

KSA Vision 2030

Strategic Objectives and Vision Realization Programs

This document explains the approach that will be taken to deliver Vision 2030

Vision
2030



Questions this document will answer :

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

Agenda

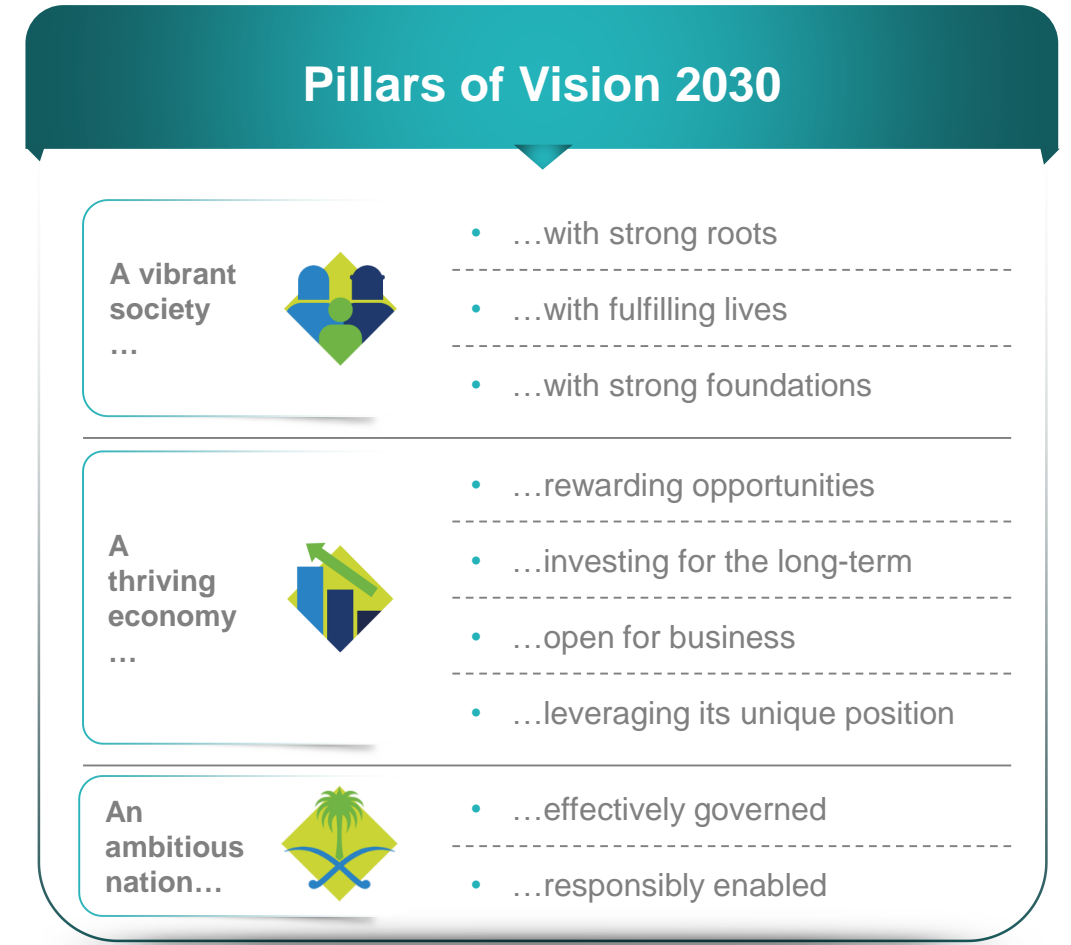
Vision
2030



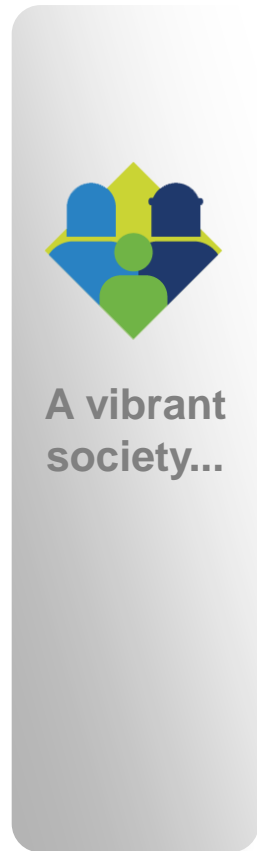
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Vision 2030 was built on 3 pillars that draw on KSA's intrinsic strengths



Pillar 1: A vibrant society



		Our direction		Our goals	
...with strong roots 		"Focusing our efforts to serve Umrah visitors"	"Taking pride in our national identity" ----- "Living by Islamic values"	<ul style="list-style-type: none"> Serve 30 Million Umrah visitors 	
	...with fulfilling lives 	"Promoting culture and entertainment" ----- "Living healthy, being healthy"	"Developing our cities" ----- "Achieving environmental sustainability"	<ul style="list-style-type: none"> Increase household spending on cultural and entertainment to 6% 	
	...with strong foundations 	"Caring for our families" ----- "Empowering our society"	"Developing our children's character" ----- "Caring for our health"	<ul style="list-style-type: none"> Increase the average life expectancy from 74 years to 80 years 	

Pillar 2: A thriving economy



	Our direction			Our goals	
...rewarding opportunities 	"Boosting our small businesses and productive families"	"Attracting the talents we need"	"Learning for working" "Providing equal opportunities"	<ul style="list-style-type: none"> Lower the rate of unemployment from 11.6% to 7% 	
...investing for the long term 	"Maximizing our investment capabilities"	"Launching our promising sectors"		<ul style="list-style-type: none"> Increase the Public Investment Fund's assets to over SAR 7 trillion 	
...open for business 	"Improving the business environment"	"Rehabilitating economic cities"		<ul style="list-style-type: none"> Increase the private sector's contribution to 65% of GDP 	
...leveraging its unique position 	"Building a unique regional logistical hub"	"Integrating regionally and internationally"	"Supporting our national companies"	<ul style="list-style-type: none"> Raise the share of non-oil exports in non-oil GDP from 35% to 50% 	

Pillar 3: An ambitious nation



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The Vision was cascaded into strategic objectives to enable effective implementation

Guidelines

Application to «Vision 2030»

Practical Objectives

- Translate the Vision's aspirations, commitments and objectives into achievable objectives that can be used in the development of metrics and targets

- Detailed objectives have been developed in a way makes them achievable

Accountability & Enablement

- Identify a clear accountability mechanism for each objective, as well as relevant stakeholders for each

- The objectives have been structured in a way ensures clear roles for each stakeholder

Interdependency Analysis

- Understand and manage the relationship between different objectives to ensure Vision delivery

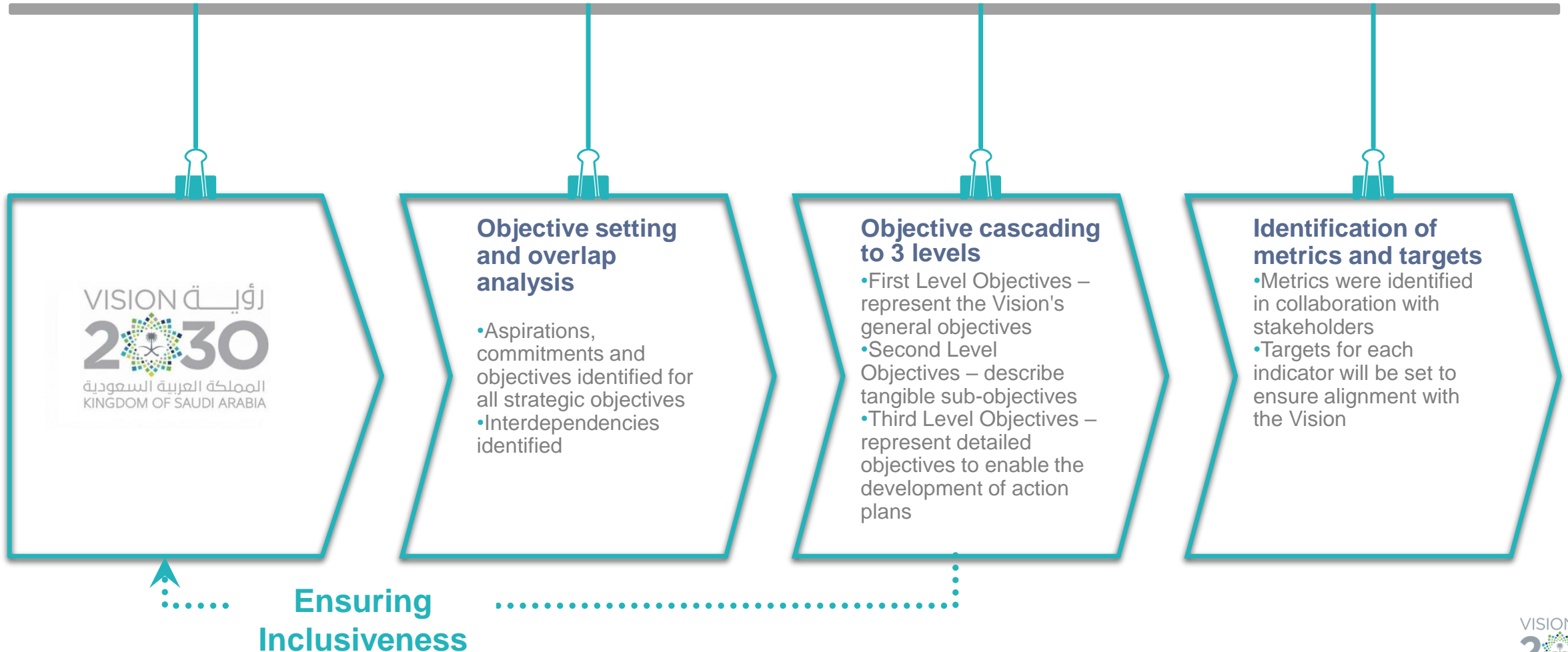
- The objectives have been redistributed according to their interdependency and relationship

Follow-up

- Follow-up the implementation of the Vision in an organized manner, along with the ability to measure impact to support decision-making

- The objectives have been structured so that they can be linked with the Vision's targets

Objectives were cascaded based on a clear methodology



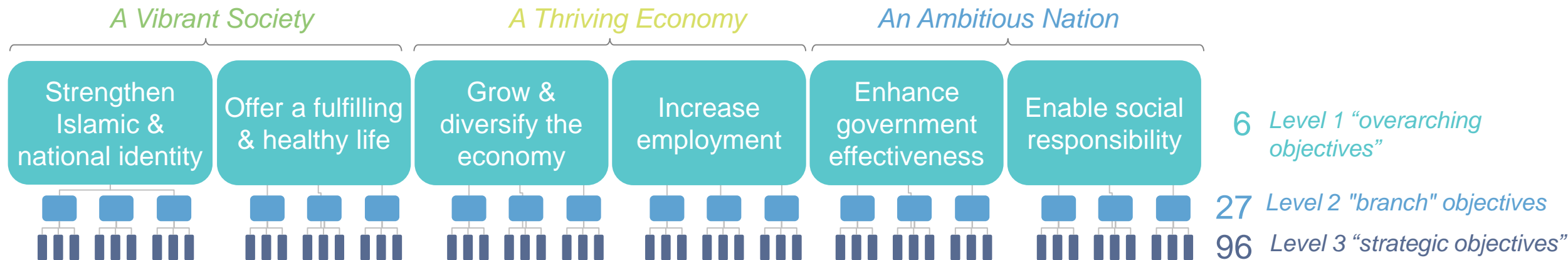
From KSA Vision 2030 to 96 strategic objectives

Vision structure vs. strategic objectives structure

Vision 2030 document



Strategic objectives



Strengthen Islamic values & national identity



Strengthen Islamic values & national identity



Strengthen Islamic values & national identity



Offer a fulfilling & healthy life



Offer a fulfilling & healthy life



Offer a fulfilling & healthy life



Offer a fulfilling & healthy life



Offer a fulfilling & healthy life



Offer a fulfilling & healthy life

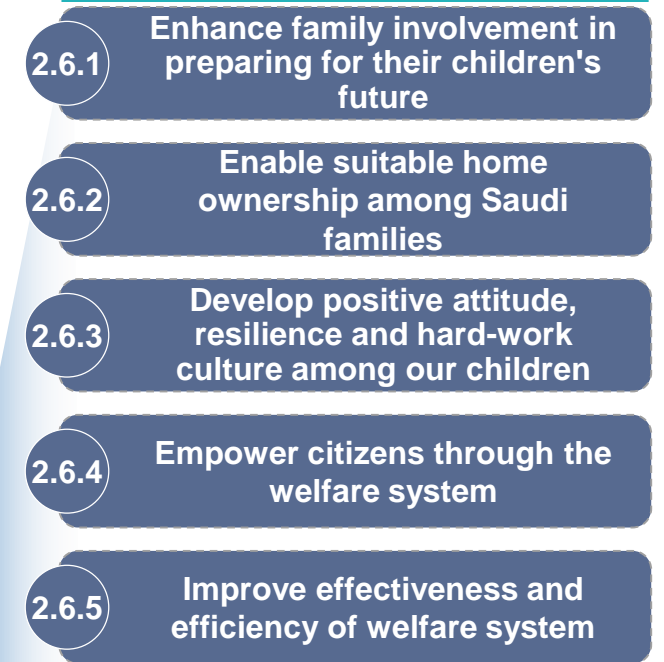
Level 1 objectives



Level 2 objectives



Level 3 objectives



Grow & diversify the economy

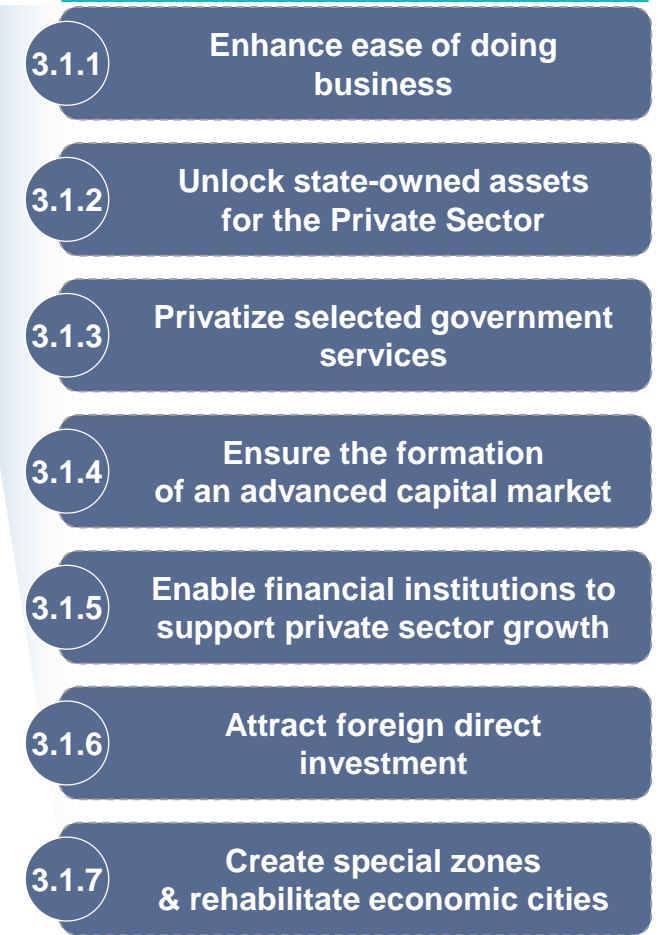
Level 1 objectives



Level 2 objectives



Level 3 objectives



Grow & diversify the economy



Grow & diversify the economy



Grow & diversify the economy

Level 1 objectives



Level 2 objectives



Level 3 objectives



Grow & diversify the economy

Level 1 objectives



Level 2 objectives



Level 3 objectives



Grow & diversify the economy

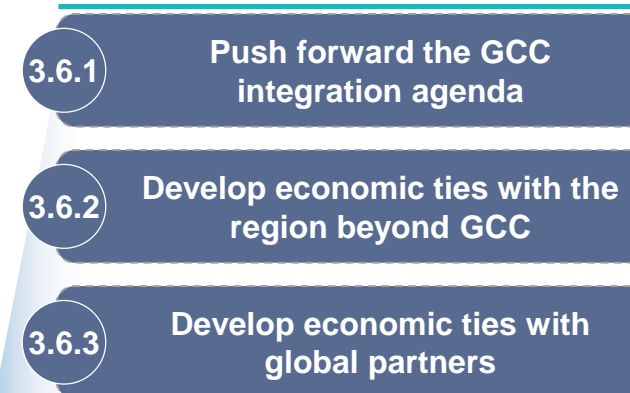
Level 1 objectives



Level 2 objectives



Level 3 objectives



Grow & diversify the economy

Level 1 objectives



Level 2 objectives



Level 3 objectives



Increase employment

Level 1 objectives



Level 2 objectives

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

Level 3 objectives

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

Increase employment

Level 1 objectives



Level 2 objectives

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

Level 3 objectives

- 4.2.1 Improve readiness of youth to enter the labor market
- 4.2.2 Increase women participation in the labor market
- 4.2.3 Enable integration of people with disabilities in the labor market

Increase employment

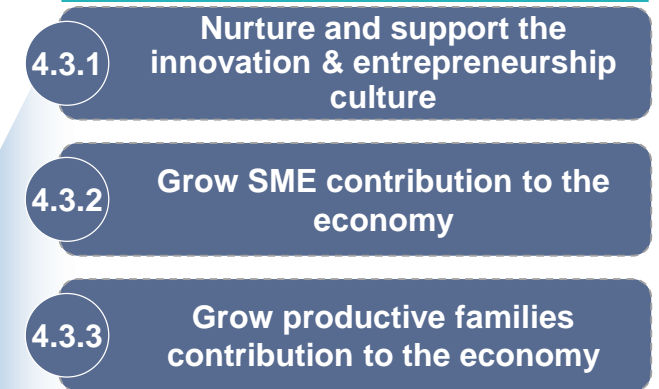
Level 1 objectives



Level 2 objectives



Level 3 objectives



Increase employment

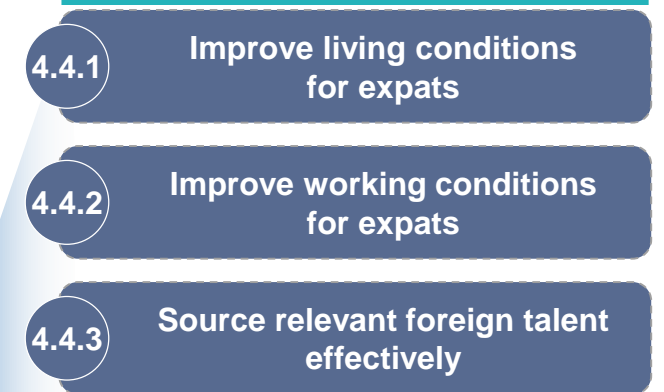
Level 1 objectives



Level 2 objectives



Level 3 objectives



Enhance government effectiveness

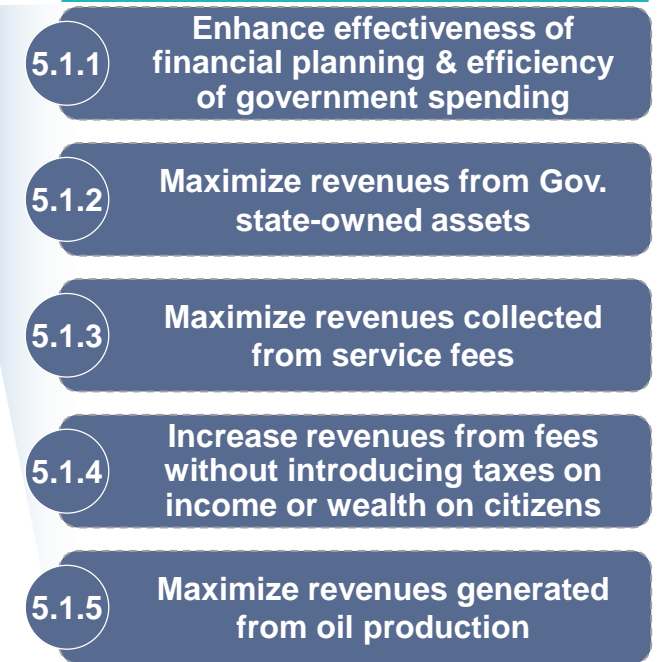
Level 1 objectives



Level 2 objectives



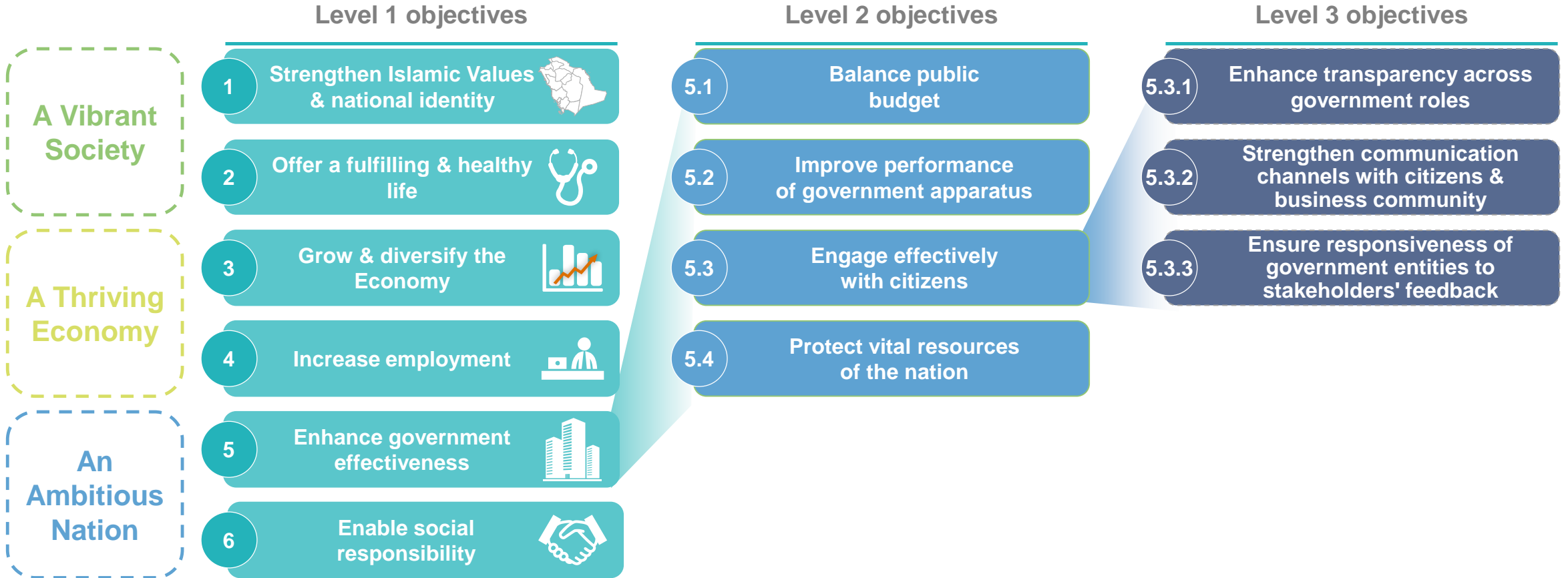
Level 3 objectives



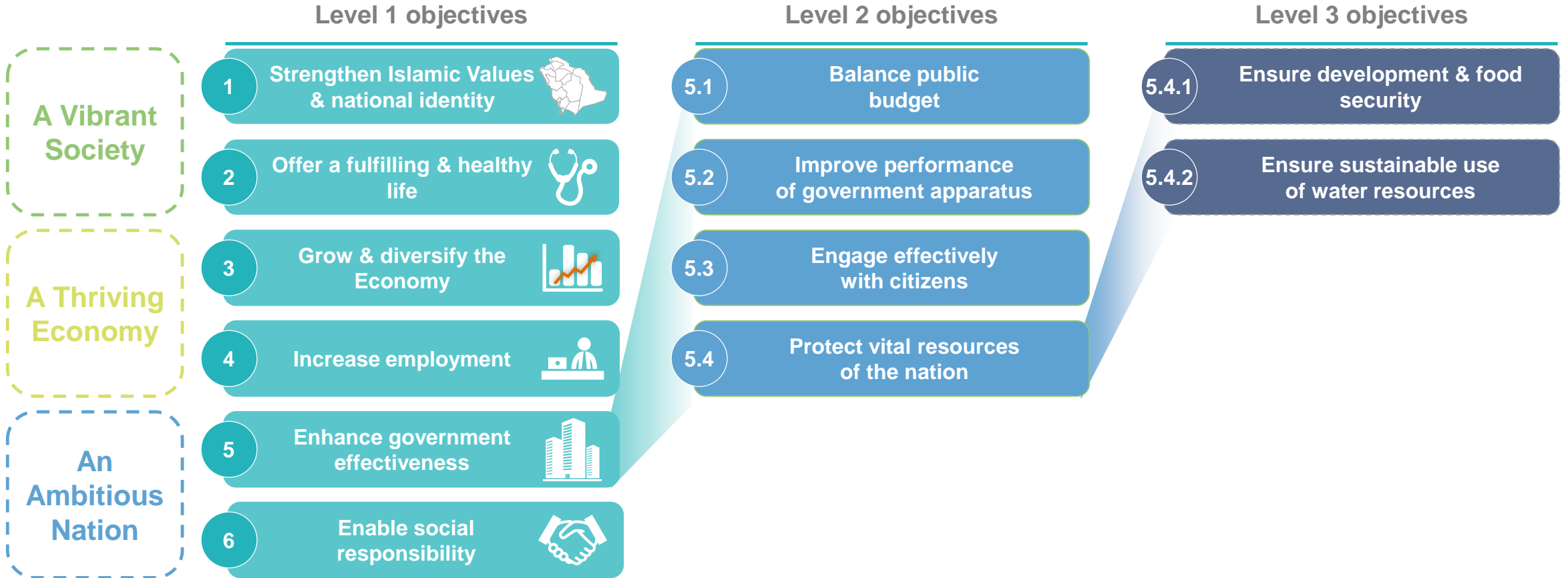
Enhance government effectiveness



Enhance government effectiveness



Enhance government effectiveness

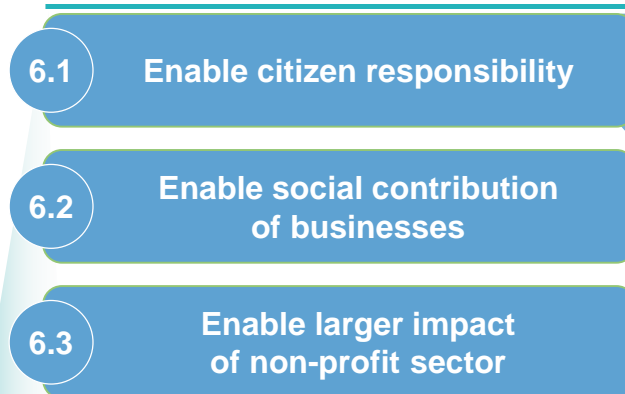


Enable social responsibility

Level 1 objectives



Level 2 objectives



Level 3 objectives

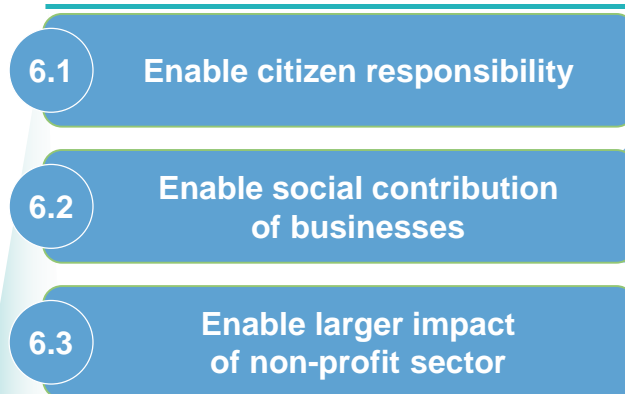


Enable social responsibility

Level 1 objectives



Level 2 objectives



Level 3 objectives

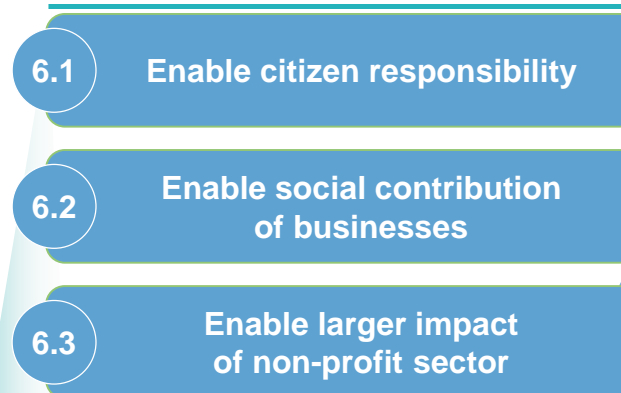


Enable social responsibility

Level 1 objectives



Level 2 objectives



Level 3 objectives



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New Vision ecosystem to drive Vision implementation

**New
government
entities
established**

Newly-Established Entities

Establishment Date

CEDA PMO	29/01/2015
Delivery Unit (DU)	09/10/2015
National Center for Performance Management (Aada)	19/10/2015
Corporate Communication Unit at CEDA (CCU)	28/01/2016
General Authority for Culture (GAC)	07/05/2016
General Entertainment Authority of (GEA)	07/05/2016
Strategic Management Committee and Strategic Management Office (SMO)	30/05/2016

**Existing
entities
merged
and/or
restructured**

*Effective
07/05/2016*

Previous Entity's

Current Entity's

Ministry of Commerce and Industry	● ——— ●	Ministry of Commerce and Investment
Ministry of Labor	● ——— ●	Ministry of Labor and Social Development
Ministry of Social Affairs	● ——— ●	
Ministry of Petroleum and Mineral Resources	● ——— ●	Ministry of Energy, Industry and Mineral Resources
Ministry of Water and Electricity	● ——— ●	
Ministry of Agriculture	● ——— ●	Ministry of Environment, Water and Agriculture
Ministry of Hajj	● ——— ●	Ministry of Hajj and Umrah
Public Education Evaluation Commission	● ——— ●	Education Evaluation Commission

Vision Realization Programs (VRPs) developed to deliver against strategic objectives



VRPs will enable KSA to achieve its goals in the coming years (1/2)

Why VRPs?

Determine measurable objectives

Translating The Vision into programs with action plans to measure outcomes

Focus leadership towards achieving priorities

The role of leadership lies in pushing the VRP system to achieve programs and aligning its outcomes and delivery plans

Prepare for crises

Flexibility in the face of crises without affecting the Vision's achievement, direction and programs

Align resources with priorities

Directing human and financial resources in a balanced manner between the programs and business as usual

VRPs will enable KSA to achieve its goals in the coming years (2/2)

Criteria for defining VRPs



Centrality in achieving the vision



Need for center of government support



Importance from leadership perspective

Detailed Questions

- Is there a direct economic or social impact expected from the VRP?
 - Was the program content a key theme of the Vision?
 - Does this program contribute to a wide range of Vision objectives?
-
- Does the program require multi-entity coordination?
 - Can these programs be implemented without government support?
-
- Is the program a leadership priority requiring significant effort, follow-up and support to facilitate the desired outcomes?

3 steps to develop comprehensive VRPs

1

Study objectives, analyze and group them based on similarity

L2 & L3 objectives studied and similarities were identified by:

- Objectives, characteristics and KPIs
- Common challenges and game changers (with input from international experts)
- Similar stakeholders

25 groups

2

Objective groups prioritized to form 12 VRPs

Out of the 25 groups identified in the previous step, they were sorted based on:

- Importance in achieving the Vision (i.e. expected direct impact, link to other objectives)
- The need for center of government support (due to the large number of stakeholders or the need for central guidance)

12 VRPs

3



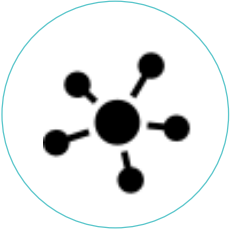
VRP cards developed, and gaps identified

Based on the list of VRPs

- VRP card including descriptions, KPIs, coverage and stakeholders
- Analyzing gaps, including: screening existing efforts, assessing the coverage of objectives under each VRP, assessing the adequacy of existing VRPs to achieve the objectives

Lifestyle Improvement Program – Program Card	
<p>Program Description</p> <p>Improve individual lifestyles by developing an ecosystem to support and create new options that boost citizens' and residents' participation in cultural, environmental, and sports activities. This is in addition to other suitable activities that contribute to enhancing the quality of life of individuals and families, creating jobs, diversifying economic activity, and raising the status of Saudi Arabian cities as they rise among the best cities in the world.</p>	
<p>L1 direct related objectives</p> <ul style="list-style-type: none"> • 2.2.2. Sustainable consumption and production • 2.2.3. Climate action • 2.2.4. Circular economy • 2.2.5. Cities and communities 	<p>L2 indirect related objectives</p> <ul style="list-style-type: none"> • 2.2.1. Sustainable development • 2.2.2. Economic growth • 2.2.3. Quality of life • 2.2.4. Environmental protection • 2.2.5. Social inclusion • 2.2.6. Health and well-being • 2.2.7. Education • 2.2.8. Gender equality • 2.2.9. Peace, justice and strong institutions • 2.2.10. Partnerships for the goals
<p>Program lead</p> <p>Minister of CEDA Amal Al-Khatib</p>	<p>Program executed</p> <p>The executing entities supporting the implementation of the Lifestyle Improvement Program</p>

3 levels of targets to track the progress of VRPs

Target Category		Definition
Macroeconomic Targets		<ul style="list-style-type: none"> Targets reflecting the contribution of the program to six key macroeconomic indicators <ul style="list-style-type: none"> GDP, private sector employment, contribution to local content, trade balance, government revenue, non-government investment
Program Targets		<ul style="list-style-type: none"> Targets reflecting the direct impact achieved by the program, consisting of KPIs adopted for third-level objectives
Relevant Objective Targets		<ul style="list-style-type: none"> Targets reflecting the program's indirect contribution to the KPIs associated with relevant strategic objectives

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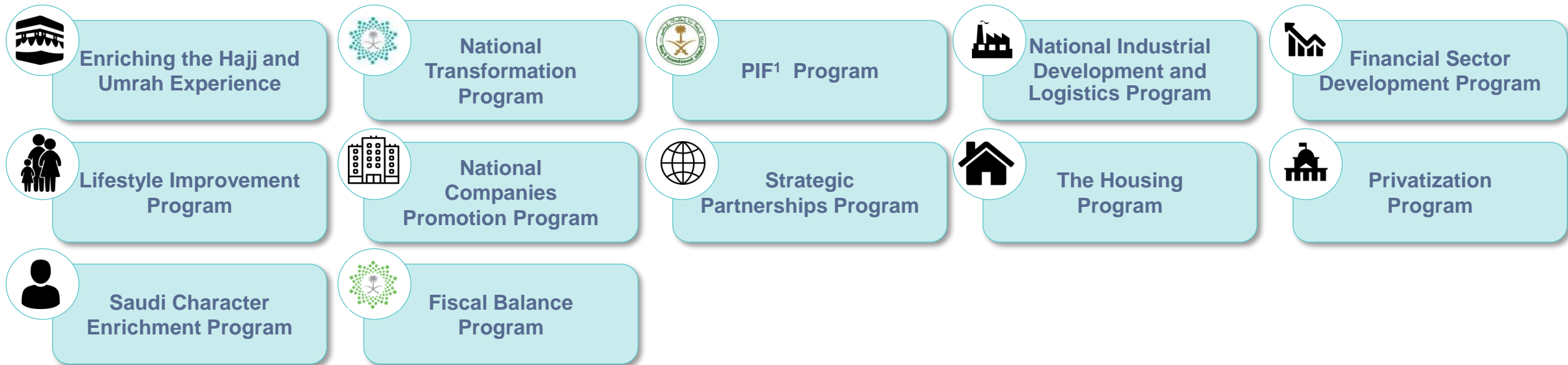
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In its session held on Monday 24 April 2017, CEDA identified a list of 12 programs to achieve the vision



1: Public Investment Fund



Enriching the Hajj and Umrah Experience – Program Card

Program Description

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

L3 direct related objectives

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

L3 indirect related objectives

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

Program committee

Program Chairman

Member of CEDA, the Minister of Economy and Planning

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



Enriching the Hajj and Umrah Experience – *Metrics*

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

A

Macroeconomic metrics¹

Indicators to maximize



Gross domestic product



Employment in the private sector



Share of local content



Non oil revenues



Balance of payments



Non governmental investment

Indicators to monitor



Consumption rate²



Inflation rate

B

Sample program-specific metrics

Number of Visitors

Total number of Umrah Visitors per year

Maximum capacity

The capacity of the Two Holy Mosques, the transport network and accommodation

Utilization

Average utilization rate of hospitality facilities

Level of Satisfaction

Overall satisfaction with the experience of Hajj and Umrah

Safety

Injury rate per 1000 visitors sustained due to accidents

Expenditure

Average spent by Umrah & Hajj Visitors

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

2. Final household consumption rate



Lifestyle Improvement Program – Program Card

Program Description

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

L3 direct related objectives

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

L3 indirect related objectives

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

Program committee

Program Chairman

Member of CEDA,
Ahmad Al Khatib

The executing entities supporting the implementation of
the Lifestyle Improvement Program



Lifestyle Improvement Program – Metrics

A

Macroeconomic metrics¹

Indicators to maximize



Gross Domestic Product



Employment in the private sector



Share of local content



Non oil revenues



Balance of payments



Non governmental investment

Indicators to monitor



Consumption rate²



Inflation rate

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

B

Sample program-specific metrics

Sports participation

Percentage of Saudis aged 15 and older who are active practitioners in sports (once a week at least)

Sports excellence

Number of international titles achieved by Saudi national teams in regional and global sports competitions

Sports revenue

Revenues generated by sports sector (including tickets, merchandising, sponsorships, media rights)

Entertainment offering

Event / activity capacity according to the type of activity, city and number of attendees

Arts & culture contribution

Number of international awards given to Saudi artists, writers and talented individuals

Entertainment and cultural revenue

Revenues generated by recreation and entertainment sector

Economic Impact

Create economic sectors related to entertainment, culture and sports, size of the funding of development funds for the sectors and degree of impact generated from it

Infrastructure

Degree of readiness of the infrastructure of the entertainment, culture and sports sectors

Satisfaction

Customer satisfaction from overall cultural and entertainment offerings

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

2. Final household consumption rate



National Character Enrichment Program – Program Card

Program Description

The program develops and strengthens citizens' sense of national identity, anchoring it in both Islamic and national values. It also strengthens personal and psychological characteristics that lead and motivate people to be successful and optimistic, and aims to cultivate a cohesive and effective generation that is politically, economically, and morally oriented towards the KSA and protected from religious, security, social, cultural, and media threats. Furthermore, this program will play an essential role in improving KSA's image abroad.

L3 direct related objectives

- **1.1** - Foster Islamic values (moderation & tolerance, excellence & discipline, equity & transparency, determination & perseverance)
- **1.3.1** - Instill national values and strengthen the sense of national belonging
- **1.3.3** - Uphold the Arabic language
- **2.3.3** - Enhance the nation's immunity towards drug abuse
- **2.6.3** - Develop positive attitude, resilience and hard-work culture among our children
- **4.1.1** - Build a life-long learning journey
- **4.1.2** - Improve equity of access to education (esp. in rural areas)
- **6.1.1** - Promote & enable financial planning (retirement, saving, etc.)
- **4.1.3** - Improve fundamental learning outcomes
- **4.1.4** - Improve ranking of educational institutions (e.g. Universities)
- **4.1.5** - Develop our brightest minds in priority fields
- **4.1.6** - Ensure alignment of educational outputs with labor market needs
- **4.1.7** - Expand vocational training to provide for labor market needs
- **4.2.1** - Improve readiness of youth to enter the labor market
- **4.3.1** - Nurture and support the innovation & entrepreneurship culture

L3 indirect related objectives

- **2.6.1** - Enhance family involvement in preparing for their children's future (incl. education, family planning)
- **4.4.1** - Improve living conditions for expats
- **4.4.2** - Improve working conditions for expats
- **4.4.3** - Source relevant foreign talent effectively
- **3.3.7** - Increase localization of non-oil sectors
- **3.2.1** - Increase localization of Oil & Gas sector
- **3.3.3** - Localize promising manufacturing industries
- **3.3.4** - Localize military industry
- **4.3.2** - Grow SME contribution to the economy
- **1.3.2** - Conserve & promote Islamic, Arab & National heritage of the Kingdom

Program committee

Program Chairman

To be determined

The executing entities supporting entities to execute the Saudi Character Development Program



Saudi Character Enrichment Program – *Metrics*

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

A

Macroeconomic metrics¹

Indicators to maximize



Gross Domestic Product



Employment in the private sector



Share of local content



Non oil revenues



Non governmental investment

Indicators to monitor



Consumption rate²



Balance of payments



Inflation rate

B

Sample program-specific metrics

Islamic values

KSA Islamic Values Index - *to be defined*

Moderation

Number of crimes committed per 10,000 people

Global perception

% with a positive impression of the global role of Saudi Arabia in promoting moderation and tolerance

Civic responsibility

Number of traffic violations per 1000 people, Number of participants in volunteering activities

National belonging

National pride index – *to be defined*

Education

Average days absence in schools and universities for each student per year. Participation rate in school activities

Human capital

Human Capital Index (World Economic Forum)

Educational Performance

Performance level in standardized global tests (PIRLS, TIMSS, PISA)

Educational institutions

Global ranking of Saudi universities

Outstanding achievement

Number of Saudis who have received international awards in specific fields – *to be defined*

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

2. Final household consumption rate



Fiscal Balance Program – Program Card

Program Description

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

L3 direct related objectives

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

L3 indirect related objectives

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

Program committee

Program Chairman

Member of CEDA, the Minister of Finance

The executing entities supporting the implementation of the Fiscal Balance Program



Fiscal Balance Program – *Metrics*

A

Macroeconomic metrics¹

Indicators to
maximize



Gross domestic
product



Employment in
the private
sector



Share of Local
content



Non oil
revenues



Non
governmental
investment



Consumption
rate²



Inflation rate



Volume of
investment

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

B

Sample program-specific metrics

**Budgetary
surplus**

Budget surplus / deficit as percentage of GDP

**Spending
effectiveness**

Budget deficit (deviation between planned and
actual budget)

**Financial
sustainability**

Total debt as percentage of GDP and national
production

**Government
reserves**

Ratio of government financial reserves to annual
budget

**Non-oil
revenue**

Non-oil revenues as % of total government revenues,
ratio of collected due fees

**Oil
breakeven**

Breakeven oil price in budget

**Capital
expenditure**

Ratio of capital expenditure to total spending

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

2. Final household consumption rate



National Companies Promotion Program – Program Card

Program Description

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

L3 direct related objectives

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

L3 indirect related objectives

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

Program committee

Program Chairman

Member of CEDA, the Minister of Commerce and Investment

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



National Companies Promotion Program – Metrics

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

A

Macroeconomic metrics¹

Indicators to maximize



Gross domestic product



Employment in the private sector



Share of local content



Non oil revenues



Balance of payments



Non governmental investment

Indicators to monitor



Consumption rate²



Inflation rate

B

Sample program-specific metrics

Growth of companies

Growth rate of leading national companies vs. growth of similar sectors worldwide

Leading companies

Number of national champions in global leadership roles in their industry (top 10 by market share), and in the Fortune 500

Innovation index

Number of companies in Forbes' Most Innovative Companies list, Global Innovation Index

Trade volume

Trade volume with major business partners (members of G20)

Export volume

Share of non-oil exports in total non-oil GDP

National brand

National Brand Index (exports aspect only)

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

2. Final household consumption rate



National Industrial Development and Logistics Program – Program Card

Program Description

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

L3 direct related objectives

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

L3 indirect related objectives

- **3.1.1** - Enhance ease of doing business (mainly regulatory aspects)
- **3.1.2** - Unlock state-owned assets for the Private Sector
- **3.1.3** - Privatize selected government services
- **3.1.4** - Ensure the formation of an advanced capital market (e.g. primary market)
- **3.1.5** - Enable financial institutions to support private sector growth (e.g. secondary market)
- **3.1.6** - Attract foreign direct investment
- **3.1.7** - Create special zones & rehabilitate economic cities
- **3.6.1** - Push forward the GCC integration agenda
- **3.6.2** - Develop economic ties with the region beyond GCC
- **3.6.3** - Develop economic ties with global partners
- **3.7.1** - Support national champions consolidate their leadership globally
- **3.7.2** - Develop promising local companies into regional and global leaders
- **4.1.3** - Improve fundamental learning outcomes
- **4.1.4** - Improve ranking of educational institutions (e.g. Universities)
- **4.1.5** - Develop our brightest minds in priority fields
- **4.1.6** - Ensure alignment of educational outputs with labor market needs
- **4.1.7** - Expand vocational training to provide for labor market needs
- **4.3** - Create jobs through SMEs and micro entities
- **1.2.1** - Facilitate hosting more Umrah visitors and provide an easier access to the holy mosques
- **1.2.2** - Improve quality of services provided to Hajj & Umrah visitors
- **1.2.3** - Enrich the spiritual and cultural experience of Hajj & Umrah visitors
- **3.3.2** - Develop the digital economy
- **6.2.1** - Enhance businesses' focus on their social responsibilities
- **6.2.2** - Enhance businesses' focus on the sustainability of the economy
- **2.4.1** - Reduce all types of pollution (e.g. air, sound, water, soil)
- **2.4.3** - Protect & rehabilitate natural landscapes (e.g. beaches, islands, natural reserves)

Program committee

Program Chairman

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

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



National Industrial Development and Logistics Program – *Metrics*

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

A

Macroeconomic metrics¹

Indicators to maximize



Gross domestic product



Employment in the private sector



Share of local content



Non oil revenues



Balance of payments



Non governmental investment

Indicators to monitor



Consumption rate²



Inflation rate

B

Sample program-specific metrics

GDP contribution

Priority sectors share of GDP

Employment contribution

Share of workers in priority sectors in total workforce

Local production

Share of local production in relevant sectors

Export growth

Share of non-oil revenue of GDP and trade balance

Economic complexity

Economic complexity ranking - Observatory of Economic Complexity

Logistics performance

Ranking in Logistics performance index

Energy sector development

Score on the Energy Architecture Performance Index (Economic Growth & Dev. and Environmental sustainability sub-indices)

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

2. Final household consumption rate



The Housing Program – Program Card

Program Description

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

L3 direct related objectives

- **2.6.2** - Facilitate home ownership among Saudi families

L3 indirect related objectives

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

Program committee

Program Chairman

Member of CEDA, the Minister of Housing

The executing entities supporting the implementation of the Housing Program



The Housing Program – *Metrics*

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

A

Macroeconomic metrics¹

Indicators to maximize



Gross domestic product



Employment in the private sector



Share of local content



Non oil revenues



Non governmental investment

Indicators to monitor



Consumption rate²



Balance of payments



Inflation rate

B

Sample program-specific metrics

Home-ownership

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

Housing supply gap

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

Housing affordability

Average house price as multiple of average annual income (per income level)

Quality of housing

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

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

2. Final household consumption rate



Public Investment Fund Program – Program Card

Program Description

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

L3 direct related objectives

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

L3 indirect related objectives

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

Program committee

Program Chairman

Chairman of CEDA,
Chairman of the PIF Board

The executing entities supporting in the implementation of the PIF Program



Public Investment Fund Program – Metrics

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

A

Macroeconomic metrics¹

Indicators to maximize



Gross domestic product



Private sector job creation



Share of local content



Non-oil government revenues



Volume of non-government investment



Balance of payments

Indicators to monitor



Consumption rate²



Inflation rate

B

Sample program-specific metrics

Asset size

Total assets managed by PIF
(SAR 7 trillion by 2030)

Return on assets

Return on Assets (ROA)

Priority sectors

Share of priority sectors' investment from total domestic investment portfolio

Successful investments

% of companies by sector with successful exits/transition from seed investments made by PIF

Strategic partnerships

Share of strategic partnerships in overall investment portfolio

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

2. Final household consumption rate



Strategic Partnerships Program – Program Card

Program Description

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

L3 direct related objectives

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

L3 indirect related objectives

- **3.1.7** - Create special zones & rehabilitate economic cities
- **3.3.3** - Localize promising manufacturing industries
- **3.3.4** - Localize military industry
- **3.3.7** - Increase localization of non-oil sectors
- **3.4.4** - Build strategic economic partnerships through the Public Investment Fund
- **3.5.2** - Improve local, regional and int'l connectivity of trade & transport networks
- **4.4.3** - Source relevant foreign talent effectively
- **2.1.1** - Ease the access to healthcare services (e.g. geographical, availability, financial)
- **2.1.2** - Improve value of healthcare services (Quality of outcomes & experience, and cost)
- **2.1.3** - Strengthen prevention against health threats (public health system & health crisis management)
- **3.3.6** - Enable the development of the tourism sector
- **3.1.1** - Enhance ease of doing business (mainly regulatory aspects)
- **3.3.2** - Develop the digital economy
- **3.1.3** - Privatize selected government services
- **3.5.1** - Create and improve performance of logistic hubs
- **3.5.2** - Improve local, regional and int'l connectivity of trade & transport networks
- **2.5.2** - Grow Saudi contribution to arts & culture
- **3.7.1** - Support national champions consolidate their leadership globally
- **3.7.2** - Develop promising local companies into regional and global leaders
- **3.2.3** - Develop Oil & Gas-adjacent industries
- **3.2.4** - Grow contribution of renewables to national energy mix

Program committee

Program Chairman

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

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



Strategic Partnerships Program – Metrics

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

A

Macroeconomic metrics¹

Indicators to maximize



Gross domestic product



Private sector job creation



Share of local content



Non-oil government revenues



Volume of non-government investment

Indicators to monitor



Balance of payments



Consumption rate²



Inflation rate

B

Sample program-specific metrics

GCC integration

GCC Regional Integration Index (TBD, similar to Africa Regional Integration Index)

Export concentration

Score in Herfindahl-Hirschman Index for concentration of exports

Trade enablement

Enabling Trade Index – Market Access sub-index

Investment concentration

Score in Herfindahl-Hirschman Index for concentration of FDI (by origin and sector)

FDI amount

FDI inflows as a share of GDP

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2. Final household consumption rate



Financial Sector Development Program – Program Card

Program Description

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

L3 direct related objectives

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

L3 indirect related objectives

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

Program committee

Program Chairman

Member of CEDA, the Minister of Finance

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



Financial Sector Development Program – *Metrics*

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

A

Macroeconomic metrics¹

Indicators to maximize



Gross domestic product



Employment in the private sector



Share of local content



Non oil revenues



Non governmental investment

Indicators to monitor



Consumption rate²



Balance of payments



Inflation rate

B

Sample program-specific metrics

Financial market development

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

Liquidity

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

Market size

Market share of non-oil GDP

Market ranking

World financial market rankings (global and emerging markets) - WFE³

Access to credit

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

Credit information

Ease of Doing Business – Getting Credit sub-index

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2. Final household consumption rate

3. World Federation of Exchanges



Privatization Program – Program Card

Program Description

Strengthens the role of the private sector in providing services and avails government assets to them, which will generally improve quality of service (for sectors such as health, education, and municipal affairs), reduce their costs, refocus the government on its legislative and organizational roles, and ensure alignment with Vision 2030. Moreover, the program will attract foreign direct investment and improve the balance of payments.

L3 direct related objectives

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

L3 indirect related objectives

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

Program committee

Program Chairman

Member of CEDA, the Deputy Minister of Economy and Planning

The executing entities supporting in the implementation of the Privatization Program



Privatization Program – Metrics

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

A

Macroeconomic metrics¹

Indicators to maximize



Gross domestic product



Private sector job creation



Share of local content



Non-oil government revenues



Volume of non-government investment

Indicators to monitor



Balance of payments



Consumption rate²



Inflation rate

B

Sample program-specific metrics

Utilization

Percentage of government assets utilized by the private sector out of the total eligible asset portfolio

Appreciation

Percentage increase in the market value of assets due to PPP

Investment generated

Ratio of investments committed by private sector to the original value of unlocked assets (buildings, lands, and infrastructure)

Service scope & diversity

Percentage of targeted government services privatized

Quality improvement

Percentage of citizens satisfied with privatized services

Transparency

Percentage of stakeholders satisfied with transparency of privatization processes

Government Spending

Percentage reduction in government spending

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



National Transformation Program (NTP) – Program Card

Program Description

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

L3 direct related objectives

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

Program committee

Program Chairman

Member of CEDA, the Minister of Economy and Planning

The executing entities supporting the implementation of the National Transformation Program



National Transformation Program (NTP) – Metrics

A

Macroeconomic metrics¹

Indicators to
maximize



Job creation
in the private
sector



Gross
domestic
product



Non-oil
revenues



Share of
local content



Non-
governmental
investment



Consumption
rate²



Balance of
payments



Inflation rate

B

Program-specific metrics



Metrics approved and announced in official NTP documents

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

Agenda

Vision
2030



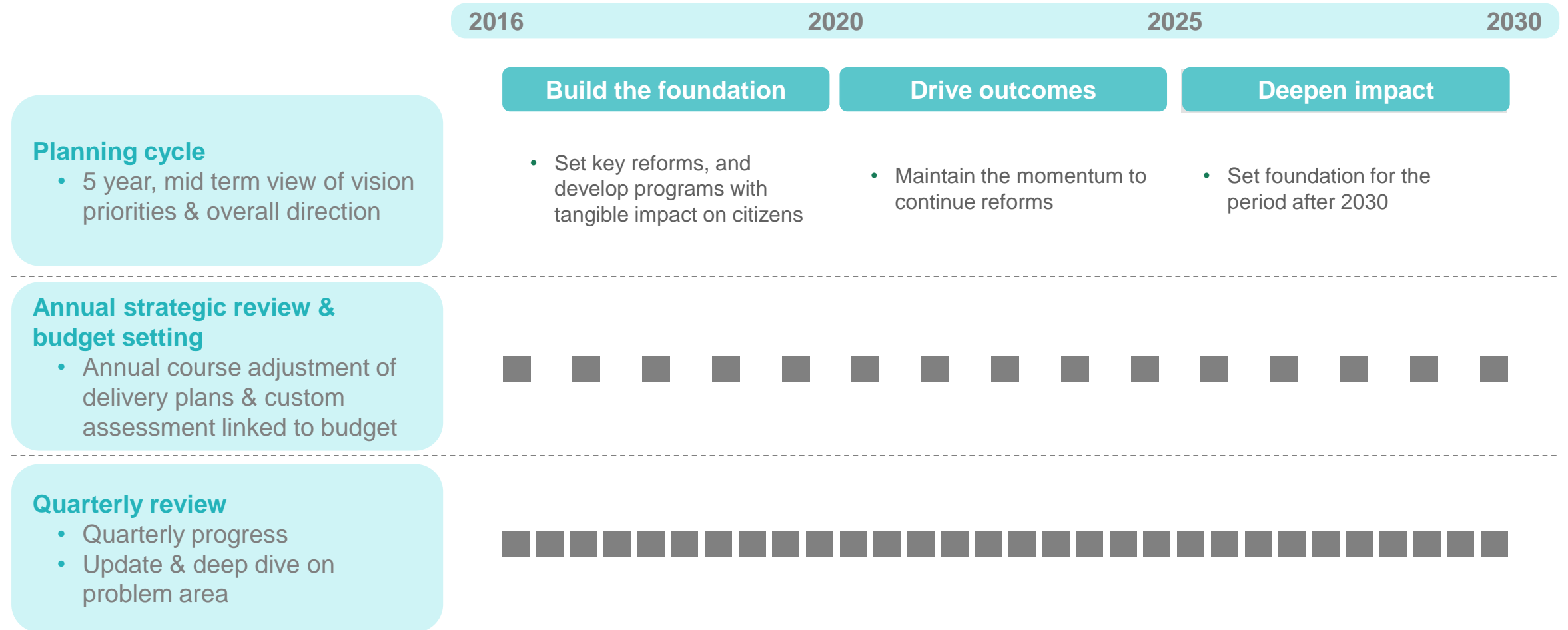
Questions this document will answer :

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

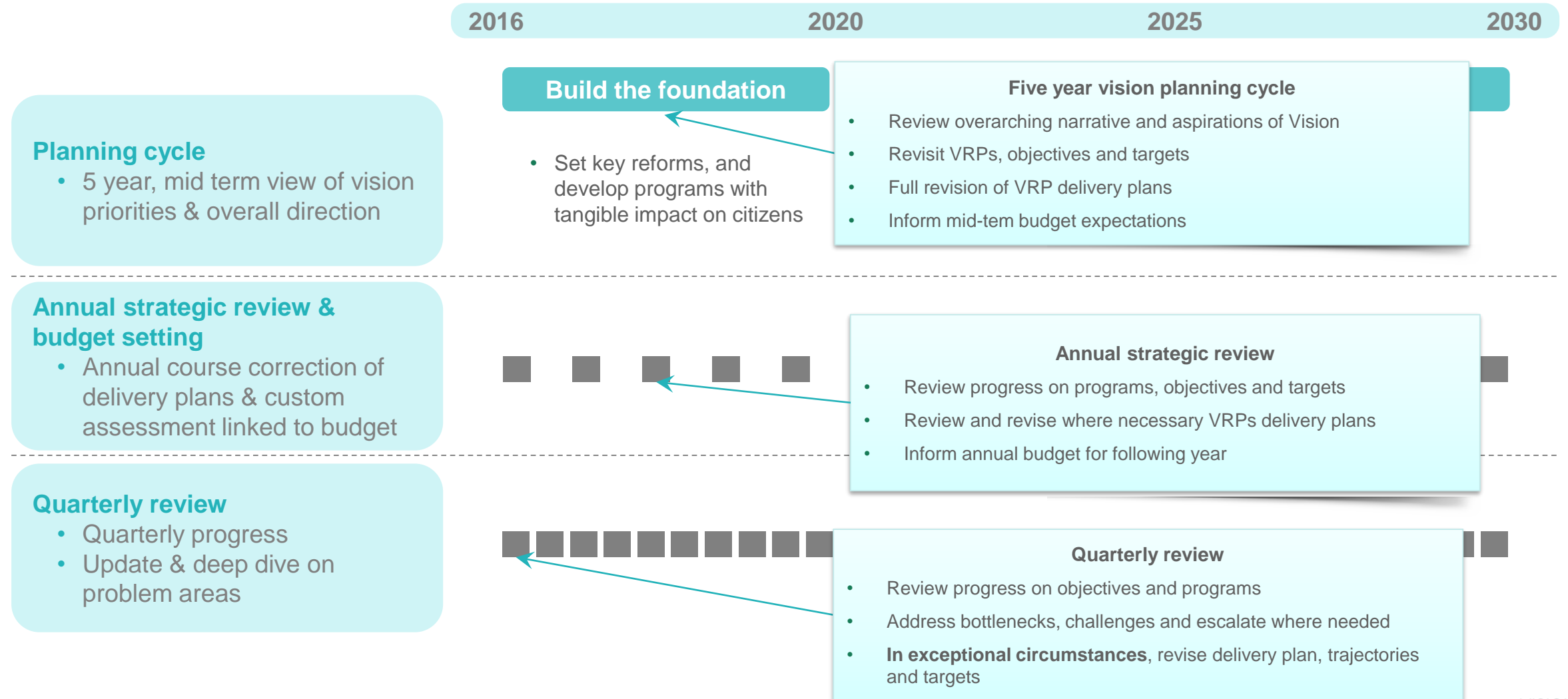
Planning takes place at 3 levels: overall Vision, VRPs, and entity plans



Strategic planning conducted on a 5 year cycle with annual and quarterly adjustments (1/2)



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



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

Roles

Program committee Scope

1 Translating Vision into Plans and Programs

Support core teams with the development of pragmatic delivery plans in a consultative role, bring outside expertise and representing the citizen's voice

2 Supervising Plans and Programs

Supervise progress of delivery plans and programs, progress against targets

3 Identifying Gaps

Identify gaps between the program and the Vision's objectives, and submit feedback in this regard

4 Overcoming Obstacles

Contribute to overcoming obstacles through consultation and supporting escalation to supervising committees

...and Vision Teams have been established to provide advice and support delivery

Vision Teams: main roles and responsibilities

Function	<ul style="list-style-type: none"> • Vision teams provide a consultative function that represents the private sector view and impact on citizens
Vision Team composition	<ul style="list-style-type: none"> • Vision teams are comprised of private sector representatives and topic experts on the respective L1 objective
Scope	<ul style="list-style-type: none"> • Provide non-binding recommendations to Program committee: <ul style="list-style-type: none"> – VRP plan – Quarterly and annual reports • Provide ad-hoc advice to SMC and Program committees
Review mechanism	<ul style="list-style-type: none"> • Program Chairman presents Vision team inputs along with the quarterly and annual report to SMC
Review frequency	<ul style="list-style-type: none"> • Quarterly – Quarterly report • Yearly - VRP Plan & Annual reports

Transparency through regular reporting and review cycle

Report Type	Responsible	Report Objective	Report Content	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
VRP Quarterly Review	SMO	Detailed review of status reports and progress in all VRPs	<ul style="list-style-type: none"> Reports on program progress Strategic visions Review the risk situation Details of the issues being escalated 						Vision report for the second quarter			Vision report for the third quarter			Vision report for the fourth quarter
Vision Annual Review	SMO	Detailed review of status reports and progress of all objectives and VRPs	<ul style="list-style-type: none"> Report on strategic objectives and program progress Suggested updates for Execution plans Strategic visions Financial summary 	Annual report											
Data-Based Report-Entity Level (Yearly)	"ADAA"	Review the status of strategic objectives and initiatives at the entity level, and the support required from senior leadership	<ul style="list-style-type: none"> Progress reports on the initiatives of the parties - VRPs, the NTP and other initiatives at entities Issues affecting the achievement of objectives Support required from senior leadership 	Data-Based Report-Entity Level (YoY) Quantitative report for the first quarter Quantitative report for the second quarter Quantitative report for the third quarter											



MY FIRST OBJECTIVE IS
FOR OUR COUNTRY TO
BE A PIONEERING AND
SUCCESSFUL GLOBAL
MODEL OF EXCELLENCE,
ON ALL FRONTS, AND I
WILL WORK WITH YOU
TO ACHIEVE THAT...

Custodian of the Two Holy Mosques
King Salman Bin Abdulaziz Al-Saud