

*In the name of Allah,
the Entirely Merciful,
the Especially Merciful*



The state continued to make efforts to find job opportunities for male and female citizens and reduce the unemployment rate. We have made great strides in developing human capabilities and preparing the nation's male and female youth for the labour market.

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



**Together, with God's help, we continue to
advance the Kingdom of Saudi Arabia to realise
our aspirations for prosperity and invest in the
energies, talents, and ambitions of our young
men and women.**

Crown Prince, Deputy Prime Minister of Saudi Arabia, Minister of Defence,
and Chairman of the Council for Economic and Development Affairs

Mohammed Bin Salman Bin Abdulaziz Al Saud



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About this report

The annual report of the Human Resources Development Fund provides a comprehensive overview of the vital role it plays in contributing to the development of human capital in the Kingdom of Saudi Arabia. This report highlights the Fund's objectives, tasks, programmes, and the services it provides to beneficiaries in the private sector.



Reporting framework

This Report was compiled in accordance with section two of article 29 of the Cabinet resolution issued by Royal Decree 13/A dated 03/03/1414 AH.

Report boundary and reporting period

The boundary of this Report comprises Human Resource Development Fund (referred to as HRDF or the Fund). The HRDF Annual Report 2019 covers the period from 1 January 2019 to 31 December 2019 which is the Fund's financial year.

Reporting channels

The Report is available in both print and online HTML versions as per the privacy policy of HRDF.



Scan to view the online version of this Annual Report
The web and mobile HTML versions are published online on the same date as the date of issue of this publication at NLO.sa

Queries

We welcome your comments or queries on this Report via NLO@hrdf.org.sa

Chairman's message



I am pleased to extend my gratitude and appreciation on behalf of myself and the members of the Board of Directors of the Human Resources Development Fund (HRDF), to the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud - may God protect him - and His Royal Highness Prince Muhammad bin Salman bin Abdulaziz Al Saud, Crown Prince, Deputy Prime Minister and Minister of Defense - may God protect him - for the great attention and unlimited support they show to the men and women of this country in all fields and all national economic levels, and their continuous directives on the importance of investing in human resources as a sustainable development investment.



The Human Resources Development Fund (HRDF) plays a vital and prominent role in enabling national human resources in the labour market and raising their efficiency, in order to meet the needs of the private sector, through strategic cooperation and constructive integration with various business sectors. This is achieved by providing facilities with direct programmes and initiatives that contribute to raising the participation rate of Saudi nationals within stimulating and productive environments.

The HRDF plays a prominent and important role in the localization of activities and professions as an active member in the labour and social development system, participating along with other members and entities to achieve productive localization and raise the competitiveness and efficiency of the national workforce. This is achieved by building capabilities and competencies through specialized and distinguished training, qualification and employment programmes that meet the needs of the beneficiaries.

The Board of Directors has approved HRDF's new strategy in an endeavour to keep up with the successive changes in the labour market, and direct support effectively to the groups that benefit from the programmes and initiatives of the Fund, in order to achieve the wise directions of the leadership in qualifying and training the national workforce and enhancing its participation in the labour market, and in line with the Kingdom's 2030 Vision towards achieving human development in various sectors and activities of the labour market.

The current reality of the labour market calls for uniting all efforts and unifying joint ventures, by aligning educational outcomes with market demands, and evolving the process of nationalization to reach its advanced stages that reflect the active participation of national forces in various activities and professions, enhances the competitiveness of nationals, and supports the development of cognitive and professional skills of job seekers.

Eng. Ahmed Bin Suleiman Al-Rajhi

Minister of Human Resources and Social Development and
Chairman of the Board of Directors of HRDF

Executive summary

This Report provides an overview of the role of HRDF in promoting and supporting labour market policies and increasing the participation of male and female nationals in the market through specialized and professional support and empowerment. The Report reviews the services and programmes that serve the labour market in the Kingdom of Saudi Arabia in partnership with the Ministry of Labour and Social Development and relevant authorities. This Report was designed and produced in three main parts for the year 1440/1441 AH corresponding to the fiscal year 2019.



The Report describes HRDF's current standing and provides an overview of the workforce in the Kingdom of Saudi Arabia during this year. It outlines the distribution of HRDF's branches, centres, and affiliated offices throughout the Kingdom and their progress since its establishment. It also reviews the members of HRDF's Board of Directors, related committees, senior management, and organizational structure, in addition to the strategic direction of HRDF, the key performance indicators for the implementation plan, and the challenges facing the Fund's tasks and their proposed solutions.

This Report outlines the services and activities provided to jobseekers, which include various levels of support provided through subsidies or contributions to the costs of qualifying and training the national workforce

for employment in the private sector. It also reviews HRDF's institutional excellence in providing its services to beneficiaries, by attracting and employing the best available competencies, and utilizing effective modern technologies. It also discusses the support provided to field programmes, projects, plans, and studies that aim to employ Saudi nationals and aid decision-makers in the labour market.

Finally, the report highlights the financial situation of HRDF, as well as Royal directives and cabinet and ministerial decisions related to its activities, agreements and memoranda of understanding with the relevant authorities, in addition to buildings owned by and leased to HRDF.

Human Resources Development Fund (HRDF)

The Human Resources and Development Fund was established by Cabinet of Ministers' Decision No. (107) of 29/04/1421, with the purpose of supporting the endeavours of training and recruiting the national workforce in the private sector.



In order to achieve its goals, HRDF focuses on the following:

1. Providing monetary incentives to support the upskilling, training, and employment of the national workforce in the private sector.
2. Contributing to the costs of upskilling and training the national workforce for private sector jobs. The Fund's BoD will determine the percentage of this contribution whereas the remaining cost will be paid by the employer benefiting from the training process.
3. Contributing a percentage of the salaries paid to those employed in private sector establishments after they receive upskilling and training and those who are employed in these establishments in coordination with the Fund. The employer will pay the remaining part of the salary and the Fund will continue to pay this percentage of the salary for a maximum period of two years. The BoD will set the conditions required to disburse these amounts of money.
4. Providing funds to field programmes, projects, plans, and studies which aim to employ Saudis to replace expatriate workers.
5. Giving loans to private sector companies established in the Kingdom to upskill and train the national workforce as well as the companies which are keen on expanding their activities or introducing modern equipment in their operations.
6. Conducting research and studies on its activities which aim to upskill, train, and recruit the national workforce and providing technical and administrative advice to the establishments involved in upskilling and training the national workforce.

Our purpose

To inspire and enable Saudi nationals to engage in the Kingdom's workforce to support the national economy

Vision

To create a sustainable national workforce in the Kingdom of Saudi Arabia

Mission

To develop and increase the competitiveness of the national workforce in partnership with the public and private sector through specialized and distinguished training, upskilling and employment programmes, that satisfy beneficiaries' (customers') needs, provided by qualified human resources, advanced information systems, and integrated knowledge and research methodology.

Values

- › Customer focus
- › Excellence
- › Fairness
- › Learning
- › Team spirit
- › Loyalty
- › Inspiration source



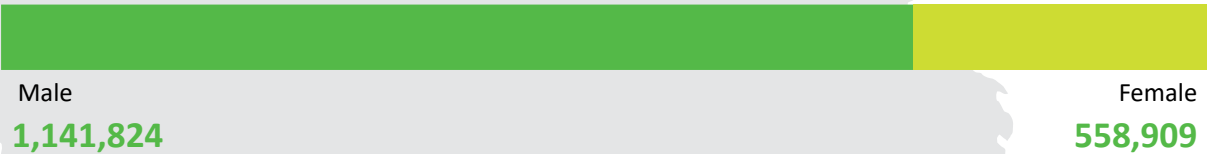
KSA labour force

*The total workforce in the private sector is

8.1 million

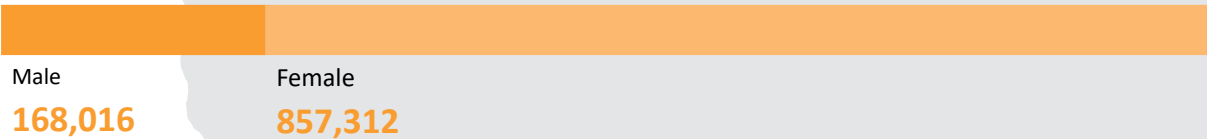
of which

1.7 million are Saudi nationals



**The total number of Saudi nationals seeking employment

1 million



**Saudi nationals unemployment rates

12%



5.8%



30.8%

Saudization progress

20.90%

During 2019
457,609 expatriates left the private sector*

While 217,638 Saudi nationals
joined the workforce*

*Source: Private Sector Data - General Organization for Social Insurance – Q4 2019

** Source: Data from General Authority for Statistics (GASTAT)– Q3 2019

Our touchpoints

22

Branches

40

Job placement centres

7

Tele-job placement centres

9

University recruitment offices



8

Recruitment fairs (Liqaat)

HRDF provides its services in employment and training support to empower HRDF’s beneficiaries in the private sector through its branches, job-placement centres, recruitment centres, and other touchpoints in the Kingdom.



Branches



Job placement centres



Tele-job placement centres



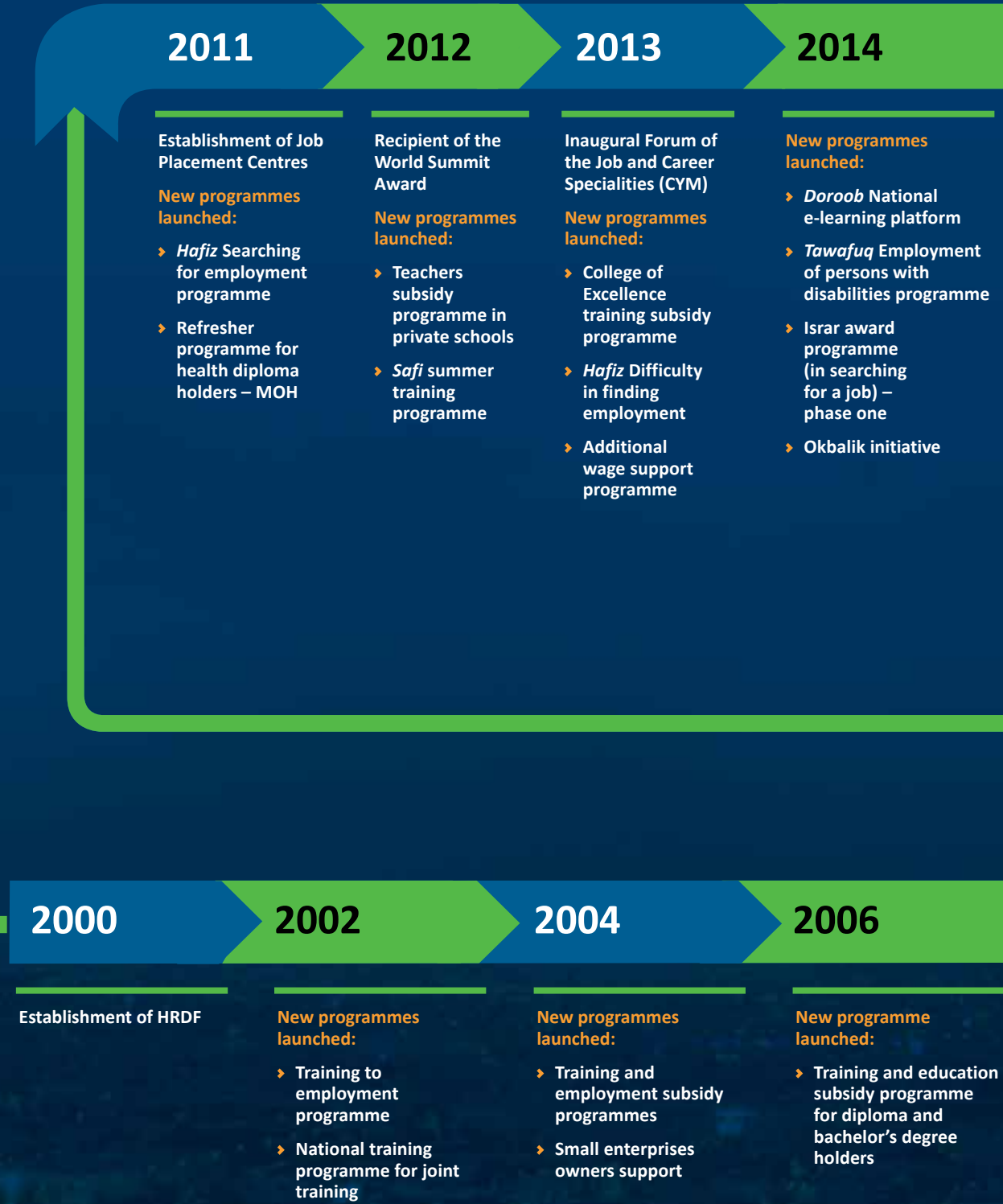
University recruitment offices



Recruitment fairs (Liqaat)

Channels	Male	Female	Male	Female	Female	Male	Female	Male	Female
Riyadh	1	2	3	4	–	1	2	1	1
Makkah Al Mukaramah	1	3	5	5	–	–	–	1	1
Al Madinah Al Munawarah	–	2	1	1	–	–	–	–	–
Eastern Region	–	3	4	5	–	1	1	1	1
Al Qassim	–	1	1	–	1	–	–	–	–
Hail	–	1	1	–	–	1	1	–	–
Tabuk	–	1	1	–	–	–	–	–	–
Al Jouf	–	1	2	–	2	–	–	–	–
Northern Frontier	1	–	2	–	1	–	–	–	–
Asir	2	–	1	1	–	–	–	–	–
Jazan	–	1	1	–	1	1	1	1	1
Najran	1	–	1	–	1	–	–	–	–
Al Baha	1	–	1	–	1	–	–	–	–
Total	7	15	24	16	7	4	5	4	4

Our journey



2015

Establishment of the first mobile branch
Granted the ISO Certificate

“Our youth is our future” project launched

New programmes launched:

- › Subsidising the wage of dialysis days programme
- › Israr award programme (in searching for a job) – phase two

2016

Established the 100th HRDF branch in the Kingdom

Inauguration of *Taqat.sa*: The National Labour Gateway (Taqat)

Launch of the HRDF website and the Saudi HR website

Recipient of Gold, Silver, and Bronze awards for several areas of customer service at the Stevie Awards.

Recipient of the “Call Centre of the Year” award at the Middle East Call Centre Awards 2016

2017

Recipient of the “Call Centre of the Year” award at the Middle East Call Centre Awards 2017

Awarded the “Gold Medal” for Best Contact Centre and Best use of Social Media in the Contact Centre at the Contact Centre World Awards 2017

New programmes launched:

- › *Subol* programme
- › *Tamheer* programme
- › Rehabilitation of the Faculties of Science female graduates in the Health Sector
- › Malls Saudization programme

2018

Established the Sectorial Skills Council

Established the Transformation Council

“Hadaf Compass” service launched on HRDF’s website

Instituted the Strategy Refresher

Launched three new Mobile branches in 2018

Completed a review of all subsidy programmes

New programmes launched:

- › Rehabilitation programme for graduates of health diplomas in the Saudi Red Crescent Authority
- › Nationalization of 12 Retail Activities
- › HRDF Leadership Academy Programme

2007

New programme launched:

- › Habilitation subsidy programme for HR specialists

2008

New programmes launched:

- › *Mahir* programme
- › Training in non-profitable institutes programme

2009

New programme launched:

- › Job stability incentive for subsidised employees

Our governance structure

Board of Directors



HE Eng Ahmed bin Suleiman Al-Rajhi

Minister of Human Resources and Social Development
Chairman



HE Dr Fahd bin Abdullah Tunisi

Advisor, Royal Court
The Council of Economic and Development Affairs
Board member



HE Dr Rashid bin Mohammed Al-Zahrani

Deputy Governor for Training, Technical and Vocational Training Corporation
Board member



HE Mr Faisal bin Ahmed Kattan

Senior Economist
Ministry of Economy and Planning
Board member



HE Mr Yousef bin Abdullah Al-Benyan

Vice Chairman and CEO, Saudi Basic Industries Corporation (SABIC)
Private sector representative
Board member



HE Eng. Rayan bin Mohammed Fayez

Chief Executive Officer, Banque Saudi Fransi
Private sector representative
Board member





**HE Eng Saleh bin Ibrahim
Al-Rasheed**

Governor of the Public Authority for Small
and Medium Enterprises
Ministry of Commerce and Investment
Board member



**HE Dr Badr bin Shuja
Al-Harbi**

Deputy Director General for Training Affairs
Institute of Public Administration
Board member



**HE Mr Muhammad bin
Sulaiman Al-Mulla**

Ministry of Finance
Board member



**HE Sattam bin Abdulaziz
Al-Zamil**

Vice President for Financial Affairs,
Zamil Group Holding Company
Private sector representative
Board member

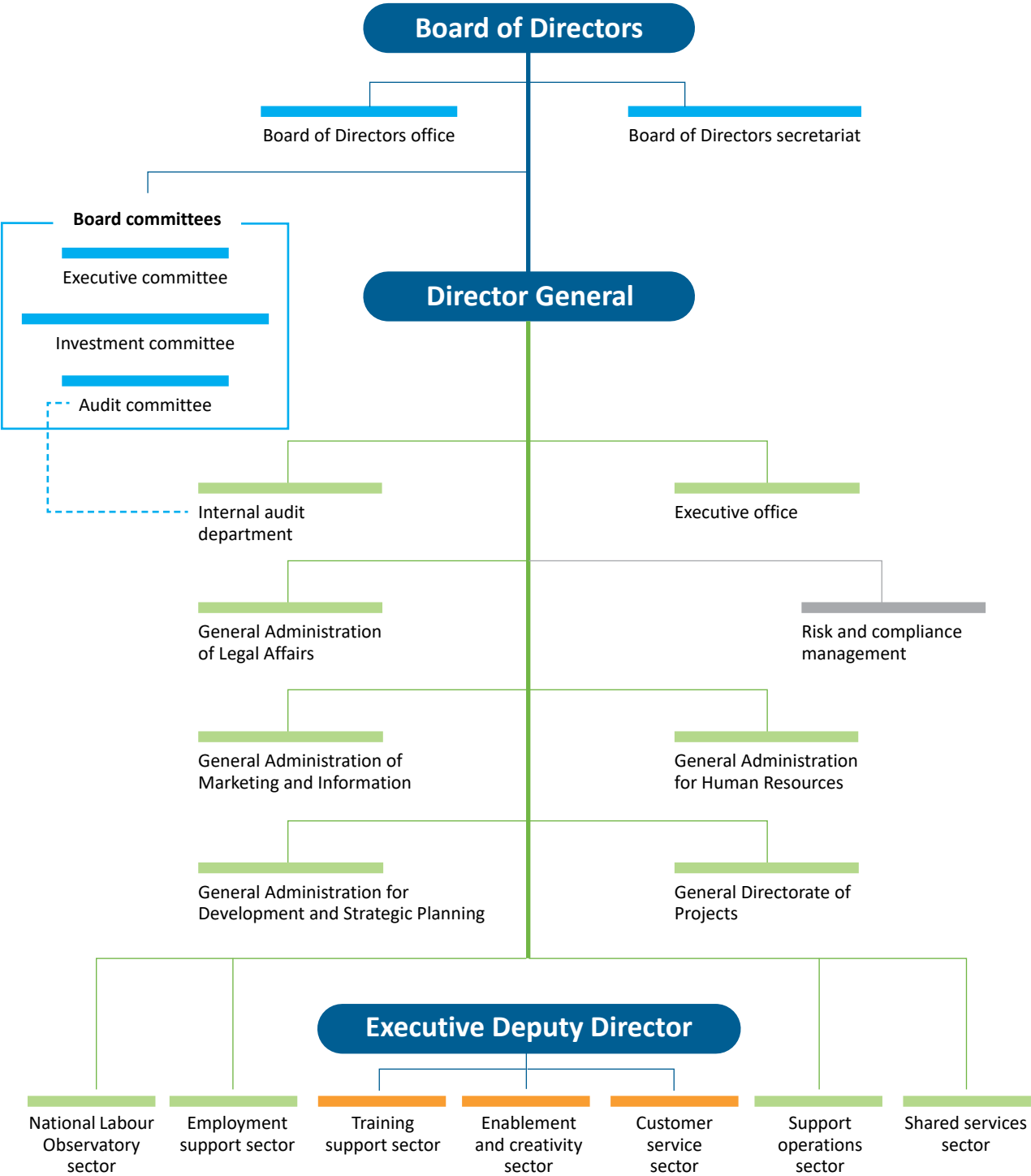


**Turki bin Abdullah
Al-Jawini**

Director General of the Human Resources
Development Fund
Board member

**HE Mr Turki bin Abdullah
Al-Jawini**
Member

Organization structure



Achievements of HRDF's programmes and services in 2019

This is an overview of the most prominent accomplishments of HRDF in 2019, achieved through its principal programmes, services, and initiatives provided for job seekers, employers, and other beneficiaries under the Fund's objectives.

Employment support channels

7,237 beneficiaries of Taqat National Labour Gateway

52,918 recruitments via HRDF's branches

43,706 were hired in the private sector through Rehabilitation and Employment Centres

Employment support programmes

3,380 beneficiaries of the Upskilling programme

64,582 beneficiaries of the Full-time Subsidy Programme

9,174 beneficiaries of Direct Employment Subsidy Programme



Training support programmes

784,706 have completed the training courses of the National e-learning platform (Doroob)

12,453 beneficiaries of the On-The-Job Training Programme (*Tamheer*)

34,758 beneficiaries of the College Of Excellence Training Subsidy Programme

Enablement and creativity programmes

1,755 beneficiaries of Working Women Childcare Programme (Qurrah)

44,987 beneficiaries of the Transportation Of Working Women Programme (Wusool)

157 beneficiaries of the HRDF Leadership Academy

Excellence in customer service

877,838 total phone calls remove answered by the Call Centre

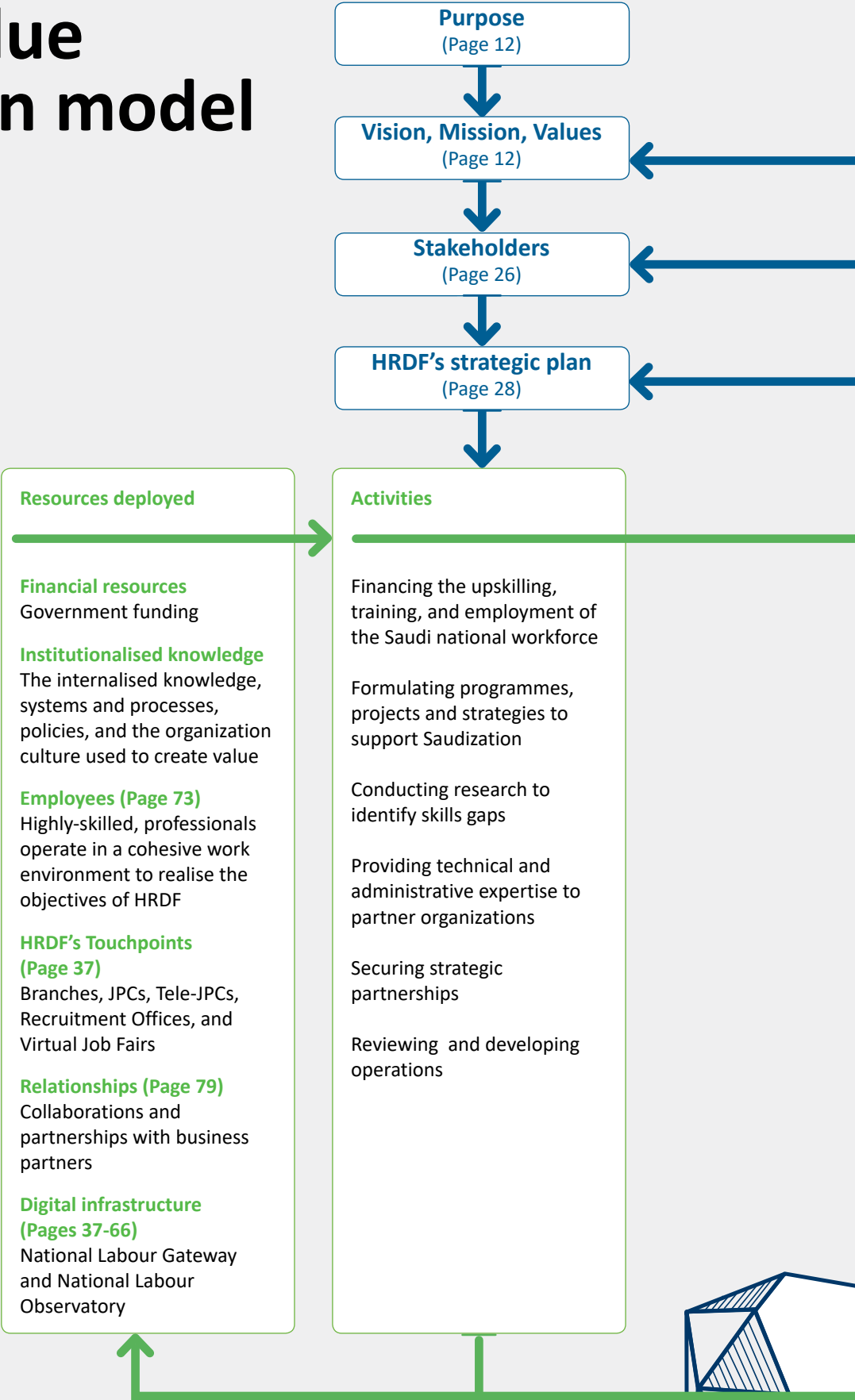
7,196,273 number of website views

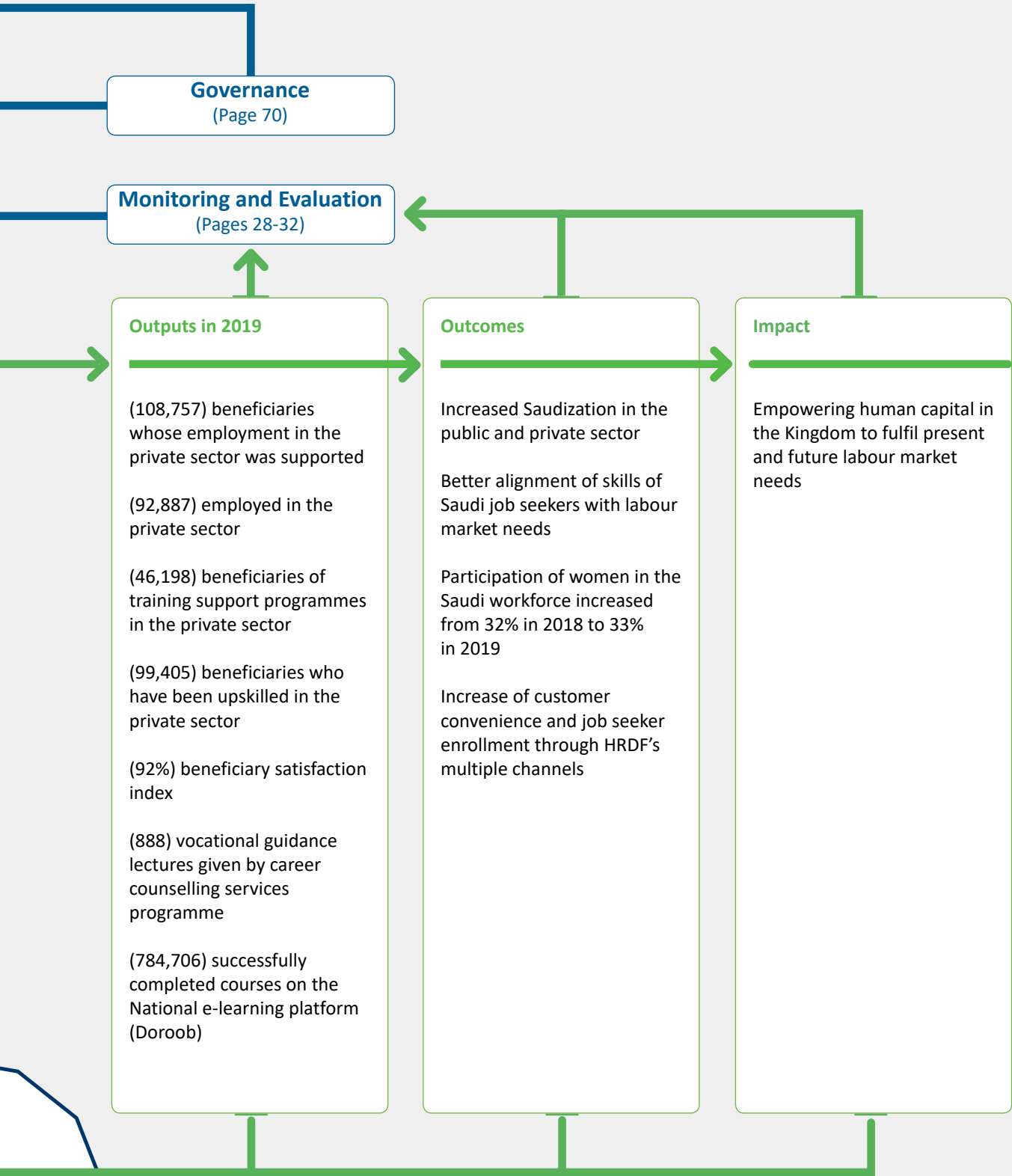
Average quality level of call centers are 91%



How we create value

Our value creation model





Stakeholders

In executing our strategy and carrying out our principal activities, we engage with a number of stakeholder groups. Stakeholders are individuals or groups that have an interest in HRDF and can have a substantial impact on our operations. Effective interactions with internal and external stakeholders is fundamental to creating value. HRDF’s National Labour Observatory provides accurate and reliable data for all stakeholders, offer analyses and feedback for our partners, and build a network of experts and specialists in order to overcome labour challenges and manage knowledge.

HRDF’s Stakeholders

Beneficiaries of HRDF’s activities			
Individuals and groups that benefit from our operations form our primary stakeholder group. These include job seekers, employees and employers, students, and small to medium entrepreneurs. We engage with them principally through our programmes in employment and training support, events, workshops and conferences, touchpoints, electronic channels, and online platforms.			
Methods of engagement			
<div> <div> Job seekers </div> <div> </div> <div> We guide job seekers on how to build CVs and personal brand, discover their career passion, prepare for job interviews, search for jobs, and offer placements that match their skills. </div> </div>	<div> <div> Employees and employers </div> <div> </div> <div> We provide subsidies for employers to employ Saudi nationals. Further, we hold workshops and conferences for employers to master interpersonal and leadership skills, workers’ rights and duties, labour market trends, and how to address challenges emerging from the operating context. In addition to offering subsidies to employees, we also offer training on emotional intelligence, job inclusion, problem solving, decision making, effective communication in the workplace, volunteering, innovation and creativity, and advice on maintaining work life balance. </div> </div>	<div> <div> Students </div> <div> </div> <div> We have a number of programmes aimed at preparing youth and students (high school students and diploma/college students) to enter the Saudi labour force. In addition to providing subsidies and vocational training, we guide students on how to explore jobs of tomorrow, choosing a educational stream to match the gaps in the Saudi labour market, choosing a career path, communication and problem solving skills, and personal planning. </div> </div>	<div> <div> Entrepreneurs </div> <div> </div> <div> We educate entrepreneurs through our programmes and electronic platforms, forums, workshops, and other means on labour market trends, institutional excellence, obtaining commercial franchises, building a brand, formulating business plans, creating financial schemes for SMEs, and etc. We also offer business opportunities, training, and financing solutions to entrepreneurs. </div> </div>

Government and regulatory authority

Our responsibilities are administered by our esteemed leadership are outlined in the Resolution of the Council of Minister No. 107, July 2000 and in the Royal Decree No. 18M. Though HRDF exists as a legal entity enjoying financial and administrative independence, the Fund comes under the purview of the Government of Saudi Arabia, the Ministry of Labour and Social Development, and the National Development Fund. Our purpose is to support Saudization of the Kingdom's workforce and through Government funding we carry out our activities in a transparent manner complying with all regulatory requirements.

Methods of engagement

Annual and quarterly reports



HRDF's Employees

Our team comprises highly-skilled, diverse set of professionals that operate in a cohesive, collaborative work environment to realise HRDF's strategic goals. There is a Human resource development plan in place that has inculcated a culture of learning. We prioritise enhancing skills of our team through various training programmes held throughout the year. Training programmes are developed by conducting a training-needs analysis to recommend professional certification programmes, specialised programmes, and other training programmes that are consistent with employee needs.

Methods of engagement

Meetings and workshops



Communicating updates via email



HRDF website



Performance management



Partners

HRDF has effected partnerships with a number of bodies which include academic institutions, researchers, Ministries and government bodies and commissions, private-sector employers, provincial governments, and other institutions in the implementation of our strategic goals and the execution of our principal activities. We have signed agreements and MoUs with various bodies which enhance our offering. Further, we collaborate with a number of business partners for outsourcing and to improve our internal efficiencies.

Methods of engagement

Meetings, workshop, and seminars

Exchange of data and information

Creating joint business reports

Supporting analytical studies

Sharing of experiences

Modern technical experiences

Quarterly Steering Committee meeting for all parties involved

HRDF's strategic plan

According to Royal Decree (13/A) dated Muharram 13, 1439 AH corresponding to October 4, 2017, the National Development Fund was established, which enjoys legal personality and financial and administrative independence, and is organizationally linked to the Prime Minister. It is also linked to many development funds and banks, one of which is the Human Resources Development Fund. In 2019, efforts were made to align and unify the strategic direction between the National Development Fund and the Human Resources Development Fund.

During 2019, a project was launched to review and develop the strategy of remove the represented by the Board of Directors and the Executive Committee - the owner of the project - and all its leaders and employees in cooperation with the best cadres of consultants in strategic planning at local and global levels. The aim of this project is to develop a strategy based on global best practices using proven scientific and methodological methods. The strategy was based on data from the labour market and not on intellectual assumptions.

While the project was in progress, HRDF adopted an implementation plan in 2019, based on targets that will be applicable until the project of developing and reviewing the strategy of the HRDF is complete.



The National Development Fund

The National Development Fund aims to raise the performance level of development funds and banks to enable them to achieve the goals intended from their establishment. Further, to align the goals and pillars of the Kingdom's Vision 2030 to economic and development priorities. The NDF has the ability to exercise the following broad powers:

1. General supervision on organization, control and implementation of development funds and banks.
2. Take the necessary measures to achieve integration and coordination between development funds and banks in a manner that contributes to achieving their goals.
3. Take the necessary steps to increase the adequacy of development financing and lending and enhance their sustainability in development funds and banks.

4. Review the terms of reference, strategies, organizations and structures of development funds and banks and their implementation plans in addition to applied financing and lending mechanisms and updating them as to meet the requirements of development priorities, without prejudice to the powers of the regulatory authorities, and report on requirements for completion of procedures in this regard.
5. Participate in representing the Kingdom in regional and international organizations, bodies, forums, and conferences related to the Fund's terms of reference.

Since the beginning of 2019, the National Development Fund exercised these powers by setting six key performance indicators for HRDF in order to record the numbers of nationals who have been employed and trained in the private sector in general and in small and medium-size enterprises (SMEs) in particular. These key performance indicators (KPIs) are directly linked to the goals of the Kingdom's 2030 Vision as shown in Figure No. 1 below, and will be linked in the future to the strategic goals of the Human Resources Development Fund after the completion of the approval of its strategy by the Board of Directors of the National Development Fund.

Key Performance Indicators for the National Development Fund

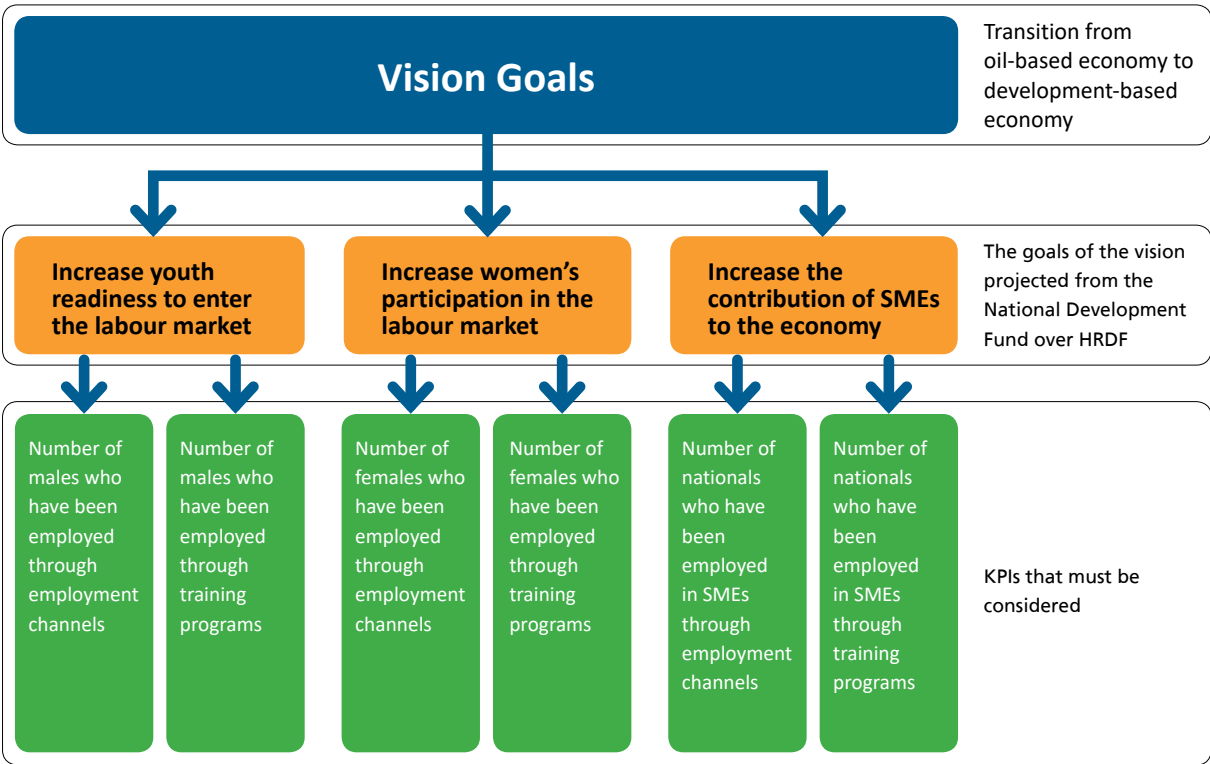


Figure No. (1) The key performance indicators projected from the National Development Fund

Project of Reviewing and Developing the Strategy of HRDF

The process of reviewing and developing the strategy of the HRDF began in May 2019. In line with the project plan, the stages of work and the implementation mechanism include the following:

1. Assessing the Status Quo Phase

- 1.1 **Data Collection and Review:** during this stage, data was collected from multiple sources and benchmarking comparisons were carried out at the local, regional, and global levels. Some of the most important reviewed and utilized data originated from studies done by the National Observatory of Labour of the HRDF.
- 1.2 **Internal Evaluation:** using a bottom-up approach, starting from the second row towards the executive row. During this stage, an internal evaluation was carried out with all internal stakeholders, and several individual meetings were held with some Excellencies, in addition to members of the Board of Directors and the Deputies of the General Director. Workshops were held for all the leaders of the Fund with representatives from sectors and general managers, and an electronic questionnaire was conducted to measure the participation of HRDF's employees.
- 1.3 **External Evaluation:** during this stage, an external assessment was carried out to determine the needs of all external stakeholders. Several individual meetings were held with Ministers, Governors of funds and authorities, and Chief Executives of the 2030 Vision programmes, in addition to sister and private institutions that are linked to the stages of supply-to-demand.

Additionally, a workshop was held for Chief Executives and human resources managers from various parts of the private sector, including technology and communications sector, tourism and hospitality sector, financial services sector, retail, trade and personal services sector, health care sector, food and agricultural industries sector, transport and logistics sector, and contracting and real estate sector.

An electronic questionnaire was also conducted to measure the participation of students and recent graduates job seekers on the National Labour Gateway (Taqat), in which more than (40,000) beneficiaries participated.

- 1.4 **SWOT Analysis:** the outputs of the internal evaluation stage were used as inputs to aid in building the components of HRDF's strategy for this stage and to reach the final results of the analysis of strengths, weaknesses, opportunities, and threats.
- 1.5 **PESTLE Analysis:** the outputs of the external evaluation stage were used as inputs in this stage, in order to reach the final results of the analysis of the external, political, economic, social, technical, environmental, and legislative influencing factors and reconfigure the tools and targets of the fund. The tools of HRDF include financial assets, upskilling, and big data. While the fund's targets include SMEs from the demand side, and medium and high skills from the supply side.

2. Strategy Redesign Phase

- 2.1 **Review of HRDF's Strategy:** this stage included a review of the previous strategy of HRDF and the stages of the annual implementation plans that emerged from it, in addition to determining possible improvement points that can be developed in the next stage.
- 2.2 **The HRDF's Grand Strategy:** this stage included the formulation and definition of the vision, mission, strategic goals, key indicators, initiatives and values, in addition to, the value chain of HRDF's role, and the operational model needed to activate the strategy throughout the first level of the administrative structure.

3. Updated Strategic Plan Development Phase (the active phase)

- 3.1 **HRDF's Operational Strategy:** goals are ambitiously transformed into key indicators, then linked through initiatives assigned to first-level management units and operational performance indicators to a financial 3- year feasibility model in order to create a budget. This budget is based on annual targets and projects that follow a domain model and an approved project plan with its required budget. Budgets receive quarterly updates as a measure of achievement in addition to yearly ones based on new projects, initiatives, goals, and strategic indicators.
- 3.2 **Annual Implementation Master Plan:** annual implementation plan 2020 will be built on the basis of the initiatives' financial viability, their work progress monitoring methods, their measured achievement, and impact percentage.
- 3.3 **Implementation phase:** this stage includes monitoring of the status quo, change management, communication management, and achievement accomplishment process. It also includes measuring the satisfaction of beneficiaries and what was carried out during the current year in terms of:
- Meeting the scope of work (outputs)
 - Achieving and meeting the desired benefits from implementation (impact as a measurable number)
 - Unachieved sections of the strategy
 - Inputs necessary to plan for next year
 - Change record sequenced historically

Implementation Plan 2019

The implementation plan consists of two phases:

First Phase: Planning

In February 2019, several meetings were held to review previous key and operational indicators and to introduce operational indicators in line with development plans which are aimed at reaching harmony and mutual understanding within all sectors and public departments. A baseline was also set for all key and operational indicators and an implementation plan for 2019 consisting of seven targets was reached. This implementation plan consists of six key performance indicators - as shown in Figure No. (2) below- in addition to (42) approved operational key performance indicators. The plan's implementation mechanism was designed through which implementation can be monitored by His Excellency the Director General of HRDF.

In order to manage and ensure the execution of the implementation plan, nine workshops were held in March to discuss the implementation plan approved by His Excellency the Director General for all sectors and public administrations, in the presence of sector representatives, general managers and others who were nominated by the sector to attend, in addition to representative of portfolio managers from each sector from the Project Management department and the Development and Strategic Planning department team. The workshops included review and discussion of the required targets, KPIs and operational KPIs for each sector and a review of implementation models for initiatives and projects. Sector services and public service departments were listed and include shared services sector, operations sector, Legal Affairs department, Media department, Quality and Institutional Excellence Department. In light of the workshops' results, the process of completing forms, agreements and work plans was initiated and reviewed with sector representatives and managers.

During April, all sectors and public departments completed their forms, agreements, and work plans that were subsequently approved by sector deputies as agreements (scope) and by managers as an implementation plan (timeframe). Targets were applied on the performance management system and results were linked with the annual appraisals for 2019 in coordination with the department of Human Resources.

Second Phase: Execution

The beginning of May witnessed the start of the execution phase of the implementation plan for 2019. This phase is monitored on a weekly basis through a submitted response report that details the response status of administrative units in terms of timely delivery at the start of each month in addition to late deliveries, and unresponsive units, in order to allow for direct and quick corrective actions to be taken. After data is received, it is reviewed, verified, and monitored against the target to determine performance levels of administrative units and gauge continuous achievement of monthly targets by the public sectors and departments.

Implementation Plan Key Performance Indicators

Strategic KPIs		Achieved	Target
Number of beneficiaries whose employment in the private sector was supported	➔	108,757	155,755
Number of beneficiaries employed in the private sector	➔	92,887	85,000
Number of beneficiaries of training support programs in the private sector	➔	46,198	61,969
Number of beneficiaries upskilled in the private sector	➔	99,405	90,000
Overall beneficiary satisfaction with HRDF’s services	➔	92%	88%
Institutional excellence achievement index	➔	33%	50%

Figure No. (2): Implementation Plan Key Performance Indicators

Challenges and Proposed Solutions

HRDF faces multiple challenges and difficulties in the labour market, which it works to confront by providing programmes and services to clients and updating and developing the support mechanisms present in its various programmes. This is achieved according to developments in the labour market and in response to and in alignment with the Kingdom’s Vision 2030.

Below is a review of the most prominent challenges and difficulties facing HRDF and their proposed solutions.

Challenges and Difficulties	Proposed Solutions
Appeal of employment opportunities present in the private sector is weak, especially to women despite the availability of qualified cadres	Create new methods that motivate the private sector to localize jobs in line with the directives of the Ministry of Labour and Social Development. Facilitate the mechanism and requirements for women’s employment in the private sector and provide them with an attractive environment.
Educational outcomes are not aligned with labour market requirements.	Work with relevant authorities to provide studies that define future labour market needs. Conduct an exhaustive review of all educational programmes and specializations according to a comprehensive plan with the participation of all relevant authorities to be led by the Ministry of Labour and Social Development and the Ministry of Education.
The numbers of jobseeker are not aligned with the number of available job opportunities in remote areas.	Educate business owners and job seekers about remote work and work from home options and intensify and encourage self-employment as a way of generating more job opportunities in remote areas.
Weak commercial activity and the small size of establishments in remote areas.	Expand economical and commercial activities in remote areas to create job opportunities attractive to the labour market available in these areas.
Poor performance of private training institutes in appropriately and sufficiently qualifying graduates to meet the needs of the employing facilities.	The Technical and Vocational Training Corporation undertakes the process of submitting these training institutes to quality and performance control in addition to evaluations based on high standards and foundations, in order to achieve the aspirations of the beneficiaries in the labour market.
Failure of private sector establishments in responding to Saudization strategies, which negatively affects chances of attracting national workers.	Motivate the private sector by changing the negative perception towards investment in human resources and promote Saudization as a shared responsibility through offering educational programmes and initiatives in this field.
Many job seekers applying to the job market lack knowledge of their preferences and abilities when identifying and selecting jobs, which leads to their non-continuation.	Create a systematic and comprehensive vocational guidance and education programme for all labour market participants, whether employers or job seekers, in order to achieve job stability.
Low wage levels offered in private sector jobs compared to the public sector.	Develop a wage protection programme to ensure wage suitability for private sector jobs. Issue legislation that contributes to raising the wages of Saudi nationals in the private sector and reducing working hours in line with the Saudi labour system.
Some establishments are not keen on offering training opportunities for job seekers through training programmes dedicated to them.	Create incentive plans to encourage establishments to offer training opportunities that meet the vocational needs of these facilities.
Some nationalities dominate certain professions which leads to “occupational exposure” in the Kingdom’s labour market.	Create professional training programmes specifically for these occupations.

Engagement and impact

Overview of HRDF’s offering

HRDF’s vision of creating a sustainable and productive national workforce is a critical enabler for uplifting the Saudi labour market and driving the Saudi economy. To achieve our purpose, HRDF offers a diverse range of programmes and services divided as follows:

Providing support for recruitment and training for Saudization of the private sector

Employment support channels			Employment support programmes		
1.	Branches	A	1.	Upskilling programme	E R
2.	Job placement centres	A	2.	Hafiz	J
3.	Tele-job placement centres	A	3.	Job commitment bonus	J
4.	National employment offices	A	4.	Full-time subsidy programme	E R
5.	Electronic recruitment fairs	A	5.	Part-time subsidy programme	E R
6.	University recruitment offices	A	6.	Freelance subsidy programme	N
7.	Recruitment fairs “Liqaat”	A	7.	Tele-work programme	E R
			8.	Direct employment subsidy programme	E R
			9.	Additional wage support	E R
			10.	Tawafuq Employment of persons with disabilities programme	S
			11.	Teachers subsidy programme in private schools	E
			12.	Subsidising the wage of dialysis	S
			13.	Women’s work support programmes (Feminisation of shops and feminisation of factories programmes)	W
			14.	Small enterprise owners support programme	N

- A

 All
- E

 Employees
- J

 Job seekers
- N

 Entrepreneurs
- R

 Employers
- S

 Special needs
- W

 Women
- Y

 Youth

Training support programmes			Enablement and creativity programmes		
1.	Training in non-profitable institutes programme	J	1.	Qurrah Working women childcare programme	W
2.	SABIC National Saudization project	J	2.	Wusool Transportation of working women programme	W
3.	Tamheer On-the-job training programme	J	3.	9/10th programme	N
4.	Rehabilitation programme for graduates of health diplomas in the Red Crescent Authority	E R	4.	Subol Career education and development programme	Y J E
5.	Refresher programme for health diploma holders – MOH	J	5.	HRDF Leadership Academy	A R E
6.	Rehabilitation of the Faculties of Science female graduates programme in the health sector	J			
7.	Doroob	A			
8.	Professional career certificates support programme	Y J			
9.	Mahir Job seekers training programme	E J			
10.	College of Excellence training subsidy programme	Y J			
11.	Nationalization of 12 retail activities	J			
12.	Training to employment subsidy programme outside the establishment	J			
13.	Safi Summer training programme	R W Y			

Providing programs, services, and studies, responding to labour market changes, and fulfilling customer expectations

1. Measuring customer satisfaction
 2. Mystery shopper
 3. Call centres
 4. HRDF website
 5. National Labour Observatory

Achieving excellence in performance and efficiency of human, financial, and technical resources

1. Internal development and audit
 2. Project management department
 3. HRDF’s human resources plan
 4. Institutional excellence of HRDF’s technical environment

Providing support for recruitment and training for Saudization of the private sector

This section focuses on the support provided to job seekers in the private sector. These range from financial assistance, contributing to the costs of upskilling and training, offering subsidies to employees and employers, and formulating programmes to support Saudization.

The employment support channels like National Labour Gateway Taqat and all touchpoints of HRDF offer a number of different services which include and not limited to job search assistance, job referral, placement assistance for job seekers, and recruitment services to employers with job openings.

HRDF provides a number of programmes to serve job seekers, employees, and employers in the private sector. We are also committed to empowering women and focus on creating opportunities for women.

HRDF's employment support programmes like *Qurrah* The working women childcare programme and *Wusool* The working women transportation programme, facilitate women who are in the workforce and who are ready to enter the workforce.

HRDF also has a number of enabling programmes aimed at diverse groups of people like persons with disabilities and those suffering from kidney disease. The following section is an extensive discussion about the myriad programmes and services offered by HRDF and how they performed during 2019.

Employment and training support channels

HRDF uses multiple channels to target employers and researchers to support the recruitment and training services to increase the Saudi workforce.

Taqat National Labour Gateway

Taqat is an integrated platform that translates human resource development policies and visions of The Kingdom to support the national economy with a qualified workforce.

It aims to create a high-quality digital job market to develop the competitiveness of the Saudi workforce, to empower job seekers, and to increase Saudization. The most important benefits of Taqat are:

- Provide a unified and integrated platform for all parties in the labour market
- Enhance labour market transparency and provide data to support decision-making
- Provide tools to manage the labour market and activate its programmes and policies
- Reduce dependency on expatriates
- Enhance Saudi workforce competitiveness
- Support human resource development according to actual labour market needs
- Provide employment services
- Provide training services

National Labour Gateway structure of systems


Matching system
(Between job seekers and vacancies)


SMS and email gateway


Mobile application


Unified wages system


Electronic platform


Customer services management system


Business intelligence system

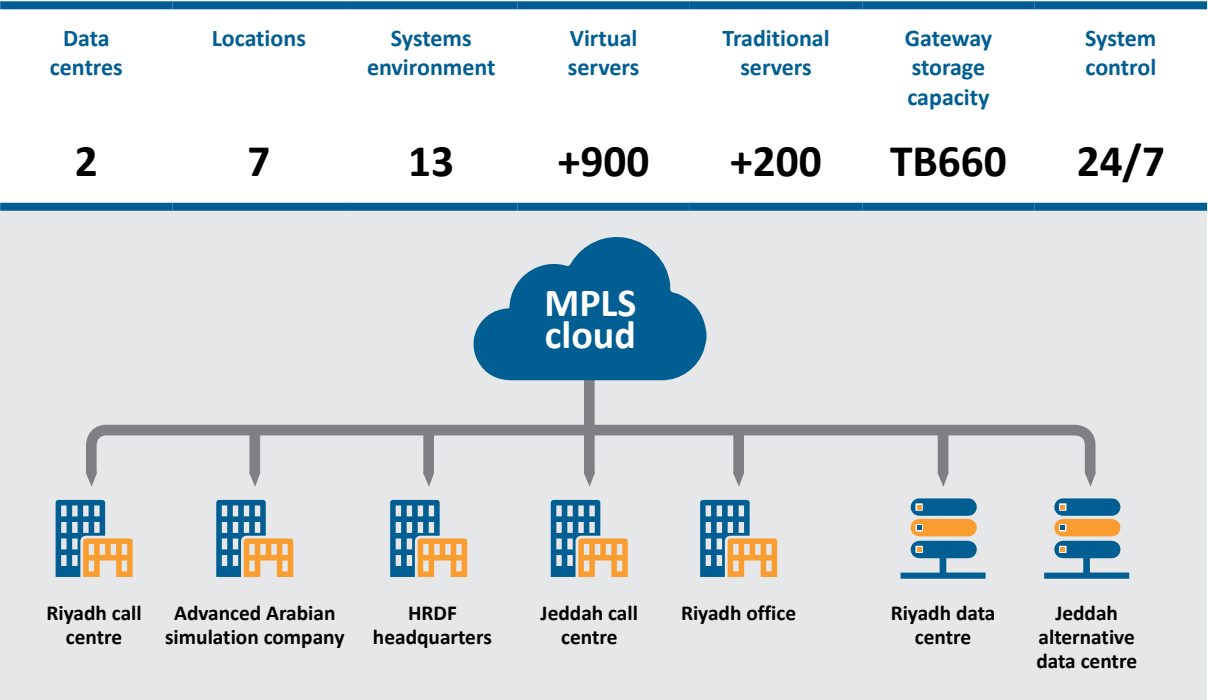

Database


E-training system


Eligibility system


Payment systems

National Labour Gateway structure



National Labour Gateway services and platforms

Find your ideal job with TAQAT

Job Title, Skills, Company etc.

Location

Search Training and jobs

Compare supply to labour market

Create and authenticate CV

Review and apply for job post

Schedule interviews and job offers

Share links of job posts

Receive messages, alerts, and notifications

Create a career development plan

Make use of Arab Standard Occupational Classification (ASOC)

Recruitment platforms

Individuals service

- › Create and update CV
- › Determine career desires
- › Review recommended jobs
- › Search in offered jobs
- › Apply for jobs
- › Receive invitations to apply for, receive, and accept job offers
- › Refer job seekers to recruitment channels
- › Authenticate CV

Employer services

- › Create an account and log in
- › Search for CVs
- › Publish job posts
- › Review recommended candidates
- › Send invitations to apply for, receive, and accept job offers
- › Submit labour recruitment applications

Service providers services

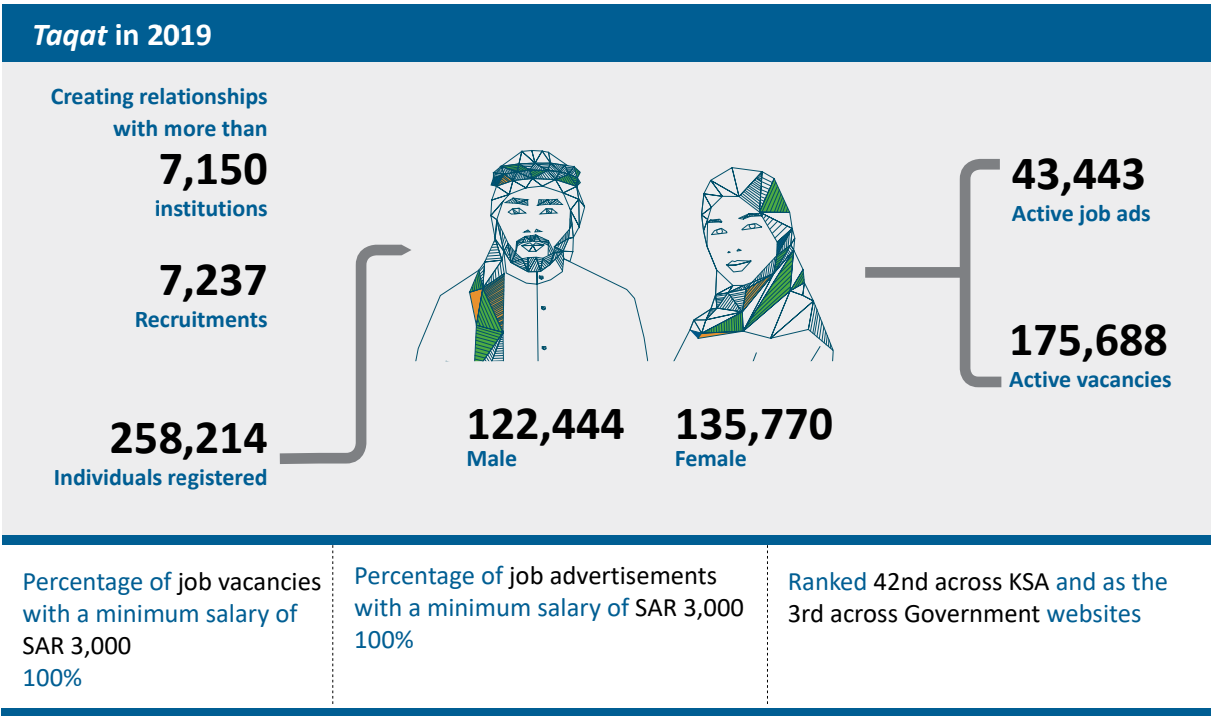
- › *Taqat* rehabilitation and recruitment centres
- › Private recruitment offices
- › HRDF branches
- › Job fairs services

Training platform

- › Management of training support programmes
- › Management of training providers
- › Management of training courses
- › Management of training content
- › Management of training Courses schedule
- › Register for training courses
- › Management of training Course attendance
- › Refer job seekers to courses

Programmes platform

- › *Hafiz* searching for employment programme
- › *Hafiz* difficulty in finding employment programme
- › Employment support programme
- › Job commitment bonus programme
- › *Tamheer* on-the-job training programme
- › *Wusool* programme
- › *Qurrah* programme
- › Professional certificate programme
- › Freelance subsidy programme
- › Saudization growth programme
- › Part-time subsidy programme
- › *Hawafiz* programme (Nationalization Support System)
- › Upskilling programme
- › *Safi* summer training programme
- › Training to employment subsidy programme

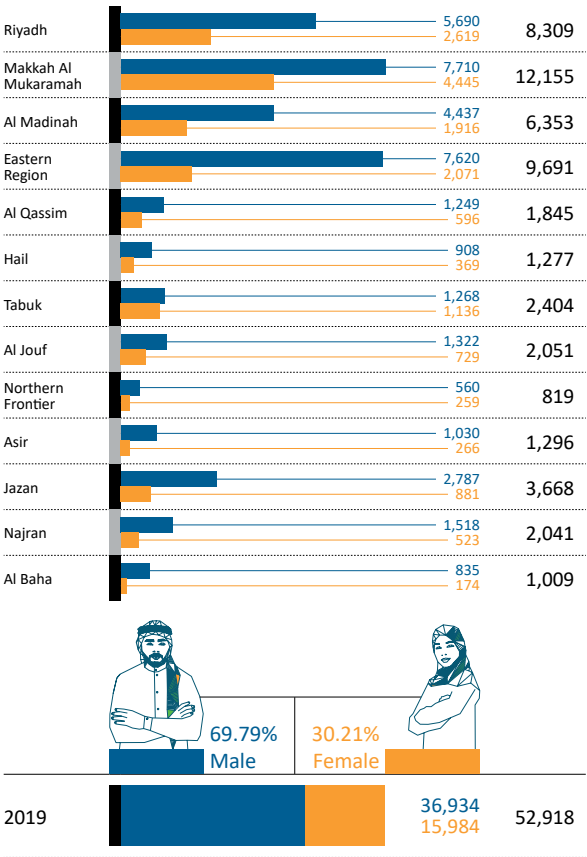


HRDF’s touchpoints

HRDF’s touchpoints provide services to job seekers in all regions through mobile branches, employment centres, and employment offices located in the Kingdom.

Branches

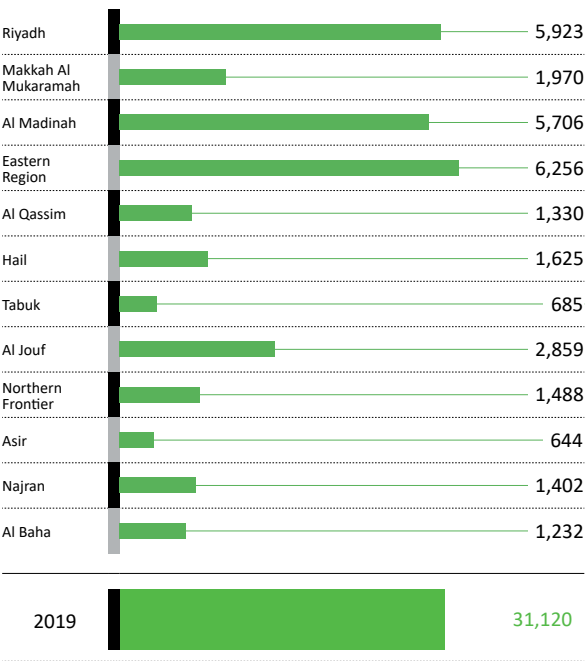
HRDF’s branches are the primary point-of-contact of the Fund. In 2019, there were 22 HRDF branches in KSA. They are responsible for providing HRDF’s services and creating job opportunities in coordination with the private sector. They align job seekers with appropriate job opportunities, and provide professional guidance where necessary. Further, they organize workshops, job meetings, and provide career and HR counselling. In 2019, 52,918 were recruited through HRDF branches.



Mobile branches

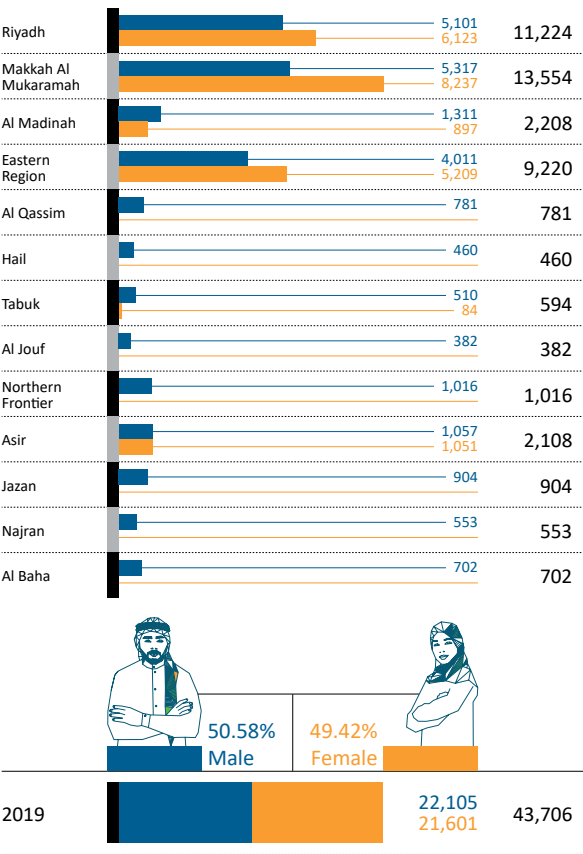
HRDF’s mobile branches are deployed across the Kingdom to provide services such as:

- Introducing customers to HRDF’s programmes and services
- Respond to customer inquiries about employment and training support
- Addressing customer grievances and resolving issues
- Offering career opportunities for job seekers
- Covering regions that do not have fixed branches
- Conducting field visits to existing entrepreneurs



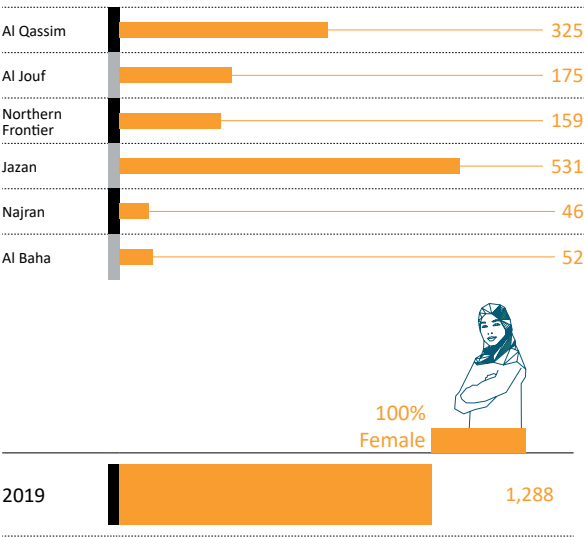
Job placement centres

These centres aim at promoting productive and continued employment by developing inclusive training and employment strategies for male, female, and people with disabilities. They enable employers to respond to labour market changes and implement policies which leave a positive impact on economic growth and investment. The total number of job placement centres reached 47, of which 24 are for males, 16 for females, and 7 are remote centres.



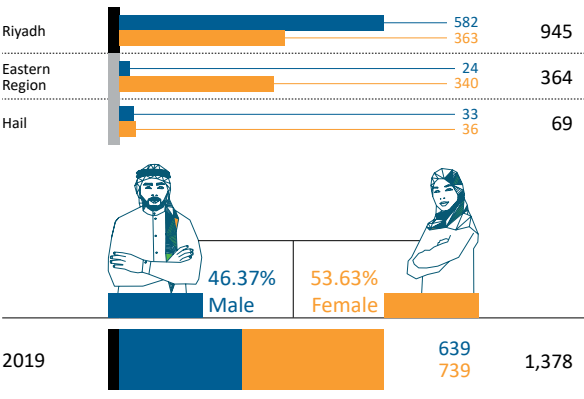
Tele-job placement centres

These centres aim to promote productive and continuous employment by developing employees and job seekers according to the latest standards followed. These centres also provide post-employment services that help in job stability and development. There are 7 tele-job placement centres distributed in the regions of the Kingdom.



University recruitment centres

These offices aim to establish strategic partnerships between HRDF and universities to achieve the common goal of employing university graduates and students.

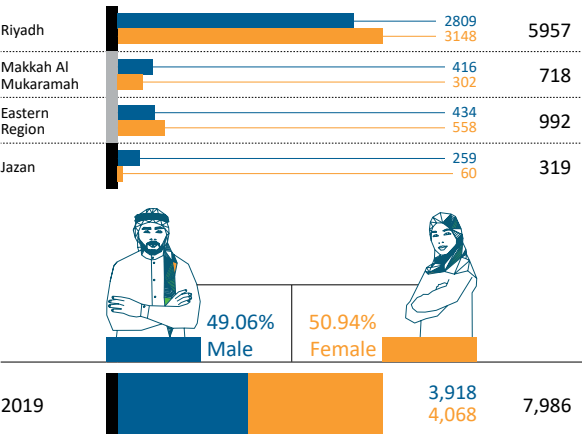


Private employment offices

These offices offer access to the largest number of private establishments and job seekers. The number of employment offices has reached 16 in Riyadh region.

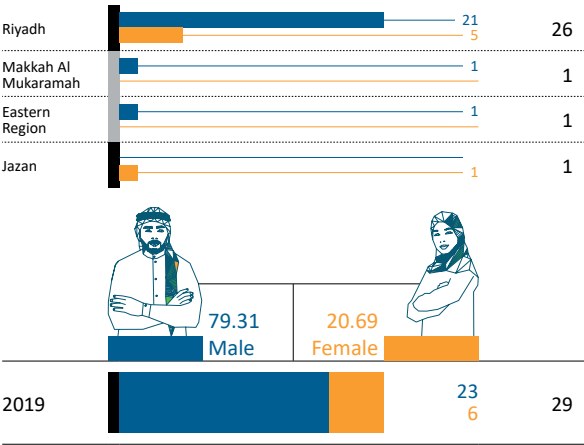
Liqaat Employment fairs (Riyadh, Jeddah, Dammam, Jizan)

These fairs bring together researchers, job seekers and caretakers of private sector, students (secondary level and above), employees and employers of the private sector, entrepreneurs and women entrepreneurs, and persons with disabilities employed in the private sector to encourage, and facilitate participants. The fairs also include reviewing of vacancies and job placement at no charge.



Electronic recruitment fairs

The electronic job fairs brings together job seekers, business owners on one virtual platform. They can communicate through a various number of tools including email. In 2019, participating establishments reached 42 with 29 beneficiaries.



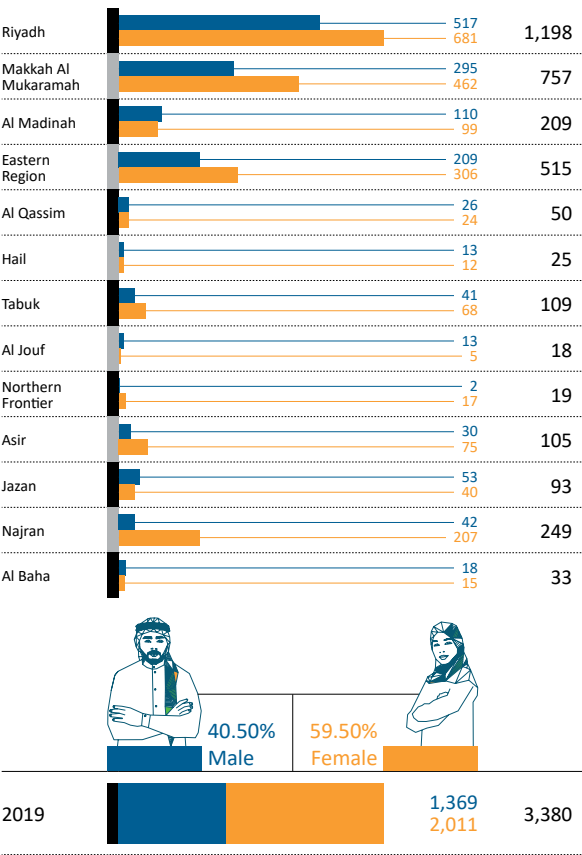
Employment support programmes

These programmes and services are aimed at increasing the employment opportunities of individuals to match the needs of the labour market, increasing Saudization, and supporting their continuation on the job.

Upskilling programme

It aims to support the employment of researchers and job seekers in the private sector and raise their skills while on the job. The programme is entitled to additional support in the following cases: Female employment, employment of persons with disabilities, employment in small villages and towns, employment in small and medium enterprises, and employment in critical occupations.

The Fund provides support with a subsidy of 30% of the salary for the first year. The percentage is reduced to 20% for the second year and 10% for the third year. The minimum wage for the subsidy is SAR 4,000 and the maximum wage is SAR 15,000.

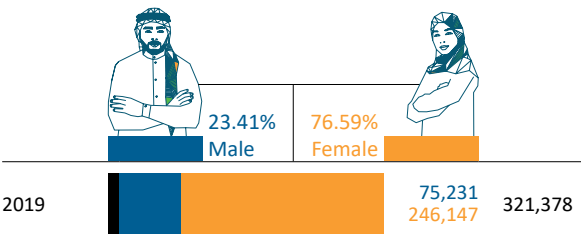
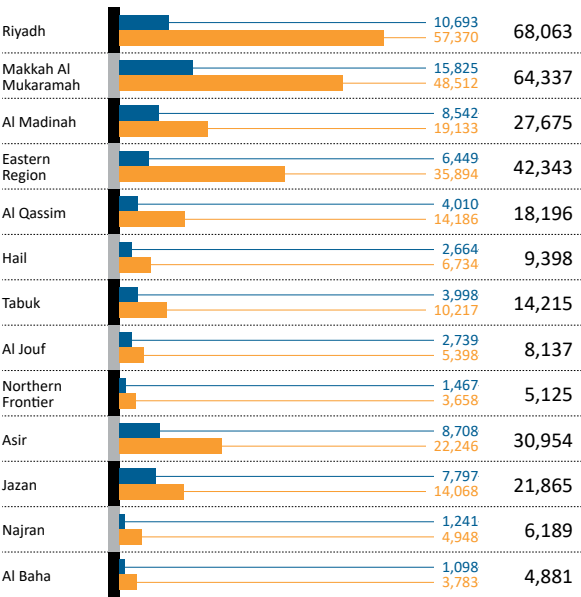


The National Job-Seeker Support Programme (Hafiz)

This programme supports job seekers to find appropriate and sustainable jobs and provide them with the necessary skills and resources in order to join the labour market. It consists of the *Hafiz* Searching for Employment Programme and the *Hafiz* Difficulty Finding Employment Programme. Each programme targets a certain segment of job seekers according to certain eligibility requirements for receiving benefits.

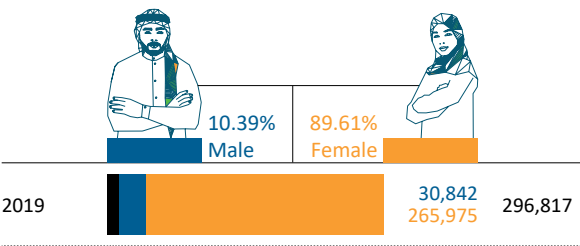
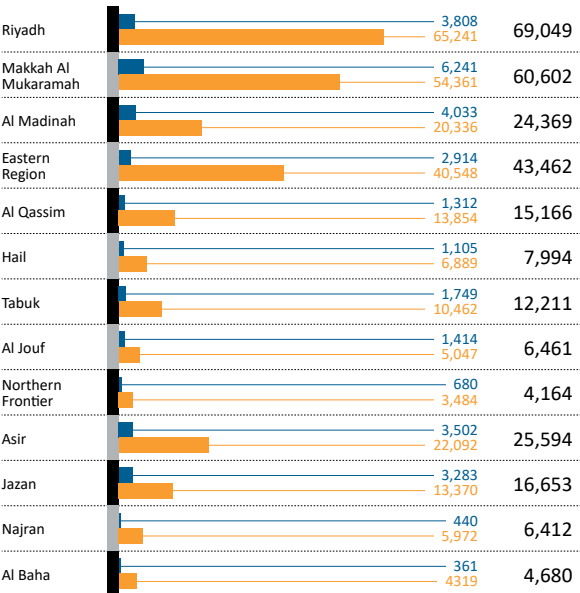
Hafiz Searching for employment programme

The *Hafiz* searching for employment programme provides a monthly financial assistance of up to SAR 2,000, targeting young job seekers between 20-35 years who fulfil the subsidy eligibility requirements.

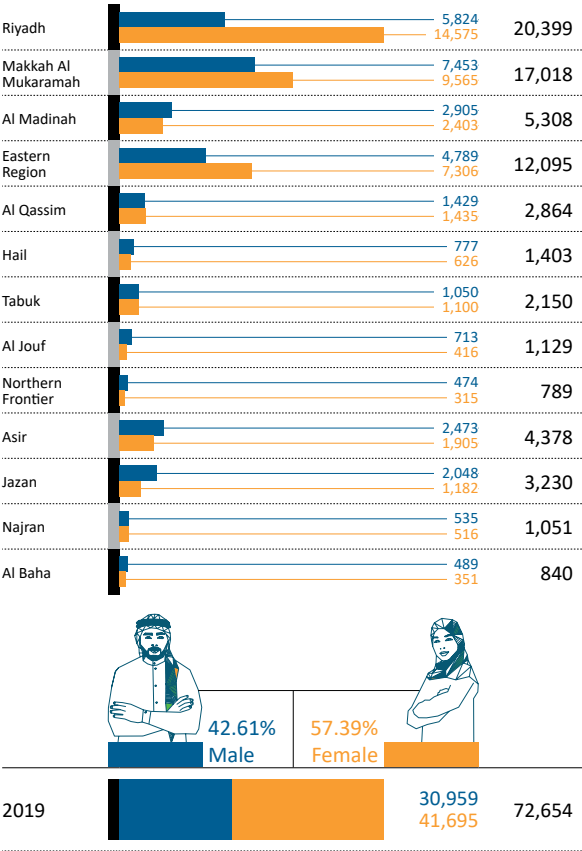


Hafiz Difficulty in finding employment programme

This programme provides financial incentives for those seeking employment with a starting with an amount of SAR 1,500 per month for the first four months, then SAR 1,250 for the second four months, then SAR 1,000 for the last four months. The program targets job seekers who are over the age of 35 up to 60 years.

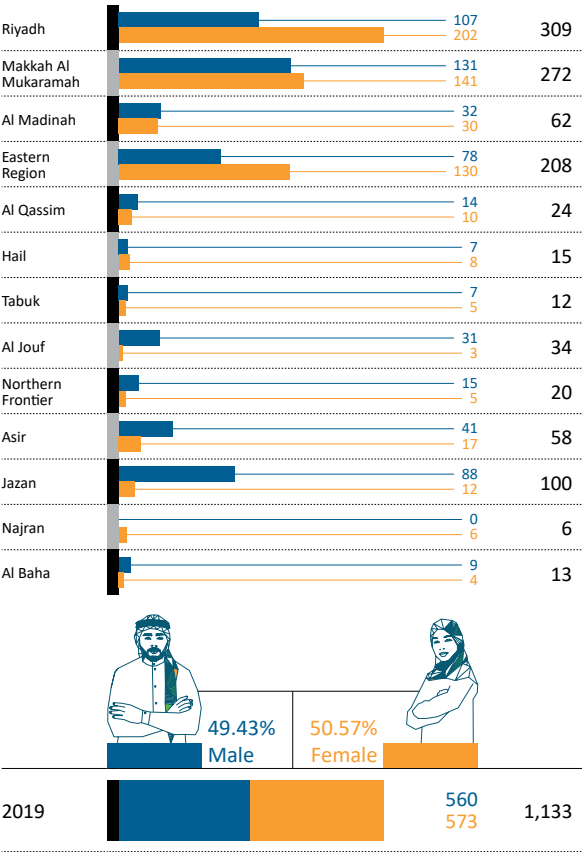


Total recruitments through the *Hafiz* programmes



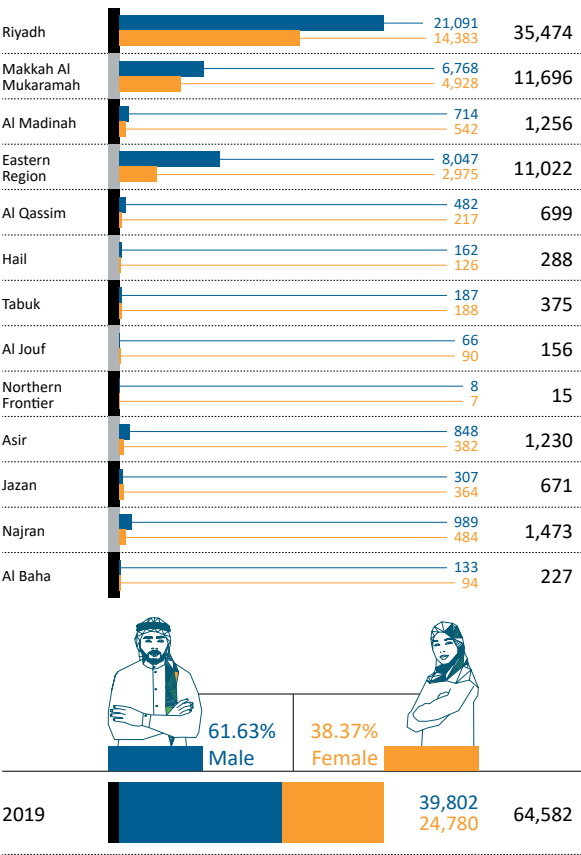
Job commitment bonus

This programme aims to provide financial rewards for job seekers registered in the *Hafiz* programmes as a form of incentive to motivate them to find employment and settle in it. The programme offers financial rewards of up to SAR 24,000 paid in three or four instalments up to 24 months since the date of commencement. The beneficiary is obliged to remain with the same employer for that period of time. This programme was discontinued in January 2018.



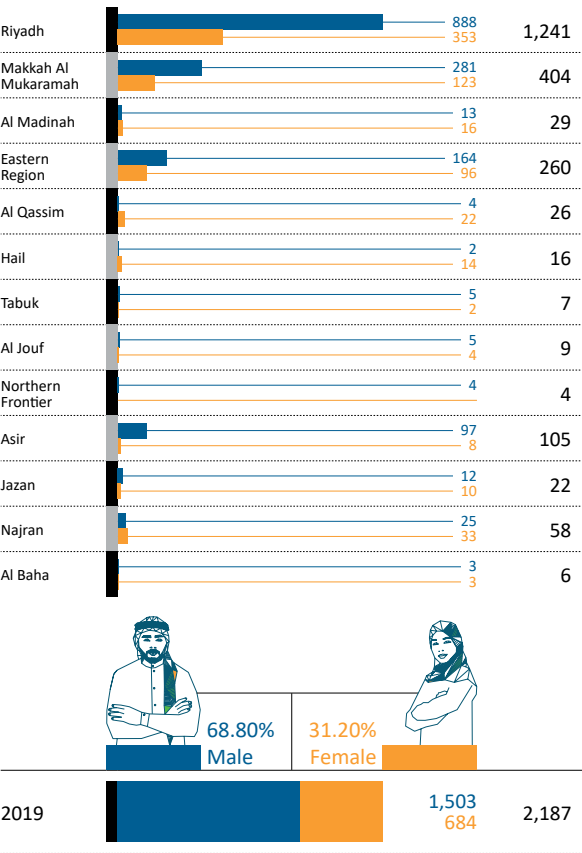
Full-time subsidy programme

This programme aims to support the increase of Saudization levels in private sector establishments by contributing 20% of new female employees' monthly salary calculated according to Saudization growth and 15% of new male employees' monthly salary calculated according to Saudization growth. The total beneficiaries reached 64,582. This programme discontinued in September 2019.



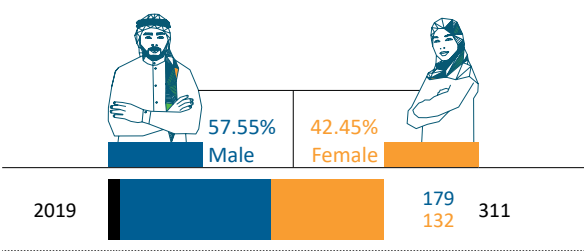
Part-time subsidy programme

This programme aims at supporting the growth of Saudization in private sector establishments and activating the mechanism of part-time employment. HRDF contributes SAR 300 to private sector companies as a percentage of the 1,500 social insurance of new employees. This subsidy is credited directly to the account of the General Organization for Social Insurance on a monthly basis. The programme was discontinued in September of 2019.



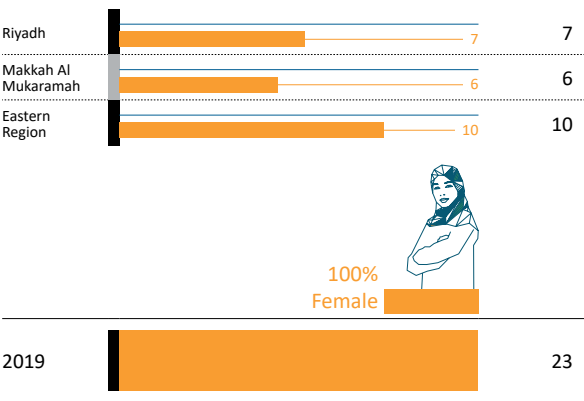
Freelance subsidy programme

The Freelance subsidy programme offered by the Human Resources Development Fund aims to provide social protection for entrepreneurs and encourage self-employment. The number of beneficiaries of the programme for the year 2019 were 179 males and 132 females. The programme has been discontinued as of May 2018, although support continues to be disbursed to existing beneficiaries.



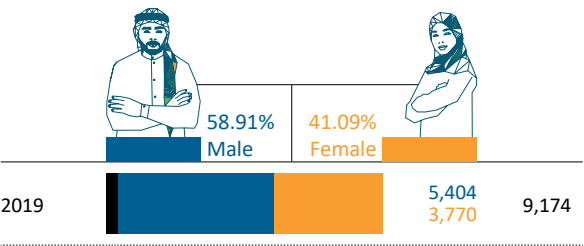
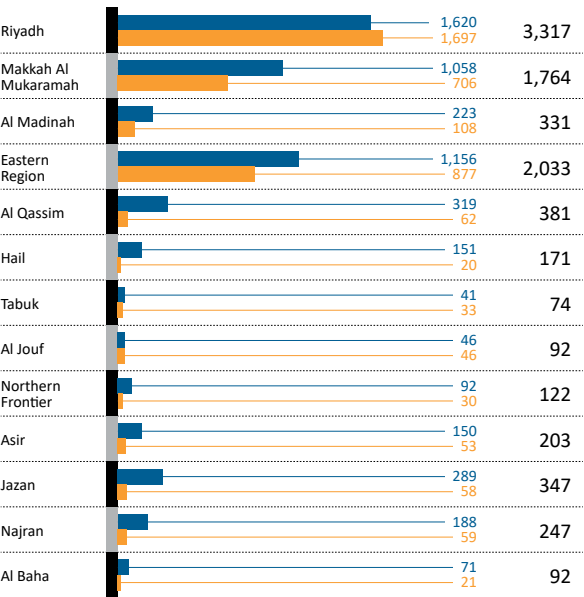
Tele-work programme

This programme is aimed at providing Saudi women job seekers and people with disabilities to connect with employers. Job seekers given three options to either work from home, through remote job centres or, rehabilitation centres. The programme was discontinued in October 2017.



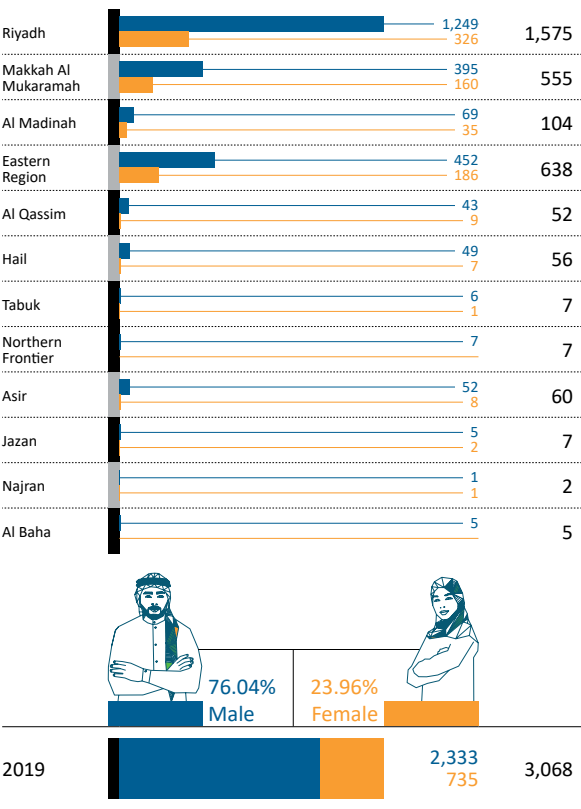
Direct employment subsidy programme

This programme aims at recruiting job seekers in private sector establishments who wish to employ male and female job seekers by providing salary up to 50% and not exceeding SAR 2,000 per month for the period of support (24 months). The programme was discontinued in September 2017.



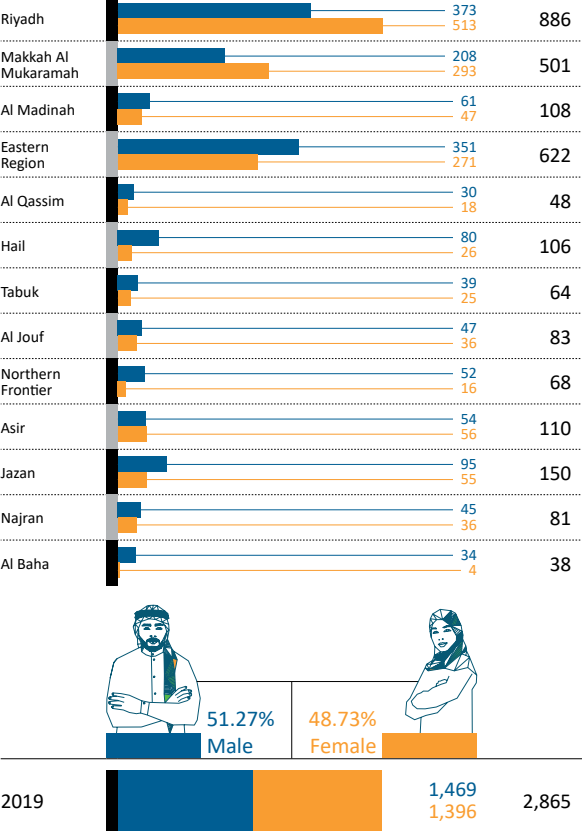
Additional wage support

This programme aims to stimulate enterprises to enable Saudi job seekers to join the opportunities available in the private sector. The programme offers financial support for recruitment of Saudi nationals in facilities classified in the platinum and green ranges of Nitaqat programme. A business entity can enrol a maximum of 20% (in the platinum range) and 15% (In the green range) of its Saudi employees in the additional support programme provided that the beneficiaries are qualified according to the eligibility requirements of a candidate. The programme stopped taking support applications in October 2017.



Tawafuq Employment of persons with disabilities programme

This programme supports and enables job seekers with disabilities to be employed in the private sector. The core principles of the programme are right to equal opportunity, inclusion, skills, disability confidence, and services. These principles are applied by adopting standards to achieve inclusiveness and to develop policies, procedures and development tools for on-the-ground implementation and job training. The programme monitors and document information about its participants.

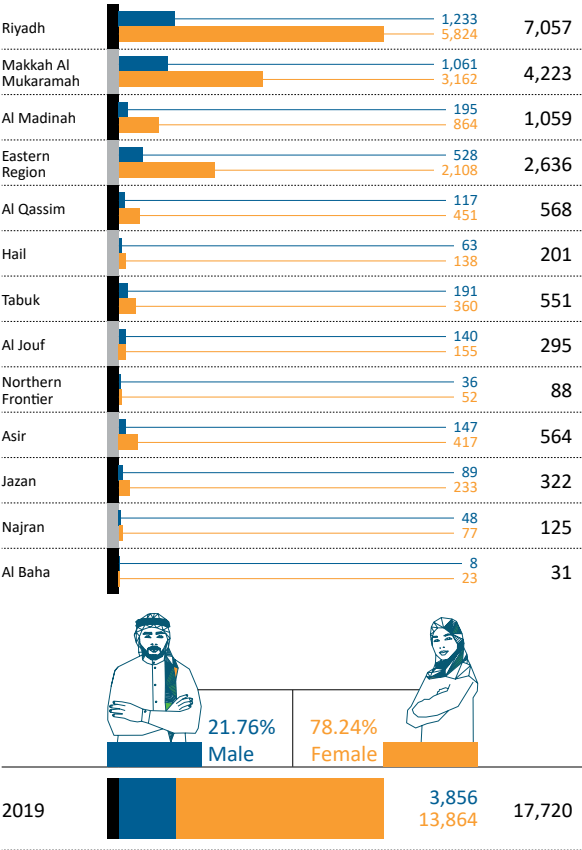


Subsidising the wage of dialysis days

This programme aims to motivate private sector companies to employ renal failure patients and help them continue in their jobs in order to achieve job stability, provided that HRDF compensates these companies for the wage of leave taken by such employees in order to undergo hemodialysis. The total number of beneficiaries reached 6 in 2019.

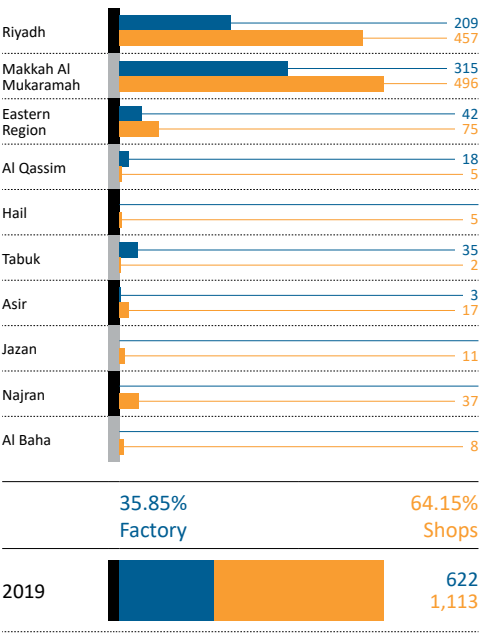
Teachers subsidy programme in private schools

This programme is aimed at improving the working conditions and to increase the functional ability of male and female teachers in private and foreign schools. HRDF supports this programme through financial means by fulfilling the minimum wage requirement of SAR 5,000 and a transportation allowance of SAR 600. It was decided by the Supreme Decree No. (47632) dated 10/04/1437H, which stipulated the duration of the support programme is five years, and accordingly it has been suspended. The programme stopped taking support applications in September 2017. The total beneficiaries of the programme for 2019 is 17,720.



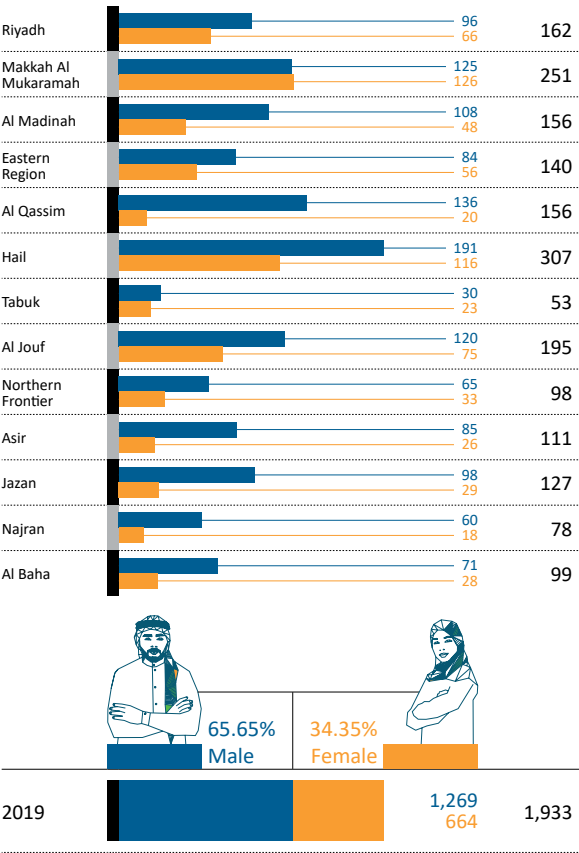
Women’s work support programmes (Feminisation of shops and feminisation of factories programmes)

The objective of this programme is to increase the opportunities for women to work in private sector establishments in line with their qualifications as per the needs of the labour market and according to the women employment regulation decisions issued by the Ministry of Human Resources and Social Development through a unified recruitment and training support mechanism for up to three years in accordance with the specified controls. The programme stopped taking support applications in October 2017. However, the Fund continues to support those who joined prior to its discontinuation. In 2019, there were 1,113 beneficiaries from the feminisation of shops programme while there were 622 beneficiaries of the feminisation of factories programme.



Small enterprise owners support

This programme is aimed at supporting and encouraging Saudi nationals who operate small businesses. Through the programme, financial support is provided for the management of these small businesses. The programme stopped taking support applications since the end of 2018. However, the Fund continues to support those who joined prior to its discontinuation.



Training support programmes

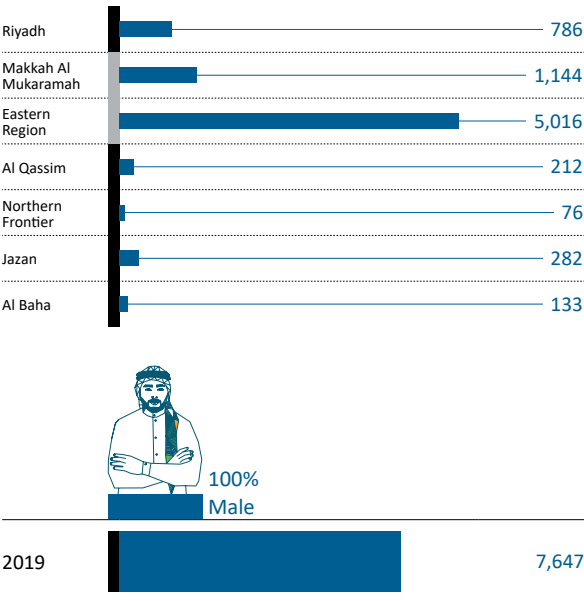
HRDF recognises that training and development of the Saudi national workforce is an essential component of employment support. HRDF offers a multitude of training programmes to train and develop the national workforce in order to further their job opportunities and support their stability in the private sector.

Training in non-profit institutes programme

This programme aims at qualifying job seekers in unique specialisations and to support their employment within the private sector. The Technical and Vocational Training Corporation (TVTC) provides training as non-profit training bodies. The programme supports specialised requirements in target sectors such as oil, construction, drilling, electricity services industry, dairy and food, electronics, and others. The number of beneficiaries of the programme reached 7,647 in 2019.

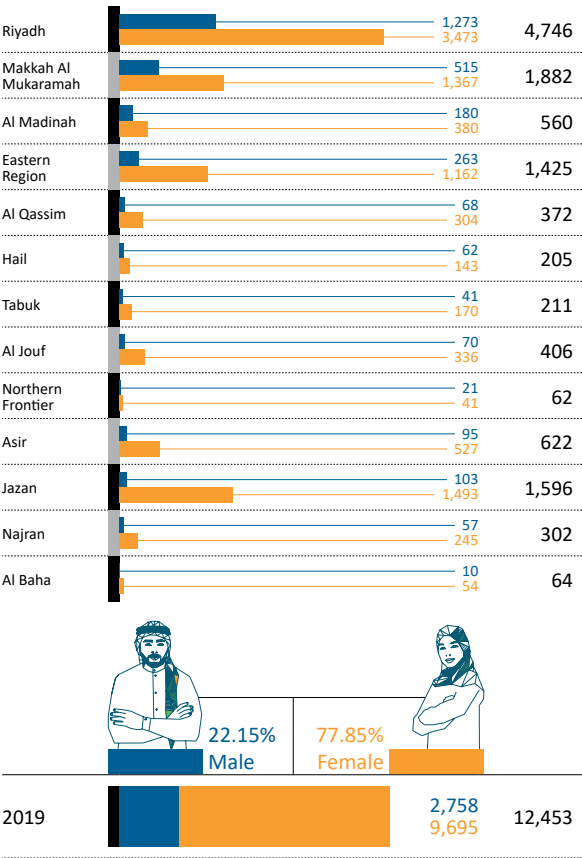
SABIC National Saudization project

The programme aims to train and qualify national cadres in technical positions available to contractors working for SABIC. The related programmes are implemented through training programmes in the institutes of the Royal Commission in Jubail and Yanbu. Although the programme discontinued at the end of 2016, there still remains beneficiaries numbering 100 from the Eastern Region in 2019.



Tamheer On-the-job training programme

This is an on-the-job training programme for male and female Saudi graduates in state and foreign universities. Young Saudi graduates are afforded the opportunity to get a glimpse into the labour market at leading government, corporate organizations in the private sector. This helps them gain valuable experience and skills to prepare them to enter the workforce. In 2019, there were 12,453 beneficiaries of the programme.



Rehabilitation programme for graduates of health diplomas in the Saudi Red Crescent Authority

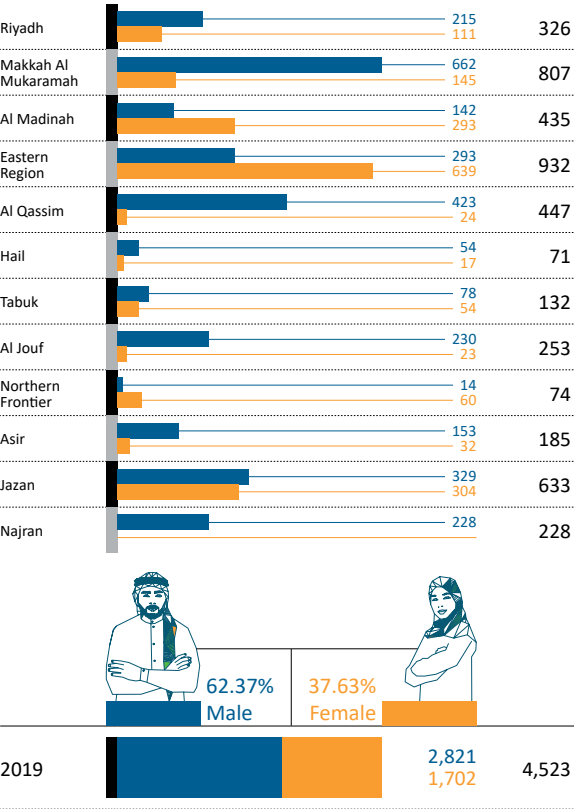
This programme supports the integration of 400 emergency medical technicians through a four-month theoretical training programme within the Prince Sultan Centre for Health Studies. The four month hands-on training is carried out in collaboration with the Saudi Red Crescent Authority, where two participants are employed in one of the centres affiliated with the Red Crescent Authority.

The programme targets graduate job seekers of government and private health diplomas for the required specialties in the Saudi Red Crescent Authority. The total beneficiaries of the programme in the Riyadh region were 112 in 2019.

Refresher programme for Health Diploma Holders – MOH

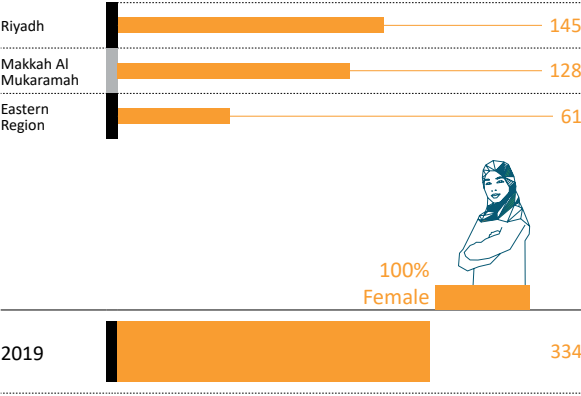
In partnership with the Ministry of Labour and Social Development and the Ministry of Health, this programme offered by HRDF aims to rehabilitate health diploma holders for an entire year.

The programme includes theoretical training for six months, followed by practical training for the same period within hospitals and centres affiliated to the Ministry of Health. This is followed by employing two trained participants in hospitals and centres affiliated with the Ministry of Health. The total beneficiaries of the programme reached 4,523 in 2019.



Rehabilitation of the Faculties of Science female graduates programme in the health sector

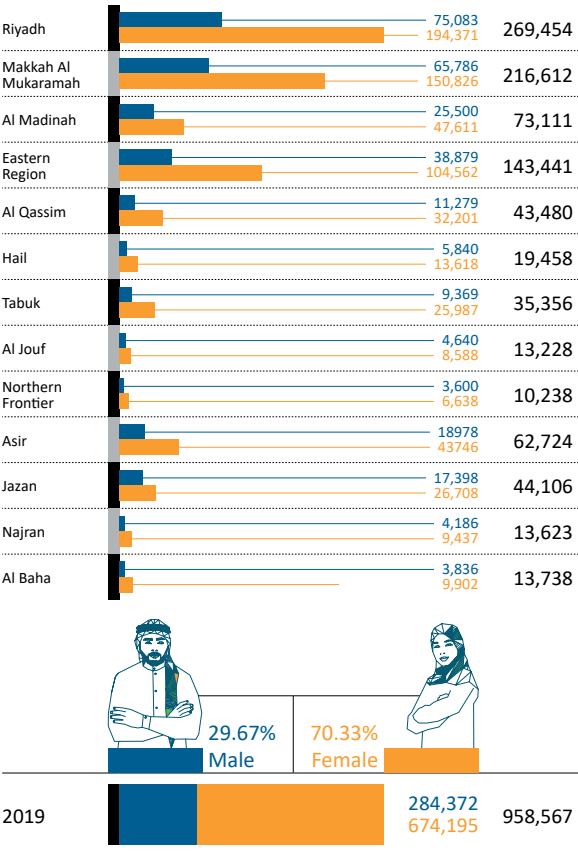
This programme, is aimed at female graduates from the faculties of science in health or auxiliary health and in its first stage under the speciality (blood draw and infection control). The graduates are chosen from the faculties of science (chemistry, physics, biology, medical sciences) in order to equip them to work in the health sector or health assisting sector through HRDF subsidies and support. A total of 334 benefitted from the programme in 2019.



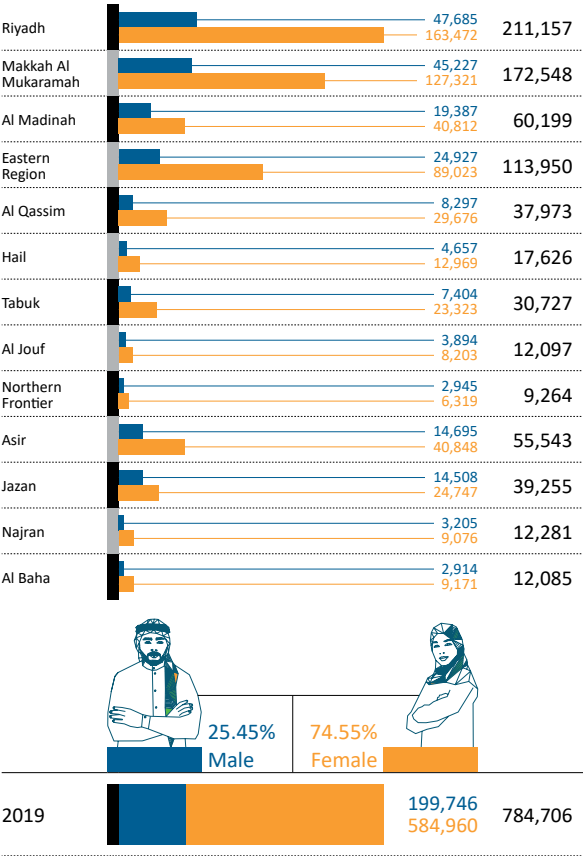
Doroob National e-learning platform

Doroob is the national e-learning platform and an initiative of HRDF that seeks to empower job seekers, students, and all interested parties by offering training and skill development programmes, learning courses, and support to find the right job. Doroob also provides on-the-job training programmes and training courses free-of-charge. The number of registered individuals in the program during the year 2019 reached 958,567 trainees, while the number of individuals who completed the training courses reached 784,706.

Doroob Number of individuals who completed training

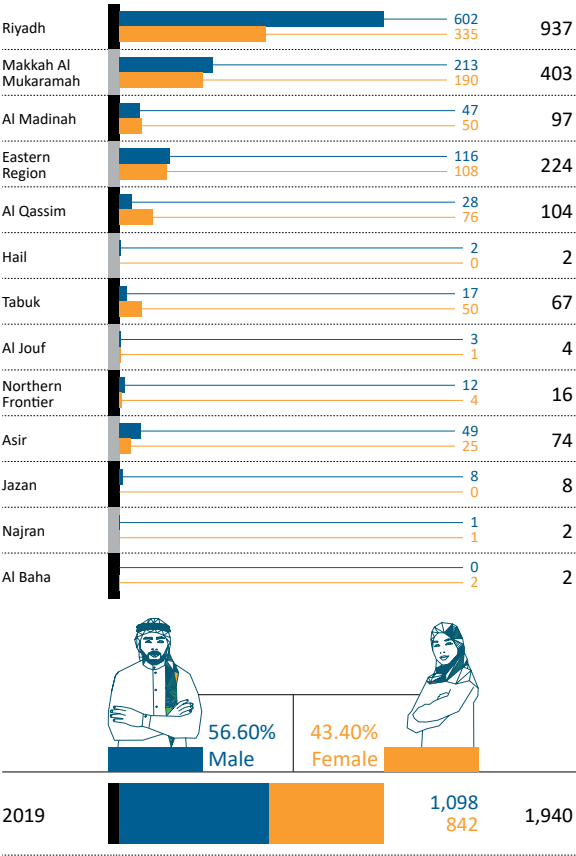


Doroob Number of registered individuals



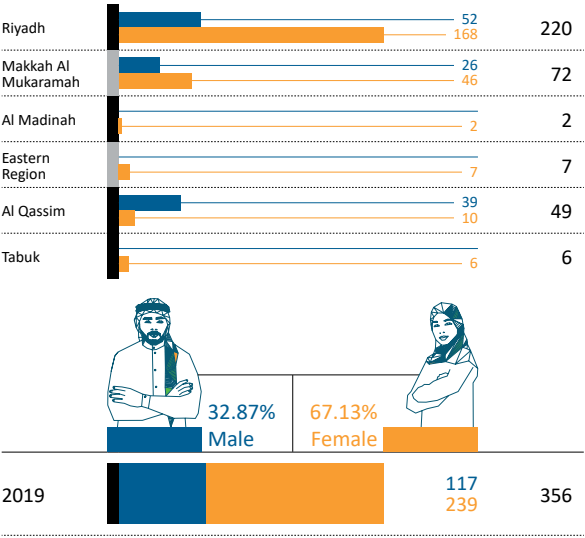
Professional career certificates support programme

This programme is part of the national initiative to encourage and uplift the national workforce in both government and private sectors. In addition to obtaining professional certificates of certified professions in required fields in the labour market. Financial compensation is offered after the validation of the certificate. The total beneficiaries of the programme reached 1,940 in 2019.



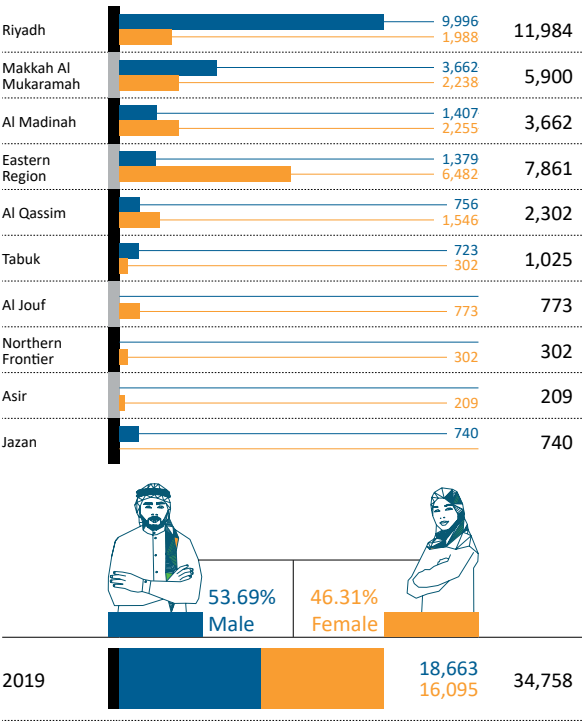
Mahir Job seekers training programme

It is a job seeker training programme aimed at training and qualification in many professions required by the labour market and increasing the supply of qualified specialists. The programme discontinued in 2012, yet there remains a number of trainees supported by the Fund who continue their studies. There were 356 beneficiaries in 2019.



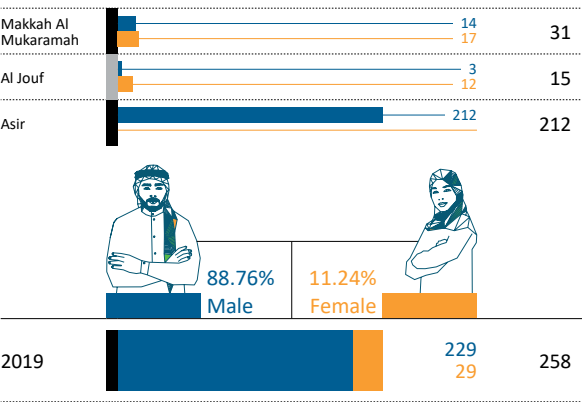
College of Excellence training subsidy programme

This programme is aimed at enhancing the capacity and quality of vocational and technical education and training in the Kingdom of Saudi Arabia to meet the requirements of the labour market. This programme is implemented in partnership with recognised international training organizations, drawing on the global recognition and experience. The Colleges of Excellence offer certificates and diplomas in specialised applied fields for high school graduates. There were 34,758 beneficiaries of the programme in 2019.



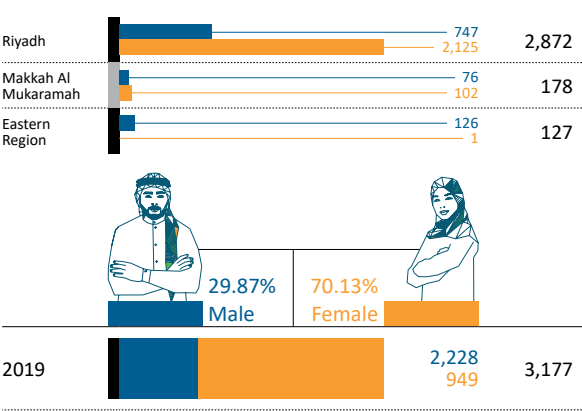
Nationalization of 12 retail activities

This programme is designed to upskill job seekers by giving them the opportunity to participate in training programmes to increase efficiency and quality by the Chambers of Commerce and accredited training bodies. This programme guarantees finding employment opportunities and maintaining them with high efficiency and quality. The number of beneficiaries of the programme reached 258 in 2019.



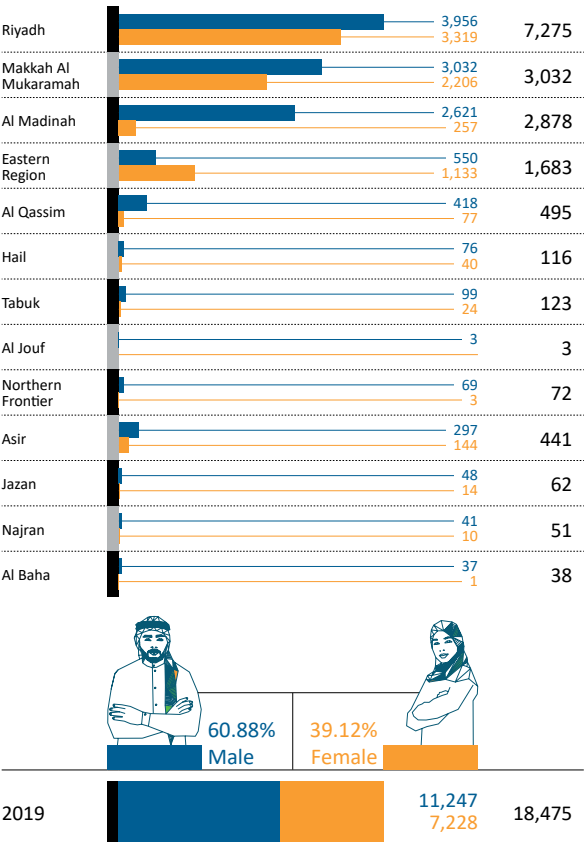
Training to employment subsidy programme outside the establishment

This programme aims to stimulate private sector enterprises to hire unqualified job applicants and train them through a employment-related training programme delivered by licensed training entities outside the enterprise for a period up to 24 months. This programme is suspended and stopped taking new support requests in 2016. The number of beneficiaries reached 3,177 in 2019.



Saifi Summer training programme

This programme is aimed at training students during the summer holiday of the school year. It was created by virtue of Ministerial Resolution No. (1/1047) dated 8/3/1429AH which regulates the implementation of the programme. Under the directive, private sector enterprises that have more than 25 workers must accept a proportion of students during the summer period. In 2019, 18,475 students across the Kingdom benefitted from the programme.



Enablement and creativity programmes

HRDF seeks to provide programmes and services for different groups in society to enable them to enter the labour market in the private sector.

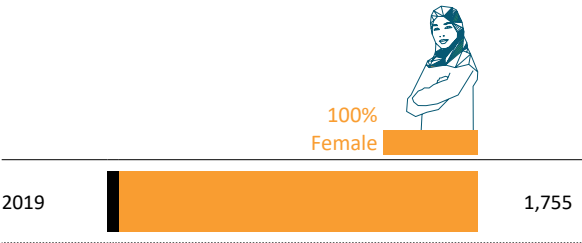
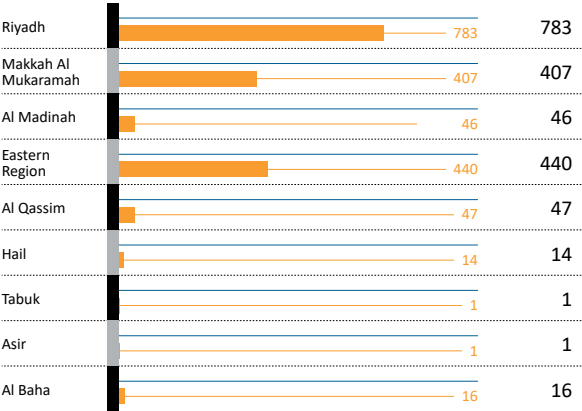
Qurrah Working women childcare programme

This programme aims to improve child care system to respond to the need of high-quality centres at an affordable cost, improve the working environment inside child care centres, and, as a result, to improve the provision of job opportunities to female employees and job seekers in the Saudi labour market.

Qurrah supports the increase in the percentage of Saudi women working in the private sector and encourages their stability at work by subsidising them to enrol their children in child care centres during their working hours. In order to respond to the needs of the biggest segment of Saudi women working in the private sector, the support mechanism was amended as follows:

Subsidies continue to be provided for 4 years until the child is 6 years old

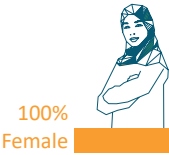
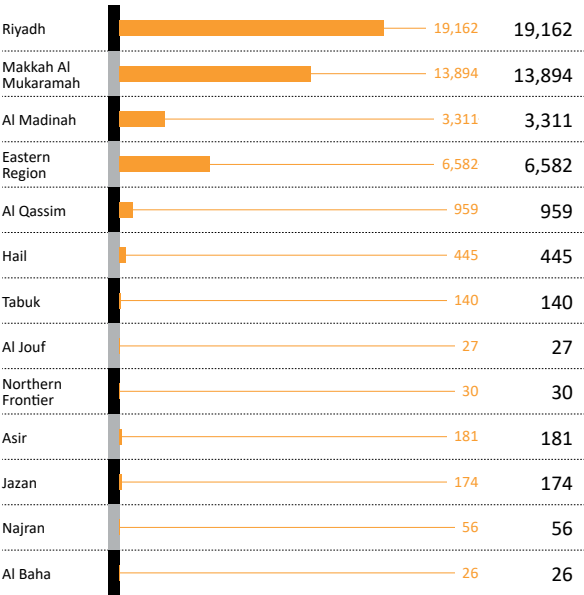
- In the first year the amount of subsidy is SAR 800
- In the second year the amount of subsidy is SAR 600
- In the third year the amount of subsidy is SAR 500
- In the fourth year the amount of subsidy is SAR 400



Wusool Transportation of working women programme

This programme aims to empower Saudi female workers and sustain their jobs by providing them with transport to and from their workplace. These transportation means are affordable, highly safe, reliable, and of high quality and are available in most cities and districts and neighbourhoods. Wusool supports the increased participation of women working in the private sector through improving and developing female transportation and contributing 80% of their transportation costs.

- 1. Fixed coverage at 80% of transportation cost
- 2. Up to a maximum of SAR 800 per month
- 3. Duration of support: 12 months



9/10th programme

HRDF's 9/10th programme is a pioneering initiative operating under the Ministry of Human Resources and Social Development. The programme is aimed at supporting entrepreneurship, small and medium enterprises, and enabling individuals to create new functionality in innovative ways. These innovative solutions and services are specifically designed to support and develop small and medium entrepreneurs through various stages of their development. The number of registered in the programme reached 63,887 in 2019.

Forsah

It is an electronic platform that provides businesses with the ability to compete for purchase orders offered by the major establishments in the private sector. The number of small and medium enterprises reached 2,012 while the number of opportunities reached 3,332 in 2019.

Kanaf Emerging business accelerator

It is an incubator that enables entrepreneurs to develop their ideas into commercial product while working in a specific environment that encourages creativity. Incubated teams were also able to obtain local, regional and international funding in addition to achieving first positions in international competitions.

Tojjar Access to market

It is an e-commerce platform that enables entrepreneurs open their own electronic stores. The 9/10th platform provides them services to coordinate sales, payment, delivery, etc. It also allows productive families to sell their products by allocating spaces. 20 Kiosks were created in 2019.

Bahr Self-employment

An integrated platform that connects business owners, freelancers, professionals to create an easy, fast, and safe economic and social impact. The number of projects reached 7,107 while the number of registered individuals reached 12,502 in 2019.

Atwar Entrepreneurs trip

An information platform that summarises the steps that entrepreneurs go through in a simplified manner with suggested solutions to overcome challenges so that their business grows in a healthy, sustainable, and scalable way.

Zad Access to information

It provides small and medium enterprises and entrepreneurs with data and information to help them to make important decisions for their business. More than 80 interactive reports were developed on the platform during 2019, in addition to the launch of the economic map.

Subol Career education and development programme

Subol is an online, vocational educational and guidance platform for all target groups. In addition, it provides informative, interactive, and visual content on the labour market. It is hub for career guidance and educational material offering in-depth information on effective choice of education, employment, and development pathways that help determine trends and match them with career paths. The number of visitors to the platform reached 56,320 during 2019.

HRDF Leadership Academy

The Human Resources Development Fund (HRDF) aims to develop future leaders in the private sector in the Kingdom aligned with the objectives of Saudi Vision 2030. The Academy aims to provide participants with information, techniques, and competencies necessary for the 21st century and to achieve the optimal human capital investment for national institutions.

The Academy relies on the transfer of global expertise and activates the principles of effective leadership through multiple means. Global best practices are taught through guidance programmes and virtual learning spaces with internationally renowned experts.

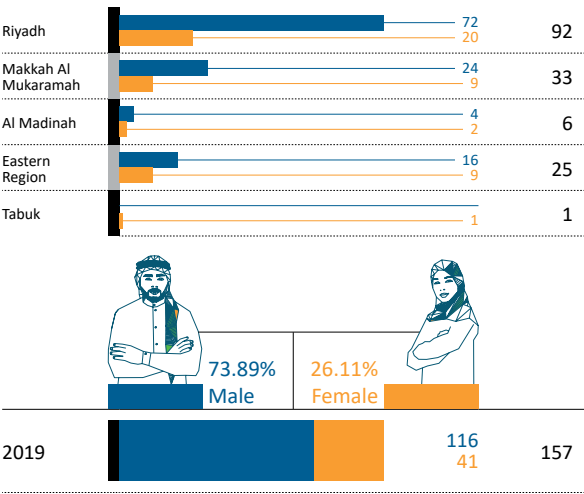
Objectives of the Leadership programme:

- › Assisting private sector enterprises in building leadership competencies and selecting the most suitable candidates for leadership positions
- › Providing trainees team leadership and business leadership competencies
- › Utilising global models in leadership development
- › Providing trainees with research and self-learning skills
- › Supporting private sector enterprises towards sustainability through the development of leadership skills for their future leaders

General conditions of the programme:

- Must be a Saudi national
- Employed at a private sector establishment
- Hold a bachelor’s degree (minimum qualification)
- At least 5 years of work experience
- Experience in supervision or management (not less than two years)
- Proficiency in English

The academy was launched in 2019 and the number of beneficiaries reached 157 during the year.



Fulfilling customer expectations and sharing labour market insights

This section focuses on supporting the financing of field programs, projects and plans, studies aimed at recruiting Saudi nationals, conducting research and studies related to the field of qualification, and training and employment of the national workforce. Further, it provides insight of the provision of technical and administrative advice to the workforce training to achieve a deep understanding of customer requirements and to access high-quality services.

The impact of HRDF's programmes and services are measured by analysing the available data, conducting periodical surveys, and the careful monitoring of customer responses. By using the latest technology and data analytics, HRDF is able to gauge the effectiveness of its offering. HRDF has also set up a rigorous, and highly responsive mechanism to serve its customers where complaints and suggestions are handled with utmost care.

This section discusses the role and impact of the National Observatory for the work of HRDF. The NLO supports decision making and development of programmes through accurate data, indicators, reports, research, analytical studies that reflect the reality of the labour market.

Customer service excellence

HRDF attaches great importance to customer satisfaction. We regularly measure the impact of HRDF’s programmes and offering and through customer responses, the levels of customer satisfaction.

Measuring customer satisfaction

Customer satisfaction is measured through conducting and analysing monthly and quarterly questionnaires and surveys. Suggestions and complaints of HRDF’s customers are effectively managed where they are directed to the relevant authority or department. Corrective actions are implemented in a swift manner to improve the overall level of customer experience.

HRDF website

The HRDF website www.hrdf.sa is one of the principal means of engaging with the Fund’s customers. The website contains details on HRDF as an organization and the Fund’s portfolio and offering of programmes and services. It also includes the latest updates on events and activities conducted by HRDF.

HRDF call centre

HRDF has a unified call centre (920020301) to answer inquiries and customer requirements related to all of HRDF’s programmes. Necessary actions are taken immediately to raise the standard of service. In 2019, 877,838 calls and 704,657 electronic chats were handled by HRDF call centre.

Customer service excellence in 2019

HRDF
call centre

877,838

Number of calls answered

704,657

Number of live chats

91%

Percentage of customers that enrolled on first contact

HRDF
website

7,196,273

Number of views

2,044,936

Number of visitors

Customer satisfaction by participant



Job seekers

2019

68%



Employers

2019

73%



Employed

2019

75%

Customer satisfaction by programme

Doroob 2019

76%

Hafiz 2019

71%

Tamheer 2019

73%

Qurrah 2019

76%

Wusool 2019

74%

Customer satisfaction by channel

National Labour Gateway

66%
2019

Call centres

83%
2019

Taqat Centres

69%
2019

Branches

72%
2019

Social media channels

88%
2019

Average processing time

2019

17 days

Percentage of resolved complaints

2019

96%

Customer satisfaction index

2019

71%

National Labour Observatory

The National Labour Observatory aims to contribute to supporting decision-making in the development of programmes by providing accurate data, indicators, reports, studies, and evidence-based decision-making that reflect the reality of the labour market.

Strategic objectives

- Data processing and reporting: To provide accurate and reliable data to all clients
- Advanced analytics: To provide analysis and visualisation for business partners
- Labour market research management: Building a network of experts and specialists to meet labour market challenges
- Knowledge and education: To manage and disseminate knowledge

Operational objectives

- Data planning
- Data quality guarantee
- Developing reports and labour market dashboard
- Updating labour market metrics
- Provision of analytics to stakeholders
- Provision of development services to local partners
- Research project management
- Building expert network
- NLO data house
- Sharing content with partners

KSA labour market indicators

- In cooperation with the General Authority for Statistics, it was agreed that a number of indicators on the labour market will be published and will be shared with decision makers and published in the NLO portal. Indicators are divided into six main groups comprising 34 sub-indices:
- Indicators of social insurance subscribers in the private sector
 - Indicators of job mobility and stability within social insurance
 - Indicators of occupied jobs and the salary rate
 - Indicators of graduates employment
 - Indicators of Nitaqat establishments
 - Indicators of the workforce of persons with disabilities

Dashboards

Dashboards were created for the following to include information on labour market and display indices that are automatically updated:

- › Training support programmes
- › Employment support programmes
- › Indicators board for employment support and qualification of manpower programs
- › Panel for enablement and creativity programmes
- › Nitaqat dashboard
- › Graduates employment indicators panel
- › Dashboard of occupied jobs and the salary rate
- › Panel for graduates of universities and educational institutions in the Kingdom

Infographics on KSA labour market

Infographics is a persuasive, eye-catching, and effective means of communicating information and to understand the indicators of the labour market. During the year, HRDF released five infographics related to the labour market of KSA.

1. Establishments under Nitaqat in the private sector
2. The most demanding professions in the KSA private sector
3. Labour force indicators of persons with disabilities in the private sector
4. Non-Saudi excluded versus the new Saudi employee
5. High-paying professions that do not require a college degree in the private sector

Reports and analytics

Periodic bulletins that reflect labour market status, and detailed reports (sector-wise and region-wise), as well as tailored statistical reports for decision-makers within the labour system. These include the Current Status Report for the private sector (Every six months), the Saudization Report submitted to the Ministry of Human Resources and Social Development (quarterly), and a Summary Report of labour market indicators (Quarterly).

Research collaboration and partnerships

The joint research programme with the Kennedy School of Government (Harvard University) aims to promote applied research in building evidence-based labour market programmes and policies, and to identify appropriate intervention mechanisms to develop these programmes and policies.

Studies in partnership with Saudi universities

This initiative was launched to offer research and studies related to the KSA labour market to local researchers in the Saudi universities. This collaboration aims to link labour market policy makers with local researchers to find solutions and constructive ideas to the key issues in the labour market and in the Kingdom's Saudization efforts. The following projects were initiated during the year:

- › Project evaluation of existing non-profit institutes and rehabilitation programmes – (the programmes and outputs)
- › A project to define the skills and competencies of the Saudi labour market
- › The Saudi development model project and the possibilities of employment in the private sector

National Labour Observatory Portal: [NLO.sa](https://nlo.sa)

The National Observatory of Labour e-portal is developed to reflect NLO's role and enable users to access its services and products such as interactive indices and dashboards of KSA labour market. This includes labour market interactive boards and indicators, a variety of specialised studies of various dimensions in addition to analytical reports on topics directly related to the labour market.

Knowledge initiatives

The General Knowledge Department aims to make efforts to raise the level of knowledge participation and knowledge exchange by monitoring and disseminating tacit and explicit knowledge. The following initiatives are implemented in 2019:

Knowledge hour

This initiative aims to transfer implicit and explicit knowledge among HRDF employees and to raise the level of knowledge sharing and exchange of experiences with a view to strengthening the value of learning. 359 knowledge hours were conducted in 2019.

Written and audio content (Weekly)

It is qualitative content originating from expert institutions which includes a set of books and audio articles, and summaries and articles that are concerned with human development, management, finance, and business. This content is shared weekly to inculcate a culture of reading and learning in HRDF employees.

Seminar with an expert

This is an initiative that aims to take advantage of external knowledge sources and make them available to the Fund's employees. These seminars are conducted by experts with competence in various fields, including labour market, economy, human development, and others. Eight seminars were held in 2019.

HRDF Library

An initiative to encourage reading and gaining new knowledge through best sellers and renowned books. These are available in the digital library of the General Administration of Knowledge. Employees can visit, browse through content, and borrow books. The library includes more than 100 books.

Harvard Business Review Magazine and articles

HRDF has made available over 5000 electronic articles accessible through various channels to the Fund's employees in addition to the print versions. The Harvard Business Review is a specialised, globally-accepted magazine that publishes various articles and rich content on business-related subject matter.

Documenting knowledge initiatives

This initiative documents knowledge hours, seminars, workshops, and other programmes held during the year through videos and other means. This archive of knowledge initiatives allows our employees to retrieve content and educate themselves on past programmes. The archive is accessible through the electronic knowledge centre.

Knowledge Centre portal

An initiative that aims to build electronic content that allows HRDF employees to gain knowledge, access high-quality content, and share knowledge. This portal includes studies, reports, statistics, evidence, etc. The portal provides an advanced search engine that enables you to access electronic content of more than 3400 files.

Achieving excellence in performance and efficiency of human, financial, and technical resources

This section focuses on HRDF's ability to provide outstanding services through establishing institutional excellence, which leads to improved performance and better competencies to develop, maintain, and manage the Fund. Further, this section outlines the managing of risks, identifying and applying technical tools to meet the Fund's requirements, supporting its systems and operations, and automate processes by taking advantage of information technology.

The focus is on the development of intellectual, cognitive, and behavioural aspects of employees of the Fund providing a healthy working environment which leads to a productive working culture affecting all internal systems and processes.

This section discusses the Fund's commitment to promote institutional excellence by developing different departments. It also outlines the Fund's human resource plan and the achievements of the Project Management department in 2019.

HRDF's Governance

HRDF strives to apply governance principles and monitor its operations and activities effectively. To do this, HRDF strengthened the financial, operational, and information technology sections of the Internal Audit Department, and promoted the role of the Risk Management and Compliance Department in assessing the risks facing HRDF and its compliance with regulations and legislation.

Internal Audit Department

The Internal Audit Department is linked technically to the Audit Committee emanating from the Board of Directors, and administratively to the Director-General. The department is not subjected to any influence from the executive management, in line with the principle of independence that enables it to work objectively and impartially, as stipulated in the Charter of the Internal Audit Department and the Audit Committee Charter.

The Internal Audit Department prepares and follows an annual plan based on risk assessment, which is reviewed by the Director-General and approved by the Audit Committee. To achieve HRDF's goals, the results of this plan are translated into reports that are submitted to the concerned parties in HRDF in order to address and avoid any identified risks.

To ensure the application of governance principles by the Internal Audit Department, HRDF strives to upskill the department's employees through intensive training programmes supervised by the Saudi Association of Internal Auditors in line with the International Internal Audit (IIA) standards.

In order to increase the efficiency of government spending and manage associated risks to align with the goals and programmes of Saudi Vision 2030, HRDF launched a project to develop its own governance structure. This governance structure will include the institutions related to HRDF to simplify communication between the various entities, contribute to strengthening their internal audit departments, and help them prepare the documents related to the creation of their internal audit units.

Risk Management and Compliance Department

HRDF created the Risk Management and Compliance Department in 2019 to measure, assess, and manage risks; develop the required strategies to address those risks; and monitor the implementation of those strategies in coordination with the various administrative units in HRDF. The department also ensures that all processes and procedures in HRDF comply with the regulations and instructions issued by legislative bodies, conducts periodic reviews, provides recommendations and proposals, and contributes to developing HRDF's policies and procedures.

In 2019, the Risk Management and Compliance Department achieved the following:

- ✦ Listed the Royal Decrees, ministerial orders, and regulations related to HRDF's work.
- ✦ Established appropriate communication channels to deal with the requirements of the legislative, regulatory, and supervisory bodies.
- ✦ Identified internal processes in HRDF to assess their compatibility with the regulations and instructions issued by the relevant authorities
- ✦ Assessed the risks of 11 programmes in HRDF according to the established plan. A total of 161 risks were identified and 381 action plans are needed to address them.
- ✦ Reviewed recently issued or modified policies, procedures, and documents, and process requests and notifications submitted by the different sectors and departments and provided necessary guidance.

Operational monitoring

HRDF monitors all agreements, during the contracting phase and in the implementation phase concerning both direct and joint programmes, in line with approved policies, field visits, and achievement reports.

Operational monitoring is aimed at:

- Ensuring the implementation of the approved support agreement signed with the beneficiaries of HRDF programmes.
- Eliminating the obstacles that face the beneficiaries of HRDF programmes.

The following two tables indicate the inspection visits conducted by HRDF in the Kingdom of Saudi Arabia in 2019 and its resulting observations.

Inspection visits in 2019

Visit type	Number of visits
Periodic	11,121
Small enterprise owners	8
Verification visits	109
Total	11,238

Violations and observations in 2019

Programme type	Total number of recorded violations and observations	Number of violations	Number of observations
Training to employment programme	58	57	1
Direct employment	699	674	25
Total	757	731	26

Project management department

The Projects Management department works together with various sectors of the Fund and sister institutions with a view to manage all the Fund’s portfolios and projects.

The department works with various sectors related to the Fund and the projects of the Fund shared with sister organizations. It coordinates the management of projects within its scope. These responsibilities vary where some programmes are directly managed, while others are supported by the General Directorate of projects.

Following are the main functions of the Project Management department:

- Manage and implement portfolios, programmes, and projects;
- Monitor the development of the project management methodology based on the variables observed.
- The effective contribution to overcoming the difficulties encountered in implementing the projects.
- Contribute actively to overcoming difficulties encountered during the implementation of projects.
- Providing training and support in project management.
- Provide support, training, and supervision for projects.
- Monitor and comply with relevant standards, policies, procedures, and models of project management through quality reports.

Main goals of the Project Management Department

Implementing best practices in HRDF’s project management

Acting as a central authority to monitor the quality and efficiency of project implementation and portfolio and project management in HRDF, provide the required

support to guarantee effectiveness, address risks and eliminate obstacles, and ensure the effectiveness of project management by maintaining coherence between the different processes, procedures, contracts, methodologies, documents, and models included in the project management methodology.

Developing national human resources

Offering knowledge exchange, training on the job, specialized training courses in project management, and various other workshops.

Educating about the Project Management Department

Investing in human capital, organizing educational workshops about the work of the Project Management Department, developing a project management methodology, and preparing a governance framework that clarifies the roles and responsibilities of the relevant parties involved in projects.

On-going and completed projects in 2019

On-going projects	28
Completed projects	8
Delivered on-going projects	23

HRDF’s human resources plan

HRDF’s team consists of a diverse group of highly-skilled professionals who work in a coherent and collaborative work environment to achieve HRDF’s strategic goals.

The Human Resources Department has automated recruitment procedures, employee performance management, and career succession. To continue these efforts, the department automated employee attendance, and collaborated with the Finance Department to develop its budget on the Hyperion system.

The Human Resources Department also updated and developed the technical competencies dictionary and job families based on the changes that affected the organizational structure of sectors and units, and in line with job tasks. The department also updated and developed the behavioral competencies dictionary in line with job levels in the organizational structure.

Recruitment procedures

The recruitment department carries out selection, and recruitment of the best employees to the Fund according to the criteria and basic requirements for vacant positions. Based on the requests of the relevant departments, the department defines vacancy requirements, job descriptions, and the required skills an appropriate tools to evaluate them. Recruitment happens through several stages, first the vacancies are announced internally through transfer and promotion procedures. If no internal talent is available internally, a search for external candidates starts through HRDF’s website and online job boards to improve attraction and recruitment procedures.

Implementation plan for manpower needs in HRDF

Sectors	Employees at the beginning of 2019	Employees at the end of the 2019 fiscal year by gender	
		Male	Female
Common services sector	87	72	21
Customer service sector	56	18	42
Employment support sector	415	353	80
Training support sector	22	23	6
National Labour Observatory sector	17	12	10
Empowerment and creativity sector	11	10	9
Supporting operations sector	10	13	0
Department under the Director-General	148	113	78
Total	766	614	246

Training procedures

Employee training plans are developed based on the technical competencies dictionary created by the Human Resources Department. These plans focus on upskilling employees to develop the behavioral and technical competencies needed for their current jobs or for future professional opportunities and help them succeed in performing their responsibilities that are assessed in annual performance evaluations.

HRDF offered its employees a number of specialized professional programmes and certificates that meet their needs, namely:

- 15 employees enrolled in the Preparation for the Professional Project Management (PMP) certificate by the International Institute (PMI).
- 6 employees were trained on SPRINT-PIP, a methodology to manage and implement projects, improve work processes, accelerate productivity, improve quality and efficiency, and motivate work teams.
- 41 employees enrolled in the Business Process Management Professional Certificate BP TRENDS, which teaches techniques to improve performance through the analysis and design of processes and preparation of models.
- 55 branch staff in the customer service sector took part in a self-skills development programme in Riyadh, Jeddah, and Khobar. Additionally, 44 region directors and sector supervisors participated in a programme to develop positive trends. Other branch managers also took part in a programme to develop career counseling skills and enhance their effectiveness in motivating and leading teams in branches.
- 22 employees from the Legal Affairs Department and other relevant departments enrolled in a specialized programme to draft contracts.
- 30 employees from the Finance Department and other relevant departments attended a workshop about the International Public Sector Accounting Standards (IPSAS) and the International Public Sector Accounting Standards Board (IPSASB), in order to acquire the skills needed to apply these standards in line with the National Transformation Programme of the Kingdom of Saudi Arabia and the transition to accrual accounting in public sector institutions.
- An introductory workshop in cooperation with the Ministry of Finance to present the Etimad platform, which represents a major step towards the digital transformation of the government transactions of the Ministry of Finance with the public and private sectors.
- 54 employees from relevant committees and departments participated in a specialized training programme on the new Government Tenders and Procurement Law, to develop their skills and learn about the main technical and legal rules governing administrative contracts and procurement procedures. These rules are aimed at preventing the abuse of power and the influence of personal interests, in order to protect public funds, ensure the best value for public funds in procurement, implement contracts at fair competitive prices, enhance integrity and competition, achieve equality, provide fair treatment to competitors in line with the principle of equal opportunities, ensure transparency in all procurement processes, and enhance economic growth.
- 11 employees from the Human Resources Department took part in rehabilitation programmes as internal residents.
- 7 employees were nominated for the Hadaf Academy for Leadership programme.
- Several conferences including the Saudi Law Conference, which is an initiative in the Financial Sector Development Programme, to learn about the legal developments that will contribute to legislative improvement in Saudi Vision 2030 and create a healthy business environment in Riyadh.
- The Compensation and Benefits Forum in the Kingdom of Saudi Arabia, which discusses the main trends of compensation and benefits in the countries of the Gulf Cooperation Council, with a special focus on the Kingdom.
- The Saudi Accountants Forum (SAF), attended by a group of experts and interested people locally and internationally to keep up with the accounting and auditing profession, enhance the fundamentals of the national economy, and increase investment opportunities in the Kingdom.
- 11 employees participated in developing evidence-based labour market policies and programmes with Harvard University in Boston, the United States of America.

- The Governance Forum in line with Saudi Vision 2030.
- The seventh annual GCC Summit in Abu Dhabi.
- The conference on the transition to the implementation of International Public Sector Accounting Standards (IPSAS) in Jordan.

As part of its social responsibility efforts, the Human Resources Department accepted 19 students for cooperative training from Saudi universities and colleges, to hone their skills and provide them with practical experiences that will help them professionally after graduation.

The table below shows the results of HRDF’s annual training plan for 2019.

Sectors	Technical/administrative courses		Total
	Male	Female	
Common services sector	53	18	71
Customer service sector	21	37	58
Employment support sector	26	9	35
Training support sector	14	0	14
National Labour Observatory sector	8	3	11
Empowerment and creativity sector	4	2	6
Supporting operations sector	9	0	9
Department under the Director-General	227	70	297
Total	362	139	501

As part of its efforts to enhance community participation and train the workforce, the Human Resources Department launched the Tamheer programme to offer training opportunities for Saudi graduates with a bachelor’s degree and higher, from local and international universities, who did not during the last six months nor benefit from the Tamheer programme before. Tamheer helps these graduates acquire the necessary expertise and skills and prepares them to participate in the labour market.

Need identification and training effectiveness review

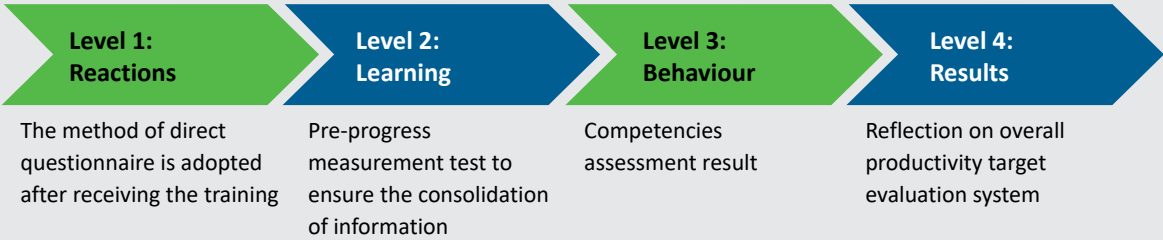
Direct supervisors identify training and development needs for their employees using the Oracle system. Both parties select training programmes that will reduce the gap between the current and targeted employee performance,

suggest specific criteria to measure progress towards achieving these goals, and coordinate the implementation schedule with the Human Resources Department. The latter also reviews training and development plans periodically to ensure their proper implementation.

The Kirkpatrick model is one of the well-known review methods and it is based on the following four criteria:

1. Reaction: Evaluation and remarks by a programme’s participants.
2. Learning: Increase in knowledge and skills.
3. Behavior: Application of learning in the workplace.
4. Results: Impact of the improved performance of the trainees on institutional performance.

Fund’s training evaluation methodology



Staff performance management system

The staff performance management system helps determine performance targets and measurement criteria. It also sets the successive processes for monitoring and reviewing performance continuously, defines evaluation performance results, and connects with other human resource systems for training and development among others. Performance evaluation results also provide a basis for decision-making for rewards and promotions. This system seeks to achieve the following goals:

- Instill a comprehensive understanding of HRDF’s strategic goals and communicate with all employees about them.
- Ensure a clear and effective link between the individual goals of employees and HRDF’s general goals.
- Establish a scientific and logical methodology to link compensation and rewards with performance results.
- Provide important information that supports decision-making for transfers, promotions, training, dismissals, and others.

This system has two main pillars:

- **Goals:** This represents what the employee is expected to accomplish during the year. Goals ensure that focus is on the main important aspects of the work, which helps achieve HRDF’s strategic goals.
- **Behavioral and technical competencies:** This is a general framework that includes measurable skills and capabilities that HRDF’s employees must possess to do their jobs in the best way possible.

Agreements contracts and MOUs with external parties

MoC with the e-government programme “Yesser” to train and develop on-the-job Saudi personnel through Tamheer programme

HRDF concluded a memorandum of cooperation with the e-government programme “Yesser” to provide on-the-job training for 1,000 job seekers with bachelor degrees or above in a number of ministries and government entities as part of the on-the-job training programme, Tamheer. The MoC provides for a strategic cooperation to train and develop on-the-job Saudi personnel, and aims to train 1,000 beneficiaries at ministries and government entities. Under the MoC, Yesser programme must list training needs in the participating government entities, provide training opportunities and design training tracks for government entities. The programme will also supervise trainees and oversee the training process as well as monitor the training quality, prepare a training plan for the trainees and submit periodic reports to HRDF on the numbers of trainees.



MoC with the Ministry of Transport to train 500 job seekers through Tamheer programme

HRDF concluded a memorandum of cooperation to provide on-the-job training for 500 job seekers with bachelor degrees and above at the Ministry of Transport and its branches as part of the on-the-job training programme Tamheer. The Ministry will supervise the trainees and oversee the training process as well as monitor the training quality, design a training plan for trainees and submit periodic reports on the trainees. The Ministry will also develop online courses in various transportation areas (land-air-sea-public transport) and occupational health and safety.



MoC with the Ministry of Finance for the training of Saudi personnel

HRDF concluded a memorandum of cooperation to train Saudi personnel in the finance sector and prepare them for the labour market through online training programmes on the national e-learning platform, Doroob, which helps achieve the Ministry develop workers in a productive work environment. Under the MoC, HRDF will dedicate a page on Doroob for the training programmes, and will offer online training programmes directly through the platform in accordance with the quality standards for online training programmes.



Agreement with Tatweer Holding Company for the Training and Saudization in Driving Schools Programme

HRDF signed an agreement with Tatweer Holding Company to support the Training and Saudization in Driving Schools Programme by employing, training and enabling Saudi personnel to better quality workers in the driving school sector. The Programme aims to train job seekers looking to work in the sector by filling up 8,000 prospective job positions in driving schools. A reflection of the sustainable partnership principle aimed at achieving the wise leadership's aspirations for cooperation between government entities and their engagement in development and realization of the objectives

of the National Transformation Programme 2020 and the Saudi Vision 2030, the Agreement promotes both parties’ endeavors to achieve their strategic objectives in order to make an impact on society through Saudization of the driving instruction sector and promote traffic safety, enhance quality of life and increase women’s participation in the labour market.



Cooperation agreement with the Saudi Health Council to support the implementation of the Medical Coding Programme for 500 technicians

HRDF signed a cooperation agreement with the Saudi Health Council to support the implementation of the Medical Coding Programme for 500 medical coding technicians with degrees in natural sciences, radiology and nursing and general practitioners to train and employ them at private institutions as medical coding technicians in order to support the Saudization of the health sector plans and programmes. Phase one of the Agreement is aimed at supporting and training 500 job seekers to employ them as medical coding technicians through two tracks: Track one will be aimed at implementing an 9-month theoretical training programme for 400 job seekers with bachelor degrees in natural sciences (physics, chemistry, biology) to be held at a qualified training entity, and another 3-month practical training programme to be held at a qualified hospital or wherever chosen by the second party. Trainees who complete the training period will be employed at the private health sector as medical coding technicians. Track two will be aimed at implementing a 4-month theoretical training programme for 100 job seekers with bachelor degrees in radiology and nursing and general practitioners that will be held at a qualified training entity to prepare them for working at insurance and claims management companies.



Cooperation agreement with Careem to increase the number of female employees at the private sector benefiting from the Wusool programme

HRDF signed an agreement with Careem to increase the number of female employees at the private sector benefiting from the Female Transportation programme “Wusool” and expand the programme to cover new areas and governorates. The Programme covers part of working women’s transportation expenses to and from their workplace in an effort to empower women and support their job stability as well as promote their participation in the labour market. Under this Agreement, Careem will secure safe and quality transportation to and from the workplace for female workers at the private sector with prices subsidized by HRDF subject to the controls of the Female Transportation programme “Wusool”. HRDF will cover 80% of the monthly transportation cost with a maximum of SR 800 per month for a period of 12 months.



Joint MoU between 5 entities for the Saudization of 36,000 job opportunities in the industrial sector

A five-party memorandum of understanding was signed between the Ministry of Human Resources and Social Development, HRDF, the Ministry of Industry and Mineral Resources, the Technical and Vocational Training Corporation and the Council of Saudi Chambers to establish a partnership aimed at increasing Saudization rates and promoting the growth of the private industrial sector by achieving Saudization objectives through the Saudization of up to 35,982 jobs in the industrial sector by the year 2021 after introducing incentives and programmes that support employment and training, following-up on the Saudization’s impact on the industrial sector, developing and following-up on legislations, laws and procedures that support the objectives and increase employment rates using suitable mechanisms (categories, job nationalization) and submitting monthly statistical reports on the Saudization rates in the industrial sector and quarterly reports on the achievements made and challenges facing task forces and their direct causes.



MoC with the General Entertainment Authority to train Saudi personnel through Doroob platform

HRDF concluded a memorandum of cooperation with the General Entertainment Authority to train Saudi personnel in the entertainment sector and prepare them for the labour market through online training programmes on the national e-learning platform, Doroob. The MoC aims to train Saudi personnel in the entertainment sector and provide them with the necessary skills through the e-learning programme Doroob in an effort to achieve sustainable development in the entertainment sector and promote its contribution to the GDP and develop the human capital. Under this MoC, HRDF will dedicate a page for the online training programmes on Doroob

platform to help the General Entertainment Authority to offer its online training programmes directly on the platform. The page will include a full description of the training programme along with its objectives, academic level, number of hours and skills to be acquired through the programme.



MoC between HRDF and the Second Health Cluster in the Central Region (Cluster 2) to support patients with kidney failure

In light of its belief in the importance of job stability within establishments in various sectors which reflects on their performance, HRDF signed a memorandum of cooperation with the Second Health Cluster in the Central Region (Cluster 2) to support the employment of patients with kidney failure working in the private sector to ensure their job stability. Under the MoC, HRDF will support private establishments to help patients with kidney failure secure and sustain jobs through the Paid Leave Programme for Dialysis aimed at encouraging private establishments to help persons with disabilities secure and sustain jobs to ensure their job stability by compensating their establishments for each paid leave a worker takes from work to undergo kidney dialysis. HRDF will also help job seekers with kidney failure secure suitable jobs and coordinate with the private sector establishments to apply for the support programme. The Second Cluster will provide HRDF with data on job seekers with kidney failure who are currently employed in the private sector, in addition to educating its kidney failure patients working in the private sector on the Paid Leave Programme for Dialysis.



A joint MoC to provide 32,500 employment opportunities for Saudi nationals in the agriculture sector

This joint MoC was signed in partnership with the Ministry of Labour and Social Development (MLSD), the Ministry of Environment, Water and Agriculture, the Council of Cooperative Societies, the Council of Saudi Chambers, Saudi Aquaculture Society and the National Water Company. It aims to provide 32,500 job opportunities for Saudi nationals in the agriculture sector. In fulfillment of the objectives of the Saudi Vision 2030 and the National Transformation Programme, this programme aims to increase the contribution of Saudi nationals in the labour market.

The MoC aims to promote cooperation among concerned entities and encourage Saudization in the private sector by launching initiatives for the Saudization of agricultural activities and jobs and conducting support and employment programmes to provide job opportunities for the Saudi youth in agricultural establishments. The goal is to nationalize 6,000 occupations and activities in establishments working in the sector and 6,500 occupations in the establishments partnering with the water sector including: 2,500 jobs in maintenance and operation establishments and 4,000 in consultation establishments. It also seeks to target appropriate agricultural activities and occupations in the Sustainable Rural Development Programme and the Agricultural Subsidy Reorientation Programme, which is part of the Entrepreneurship Project, aiming at the Saudization of 20,000 self-employment job opportunities.



MoC with the Imam Abdulrahman Bin Faisal University to develop the skills of graduates and increase Saudi nationals in the workforce

HRDF signed a memorandum of cooperation (MoC) with Imam Abdulrahman Bin Faisal University at the University's headquarters in Dammam. As part of HRDF's initiative to support the Graduate Employment Offices Programme, the MoC aims to support the employment of university graduates and to increase their competitiveness in the labour market. This MoC paves the way for a strategic partnership between HRDF and the university to achieve their joint goals in training and employing university graduates, prospective graduates and job seekers and develop Saudi workers and provide them with the necessary individual and key skills. This strategic partnership is in line with the objectives of the National Transformation Programme and Saudi Vision 2030.



Agreement with Cranfield University

An agreement was signed between HRDF and the Cranfield University to implement and design a training programme for HRDF Academy for Leadership, an initiative to prepare future leaders in the Saudi private sector. This agreement is in line with HRDF's efforts to increase Saudization rates by training Saudi nationals working in the private sector to manage and lead establishments, reflecting on performance and productivity and enhancing skills and capabilities.

The Academy relies on the transfer of global expertise and activates the principles of effective leadership through multiple means. Global best practices are taught through guidance programmes and virtual learning spaces with internationally renowned experts. The 12-week training programme includes 5 stages starting with nomination, registration, evaluation of applicants and selection. During the second stage, nominees will undergo a 5-day training and the learning application

projects will be distributed. In the third stage, trainees will return to their jobs for 6 weeks to implement what they learned in the programme. By the end of two final stages, 4 and 5, the leaders will receive direct training for 5 days and will submit their projects for review and discussion in order to graduate from the programme.



MoU with the ETEC

HRDF signed a memorandum of understanding with the Education and Training Evaluation Commission (ETEC) aiming to raise the quality of assessment and training at HRDF. The MoU is in a bid to support HRDF's efforts in providing training and employment for Saudi nationals in the private sector through enhancing and evaluating the effectiveness of training and employment services and programmes. The MoU aims to accredit and evaluate training entities which take part in implementing subsidy programmes (institution accreditation and programme accreditation), evaluate and assess the outcomes of traditional and online training programmes and their impact on trainees, design a model to measure the ROI of these programmes, provide development programmes for HRDF staff and earn them credentials as approved assessors from the National Center for Academic Accreditation and Assessment. The MoU includes provision of training courses in the field of evaluation and control assurance for HRDF employees, in addition to sharing the centre's experiences in offering evaluation services for training programmes provided by HRDF. Furthermore, HRDF has formed a partnership with NCAAA to benefit from its evaluation and accreditation services as per a plan to be agreed on by both parties.



Agreement with the Saudi Red Crescent Authority to support the training of 400 technicians

HRDF concluded a memorandum of understanding with the Saudi Red Crescent Authority to support the implementation of the rehabilitation programme for the holders of Diploma in Emergency Medicine for 400 Saudi technicians, in order to enable them to join the health sector job market as emergency medicine services technicians. Under this agreement, a four-month theoretical training programme will be implemented in Prince Sultan Center for Health Studies and a four-month practical training programme will be initiated in the Red Crescent centres. Trainees who complete the programme will be recruited at one of the Red Crescent centres.

MoU for the Saudization of 20,000 jobs in the accounting sector

The Ministry of Labour and Social Development, HRDF and the Saudi Organization for Certified Public Accountants (SOCPA) signed an MoU for the Saudization of 20,000 accounting jobs in the private sector by the end of 2022, with the aim of raising the Saudization rate and stimulating the accounting sector to grow in accordance with objectives of the National Transformation Programme 2020 and Saudi Vision 2030.

Under the MoU, the Ministry of Labour and Social Development will monitor the indicators of professional exposure for such jobs and enact legislations and laws that will help achieve the desired objectives and increase employment rates through suitable mechanisms. SOCPA will coordinate with the relevant entities to draft laws and regulations related to licensing accountants and updating educational and training programmes in educational entities using SOCPA's approved materials. It will also work to achieve the Saudization objectives provided under the MoU by preparing programmes and initiatives to train job seekers in the same sector. Both the Ministry and SOCPA will review and analyze the current situation of the accounting and auditing jobs in the labour market.

HRDF will provide on-the-job training programmes (Tamheer) and promote employment in the targeted occupations as well as support the training programmes provided by SOCPA to enable the accounting sector to achieve the Saudization objectives in accordance with the MoU.

Royal Decrees and decisions of the Council of Ministers 2019

Type	Decision No.	Decision date	Decision subject	Implementation status
Ministerial Order	20223	1440/4/13	<p>An initiative for the provision of services by government agencies, which includes the following recommendations:</p> <p>First: Setting a deadline to complete and implement each service.</p> <p>Second: Defining a mechanism on the website or other electronic communication channels for escalation and communication if the service is not completed on time.</p> <p>Third: Including service-related statistics, the time needed to complete the service, and the extent of the satisfaction of beneficiaries, in annual reports.</p>	Completed
Royal Decree	20642	1441/3/28	Implementing the Tamheer programme for college and institute graduates with technical and health diplomas.	In progress
Circular	21836	1441/4/3	Circular issued by the Royal Court to analyze the conditions of the labour market and the situation of the workforce in the private sector.	In progress

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