basis of interim indicators that measure and monitor performance. In its first year, the program was launched across 24 government bodies, and there are plans to expand its coverage annually.

| Strategic Objectives of Vision 2030 | Challenges | Strategic Objectives | Key Performance Indicators | Benchmark | | | |
|---|--|--|--|-----------|-------------|--------------------|-------------------------|
| | | | | Baseline | 2020 Target | Regional Benchmark | International Benchmark |
| Enable Citizens to obtain a suitable residence Equip individuals with financial planning tools | Difficulty of obtaining suitable housing funding financing | Enable citizens to obtain suitable housing financing | Percentage of Saudi families owning homes | 47% | 52% | 48% | 64% |
| | | | Percentage of real estate financing to gross non-oil national product | 8% | 15% | 16% | 75% |
| | | | Percentage of families who obtained housing subsidy out of the total enrolled families in ownership tracks | 0% | 40% | | N/A |
| | | | Percentage of families who obtained housing support to qualify them to obtain housing financing | 0% | 60% | | N/A |
| | | | Average waiting period to obtain housing financing | 15 years | 5 years | | N/A |

An illustrative example highlighting the various stages of development; from Strategic Objectives of Vision 2030, to Challenges to 2020 Targets.

The National Transformation Program will develop government action and establish the necessary foundations to accommodate its ambitions and requirements. This will help fulfill the ambitions of the Vision. The first wave toward this goal will encompass program initiatives for 2016. These will be reviewed and evaluated, and their adequacy and performance will be measured regularly. Furthermore, new initiatives will be considered for adoption into the National Transformation Program.

Adhering to the Vision’s direction toward supporting flexible government action, the process for creating the National Transformation Program helped improve coordination and joint action by identifying common goals of government entities on the basis of national priorities. It also advocated joint planning and the transfer of expertise among government entities. It engaged the private and nonprofit sectors in identifying challenges and in creating solutions, funding mechanisms and implementation methods. It also contributed establishing the appropriate mechanism for follow-up and performance evaluation.

Objectives of the National Transformation Program

The operating model and outputs of the National Transformation Program will have a significant impact on planning efficiency and effectiveness and on the integration of government action. In this way, the program fulfills the Vision’s commitment to more efficient spending and the achievement of fiscal balance through:

- » Identifying the Strategic Objectives and Targets of Participating Entities. To accomplish “Saudi Arabia’s Vision 2030,” the National Transformation Program identified the supportive strategic objectives—as well as the obstacles that could hinder achievement of those goals—and created innovative targets for the year 2020.
- » Translating Strategic Objectives into Initiatives for the Participating Entities. The participating entities’ strategic objectives were translated into initiatives; then detailed implementation plans were established and economic feasibility studies were conducted. All of this will affect the planning and implementation process, lead to better spending efficiency, maximize the effect of the initiatives on the achievement of national priorities, and promote transparency by announcing targets and results. (Details of the strategic objectives can be found in the second part of this document.)
- » Promoting Joint Action Toward the Achievement of Common National Goals. The National Transformation Program identified a number of effective common national priorities—and their public benefits—that were built on the Vision’s strategic objectives. The initiatives were analyzed within specialized support units. These units used filters designed to maximize the initiatives’ contributions to the achievement of the common national goals in areas such as the following:
 - » Contributing to Job Creation. The program’s initiatives seek to create (more than 450,000) jobs in the nongovernment sector by the year 2020, thus contributing to the Vision’s goal of providing opportunities for all.
 - » Strengthening Partnerships with the Private Sector. The private sector’s contribution to funding of initiatives is quite significant, relieving the government of 40% of initiative funding. This moves the nation closer to fulfilling the Saudi Arabia’s Vision 2030 goal of increasing the private sector’s contribution to GDP.
 - » Maximizing Local Content. Some program initiatives contribute to localizing more than SAR 270 billion of content, increasing its added value, reducing dependence on imports, and creating job opportunities. As a result, the nation moves closer to fulfilling the goal of maximizing local content across sectors.
 - » Digital Transformation. The program identified five common digital platforms, 29 essential digital initiatives for key sectors, and a number of national digital assets that may be invested to support government digital transformation. This corresponds to the commitment of Saudi Arabia’s Vision 2030 to develop the digital infrastructure, activate economic sectors, support industries and private

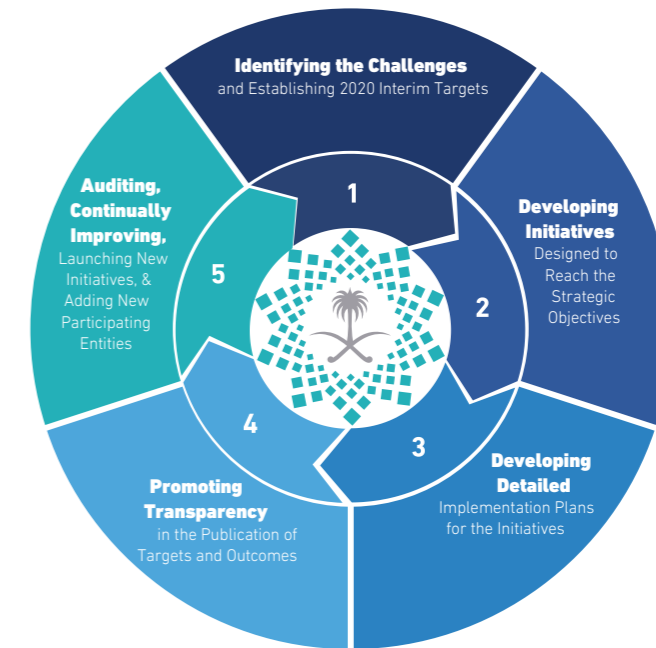
sector entities, and advocate for the development of public-private business models.

To achieve work sustainability and maximize impact, the program has employed a number of enablers that help increase the level of professionalism and ensure smoother workflow. These include the following:

- » **Transparency.** To enhance the level of transparency as per Saudi Arabia’s Vision 2030, ensure follow-up on the progress of initiatives, and quickly identify gaps, a unified performance-measurement dashboard was developed, encompassing all the goals, indicators, and targets of each entity. The dashboard also measures the progress made toward initiative implementation in a way that serves to increase transparency and accountability, reinforces the responsibility of achievement among relevant bodies entrusted with implementation, and improves the efficiency and speed of the decision-making process.
- » **Institutionalization.** In order to build a system capable of achievement, the Council of Economic and Development Affairs has developed a complete governance model for the government to action “Saudi Arabia’s Vision 2030” in accordance with best practices. To this end, support units —such as the Delivery Unit and the National Center for Performance Measurement— are established for planning, implementing, monitoring, and evaluating government performance. Furthermore, the National Transformation Program will fortify this model by supporting the establishment of new institutions, such as transformation offices—tasked with monitoring the implementation of the program’s initiatives—within the participating entities in a way that allows the institutionalization of work and harmonization of initiatives and promotes regular reporting to the Council of Economic and Development Affairs.
- » **Specialized Support.** The National Transformation Program creation process sought to enhance the quality of the initiatives delivered by government agencies by increasing collaboration among them. It harmonized common objective initiatives and enhanced coordination while transferring knowledge through specialized support units. The units, focused on reviewing and evaluating initiatives and examining the economic feasibility of each, coordinated with experts and concerned parties.

Operating Model of the National Transformation Program

The Council of Economic and Development Affairs and the 24 participating government entities worked hand in hand to prepare and launch the National Transformation Program. Other government bodies, such as the Ministries of Interior and Foreign Affairs, were invited to take part in planning the initiatives, coordinating efforts, and producing high-quality and realistic outcomes.



Operating Model of the National Transformation Program

Phase One. Identifying the Challenges Faced by Each Government Entity in Fulfilling the Vision and Establishing 2020 Interim Targets

The objectives of the National Transformation Program were determined after participating government entities had identified the biggest obstacles and challenges to achieving the goals of Saudi Arabia’s Vision 2030. Target dates for addressing these challenges were set from 2016 through 2020—the program’s duration. Those targets represent reference points for a well-grounded planning process. Through the combined efforts of the National Center for Performance Measurement, the General Authority for Statistics, and other concerned parties, these targets were identified by comparing the current situation with regional and international benchmarks.

Phase Two. Developing Initiatives Designed to Reach the Strategic Objectives

In this phase, the participating entities develop their annual initiatives. These are crucial to the achievement of the phase-one goals and targets. Global best practices, experience,

and feasibility studies were used to support the development of the initiatives to be launched in 2016. The initiatives were the subjects of intense discussion involving local and international experts and private-sector representatives. Furthermore, the participating entities developed new funding methods aimed at improving the efficiency and effectiveness of government spending and promoting the participation of the private sector. More important, this phase emphasized the oversight of the initiatives by specialized support units that represent common national goals not associated with any specific entity. The goal is to enhance collaboration among the entities, restructuring the initiatives to maximize their impact.

Phase Three. Developing Detailed Implementation Plans for the Initiatives

The implementation plans for each initiative of the National Transformation Program are critically important because of their potential impact on the efficiency of government spending. Each implementation plan includes a detailed breakdown and schedule of the implementation phases and steps, describes responsibilities, identifies the degree of dependency on and relationship to other initiatives, and lists the required legislative, financial, and human resources.

Phase Four. Promoting Transparency in the Publication of Targets and Outcomes

Transparency is crucial to the success of the National Transformation Program. The program will publish the targets and results of government entities such that they and other sectors and relevant entities can follow up and review performance. This phase will be accomplished through a public performance indicator dashboard that will be continually updated and subject to intense analysis.

Phase Five: Auditing, Continually Improving, Launching New Initiatives, and Adding New Participating Entities

Periodic audits, ongoing monitoring, and follow-up ensure the continuous improvement and progress toward initiatives' targets and the strategic objectives of the National Transformation Program. Audits are conducted on two levels. The first comprises an audit of the progress to targets related to each entity's strategic objectives and an assessment of how effectively the entity has dealt with national challenges. The second audit tracks the progress of initiatives relative to the scheduled plans and, if necessary, can trigger early corrective action to prevent obstacles from interfering with the achievement of the desired targets.

This phase represents a significant part of the feedback, which helps the program's participating entities identify gaps and take corrective action. By coordinating with the Strategic Management Office, entities can continually redefine their goals and targets, launch new initiatives every year, and engage with additional government bodies. In this way, it will be possible to attain the desired goals of the National Transformation Program 2020 in accordance with the previous annual phases of the program's operating model.

National Transformation Program's Participating Entities

The first phase of the National Transformation Program was launched across 24 government bodies, including the ministries represented in the Council of Economic and Development Affairs and a number of public entities associated mainly with the strategic objectives of Saudi Arabia's Vision 2030. Other entities were also invited because the ministries deemed their presence important for achieving strategic objectives of the Vision. The program is carried out in phases, so other entities will be added as the Vision and the decisions of the Council of Economic and Development Affairs require.

| Participant | Number of strategic objectives | Number of indicators | Number of targets |
|---|--------------------------------|----------------------|-------------------|
| Ministry of Justice | 7 | 21 | 19 |
| Ministry of Finance | 6 | 12 | 12 |
| Ministry of Economy and Planning | 6 | 13 | 7 |
| Ministry of Health | 16 | 17 | 16 |
| Ministry of Communications and Information Technology | 10 | 17 | 17 |
| Ministry of Commerce and Investment | 7 | 10 | 9 |
| Ministry of Municipal and Rural Affairs | 7 | 25 | 24 |
| Ministry of Civil Service | 5 | 11 | 11 |
| Ministry of Culture and Information | 4 | 10 | 9 |
| Ministry of Environment, Water, and Agriculture | 16 | 35 | 35 |
| Ministry of Energy, Industry, and Mineral Resources | 15 | 24 | 24 |
| Ministry of Labor and Social Development | 13 | 37 | 37 |
| Ministry of Housing | 3 | 11 | 11 |
| Ministry of Education | 8 | 20 | 19 |
| Ministry of Transportation | 9 | 15 | 15 |
| Ministry of Haj and Umrah | 5 | 15 | 10 |
| Saudi Commission for Tourism and National Heritage | 4 | 16 | 16 |
| Sports Authority | 4 | 7 | 5 |
| Royal Commission for Jubail and Yanbu | 9 | 12 | 10 |
| King Abdulaziz City for Science and Technology | 7 | 12 | 12 |
| King Abdullah City for Atomic and Renewable Energy | 4 | 8 | 8 |
| Institute of Public Administration | 2 | 4 | 4 |
| Saudi Arabian General Investment Authority | 5 | 12 | 11 |
| Saudi Food and Drug Authority | 6 | 7 | 5 |
| Total | 178 | 371 | 346 |

Governance Model of the National Transformation Program

The program's governance model was designed within the governance framework adopted for achieving Saudi Arabia's Vision 2030. It reflects the Vision's implementation governance model, for coordinating efforts among participating entities, increasing efficiency, and continually improving and enhancing the standards of monitoring and performance.

The model employs global best practices in strategy implementation. These include launching performance measurement indicator dashboards and implementing the project portfolio management methodology, as well as the deployment of rapid intervention measures of government bodies should initiatives stall. The governance model also enables execution bodies to create transformation offices within their entities to implement initiatives and monitor progress.

Costs and Revenues of the National Transformation Program

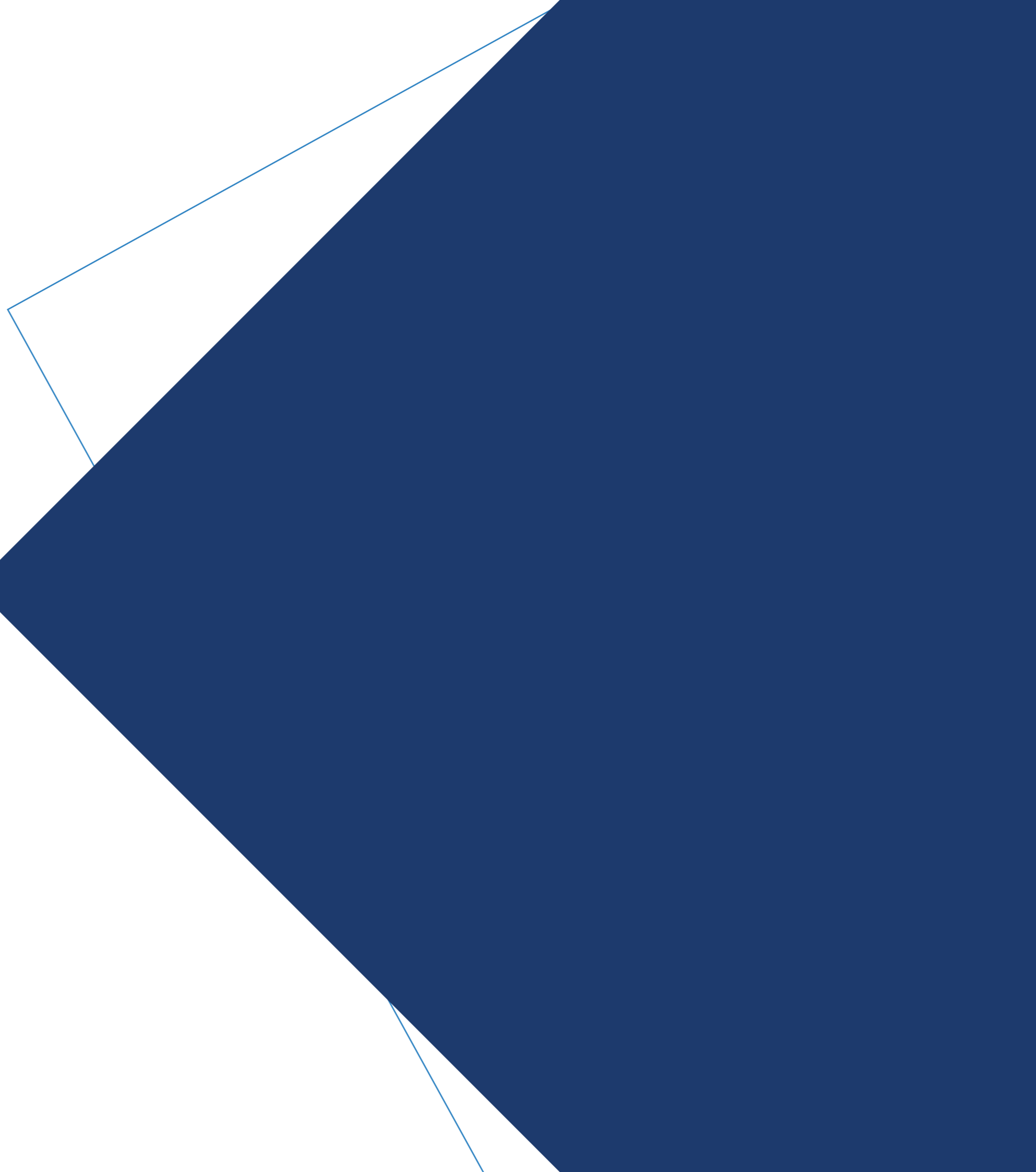
The Council of Economic and Development Affairs, in its determination to strengthen the expected impact of the initiatives and government programs, employs a specific mechanism for adopting the initiative implementation costs of the program's participating entities. The Council connects the costs to national priorities and examines the expected economic and financial outcomes. The estimated liquidity provisions to be spent on the initiatives within fiscal year 2016 reflect the economic opportunities that that could result from restructuring a number of sectors that helped reduce the cost of initiatives. Furthermore, the mechanism for the publication of initiative figures reinforces transparency, an approach the Council seeks to cement in budgets and financial appropriations.

The operating model of the National Transformation Program employed innovative methods to conduct the initiatives' economic-feasibility studies. The program estimated the initiatives' costs using mechanisms that maximize the participation of the private sector and increase the efficiency of government spending. As a result, costs borne by the government will be reduced, and the program's expected financial, economic, and development returns will be maximized. The program, will apply this mechanism annually in its examination of the economic benefits of new initiatives before the Financial Committee adopts new costs for 2017 through 2020. That committee identifies specific standards for measuring the adequacy of the initiatives' financial plans and the suitability of the annual liquidity necessary for the initiatives, maximizing the benefits derived from the initiatives' allocations and investing them according to the financial and economic situation.

Accordingly, 543 initiatives were approved for the year 2016, with a total cost for the government over the next five years of 296 Billion SR (as shown in appendix 1).

Chapter 2

Strategic Goals and Targets



KPI Definitions

Strategic objective:

is a desired state or goal which the entity aspire to achieve to realize "Saudi Arabia's Vision 2030".

Example: Economic Diversification.

Key Performance Indicator (KPI):

is a numerical value which measures the extent to which the entity has succeeded in achieving its strategic objective.

Example: Per Capita Income.

Key Performance Target (KPT):

is the desired value of the key performance indicator which the entity aims to achieve.

Benchmark:

is the Key Performance Target other leading countries achieved.



Ministry of Justice

| Strategic Objective 1 | | | | | |
|---|-------------------------|-------------|----------------|--------------------|------------------|
| Improve judicial services and institutional excellence | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Enhance interaction between public authorities and citizens Improve performance, productivity and flexibility of public authorities Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of legal cases not covered by the Alimony Fund | 100 | 0 | (%) Percentage | Not Applicable | Not Applicable |
| Average duration to close non-commercial cases | Calculation in progress | Under Study | Day | Not Applicable | Not Applicable |
| Average number of court sessions to close a case | Calculation in progress | 5 | Court sessions | 5.3 | 7.2 |
| Average transaction processing time | Calculation in progress | 15 | Minute | Under Study | Under Study |
| Percentage of closed cases | Calculation in progress | 85 | (%) Percentage | 85 | 91 |
| Percentage of customers satisfied with comprehensive service centers | Calculation in progress | 95 | (%) Percentage | Not Applicable | Not Applicable |

| Strategic Objective 2 | | | | | |
|--|----------|-------------|----------------|--------------------|------------------|
| Limiting the flow of lawsuits to the courts | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Enhance interaction between public authorities and citizens Improve performance, productivity and flexibility of public authorities | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Average number of incoming cases per judge in main courts | 455 | 299 | Case | 160 | 277 |
| Percentage of cases transferred to reconciliation offices | 14 | 40 | (%) Percentage | 98 | Not Applicable |
| Percentage of disputes resolved at the reconciliation offices | 49 | 65 | (%) Percentage | 12 | 69 |

| Strategic Objective 3 | | | | | |
|--|----------|-------------|--------|--------------------|------------------|
| Improve judicial ranking locally and internationally | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Establish a moderation and values of tolerance, professionalism, discipline, justice and transparency Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| KSA Contract Enforcement Indicator – World Bank | 85 | 50 | Order | 18 | 1 |
| Average resolution time for commercial cases | 575 | 395 | day | 495 | 395 |
| Number of agreements between the Ministry and international organisations | 0 | 10 | number | 20 | Not applicable |

| Strategic Objective 4 | | | | | |
|---|-------------------------|-------------|----------------|--------------------|------------------|
| Develop and expand judicial assets | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Enhance interaction between public authorities and citizens Expand privatization of governmental services Achieve the highest levels of transparency and good governance in all sectors | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of facilities operated by the private sector for the Ministry of Justice | 0 | 10 | (%) Percentage | Not Applicable | Not Applicable |
| Percentage of ministry services delivered electronically | Calculation in Progress | 80 | (%) Percentage | Not Applicable | Not Applicable |

| Strategic Objective 5 | | | | | |
|---|----------|-------------|----------------|--------------------|------------------|
| Improve notarization service performance | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Expand privatization of governmental services | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of service transactions by mobile notaries | 0 | 542,554 | Number | Not Applicable | Not Applicable |
| Percentage of notarization transactions delivered by the private sector | 0 | 50 | (%) Percentage | Not Applicable | 90 |

| Strategic Objective 6 | | | | | |
|---|----------|---------------|----------------|--------------------|------------------|
| Strengthen real-estate security | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Create an attractive environment for both local and international investors and enhance their confidence in our economy Enable citizens to obtain a suitable residence | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Kingdom's ranking in Property Ownership Registration Indicator – World bank | 31 | In the top 10 | Rank | 10 | 1 |
| Percentage of deeds archived electronically | 0 | 100 | (%) Percentage | Not Applicable | Not Applicable |

| Strategic Objective 7 | | | | | |
|---|----------|-------------|----------------|--------------------|------------------|
| Reduce execution time | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Expand privatization of governmental services Expand the impact of the non-profit sector Improve performance, productivity and flexibility of public authorities Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| International Average execution time – World Bank | 180 | 140 | day | 144 | 26 |
| Percentage of seeing and visit cases transferred to the Police | 100 | 0 | (%) Percentage | Not Applicable | Not Applicable |
| Percentage of execution cases that depended on services from the private sector | 0 | 75 | (%) Percentage | Not Applicable | Not Applicable |



Ministry of Finance

| Strategic Objective (1) | | Strengthen public financial governance | | | |
|--|----------|---|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Achieve the highest levels of transparency and good governance in all sectors Achieve budgetary balance Improve performance, productivity and flexibility of public authorities | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Rank in open budget index | 0 | 25 | Score from 100 | 44 | 88 |
| Percentage of entities applying the GFS (Government Finance Statistics) system | 30 | 80 | Percentage (%) | 100 | 100 |

| Strategic Objective (2) | | Increase non-oil revenues | | | |
|---------------------------------|----------|---------------------------|--------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Achieve budgetary balance | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Total non-oil revenues | 163.5 | 530 | SAR Bn | 10.9 | 691.02 |

| Strategic Objective (3) | | Raise the efficiency of spending on salaries and wages | | | |
|--|----------|--|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Achieve budgetary balance Improve performance, productivity and flexibility of public authorities | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Budgeted salaries and wages as total value of the budget | 480 | 456 | SAR Bn | Not applicable | Not applicable |
| Salaries and wages as a percentage of the budget | 45 | 40 | Percentage (%) | 30 | 12 |

| Strategic Objective (4) | | Improve the efficiency of spending on government programs and projects | | | |
|--|----------|--|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Achieve the highest levels of transparency and good governance in all sectors Achieve budgetary balance | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of approved projects according to criteria and timeline | 0 | 40 | (%) Percentage | 30 | 78 |
| Percentage of small and medium enterprises from total suppliers | 10 | 25 | (%) Percentage | 25 | 43 |
| Percentage variation in project operational expenditure | 35 | 10 | (%) Percentage | 15-39 | 12-8 |
| Percentage variation in project capital expenditure | 35 | 10 | (%) Percentage | 11 | 5 |

| Strategic Objective (5) | | Achieve sustainability of public debt | | | |
|---|----------|---------------------------------------|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Achieve budgetary balance | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| KSA credit rating | A1 | Aa2 | Rating | Aa2 | Aaa |
| Government debt as percentage of gross domestic product (%) | 7.7 | 30 | (%) Percentage | 35 | 54 |

| Strategic Objective (6) | | Safeguard State Assets (real estate and personal property) | | | |
|---------------------------------|----------|--|--------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Achieve budgetary balance Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Total recorded non-oil assets | 3 | 5 | SAR Trillion | Not Applicable | Not Applicable |



Ministry of Economy & Planning

| Strategic Objective (1) | | Privatize some government services and assets | | | | |
|---|-------------------------|--|-------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Expand privatization of governmental services Achieve budgetary balance | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Total revenue resulting from privatization projects | Calculation In Progress | Under Study | Under Study | Not Applicable | Not Applicable | |

| Strategic Objective (2) | | Diversify GDP | | | | |
|------------------------------------|----------|---|----------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Establish a unique logistic platform across three continents Establish specific zones with competitive advantages to enhance investments Develop tourism and entertainment sector Saudize renewable energy sectors Saudize industrial equipment sectors Develop IT sector Develop mining sector Develop Oil & Gas sector | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Total non-oil GDP | 1,422 | Under Study | SAR Bn | 1,028.87 | 5,651.56 | |
| Non-oil GDP as a percentage of GDP | 58 | Under Study | Percentage (%) | 69 | 84 | |
| Herfindahl Hirschman index | 0.14 | Under Study | Number | 0.042 | 0.118 | |

| Strategic Objective (3) | | Improve planning and implementation efficiency | | | | |
|---|-------------------------|--|----------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Achieve the highest levels of transparency and good governance in all sectors Improve performance, productivity and flexibility of public authorities | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Percentage of non-performing projects | 30 | 10 | Percentage (%) | Under Study | Under Study | |
| Percentage of delayed projects | 70 | 40 | Percentage (%) | Under Study | Under Study | |
| Percentage of completed projects as per plan | Calculation In Progress | 50 | Percentage (%) | Under Study | Under Study | |
| Percentage of public entities that achieved a high maturity level in performance measurement & management | 10 | 100 | Percentage (%) | Not Applicable | Not Applicable | |

| Strategic Objective (4) | | Increase the efficiency of government subsidy programs | | | | |
|---|----------|--|----------------|--|---|--|
| Relevant Vision 2030 Objectives | | Enhance competitiveness of energy sector Achieve budgetary balance Develop the welfare system to be more efficient, fair and empowered | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Value of water and electricity subsidy decrease | 0 | 200 | SAR Bn | Decreasing diesel subsidy saved one billion SAR annually | Efficiency in production increased when applying specific natural gas prices every 6 months to match market price | |
| Percentage decrease in non-oil subsidy | 0 | 20 | Percentage (%) | Under Study | Under Study | |

| Strategic Objective (5) | | Grow the private sector | | | | |
|--|----------|---|------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy Support national companies | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Percentage of private sector contribution to GDP | 40.5 | Under Study | Percentage | 20 27 | 36.4 | |
| Value of private sector contribution to GDP | 993.3 | Under Study | SAR Bn | 122.6 | 14,133.75 | |

| Strategic Objective (6) | | Activate the environmental dimension as a pillar of sustainable development | | | | |
|--|----------|---|-----------------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Safeguard the environment and natural resources | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Ranking of KSA in the environment performance indicator (EDGI) | 95 | 50 | International Ranking | 92 86 | 63 32 | |



Ministry of Health

| Strategic Objective (1) Increase private sector share of spending through alternative financing methods and service provision | | | | | |
|--|----------|-------------|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Improve the quality of healthcare services (preventive or therapeutic) Expand privatization of governmental services Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of Private sector contribution in total healthcare spend | 25 | 35 | Percentage (%) | 37 | 60 |
| Strategic Objective (2) Increase the efficient utilization of available resources | | | | | |
| Relevant Vision 2030 Objectives Improve the quality of healthcare services (preventive or therapeutic) Achieve the highest levels of transparency and good governance in all sectors Achieve budgetary balance | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Opex for every new inpatient admission | 33,000 | 33,000 | SAR | 39,000 | Not Applicable |
| Strategic Objective (3) Improve the efficiency and effectiveness of the healthcare sector through the use of information technology and digital transformation | | | | | |
| Relevant Vision 2030 Objectives Improve the quality of healthcare services (preventive or therapeutic) Achieve the highest levels of transparency and good governance in all sectors Improve performance, productivity and flexibility of public authorities | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of Saudi citizens who have a unified digital medical record | 0 | 70 | Percentage (%) | Not Applicable | 100 |
| Strategic Objective (4) Increase training and development both locally and internationally | | | | | |
| Relevant Vision 2030 Objectives Improve the quality of healthcare services (preventive or therapeutic) Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of resident Saudi physicians who are enrolled in training programs | 2,200 | 4,000 | Number | Not Applicable | Not Applicable |

| Strategic Objective (5) Increase the attractiveness of nursing and medical support staff as a preferred career path | | | | | |
|---|----------|-------------|-------------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Improve the quality of healthcare services (preventive or therapeutic) Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of qualified Saudis in the field of nursing and support staff for every 100,000 people | 70.2 | 150 | For every 100,000 | 460 | 1,106 |
| Strategic Objective (6) Improve healthcare provision before hospitalization and in the main hospitals (ER & ICU) | | | | | |
| Relevant Vision 2030 Objectives Improve the quality of healthcare services (preventive or therapeutic) | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of patients who received emergency or urgent care with medical decision made (admission/transfer/discharge) in less than 4 hours in key hospitals | 40 | 75 | Percentage (%) | Under Study | 95 |
| Strategic Objective (7) Improve integration and continuity in service provision by developing the primary care | | | | | |
| Relevant Vision 2030 Objectives Improve the quality of healthcare services (preventive or therapeutic) | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of primary healthcare visits per capita | 2 | 4 | Number | 3.4 | 7 |
| Strategic Objective (8) Improve the infrastructure, facility management, and safety standards in healthcare facilities | | | | | |
| Relevant Vision 2030 Objectives Enhance the livability of Saudi cities Improve the quality of healthcare services (preventive or therapeutic) | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of licensed medical facilities (affiliated with the Ministry of Health and private) | 40 | 100 | Percentage (%) | 100 | 100 |
| Strategic Objective (9) Attain acceptable waiting times across all stages of service delivery | | | | | |
| Relevant Vision 2030 Objectives Improve the quality of healthcare services (preventive or therapeutic) | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| % of appointments received in specialized medical disciplines within 4 weeks (average for all specialties in key hospitals) | <40 | 70 | Percentage (%) | Under Study | 83 |

| Strategic Objective (10) | | | | | |
|---|----------|-------------|----------------|--------------------|-------------------------|
| Improve governance in the health system in order to enhance accountability with regards to quality issues and patient safety | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Improve the quality of healthcare services (preventive or therapeutic) Achieve the highest levels of transparency and good governance in all sectors Improve performance, productivity and flexibility of public authorities | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| % of Healthcare facilities reporting comprehensive performance and quality measures | 10 | 100 | Percentage (%) | Not applicable | 100 |

| Strategic Objective (11) | | | | | |
|---|-------------------------|-------------|-------|--------------------|-------------------------|
| Adopt a national plan for emergency response to public health threats per international standards | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Improve the quality of healthcare services (preventive or therapeutic) | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| WHO emergency preparedness assessment score – average score for Riyadh, Jeddah and Eastern Province | Calculation In Progress | 4-5 | Score | Under Study | Under Study |

| Strategic Objective (12) | | | | | |
|---|----------|-------------|--------|--------------------|-------------------------|
| Identify additional sources of revenues | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Expand privatization of governmental services Achieve budgetary balance | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Total revenue generated from private sector for utilizing government health resources | 0.3 | 4 | SAR Bn | Not Applicable | Not Applicable |

| Strategic Objective (13) | | | | | |
|---|-------------------------|----------------------------|----------------|--------------------|-------------------------|
| Improve public health services with focus on obesity and smoking | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Improve the quality of healthcare services (preventive or therapeutic) | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Increase in percentage of smoking incidence | Calculation In Progress | Reduce by 2% from baseline | Percentage (%) | 12.5* | 10.5* |
| Increase in percentage of obesity incidence | Calculation In Progress | Reduce by 1% from baseline | Percentage (%) | 19.4* | 5* |

| Strategic Objective (14) | | | | | |
|---|----------|-------------|----------------|--------------------|-------------------------|
| Improve the quality of life and healthcare service provided to patients outside hospitals | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Improve the quality of healthcare services (preventive or therapeutic) Boost family role and responsibility | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| The percentage of patients who get health care after critical care and long-term hospitalization within 4 weeks | 25 | 50 | Percentage (%) | Not Applicable | 65 |

| Strategic Objective (15) | | | | | |
|--|----------|-------------|----------------|--------------------|-------------------------|
| Improve quality and safety principles as well as skills of service providers | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Improve the quality of healthcare services (preventive or therapeutic) | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of hospitals that meet the US median for patient safety culture | 10 | 50 | Percentage (%) | Not Applicable | 50 |



Ministry of Communications and Information Technology

| Strategic Objectives 1 | Rehabilitation of specialized Saudi human capital and employment of this capital to reduce the gap between supply and demand in the ICT sector | | | | |
|---|--|-------------|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | Provide citizens with knowledge and skills to meet the future needs of the labor market Develop IT sector | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of Saudi cadres rehabilitated and employed in the ICT sector (cumulative) | 0 | 20,000 | Number | 250,000 | Under Study |
| Strategic Objectives 2 | Accelerate the restructuring and regulation of the postal sector | | | | |
| Relevant Vision 2030 Objectives | Expand privatization of governmental services Improve performance, productivity and flexibility of public authorities | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage achievement of the postal sector regulatory framework activation (the mail system, regulator for the postal sector) | 50 | 100 | Percentage (%) | 100 | 100 |
| Total size of the CEP market in KSA | 2 | 3.78 | SAR Bn | Under Study | Under Study |
| Strategic Objectives 3 | Develop and activate smart government transactions based on a common infrastructure | | | | |
| Relevant Vision 2030 Objectives | Achieve the highest levels of transparency and good governance in all sectors Enhance interaction between public authorities and citizens | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Maturity level of the government services transformation to e-services | 44 | 85 | Percentage (%) | Not Applicable | Not Applicable |
| E-government Transformation Measurement (Qyas) | 50 | 80 | Percentage (%) | Not Applicable | Not Applicable |
| KSA's rank in the United Nations index for the development of e-government | 36 | 25 | Global ranking | 18 | 11 |
| Strategic Objectives 4 | Provide critical resources, especially frequency spectrum for telecommunications and Information Technology services | | | | |
| Relevant Vision 2030 Objectives | Develop IT sector | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of frequency spectrum available for telecommunication services out of the total allocated telecommunication services | 42 | 80 | Percentage (%) | Not Applicable | >90 |

| Strategic Objectives 5 | Provide broadband services to all KSA regions by stimulating investment in infrastructure and developing tools, technical and regulatory frameworks | | | | |
|---|---|-------------|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | Enhance the livability of Saudi cities Develop IT sector Achieve the highest levels of transparency and good governance in all sectors Boost Small and Medium enterprises | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of FTTH coverage in densely populated urban areas | 44 | 80 | Percentage (%) | >95 | >90 |
| Percentage of FTTH coverage in urban areas | 12 | 55 | Percentage (%) | >90 | >80 |
| Percentage of wireless broadband networks' coverage (more than 10 Mbps) in remote areas | 12 | 70 | Percentage (%) | Not Applicable | 74 |
| Strategic Objectives 6 | Support e-commerce | | | | |
| Relevant Vision 2030 Objectives | Develop IT sector Create an attractive environment for both local and international investors and enhance their confidence in our economy Boost Small and Medium enterprises Boost Productive Families Boost entrepreneurship Empower women and materialize their potentials | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| KSA's ranking in the UNCTAD B2C E-commerce Index | 63 | 35 | Global ranking | 20 | 17 |
| KSA's ranking in the UNCTAD B2B E-commerce Index | 34 | 25 | Global ranking | 14 | 17 |
| Strategic Objectives 7 | Bridge the digital gap in the skills of ICT users | | | | |
| Relevant Vision 2030 Objectives | Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of internet users in KSA | 63.7 | 85 | Percentage (%) | 90.4 | 87.9 |
| Strategic Objectives 8 | Increase the IT industry's contribution in the non-oil GDP | | | | |
| Relevant Vision 2030 Objectives | Develop IT sector Provide citizens with knowledge and skills to meet the future needs of the labor market Boost Small and Medium enterprises Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of the IT industry's contribution in the non-oil GDP | 1.12 | 2.24 | Percentage (%) | 4 | 15 |

| Strategic Objectives 9 | | Reduce the percentage of revenue leakage to the IT industry abroad | | | |
|--|----------|---|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Develop IT sector Boost Small and Medium enterprises Support national companies | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of retained value for the information technology industry | 20 | 40 | Percentage (%) | >50 | >80 |

| Strategic Objectives 10 | | Complete the transformation of the Saudi Postal Corporation towards a commercially viable company | | | |
|--|----------|---|--------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Expand privatization of governmental services | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Total revenues of Saudi postal services | 1.02 | 2.75 | SAR Bn | 3.5 | 4.3 |
| Value of Government subsidy provided to the Saudi Postal Corporation | 2 | 0 | SAR Bn | 0 | 0 |



Ministry of Commerce and Investment

| Strategic Objective (1) | | | | | |
|---|------------------------|-------------|----------------|--------------------|-------------------------|
| Guarantee fair trade between the consumer and the seller | | | | | |
| Establish a moderation and values of tolerance, professionalism, discipline, justice and transparency | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Achieve the highest levels of transparency and good governance in all sectors | | | | | |
| Enhance interaction between public authorities and citizens | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Consumer Confidence Index | 106 | 115 | Point | Under study | Under study |
| Strategic Objective (2) | | | | | |
| Build Consumer Confidence in products sold in the market | | | | | |
| Achieve the highest levels of transparency and good governance in all sectors | | | | | |
| interaction between public authorities and citizens | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of products that are specifications Compliant | 62 | 80 | Percentage (%) | Under study | Under study |
| Strategic Objective (3) | | | | | |
| Increase the Culture of Entrepreneurship | | | | | |
| Boost entrepreneurship | | | | | |
| Develop youth skills and leverage them effectively | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of established entities (limited liability companies) | 50,000 | 104,000 | عدد | Under study | 347,015 |
| Strategic Objective (4) | | | | | |
| Increase the contribution of Small and Medium Enterprises to the gross domestic product | | | | | |
| Boost Small and Medium enterprises | | | | | |
| Boost Productive Families | | | | | |
| Boost entrepreneurship | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Rate of continuity and existence of new projects (3 years) | Calculation in process | Under study | percentage | Under study | 82.5 |
| Percentage of contribution of Small and Medium Enterprises to the non-oil gross domestic product | 33 | 35 | percentage | 60 | Not Applicable |
| Percentage of contribution of Small and Medium Enterprises to the non-oil gross domestic product | 20 | 21 | percentage | 36 | 51 |

| Strategic Objective (5) | | | | | |
|---|-------------------------|-------------|-------------------|--------------------|-------------------------|
| Increase in the creation of job opportunities in small and medium enterprises | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | | |
| Boost Small and Medium enterprises | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of employees in the Small and Medium Enterprises versus total employees in the public and private sectors | 51 | 53 | Percentage | 42 | 48 |
| Strategic Objective (6) | | | | | |
| Strengthen and increase the awareness of the consumer relating to rights and products | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Achieve the highest levels of transparency and good governance in all sectors | | | | | |
| Enhance interaction between public authorities and citizens | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Consumer satisfaction level | 65 | 85 | (%) Percentage | Under study | Under study |
| Strategic Objective (7) | | | | | |
| Increase the competitiveness of locally produced products and services | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | | |
| Support national companies | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Value addition to the industrial and commercial sectors (profits +Wages) | Calculation in progress | 335.84 | SAR Bn | Under study | Under study |
| Percentage of value addition for the industrial and commercial sectors to the non oil imports | Calculation in progress | 53 | (%)Percentage | Under study | Under study |



Ministry of Municipal and Rural Affairs

| Strategic Objective (1) | | | | | |
|---|-------------------------|-------------|---------------------|--------------------|-------------------------|
| Continuously enhance quality of life by providing cities with public facilities and infrastructure of high quality and efficiency | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Enhance the livability of Saudi cities Safeguard the environment and natural resources | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Deficiency rate in the average length of roads per capita in cities compared with the overall average length of roads per capita in the kingdom | 0,69 | 0,42 | Meter/capita | Under study | Under study |
| Per capita open space and public places | 3,5 | 4,43 | Square Meter/capita | Under study | Under study |
| Percent of population served by rainwater drainage and prevention of the dangers of flooding networks | 25 | 35 | Percentage (%) | Under study | Under study |
| Percent of cities' urban plan projects approved | Calculation in Progress | 85 | Percentage (%) | Under study | Under study |
| Strategic Objective (2) | | | | | |
| Sustainable and balanced urban development and improvement of the level of quality of life in cities and regions of the Kingdom | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Enhance the livability of Saudi cities | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Satisfaction level of population, private sector, and governmental agencies in their participation in the planning process | Calculation in Progress | 60 | Percentage (%) | Not Applicable | Not Applicable |
| Percent improvement in the population growth rate in small- and medium-sized cities compared to the population growth rate in major cities | Calculation in Progress | 25 | Percentage (%) | Under study | Under study |
| Improvement rate in the cities prosperity index | Calculation in Progress | 18 | Percentage (%) | Under study | 57,3 |

| Strategic Objective (3) | | | | | |
|---|-------------------------|-------------|----------------|--------------------|-------------------------|
| Achieve increasing levels of financial self-sufficiency and high-quality sustainable institutional performance | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Achieve budgetary balance Improve performance, productivity and flexibility of public authorities Achieve the highest levels of transparency and good governance in all sectors | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percent of budget financed by internal revenue | 11 | 40 | Percentage | 80 | Not Applicable |
| Percent Uncollected Municipal revenue | 20 | 8 | Percentage | 5 | 22 |
| The Ministry "Integrity" Index | Calculation in Progress | Under study | Number | Not Applicable | Not Applicable |
| Percent of Ministry's KPTs achieved | 69 | 85 | Percentage | Not Applicable | 75 |
| Strategic Objective (4) | | | | | |
| Improve land management system, protect government land, and provide accurate spatial information | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Establish a moderation and values of tolerance, professionalism, discipline, justice and transparency Achieve the highest levels of transparency and good governance in all sectors | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percent of populated territories that have scanned and updated spatial maps | 62 | 100 | Percentage (%) | 100 | Not Applicable |
| Percent completion of official real estate registration (cadastral) | 0,5 | 50 | Percentage (%) | Not Applicable | 24 |
| Percent decrease in land disputes | -3 | 50 | Percentage (%) | Not Applicable | Not Applicable |
| Strategic Objective (5) | | | | | |
| Providing fast, high-quality services | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Enhance the livability of Saudi cities Safeguard the environment and natural resources Achieve the highest levels of transparency and good governance in all sectors Improve performance, productivity and flexibility of public authorities | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Satisfaction Index (for individuals and businesses) with municipal services | Calculation in Progress | 75 | Percentage (%) | 89 | 61 |
| Percent of high priority services delivered within their set times | 66 | 90 | Percentage (%) | 100 | 90 |
| Percent of public health complaints resolved within 72 hours | 80 | 100 | Percentage (%) | Under study | 97 |

| Strategic Objective (6) | | Improve efficiency of projects and programs execution | | | |
|--|----------|---|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Achieve budgetary balance Achieve the highest levels of transparency and good governance in all sectors Improve performance, productivity and flexibility of public authorities | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percent projects completed on time | 14 | 70 | Percentage (%) | 94 | 75 |
| Percent projects that exceeded 6% of their budgets | 44 | 3 | Percentage (%) | Under study | 0 |
| Percent projects that are delayed more than 20% beyond targeted completion dates | 66 | 20 | Percentage (%) | 6 | Not Applicable |

| Strategic Objective (7) | | Provide a healthy local urban environment | | | |
|--|----------|---|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Enhance the livability of Saudi cities Safeguard the environment and natural resources | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Population satisfaction index for pest-free environment | 40 | 90 | Percentage (%) | 90 | Not Applicable |
| Population satisfaction index with food safety | 30 | 70 | Percentage (%) | 90 | Not Applicable |
| Population satisfaction index with cities' cleanliness | 40 | 70 | Percentage (%) | 81 | 75 |
| Percent recycled and treated waste | 15 | 40 | Percentage (%) | 92 | 100 |
| Percent decrease in the public health incidences (food poisoning and transmitted diseases) | 69 | 20 | Percentage (%) | Under study | Under study |



Civil service

| Strategic Objective 1 | | | | | |
|---|-------------------------|-------------|----------------|--------------------|------------------|
| Improve work culture in government sector | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Empower women and materialize their potentials | | | | | |
| Enhance interaction between public authorities and citizens | | | | | |
| Improve performance, productivity and flexibility of public authorities | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of females in Civil Service | 39.8 | 42 | Percentage (%) | 36 | 52 |
| Percentage of females occupying top positions (Grade 11 and above) | 1.27 | 5 | Percentage (%) | 10 | 36 |
| Percentage of preference to work in the civil service sector | Calculation In Progress | 50 | Percentage (%) | 76 | 30 |
| Percentage of awareness campaign messages which reached their target audience (students and job applicants through Jadarah) | Calculation In Progress | 80 | Percentage (%) | Not Applicable | 86 |

| Strategic Objective 2 | | | | | |
|--|-------------------------|-------------|----------------|--------------------|------------------|
| Improve Ministry's clients' satisfaction and enhance employee engagement level | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Achieve the highest levels of transparency and good governance in all sectors | | | | | |
| Improve performance, productivity and flexibility of public authorities | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Satisfaction level of Human Resources departments at government entities towards the Ministry's services | Calculation In Progress | 80 | Percentage (%) | Under Study | Under Study |
| Civil servants' level of satisfaction with the Ministry's services | Calculation In Progress | 60 | Percentage (%) | 56 | 77 |
| Civil servants' engagement level | 68 | 80 | Percentage (%) | Under Study | 62 |

| Strategic Objective 3 | | | | | |
|---|-------------------------|-------------|----------------|--------------------|------------------|
| Increase efficiency of salary and compensation expenditure | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Achieve budgetary balance | | | | | |
| Improve performance, productivity and flexibility of public authorities | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage decrease in the payroll and benefits expenditure | Calculation In Progress | 20 | Percentage (%) | Under Study | 22 |
| Percentage of workers reduction in the civil service sector | Calculation In Progress | 20 | Percentage (%) | Under Study | 18 |

| Strategic Objective 4 | | | | | |
|--|-------------------------|-------------|----------------|--------------------|------------------|
| Improve Human Capital Efficiency | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | | |
| Improve performance, productivity and flexibility of public authorities | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of new jobs in Civil service | 5 | 1 | Percentage (%) | Under Study | -0.5 |
| Number of leaders attracted from the private sector | Calculation In Progress | 300 | Leaders | Under Study | Under Study |
| Number of civil servants who received training | 15 | 50 | Percentage (%) | Under Study | 47 |
| Percentage of civil servants with pre-defined performance objectives | Calculation In Progress | 90 | Percentage (%) | 100 | 100 |
| Average number of training days per civil servant per year | 0.5 | 6 | Day/Employee | 6-7 | 3-5 10-15 |
| Percentage of government entities that enforced normal curve approach in employee performance assessment | Calculation In Progress | 100 | Percentage (%) | 94 | 100 |

| Strategic Objective 5 | | | | | |
|---|----------|-------------|----------------|--------------------|------------------|
| Improve strategic partnerships among government entities | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Achieve the highest levels of transparency and good governance in all sectors | | | | | |
| Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of activated new Public Private Partnership Projects | 0 | 5 | Projects | 32 | 83 250 |
| Percentage of the Ministry services available online | 10 | 95 | Percentage (%) | Under Study | 90 |



Ministry of Culture and Information

| Strategic Objective (1) | | Develop an environment that stimulates cultural activities | | | | |
|---|-------------------------|--|-------------------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Establish a moderation and values of tolerance, professionalism, discipline, justice and transparency Preserve the Saudi, Arab and Islamic cultural heritage and history Preserve the national identity, promote it and pass it to future generations Support and promote cultural activities | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Number of activities and cultural events held in the Kingdom | 190 | 400 | Number of Activities | Under study | Under study | |
| Number of local publications | 5.9 | 7.5 | Number (thousand books) | Under study | Under study | |
| Number of visitors to cultural events and activities | 0.75 | 1.2 | Million visitors | Under study | Under study | |
| Strategic Objective (2) | | Increase awareness regarding the Government's decisions and achievements | | | | |
| Relevant Vision 2030 Objectives | | Preserve the Saudi, Arab and Islamic cultural heritage and history Enhance interaction between public authorities and citizens | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Percent ability to disseminate the communication messages regarding government decision and achievements | Calculation in Progress | 55 | Percentage (%) | Not Applicable | Not Applicable | |
| Strategic Objective (3) | | Enhance the Kingdom Image locally and internationally | | | | |
| Relevant Vision 2030 Objectives | | Preserve the national identity, promote it and pass it to future generations | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Percent improvement in the public perception of the Kingdom (locally and internationally) | 38 | 58 | Percentage (%) | Not Applicable | Not Applicable | |
| Percent awareness of the role that the Kingdom in serving the two Holy Sites and with religious guests (visitors) | Calculation in progress | Under study | Percentage (%) | Not Applicable | Not Applicable | |
| Percent growth in positive media content regarding the Kingdom | 3 | 10 | Percentage (%) | Not Applicable | Not Applicable | |

| Strategic Objective (4) | | Development of Media Industry and related industries and strengthen their competitiveness internationally | | | | |
|--|----------|--|------------------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Support and promote cultural activities Support and promote recreational activities Support national companies | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Number of jobs created in the media and affiliated industries | 10 | 16.1 | Number (thousand jobs) | Under Study | Under Study | |
| The Gross Domestic Product of media and affiliated industries | 5.2 | 6.64 | SAR Bn | Not Applicable | Not Applicable | |
| Percent revenue of media and affiliated industries as part of overall national economy | 17 | 42 | Percentage (%) | Not Applicable | Not Applicable | |



Ministry of Environment, Water and Agriculture

| Strategic Objective #1 | | Contribute to ensuring sustainable food security for the Kingdom | | | | |
|---|----------|--|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Achievement of vital resource security for the Kingdom | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of completion of the National Strategy for Food Security | 0 | 100 | Percentage (%) | TBD | TBD | |

| Strategic Objective #2 | | Monitoring and controlling spread of cross-border veterinary diseases | | | | |
|---|----------|--|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Maintain security of vital resources of the KSA Safeguard the environment and natural resources | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Number of veterinary diseases under control (top 21 diseases in the Kingdom) | 2 | 21 | Desease | 13 | 17 | |
| Percentage (%) of livestock and fish resources covered by veterinary services | 20 | 70 | Percentage (%) | TBD | 100 | |

| Strategic Objective #3 | | Monitoring and controlling spread of cross-border agricultural pests | | | | |
|---|----------|--|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Maintain security of vital resources of the KSA Safeguard the environment and natural resources | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of palm trees infected with red palm weevil insect | 10 | 1 | Percentage (%) | Not Applicable | Not Applicable | |
| Percentage of farms covered with pest prevention and control | 25 | 50 | Percentage (%) | 41 | Not Applicable | |

| Strategic Objective #4 | | Optimize the use of renewable water resources for agricultural purposes | | | | |
|---|----------|--|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Maintain security of vital resources of the KSA Safeguard the environment and natural resources | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of water used in the agricultural sector relative to total available renewable water resources | 416 | 191 | Percentage (%) | 42.76 | 19.1 | |
| Percentage of renewable water resources used in the agricultural sector | 13 | 35 | Percentage (%) | Not Applicable | Not Applicable | |

| Strategic Objective #5 | | Develop sustainable highly efficient production systems for plants, livestock and fishery and increase the value added of these target products to contribute to the diversification of the Kingdom production base. | | | | |
|------------------------|--|--|--|--|--|--|
|------------------------|--|--|--|--|--|--|

| Relevant Vision 2030 Objectives | | Maintain security of vital resources of the KSA Support national companies | | | | |
|--|----------|---|----------------|--------------------|------------------|--|
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Production volume of aquaculture farms | 30 | 100 | Thousand Ton | 235 | 1100 | |
| Percentage of self-sufficiency in broiler production | 42 | 60 | Percentage (%) | 80 | 140 | |
| Vegetable productivity per hectare | 21 | 22.8 | Ton per Hectar | 37 | 57 | |
| Percentage of Agricultural Cooperatives contribution to the national agricultural production | 0.02 | 1.4 | Percentage (%) | Not Applicable | 37.2 | |
| Sales volume of the dates sector | 8 | 9.2 | SAR Bn | 9.3 | Not Applicable | |
| Percentage of farm holdings transformed from fodder farming to target products | 0 | 100 | Percentage (%) | Not Applicable | Not Applicable | |

| Strategic Objective #6 | | Develop national parks | | | | |
|--------------------------------------|----------|--|-----------------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Support and promote recreational activities Safeguard the environment and natural resources Enhance the livability of Saudi cities | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Number of visitors to national parks | 3.5 | 5.6 | Mn People | TBD | TBD | |
| National park area per capita | 2.9 | 14.9 | Square meter / person | 28 | 140 | |

| Strategic Objective #7 | | Improve land utilization and management in the agricultural sector | | | | |
|---------------------------------------|----------|--|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Safeguard the environment and natural resources | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of land holdings surveyed. | 6 | 100 | Percentage (%) | Not Applicable | Not Applicable | |

| Strategic Objective #8 | | Organizational Development and Privatization | | | | |
|---|----------|---|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Expand privatization of governmental services Enhance the livability of Saudi cities | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of desalinated water production through strategic partners | 16 | 52 | Percentage (%) | 50 | 100 | |
| Percentage of treated water production through strategic partners | 0 | 20 | Percentage (%) | Not Applicable | Not Applicable | |
| Percentage of cities covered with water and sewage services though The National Water Company | 42 | 70 | Percentage (%) | TBD | TBD | |

| Strategic Objective #9 | | Preservance of vegetation of pastures and forests | | | |
|--|----------|---|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Safeguard the environment and natural resources | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of forest land area rehabilitated annually out of the total forest area | 0.06 | 0.11 | Percentage (%) | 0.21 | 0.37 |
| Percentage (%) of annually rehabilitated forest land out of the total eligible forest land | 0 | 60,000 | Hectrars | Not Applicable | Not Applicable |

| Strategic Objective #10 | | Improve financial effeciency | | | |
|---|----------|--|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Safeguard the environment and natural resources Improve performance, productivity and flexibility of public authorities | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of tariff to actual water cost | 30 | 100 | Percentage (%) | TBD | TBD |

| Strategic Objective #11 | | Improve service quality | | | |
|---------------------------------|----------|---|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Enhance the livability of Saudi cities Improve performance, productivity and flexibility of public authorities | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage (%) of water loss | 25 | 15 | Percentage (%) | 8 | 10 |

| Strategic Objective #12 | | Boost water storage resources and security | | | |
|---|----------|---|---------------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Maintain security of vital resources of the KSA | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Total available capacity of surface and underground water | 4.1 | 6.1 | Bn Sqare meter/ Day | Not Applicable | Not Applicable |
| Total available capacity (designed) of desalinated water | 5.1 | 7.3 | Bn Sqare meter/ Day | Not Applicable | Not Applicable |
| Duration of strategic water storage | 0.4 | 3 | Day | 5 | 7 |

| Strategic Objective #13 | | Improve the efficiency of municipal and agricultural consumption | | | |
|---|----------|--|----------------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Maintain security of vital resources of the KSA | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Volume of renewable water consumption for agricultural purposes | 17 | 10 | Bn Square meter | Not Applicable | Not Applicable |
| Municipal water consumption rate | 256 | 200 | Liter / capeta / day | 80 | 120 |
| Percentage of agricultural wells with metering gauges installed | 0 | 30 | Percentage (%) | Not Applicable | Not Applicable |

| Strategic Objective #14 | | Increase local content | | | |
|---|----------|----------------------------|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Support national companies | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of local content in capital and operational projects | 30 | 40 | Percentage (%) | 40 | 45 |

| Strategic Objective #15 | | Expand service coverage | | | |
|---|----------|---|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Enhance the livability of Saudi cities Safeguard the environment and natural resources | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of citizens covered by water services | 87 | 92 | Percentage (%) | 100 | 100 |
| Percentage of citizens covered by sewage services | 60 | 65 | Percentage (%) | 97 | 98 |
| Percentage of reused sewage water | 17 | 35 | Percentage (%) | 60 | 20 |

| Strategic Objective #16 | | Reduce service connection time | | | |
|---|----------|---|-------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Improve performance, productivity and flexibility of public authorities Enhance the livability of Saudi cities | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Average time to fulfill a sewage service connection | 44 | 30 | Buiness Day | TBD | TBD |
| Average time to fulfill a water service connection | 68 | 30 | Buiness Day | 55 | 28 |



Ministry of Energy, Industry and Mineral Resources

| Strategic Objective 1 | | Increase non-oil commodities exports | | | | |
|---|----------|--|------------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Establish a unique logistic platform across three continents Create an attractive environment for both local and international investors and enhance their confidence in our economy Establish specific zones with competitive advantages to enhance investments | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Value of exports of non-oil commodities | 185 | 330 | SAR Bn | Under study | Under study | |
| Strategic Objective 2 | | Strengthen the capabilities, infrastructure, and procedures of exporters | | | | |
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy Support national companies | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Number of exporters | 1,190 | 1,500 | Number | Under study | Under study | |
| Average time to export | 15 | 7 | Day | 7 | 6 | |
| Strategic Objective 3 | | Enhance market accessibility and promote in strategic markets | | | | |
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy Support national companies Achieve actual local and international connection | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Balance of non-oil trade with trading partners | -5 | <0 | SAR Bn | Not applicable | Not applicable | |
| Strategic Objective 4 | | Increase the contribution of the mining sector in the national economy | | | | |
| Relevant Vision 2030 Objectives | | Develop mining sector | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Number of job opportunities in the mining sector | 65 | 90 | Jobs (Thousands) | 75 | 210 | |
| Value of the mining sector's contribution to GDP | 64 | 97 | SAR Bn | 13 | 262 | |
| Strategic Objective 5 | | Increase the efficiency of fuel utilization in the electricity sector | | | | |
| Relevant Vision 2030 Objectives | | Safeguard the environment and natural resources | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Efficient utilization of fuel in electricity power generation | 33 | 40 | Percentage (%) | 34 | 44 | |

| Strategic Objective 6 | | Incentivize the private sector to manufacture goods and provide services locally and encourage both public and private sectors to rely on local products and services | | | | |
|--|----------|---|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Develop Oil & Gas sector Saudize renewable energy sectors Enhance competitiveness of energy sector Create an attractive environment for both local and international investors and enhance their confidence in our economy Support national companies Boost Small and Medium enterprises | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of local content in Total expenditure of public and private sectors | 36 | 50 | Percentage (%) | Under study | 57 | |
| Percentage of jobs localization in the private sector | 19 | 24 | Percentage (%) | Under study | Under study | |
| Strategic Objective 7 | | Maximize the use of available hydrocarbon and mineral resources in less developed regions with non-existing industries | | | | |
| Relevant Vision 2030 Objectives | | Develop mining sector Create an attractive environment for both local and international investors and enhance their confidence in our economy Establish specific zones with competitive advantages to enhance investments | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Create jobs in high potential less developed regions | 0 | 12000 | Job | Not applicable | | |
| Volume of private sector investments in high potential less developed regions | 0 | 28 | SAR Bn | Not applicable | | |
| Strategic Objective 8 | | Enhance the primary sources and security of the electricity supplies | | | | |
| Relevant Vision 2030 Objectives | | Enhance the livability of Saudi cities | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Average number of outages for more than 5 minutes in the electricity power grid annually | 6.36 | 3 | Outage | 0.2 | 0.4 | |
| Percentage of electricity generation capacity reserve | 10 | 12 | Percentage (%) | 24 | 16.5 | |
| Strategic Objective 9 | | Improve the quality of electricity service and increase service coverage | | | | |
| Relevant Vision 2030 Objectives | | Enhance the livability of Saudi cities | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Average time of electricity outage | 262 | 120 | Minute | 30 | 22 | |
| Percentage of population covered by electricity service | 99 | 99.5 | Percentage (%) | 100 | 100 | |
| Strategic Objective 10 | | Institutional development and privatization of the electricity sector to optimize financial efficiency | | | | |
| Relevant Vision 2030 Objectives | | Expand privatization of governmental services Improve performance, productivity and flexibility of public authorities Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of power plant electricity generation through strategic partners | 27 | 100 | Percentage (%) | 74 | 100 | |

| Strategic Objective 11 | | Compensate reserves, maintain petroleum production capacity, and increase the volume of gas supplies through the development of exploration and reserves activities | | | | |
|---------------------------------|----------|---|-------------------------------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Develop Oil & Gas sector Enhance competitiveness of energy sector | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Petroleum production capacity | 12.5 | 12.5 | Million barrels per day | 3.8 | 11 | |
| Dry gas production capacity | 12 | 17.8 | Billion standard cubic feet per day | 5.7 | 16 | |

| Strategic Objective 12 | | Reduce fuel consumption emissions | | | | |
|---|----------|---|-------------------------------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Safeguard the environment and natural resources | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of sulfur content in diesel | 500 | 10 (in 2021) | Ppm | 10 | 10 | |
| Percentage of sulfur content in gasoline | 10,000 | 10 (in 2021) | Ppm | Under study | 10 | |
| Percentage of reduction in CO2 emissions in the Kingdom | 28 | 26 | Billion standard cubic feet per day | Under study | Under study | |

| Strategic Objective 13 | | Increase the refining capacity to meet growth in demand | | | | |
|---------------------------------|----------|--|-------------------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Develop Oil & Gas sector Enhance the livability of Saudi cities | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Refining capacity | 2.9 | 3.3 | Million barrels per day | 1.1 | 1.9 | |

| Strategic Objective 14 | | Growth of strategic sectors in manufacturing in collaboration with all key stakeholders | | | | |
|--|----------|---|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Support national companies | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of local pharmaceutical manufacturing to Total market value | 20 | 40 | Percentage (%) | 12 | 45 | |
| Share of pharmaceutical sector in non-oil GDP | 0.98 | 1.97 | Percentage (%) | 1 | 1.9 | |

| Strategic Objective 15 | | Allocate required enablers to ensure execution governance of the Ministry initiatives | | | | |
|---------------------------------|-------------|---|-------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Improve performance, productivity and flexibility of public authorities | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Under study | Under study | Under study | Under study | Under study | Under study | |



The Ministry of Labor and Social Development

| Strategic Objective 1 | | Establish an integrated system for family protection | | | | |
|--|-------------------------|--|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Ensure Security Boost family role and responsibility Expand the impact of the non-profit sector | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Number of qualified family counselling and social protection officers | 90 | 21,000 | Number | Under Study | Under Study | |
| Number of family counselling centres and social protection units (Government, Private and NGO sectors) | 58 | 200 | Number | 65 | Under Study | |
| Percentage of population aware of family violence reporting mechanisms | Calculation In Progress | 48 | Percentage (%) | Not applicable | Not applicable | |
| Percentage of family violence incidents resolved within 3 month of reporting | 40 | 75 | Percentage (%) | Not applicable | Not applicable | |
| Strategic Objective 2 | | Capacity building and improving governance of third sector entities | | | | |
| Relevant Vision 2030 Objectives | | Achieve the highest levels of transparency and good governance in all sectors Expand the impact of the non-profit sector | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of national labor force working in third sector organizations | 0.6 | 1.4 | Percentage (%) | 0.3 | 9.7 | |
| Percentage of civil societies compliant with the developed governance system | Not applicable | 100 | Percentage (%) | Not applicable | Not applicable | |
| Number of professional / institutionalized jobs in the third sector | 1 | 30 | Number | Not applicable | >100 | |
| Percentage of qualified employees holding key positions in the third sector | Calculation In Progress | 50 | Percentage (%) | Not applicable | Not applicable | |
| Strategic Objective 3 | | Transform beneficiaries who receive Ministry support to productive members of society (Tamkeen) | | | | |
| Relevant Vision 2030 Objectives | | Develop welfare system to be more efficient, fair and empowered Boost Productive Families Empower persons with disabilities to access proper education and job opportunities | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Number of beneficiaries who no longer need social security benefit payment (who are employable and within the working age bracket) | 1,226 | 150,000 | Number | Not applicable | Not applicable | |
| Percentage of employed sheltered orphans (who are employable and within the working age bracket) | 0 | 80 | Percentage (%) | Not applicable | 75 | |

| Strategic Objective 4 | | Develop quality standards and technical professional accreditation | | | | |
|--|--|---|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of employees who have been professionally examined | 0 | 50 | Percentage (%) | Not applicable | Not applicable | |
| Percentage of accredited institutes and colleges | 21 | 80 | Percentage (%) | Under Study | Under Study | |
| Strategic Objective 5 | | Enable volunteer work | | | | |
| Relevant Vision 2030 Objectives | | Expand the impact of the non-profit sector Establish positive values and build an independent personality for citizens | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Economic value of volunteerism | 22 | 450 | SAR Mn | Not applicable | 46,780 | |
| Number of volunteers in third sector organizations | 35,000 | 300,000 | Number | 352,000 | Not applicable | |
| Strategic Objective 6 | | Direct efforts to secure proper housing for social security beneficiaries in desperate need for housing | | | | |
| Relevant Vision 2030 Objectives | | Enable citizens to obtain suitable residence Develop the welfare system to be more efficient, fair and empowered | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Number of proper housing units provided to families benefiting from social security with the most need | 10,400 | 101,700 | Number | 36,000 | 3,300,000 | |
| Percentage of social security beneficiaries with the most need who were not provided with proper housing | 45 | 33 | Percentage (%) | Not applicable | 19.5 | |
| Strategic Objective 7 | | Expand the third sector and direct its efforts towards developmental activities | | | | |
| Relevant Vision 2030 Objectives | | Expand the impact of the non-profit sector | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Third sector contribution to non-oil GDP | 4.7 | 16 | SAR Bn | Under Study | Under Study | |
| Percentage of third sector spending for developmental projects | 21 | 51 | Percentage (%) | Under Study | Under Study | |
| Percentage of specialized associations that support the national transformation development priorities | 14 | 28 | Percentage (%) | Under Study | Under Study | |
| Number of civil society organizations (associations, institutions, and committees) | 1324 Society 158 Foundation 455 Commission | 2536 Society 221 Foundation 637 Commission 500 small associations (Mini NGO) 2700 Social Work Groups | Number | Under Study | Under Study | |

| Strategic Objective 8 | | Provide suitable jobs for citizens | | | | |
|--|----------|---|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Provide citizens with knowledge and skills to meet the future needs of the labor market Develop youth skills and leverage them effectively Empower women and materialize their potentials Empower persons with disability to access proper education and job opportunities | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Number of suitable job opportunities available to Saudis in the private sector (for women and men) | 0 | 1,200 | Number (000) | Not applicable | Not applicable | |
| Unemployment rate for Saudis | 11.6 | 9 | Percentage (%) | Under Study | 5.8 | |
| Cost of employment of Saudis compared to expatriates | 400 | 280 | Percentage (%) | Not applicable | Not applicable | |
| Proportion of female labor force | 23 | 28 | Percentage (%) | Under Study | Under Study | |

| Strategic Objective 9 | | Create a safe and attractive work environment | | | | |
|--|-------------------------|---|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Create an attractive environment for world talents Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of Saudis seeking to be employed in the private sector | Calculation In Progress | 50 | Percentage (%) | 40 | Not applicable | |
| Compliance percentage with Wages Protection System | 50 | 80 | Percentage (%) | Not applicable | Not applicable | |
| Ratio of organizations complying with occupational health and safety | 0 | 80 | Percentage (%) | Not applicable | Not applicable | |

| Strategic Objective 10 | | Raise Saudis skill level to match labor market needs | | | | |
|--|-------------------------|--|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Provide citizens with knowledge and skills to meet the future needs of the labor market Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| The number of Saudis who have completed online training, hybrid, and on-the-job training | 36,000 | 1,000,000 | Number | Not applicable | Not applicable | |
| Number of Saudis benefiting from the Potential Leadership Development Programs | 138 | 6,000 | Number | Not applicable | Not applicable | |
| The proportion of Technical and Vocational Training Corporation graduates who joined the workforce within six months of graduation | Calculation In Progress | 90 | Percentage (%) | Not applicable | Not applicable | |

| Strategic Objective 11 | | Raise the efficiency of services and programs offered through centers, hostels and institutions | | | | |
|--|----------|---|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Develop welfare system to be more efficient, fair and empowered Expand the impact of the non-profit sector | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Percentage of targeted service centers that have been modeled | 0 | 100 | Percentage (%) | Not applicable | Not applicable | |
| The proportion of accommodated cases which have been moved to day care or home care | 0 | 35 | Percentage (%) | 86 | 94.1 | |
| Percentage of juvenile offenders who return to prison after rehabilitation and release | 3.4 | 0.95 | Percentage (%) | 2.1 | 0.01 | |

| Strategic Objective 12 | | Increase the capacity of technical and vocational training institutions and link it to the labor market needs | | | | |
|---|----------|---|----------------|--------------------|------------------|--|
| Relevant Vision 2030 Objectives | | Provide citizens with knowledge and skills to meet the future needs of the labor market Develop youth skills and leverage them effectively | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark | |
| Number of Saudi students enrolled in technical and vocational training (training and qualification programs) | 104,432 | 950,000 | Number | Not applicable | Not applicable | |
| Number of strategic partnerships with private sector in the area of training | 21 | 35 | Number | Not applicable | Not applicable | |
| Proportion of high school graduates who are continuing their education in the Technical and Vocational Training Corporation | 7 | 12.5 | Percentage (%) | Not applicable | 46 | |

| Strategic Objective 13 | | Raise the quality of services provided | | | | | | |
|--|----------|--|----------------|--------------------|-----------------------|------------------|-----------------------|--|
| Relevant Vision 2030 Objectives | | Achieve the highest levels of transparency and good governance in all sectors Improve performance, productivity and flexibility of public authorities | | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Country/ Organization | Global Benchmark | Country/ Organization | |
| The proportion of automated services in the Ministry of Labor directed to the private sector | 74 | 94 | Percentage (%) | Not applicable | Not applicable | Not applicable | Not applicable | |



Ministry of Housing

| Strategic Objective (1) | | Improve performance of the real estate sector and increase its contribution to the GDP | | | |
|---|----------|---|------------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Enable citizens to obtain a suitable residence Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of real estate sector contribution to the GDP | 5 | 10 | Percentage (%) | 13 | 20 |
| Annual growth rate in the real estate sector | 4 | 7 | Percentage (%) | 6 | 11 |
| Average time required to approve and license new residential real estate development projects | 730 | 60 | Day / Permit | 44 | 26 |
| Strategic Objective (2) | | Stimulating the real estate supply and raising productivity to provide residential products with appropriate price and quality | | | |
| Relevant Vision 2030 Objectives | | Enable citizens to obtain a suitable residence Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Housing unit cost multiples of gross individual annual income | 10 | 5 | Multiple | 6.7 | 3 |
| Percentage of residential units developed by approved real estate developers | 10 | 30 | Percentage (%) | Not Applicable | |
| Percentage of available housing units (new and unoccupied) to total number of subsidy-eligible citizens | 10 | 50 | Percentage (%) | Not Applicable | |
| Strategic Objective (3) | | Enabling citizens to obtain suitable housing financing | | | |
| Relevant Vision 2030 Objectives | | Enable citizens to obtain a suitable residence Equip individuals with financial planning tools | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of Saudi families owning homes | 47 | 52 | Percentage (%) | 48 | 64 |
| Percentage of real estate financing to non-oil GDP | 8 | 15 | Percentage (%) | 16 | 75 |
| Percentage of families who obtained housing subsidy out of the total enrolled families in ownership tracks. | 0 | 40 | Percentage (%) | Not Applicable | |
| Percentage of families who obtained housing support to qualify them to obtain housing financing. | 0 | 60 | Percentage (%) | Not Applicable | |
| Average waiting period to obtain housing financing. | 15 | 5 | Year / Financing | Not Applicable | |



Ministry of Education

| Strategic Objective (1) Provide education services for all student levels | | | | | |
|---|------------------------------------|-------------------------------------|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Establish positive values and build an independent personality for citizens Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of children enrolled in kindergarten (3 to 6 years) | 13 | 27.2 | Percentage (%) | 79 | 81 |
| Percentage of illiterate adults (15 years and over - Saudis) | 5.32 | 2.5 | Percentage (%) | 2 | 1 |
| Percentage of students utilizing school transportation services (in public schools) | 28 | 43 | Percentage (%) | 59 | 83 |
| Percentage of students with disabilities utilizing the students' disability support program (6-18 years) | 58,600 / number of Saudi kids 6-18 | 200,000 / number of Saudi kids 6-18 | Percentage (%) | 12 | 12 |

| Strategic Objective (2) Improve recruitment, training and development of teachers | | | | | |
|---|----------|-------------|-----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Establish positive values and build an independent personality for citizens Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Average number of professional development hours completed by teachers | 10 | 18 | Number of hours | 25 | 100 |
| Average number of hours of professional development in educational leadership completed by school leaders | 5 | 20 | Number of hours | 39 | 21 |
| Percentage of Teachers passed (Qyas) test | 48 | 65 | Percentage | Not Applicable | |

| Strategic Objective (3) Improve the learning environment to stimulate creativity and innovation | | | | | |
|--|----------|-------------|------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Establish positive values and build an independent personality for citizens Provide citizens with knowledge and skills to meet the future needs of the labor market Develop youth skills and leverage them effectively | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of medals and honors achieved in international competitions | 86 | 133 | Number | 5 | Under Study |
| Percentage of students benefiting from special gifted programs | 87.3 | 100 | Percentage | Under Study | 6-10 |

| Strategic Objective (4) Improve curricula and teaching methods | | | | | |
|---|---------------------------|---------------------------|--------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Establish positive values and build an independent personality for citizens Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Average student results in international TIMSS tests (eighth grade: Math and Science) | 394 (Math), 436 (Science) | 450 (Math), 480 (Science) | Number | 452, 483 | 611, 590 |
| Average student results in international TIMSS tests (fourth grade: Math and Science) | 410 (Math), 429 (Science) | 460 (Math), 470 (Science) | Number | 469, 463 | 606, 583 |
| Average student results in international reading tests (PISA) | Not Applicable | 460 | Number | 475 | 542 |
| Average student results in international reading tests (fourth grade - PIRLS) | 430 | 460 | Number | 439 | 567 |

| Strategic Objective (5) Improve students' values and core skills | | | | | |
|---|----------|-------------|------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Establish positive values and build an independent personality for citizens Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of students involved in extra-curricular activities outside the school program | 15 | 55 | Percentage | 60 | 57 |
| Percentage of students utilizing the Community Clubs Services | 5 | 25 | Percentage | Under Study | 25 |

| Strategic Objective (6) Enhance the educational system's capability to address national development requirements and to meet labor market demands | | | | | |
|---|----------|-------------|------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Provide citizens with knowledge and skills to meet the future needs of the labor market | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of graduates who secured employment within (6) months of graduation | | Under Study | Percentage | Under Study | 90 |

| Strategic Objective (7) Develop creative financing methods and improve the educational system's financial efficiency | | | | | |
|--|----------|-------------|-------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Achieve budgetary balance | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Students to teacher ratio | 1:09 | 1:17 | Ratio | 1:15 | 1:25 |

| Strategic Objective (8) Increase Private Sector Participation in the Education Sector | | | | | |
|---|----------|-------------|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives Provide citizens with knowledge and skills to meet the future needs of the labor market Expand privatization of governmental services Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Percentage of students in non-government higher education | 6 | 15 | Percentage (%) | 40 | 26 |



Ministry of Transportation

| Strategic Objective 1 | | | | | |
|--|----------|-------------|--------------------------------------|--------------------|------------------|
| Minimize the rate of transportation accidents | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Enhance the livability of Saudi cities | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Death rate of transportation accidents per 100,000 residents | 27 | 20 | Number (deaths / 100,000 population) | 8 | 2 |
| Number of passenger and cargo train accidents | 215 | 40 | Number of accidents annually | Under Study | Under Study |

| Strategic Objective 2 | | | | | |
|---|----------|-------------|----------------|--------------------|------------------|
| Improve the legislative environment of the transportation sector | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Improve performance, productivity and flexibility of public authorities Enhance the livability of Saudi cities | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage completion of the master plan for the kingdom transportation system | 85 | 100 | Percentage (%) | 100 | 100 |

| Strategic Objective 3 | | | | | |
|---|----------|-------------|----------------|--------------------|------------------|
| Improve efficiency of transportation infrastructure | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Establish a unique logistic platform across three continents Improve performance, productivity and flexibility of public authorities | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of transportation sector projects which were delayed from their initial completion dates | 60 | 25 | Percentage (%) | Under Study | Under Study |

| Strategic Objective 4 | | | | | |
|--|----------|-------------|--------|--------------------|------------------|
| Increase usage of public transportation | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Enhance the livability of Saudi cities Safeguard the environment and natural resources | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of cities for which comprehensive public transportation plans are under development | 11 | 16 | Number | Under Study | Under Study |
| Number of new public transportation policies issued | 0 | 20 | Number | Not Applicable | Not Applicable |

| Strategic Objective 5 | | | | | |
|---|----------|-------------|----------------|--------------------|------------------|
| Increase reliance on Self-Funding | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Achieve budgetary balance | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of ministry's budget covered from self funding | 3 | 20 | Percentage (%) | 130 | 60 |

| Strategic Objective 6 | | | | | |
|---|-------------------|-------------|----------------|--------------------|------------------|
| Increase percentage of private sector participation in financing and operating transportation projects | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Expand privatization of governmental services Achieve budgetary balance Create an attractive environment for both local and international investors and enhance their confidence in our economy Establish a unique logistic platform across three continents | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of private sector contribution in constructing and operating road projects | Under calculation | 5 | Percentage (%) | Under Study | 11 |
| Percentage of private sector contribution in developing and operating railways projects and programs | 5 | 50 | Percentage (%) | Under Study | Under Study |
| Percentage increase in the contribution of the private sector in developing and operating ports projects and programs | 30 | 70 | Percentage (%) | Under Study | Under Study |

| Strategic Objective 7 | | | | | |
|--|-------------------|-------------|----------------|--------------------|------------------|
| Improve environment for ports management | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Create an attractive environment for both local and international investors and enhance their confidence in our economy Improve performance, productivity and flexibility of public authorities Support national companies Establish a unique logistic platform across three continents | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage completion of commercialization program of General Port Authority | Under calculation | 100 | Percentage (%) | 100 | 100 |

| Strategic Objective 8 | | | | | |
|--|----------|-------------|----------------------|--------------------|------------------|
| Improve efficiency of railways | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Create an attractive environment for both local and international investors and enhance their confidence in our economy Improve performance, productivity and flexibility of public authorities Establish a unique logistic platform across three continents | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of containers not transported from Dammam to Riyadh due to the insufficient capacity of the network | 40 | 10 | Percentage (%) | Not Applicable | Not Applicable |
| Number of daily scheduled trips for passengers and cargo trains | 31 | 50 | Number of daily trip | Under Study | Under Study |
| Accuracy of trips' departure and arrival times | 80 | 90 | Percentage (%) | Under Study | 91 |

| Strategic Objective 9 | | | | | |
|---|----------|-------------|------|--------------------|------------------|
| Improve efficiency of ports | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Create an attractive environment for both local and international investors and enhance their confidence in our economy Support national companies Establish a unique logistic platform across three continents | | | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Average stay duration of containers in the ports | 14 | 5 | Day | 2 | 1 |



Ministry of Haj and Umrah

| Strategic Objective 1 | | Provide the opportunity for the largest number of Muslims possible to perform Hajj and Umrah | | | |
|---|-------------------------|---|--------------------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Enable pilgrims Hajj, Umrah and Ziyarah (Medinah visit) easily and enrich their religious journey and cultural experience | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of formal pilgrims (domestic and foreign) | 1.5 | 2.5 | Haj Pilgrim (Million) | Not applicable | Not applicable |
| Number of Umrah Pilgrims from abroad | 6 | 15 | Umrah Pilgrims (Million) | Not applicable | Not applicable |
| Number of Umrah pilgrims (domestic and GCC nationals) | Calculation in Progress | rednU yduts | Umrah Pilgrims (Million) | Not applicable | Not applicable |

| Strategic Objective 2 | | Implement effective strategic partnerships with the private sector | | | |
|---|-------------------------|--|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Enable pilgrims Hajj, Umrah and Ziyarah (Medinah visit) easily and enrich their religious journey and cultural experience Create an attractive environment for both local and international investors and enhance their confidence in our economy Preserve the Saudi, Arab and Islamic cultural heritage and history Support national companies | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Total revenue from partnerships with the private sector | 80 | 19,000 | SAR Mn | Not applicable | Not applicable |
| Number of effective partnerships with the private sector | 1 | 17 | Partnership | Not applicable | Not applicable |
| Pilgrims Satisfaction index about services supervised by the Ministry of Hajj and Umrah (upon approval of the initiative) | Calculation in Progress | Under Study | Percentage (%) | Not applicable | Not applicable |

| Strategic Objective 3 | | Raise the awareness among pilgrims and Umrah visitors | | | |
|---|-------------------------|--|----------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Enable pilgrims Hajj, Umrah and Ziyarah (Medinah visit) easily and enrich their religious journey and cultural experience Ensure security | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of pilgrims and Umrah visitors who received the awareness messages | Calculation in Progress | noilliM 10 | nosreP | Not applicable | Not applicable |
| Number of languages used in the awareness programs | 3 | 7 | Language | Not applicable | Not applicable |

| Strategic Objective 4 | | Raising the awareness among workers in the Haj and Umrah system | | | |
|--|-------------------------|--|-----------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Enable pilgrims Hajj, Umrah and Ziyarah (Medinah visit) easily and enrich their religious journey and cultural experience Provide citizens with knowledge and skills to meet the future needs of the labor market | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of workers in the Hajj and Umrah eco-systems who participated in the training programs | 7000 | 40000 | rekroW | Not applicable | Not applicable |
| Number of workers in the Hajj and Umrah eco-systems who have benefited from the awareness program | 7000 | 40000 | rekroW | Not applicable | Not applicable |
| Number of complaints regarding the services rendered by the Ministry of Hajj and Umrah per hundred thousand pilgrims | Calculation in Progress | Under Study | tnialpmoC | Not applicable | Not applicable |
| Number of complaints regarding the services rendered by the Ministry of Hajj and Umrah per hundred thousand Umrah visitors | Calculation in Progress | Under Study | tnialpmoC | Not applicable | Not applicable |
| Rate of services providers violations per hundred thousand pilgrims | Calculation in Progress | Under Study | Violation | Not applicable | Not applicable |

| Strategic Objective 5 | | Establish a mechanism to improve the level of coordination between all entities concerned with decisions and special procedures affecting the Hajj and Umrah eco-systems | | | |
|---|-------------------------|--|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Enable pilgrims Hajj, Umrah and Ziyarah (Medinah visit) easily and enrich their religious journey and cultural experience Improve performance, productivity and flexibility of public authorities | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of entities that have been linked to the mechanism | 3 | 10 | Entity | Not applicable | Not applicable |
| Percent of coordination mechanism readiness among the relevant entities | Calculation in Progress | 100 | (%) Percentage | Not applicable | Not applicable |



Saudi Commission for Tourism and National Heritage

| Strategic Objective (1) | | | | | |
|---|----------|-------------|----------------------|--------------------|-------------------------|
| Establishing and developing tourism destinations as well as integrated entertainment cities and islands for all family members, and encourage the private sector to invest in and operate them | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Support and promote recreational activities Enhance the livability of Saudi cities Develop tourism and entertainment sector Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Total New Tourism Investment | 145 | 171.5 | SAR Bn | Under Study | 164.9 |
| Number of direct jobs in tourism and national heritage sector | 0.83 | 1.2 | Jobs in Mn | 0.49 | 1.13 |
| Number of new and existing tourism destinations | 0 | 5 | Site\Destination | 20 | 75 |
| % localization in tourism and national heritage sector | 27.8 | 29.6 | Percentage (%) | 82.5 | Under Study |
| Strategic Objective (2) | | | | | |
| Protect and develop awareness of national heritage sites, and encourage private investment and operation | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Enable pilgrims Hajj, Umrah and Ziyarah (Medinah visit) easily and enrich their religious journey and cultural experience Preserve the Saudi, Arab and Islamic cultural heritage and history Preserve the national identity, promote it and pass it to future generations Develop tourism and entertainment sector | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of public and private museums | 155 | 241 | Museums | 385 | 35,000 |
| Number of archaeological sites suitable to visit | 75 | 155 | Archaeological sites | 12 | 1,500 |
| Number of crafts centres | 2 | 17 | Centres | 20 | 137 |
| Number of registered world heritage sites | 4 | 10 | Sites | 7 | 51 |
| Number of architectural heritage sites | 10 | 28 | Village/Town | 12 | 184 |

| Strategic Objective (3) | | | | | |
|--|----------|-------------|-----------------------------|--------------------|-------------------------|
| Increase and organize events and festivals that appeal to the various segments of society | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Support and promote recreational activities Develop tourism and entertainment sector Enhance the livability of Saudi cities | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Value added from the tourism and national heritage sector | 85.5 | 118.8 | SAR Bn | 79.3 | 61.8 |
| Total tourism spending | 104.8 | 174.8 | SAR Bn | 126 | 3,690 |
| Number of tourists | 64.5 | 81.9 | Million Tourists | 37.8 | 83.7 |
| Number of festivals and events | 300 | 500 | Festivals\events | 48 | 1,000 |
| % contribution of tourism sector to GDP | 2.9 | 3.1 | Percentage (%) | 4.9 | 5.4 |
| Strategic Objective (4) | | | | | |
| Increase and develop hospitality facilities and tourism services | | | | | |
| Relevant Vision 2030 Objectives | | | | | |
| Develop tourism and entertainment sector Enable pilgrims Hajj, Umrah and Ziyarah (Medinah visit) easily and enrich their religious journey and cultural experience Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Total number of hotel rooms and hotel apartments | 446,603 | 621.6 | Room/apartment In thousands | 137.2 | 1,090.3 |
| Total number of touristic facilities | 57,279 | 77.74 | Thousand facility | 3,089 | 158.41 |



Sports Authority

| Strategic Objective (1) | | Increase the percentage of exercise and physical activity (regularly) | | | | |
|---|-------------------------|--|----------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Promote sports and physical activities among citizens | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| The percentage of Saudis above the age of 15 that exercise regularly at least once a week | 13 | 20 | Percentage(%) | 35 | 73 | |
| Strategic Objective (2) | | Develop the next generation of young people, increasing their pride and national pride, improving their outlook and their satisfaction with the presidency programs | | | | |
| Relevant Vision 2030 Objectives | | Establish a moderation and values of tolerance, professionalism, discipline, justice and transparency Preserve the national identity, promote it and pass it to future generations Promote sports and physical activities among citizens | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Percentage of young people participating in the presidency programs | 0.67 | 15 | (%) Percentage | not applicable | 23 | |
| Youth satisfaction with regards to presidency initiatives and programs | Not Satisfied | Very Satisfied | index | not applicable | Very satisfied | |
| Strategic Objective (3) | | Improve investment of sports and youth facilities for the presidency | | | | |
| Relevant Vision 2030 Objectives | | Achieve budgetary balance Improve performance, productivity and flexibility of public authorities | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Rate of return on investment of the stadiums and surrounding land | Calculation in progress | Under study | Percentage(%) | not applicable | not applicable | |
| % of utilized assets | 25 | 40 | Percentage(%) | not applicable | not applicable | |
| Strategic Objective (4) | | Enable and ensure the sustainability of elite athletes to achieve high-level performance in the international arena to win medals in different games | | | | |
| Relevant Vision 2030 Objectives | | Promote sports and physical activities among citizens | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Saudi Arabian teams rank in the Asian Olympics 2018 | 19 | 10 | Rank | not applicable | not applicable | |
| The percentage of Saudi workers in the elite sport sector in 2018 | 40 | 25 | (%) Percentage | not applicable | not applicable | |



Royal Commission for Jubail and Yanbu

| Strategic Objective (1) | | Attract diverse and integrative industries with higher added-value | | | | |
|---|----------|---|----------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy Support national companies | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Number of value added basic manufacturing and transformation products | 432 | 516 | Product | 21 | 223 | |
| Strategic Objective (2) | | Expand and diversify financial resources | | | | |
| Relevant Vision 2030 Objectives | | Achieve budgetary balance | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Revenue Growth in Percentage | 0 | 93 | (%) Percentage | Not applicable | | |
| Strategic Objective (3) | | Increase the efficiency of assets usage and operational processes | | | | |
| Relevant Vision 2030 Objectives | | Achieve budgetary balance Improve performance, productivity and flexibility of public authorities | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Percentage of the RCJY's revenues to operational spending | 79 | 104 | (%)Percentage | Not applicable | Not applicable | |
| Strategic Objective (4) | | Increase the volume of investments and industrial production | | | | |
| Relevant Vision 2030 Objectives | | Create an attractive environment for world talents Create an attractive environment for both local and international investors and enhance their confidence in our economy Support national companies | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Total RCJY cities' industrial production | 252 | 309 | Million Tons | 149 | 31.9 88.3 273 | |
| Size of private sector's new investments | 681 | 1065 | Billion SAR | 266 | 193.8 | |

| Strategic Objective (5) | | Provide a competitive investment environment to attract new investments | | | | | |
|---|-------------|--|----------------|--------------------|------------------------------|-------------------------|-----------------------------------|
| Relevant Vision 2030 Objectives | | Develop mining sector Create an attractive environment for both local and international investors and enhance their confidence in our economy Establish a unique logistic platform across three continents | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | | |
| Investor Satisfaction Index | Under study | | (%) Percentage | Under study | | | |
| Strategic Objective (6) | | Improve the quality of education outputs and provide a qualified national workforce to investors in the cities | | | | | |
| Relevant Vision 2030 Objectives | | Provide citizens with knowledge and skills to meet the future needs of the labor market Create an attractive environment for both local and international investors and enhance their confidence in our economy Create an attractive environment for world talents | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | | |
| Number of accreditations awarded to the RCJY cities' colleges and institutes | 37 | 51 | Accredit | 32 | 14 | | |
| Percentage of the targeted disciplines available according to the needs of the labor market | 78 | 100 | Percentage | Not applicable | | | |
| Percentage of the national workforce in the RCJY's cities | 38 | 39 | Percentage | 30 36 | Not applicable | | |
| Strategic Objective (7) | | Maintain and enhance existing infrastructure and public utilities | | | | | |
| Relevant Vision 2030 Objectives | | Achieve budgetary balance Improve performance, productivity and flexibility of public authorities Enhance the livability of Saudi cities | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | | |
| Completion percentage of the facilities rehabilitation program | 67 | 100 | (%) Percentage | Not applicable | | | |
| Strategic Objective (8) | | Preserve, protect, and develop the environment | | | | | |
| Relevant Vision 2030 Objectives | | Safeguard the environment and natural resources | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | | |
| Percentage of industrial waste which can be recycled | 35 | 54 | (%) Percentage | 40 | 55 49 | | |
| Strategic Objective (9) | | Improve the standard of living, security, health and recreation | | | | | |
| Relevant Vision 2030 Objectives | | Enhance the livability of Saudi cities Create an attractive environment for world talents | | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | Regional Benchmark (Country) | International Benchmark | International Benchmark (Country) |
| Quality of life index | Under study | | | | | | |



King Abdulaziz City for Science and Technology

| Strategic Objective (1) | | Enhance the infrastructure and facilities necessary for the development of local content | | | |
|--|-------------------------|--|--------------------------|--------------------|--|
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy Enhance competitiveness of energy sector | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of establishments needed to develop local content | 8 | 17 | Establishment (compound) | Not Applicable | Not Applicable |
| Strategic Objective (2) | | Establish emerging technology companies with added value to contribute to the increase of local content | | | |
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy Boost entrepreneurship Develop IT sector | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of jobs being generated by start-up companies in incubators | 650 | 3,600 | Job (Compounded) | Under Study | 4,000 |
| Number of jobs being generated by start-up companies in universities | Calculation In Progress | 4,000 | Job (Compounded) | Not Applicable | 22,500 |
| Number of tech-companies emerging from incubators | 110 | 600 | Company (Compounded) | Under Study | 150 |
| Number of tech-companies emerging from universities through the Innovative Companies Program | Calculation In Progress | 800 | Company (Compounded) | Not Applicable | 7,500 |
| Strategic Objective (3) | | Strengthen the capability of small and medium-based companies to contribute to the increase of local content | | | |
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of companies that were served or have their capabilities enhanced | Calculation In Progress | 400 | Company (Compound) | Under Study | 12% of total industrial companies in the US benefited from similar programs, compared to 10% a year in KSA |

| Strategic Objective (4) | | Provide technical consulting services to government sectors | | | |
|--|-------------------------|---|-------------------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Improve performance, productivity and flexibility of public authorities | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of consulting projects in the targeted sectors that have been submitted | Calculation In Progress | 200 | Project (Compound) | Not Applicable | Not Applicable |
| Customer satisfaction for consulting services provided | Calculation In Progress | 80 | Percentage (%) | Not Applicable | Not Applicable |
| Strategic Objective (5) | | Localization and development of technology in large domestic spending sectors | | | |
| Relevant Vision 2030 Objectives | | Develop IT sector Develop mining sector Develop Oil & Gas sector Enhance competitiveness of energy sector | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of localized and developed technologies in targeted sectors | Calculation In Progress | 125 | Technology (Compounded) | Not Applicable | Not Applicable |
| Strategic Objective (6) | | Support research and development to ensure the sustainability of the local content development system | | | |
| Relevant Vision 2030 Objectives | | Provide citizens with knowledge and skills to meet the future needs of the labor market Boost entrepreneurship | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of published peer-reviewed research papers from scientific institution in the kingdom | 16,117 | 20,000 | Research (Annual) | 39,573 | 88,117 |
| Number of patents issued by the kingdom | 700 | 5,000 | Patents (Compound) | 3,416 | 5,740 |
| Strategic Objective (7) | | Support local content through development of nationally-qualified professionals | | | |
| Relevant Vision 2030 Objectives | | Provide citizens with knowledge and skills to meet the future needs of the labor market Develop youth skills and leverage them effectively | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of technical experts who have been skilled | 60 | 350 | Expert (Compound) | Not Applicable | Not Applicable |



King Abdullah City for Atomic and Renewable Energy (KACARE)

| Strategic Objective (1) | | Enable atomic energy to contribute to the national energy mix in accordance with local requirements and international obligations | | | | |
|--|----------|--|----------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Enhance competitiveness of energy sector | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Percent compliance to the international and national safety and security standards regarding the introduction of atomic energy | 0 | 100 | Percentage (%) | MS 2 In 5 years | MS 2 In 7-10 years | |
| Strategic Objective (2) | | Enable renewable energy to actively contribute in the national energy mix | | | | |
| Relevant Vision 2030 Objectives | | Saudize renewable energy sectors Enhance competitiveness of energy sector | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Capacity introduced from renewable energy | 0 | 3,450 | Megawatts (MW) | 2,665 | 7,017 | |
| Percentage of renewable energy to total energy used | 0 | 4 | Percentage (%) | 7 | 26.4 | |
| Strategic Objective (3) | | Increase the local content in the industrial and service value chains and localization of expertise in the technologies of both sectors, atomic and renewable energy, and invest it commercially | | | | |
| Relevant Vision 2030 Objectives | | Saudize renewable energy sectors | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Percent of commercially invested technologies out of total targeted | 0 | 50 | Percentage (%) | Not Applicable | Not Applicable | |
| Percent of localized technologies out of total targeted | 0 | 100 | Percentage (%) | Not Applicable | Not Applicable | |
| Percent of local content contribution within the nuclear energy sector | 25 | 30 | Percentage (%) | Not Applicable | 70 | |
| Percent of local content contribution within the renewable energy sector | 25 | 35 | Percentage (%) | Not Applicable | 80 | |
| Strategic Objective (4) | | Qualifying needed human capital for the atomic and renewable energy sectors | | | | |
| Relevant Vision 2030 Objectives | | Provide citizens with knowledge and skills to meet the future needs of the labor market Saudize renewable energy sectors | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Number of available job opportunities for citizens in both the atomic and renewable energy sectors | 500 | 7,774 | Number | 13,300 | 12,300 | |



Institute of Public Administration

| Strategic Objective (1) | | Improve human capital efficiency | | | |
|---|----------|---|----------------|--------------------|-------------------------|
| Relevant Vision 2030 Objectives | | Provide citizens with knowledge and skills to meet the future needs of the labor market Improve performance, productivity and flexibility of public authorities | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of participants in the "National Program for Preparation and Development of Management Leaders" who have held leadership positions | 0 | 25 | Number | Not Applicable | |
| Number of leaders who have completed the "National Program for Preparation and Development of Management Leaders" | 0 | 550 | Number | 33 | 70 |
| Percentage of employees who have successfully completed online training programs | 5 | 50 | Percentage (%) | 31 | Under Study |
| Strategic Objective (2) | | Improve effectiveness of administrative organizations in the public sector | | | |
| Relevant Vision 2030 Objectives | | Achieve the highest levels of transparency and good governance in all sectors Improve performance, productivity and flexibility of public authorities Achieve budgetary balance | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark |
| Number of ministries that have been successfully restructured | 0 | 21 | Number | Not Applicable | |



الهيئة العامة للإستثمار
SAGIA

Saudi Arabian General Investment Authority

| Strategic Objective (1) | | Improve administrative and procedural environments to enable significant investments | | | | |
|---|----------|---|---------------------|--|-------------------------|--|
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy Create an attractive environment for world talents Secure a global leading position for the Kingdom in asset management, funding and investment | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Direct Foreign Investment (DFI) | 30 | 70 | Billion SAR | 45 | 481 | |
| Percentage DFI to GDP compared to international average | 24 | 200 | Percentage (%) | | Pending | |
| Strategic Objective (2) | | Improve infrastructure needed to ensure ease of doing business | | | | |
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| KSA ranking in the Global Competitiveness Index | 25 | 20 | Rank | 14 | 1 | |
| KSA ranking in the World Bank Index of Ease of Doing Business | 82 | 20 | Rank | 31 | 1 | |
| Number of administrative and procedural reforms aimed at improving business environment | 0 | 218 | Number (cumulative) | | | |
| Strategic Objective (3) | | Increase the percentage of local content* | | | | |
| Relevant Vision 2030 Objectives | | Establish a unique logistic platform across three continents Saudize industrial equipment sectors Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Percentage of local content | 20 | 40 | Percentage (%) | No regional nor international benchmarks were identified | | |

| Strategic Objective (4) | | Develop a unified national investment vision to promote and direct investments supporting the national economy | | | | |
|---|----------|---|---------------------|--------------------|-------------------------|--|
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Total value of new investment opportunities | | 2300 | Billion SAR | | Not Applicable | |
| Number of investment opportunities that are counted by SAGIA in the targeted sectors, according to the National Investment Plan | 76 | 250 | Number (cumulative) | | Not Applicable | |
| Number of investment opportunities that are developed and activated | 0 | 30 | Number | | Not Applicable | |
| Strategic Objective (5) | | Excel in investor services and improve their level of satisfaction | | | | |
| Relevant Vision 2030 Objectives | | Create an attractive environment for world talents Create an attractive environment for both local and international investors and enhance their confidence in our economy Improve performance, productivity and flexibility of public authorities Achieve the highest levels of transparency and good governance in all sectors | | | | |
| Key Performance Indicators | Baseline | 2020 Target | Unit | Regional Benchmark | International Benchmark | |
| Time needed to issue work visas for new expat employees | 30 | 10 | Day | 10 | 3 | |
| Time needed to issue new business permits | 19 | 1 | Day | 8 | 0.5 | |
| Investors satisfaction index (of SAGIA services) | 65 | 85 | Percentage (%) | 65 | 96 | |



Saudi Food and Drug Authority

| Strategic Objective 1 | | Capitalize on KSA's Islamic position to establish the SFDA as the global reference for Halal food and products | | | |
|--|-------------------------|---|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy Support national companies | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of Halal Certificates issued for products and food items world wide | 0 | Under Study | Number | Under Study | 2,200,000 |
| Strategic Objective 2 | | Establish control over the medicine supply chain | | | |
| Relevant Vision 2030 Objectives | | Improve the quality of healthcare services (preventive or therapeutic) | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Number of medicine products admitted under the Track and Trace System | 0 | 100 | Percentage (%) | 100 | 100 |
| Strategic Objective 3 | | Ensure sufficient supply of basic medicines | | | |
| Relevant Vision 2030 Objectives | | Improve the quality of healthcare services (preventive or therapeutic) | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of Basic Medicines available at local markets | 80 | 95 | Percentage (%) | Under Study | 87 |
| Strategic Objective 4 | | Excel at controlling products within SFDA jurisdiction | | | |
| Relevant Vision 2030 Objectives | | Improve performance, productivity and flexibility of public authorities | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of inspected factories and warehouses according to the annual inspection plan | Calculation In Progress | 100 | Percentage (%) | 100 | 83.3 |
| Percentage of food and medicine items referred to SFDA for inspection at all ports | Calculation In Progress | 100 | Percentage (%) | Not applicable | Not applicable |
| Strategic Objective 5 | | Intensify consumer communication to improve awareness of SFDA services | | | |
| Relevant Vision 2030 Objectives | | Enhance interaction between public authorities and citizens Achieve the highest levels of transparency and good governance in all sectors | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Percentage of consumer awareness about SFDA services (and awareness campaigns) | Calculation In Progress | Under Study | Percentage (%) | Under Study | 60.4 |

| Strategic Objective 6 | | Improve registration, licensing, inspection, release and policy enforcement with respect to the investors within all SFDA sectors (Food, Drugs, Medical Products and Equipment) | | | |
|---|----------|--|----------------|--------------------|------------------|
| Relevant Vision 2030 Objectives | | Create an attractive environment for both local and international investors and enhance their confidence in our economy Enhance interaction between public authorities and citizens Achieve the highest levels of transparency and good governance in all sectors | | | |
| Key Performance Indicator | Baseline | Target 2020 | Unit | Regional Benchmark | Global Benchmark |
| Investors' Satisfaction with SFDA's new Registration and Licensing System | 60 | 80 | Percentage (%) | Under Study | Under Study |