



National Transformation Program 2020

A program by:



Appendix

National transformation program
initiatives (to be launched 2016)



Appendix: National transformation program initiatives (to be launched 2016)

The National Transformation Program is one of the executive programs supporting The Vision. The program increases the readiness of participating government entities to undertake their responsibilities through setting up clear phased objectives and 2020 target levels in accordance with the Vision's objectives and targets. The proper set of initiatives are then identified along with set of KPIs to ensure their effectiveness.

Detailed execution plans were developed for The National Transformation Program initiatives to ensure their effectiveness. These plans articulate detailed milestones and time frame. Clear accountability for execution is currently identified specially for ministries who were recently restructured; e.g. Ministry of Commerce and Investment, Ministry of Labor and Social Services, Ministry of Environment, Water and Agriculture, ...etc.

To pave the way to the actual execution of the proposed initiatives and to ensure their success, The Council of Economic Development Authority has approved the following initiatives with an estimated five year budget (1437/1438) to (1441/1442) totaling around 268 billion Saudi Riyal. On an annual basis, initiatives costs will be reviewed using the approved process to append its cost to the government general budget which does not include private sector contributions.

The National transformation Program initiatives to be launched in 2016

Numbers in Thousands		
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
Ministry of Justice		3,221,502
1	Highlight the features of the Saudi judicial system and promote a culture of justice	377,224
2	Utilize information infrastructure	44,200
3	Engage the private sector in notarization	17,291
4	Engage the private sector in providing support services for the execution judiciary	99,465
5	Electronic payment in verdicts execution	9,130
6	Establishment of a Sustainable Alimony Fund	106,926
7	Establishment of Comprehensive Service Center	69,872
8	Amendment of real estate property registration regulation	-
9	Activation of the reconciliation offices	40,996
10	Provide centers to execute custody, seeing and visitation rights verdicts in collaboration with the third sector	103,538
11	Improve international ranking of the Kingdom	3,750
12	Digitizing real estate properties archive	1,450,308
13	Mobile Justice Notaries	65,506
14	Integrated System for Managing the Cases	833,296
Ministry of Finance		3,378,125
1	Apply fees for to the registration of real estate properties and real estate profits	30,000
2	Customs to reclaim the subsidy value of products that are exported	-
3	Complete the automation of customs procedures	230,000
4	Prepare the medium term public finance framework	45,000
5	Preparation and implementation of the unified income tax	80,000
6	Preparation and implementation of the income tax on residents	150,000
7	Verify foreign remittances and compare them with incomes	-
8	Acquire information about Zakat and taxpayers from the relevant authorities	-
9	Implement the e-wallet project	-
10	Build the Kingdom's Financial Centre	500,000

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11	Build a national financial electronic system in the Ministry of Finance	1,042,125
12	Confirmation proof of unregistered state properties and identifying the concerned government body to supervise government land	-
13	Adopt tax reforms (value added - selective taxes-minimum tax deductions)	246,000
14	Apply audit post customs clearance	480,000
15	Implement budget preparation process based on clear criteria	40,000
16	Issuance of financial controllers regulations	20,000
17	Apply the new system for Zakat collection	20,000
18	Develop procedures and legislations as well as frameworks for budget preparation and monitoring	25,000
19	Enhance estimation mechanisms for expropriation of land for public benefit	40,000
20	Develop an advanced multi-source data analytics systems to support decision making (Business intelligence)	60,000
21	Develop the government tender and procurement system and its procedures (including an electronic system)	40,000
22	Develop an electronic collection system	-
23	Enhance government entities readiness to implement the government's financial statistics workbook GFS 2001/2014	25,000
24	Enable the Kingdom's consolidated account to allow receiving aids and compensations requests	40,000
25	Enable/(Activate) the Kingdom's consolidated account	-
26	Voluntary Zakat account payment for individuals	5,000
27	Improve the efficiency of government entities budgeting and develop mechanisms to analyze costs of government projects and programs	28,000
28	Purchase manpower services between government entities	100,000
29	Review and amend budget disclosure procedures	-
30	Create follow up and implementation support unit for non-oil revenue increase related initiatives	83,000
31	Establish standards for Public Debt Management	49,000
Ministry of Economy and Planning		3,293,255
1	Coordinate efforts to develop the national framework for local content	40,000
2	Conduct studies to identify opportunities for increasing non-oil revenues and submit reports	16,500
3	Enhance the importing and exporting operation & process	67,000

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4	Improve logistics regulations	41,435
5	Establish the executive office for the Global Logistic Centre	20,000
6	Develop sectoral plans	10,000
7	Entertainment activities initiative and community participation program	38,000
8	Develop the economic model, sectoral, and regional frameworks	160,000
9	Establish the center for strategic development studies	450,000
10	Develop the national risk management framework	156,070
11	Develop a program to accelerate digitization	160,000
12	Create a national integrated statistics framework	894,250
13	Capex and Opex optimization project	650,000
14	Increase the efficiency of non-oil government subsidies	5,000
15	Remove obstacles facing the private sector	25,000
16	Stimulate private sector investments	25,000
17	Establish and operate the center of excellence to support the privatization program and provide consulting services to evaluate opportunities and execute them	300,000
18	Amend the environmental framework	50,000
19	Create a regulatory framework to enable recycling in the Kingdom	100,000
20	Conduct a study about the launching of Riyadh and Jeddah airports as well as investment opportunities in the areas surrounding them	85,000
Ministry of Health		23,057,330
1	Reform and restructuring of primary health care	4,720,833
2	Encourage the pursuit of nursing /clinical health professions through amendment of some policies and the participation of all community segments	117,000
3	Private public partnership – privatization of one of the medical cities - Localization of the pharmaceutical industry	292,000
4	Saudi Patient Safety Center	102,826
5	Saudi Centre for medical appointments and medical referrals	48,595
6	National Center for Emergency Management: Ambulatory service speed of response to 911 calls	126,130
7	Optimizing access to existing government facilities and comprehensive planning for necessary capacity	30,000
8	National Center for Disease Control and Prevention and Public health interventions to reduce obesity, smoking, road traffic accidents	1,504,500

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9	Develop the emergency room and intensive care unit to ensure services are provided with the required speed and quality	4,711,360
10	Increase the capacity and quality of education (partnership with the Ministry of Education) – Funding is mainly provided by the Ministry of Education and the private sector	-
11	Impose tax on harmful products	-
12	Organizational transformation for primary healthcare facilities	2,670,000
13	Electronic Health-A critical enabler for comprehensive transformation including health insurance, organizational transformation, public private partnership	5,994,700
14	Health Insurance & medical Services purchase Scheme	937,198
15	Collect the cost of services provided to health insurance patients at Ministry of Health facilities	20,000
16	Increase the number of trained health practitioners and improve their training – direct training costs (excluding resident physicians salaries)	720,600
17	Ensure essential safety standards are applied across all medical facilities and undertake emergency repairs	1,041,588
18	Establish regulator to enable foundation donations to healthcare sector	20,000
Ministry of communications and Information Technology		14,896,986
1	Lead and guide IT business incubators in the Kingdom through a governance model that introduces requirements, incentives and performance indicators necessary to raise the quality of incubators and efficiency of outputs	54,275
2	Avail frequencies related to telecommunications services delivery as a result of the national plan for frequency spectrum	-
3	Introduce regulatory frameworks to stimulate public telecommunications service providers to invest in the broadband infrastructure	10,000
4	Launch the "Broadband Stimulation Fund" to raise the competitiveness of operators and accelerate the deployment of fiber optics in urban areas	5,898,306
5	Launch the government cloud and increase the level of government integration	366,000
6	Launch integrated systems and applications for government transactions	521,500
7	Launch a comprehensive digital literacy program	47,862
8	Launch and activate ICT training centers in partnership with major companies in the ICT sector	33,472

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9	Restructuring and regulation of the postal sector	2,060,000
10	Organize digital innovation contests for Saudi students in the secondary grades	47,900
11	Integrate with the unified electronic access service	10,000
12	Design a program to stimulate e-commerce among individuals and businesses and to provide the technical and legal support necessary to start-ups, small and medium-sized enterprises and logistics companies	44,400
13	Create an independent body to take care of the development of the IT industry in the Kingdom and to develop and implement the vision	-
14	Establish the E-commerce Council which includes members of the concerned government agencies to coordinate efforts and to eliminate obstacles	40,500
15	Implement a program to provide vocational guidance and awareness campaigns for graduates and job seekers in the ICT sector	10,000
16	Establish, manage and operate The Transformation Center for one year	27,927
17	Transfer "Yasser" Program to an independent entity both administratively and financially, increasing its capacity and resources to fulfill national digital transformation requirements	470,000
18	Rationalize government spending and avoid duplication of investment on IT	1,377,600
19	Accelerate the transformation of the Saudi Postal Corporation	1,314,882
20	Facilitate lending terms from banks to small and medium Information Technology enterprises with active government engagement to co-guarantee loan amounts	13,592
21	Develop and advance the IT department at Ministry of Communication and Information Technology	48,299
22	Develop government human capabilities and manage change to cope with government digital transformation	81,000
23	Develop civil works standards of networks and buildings, introduce these standards in construction and development systems and utilize existing infrastructure	-
24	Develop indicators to measure the quality of broadband services and make such indicators available to the public to motivate providers to improve the quality of their services	11,800
25	Activate career training program for graduates and job seekers in ICT companies	8,500

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26	Organization of exhibitions and workshops bringing together Information Technology entities and entities of the private sector to promote awareness of small and medium enterprises about the importance of key Information Technology services and products. Also to promote awareness of large companies on the importance of the next generation of Information Technology services and products.	39,250
27	Implement the program to assess and classify the capabilities of small and medium enterprises in order to identify the maturity level of these enterprises and develop strategic transformation program for each enterprise in support of its growth	23,594
28	Expand the work scope of the Universal Service Fund to support investment in broadband in remote areas	2,332,327
29	Privatize the Saudi Postal Corporation	-
30	Develop a regulatory framework for operators and municipalities to facilitate the deployment of the service and overcome operational difficulties	4,000
31	Introduce appropriate legislation to ensure that local small and medium IT enterprises receive a specific share of government IT contracts	-
Ministry of Commerce and Industry		4,313,050
1	Launch 3 branches for Saudi Centre for Commercial Arbitration	71,900
2	Launch of the National Programme to combat commercial concealment	731,545
3	Launch of Legal Standards	395,199
4	Launch the Product Safety Programme	225,000
5	Launch of the Electronic Service Centre for Investors	53,900
6	Electronically promote exporters and their products	2,756
7	National Center for Industrial Information	53,279
8	Establish the Saudi Intellectual Property Authority	49,000
9	Establish an EPZ (Export Processing Zone) to attract industries that geared towards exports	23,750
10	Establish and support business incubators and business entrepreneurship centers	48,000
11	Rules and Regulations for the Ministry Sectors	8,000
12	Enforce appropriate Commercial practices	-
13	Enforce Consumer rights	2,000
14	Develop and implement private stock programmes and angel investors	40,000

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15	Develop and promote programmes and contents of the freelance and business entrepreneurship culture	29,000
16	Launch of Commercial Excellence Programme	29,000
17	Simplification and automation of the export and import operations and enable a supportive export environment	118,000
18	Identification of possible opportunities for the development of key sectors and value chains	6,000
19	Improve existing services provided to promote exporters' products	39,600
20	Improve the Kingdom ranking with regards to "Made in Saudi Arabia" index	49,900
21	Training and development of Saudi enterprises to raise their export capacity	8,065
22	Deploy initiatives led by the government to support the development of small and medium enterprises	250,000
23	Launch of essential and value added applications and essential and electronic services to support Small and Medium Enterprises	45,000
24	Develop 6 attractive and financially-viable pharmaceutical sub-sectors that align with the governance program and with the new budgeting approach for "CEDA High Priority Sectors"	180,000
25	Develop E-learning to enhance export capabilities	1,316
26	Development of a detailed export capability assessment of Saudi enterprises	21,056
27	Develop consulting and business counselling services to exporters	2,510
28	Develop financing services to support Small and Medium Enterprises through their various development stages	1,000,000
29	Promote exports to gain access to international markets	466,221
30	Implement a governance and a budget allocation mechanism, that is led by CEDA and that covers all ministries, in order to develop high priority sectors	-
31	Protection of local industries from disadvantageous (harmful) practices in the local and international markets	161,054
32	Create awareness and marketing campaigns and forums for Small and Medium Enterprises	35,000
33	Support the need of commercial activities through empowering policies and laws	25,000
34	Increase the awareness of the consumer and the trader	50,000
35	Default Products Recall Centre	10,000
36	The Industrial Development Center	40,000

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37	Establish Information Centers for Small and Medium Enterprise Sector	42,000
38	Companies Registration Authority	-
Ministry of Municipality and Rural Affairs		4,175,825
1	Facilitate, standardize, and automate the procedures for obtaining municipal services and establish electronic links with relevant parties	375,000
2	Establish interactive platform	108,500
3	Establish a Complaints Call Centre (940)	39,050
4	Update National Urban Strategy, activate its implementation in line with international best practices in urban planning to strengthen and enable the development of medium and small cities	644,725
5	Improve the mechanisms, tools, and capabilities for project selection, design, and management to deliver them with high quality	1,724,000
6	Develop national urban planning regulations and standards based on modern urban planning and sustainable development international best practices to enforce our national identity	77,850
7	Develop control of municipal processes and procedures	910,500
8	Develop municipal waste management systems	253,000
9	Enhance transportation planning and transportation modes in urban planning	43,200
Ministry of Civil Service		751,882
1	Human Capital Performance Improvement Program	80,170
2	Program for restructuring the Civil Service jobs	52,000
3	Enterprise Excellence Program: Shared Services and processes documentation	58,457
4	Program for decreasing the variance in salaries and benefits in all public entities	25,000
5	Civil Service Information Center Program	239,733
6	Work environment improvement program	227,809
7	Program to support Tele-working and improve women participation in civil service sector.	33,171
8	Transforming civil servants in support services to entrepreneurs	35,543
Ministry of Culture and Information		3,302,905
1	Launch of Al Ekhhahria	859,132
2	Royal Arts Complex	700,126
3	Media centers in main cities around the world	228,000

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4	National Unified Centre for National Campaigns	32,000
5	Saudi identity around the world	700,000
6	Establishment of Saudi Media City	624,047
7	Establishment of a media center in the Holy sites to cover the Hajj pilgrimage	123,200
8	Non-Profit Organization for the Royal Arts Complex	11,400
9	Media Nationalism Index	25,000
Ministry of Agriculture		13,942,405
1	Sustainable development of pasture, forests and organizing its investment and fighting desertification	230,407
2	A national strategy and execution plan for responsible Saudi agriculture investment abroad	7,250
3	Issuance of laws or modification of existing ones to enable the ministry to deliver on its mission	5,000
4	Electronic transformation of dates trade	49,000
5	Transformation in delivery of agricultural services	3,425,000
6	Establishment of a company to develop and manage agricultural markets (vegetables, fruits, livestock and fisheries)	1,279,625
7	Establishment of centers to provide marketing support to small farmers and producers	663,875
8	Development and renovation of fishing facilities in coastal areas to support fishermen and create touristic areas in partnership with the private sector	24,000
9	Surveying and controlling program for veterinary diseases	1,501,800
10	Program for prevention and control of red palm weevil insect	1,766,275
11	Effective program for strategic food reserve and storage, including an early warning system and timely information for agriculture markets	2,886,355
12	National program to reduce food waste based on international standards, case studies and best practices	24,670
13	Rehabilitation of agriculture terraces and application of rain water collection technologies in the south western area of the Kingdom	681,160
14	Develop and improve national parks and manage them in a sustainable manner.	417,748
15	Design and build a national center of excellence in livestock	169,432
16	Develop agricultural practices to improve vegetables, fruits, dates, and field crops productivity	497,500

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17	Center for local production of pest control antibiotics	14,463
18	Record, survey, and document land holdings and develop their title deeds and site maps	-
19	Support applied research to improve fisheries production	50,000
20	Provision of legislative support to organize King Abdulaziz center for authentic Arabian horses	-
21	Support and improve the performance of agricultural cooperatives to increase farmers participation	20,000
22	Leverage the use of dam water for agricultural purposes	-
23	Leverage the use of sewage treated water in the agricultural sector	71
24	Center for developing and producing veterinary vaccines	187,774
25	Effective structure, coordination approach, and governance for food security institutions, policies, and regulations	41,000
Ministry of Petroleum and Mineral Resources		2,693,945
1	Adoption and execution of petroleum products trade terms	230,125
2	Increase the efficiency of fuel utilization in the electricity generation and water desalination sectors	-
3	Coordinate with the relevant entities to build a production center for manufacturing and light industries in Raas Abu-Gamis to benefit from the gas availability and to fulfill the plans of establishing power generations and water plants	415,800
4	Coordinate with the relevant authorities to build a production center for medium and light industries in Bani-Tamim to benefit from the hydrocarbon and mineral wealth available around the area that are not optimally utilized	769,500
5	Coordinate with related authorities to build a production center for medium and light industries in Debaa to benefit from the hydrocarbon and mineral wealth available around that area that are not utilized optimally	1,107,420
6	Establish the transformation office	48,100
7	Increase local contributions in the provision of goods and services in the major sectors	123,000
Ministry of Water and Electricity		12,923,658
1	Expand the number of cities covered by the services of The National Water company in collaboration with the private sector	3,137,775
2	Establish a National Agency for Water Management	-
3	Streamlining programs of water consumption per capita	250,000
4	Capacity building of local content	141,000

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5	To license (Doiaat) company to perform FTTH (Fibre-to-the-Home) activities	-
6	Increase sources of surface water from dams and rain water collection	3,387,864
7	Reduction of water and sewage service time	-
8	Diversify revenues for the ministry and its related entities	1,891,060
9	Reduction of water consumption for agricultural purposes	7,000
10	Improve efficiency and performance	525,000
11	Increase digital content to improve customer services	2,133,959
12	Provision of water supply social insurance programs to desert villages	200,000
13	Measurement of well water consumption in agricultural, industrial and commercial sectors	1,250,000
Ministry of Social Affairs		5,350,828
1	Internal volunteer tourism in collaboration with entrepreneurs	-
2	Automation of services and programs offered by charitable societies and associations (Namaa System)	-
3	Develop housing units through incentive programs to establish housing cooperative associations	1,546,500
4	Partnership with the third sector to expand geographical coverage of social protection entities	20,000
5	Establishment of a fund to enable initiatives execution	1,000
6	Establish and operate the office of strategy management in the ministry	90,000
7	Establishment of a Family Protection Entity	17,250
8	Establishment of two non-profit institutions in the field of health and education	2,000
9	Develop the workforce and create jobs in the third sector	-
10	Incentivize the third sector and direct it to contribute to national development	-
11	Facilitating the establishment of small local non for profit organization to enable community participation (Mini NGO)	-
12	Regulate the usage of Zakat funds for the interest of providing houses for low income families	500
13	Develop a framework for the implementation of alternative punishments for juveniles	1,500
14	Develop mechanisms to improve women employability	-

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15	Develop mechanisms and procedures to enable disabled individuals who are capable of joining the workforce	-
16	The development of regulations and legislation to support the third sector	2,000
17	Develop systems and regulations	2,250
18	Develop collaborative mechanisms among all stakeholders involved in family violence	1,988
19	Develop programs to monitor academic achievement and vocational education	1,500
20	Develop integrated services to address the needs of family violence victims and aggressors during and after family violence	9,040
21	Develop awareness campaigns and education curriculum to protect the society from family violence	19,000
22	Improve the quality of the services offered by Family Support and Counselling Centers to cover target stakeholders through integration with the Ministry of Interior and the private sector	151,000
23	Develop an integrated database linking all relevant entities	2,000
24	Develop pathways and development programs to improve employability of orphans with special circumstances	-
25	Develop productive projects for beneficiary families capable of working	-
26	Amendment of regulations of People with Disabilities	1,500
27	Amendment of social security system and regulation	1,500
28	Regulate the establishment of community groups	-
29	Organizing and enabling social developmental work	263,500
30	Providing housing units through public-private-partnerships (PPP)	52,800
31	Providing housing units through Build Operate Transfer projects (BOT)	576,000
32	Provide housing units to widows and orphans in collaboration with Charitable Orphanage societies	2,316,000
33	Culture and incentives for volunteer work	5,000
34	Govern and classify charitable NGO's (Mateen)	10,000
35	Governance of qualifying requirements for enrolment in security pension program through digitization and integration with other entities	-
36	Institutionalization of volunteer work	20,000

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37	Establish a council to coordinate efforts towards resolving the challenge of housing for social security beneficiaries who are most in need	500
38	Review and update related regulations and systems	1,500
39	Modeling of social welfare services provided to persons with disabilities, orphans and juveniles in the centers, hostels and institutions in collaboration with the Ministry of Health, Ministry of Education, private sector and third sectors	226,000
40	Develop a strategy embracing orphans with special circumstances	1,500
41	Develop a strategy to fund social services from funds other than Zakat	1,000
42	Develop a strategy and preventive program to reduce some of the negative social phenomena	3,500
43	Develop a National strategy for disabled people	3,000
Ministry of Labor		7,931,710
1	Reducing the cost difference between recruiting Saudis and recruiting expatriates	-
2	National Qualification Framework	75,000
3	Flexible training programs	141,481
4	Evening training programs	100,000
5	National strategic program for the development and promotion of occupational health and safety in private sector facilities	-
6	Vocational Rehabilitation for basic education students	295,500
7	Digital transformation in the Ministry of Labor and Social Development	80,734
8	Directed localization (occupational exposure)	-
9	The establishment of national and sectorial councils	131,595
10	ILEAD leadership Academy	340,000
11	Labor Committees and Work Awareness programs	165,000
12	Tawafiq Program: to support the employment of persons with disabilities	-
13	Capability building in vocational training colleges	1,500,000
14	Privatization of inspection function	-
15	Encouraging part-time jobs	-
16	Development of Career education and guidance	334,000
17	Development of the strategic partnership program with the private sector	1,023,000

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18	Develop recruitment mechanisms for employing expatriates that rely on the local market	34,400
19	Developing employment channels and mechanisms	836,000
20	Development of Dorooob platform	-
21	Development of labor disputes resolution bodies	79,000
22	Develop and apply professional assessments for technicians and technology-related professions	-
23	Provide adequate transportation for working women with suitable prices	2,782,000
24	ILAB centers for innovation	-
25	Weighted Nitaqat	14,000
26	Payroll Management System	-
Ministry of Housing		59,166,660
1	Devising appropriate solutions to utilize unused or non-productive government-owned land through a land exchange process to help the Ministry of Housing develop and provide affordable housing units.	-
2	Loan collateral: Mortgage (aside from the down payment), provided to private sector employees working in SMEs unaccredited by banks. Currently, this segment is not granted any loans because of the associated risks. This initiative will provide mortgage financing for that segment.	2,811,000
3	Involving large private land owners in the process of developing residential units (such as family companies) to achieve housing goals and generate financial returns for land owners.	1,800,000
4	Issuing bonds (Sokok) for re-securitization of cash flow to the Real Estate Development Fund.	290,000
5	Cooperative Housing: Utilizing community ties and collective purchasing power to enable housing cooperatives development and build houses at low costs compared to market prices.	1,296,500
6	Developing savings programs to help housing applicants save for a part of the cost of owning a convenient house.	20,050,000
7	Developing a program to review, approve and monitor off-plan sales projects.	33,980
8	Stimulating innovative industrial solutions (in cooperation with King Abdul Aziz City for Science and Technology and the Ministry of Municipal and Rural Affairs to develop building codes, and international housing technical service providers) to improve energy efficiency and waste management.	90,000

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9	Motivating private sector developers through issuing fast-track permits (in collaboration with the Ministry of Municipal and Rural Affairs) and providing the necessary funding (in collaboration with private banks and the Saudi Arabian Monetary Agency (SAMA), in order to develop affordable housing projects on privately owned lands and reduce capital expenditure incurred by the government.	18,000,000
10	Converting the Real Estate Development Fund into a financial institution to bridge the current gap in the mortgage sector. The fund shall act as the executive arm of the Ministry of Housing.	170,400
11	Boosting cooperation between the Ministry of Housing and the Ministry of Finance to facilitate access of government employees to bank housing loans .	-
12	Enabling the Ministry of Housing to found and establish power plants (traditional and alternative) for housing projects.	-
13	Urban density regulation.	20,000
14	Applying fees to undeveloped land within urban borders.	114,675
15	Ensuring centralized procurement of basic raw materials, such as rebar and cement, to reduce construction costs through achieving economies of scale to benefit developers and contractors.	90,000
16	Forging partnerships with private sector developers to utilize government land and consequently develop affordable, large-scale residential projects.	13,500,000
17	Establishing a national data center to function as an official source specialized in housing market data collection.	94,625
18	Establishing a center to facilitate private sector developers' work by linking developers to government agencies and reviewing development laws and regulations. .	60,000
19	Establishing an e-platform to facilitate real-estate rental market activities.	125,480
20	Establishing an authority to regulate real-estate business developers, financiers and other concerned parties, and implement Ministry policies. .	321,000
21	Developing an applicable framework to regulate property owners' councils and housing units division.	299,000
Ministry of Education		24,365,842
1	The comprehensive framework for continuing professional development for teachers and educational leaders	2,000,000
2	Shifting to digital education to support student and teacher progress	1,600,000
3	Community clubs' entertainment and educational programs	2,017,632
4	Improving the safety and security in school buildings	1,555,900

Numbers in Thousands		
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
5	Reducing the administrative burdens of teachers and education leaders to ensure that they focus on the educational process and to improve the quality of support services.	750,000
6	Encourage private sector to invest in public education in KSA (including KG)	11,030
7	Establish a Transformation Office at the Ministry level to support the National Transformation program	170,000
8	Apply the Ministry of Education's new operating model	180,000
9	Develop a national strategy to upgrade the teaching profession by raising the professional level of teachers, improving the profession's ecosystem and raising the quality of services provided to teachers	500,000
10	Improve the quality of primary education	250,000
11	Development of nurseries and kindergarten programs and the expansion of their services to cover all KSA regions	2,246,878
12	Improve international study scholarship program and improve its efficiency	48,000
13	Develop core life and employability skills and integrate it with curricula and extra-curricular activities	959,000
14	Establish King Salman University for Technical & Vocational Education	2,900,000
15	Develop student-centric education model	1,028,400
16	Enhancing participation in international scientific competitions	50,000
17	Establishing technical labs in schools to foster students' vocational skills	1,691,760
18	Attract private investments to finance schools' construction	240,000
19	Enhance Planning and budgeting efficiency in order to achieve the rationalization of capital and operating expenses	1,500,000
20	Center for English Language Education Development	49,990
21	Center for Arabic language Education Development	49,990
22	Center for Development of Healthcare Information system	49,900
23	Center for Science, Technology, Engineering and Mathematics Education Development	49,990
24	Project to develop special education / establish a national center dedicated to Special Education in collaboration with the private sector	1,000,000
25	Establish the e-service framework for universities (Jame3a)	90,000
26	Establish a practical framework to align university graduates with labor market needs	48,000

		Numbers in Thousands
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
27	Develop curriculum assessment System	1,300,000
28	Develop and deploy the Independent Schools Model to reach 2000 public schools run by small establishments	50,000
29	Life-long Learning (sustainability)	1,578,818
30	Developing an awareness program on investment and entrepreneurship for high schools and university students	49,900
31	Enhance the image of the education system in the Kingdom of Saudi Arabia	49,900
32	Foster the role of the family in the educational process and promote national identity (Irtiqa Program)	100,754
33	Develop Digitization and GIS information System	50,000
34	Establish a Database of Education Statistics, Alumni and Scientific Research.	50,000
35	Establish an Office of Strategy Management at the ministry level	50,000
36	Develop Key Performance Indicators at the ministry level	50,000
Ministry of Hajj		333,600
1	Establish and operate Research Studies and Decision Support Center	5,700
2	Use the full legitimate boundaries of the Two Holy Mosques and rebuild, restructure and operate the zone which gives the opportunity to serve the largest number of pilgrims, Umrah visitors and visitors. Phase I: Set a Strategic plan and Phase 2: Actual progressive implementation of plan	140,000
3	Restructuring the fees for services rendered by Tawaif Enterprises (Hajj operators)	3,500
4	Appropriate mechanism to count domestic and GCC Umrah visitors and control the services provided to them	900
5	Establish the national transformation center in the Ministry of Haj	15,000
6	Establish a training center for the Ministry of Haj to train the Haj and Umrah eco-system workers	5,500
7	Create a Hajj and Umrah economies unit	7,200
8	Create a volunteer work unit	3,000
9	Establishing a unit for assembling visitors' movements throughout the Hajj Journey	10,500
10	Constructing and operating of the rest areas on the roads leading to Mecca and Medina	25,000
11	Construction of and operating the International Oasis	11,000
12	Construction and operation of the pilgrims' cities	17,000

		Numbers in Thousands
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
13	Establish and operate of the electronic path for overseas pilgrims	900
14	Establish and operate the electronic lane for domestic pilgrims	5,700
15	Establish and operate an electronic platform to raise the awareness for pilgrims and Umrah visitors	4,500
16	Develop health services for pilgrims	13,000
17	Develop the smart chip and activate its implementation in the electronic gates project	6,500
18	Develop the pilgrim housing services	12,500
19	Develop hospitality and accommodation services for Hajj and Umrah visitors	13,000
20	Develop the pilgrim transportation services	13,000
21	Prepare and use the Holy sites throughout the year	11,000
22	Expansion of the electronic lane for Umrah to be the formal communication center among the concerned entities with Hajj and Umrah activities	5,200
23	Increase the Umrah period	500
24	Segregation of Umrah visitors documentation and facilitate the process of their reception and farewell	3,500
Ministry of Transport		5,616,500
1	Administrative reform for the Saudi ports system and developing their governance	50,000
2	Develop strategy to upgrade railway network	30,000
3	To professionalize the logistic sector	20,100
4	Prepare an integrated strategy for the transportation sector and its governing structure	50,000
5	Esure excellence in providing services and customer relation management	89,000
6	To remove trade restrictions on air and truck transportation	23,400
7	Private sector operation and maintenance concession contracts	50,000
8	Road Safety Program to minimize number of deaths in road accidents	3,250,000
9	Develop Integrated Policies Program for public transportation usage	50,000
10	Develop an integrated program to increase the efficiency of ports	174,000
11	Improve cost structure for road life cycles and improve their performance	880,000
12	Improve safety of railway system	360,000

Numbers in Thousands		
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
13	Revenue from Roads assets	300,000
14	Revenue from lands owned by General Railways Authority	40,000
15	To increase revenues from the lands owned by the Saudi Railways Organization	50,000
16	Increase railway cargo capacity	200,000
General Presidency of Youth Welfare		7,746,335
1	Launch new extra-curricular school sport programs	555,000
2	Reassign the General authority of sport clubs to serve the community participation	120,000
3	Discover 1000 hobbies	300,500
4	Leverage on digital tools, technology & apps	6,500
5	Establish a charitable model to fund sports facilities investments	21,000
6	Building the new department for community participation	225,000
7	Identify, design and implement CSR opportunities for private sector	-
8	implement licensing women sport halls	10,000
9	Design and deliver a system for the programs, events and competitions	450,000
10	Design and deliver university sport and physical activity strategy	120,000
11	Design and implement "active city" program / neighborhood clubs	330,000
12	Design and implement campaigns for awareness and communication	225,000
13	Develop physical education classes and teachers	30,000
14	Develop community sports groups	550,000
15	Develop and deliver national coaching strategy	120,000
16	Design and launch National Sports Participation Day	300,000
17	Provide strategy, training and incentives for volunteers	60,000
18	"We Are Saudi" campaign to present a positive image of the Saudi youth	360,186
19	Support selected associations to develop their own community participation programs	165,000
20	Support public and private sectors to develop health & wellness programs	45,000
21	Gold 2022	3,439,399
22	Establishing the physical and digital Saudi Youth Council	313,750
Saudi Commission for Tourism & National Heritage		10,483,985

Numbers in Thousands		
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
1	Saudi Company for handicraft industries	220,000
2	The Kingdom as a Destination for Muslims	25,000
3	Custodian of the Two Holy Mosques program to maintain cultural heritage of the kingdom (phase one)	3,474,752
4	Establish Finance guarantee program	-
5	Establish Finance guarantee program – Kafalah Program	300,000
6	Ola City Development	377,800
7	Ola City Development - MWE	158,750
8	Ola City Development - MOT	158,750
9	Uqair Development	-
10	Farasan Islands Development -	187,500
11	Farasan Islands Development -- GACA	5,000
12	Farasan Islands Development -- SWA	11,500
13	Farasan Islands Development - MOMRA	450,000
14	Farasan Islands Development - MWE	270,000
15	Farasan Islands Development - MOT	200,000
16	Developing the alrras al'abyad beach in Arrais in Madinah	164,000
17	Okaz City Development	244,000
18	Okaz City Development - MWE	617,000
19	Provide funding/financing for hospitality and tourism related projects	3,000,000
20	Support "Live Saudi" Program	150,433
21	Support "Live Saudi" Program - GPYW	66,500
22	Tourism Marketing Council	-
23	Developing the alrras al'abyad beach in Arrais in Madinah - MWE	403,000
Royal Commission for Jubail and Yanbu		41,629,055
1	Development and Protection of the environment in Jubail Industrial City	878,677
2	Research efforts to develop and support transformation industries	14,000
3	Crisis management and security protection systems in Jubail Industrial City	382,400
4	Crisis management and security protection systems in Ras Al-Khair Industrial City	419,400

Numbers in Thousands		
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
5	Crisis management and security protection systems in Yanbu Industrial City	410,420
6	Automation of the two cities of Jubail and Ras AlKhair	778,730
7	Movement towards asset management in Jubail Industrial city	76,500
8	ISO Tank Farm in Yanbu Industrial City	850,000
9	Costs Recovery Investment Fund	-
10	Sports and Tourist Centers in Jubail Industrial City	520,000
11	Economic Center in Jubail Industrial City	252,000
12	Development of industrial cluster and expansion of Aramco refinery (OTC) (Oil To Chemicals) in Yanbu Industrial City	2,896,000
13	Financial and Administrative Efficiency Improvement Program	93,000
14	District Cooling in the Waterfront and City Center in Yanbu Industrial City	70,000
15	Development of colleges and institutes in Jubail Industrial City	2,740,866
16	Development of colleges and institutes in Yanbu Industrial City	367,900
17	Commercial operation of Jubail Industrial City Airport	272,000
18	Development of infrastructure in the Community area in Jazan Economic City	1,403,000
19	Development of infrastructure in the Community area in Yanbu Industrial City	3,759,500
20	Development of residential areas in Jubail Industrial City	2,407,500
21	Development of infrastructure in the community area in Ras Al-Khair Industrial City	260,040
22	Development of the Innovation and Creativity Centers in Yanbu Industrial City	90,000
23	Development of Multi-Modal Logistics Hub in Yanbu Industrial City	2,037,000
24	Development of public facilities in Jazan Economic City	1,306,000
25	Development, protection and rehabilitation of public facilities in Jubail Industrial City	3,577,663
26	Development, protection and rehabilitation of public facilities in Ras Al-Khair Industrial City	1,182,800
27	Development, protection and rehabilitation of public facilities in Yanbu Industrial City	1,050,000
28	Development and Protection of the environment in Jazan Economic City	100,000

Numbers in Thousands		
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
29	Development and Protection of the environment in Yanbu Industrial City	216,216
30	Development of value-added basic and transformational industries in Jubail Industrial City	1,447,460
31	Development of value-added transformation industries in Raas Alkhair Industrial City	3,017,417
32	Development and Protection of the environment in Ras Al-Khair Industrial City	138,300
33	Localization of the renewable energy industry in Yanbu Industrial City	251,500
34	Localization of the Rubber Industry in Yanbu Industrial City	280,000
35	Localization of the spare parts for basic industries and desalination in Yanbu Industrial City	175,600
36	Construction of Housing in Jubail Industrial City	2,017,950
37	Construction of Housing in Jazan Economic City	1,358,000
38	Construction of Housing in Yanbu Industrial City	383,286
39	Construction of Housing in Ras Al-Khair Industrial City	810,760
40	Industrial gas network and utility corridors in Yanbu Industrial City	75,000
41	Industries Steam Network in Yanbu Industrial City	48,000
42	Jubail and Yanbu Industrial Cities' Service Company	45,000
43	Yanbu Smart City	150,000
44	Development of Mineral industries port in Yanbu Industrial City	2,085,000
45	Center for Applied Industrial Research in Jubail Industrial City	260,000
46	Multi-Modal Logistics Hub in Jubail Industrial City	559,870
47	Commercial Exhibitions Center in Jubail industrial City	114,300
Saudi Arabian General Investment Authority		1,086,152
1	Develop and execute a plan for localizing construction material and equipment industries	37,740
2	Develop and execute a comprehensive plan for localizing transportation and logistical services sector	93,530
3	Establish the National Competitiveness Center (NCC)	164,283
4	Establish the Integrated Electronic Service Center (including developing SAGIA technical infrastructure and improving all investors' services and investors' reports. It also includes presenting investment opportunities and automation of all investors' services)	46,475

Numbers in Thousands		
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
5	Establish and launch investors services centers of a unified model	221,700
6	Develop and execute a plan for localizing healthcare industry and services sector	76,000
7	Establish a comprehensive framework to enhance local content; and issue needed legislations in the targeted sector to improve performance	45,660
8	The national program for enhancing the competitiveness	46,120
9	Establish a separate government agency to manage and execute the kingdom mega projects	134,080
10	Launching the unified permits for foreign investors	25,025
11	Execute the National Investment Plan	195,540
Saudi Food and Drug Authority		464,049
1	Interactive Awareness Campaigns Implementation	116,249
2	Establishment of center for Standardization of Medical Products and Equipment	114,000
3	Establish a Unified Electronic System	26,000
4	Establish Halal Certification Center	141,800
5	Establish Track and Trace Electronic System	66,000
6	Procurement process streamlining for chemicals and lab equipment	-
King Abdulaziz City for Science and Technology		8,304,747
1	Regulatory framework to promote open source and free software	800
2	Enhance equipment and facilities necessary for the development of local content	748,000
3	Regulatory framework for local content	-
4	Smart system for monitoring greenhouse gases in the Kingdom	17,000
5	High-efficiency clean fuel production	45,000
6	Technical Leadership Development Program to support local content	580,677
7	Technical consulting program	5,000
8	Program to stimulate the younger generation to get involved in the areas of science and technology	300,000
9	Product development program to establish local suppliers	2,497,826
10	Business incubators and accelerators program	494,463
11	R & D support for universities and research institutions to develop the local content program	500,000
12	Program to raise the manufacturing capacity of small and medium-sized enterprises	48,664

Numbers in Thousands		
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
13	Program of industrial innovation centers	355,000
14	Workshops program for prototype development	29,273
15	Rationalization of energy consumption through light emitters for buildings and roads	49,000
16	Development and manufacture of the encrypted tablet (K-TAB) for the use of government agencies	49,000
17	Reduce water leakage by monitoring the water pipeline system	37,000
18	Localization and transfer of building and construction technology	80,000
19	Localization and transfer of mining technology and advanced materials	310,000
20	Localization and transfer of health technology	966,043
21	Localization and transfer of energy technology	216,000
22	Localization and transfer of information and communication technology	132,000
23	Localization and transfer of water technology	300,000
24	Localization and transfer of oil and gas technology	200,000
25	Localization and transfer of transport and logistics technology	160,000
26	High-protection memory to store information and digital signature for secure government transactions device	17,000
27	Low-cost communication network for Internet of Things (IOT) applications	47,000
28	Big Data for strategic planning platform	45,000
29	Artificial satellite communication system to prompt applications electronically to government agencies	30,000
30	A national Enterprise Resource Planning (ERP) system	45,000
King Abdullah City for Atomic and Renewable Energy		5,172,467
1	The launch of the Custodian of the Two Holy Mosques initiative for renewable energy in the kingdom	-
2	Identify and prepare the construction locations of the first nuclear power plant sites and provide necessary infrastructure	299,950
3	Develop needed qualitative human capabilities for atomic and renewable energy sectors	1,167,000
4	Develop and localize industrial and service opportunities and support private sector partnerships	48,000
5	Localization of small nuclear reactors compact (SMART Technology)	1,556,300
6	Localize needed renewable energy technologies to support the kingdom's power and water desalination sectors	1,120,821

Numbers in Thousands		
No.	Initiatives	The total cost of initiative for five fiscal years from 1437/1438 to 1441/1442, which will be borne by the government (numbers does not include the contribution of the private sector in the initiative costs)
7	Localization of nuclear fuel cycle in uranium production, achieving investment returns	107,720
8	Develop necessary legislations for atomic energy sector	829,776
9	Developing necessary legislations for renewable energy sector	-
10	Develop appropriate mechanism for private sector participation (renewable energy)	42,900
The Institute of Public Administration		807,762
1	Restructuring ministries and redeveloping their organizational manuals	345,000
2	The national program for preparation and development of management leaders	240,492
3	The national program for e-training	123,280
4	Build and implement the national framework for training	98,990
Total		268,410,559

