



HUMAN RESOURCES FUND

ANNUAL REPORT 2023



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



"The developmental approach in KSA is geared towards fostering a comprehensive and sustainable renaissance, with the human being at its core and focal point. It is the individual who will steer present development initiatives and catalyze future progress through knowledge."

The Custodian of Two Holy Mosques
King Salman bin Abdulaziz Al Saud



"We strive for development rooted in our economic and cultural foundations, prioritizing the Saudi people and our rich history."

His Royal Highness
Prince Mohammed bin Salman bin Abdulaziz Al Saud
The Crown Prince and Prime Minister



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1.1 Introduction



Eng. Ahmed bin Sulaiman Al-Rajhi

Minister of Human Resources

and Social Development Chairman of
Human Resources Development Fund

I am pleased to extend my sincere thanks and appreciation, on behalf of myself and my fellow 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, and His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, the Crown Prince and Prime Minister. Their invaluable guidance has empowered our national workforce to actively engage in sustainable development efforts, thereby significantly enhancing Saudi contribution to the labor market throughout the year 2023 AD.

In order to keep pace with the developments that our country is experiencing, and enhance the development of national human capital and the sustainability of employment in the labor market, HRDF has launched its comprehensive strategy for the period **2022-2024 AD**. This strategy is designed and developed in coordination with stakeholders, in line with the labor market strategy, to achieve **(3)** main objectives. These **3** objectives aim to enhance the development of national human capital to meet the requirements of the evolving labor market, improve the relationship between supply and demand in the labor market, and promote sustainable employment in the private sector for targeted segments.

As part of HRDF's strategic commitment to meeting the evolving needs of the labor market, it has proceeded to implement a pivotal project to revamp its programs and develop qualitative products to serve the needs of both establishments and individuals in an efficient and effective manner. In addition, it seeks to keep pace with the rapid changes in the labor market. The content of these programs has been enriched, their technologies modernized, and their internal operations optimized through the adoption of contemporary technologies and digital transformation initiatives. These efforts encompass all

aspects of HRDF's contributions to the labor market, encompassing vocational guidance, training, and empowerment.

As a testament to these endeavors, HRDF made significant strides in **2023**, contributing to the employment support of approximately **374,000** citizens through its programs. The number of beneficiaries of HRDF's training, empowerment, and guidance services surpassed **1.9** million individuals, while the number of establishments benefiting directly and indirectly from the Fund's services reached **120,000** across diverse sectors of the labor market and various regions of the KSA. Notably, the majority of these establishments, accounting for **89%**, were small and medium enterprises. HRDF's program expenses totaled around **9** billion riyals.

The diligent and continuous work of the human resources ecosystem, spearheaded by HRDF, has contributed to the concerted and integrated endeavors to invest in national human capital, elevate Saudization rates, and foster job stability among national cadres. These endeavors are conducted in close cooperation with the relevant partner agencies, in addition to the private sector. This cooperation forges partnerships and agreements with promising sectors and development of training, qualification, and empowerment programs.

In conclusion, we humbly implore the Almighty for success in realizing the aspirations of our esteemed leadership in empowering and nurturing the capabilities of our nationals, fostering their enduring and significant involvement in the sustainable development of our cherished nation. May Allah grant us success in this noble endeavor.





A. Turki bin Abdullah Al Jawini

The Director-General of Human Resources Development Fund

Praise be to Allah, Lord of the Worlds, and may blessings and peace be upon our Prophet Muhammad and all his family and companions. May Allah's peace, mercy, and blessings be upon you. Through the annual report of the Human Resources Development Fund (HRDF), I am pleased to present an executive summary highlighting the Fund's most significant efforts throughout the year 2023. During the first quarter, we witnessed the launch of the Fund's strategy and new identity, representing a crucial step in supporting the establishment of a sustainable national workforce in the Kingdom of Saudi Arabia. These efforts include the development of training, empowerment, and vocational guidance programs, aiming at enhancing the capabilities of our national workforce and facilitating their entry and sustainability in the labor market. Furthermore, these initiatives are aligned with the goals of KSA Vision 2030 and the labor market strategy, thereby motivating the private sector to actively contribute to Saudization.

HRDF's strategy was the result of many joint efforts with government agencies within the human resources ecosystem and the private sector, aiming to determine the Fund's direction and its pivotal role in supporting the development of national human capital. These efforts were based on best practices at the regional and global levels, emphasizing integration and cooperation with stakeholders and employer partners in the private sector and benefiting from their views and suggestions.

We at the Human Resources Development Fund have been keen to keep our new strategy abreast of labor market changes and contribute to addressing the challenges, as well as pursuing three main objectives: Supporting the development of human resources to comply with the needs of the labor market, increasing the efficiency of alignment between supply and demand, and enabling sustainable employment for target groups.

The strategy's outcomes resulted in (22) strategic initiatives; the most important of which are: Redesigning the Fund's programs to include a package of (8) focused programs. These programs offer a diverse array of products and services, addressing every facet of the Fund's interventions in vocational guidance, training, and empowerment. Built upon modern international best practices, this initiative ensures alignment with the dynamic development landscape of KSA. By adapting to changes in the labor market and enhancing the beneficiary experience, these redesigned programs represent a significant step forward for the Fund.

At the end of the first year following the launch of the strategy, HRDF observed the positive changes brought about by its implementation, reaping the benefits of its endeavors. Throughout 2023 AD, the Fund significantly contributed to supporting the employment of approximately (374) thousand beneficiaries, in private sector establishments

across all regions of KSA. Additionally, the Fund's services extended to over 1.9 million beneficiaries, surpassing the annual targets set for the year 2023 AD. Expenditures for support programs directed at vocational guidance, training, and empowerment amounted to about (9) billion riyals, and approximately (120) thousand establishments operating in vital economic sectors in KSA benefited from the support. The Fund's services prioritized serving small, medium, and micro enterprises, which represent (89.5%) of its total contribution to employment through various support programs.

In continuation of the Fund's efforts to enhance the development of national human capital, build their capabilities and empower them in the labor market, and empower promising sectors in the market during the year 2023 AD, the Fund concluded more than (49) agreements and memorandums of understanding to support employment-related training in many promising and high-growth sectors with a total amount exceeding (1.5) billion riyals.

On its journey towards digital transformation and empowerment the Fund has made significant strides, notably improving the overall rating of its e-government services to rise from 84.4% to 89.8%, according to the assessment supervised by the Digital Government Authority based on the standards of the United Nations e-Government Development Index. Three versions of the unified national employment platform (Jadarat) were also launched, in which each version contains a number of modern and developed e-services in the fields of employment and job matching.

In conclusion, I express my sincere gratitude to the wise leadership for the support and empowerment, which enables the Fund to fulfill its development objectives, maintain its vital role in building a sustainable national workforce, and improve the human resources ecosystem in KSA.

I extend my thanks to His Excellency the Minister of Human Resources and Social Development, Chairman of the Fund's Board of Directors, and the esteemed members of the Board for their continued support of the Fund's endeavors. I also acknowledge the National Development Fund and its esteemed Board of Directors for their invaluable support in various aspects. Lastly, I am grateful to my colleagues at the Fund for their dedicated and continuous efforts, which have been instrumental in achieving these remarkable milestones and ensuring the delivery of exceptional services to all beneficiaries. Best regards.





1.2 Terms & Definitions

The following terms shall, wherever mentioned in the Guide or its Annexes, have the meanings ascribed to them, unless the context otherwise requires:

Term	Definition
Report	The annual report of the Fund, in implementation of Article 29 of the Council of Ministers Act.
Performance	The extent to which the fund could achieve strategic goals thereof and implement works and responsibilities entrusted thereto during the reporting period.
HRDF	The Human Resources Development Fund
Strategic Direction	Major and comprehensive plans that are usually long-term to verify that the Fund's key objectives have been achieved, which is its key message.
Strategic Objective	A measurable and observable final result by performing certain tasks within a limited, long-term period.
KPI	An indicator that helps the Human Resources Development Fund "HRDF" determine and measure its performance in relation to its objectives.
Targets	Performance indicator-related quantitative value representing the result to be achieved at a particular time for meeting the strategic goal.
Opportunities	Expected opportunities that could positively affect the Fund short, medium, and long-term objectives.
Initiatives	A group of interconnected projects and activities of the same nature that the Human Resources Development Fund "HRDF" works on to bring about transformation or achieve a strategic goal.
Project	An activity for which certain resources are utilized for getting estimated benefits during a particular time period.
Outputs	Direct results of initiatives and projects in the form of achievements, commercial capabilities, or services.
Programs	A set of mechanisms and products through which the Fund seeks to achieve results in an organized manner.
Products	A set of mechanisms and products through which the Fund seeks to achieve results in an organized manner.





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1.4 Executive Summary

In pursuit of building a sustainable national workforce in the Kingdom of Saudi Arabia, the Human Resources Development Fund (HRDF) has achieved significant milestones in the year **2023** AD. The Fund contributed to supporting the employment of **374** thousand beneficiaries in private sector establishments, including **200** thousand Saudi female employees across various regions of KSA with a sustainability rate in employment processes reaching **51%**.

Furthermore, HRDF reached approximately **1.9** million beneficiaries of its services and programs, surpassing the annual target for **2023**. Expenditures of support programs directed towards guidance, training, and empowerment programs amounted to **9** billion riyals.

During **2023**, HRDF supported approximately **120,000** establishments directly and indirectly, operating in vital sectors in KSA, such as: retailing, tourism, industry, education, and health. The Fund's services also prioritized serving SMEs, representing 89.5% of the total contribution to employment via HRDF programs.

Moreover, the Fund signed **(49)** agreements and memorandums of cooperation with the public and private sectors, aiming to enhance the training and employment processes for national cadres. This included supporting training costs for approximately **47** thousand beneficiaries, and providing training content for more than **936** thousand beneficiaries through electronic training. Additionally, the number of employers participating in the on-the-job training program reached about **15** thousand, benefiting **74** thousand beneficiaries. The Fund continued its excellence in supporting beneficiaries to enter the labor market, with the Job Matching Program benefiting **789** thousand beneficiaries and the empowerment program supporting **142** thousand beneficiaries.

Regarding beneficiary satisfaction, HRDF achieved remarkable distinction, with individual beneficiary satisfaction reaching **93%** and satisfaction that of employer reaching **91%**.

The past year witnessed the launch of the Fund's new strategy and identity, aligning with changes in the labor market and focusing on three main objectives: Supporting the development of human resources, increasing the alignment efficiency between supply and demand, and enabling sustainable employment.

At the digital level, the Fund achieved fourth place in the Digital Transformation Measurement **2023** issued by the Digital Government Authority, demonstrating a qualitative leap in its index score. It rose from **41st** place in the tenth measurement to **17th** place out of **226** bodies in the eleventh measurement, at a rate of **89.82%**. This reflects the Fund's commitment to enhancing its digital performance, improving its electronic services and facilitating access to modern services in line with the objectives of KSA Vision **2030**.

Continuing to keep pace with developments in the labor market in accordance with best practices, the National Labor Observatory has contributed to making informed decisions within the comprehensive transformation process in the KSA by using data to provide research insights and recommendations on current labor market policies and anticipating the future. The launch of the Supply and Demand Foresight Unit provides forecasts based on realistic and analyzed data, further contributing to the development of national policies and programs. The Observatory's new e-portal in its pilot phase, serves as a vital communication point with all stakeholders.



Second: Detailed Report

2.1 Introduction

2.2 The Fund's Strategic Direction

2.3 Performance Highlights

2.4 Works and Achievements Highlights

2.5 Opportunities and Enablers

2.6 Challenges and Required Support





2.1 Introduction



Overview of the Fund

Establishment and Organizational Connection

HRDF was established pursuant to the Council of Ministers Resolution No. (107), dated 29/04/1421 AH (31/07/2000 AD) to support the efforts of qualifying the national workforce, besides the employment of the same at the private sector. It is organizationally connected to the National Development Fund. In order to achieve its objectives, the Fund shall do the following:



Qualification and Employment

Providing monetary incentives to support the upskilling, training and employment of the national workforce in the private sector.



Training Partnership

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.



Salary Support

Contributing a percentage of the salaries paid to those employed in private sector establishments after they receive upskilling and training, as well as 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.



Finance Support

Providing funds to field programs, projects, plans, and studies which aim to employ Saudis to replace expatriate workers.



Qualifying Loans

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.



Research and Consulting

Conducting research and studies on its activities which aim to upskill, train, and recruit the national workforce, as well as providing technical and administrative advice to the establishments involved in upskilling and training the national workforce.





Purpose and Importance of the Report

The annual report of the Human Resources Development Fund provides a comprehensive overview of its significant role in contributing to the development of human capital in the Kingdom of Saudi Arabia. It highlights the Fund's objectives and strategic initiatives and the most prominent tasks, programs, and services that it provides to beneficiaries from the private sector and individuals. This report is prepared pursuant to the provisions of the second paragraph of Article (29) of the Council of Ministers Regulations issued by Royal Order No. (A/13) dated 1414 AH.



Methodology

The Report has been prepared in accordance with the methodology of the National Center for Performance Management (Adaa) based on "The Guide of Preparing Annual Reports for Public Agencies" as per the Royal Order No. (22364), dated 13/5/1438 AH (10/02/2017 AD).



List of the Report Parts and Annexes

The report consists of several chapters, covering the following:

- ◆ The Strategic Direction of HRDF.
- ◆ KPIs of HRDF.
- ◆ Works and Achievements Highlights during 2023 AD.
- ◆ Opportunities and Success Factors.
- ◆ Internal and External Challenges faced by HRDF.



2.2 Strategic Direction



Overview of our Strategic Directions



Vision

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



Mission

HRDF will focus on core areas of upskilling and job matching with a beneficiary results mindset and proactive use of proprietary insights to support overall upliftment of the KSA HR ecosystem, through a small number of scale and focused programs.



Values

Because our vision is to build a sustainable national workforce in the Kingdom of Saudi Arabia, we have established a set of values to enable us to achieve our strategic goals and achieve the aspirations of the Fund's leadership.



Transparency



Focus on Results



Speed of Accomplishment



Team Spirit



Customer Focus



Excellence



Overview of the Fund's Strategic Plan

The strategic plan of the Human Resources Development Fund is based on the tasks assigned to it, as the strategic plan was designed in a flexible manner that responds to the strategic challenges included in the labor market strategy. It aligns with the directions of the National Development Fund, KSA Vision 2030, and the executive programs emanating therefrom. These directions focus on increasing the employment rates of national cadres, as well as empowering the private sector with a focus on small and medium enterprises. Additionally, the Fund prioritizes building and providing effective and sustainable strategic partnerships across all economic sectors in KSA.

The Human Resources Development Fund began its journey in developing and updating the strategy based on analyzes of labor market trends and changes in its environment, and working to review the current labor market challenges and the beneficiary needs. This process incorporates benchmarking against regional and global best practices, while considering continuous efforts being exerted by the concerned entities in the ecosystem for facing such challenges.

In 2023, HRDF launched and inaugurated the new strategy. During this year, it began to work on implementing the governance of the Fund new strategy and started to launch projects related to strategic projects, besides the activation of strategic and operational performance indicators of the Fund and its sectors.

By enforcing its strategy, HRDF seeks to address the current gap and ensure a sustainable impact by supporting the development of national human capital in KSA, in line with the changing needs of the labor market. It also focuses on target groups by contributing to enabling the employment of nationals in the private sector in KSA.

The role of HRDF within the human resources ecosystem in KSA is represented in molding and shaping the supply side and alignment between supply and demand, and enabling / bridging the gap in line with the market needs through the response of programs and services provided.



The Fund's Aspirations and Objectives

The Fund continues to focus on supporting human capital development in an effort to raise the skills of national human cadres. It also seeks to provide them with knowledge and qualifications, and align them with the needs of the labor market. To achieve this, a number of objectives have been identified, namely:



Support the development of Human Capital in KSA to match labor market needs.



Optimise labor supply-demand matching.



Enabling sustainable employment in private sector for high-risk beneficiary segments.





Sectoral Strategy

The Fund's role and impact is mainly on the supply side and aligning between supply and demand. It works in a coordinated and participatory manner with the Private Sector to achieve strategic goals and objectives, and thus achieve the desired impact. Accordingly, efforts have been made to identify strategic enablers tailored to the nature and needs of each sector. They also prioritize efforts across various sectors in the Kingdom to ensure their alignment with national priorities, including the requirements of Saudi Vision 2030 and executive programs emanating therefrom, like the Human Capacity Development Program and the National Transformation Program. The Fund began implementing the classification of sectors according to a set of important dimensions to achieve the following goals:

- ◆ Enabling the achievement of HRDF strategy
- ◆ Enhancing the impact achieved from the programs
- ◆ Expanding the scope of programs
- ◆ Ensuring balance and effectiveness in focusing on sectors
- ◆ Leveraging partnerships to support the needs of sectors

A Comprehensive Sectoral Strategy has been Developed, Divided into Three Categories

Industry and Transport Portfolio

The attractive sectors of industry and transport expected to contribute to the creation of a large proportion of sustainable jobs.

- ◆ Industry
- ◆ Transport and Logistic Services
- ◆ Mining and quarrying
- ◆ Energy

Emerging Sectors Portfolio

Emerging sectors in the KSA, such as tourism, entertainment, and media, characterized by high expected growth in the coming period.

- ◆ Tourism and Catering Services
- ◆ Entertainment and Culture
- ◆ ICT (Media)

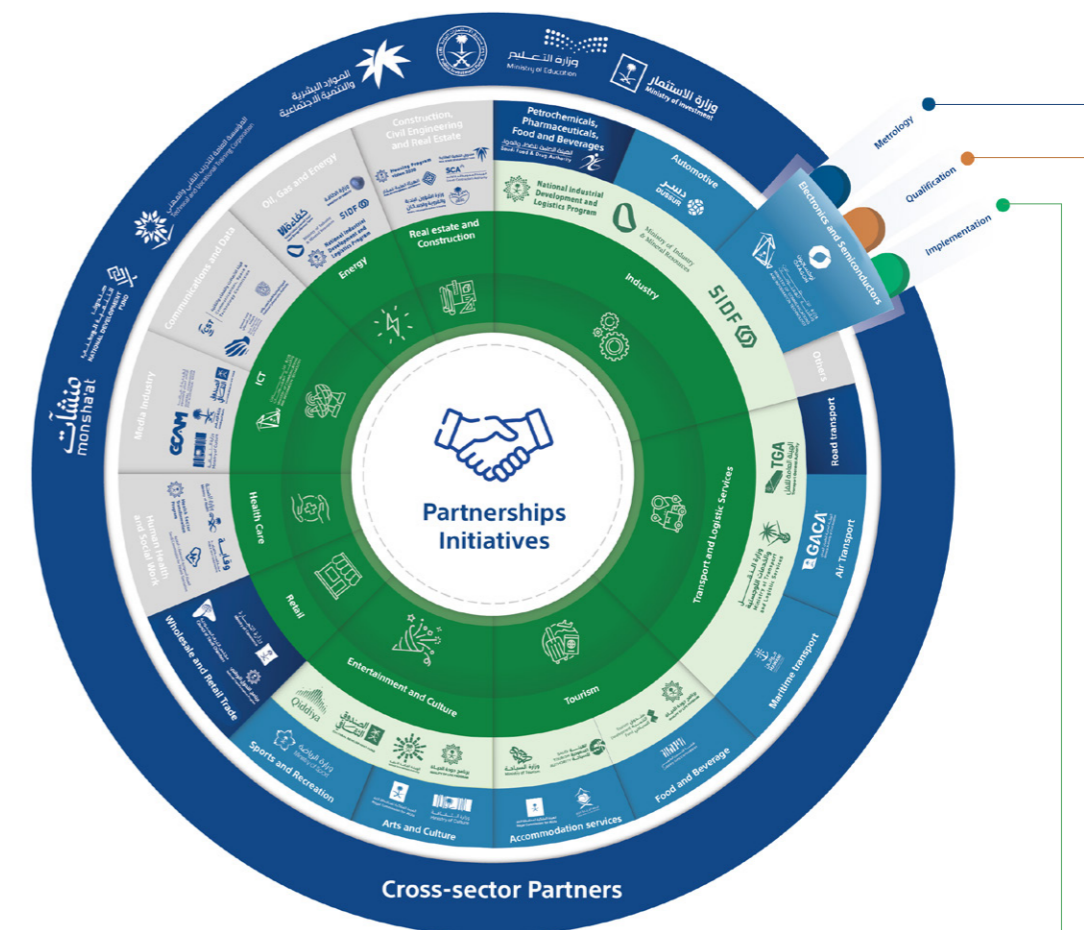
Service Sectors Portfolio

Service sectors that are essential for the growth and prosperity of the economy, characterized by the presence of mature and well-established bodies.

- ◆ Health
- ◆ Education
- ◆ ICT
- ◆ Real estate and Construction
- ◆ Finance Activities and Insurance
- ◆ Retail



Overview of the Fund's Sectoral Strategy



Activities

- Implement HRDF programs relevant to stakeholders while meeting labor market demand and keeping pace with emerging trends.
- Identify the skills, abilities, and trends required in the labor market.
- Determine future demand for jobs in the sector.

Cooperation Model

- Implement programs
- Joint investments
- Data-sharing

Sub-Sectors

- Emerging sub-sectors
- Mature sub-sectors



The Fund Strategic Pillars



Thriving Labor Market



Institutional Excellence



Effective Partnerships



The Strategic Goals

01

Adopt preventative and reactive programs, enabled by a transformed beneficiary experience

02

Proactively respond to labor market with behavior interventions and policy advocacy

03

Evolve as a thought leader in labor market insights

04

Build a performance management & impact-driven culture

05

Develop an efficient and effective organization that help achieve HRDF goals

06

Align HRDF financials to impact and complement sources of financing

07

Enhance partnership with relevant eco-system entities

08

Transform and uplift HRDF brand & image

09

Build a digitally-enabled and focused HRDF



The Fund's Strategy Map

The strategy revolves around 3 main pillars a thriving labor market, institutional excellence, and effective partnerships based on the fund's design processes for its contribution to the labor market, in addition to consolidating institutional excellence in all procedures and operations. It focuses on concluding and activating strategic partnerships with entities in the national human resources ecosystem. The strategy implementation path was also identified and directed over a period of three years through the preparation of a road map that ensures the implementation of the strategy.



Vision

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



Mission

HRDF will focus on core areas of upskilling and job matching with a beneficiary results mindset and proactive use of proprietary insights to support overall upliftment of the KSA HR ecosystem, through a small number of scale and focused programs.



Fund Goals

01

Support the development of Human Capital in KSA to match labor market needs.

02

Optimise labor supply-demand matching.

03

Enabling sustainable employment in private sector for high-risk beneficiary segments.



Thriving labor Market

1- Adopt preventative and reactive programs, enabled by a transformed beneficiary experience.

2- Proactively respond to labor market with behavior interventions and policy advocacy.

3- Evolve as a thought leader in labor market insights.



Institutional Excellence

4- Build a performance management & impact-driven culture.

5- Develop an efficient and effective organization that help achieve HRDF goals.

6- Align HRDF financials to impact and complement sources of financing.



Effective Partnerships

7- Enhance partnership with relevant eco-system entities.

8- Transform and uplift HRDF brand & image.



9- Build a digitally-enabled and focused HRDF



Strategy Implementation Initiatives

HRDF has identified 22 strategic initiatives for enforcing the strategy that will support the Fund's journey to achieve the desired outcomes.

The First Strategic Goal

Thriving Labor Market



Adopt preventative and reactive programs, enabled by a transformed beneficiary experience

Directing programs towards achieving the impact that HRDF aspires to meet and address labor market challenges, while providing effective and customized experiences centered on beneficiaries.

Initiative 1.1 Redesign programs to address labor market challenges

The initiative aims to redesign programs to address the main challenges faced by the current program portfolio of HRDF and the rapid changes in labor market requirements, through analyzing the current status of the programs and feedback from stakeholders and reviewing the most prominent relevant global benchmarking. The initiative aims to address the presence of many complexities in the portfolio of programs provided by the Fund, such as the lack of reliance on big data analyses, the program design philosophy being uncentered around beneficiaries, the absence of frameworks to measure the impact of programs, and the absence of the flexibility necessary to adapt to the needs of the labor market and its changes.

Initiative 1.2 Implement the redesigned programs

The initiative aims to enable the Fund to deliver the redesigned programs by developing and implementing a detailed business-requirements document for the eight programs to build a unified electronic platform. The delivery of the redesigned programs is also achieved through preparing and designing detailed manuals and models to support the implementation of program products to align with the requirements and needs of beneficiaries.

Initiative 1.3 Redesign and roll out integrated beneficiary journeys to enable a transformed experience

Providing a program that involves changes that would enhance the experience of beneficiaries and employers alike, as they access the services provided by the Fund through various channels. The changes that this program brings about affect all channels through affiliated entities and through digital channels, starting with updating the front end of the website and social media platforms to designing digital journeys that improve the experience. In addition, the program ensures a consistent experience across multiple channels, enabled by a sophisticated customer-relationship management system that classifies beneficiaries by sector.

The Second Strategic Goal

Thriving Labor Market



Proactively respond to labor market with behavior interventions and policy advocacy

Preparing a set of basic enablers that aim to enhance the impact achieved by the main programs, through techniques, behavioral interventions, methods related to motivation, and Policy-related insights.

Initiative

2.1 Build a nudging unit to leverage behavioral science in addressing labor market challenges

The initiative aims to establish and launch the Influence and Motivation Unit and Department of Behavioral Sciences, to benefit from behavioral sciences and influence the decision-making process of national job seekers by proposing jobs that provide a professional return and/or career path development. The initiative will develop and operationalize a targeted list of influencing and motivational experiences to scale up based on agreed-upon success criteria.

Initiative

2.2 Develop policy advocacy value-proposition to influence supply-shaping topics

The initiative aims to develop and prepare a proposal to adopt labor policies to help HRDF achieve its goals and those of KSA, as well as the desired impact on the labor market by influencing supply. This initiative will rely on data visuals to participate in political interventions at KSA level, in cooperation with the Fund's partners and relevant sectoral government agencies.

The Third Strategic Goal

Thriving Labor Market



Evolve as a thought leader in labor market insights

Strengthening the capabilities of HRDF in terms of data analysis (redefining the position of the National Labor Observatory) to become an intellectual leader in the labor market related insights.

Initiative

3.1 Reposition NLO to become a thought leader in market insights

The initiative aims to redefine the role of the National Labor Observatory and transform it into a reliable source for all data and visuals related to the labor market. It also tends to develop a product and service strategy that aligns with the needs and expectations of beneficiaries, by designing and implementing an operating model that supports the process of transforming the National Labor Observatory into its new role.



Build a performance management & impact-driven culture

Refine corporate performance management and develop relevant KPIs to maximize impact through accessibility, sustainability, efficiency, and satisfaction.

Initiative 4.1 Develop and operationalize strategic and program-level KPIs

The initiative aims to identify the main performance areas of HRDF through a set of strategic KPIs and others at the program level that are relevant to the Fund's specific mission. Not only that, but the initiative also has a future perspective on the current performance of HRDF, determining the expected / required performance and identifying key organizational requirements to ensure improved performance of tracking feedback and reporting systems. Finally, the initiative seeks to implement an executive dashboard / electronic platform to enable automated measurement and tracking of key metrics.

Initiative 4.2 Cascade KPIs to all organization's members to ensure alignment on organization outcomes

The initiative aims to develop and project KPIs to all members of the Fund, to ensure consensus regarding the Fund's results, goals, and objectives. It is considered essential for presenting an updated strategy across the Fund, in addition to effectively measuring the impact made by each of the Fund's departments and its employees. Each department shall have its own set of operational KPIs (Related to strategic KPIs) which are then projected to the individual level.



Develop an efficient and effective organization that help achieve HRDF goals

Strengthening the organizational capabilities of HRDF by improving the individuals and operations pillars and reviewing the operational model.

Initiative 5.1 Improve HRDF's Human Capital Development to elevate talent and org capabilities

The initiative aims to develop the Fund's organizational structure to be more efficient and effective when implementing the new strategy. The main focus will be on building an aligned and empowered organization that includes a modernized organizational structure and an updated set of workforce requirements capable of implementing the strategy. This will also include an advanced employee retention strategy, which will contain a Future Leaders Program and an updated employee training strategy.

Initiative 5.2 Update HRDF processes and procedures

The initiative aims to improve the maturity of processes and procedures in the Fund in order to enhance efficiency and productivity and simplify operations, in addition to changing the delegation of powers in order to save time and effort and enhance the monitoring process when necessary. The initiative shall also unify the quality management process and institutionalize it at the Fund's level, by developing a quality management system that adheres to international standards.

Initiative 5.3 Develop outsourcing model to improve and optimize HRDF's operating model

The initiative aims to develop an outsourcing model to determine the primary and secondary activities that must be outsourced and the models that must be followed in this context. The initiative is considered essential for solid monitoring and risk management associated with identifying suppliers, improving the quality of the implementation process, and reducing the overhead costs incurred in managing a group of suppliers to the Fund. Besides reducing operational costs, the initiative will follow up the implementation process with the submission of the request for proposals, the awarding of contracts, and the transfer of activities to suppliers.





The Sixth Strategic Goal

Institutional Excellence



Align HRDF financials to impact and complement sources of financing

Reviewing the financial needs of HRDF to align them with the impact and transformation to which the Fund aspires, through rationalizing costs and expenditures and providing alternative funding sources, along with the role of the Fund's subsidiaries.

Initiative 6.1 Optimize current funding costs & re-align HRDF 3-year budget

The initiative aims to re-evaluate current spending and the additional funding needed to realign the Fund's budget for the next three years, by improving current costs and realigning the budget based on the additional spending needed to achieve the new goals.

1. Identifying opportunities to optimize costs in the Fund's current budget, leading to improved spending efficiency in line with benchmarking.
2. Consolidating the demand for the new strategy and restructuring the budget for the next three years based on the new strategy and the Fund's aspiration.

Initiative 6.2 Identify and activate sources of alternative funding

The initiative aims to help the Fund achieve better financial sustainability by identifying potential sources of alternative financing. This identification process shall be done through multiple inputs including regional/international benchmarking studies as well as engagement with global experts. The list of proposals shall require a risk-benefit assessment, before being submitted to the National Development Fund, to obtain its approval on the long-term direction that shall ensure greater financial sustainability at HRDF.

Initiative 6.3 Develop subsidiary strategy to ensure alignment with HRDF's strategy

The initiative aims to examine the current situation of all subsidiaries with the aim of understanding their current operations and financial statements, as well as developing a solid understanding of the linkages (or lack thereof) with HRDF and its strategy.

The Seventh Strategic Goal

Effective Partnerships



Enhance partnership with relevant eco-system entities

Cooperating with partners and stakeholders in the human resources ecosystem and the labor market in order to achieve targeted and effective results related to the axes and sectors.

Initiative 7.1 Define and roll out integrated sectoral strategies in collaboration with relevant partners

The initiative aims to identify priority sectoral strategies, through communicating with other funds and partners to coordinate efforts at the level of preparing strategies for the targeted sectors. This shall contribute to creating a feedback loop for the programs, with a view to including them in current plans. A team of partners/stakeholders shall also be formed for each sector, with the aim of advancing at the strategy formulation level.

Initiative 7.2 Prepare and activate targeted interventions for the benefit of the most vulnerable beneficiaries

The initiative aims to prepare and activate targeted interventions for the benefit of the most vulnerable beneficiaries by identifying the challenges they face, working to integrate them into the current programs of HRDF, and preparing a detailed roadmap that includes additional efforts to effectively involve them in the labor market while strengthening cooperation with regulators, legislators, and enablers.





The Eighth Strategic Goal

Effective Partnerships



Transform and uplift HRDF brand & image

Ensure meaningful communication between various internal and external stakeholders in order to raise awareness of the Fund's image, improve service adoption, and promote alignment among employees.

Initiative 8.1 Design and roll out change management and culture revamp strategy

The initiative aims to develop a program of activities to disseminate the transformation story to HRDF employees, including their individual contributions, to obtain their support throughout the journey. In this context, employee alignment was seen as a key improvement opportunity that would mainly enable the successful implementation of HRDF strategy. In addition, the Fund shall embark on a range of change activities to revamp the business culture and encourage more collaboration, openness, and accountability.

Initiative 8.2 Launch HRDF external communication plan to raise awareness among stakeholders

The initiative aims to improve HRDF's trademark image and awareness in the market through a series of activities. **1.** Updating the corporate brand and launching an external communications plan to raise awareness of the new corporate brand and identity strategy. **2.** Developing and launching a special award for employers to encourage them to participate in HRDF programs. **3.** Employing digital listening and social media management platforms with the aim of managing campaigns effectively and responding better to beneficiaries and employers. **4.** Developing a tool that monitors brand integrity to effectively manage awareness and brand image.

The Ninth Strategic Goal



Build a digitally-enabled and focused HRDF

Improving the services HRDF provides by providing digitally enabled journeys supported by data-driven decisions and agile and flexible infrastructure.

Initiative 9.1 Develop exceptional beneficiary experience

The initiative aims to provide unified and exceptional beneficiary journeys across all channels by improving the digital experience and providing artificial intelligence-enabled solutions for customer tools (job matching, training, support, etc.). It is considered a key enabler to redesign the beneficiary journey and activate key programs, especially job matching, training, and career counselling. The initiative will also improve the beneficiary's online experience by improving the job matching and training engines, as well as providing a better front-end support experience.

Initiative 9.2 Enable data-driven decision making

The initiative aims to establish data foundations, including standards and tools that enable data-based decision-making at the level of every aspect of HRDF. The initiative aims to link the Fund with partner government agencies with the aim of collecting key data related to the labor market. Thus, it enables the Fund to become the leading agency responsible for providing visuals related to the labor market in KSA through its extensive data, covering all sectors, especially those targeted by the Fund.

Initiative 9.3 Build an agile and responsive organization

The initiative aims to respond effectively to the needs of the dynamic labor market, through adaptable technologies and enhanced digital capabilities at the Fund's level. The initiative is considered essential to ensure solid governance, control, and risk management at the level of the Fund's interventions, whether related to the program or initiatives. The main projects include updates to the underlying application and infrastructure components to improve existing technical settings (including cloud), respond to business demand, and enhance availability (including cyber strategy).

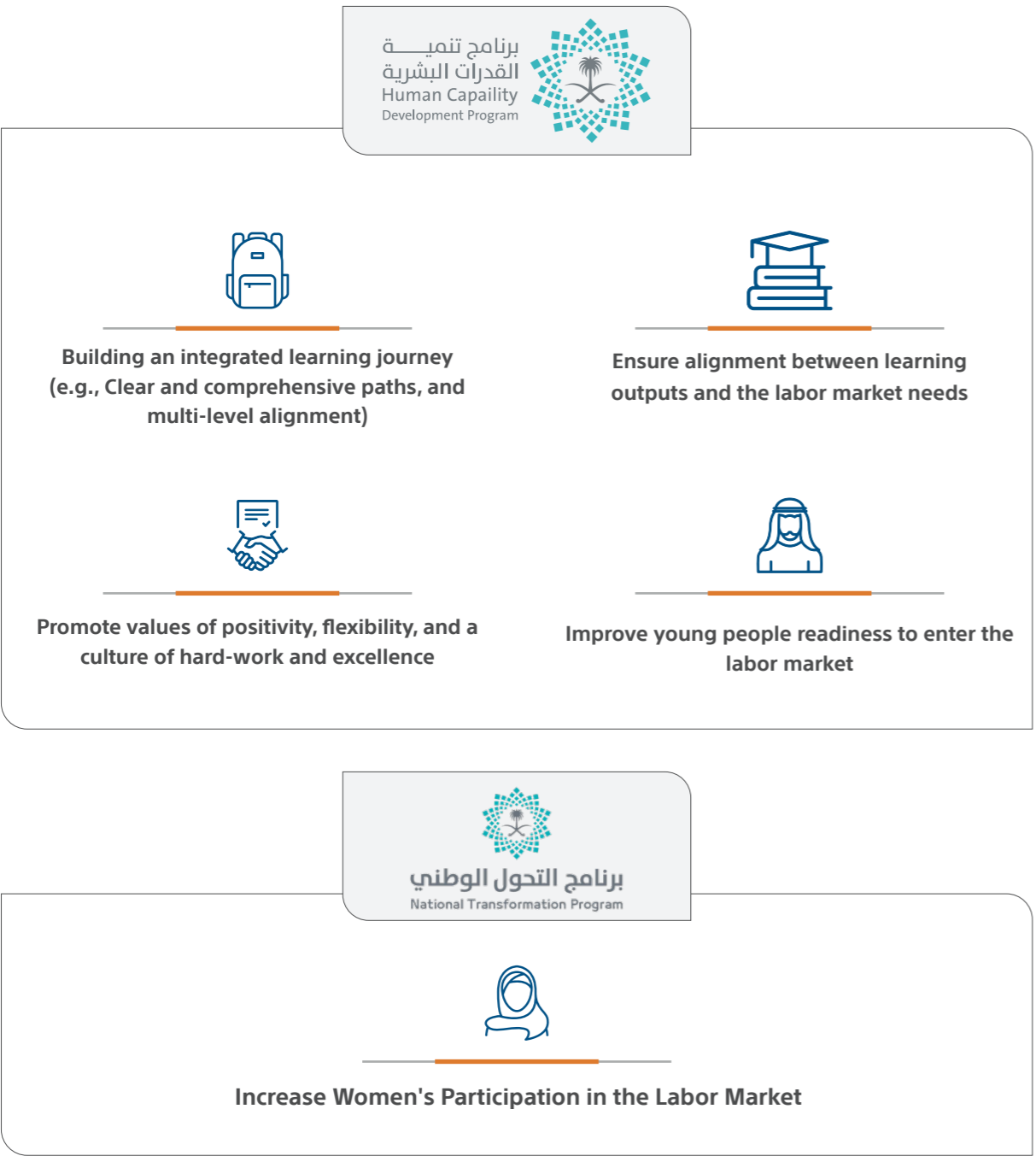
Initiative 9.4 Develop HRDF data analytics capability

The initiative aims to advance the data analytics capabilities of HRDF by establishing a central data management office, including the organizational structure, workforce, and operational model, and developing targeted data use cases in priority areas with a complete roadmap. It also seeks to establish a center of excellence for deploying use cases, and implement/deploy use cases according to the defined roadmap.



Objectives at the Level of KSA's Current or Future Visions

HRDF, through the initiatives assigned to it from KSA Vision 2030 programs - namely the Human Capability Development Program and the Digital Transformation Program,- contributes to achieving the following objectives:



Objectives at the Level of National Strategies

HRDF, through the initiatives assigned to it in the labor market strategy, contributes to achieving the following objectives:



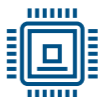
Facilitating the participation of nationals of all categories



Developing matching between jobseekers and employers



Aligning skills and values with current and future market needs



Establishing a comprehensive governance system and infrastructure for following-up performance indicators (infrastructure and informatics)





The Main Pillars of the HRDF's Programs



The pillar of Career Counselling

- ▶ Career Counselling Program



Training Pillar

- ▶ Training Support Program
- ▶ E- Training Program
- ▶ On-the-Job Training Program



Enablement Pillar

- ▶ Income Support Program
- ▶ Enablement Program



Supporting Programs

- ▶ Unemployment Financial Assistance Program
- ▶ Job Matching Program



The Pillar of Career Counselling

1- Career Counselling Program Pillar

A program aimed at empowering all citizens to make better educational and career choices by building a comprehensive system of career counselling services for both students, job seekers, and employees.



Program Objectives:

	Enhancing knowledge about individual interests and abilities for beneficiaries		Connect beneficiaries with relevant human resource development programs provided by the human resource development fund
	Elevating the quality of services provided in career counseling		Train career counselors to assist individuals in setting educational and career goals
	Developing professional planning skills and assisting individuals in making educational and career decisions		Link career counselors with the education sector to serve as a bridge between the HRDF and beneficiaries
	Raising awareness about the importance of all professions and improving perceptions about work culture and its significance		Contribute to the development of the capabilities of the national workforce to become more skilled and productive

Targeted Segments:

Students	Job seekers
University institute and college students	Employees

Products:

Development and guidance platform (SUBOL) 1	Professional counseling at universities 2	Remote career counseling 3
Qualifying Career Counselors 4	Career counseling in schools 5	

Program in Numbers:

Number of beneficiaries 196,809	Beneficiaries Satisfaction rate 92%
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Training Pillar

2- Training Support Program

A program aimed at empowering national forces in the private sector with skills that enhance their chances of obtaining jobs and advancing in their careers in line with the needs of the local job market and keeping pace with global market changes.



Program Objectives:

	Equipping job seekers with the knowledge and skills necessary to secure employment		Developing employees skills to enhance their efficiency, stability, and professional growth
	Meeting the needs of employers for qualified national workforce		In line with the requirements of the local job market and the evolving global job market

Targeted Segments:

	Job seekers		Private sector employees
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Products:

- 1 Support for professional certifications
- 2 Skills
- 3 Strategic partnerships
- 4 Leadership academies



Program in Numbers:

	The Number of beneficiaries 46,661		Employment stability rate for beneficiaries 90%		Number of beneficiaries contributed to employment 6,234
	Number of employers 324		Beneficiaries Satisfaction rate 94%		Job seeker Rate 36%

Training Pillar

3- The E- Training Program

The e-learning program aims to develop knowledge and skills among national workforce in accordance with the needs of the job market, by providing electronic training using the latest global methods, to support them in obtaining suitable employment and maintaining stability therein.



Program Objectives:


-  Achieving the aspirations of the kingdom's vision 2030 and the human capabilities development program
-  Keeping pace with the global renewal and acceleration in human capital development
-  Developing the knowledge and skills of national cadres according to current and future labor market needs
-  Contributing to the qualification of national cadres to support their employment and stability

Targeted Segments:



-  Citizens seeking employment
-  Employees of the private sector

Focusing on priority segments includes new entrants to the job market, previously unemployed females, residents of non-major regions, and individuals with disabilities.

Products:

-  Dorooob platform

Program in Numbers:

-  The number of beneficiaries
936,792
-  Beneficiaries Satisfaction rate
95%



Training Pillar

4- The on-the-Job Training Program



The program aims to provide citizens with professional experience and practical skills through on-the-job training, enabling them to acquire the necessary expertise and skills to prepare them and enhance their employment opportunities in the job market.



Program Objectives:

-  Preparing and developing trainees with practical and professional experience according to the needs of the job market
-  Closing the gap between individual capabilities and the skills required by the job market
-  Qualifying and requalifying job seekers by providing them with the knowledge, skills, and practical experience for specific professions that meet the needs of the job market and the targeted sectors within the kingdom's vision 2030


Targeted Segments:

-  Students in secondary school, diploma, and bachelor's degree programs
-  Job seekers

Products:

- 1 Graduate development "tamheer"

Program in Numbers:

-  Number of beneficiaries
74,917
-  Employment stability rate for employed beneficiaries
78%
-  Number of beneficiaries contributed to their employment
26,197
-  Number of employers
14,634
-  Beneficiaries Satisfaction rate
90%



Enablement Pillar


5- Income Support Program

A program aimed at enabling and qualifying the national workforce and facilitating their employment in the private sector, while also expanding the targeting of modern work patterns in non-traditional fields to promote stability among private sector employees.



Program Objectives:

- 

Contributing to reducing unemployment rates, and incentivizing the private sector to employ citizens
- 

Expanding localization by adopting different work methods and patterns

Targeted Segments:

 Private sector Employers


 Freelancers

Products:


- 1 Employment support
- 2 Support for kidney dialysis wages
- Freelancers, including paths:
 - Delivery support track
 - Directed transportation track
- 3




Program in Numbers:




Number of beneficiaries
368,611




Employment stability rate for employed beneficiaries
45%



Number of beneficiaries contributed to their employment
195,126



Number of employers
43,582



Beneficiary satisfaction rate
89%

Enablement Pillar

6- Enablement Program

A program aimed at providing necessary support to empower employees in the private sector to enhance their job stability and sustainability. It is targeted towards specific groups in need of supplementary support.



Program Objectives:



Providing financial support to ensure job stability and devising solutions to alleviate burdens and costs that hinder continuity or sustainability in employment

Targeted Segments:



The working woman earns less than 8,000 Saudi riyals



People with disabilities



Residents of areas where job opportunities are limited

Products:

1 Children's hospitality support product "qurrah"

2 Transportation support product "wusool"



Program in Numbers:



Number of beneficiaries
142,850



Employment stability rate for employed beneficiaries
59%



Number of beneficiaries contributed to their employment
39,171



Number of employers
52,986

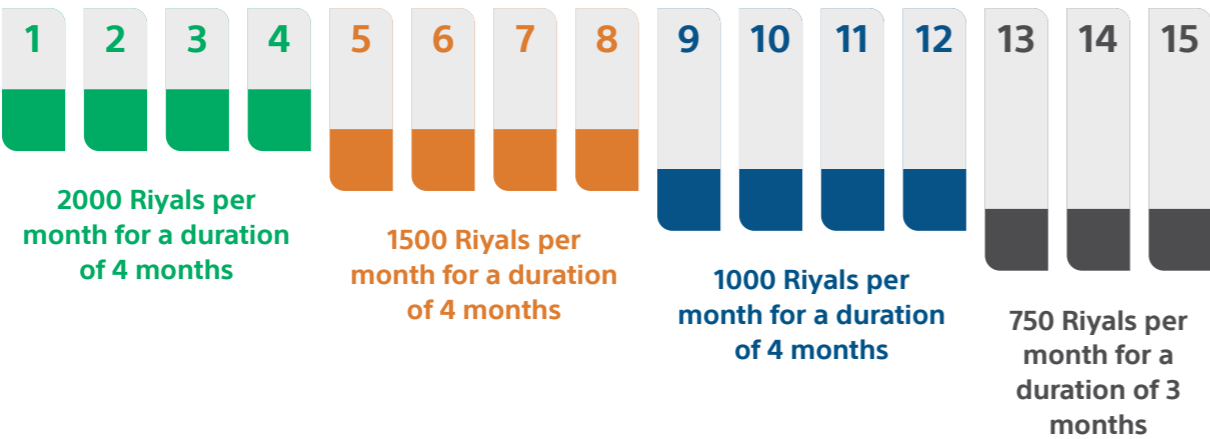


Beneficiary satisfaction rate
93%

Supportive Programs

7- Unemployment Financial Assistance Program

Designed under the decree of the council of ministers dated 22/09/1442 ah, the Unemployment financial assistance program aims to support job seekers by evaluating their seriousness and motivating them to enter the labor market through a declining financial aid starting from 2000 riyals for a duration of 15 months as follows:



Program Objectives:

- Motivating job seekers to enter the job market by providing financial assistance
- Enabling job seekers through the provision of training services and guidance to program beneficiaries



Targeted Segments:

- Job seekers aged between 20 and 40 years old, both males and females:
- Job seekers aged between 20 and 40 years old, both males and females
- Individuals who have been out of the job market for more than two years

Program in Numbers:



Supportive Programs

8- Job Matching Program

A program aimed at facilitating the job matching process for citizens and employers by focusing on increasing employability and job sustainability. Additionally, it aims to achieve mutual interests by aligning job seekers with suitable employment opportunities, supporting groups facing employment challenges, and connecting them with appropriate jobs to achieve high productivity and job sustainability that satisfies all parties and reduces unemployment rates across all segments of society.

Program Objectives:

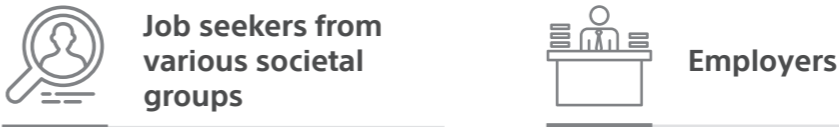
- Providing a comprehensive and enhanced proposed experience for both employers and job seekers
- Crafting precise profiles for registered individuals seeking job opportunities
- Empowering recruitment for serious job seekers listed in the database
- Enhancing the hiring process through the preparation of advanced analytics



Channels:



Targeted Segments:



Jadarat Platform:

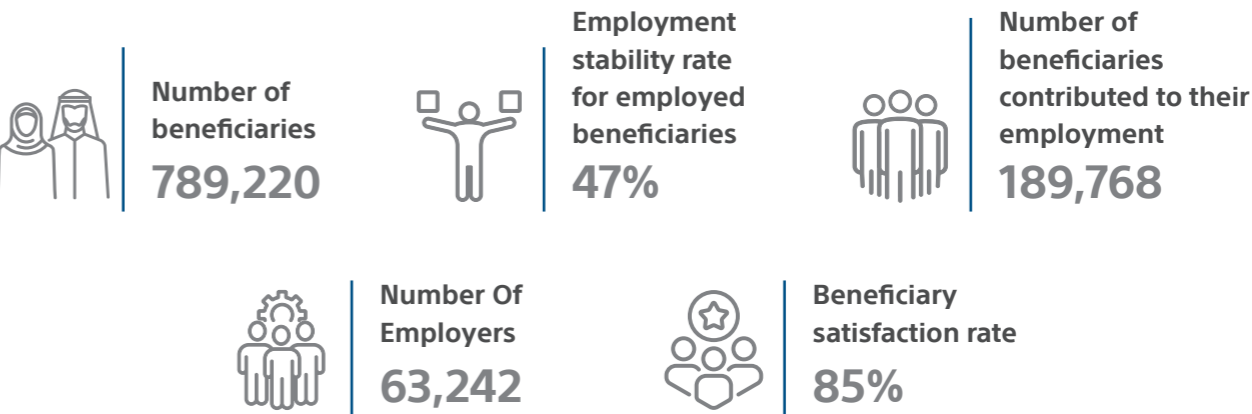
It is the unified national platform for employment (jadarat), which serves job seekers to access vacant positions offered by employers, as well as assists employers in finding suitable candidates for the job vacancies posted on the platform.



Services of the Job Matching Program:

- Analyzing job vacancies on the platform to achieve job matching and enhance recruitment efficiency
- Continuously analyzing data of qualified job seekers and identifying serious candidates
- Sharing data of qualified candidates with the branches' management of the HRDF to achieve job matching
- Sharing data of qualified candidates with the program management in the HRDF to benefit from relevant programs

Program in Numbers:





Efforts of the Human Resources Development Fund in Supporting and Enabling the National Workforce, Particularly Individuals with Disabilities

The human resources development fund (HRDF) is committed to launching numerous services and opportunities tailored for individuals with disabilities, including:

- Recently introduced a service called "Wusool" transportation support product, allowing workers with disabilities to benefit from covering 80% of transportation costs per trip between home and work through specialized transport applications.
- Currently developing a dedicated career guidance path for individuals with disabilities to enhance their professional skills and align them with job opportunities.
- Working on informing individuals with disabilities about the services and programs provided by HRDF and other partner entities to enhance their skills and social and professional integration.
- Through the Job Matching Program, HRDF aims to provide more training and job opportunities for individuals with disabilities in coordination with employing entities, tailored to the type of disability, and enabling them to benefit from the e-training program.
- Increasing support ratios provided to employing entities for individuals with disabilities and launching a program to support employing entities for kidney failure patients, covering absentee days.

Overall, HRDF prioritizes this valuable segment of society and strives to empower them to benefit from all services and programs to enhance their societal and professional roles.

The HRDF has also worked on redesigning its programs to ensure their alignment with the job market and the utilization of targeted segments for support according to the HRDF's strategy, including enabling them to enter the job market. among these segments are individuals with disabilities. because of the redesign, the opportunity has been made available for people with disabilities to register in all of the fund's programs. The HRDF conducts periodic studies on program mechanisms to ensure they achieve the HRDF's targets in this regard and address the challenges that may hinder individuals with disabilities from benefiting from the programs.



Statistics Related to the Utilization of Programs by Individuals with Disabilities from the HRDF

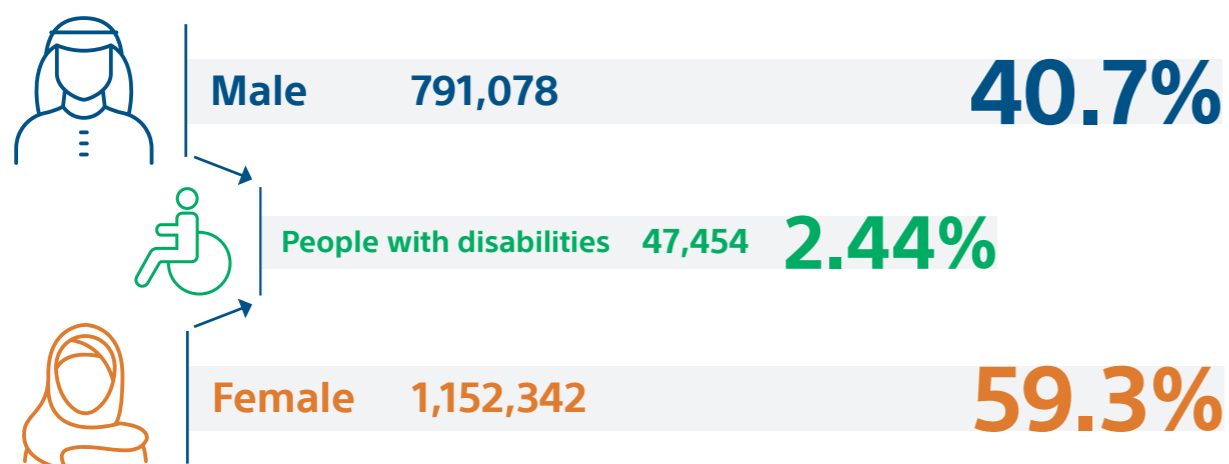
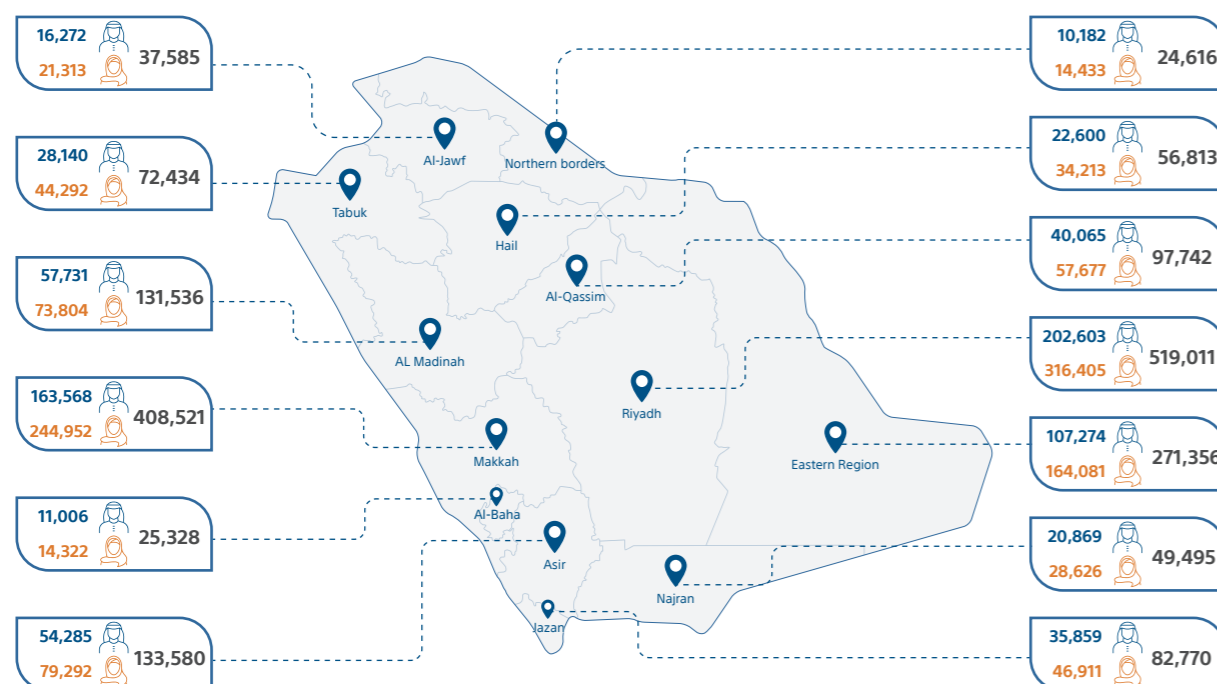
	Programs	Active beneficiaries	Contribution to employment
	Career counselling	4,513	32
	Enablement	2,637	734
	E-training	20,456	-
	Income support	10,073	5,216
	Job matching	20,578	4,741
	Unemployment financial assistance program	621	46
	On-the-job training	1,371	399
	Training support	1,022	105
	Total without repetition	47,454	9,473
	Total with repetition*	61,271	11,273

(*) Total beneficiaries of the HRDF's programs and services, including those who received more than one service from various programs without removing repetitions. for example: a beneficiary who received empowerment services and training support would be counted twice.



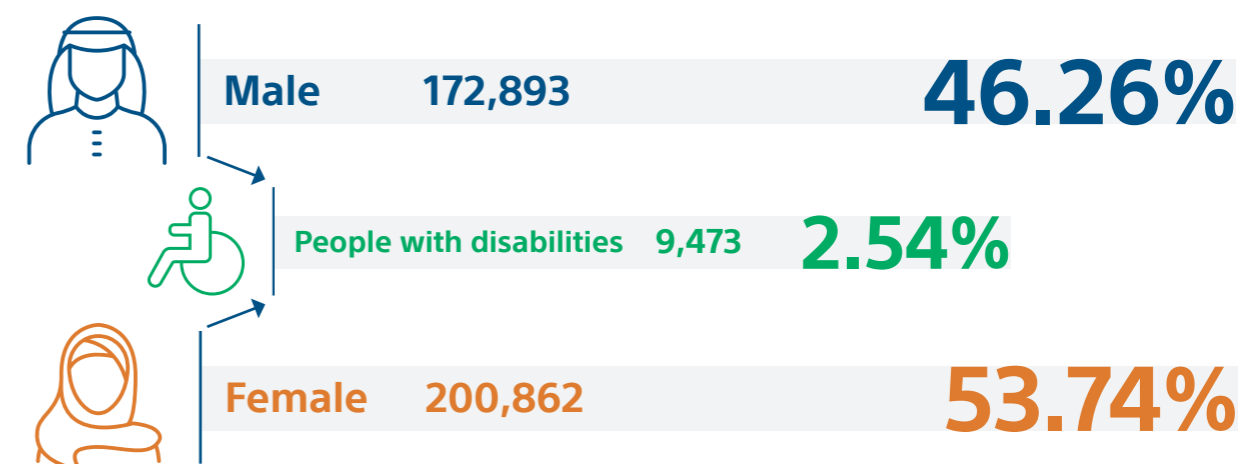
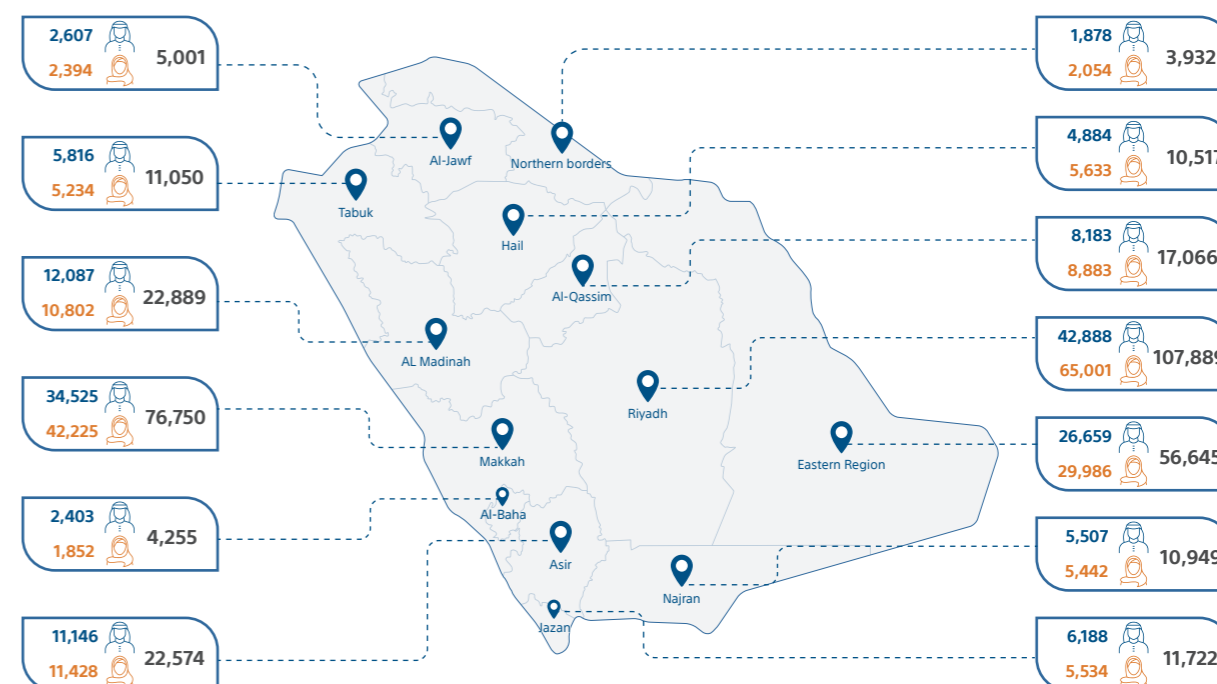
Beneficiaries of the HRDF's Programs and Services from January to December 2023

The number of beneficiaries of the HRDF's services and programs reached **1,944,098** beneficiaries



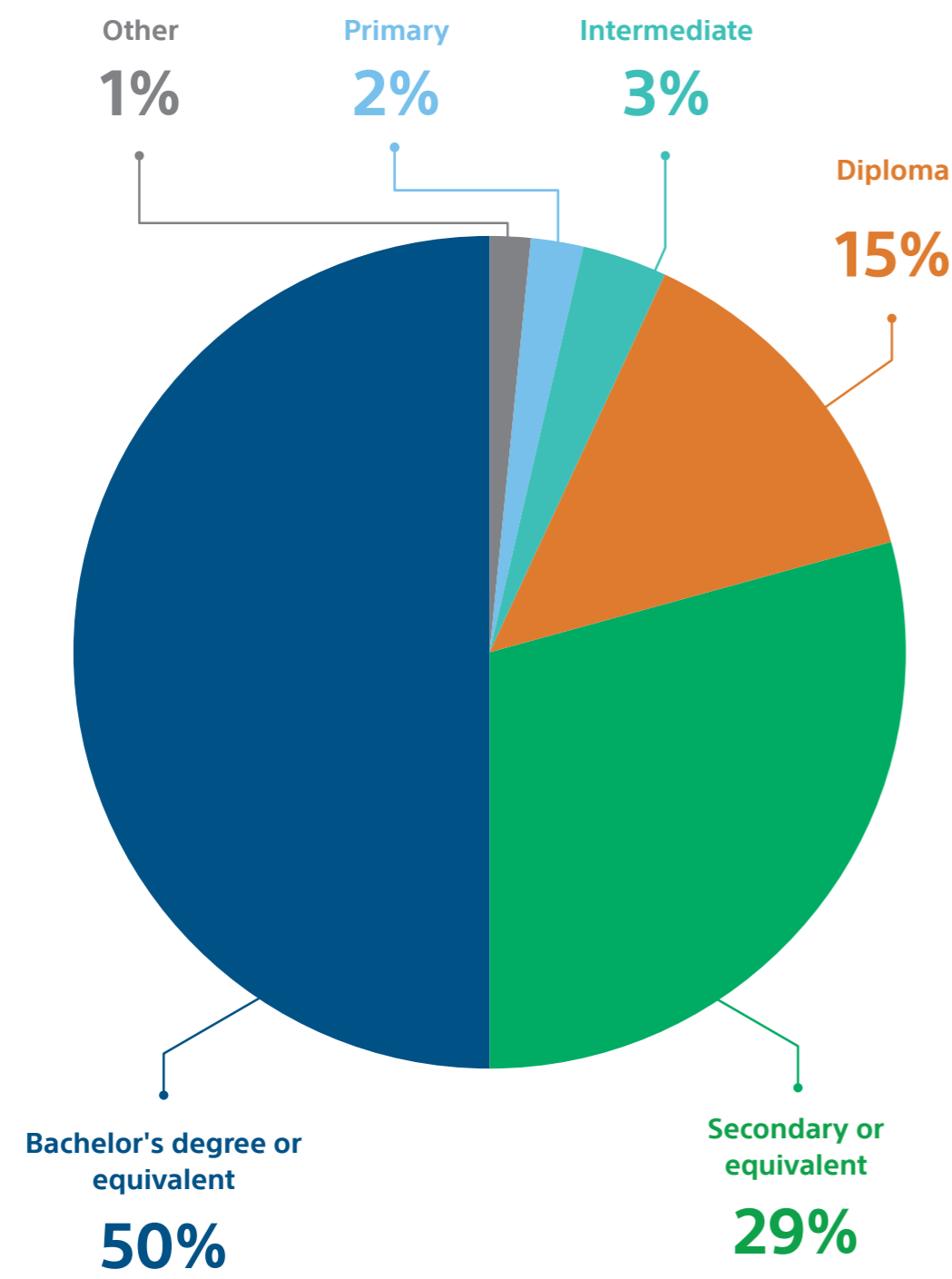
Employees in the Labor Market who Benefited from the HRDF's Programs and Services from January to December 2023

The number of individuals employed from the beneficiaries of the HRDF's services and programs was **373,763** beneficiaries

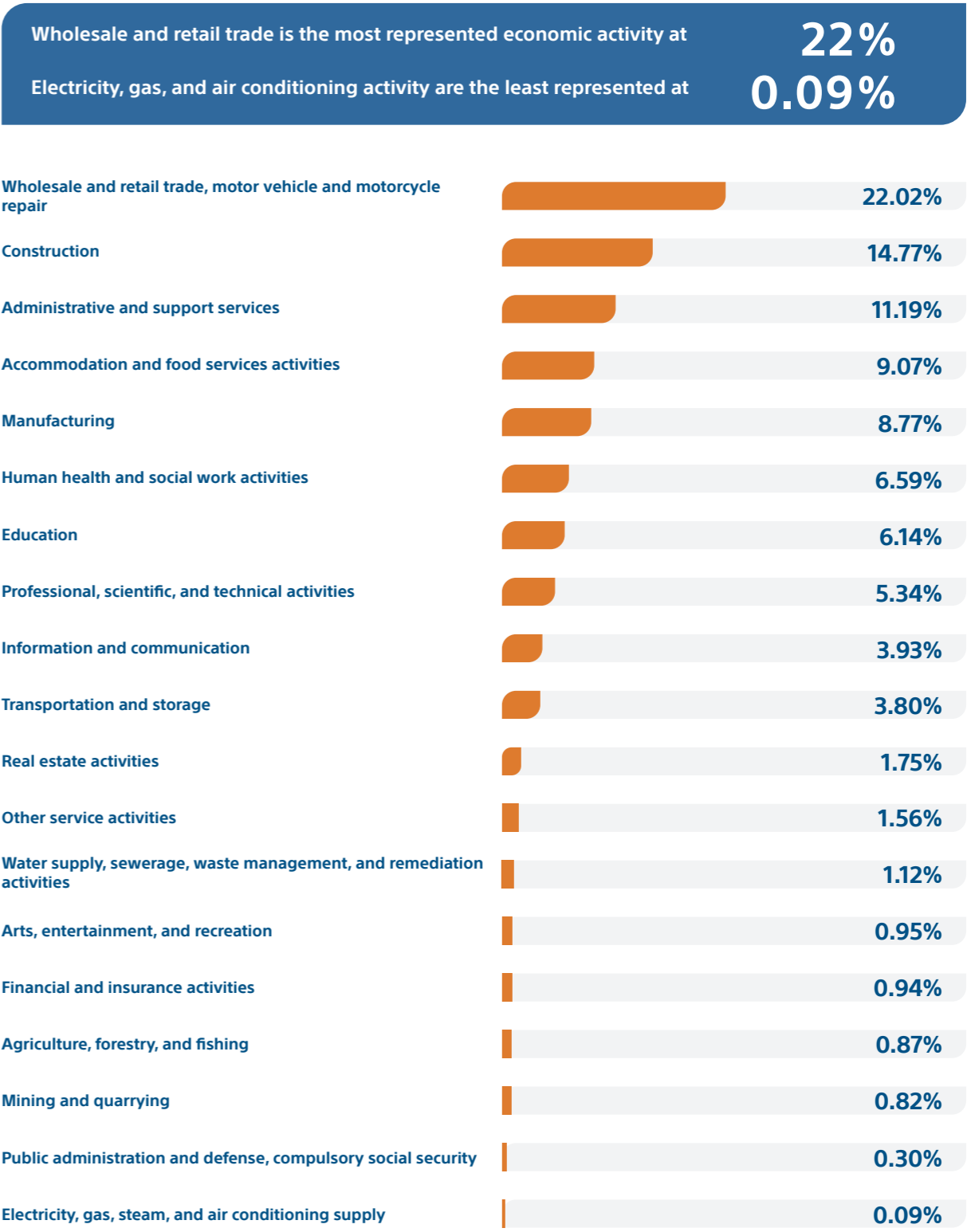




Classification of Beneficiaries who were Employed Through the HRDF
According to their Educational Qualifications



Classification of Beneficiaries whom the HRDF Contributed to Employing,
According to the Economic Activities of the Establishments (Employers)





The Economic and Social Impact of HRDF Programs

- ◆ HRDF conducted an analysis of the historical economic and social impact of all the Fund's programs since 2020 to 2023.
- ◆ Several economic and econometric methodologies were used to assess HRDF's impact on several macroeconomic and social variables, including general arithmetic equilibrium modeling, difference in differences, and standard macroeconomic overlap.
- ◆ Estimates showed that the impact of HRDF programs in 2023 was about **7.6** billion SAR on the real GDP of the Kingdom of Saudi Arabia. The impact of HRDF programs in reducing the unemployment rate of Saudis in 2023 was estimated at **0.34%**. It is noted that HRDF has provided support to its beneficiaries through its programs estimated at approximately **8.7** billion SAR in 2023.
- ◆ HRDF provided estimates of the economic impact of HRDF's programs to enable decision makers to learn the Fund's impact on KSA's economy in general and its impact on the goals of Vision 2030 in particular. Knowingly, one of the goals of Vision 2030 is to reduce the unemployment rate of Saudis, which HRDF seeks to participate in achieving it through its programs.





2.3 Performance Highlights

1- The Annual HRDF's KPIs

Form (1): The KPIs for the Fiscal Year: 2023

KPI	Target	KPI Status (1)	Actual Value	Target Value	Measurement Period	Associated Vision Realization Program (VRP)
Objective: Adopt preventative and reactive programs, enabled by a transformed beneficiary experience. Description of the objective: Prepare HRDF programs to address labor market challenges by prioritizing beneficiary-focused experiences characterized by dedication and effectiveness. Identifying Objective Type: (2) The Agency's Key Strategy.						
Number of Active Beneficiaries (The number of non-duplicate beneficiaries who were served during the measurement period, whether they were new or from previous periods)	2023	●	1,944,098	1,172,615	Annual	N/A
Number of Employers (Number of non-duplicate employers of active beneficiaries who were employed or received service during the period)	2023	●	119,881	72,037	Annual	N/A
Number of Beneficiaries employed (Number of non-duplicate beneficiaries who were employed during the measurement period after receiving support from/or during their journey with HRDF)	2023	●	373,763	332,601	Annual	N/A
Percentage of Stability for Beneficiaries employed (Percentage of non-duplicate beneficiaries who maintained their jobs for one year after employment or the end of HRDF's support)	2023	●	51.07%	40%	Annual	N/A
Average Employment Time for Beneficiaries (Days) (Average time required by HRDF to employ a beneficiary)	2023	●	71.17	92	Annual	N/A
Disbursed Amount for Each Beneficiary Employed (Investment required (in SAR) to employ one person in a specific job (program spending during a specific year divided by the number of beneficiaries who were employed during the same year)	2023	●	23,375	28,734	Annual	N/A
Beneficiaries' Satisfaction (Measuring the level of beneficiary satisfaction through the customer satisfaction scale)	2023	●	93%	87%	Annual	N/A
Employers' Satisfaction ((Measuring the level of employer satisfaction through the customer satisfaction scale)	2023	●	91%	82%	Annual	N/A
Objective: Build a digitally-enabled and focused HRDF: Description of the objective: Improving HRDF services by providing digitally-enabled journeys by making decisions based on flexible data and infrastructure Identifying Objective Type (2): The Agency's Key Strategy.						
Digital Government Authority Index (Digital Government Authority Index to measure digital transformation at the level of government institutions)	2023	●	89.82%	72%	Annual	N/A

(1) Status Indicator Colors

- Fully achieved (99% and more)
- Partially achieved (85% - 99%)
- Not Achieved (below 85%)

(2) Defining the Key Objective Type, among the following options:

- The Agency's Key Strategy
- Vision-Related Strategy
- National Strategy
- Sectoral Strategy

2- The Status of Approved Initiatives, as per Official Procedures

Form (2) HRDF Initiatives for the Fiscal Year: 2023

Initiatives of Saudi Vision 2030 Realization Programs

Initiative	Initiative status (1)	Start Date (2)	Workflow Summary (Description)	Actual Completion Percentage	Planned Completion Percentage	Scheduled End Date	VRP (if any)
Objective: Increase Women's Participation in the Labor Market Description of the objective: Raising the percentage of women in middle and senior leadership positions to achieve the goals of increasing women's participation in the labor market by training female cadres in various sectors, whether public or private. Identifying Objective Type (3): Vision-Related Strategy.							
Supporting and facilitating transportation for working women	●	Q4 2017	All milestones and deliverables on the initiative card have been completed	100%	100%	Q1 of 2023	National Transformation
Providing childcare services for working women (Qurrah)	●	Q4 2017	All milestones and deliverables on the initiative card have been completed	100%	100%	Q1 of 2023	National Transformation
Objective: Improve young people readiness to join the labor market Description of the objective: Improving the readiness of Saudi youth to enter and engage in the labor market by developing their capabilities and skills and keeping them abreast of changes. Identifying Objective Type (3): Vision-Related Strategy.							
Compulsory Service for jobseekers	●	Q2 2021	All milestones and deliverables on the initiative card have been completed	100%	100%	Q1 of 2023	Human Capability Development
Objective: Promote values of positivity, flexibility, and a hard-work culture Description of the objective: Strengthening the values inherent in the souls of the Saudi people, such as determination and seriousness, and fortifying them in the souls of young people. This is besides activating community participation and contributing to volunteer work. Identifying Objective Type (3): Vision-Related Strategy.							
Early Work	●	Q3 of 2021	Work is underway on the initiative's operational projects	80%	83%	Q4 2025	Human Capability Development
Objective: Building an integrated learning journey (e.g., clear and comprehensive paths, and multi-level alignment) Description of the objective: Building an integrated lifelong educational journey by ensuring that every child receives kindergarten education, encouraging them to achieve a high level of education, and offering post-graduation opportunities for continued learning and training tailored to meet labor market demands. Identifying Objective Type (3): Vision-Related Strategy.							
Comprehensive Career Guidance	●	Q1 of 2021	Work is underway on the initiative's operational projects	55%	55%	Q4 2025	Human Capability Development
Guidance and Experience Transfer	●	Q1 of 2021	Work is underway on the initiative's operational projects	35%	40%	Q4 2025	Human Capability Development

(1) Status Indicator Colors

- The Initiative is Completed
- On-track, difference is 5% or less
- Behind schedule by more than 5% to 15%
- Very behind schedule by more than 15%

(2) If it started the date is specified, if it has not started yet write it

(3) Defining the Key Objective Type, among the following options:

- The Agency's Key Strategy.
- Vision-Related Strategy
- National Strategy.
- Sectoral Strategy.

Sectoral Strategy Initiatives (Labor Market Strategy)

Initiative	Initiative status (1)	Start Date (2)	Workflow Summary (Description)	Actual Completion Percentage	Planned Completion Percentage	Scheduled End Date	VRP (if any)
Objective 1: Empower nationals through the welfare system Objective 2: Improve the effectiveness and efficiency of the social services system Objective 3: Improve young people readiness to join the labor market Description of the objective: Providing citizens in need with the necessary tools to enable them to rely on themselves instead of relying on government support and other forms of support. Identifying Objective Type (3): Labor market strategy (National Strategy).							
Redesigning career support programs	●	Q1 of 2020	All milestones and deliverables on the initiative card have been completed	100%	100%	Q3 of 2022	N/A
Objective: Improve alignment between jobseekers and employers Description of the objective: Developing alignment between jobseekers and employers, promoting the quality of employment services for those who have difficulty for employment, and redesigning career support programs Identifying Objective Type (3): Labor market strategy (National Strategy).							
Promoting e-recruitment platforms	●	Q4 2021	All milestones and deliverables on the initiative card have been completed	100%	100%	Q4 2022	N/A
Promoting the quality of recruitment services for those who have difficulty for recruitment	●	Q1 of 2021	All milestones and deliverables on the initiative card have been completed	100%	100%	Q4 2023	N/A
Improving the model of the relationship with beneficiaries	●	Q1 of 2021	All milestones and deliverables on the initiative card have been completed	100%	100%	Q4 2023	N/A
Objective: Align skills and values with current and future market needs Description of the objective: Aligning educational outputs with the changing and renewable requirements of the labor market, as well as keeping pace with them in the future. Identifying Objective Type (3): Labor market strategy (National Strategy)							
Developing training programs for the national workforce in the private and non-profit sectors	●	Q1 of 2021	Work is underway on the initiative's operational projects	60%	60%	Q4 2024	N/A
Objective: Establish a comprehensive governance system and infrastructure to follow-up on performance indicators Description of the objective: Implementing and applying the enterprise architecture in government agencies, and making the most of the capacities and capabilities the enterprise architecture provides to contribute to building digital transformation plans to effectively support the vision, strategic goals, and initiatives. Identifying Objective Type (3): Labor market strategy (National Strategy)							
Enhancing the role and effectiveness of the National Labor Observatory	●	Q4 2021	All milestones and deliverables on the initiative card have been completed	100%	100%	Q4 2022	N/A
Developing capabilities of data analysis and policies assessment and development	●	Q2 2022	Work is underway on the initiative's operational projects	27%	32%	Q4 2024	N/A

Sectoral Strategy Initiatives (Labor Market Strategy)

Initiative	Initiative status (1)	Start Date (2)	Workflow Summary (Description)	Actual Completion Percentage	Planned Completion Percentage	Scheduled End Date	VRP (if any)
Objective 1: Adopt preventative and reactive programs, enabled by a transformed beneficiary experience Description of the objective: Directing programs towards achieving the impact that HRDF aspires to meet and address labor market challenges, while providing effective and customized experiences centered on beneficiaries. Identifying Objective Type (3): Key Strategy of HRDF							
Redesign programs to address labor market challenges	●	Q2 2021	The Initiative has been completed	100%	100%	Q4 2022	N/A
Implementing the redesigned programs	●	Q4 2021	Work is underway on the executive components of the Initiative and its constituent projects	76%	76%	Q4 2024	N/A
Redesign and roll out integrated beneficiary journeys to enable a transformed experience	●	Q2 2021	Work is underway on the executive components of the Initiative and its constituent projects	38%	38%	Q4 2024	N/A
Objective 2: Proactively respond to labor market with behavior interventions and policy advocacy Description of the objective: Preparing a set of basic enablers that aim to enhance the impact achieved by the main programs, through techniques, behavioral interventions, methods related to motivation, and Policy-related visions. Identifying Objective Type (3): Key Strategy of HRDF.							
Build a nudging unit to leverage behavioral science in addressing labor market challenges	●	Q2 2022	Work is underway on the executive components of the Initiative and its constituent projects	100%	93%	Q1 of 2024	N/A
Develop policy advocacy value-proposition to influence supply-shaping topics	●	Q1 of 2024	Work is underway on preparation for the Initiative, as it will be launched during the first quarter of 2024	0%	0%	Q4 2024	N/A
Objective 3: Evolve as a thought leader in labor market insights Description of the objective: Strengthening the capabilities of HRDF in terms of data analysis (redefining the position of the National Labor Observatory) to become an intellectual leader in the labor market related insights Identifying Objective Type (3): Key Strategy of HRDF							
Reposition NLO to become a thought leader in market insights	●	Q4 2021	Working is underway to implement projects emanating from the strategy of the National Labor Observatory	34%	33%	Q4 2024	N/A

Initiative	Initiative status (1)	Start Date (2)	Workflow Summary (Description)	Actual Completion Percentage	Planned Completion Percentage	Scheduled End Date	VRP (if any)
Objective 4: Build a performance management & impact-driven culture Description of the objective: Refining corporate performance management and developing relevant KPIs to maximize impact through accessibility, sustainability, efficiency, and satisfaction level. Identifying Objective Type (3): Key Strategy of HRDF.							
Develop and operationalize strategic and program-level KPIs	●	Q4 2021	Work is underway on the executive components of the Initiative and its constituent projects	75%	76%	Q4 2024	N/A
Cascade KPIs to all organization's members to ensure alignment on organization outcomes	●	Q1 of 2023	Work is underway on the executive components of the Initiative and its constituent projects	73%	71%	Q3 of 2024	N/A
Objective 5: Develop an efficient and effective organization that help achieve HRDF goals Description of the objective: Strengthening the organizational capabilities of HRDF by improving the individuals and operations pillars and reviewing the operational model. Identifying Objective Type (3): Key Strategy of HRDF.							
Improve HRDF's Human Capital Development to elevate talent and org capabilities	●	Q4 2022	Work is underway on the executive components of the Initiative and its constituent projects	46%	39%	Q4 2024	N/A
Update HRDF processes and procedures	●	Q1 of 2021	The first phase of the documentation of HRDF procedures has been completed, and the second phase is underway	77%	77%	Q4 2024	N/A
Develop outsourcing model to improve and optimize HRDF's operating model	●	Q1 of 2022	The model has been completely developed, and work is currently underway to implement and apply the model according to HRDF strategic directions	52%	56%	Q4 2024	N/A
Objective 6: Align HRDF financials to impact and complement sources of financing Description of the objective: Reviewing the financial needs of HRDF to align them with the impact and transformation to which HRDF aspires through rationalizing costs and expenditures, providing alternative funding sources, and the role of HRDF's subsidiaries. Identifying Objective Type (3): Key Strategy of HRDF.							
Optimize current funding costs & re-align HRDF 3-year budget	●	Q4 2022	Work is underway on the executive components of the Initiative and its constituent projects	94%	94%	Q1 of 2024	N/A
Identify and activate sources of alternative funding	●	Q1 of 2024	Work is underway on preparation for the Initiative, as it will be launched during the first quarter of 2024	0%	0%	Q4 2024	N/A
Develop subsidiary strategy to ensure alignment with HRDF's strategy	●	Q1 of 2023	The Initiative has been completed	100%	100%	Q2 2023	N/A

Initiative	Initiative status (1)	Start Date (2)	Workflow Summary (Description)	Actual Completion Percentage	Planned Completion Percentage	Scheduled End Date	VRP (if any)
Objective 7: Enhance partnership with relevant eco-system entities Description of the objective: Cooperating with partners and stakeholders in the human resources ecosystem and the labor market in order to achieve targeted and effective results related to the axes and sectors. Identifying Objective Type (3): Key Strategy of HRDF.							
Define and roll out integrated sectoral strategies in collaboration with relevant partners	●	Q4 2022	Work is underway on the executive components of the Initiative and its constituent projects	85%	85%	Q3 of 2024	N/A
Prepare and activate targeted interventions for the benefit of the most vulnerable beneficiaries	●	Q4 2022	Work is underway to start the implementation of the initiative and the projects thereof	0%	0%	Q3 of 2024	N/A
Objective 8: Transform and uplift HRDF brand & image Description of the objective: Ensuring meaningful communication between various internal and external stakeholders in order to raise awareness of HRDF's image, improve service adoption, and promote alignment among employees. Identifying Objective Type (3): Key Strategy of HRDF.							
Design and roll out change management and culture revamp strategy	●	Q4 2022	Work is underway on the executive components of the Initiative and its constituent projects	77%	79%	Q2 2024	N/A
Launch HRDF external communication plan to raise awareness among stakeholders	●	Q2 2022	Work is underway on the executive components of the Initiative and its constituent projects	96%	98%	Q1 of 2024	N/A
Objective 9: Build a digitally-enabled and focused HRDF Description of the objective: Improving the services HRDF provides by offering digitally enabled journeys supported by data-driven decisions with agile and flexible infrastructure. Identifying Objective Type (3): Key Strategy of HRDF.							
Develop exceptional beneficiary experience	●	Q4 2021	Work is underway on the executive components of the Initiative and its constituent projects	78%	80%	Q4 2024	N/A
Enable data-driven decision making	●	Q1 of 2022	Work is underway on the executive components of the Initiative and its constituent projects	21%	23%	Q4 2024	N/A
Build an agile and responsive organization	●	Q4 2020	Work is underway on the executive components of the Initiative and its constituent projects	81%	82%	Q4 2024	N/A
Develop HRDF data analytics capability	●	Q3 of 2022	Developing HRDF's analytics capabilities	68%	67%	Q4 2024	N/A

(1) Status Indicator Colors

- The Initiative is Completed
- On-track, difference is 5% and below
- Behind schedule by more than 5% to 15%
- Way behind schedule by more than 15%

(2) If the initiative has commenced, the date of initiation should be specified. If it has not commenced, this should be clearly indicated.
(3) Defining the Key Objective Type, among the following options:

- The Agency's Key Strategy.
- Vision-Related Strategy.
- National Strategy.
- Sectoral Strategy.

3. HRDF-Related International Indicators and KSA Rank According to the International Index:

None, N/A

4. The Degree of Beneficiaries’ Satisfaction with Services Provided by HRDF

Noticeable Growth in Beneficiary Satisfaction

In light of the increase in services provided by government agencies and institutions to beneficiaries and the diversity of methods of providing them, we notice that the most important feature among these services is the style and method of providing them. Based on this, HRDF has worked to develop and enhance communication mechanisms in a way that makes it easier for beneficiaries to communicate with us.



The Mechanism and Methodology Used

Various questionnaires are used as well as available means of communication, such as: Phone calls, e-mails, and text messages in order to communicate with beneficiaries and find out the extent of their satisfaction with their experience of the services and products provided by HRDF. Beneficiary data is obtained through the Quality and Follow-up management of the General Department of Programs. The customer satisfaction score (CSAT) is also used, which is a global index that measures beneficiary satisfaction.



Measurement Metrics Used to Evaluate the Level of Beneficiary Satisfaction



Procedures



Speed



Outputs



Electronic system

Questionnaire Methodology

Evaluation Levels

The questionnaire was built on 3 main levels in accordance with the methodology adopted by the “Aadaa” Center for measuring government agencies.

Level One
Providing services in general

Satisfaction with service The rating is from 1 to 5: 1 means not satisfied at all 5 means completely satisfied

If the answer is 3 or less, move to the second level

Level Two
Basic criteria

Satisfaction with procedures

Satisfaction with the speed

Satisfaction with the electronic system

Satisfaction with the outputs

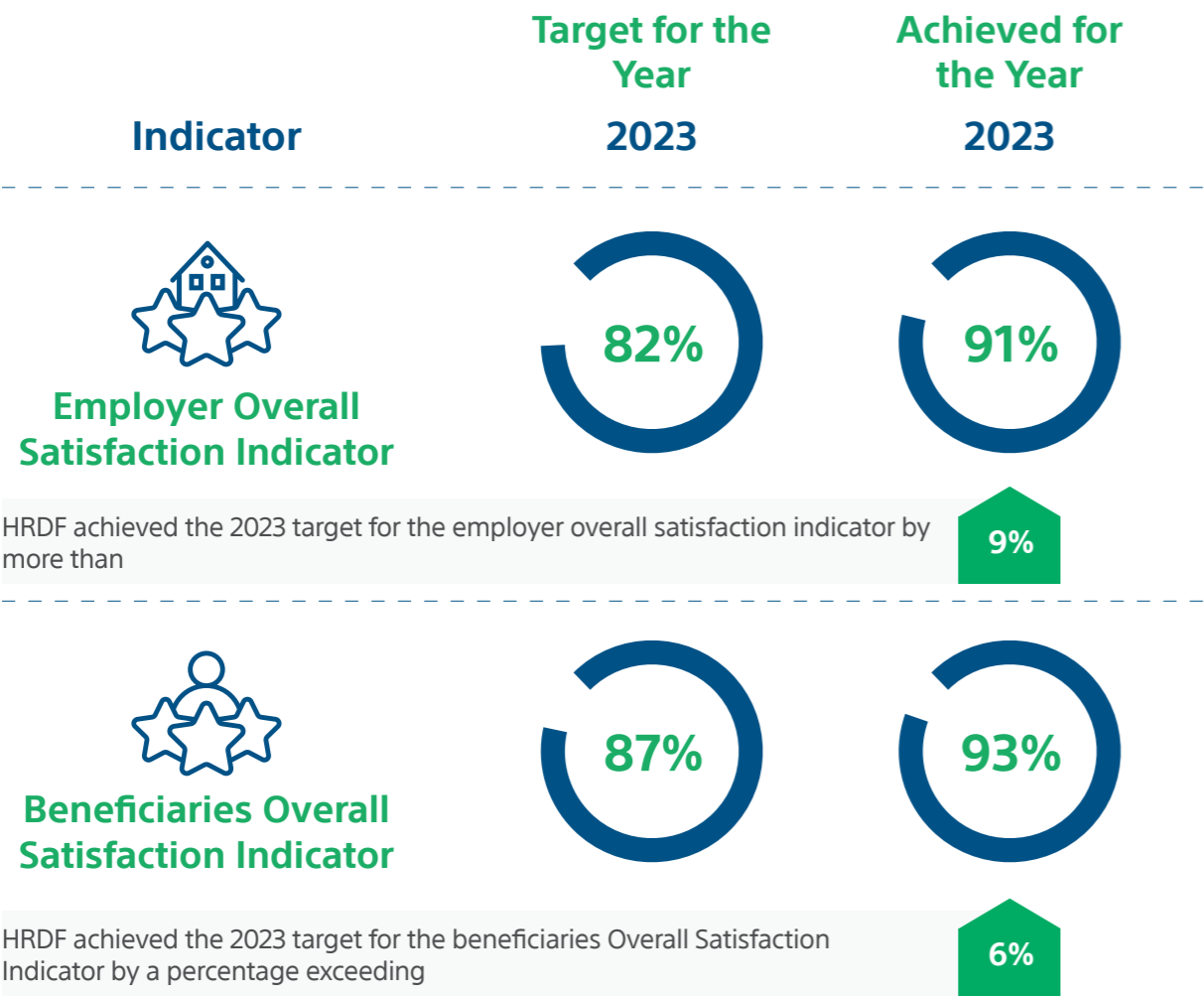
If the answer is 3 or less, move to the third level Only criteria with a rating of 3 or less are evaluated at the second level

Third Level
Sub-criteria

Sub-criteria questions are developed for each core criterion for each product



The Following Charts Detail the Progress Achieved



The Following Details Show the satisfaction rates for each of HRDF's programs:





2.4 Works and Achievements Highlights

1- Directions and Assignments

Form No. (4): Statement of HRDF Assignments and Directions and actions taken during the Fiscal Year of 2023

S. N.	Systematic tools					
	Type of tool	No.	Date	Tool Subject	Actions taken	Implementation Status
1	The Council of Ministers Resolution	65897	23/9/1444AH	Which stipulates the approval of the final account of HRDF for the fiscal year of (1437/1438 AH) (2016 AD)	-	Executed
2	The Council of Ministers Resolution	76176	5/11/1444 AH	Regarding the Council of Ministers' Resolutions No. (755) which stipulates the approval of the final account of HRDF for the fiscal year of (1441/1442 AH) 2020 AD)	-	Executed
3	The Council of Ministers Resolution	76106	5/11/1444 AH	Regarding the difference between the Ministry of Finance and HRDF concerning HRDF's entitlement to the amounts deducted from work visas imposed on Saudi and non-Saudi private companies, institutions, and individuals, where the conclusion was generously approved	-	Executed

2- Business and Operational Achievements



Throughout the year 2023 AD, HRDF experienced several changes and advancements within the sector and ecosystem. Despite these shifts, HRDF's dedicated team remained committed and excelled in service provision, resulting in a notable enhancement of services and successes across various fronts. In our pursuit to foster a sustainable national workforce in KSA, let's delve into the most significant achievements attained, accompanied by insights into the efforts undertaken to accomplish them.

Achievements of HRDF's Programs

The executive department of the programs is responsible for achieving excellence in providing programs and services to beneficiaries. Our achievements in this field include implementing and developing various training programs, reviewing large numbers of invoices, and achieving high levels of beneficiary satisfaction. We are also proud of our active participation in improving career guidance services, developing training products, and launching initiatives that enhance the capabilities of individuals in the labor market, which in turn confirms our firm commitment to providing high-quality services and tangible impact. In the same way that our country is witnessing in terms of hard work, merit, and achievements, we are all proud of recording milestones in multiple fields.



The Most Prominent Roles of the Executive Department of Programs:

- ◆ Establish and prioritize the labor market and beneficiaries of HRDF's programs.
- ◆ Develop the best strategy to increase the number of beneficiaries of HRDF's programs.
- ◆ Develop medium- and long-term plans to increase the efficiency of HRDF's programs.
- ◆ Develop strategic plans for career guidance for all concerned groups.
- ◆ Supervise the eight support programs (Career counseling, training support, e-training, on-the-job training, income support, enablement, alignment, and unemployment financial assistance).
- ◆ Supervise and ensure the transparency, effectiveness, and fairness of HRDF's support programs and their ability to achieve the overall goals for which they were set.
- ◆ Supervise the operation and development of financial support programs and other support programs on an ongoing basis to ensure their effectiveness and ability to achieve the optimal return on investment.

Launching “HADAF Leadership Program” to Empower National Cadres

Through the “HADAF Leadership” program, we aim to develop and upskill future national leaders from the private sector, of both genders, and to enable them to assume leadership of establishments in the KSA, driving forward the realization of the Saudi Vision 2030.



945 graduates
in 2023



Includes 6
stages



Who belong to 400
establishments



Program duration
is 8 weeks



+2000 total
graduates of the program



9 billion riyals for Programs, to Support the Employment of 374,000 Individuals During 2023

As part of our role in contributing to supporting and employing national cadres in the private sector, the Human Resources Development Fund (HRDF) worked during the past year to support the employment of **374,000** citizens, of both genders, to work in the private sector establishments during 2023 AD, through its various programs, initiatives and products, at a rate of **112%** of the annual target of HRDF, and the expenses of support programs directed to career guidance, training and empowerment amounted to about **(9)** billion riyals.

HRDF seeks to continue its efforts by integrating with the human resources ecosystem in order to keep pace with the changes in the labor market, meet its requirements and take into account the needs and priorities related to the sectors, in addition to working to develop programs to support training, empowerment and guidance directed to national cadres in a way that contributes to achieving the goals of the Saudi Vision 2030 in developing human capabilities and the labor market strategy, to support the nationals and enable them to have career opportunities in the labor market, which is reflected in stimulating various sectors and activities to participate in current national development, and attracting more investments that generate qualitative jobs.





In Integration with Education Departments in the KSA's Regions

Launch Career Guidance Initiative in Schools

HRDF seeks to contribute to enhancing the concept of career guidance. Therefore, during the past year, it launched the career guidance initiative in public and private schools at the level of all regions of the KSA, in the presence of Their Excellencies the Minister of Human Resources and Social Development, Chairman of the Board of Directors of the HRDF, Engineer Ahmed bin Suleiman Al-Rajhi, and His Excellency the Minister of Education Youssef bin Abdullah Al-Benyan, with the aim of aligning educational outcomes with the requirements of the labor market, and enabling male and female students to learn about current and future skills and their needs.



Launch Career Guidance Initiative in Schools Joint Efforts to Balance Between Education and the Labor Market

Achievements in Business Development

Key Roles of the Executive Department of Business Development:

- ◆ Lead communication activities with government agencies responsible for business sectors and priority national projects to support human capital development opportunities through HRDF programs and services.
- ◆ Develop, follow up, and set conditions and goals for partnerships and work agreements with entities in various sectors, in cooperation with business sector units.
- ◆ Conduct performance analysis and appraisal activities for partnerships and their achievement of targets.
- ◆ Contribute to business visualization analysis activities, create business reports and provide recommendations to support decision making.

Effective partnerships contribute to achieving leaps in the level of integration with various relevant parties. Hence comes the role of the Executive Department for Business Development, which plays a vital role in promoting and developing the business, through a variety of partnerships and agreements that focus on training, professional development, and enhancing skills. The partnerships strategy is represented in building strong and effective relationships with the public and private sectors in order to achieve continuous development in various fields. Our successes in this context include establishing training agreements with leading companies, memorandums of cooperation with governmental and private institutions, and launching multiple development initiatives aimed at enhancing the capabilities and skills of individuals and establishments.



Sectoral Partnerships

In order to achieve HRDF objectives in supporting employment, the Executive Department for Business Development worked to build the relationship with priority sectors, in partnership with all business sector units and with the support of HRDF's departments, as we achieved the following achievements during the year 2023:

 وزارة السياحة Ministry of Tourism	In 2023 through our partnership with the Ministry of Tourism	We contributed to benefiting 11,878 of HRDF programs and services from those who were employed
 وزارة الثقافة Ministry of Culture	In 2023 through our partnership with the Ministry of Culture	We contributed to benefiting 27,633 of HRDF programs and services from those who were employed
 وزارة الصناعة والثروة المعدنية	In 2023 through our partnership with the Ministry of Industry	We contributed to benefiting 22,918 of HRDF programs and services from those who were employed
 وزارة الصحة Ministry of Health	In 2023 through our partnership with the Ministry of Health	We contributed to benefiting 16,791 of HRDF programs and services from those who were employed
 وزارة الاتصالات وتقنية المعلومات MINISTRY OF COMMUNICATIONS AND INFORMATION TECHNOLOGY	In 2023 through our partnership with the Ministry of Communications	We contributed to benefiting 113,331 of HRDF programs and services from those who were employed
 وزارة النقل والخدمات اللوجستية Ministry of Transport and Logistic Services	In 2023 through our partnership with the Ministry of Transportation	We contributed to benefiting 7,464 of HRDF programs and services from those who were employed
 الهيئة العامة للترفيه General Entertainment Authority	In 2023 through our partnership with the General Entertainment Authority	We contributed to benefiting 1,458 of HRDF programs and services from those who were employed

The Most Prominent Partner Agencies During the Year 2023



 **33** cooperation agreements
 **16** memoranda of cooperation
 **55** workshops

This is in an Effort to Train and Develop National Human Cadres

 MUSIC HOME School Of Art	A cooperation agreement with the Music Home School of Art for Training, which constitutes a qualitative leap in enhancing national skills.	 SVAX Where Healthy Begins	A training support agreement with "Saudi Fax", aimed at stimulating innovation in biomanufacturing.
 توايق	Signing a partnership with "Tuwaiq Academy" to achieve the highest quality standards in training.	 bunyan بنيان	Signing an agreement with "Bunyan Group" aimed at building strong foundations for career development.
 R	Signing a partnership with Riyadh Air, moving forward towards developing the capabilities of young people in the field of aviation.		



In an effort to empower non-profit organizations and promote the growth of the non-profit sector, HRDF worked to sign a strategic memorandum of understanding with the National Center for Non-Profit Sector Development, which is an achievement and reflects HRDF's commitment to community growth, and to achieve strategic cooperation aimed at enabling non-profit organizations to attract and retain functional competencies.

The memorandum sought to raise the efficiency of businesses and employees in the non-profit sector, achieve community security, improve the quality of life, and Saudizing jobs, as the center will work to Saudize jobs and raise the proportion of employees in the non-profit sector, while HRDF will support rehabilitation, training, and employment initiatives in accordance with its approved mechanisms. The memorandum of understanding revolves around three main pillars:

- ◆ **Launch joint initiatives to support the development of national cadres**
- ◆ **Raise awareness of non-profit sector professions**
- ◆ **Develop a joint marketing plan to promote the sector's professions**

It also included holding periodic job meetings to promote Saudization, developing programs and services to attract and develop national cadres, and joint coordination to launch programs and initiatives that support building skills for those seeking jobs in the sector.



Training 1,000 Male and Female Youth in the United States of America to Develop Young Talents

HRDF signed a memorandum of understanding with Lucid to provide training opportunities for 80 male and female job seekers, which highlights our role in developing young talents.

HRDF also concluded a memorandum of cooperation with Lucid Company Limited to develop national human capital in the electric vehicle industry, with the aim of training and qualifying **1,000** male and female citizens to work in specialized and professional jobs in the company, while training them in the United States of America in preparation for the launch of the factory in King Abdullah Economic City, in support of the Saudi vision 2030.

Cooperation includes enhancing employment and training opportunities through HRDF support and qualification enablers, including holding periodic job meetings to promote Saudization in the sectors served by Lucid.

It also includes studying professions and training needs and providing appropriate support solutions, in addition to enhancing on-the-job training opportunities to raise the competitive skills of national cadres.



A Qualitative Partnership to Develop Human Capital in Culture and Arts

In continuation of the efforts made to raise the efficiency of national human cadres, HRDF signed a cooperation agreement with the Ministry of Culture, aiming to develop human capital in the fields of culture and arts and enhance cooperation in supporting training and employment in the cultural sector.

The initiatives included launching projects to support national cadres, stimulating the adoption of modern work patterns, and organizing workshops and job meetings to Saudize the culture and arts sectors. The agreement comes within the efforts of the Ministry of Culture to strengthen government and private partnerships to develop the cultural sector and Saudize jobs with the participation of national cadres.



Sign a Memorandum of Cooperation to Support and Train 1,000 Male and Female Trainees in Entertainment Activities



430 Citizens Graduate in Renewable Energy, Airport Services, and Technology Majors and Entered Into the Labor Market



It Aims to Promote and Saudize Tourism Sector Professions, support and Develop National Cadres, and Raise the Readiness of Job Seekers in the Tourism Sector

Areas of Cooperation



Promoting the Saudization of tourism sector professions and supporting the development of national cadres to achieve common goals



Launch initiatives that support national cadres in the tourism sector



Support professional sustainability for practitioners, amateurs and entrepreneurs



Qualify, develop and support employees in the tourism sector



Raise the readiness of job seekers in the tourism sector to join the labor market



Support and motivate the workforce in adopting modern work patterns in the tourism sector



To Achieve an Ambitious Vision. And Empower Employees in the Military Industries Sector

The HRDF concluded a memorandum of cooperation to support and empower establishments operating in the military industries sector. The memorandum aims to develop human resources and enhance cooperation to develop and employ the skills of national cadres in the sector, in line with labor market strategies and the Saudi Vision 2030.

The memorandum reflects HRDF's and the Authority's commitment to promoting Saudization and qualifying national cadres to work in the private sector operating in military industries, as part of their efforts to support human capital development.

This partnership aims to enhance the Saudization process in the sector by achieving the goals of the KSA vision, and enabling efforts to support the employment of the national workforce in the private sector and build a sustainable national workforce.

In Integration with the Mohammed bin Salman Foundation “Misk”



The Mohammed bin Salman Foundation “Misk” concluded a memorandum of cooperation with the HRDF, aiming to support the training and qualification of national cadres of both genders to work in private sector establishments, in addition to unifying efforts and launching joint initiatives aimed at developing the professional skills of Saudi youth.

The memorandum aims to govern and frame cooperation in a way that achieves human capital development in accordance with the competencies of the two bodies. This is in order to contribute to supporting the participation of the nationals in the labor market and to ensure sustainability and its impact on the national economy.

The memorandum is in line with the efforts and initiatives that support Saudization through training and qualification programs and products directed at Saudi youth of both genders, based on the pillars of the Saudi vision of enabling national forces to join the required market fields and specializations.

HRDF and ROSHN Group Sign an Agreement to Support Training in the Real Estate Sector



Support the Training and Employment of 150 Young People in the Real Estate Sector, to Strengthen the Local Economy

The HRDF in Riyadh concluded an agreement with the “Roshan” group to support the training, qualification and employment of national cadres to work in the real estate sector. The agreement aims to contribute to creating more job opportunities and qualifying Saudi youth by designing training programs that enable them to engage in jobs and contribute to the renaissance of the real estate sector. The support agreement requires HRDF to participate in training costs in specific training programs to develop the skills and capabilities of national cadres to work in the operation and maintenance sector, as it is one of the important sectors that contribute to the development of the national economy and the enhancement of local gains and capabilities. The agreement concluded between the two parties stipulates support for the implementation of training programs related to employment in the field of Operation and maintenance for a period of **12** months for **150** beneficiaries, of both genders, and employ them in the private sector and ensure their job stability after completing the training period. The training programs include environmental health and safety techniques, pipe installation, welding technology, distribution and maintenance of electrical networks, ventilation and air conditioning systems, renewable energy technologies, smart grids, and facility maintenance.

Conclude a Memorandum of Cooperation Between the HRDF and the Saudi Conventions and Exhibitions General Authority



Empowering 11,000 Male and Female Youth to Motivate Cadres in the Exhibitions and Conventions Sector

The HRDF and the Saudi Conventions and Exhibitions General Authority concluded a memorandum of cooperation aimed at supporting the training and empowerment of 11,000 male and female citizens in the exhibitions and conventions sector.

The memorandum establishes strategic cooperation between HRDF and the Authority in order to motivate, develop and grow the skills of national cadres to work in the exhibitions and conventions sector, and raise the awareness of establishments operating in the sector about HRDF programs and services and the mechanism for benefiting from them.

The two parties shall work to hold workshops with the participation of sector facilities to introduce the programs and initiatives that support the Saudization of the exhibitions and conventions sector, and to hold periodic job meetings in order to promote Saudization and enhance sustainability. Areas of cooperation also include: national cadres benefiting from HRDF's programs provided in the areas of training support, on-the-job training, and electronic training for sector professions in line with the needs of the labor market, support employment processes in related professions and activities, and develop leadership skills in small and medium enterprises in the sector of Exhibitions and conventions.



The NLO-National Labor Observatory



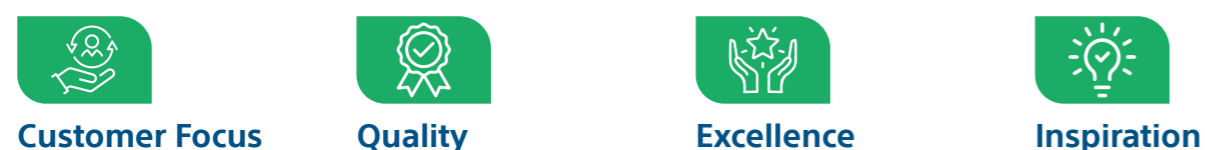
Vision

The primary and reliable source of the labor market data and insights, which is internationally recognized to support the KSA in the transforming business world.

Mission

Contribute to informed decision-making within the overall transformation process in the KSA by using data to provide research insights and recommendations on current and future labor market policies.

Observatory Values



Overview of the Most Prominent Achievements of the Observatory During the Year 2023

01

Strategic partnerships with international observatories in East Asia
Visit the leading international observatories in the field of the labor market to benefit from the best successful experiences.

02

Launch a supply and demand foresight unit and a job opportunities index
This unit operated within the observatory team to provide forecasts based on realistic and analyzed data.

03

Signing a number of data exchange agreements with government bodies and private government universities

04

Issue Several Reports Related to the Labor Market:

01

Labor market overview report

02

Saudization Report

03

Labor market benchmarking report

04

Labor market trends reports globally

05

Professions review report in the KSA

06

Gender gap analysis report in the labor market

07

Summary Report of the National Labor Observatory

80

Graduates employment report in the KSA

09

Employment foresight report in the KSA

10

Non-Discrimination Index Report, Working Hours Report

11

An overview report on the labor market in the KSA

National Labor Observatory Portal

Within the first edition of the Global Labor Market Conference (GLMC 2023), His Excellency the Minister of Human Resources and Social Development, Eng. Ahmed bin Sulaiman Al-Rajhi, inaugurated the new National Labor Observatory platform (www.nlo.gov.sa) in its first phase, with the aim of providing access to accurate and comprehensive reports and data on the labor market and the most prominent indicators, statistics, results of research and studies by clients, including students, job seekers, companies, research institutes, educational bodies, and policy makers, in order to enhance the level of trust, transparency, and support decision-making.

Portal Objectives

- A communication channel with the observatory's clients with services and products
- A primary and reliable source of the labor market data and insights
- A reference for those interested and specialized in labor market affairs
- Enhance participation to interact with clients through the portal



A Workshop on International Best Practices in Cooperation with the World Bank

The National Labor Observatory (NLO), in cooperation with the World Bank in Riyadh, organized a workshop entitled "Exploring the Best Practices of Labor Market Observatories," in the presence of the Director General of HRDF, a number of HRDF leaders, representatives of government bodies, and experts and specialists from the World Bank, with the participation of more than 10 international experts and specialists in various economic fields related to the labor market.



Cooperation with International Observatories

During the year 2023, the National Labor Observatory built bridges of cooperation with similar international observatories and exchange experiences and expertise through a group of meetings with a selected group of leading international observatories in South Korea, Malaysia and Singapore, which emphasize that the Observatory operates in a methodology that allows it to benefit from similar and accumulated experiences and expertise at the international expertise houses, learn about them, and adapt their successes to suit the local labor market. In addition, the Observatory pays high attention to all enablers that raise the level and quality of the services and products it provides to its clients.

Observatories Visited



Korea Labor Institute KLI



Malaysian Social Security Organization and its Data Command Center,(Perkeso)



Korea Employment Information Service (KEIS)



Malaysian Bureau of Labor Statistics (MBLS)



Manpower Research and Statistics Department (MRSD)



Institute for Labour Market Information and Analysis (ILMIA)



Achievements at Digital Transformation Level

Technical departments play an important role in HRDF, as they are responsible for providing infrastructure and technical services that support HRDF strategy and achieving its objectives, such as develop the unified national employment platform “Jadarat”. It also contributes to improving HRDF's operational efficiency by providing technical solutions that facilitate HRDF operations and make them more efficient. In addition, managing the information and software content of digital solutions to ensure the effectiveness, interconnection and integration of software functions and applications on the portal. In addition to its role in enhancing HRDF’s cybersecurity by implementing cybersecurity policies and procedures and conducting periodic information security audits.

The Most Prominent Roles of Digital Transformation Departments:

The main responsibilities of these departments are to lead the development of the operations strategy, governance, policies, standards and performance indicators, while supervising the development of the technology departments’ strategy and ensuring its integration with the overall strategy of HRDF. Providing effective support to end users, including developing administrative processes and providing public services and communication activities. In addition, the role includes leading the development of the governance and cybersecurity strategy, designing process governance, and updating documents and archives management policies and systems, with a focus on adopting electronic exchange, improving HRDF’s information and technology structures, and following up on the development of the unified national employment platform.



Securing Fourth Place in Measuring Digital Transformation at the Finance and Funds Level in 2023

HRDF achieved fourth place at the level of finance and funds in the Digital Transformation Measurement 2023 issued by the Digital Government Authority, after it succeeded in achieving a leap in the index score, rising from **41st** place in the tenth measurement to **17th** place out of **226** bodies in the eleventh measurement and by **89.82%**.

HRDF’s achievement of this milestone comes within the framework of its keenness to enhance its digital performance, develop its electronic services and raise their quality in order to improve client experience and ease of access to and benefit from services in line with the objectives of the Saudi Vision 2030 within the framework of digital government development.

This success is an affirmation of continuing the digital transformation process, keeping pace with technical developments, benefiting from creative digital models and solutions, and continuing to work on developing and improving digital performance and electronic services.



Information Technology Department Achievements:

- ◆ **Launch joint services with the Central Bank:** These are services aimed at verifying the validity of the IBAN with the Central Bank.
- ◆ **Launch joint services with the Ministry of Human Resources and Social Development regarding commissioners’ information:** By completing a direct link with the Ministry for all services, as this link shall contribute to improving and raising the quality and operation of services.
- ◆ **Complete the integration process with the Ministry of Finance system:** By completing the automation and launching of the services of the system for collecting amounts from individuals and establishments through linking with the Ministry of Finance’s collection system.
- ◆ **Launch the open data service for Wusool beneficiaries:** This is done by making the data of the beneficiaries of the transportation support program (Wusool) available for public use.
- ◆ **ISO IEC Certificate: 2000/ISO:** This is done by implementing relevant policies and procedures at Information technology services department.



Successfully executed
12,151 service requests



Achieve an exceptional
91.6% satisfaction rate



Achievements of the Technical Planning and Enterprise Architecture Department:

- ◆ **Create a future vision for the unified national employment platform “Jadarat”,** through a report that includes a study of the current status of the platform, the most important similar local and global models, global labor market trends, in addition to the most important global employment platforms, draw out the target situation and analyze the gaps.
- ◆ **Studying techniques for job matching,** by conducting a study showing the best systems available in the labor market to automate the job matching process.
- ◆ **Measure government digital transformation,** work to spread awareness through awareness campaigns, hold workshops and meetings, as well as follow up on measurement requirements with the relevant departments and verify their implementation in accordance with digital government requirements, in addition to continue to work on creating creative models in employing emerging technologies and evaluating proposals in the creative model, as well as upload the supporting documents to the digital government platform, and finally work on enhancing the supporting documents.
- ◆ **The United Nations e-Government Development Index at the Digital Government Authority,** by following up on the evaluation of the Electronic Services Index (ISO), and following up on work to achieve the Authority’s standards in developing electronic services, as well as following up on the fulfillment of tasks and activities at each stage, in addition to working on reflecting service cards at the unified national platform, and following up on the publication of surveys and consultations on Istitlaa platform and Tafaal Platform, work was also done to solve the challenges and raise HRDF’s readiness in the electronic services index by **100%**.
- ◆ **HRDF obtained the certificate of accreditation for the national methodology for enterprise architecture from the Digital Government Authority among 22 government bodies out of 226,** as applying the concept of the national enterprise architecture contributes to empowering government bodies in the KSA to achieve integration and harmonization between the business sector and information technology.
- ◆ **Develop and build the general methodology for measuring digital performance and digital services,** where **+150** performance indicators were built and developed at the level of digital departments in order to measure the achievement of HRDF’s strategic and operational objectives.
- ◆ **Governance of digital transformation,** working to modernize and approve the organizational structure of digital departments by the Digital Transformation Committee, as well as updating the operational model for digital transformation and activating the communication framework with the General Department for Strategic Planning and the General Department for Projects.

Digital Solutions Department Achievements:

- ◆ **Integration with the Central Bank to verify bank accounts for individuals benefiting from HRDF programs:** Develop an electronic link service with the Central Bank to verify the IBAN status of individuals benefiting from HRDF programs instantly.
- ◆ **Finish the design of the user interface experience for beneficiary services. Program redesign initiative:** Complete the design of the user experience and interface for everything related to the beneficiary’s services and information, according to the requirements of the redesign of HRDF programs.
- ◆ **Launch the graduate development product:** The registration mechanism was improved, training opportunities were offered, and the billing system for the on-the-job training program was also launched, as well as the launch of the graduate development product (formerly Tamheer), which is considered one of the products of the on-the-job training program.
- ◆ **Launch the cooperative training product:** The cooperative training product, one of the products of the on-the-job training program, was launched for the target group (diploma and bachelor’s degree students for those who are in school and require cooperative training), and the feature of canceling support requests for establishments and the feature of objections to the eligibility of establishments was added.
- ◆ **Launch professional experience product:** The professional experience product, one of the products of the on-the-job training program, was launched for the target group (secondary school, diploma, and bachelor’s degree students for those in school, provided that the beneficiary is not currently registered in the cooperative training product).
- ◆ **Launch the apprenticeship product:** The apprenticeship product was launched as one of the targeted programs of the on-the-job training program for the target group (high school graduates, diploma and bachelor’s degrees for those who obtained their education qualification more than 4 years ago.)
- ◆ **Launch improvements to the Transportation Support Program (Wusool):** The amendment to exclude male and female beneficiaries with disabilities from the condition (that the number of contributions to social insurance does not exceed 36 months during the last five years) to benefit from the transport support program (Wusool) has been developed.



Cybersecurity Department Achievements:

- ◆ Evaluate external services, and conduct penetration tests for HRDF external services and platforms.
- ◆ Evaluate Jadarat platform by conducting 5 security assessments in cooperation with the National Cybersecurity Authority.
- ◆ Adopting a cybersecurity strategy.
- ◆ ISO certificate: (ISO: 27001: 2022) by achieving the requirements of the information security department system.
- ◆ Conduct security tests for the “Jadarat” platform by conducting penetration test and examining vulnerabilities of the platform, sharing the results and following up on the remediation plan with the relevant departments.

Achievements in the Field of Data Management

The Most Prominent Roles of the Data Management Office:

Develop the data strategy at the HRDF level and ensure the protection, governance, and of personal data and compliance to legislative requirements and internal controls.

Contribute to the development and implementation of the strategic and technical initiatives of the Data Management Office, design the governance framework by designing the necessary procedures and policies and supporting their application and implementation, and manage data, business intelligence and artificial intelligence analyzes by adopting the best technologies.



HRDF Data Management Office achieved the fourth level of maturity out of 5 levels through 88% compliance with the requirements and controls of the National Data Management Office issued by the Saudi Data and Artificial Intelligence Authority (SDAIA).



Enhance the benefit of HRDF 's open data by disseminating it to enhance the benefit of its use for beneficiaries, including researchers, as a result of which it won the Digital Government Award for the Gulf Cooperation Council countries for the best open data initiative.

Work with more than 30 entities to exchange and share data

As an extension of the efforts of the Data Management Office to maximize the benefit of data and build an integrated relationship based on the principle of enhancing the culture of data exchange with various government bodies to support business and HRDF objectives, by studying the privacy of data, its availability, and the possibility of sharing it after it fulfills the principles and controls for data sharing issued by the National Data Management Office through linking with the main sources of data, agreements are being worked on to share and exchange data with more than **30** government bodies for more than **70** requests. Agreements have been signed with a number of bodies, including the Ministry of Education, the Technical and Vocational Training Corporation., the Ministry of Health, and Authority of People with Disability (APD), as these agreements enable the use of data to verify eligibility for the various HRDF programs in accordance with the data governance and management framework and the personal data protection law and regulations.

Achievements in the Field of Awareness and Marketing

The Marketing and Awareness Department is concerned with developing a marketing strategy for HRDF programs and products by conducting benchmark studies and research that measure the extent of the public's awareness of HRDF, which contributes to tracking the trademark validity as required, in order to contribute to developing marketing plans that include tools and means appropriate to the target group and creating written, audiovisual content that supports achieving the marketing goals and the program objectives and ensuring the implementation of the corporate identity without violations.

The Most prominent Roles of the General Marketing Department:

- ◆ Develop annual marketing plans for HRDF marketing programs and identify supporting means, tools and events.
- ◆ Create attractive marketing content, whether written, visual or audio.
- ◆ Ensure that the corporate identity is applied and that no violations are committed.
- ◆ Trademark validity tracking by conducting research, questionnaires and benchmark studies with target groups by measuring awareness and mental image.



+36 marketing and awareness campaigns

- In an effort to raise public awareness about HRDF programs and services and to enhance its identity, **36** successful marketing campaigns were launched, achieving more than **81.2** million views, which indicates the strong footprint in which HRDF seeks to raise public awareness, as the campaigns targeted all regions of the KSA.



A new space to reach the target audience

- Complete a marketing identity renewal project, launch HADAF podcast, and produce various marketing materials.



Achieve 100% in the trademark validity tracking indicator

- Trademark validity tracking indicator was built, and the strategic project was successfully completed during 2023.

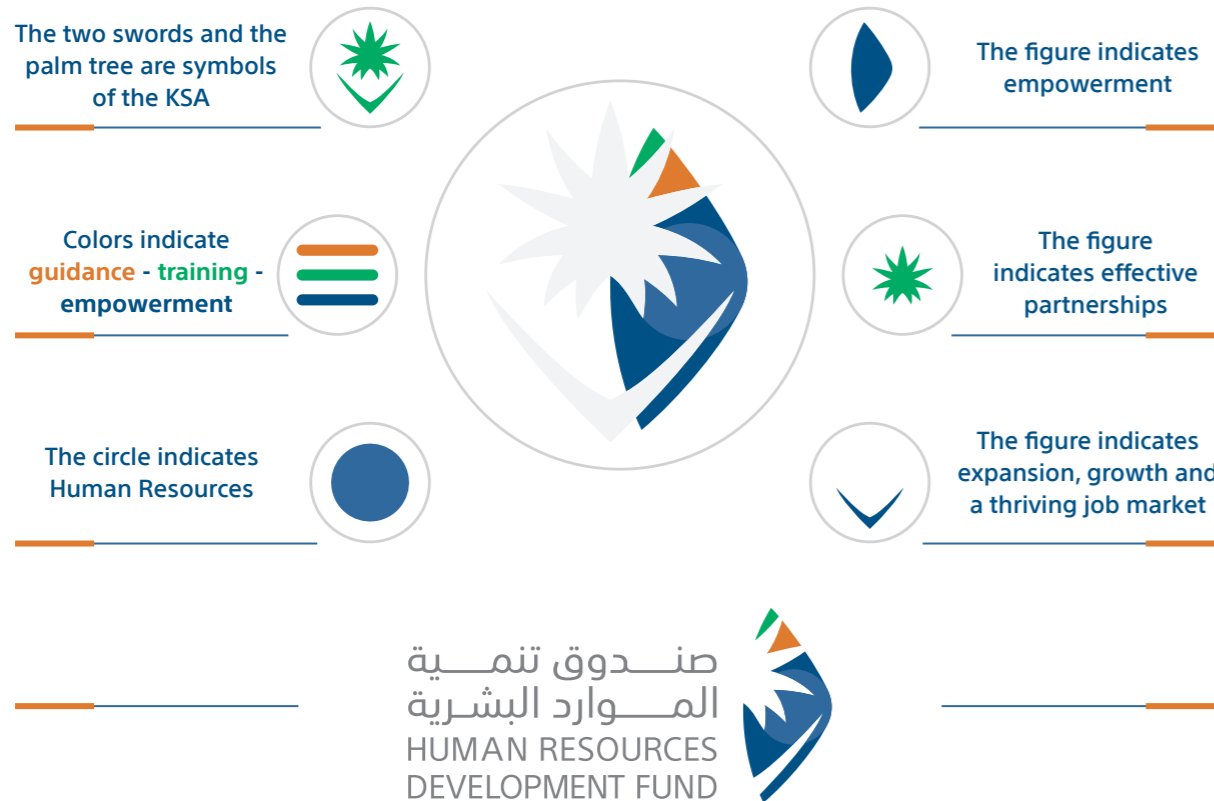


A New Identity and Strategy that Keeps Pace with Changes

His Excellency the Minister of Human Resources and Social Development, Chairman of the Board of HRDF, Eng. Ahmed bin Sulaiman Al-Rajhi, on Monday, March 14, 2023 AD, inaugurated the new strategy and identity of HRDF under the logo "Partnership and Empowerment", in the presence of the Governor of the National Development Fund, Stephen Grove, and the Director General of HRDF, Turki bin Abdullah Al-Jaouini.



Details of the Logo



Achievements in Behavioral Sciences

The Behavioral Sciences Department aims to study and identify challenges related to the behavior of individuals and organizations in the labor market so that it designs and tests behavioral solutions with a scientific methodology based on understanding the motivations and behaviors of individuals when making decisions in order to provide recommendations to decision makers and relevant stakeholders. The roles of the Behavioral Sciences Department are explained below.

The Most Prominent Roles of Behavioral Sciences Department:

- Design innovative behavioral interventions using a scientific methodology based on experience to measure the impact of the interventions to contribute to addressing the behavioral challenges facing HRDF programs and the labor market.
- Provide evidence-based recommendations and analysis of the causes and roots of the HRDF and the labor market challenges through reviewing similar research, data analysis, and observation in the field.
- Hold and provide meetings and publications to raise awareness about behavioral insights in the labor market.



During 2023, a Number of Achievements Has Been Accomplished, as Shown in the Following Figure:



Achievements in Institutional Excellence

The Institutional Excellence Department aims to lead, prepare and implement quality and institutional excellence programs to achieve the highest levels of institutional and operational excellence in various areas of HRDF work, in addition to spreading the culture of excellence and providing support to the target groups to achieve institutional excellence. The following are the most prominent roles of the Institutional Excellence Department:

Key Roles of Institutional Excellence Department:

- ◆ Manage the process of documenting and developing work policies according to the approved methodology.
- ◆ Manage organizational documentation for all work procedures in HRDF.
- ◆ Develop quality standards, institutional excellence, and development procedures necessary to achieve business excellence.
- ◆ Supervise and monitor the implementation of quality procedures and standards.
- ◆ Spread a culture of excellence and provide support to target groups to achieve institutional excellence.
- ◆ Manage local and international quality and institutional excellence awards.



HRDF Obtains the International Accreditation Certificate for the Quality Management System (ISO 9001)

HRDF obtained the international accreditation certificate for the quality management system “ISO 9001:2015”, as part of its endeavor to provide integrated services to beneficiaries, which contributes to achieving institutional excellence and enhancing the position of HRDF and its commitment to the highest international standards in quality management and providing services to beneficiaries.

HRDF is keen to provide its services efficiently and effectively in accordance with the best international practices, and the application of quality systems is one of HRDF’s strategic goals and pillars in achieving institutional excellence.

HRDF achieved this certificate through its adoption of policies and procedures that meet global standards and are compatible with the principles of improvement, application of quality systems, and the efficient and effective implementation of work to meet the needs and satisfaction of beneficiaries.

It is noteworthy that the international standard ISO 9001:2015 is considered the most widespread in the world for quality management systems, and it mainly helps organizations to meet client requests and expectations, monitor the level of quality, manage operations, and develop the mechanism of business performance in various fields, which contributes to improving the services provided by the organization to the highest levels of quality.



ISO 9001



Achievements in General Services

The General Department of Public Services works to provide integrated engineering, technical, administrative, and logistical services with the highest standards of quality and within a standard time frame. Below is a summary of the most prominent roles of the General Services Department.

The Most Prominent Roles of the General Services Department:

- Integrated procedures to provide a safe work environment for all HRDF employees by applying quality standards for the tasks of operating and maintaining all facilities.
- Plan and follow up on the implementation of periodic, preventive and emergency maintenance programs for HRDF facilities, equipment, devices and property, in addition to review maintenance contracts and ensure the quality of their implementation.
- Meet HRDF’s internal and external expansion needs and HRDF’s new projects.
- Occupational safety in line with the requirements and needs of HRDF with high efficiency and in accordance with the highest quality standards to ensure the highest levels of sustainability.
- Continuing effective security protection for all HRDF’s facilities and assets, its means of transportation and possessions, and following up on the guarding, security and safety activities of HRDF’s facilities.

%90

Achievements

90% completion of administrative communications management system:

Launch a new administrative communications system that operates efficiently with a completion rate of 90 percent which enhances the ability to maintain important records and dates.

%90

Success

90% success in electrical energy rationalization:

Activate a media campaign to rationalize energy consumption with great success, reaching 90%.

%35

Rationalize

35% efficiency in water rationalization:

Launch a campaign to rationalize water consumption by 35%, which is an important step towards a more sustainable future.

%97

Solution

97% solutions for support requests:

Receive and close 2,890 support requests with exceptional efficiency, with a completion rate of 97%.

Governance, Risks and Compliance Achievements

The General Department of Governance, Risk and Compliance aims to ensure the application of governance, risk and compliance practices at HRDF level. The most prominent roles of the Department are as shown below:

The Most prominent Roles of the General Department of Governance, Risk and Compliance:

- ◆ Adopt evidence and procedures that regulate governance.
- ◆ Measure and evaluate the various risks in HRDF and work to manage them.
- ◆ Develop the necessary strategies to address the imbalance and work to follow up on the implementation of these strategies in coordination with the various administrative units in HRDF.
- ◆ Ensure that all of HRDF’s operations and procedures are compatible with the regulations and instructions issued by the legislative bodies.
- ◆ Conduct periodic inspections, provide recommendations and proposals, and participate in developing HRDF’s policies and procedures.
- ◆ Develop all necessary procedures and plans to foster the reputation and image of HRDF and ensure the safety of lives and property to ensure the continuity of HRDF’s sensitive business with flexibility in times of crises, disasters and emergencies.



100%
Completion

Preparing risk registers:

Achieve a distinguished achievement by completing 100% of the risk registers for HRDF’s departments and programs.



85%
achievements

Developing and implementing business continuity plans

85% completion of developing and implementing business continuity and disaster recovery plans.

Achievements in the Management of HRDF Documents and Archives

The Documents and Archives Center seeks to provide channels for effective communication with HRDF’s employees to improve the level of services and raise awareness among its employees about the importance of archiving paper and electronic documents.

The Most Prominent Roles of Documents and Archives Management

- ◆ Coordination and integration with the National Center for Documents and Archives.
- ◆ Conduct the necessary operations for HRDF’s documents (indexing, scanning, cataloguing, classifying, coding, preservation and maintenance) in accordance with the laws and regulations.
- ◆ Provide the necessary documents, information and data to beneficiaries.
- ◆ Establish objective and formal standards for documents and avoid producing unnecessary documents.
- ◆ Spread awareness of the documents and their importance among HRDF employees.
- ◆ Work to prepare places for storing documents and provide appropriate means for preserving and protecting documents.
- ◆ Follow up and evaluate the application of the laws and regulations of the National Center for Documents and Archives.
- ◆ Identify the center’s administrative and financial needs to be included in HRDF’s annual budget.



Establish a document preservation system



Counting, classifying, indexing and archiving HRDF documents

Achievements to Raise the Quality of HRDF Programs

The Business Quality Department works to verify the implementation of the controls and provisions of the agreements related to HRDF programs, in addition to monitoring their proper implementation by carrying out field visits and analysis operations. The Department seeks to achieve the highest quality standards, by working in accordance with the approved classification table for observations and violations and its work mechanism. In addition to regulating the relationship between it and the relevant departments.

The Most Prominent Roles of Business Quality Department:

- ◆ Contribute to achieving HRDF's strategic vision and objectives by verifying the integrity of support agreements and the compliance of beneficiaries of HRDF's programs and giving reliability regarding granting support to those entitled to it.
- ◆ Overcome obstacles that beneficiaries may face.
- ◆ Control suspicious practices and financial exploitation.



During the year 2023, a number of achievements has been accomplished, as follows:

- ◆ **Excellent support mastery:** Ensure the integrity of facility support requests at an impressive rate of **94%**, with **34,842** facilities targeted.
- ◆ **Speed and accuracy in handling complaints:** **686** complaints were handled with high efficiency, within the framework of our firm commitment to providing a service that lives up to the beneficiary's ambitions.
- ◆ **Application of laws:** A record success was achieved in implementing sanctions on **2,594** facilities, with huge sums of money recovered in excess of **24** million riyals, which confirms the keenness to maintain quality and integrity standards.

Achievements in the Field of Procurement and Contract Follow-up

The Contracts Follow up and Procurement General Department works to document work procedures, build a matrix of powers, and create performance measurement indicators that ensure the highest levels of transparency and efficiency in cooperation with the relevant bodies in HRDF, in addition to developing the system of alerts and escalations. The department also works effectively in creating supplier lists and project databases, in addition to automating purchasing procedures and activating communication and change with all relevant parties.

The Most Prominent Roles of the Contracts Follow up and Procurement General Department:

- ◆ Securing business and procurements for HRDF.
- ◆ Review the RFP with the project owners.
- ◆ Manage the development and updating of procurement policy, processes, models and requirements and disseminate them to departments in compliance with government procurement procedures and regulations.
- ◆ Supervise the offering of tenders.
- ◆ Draft contracts subject to the Government Tenders and Procurement Law and all post-contracting procedures.
- ◆ Coordination with relevant departments and bodies to ensure completion and follow-up of contract signing procedures.
- ◆ Supervise contract follow-up procedures and notify relevant authorities of new contracts.
- ◆ Supervise the collection of observations and comments on the work of suppliers in cooperation with the relevant departments and send their evaluation models to the relevant administrative units.
- ◆ Manage supplier performance evaluation, update the list of approved suppliers on an ongoing basis and closely monitor new suppliers entering the market.
- ◆ Supervise the management of relationships with suppliers and external service providers and their accounts.



First Achievement

Hold workshops with various bodies and institutions to raise awareness and culture in the Government Tenders and Procurement Law.



Second Achievement

Automate the direct purchasing procedure with 100% completion rate and automate the change request procedure.

Achievements in Internal Audit

The Executive Department of Internal Audit is concerned with providing assurances and advisory services with the aim of adding value to HRDF and improving its operations. This activity helps in achieving HRDF's objectives by following an organized, systematic approach to evaluate and improve the effectiveness of governance, risk management and control processes.

The Most Prominent Roles of the Executive Department of Internal Audit:

- ◆ Provide objective and independent assurance and consulting services.
- ◆ Improve operations and assist all HRDF employees in carrying out their responsibilities with a high degree of efficiency and effectiveness by following a systematic and organized approach to evaluate and improve the effectiveness of governance, risk management and oversight.



High quality commitment by achieving 105%

- ◆ The annual internal audit target was achieved by **105%**.



Processing +1413 observation

- ◆ Complete the follow-up of the corrective plan by auditing and confirming the processing of **+1413** observations during 2023.



Activate teammate system

- ◆ Activate the automated Teammate system, which contributes to facilitating and raising the efficiency of internal audit work, by achieving a completion rate of **100%**.

Performance Status of HRDF Projects for the Year 2023

S. .N	Project	Portfolio	Start Date	End Date	Percentage of Completion	Project Status
1	Detail and develop programs KPI, and develop the measurement methodology and mechanism	Transformation sector	2022 May 25	2023 Jul 02	100%	●
2	Updating the procedures and processes of HRDF (Phase II) (Project to document and improve HRDF's work procedures (second phase)	Transformation sector	2022 Jul 03	2023 Sep 28	100%	●
3	Automating the Internal Audit Works	processes sector	2021 Dec 09	2023 Mar 14	100%	●
4	Review the governance of companies belonging and affiliating to HRDF	Transformation sector	2022 Feb 21	2023 Apr 13	100%	●
5	Establishing the Enterprise Architecture Office	processes sector	2022 May 15	2023 Jun 12	100%	●
6	Develop the strategy of HRDF data management office, and the respective operating model	Data Management Office	2022 Jun 05	2023 Nov 12	100%	●
7	Implement the data analytics strategy of HRDF	Data Management Office	2022 Nov 01	2023 Nov 07	100%	●
8	Define, design and execute integrated sectoral strategies	Business Sector	2022 Jun 07	2023 Dec 31	100%	●
9	Establish long-term strategic partnerships with the best international observatories	The National Observatory	2022 May 01	2023 Oct 31	100%	●
10	Develop a trademark integrity tracking tool (develop an indicator for tracking the validation of trademark of the "HRDF")	Business Sector	2022 Jul 17	2023 Dec 26	100%	●
11	The system of managing relationship with beneficiary	processes sector	2022 Aug 01	2026 Jul 27	36%	●
12	Develop the capabilities of the Influence and Motivation Unit	Transformation sector	2022 Sep 13	2023 Dec 26	100%	●
13	The electronic project management system	processes sector	2022 May 01	2023 May 24	100%	●
14	Assess the economic impact based on the requirements of the National Development Fund	Transformation sector	2022 Aug 01	2024 Sep 15	45%	●
15	Document and improve HRDF policies	Transformation sector	2022 Oct 02	2023 Dec 26	100%	●
16	Job Matching Program - third course of action Content	Business Sector	2022 Oct 13	2024 Feb 29	95%	●

S. .N	Project	Portfolio	Start Date	End Date	Percentage of Completion	Project Status
17	Unemployment Financial Assistance Program -- third course of action Content	Business Sector	2022 Oct 13	2024 Aug 11	68%	●
18	Empowerment Program - Third Course of Action - Content	Business Sector	2022 Oct 13	2024 Feb 29	100%	●
19	Career counseling Program - third course of action - Content	Business Sector	2022 Oct 13	2024 Feb 29	50%	●
20	Income Support Program - Third course of action- Content	Business Sector	2022 Oct 19	2024 Apr 14	83%	●
21	Training Support Program- Third course of action - Content	Business Sector	2022 Oct 19	2024 Apr 25	81%	●
22	On-the-job training program - Third course of action- Content	Business Sector	2022 Oct 19	2024 Jun 17	72%	●
23	Applying the outsourcing model	Transformation sector	2023 Jun 26	2024 Dec 23	18%	●
24	Achieve institutional excellence awards and apply international standards ISO	Transformation sector	2022 Nov 01	2024 Jan 12	37%	●
25	E-Training Program - third course of action Content	Business Sector	2022 Nov 01	2024 Jul 02	63%	●
26	Rationalize the required costs of HRDF processes, and implement strategic initiatives	Finance sector	2022 Aug 22	2024 Feb 22	94%	●
27	Update and execute staff training strategy	Sector of	2022 Nov 01	2024 Oct 08	46%	●
28	Develop, activate and operate leaders and graduates programs	Human Capital	2022 Nov 01	2024 Oct 06	21%	●
29	Develop a digital transformation strategy	* Human Capital Sector	2022 Nov 01	2023 Mar 02	100%	●
30	Develop the unified national employment platform - the second phase	processes sector	2022 Nov 01	2023 Dec 13	95%	●
31	Update the operational model of purchases- processes	processes sector	2022 Sep 18	2024 Feb 27	94%	●
32	HRDF Awards	Transformation sector	2022 Dec 08	2024 Jan 31	89%	●

S. .N	Project	Portfolio	Start Date	End Date	Percentage of Completion	Project Status
33	Launch the identity of the National Observatory (Launch the identity of the Observatory)	The National Observatory	2022 Dec 08	2024 Jan 10	100%	●
34	Product development phases (1, 2, 3) 1- Develop Phase 1 and 2 products and design and implement a product priority framework	The National Observatory	2022 Dec 08	2024 Jul 22	58%	●
35	Develop core application components	Processes sector	2022 May 31	2023 Jun 06	100%	●
36	Mobile application for HRDF services to employees	processes sector	2022 Aug 05	2023 Mar 29	100%	●
37	Develop and operate digital excellence capabilities	processes sector	2022 Nov 02	2023 Nov 30	100%	●
38	Documents, archives, administrative communications and electronic archiving management system	processes sector	2022 Dec 18	2024 Feb 28	99%	●
39	Subsidiaries - Develop core strategy and portfolio strategy	Transformation sector	2023 Jul 01	2023 Mar 21	100%	●
40	Redesign HRDF programs and develop the system on TAQAT platform (phase 1)	Business Sector	2023 Jan 01	2023 Jul 25	100%	●
41	Redesign HRDF programs - develop the system on the One HDF unified platform	Business Sector	2023 Jan 01	2024 May 20	47%	●
42	Communication campaign of National Labor Observatory	The National Observatory	2023 Jan 01	2023 Mar 09	100%	●
43	Prepare and activate Change Management Program	Transformation sector	2022 Des 01	2023 Nov 09	100%	●
44	Technical solution for data governance	Data Management Office	2023 Feb 01	2025 Aug 25	32%	●
45	Implementation of Improving the model of the relationship with beneficiaries program -Requirements Document Development	Business Sector	2023 Feb 05	2024 Dec 05	0%	●
46	Employ marketing ambassadors	Business Sector	2023 Feb 15	2023 Dec 31	100%	●
47	Promote digital transformation (big data strategy, advanced analytics, and digital transformation of the Observatory)	The National Observatory	2023 Apr 02	2024 Apr 24	73%	●
48	Develop the National Labor Observatory platforms (Develop of the observatory portal)	The National Observatory	2023 Des 08	2024 Dec 04	70%	●

S. .N	Project	Portfolio	Start Date	End Date	Percentage of Completion	Project Status
49	Design and implement a product prioritization framework (Develop Phase 1 and 2 products and design and implement a product prioritization framework)	The National Observatory	2023 Mar 01	2024 Jul 22	57%	●
50	Capacity Building in Big Data and Advanced Analytics (Big Data, Advanced Analytics and Digital Transformation Strategy)	The National Observatory	2023 Apr 02	2024 Apr 24	73%	●
51	External Communication of the National Observatory (Observatory external communication)	The National Observatory	2023 Nov 01	2024 Dec 30	16%	●
52	Improve data quality (build a data quality framework)	The National Observatory	2023 Mar 01	2024 Dec 31	34%	●
53	Implementation of employment channels - development of requirements document	Business Sector	2023 Mar 06	2024 Dec 06	0%	●
54	Realign the 2022-2024 budget and detail the financial targets based on the desired impact and in line with the direction of the National Development Fund	Finance sector	2022 Mar 06	2023 Mar 06	100%	●
55	Improving the cards of operational KPIs	* Human Capital Sector	2022 Mar 06	2023 Mar 06	100%	●
56	Centralization of the financial position (Authentication, governance, approvals, etc.)	processes sector	2022 Nov 01	2023 Dec 25	100%	●
57	Beneficiary Journey - Systems and Tools	processes sector	2022 Nov 01	2023 Dec 25	100%	●
58	Hold workshops to identify the data collected from the targeted bodies, sign the agreements that were concluded, develop a plan for the remaining bodies, how to access their data, and sign partnerships with them (external communication)	The National Observatory	2023 Nov 01	2025 Jan 08	15%	●
59	Hold workshops to measure gaps in data sharing and agreements with target bodies and come up with recommendations to improve the availability of labor market data among target bodies (external communication)	The National Observatory	2023 Nov 01	2026 Jan 06	15%	●
60	Develop a unified data environment	Data Management Office	2023 Apr 01	2025 Jun 30	26%	●
61	Apply KPIs to all organization members	Human Capital Sector	2023 Apr 06	2024 Sep 19	52%	●
62	Update and activate the re-designed organizational structure to ensure alignment with the new strategy	Human Capital Sector	2023 Apr 06	2024 Sep 24	58%	●
63	Promote the human capital to enable the execution of HRDF strategy	Human Capital Sector	2023 Apr 06	2024 Sep 22	53%	●
64	Define and realign the workforce plan with the new role/strategy of HRDF	Human Capital Sector	2023 Apr 06	2024 Sep 19	68%	●

S. .N	Project	Portfolio	Start Date	End Date	Percentage of Completion	Project Status
65	Analytics and reporting tools to support decision making	Data Management Office	2023 May 01	2025 Dec 18	14%	●
66	Activate the model designed to build internal capabilities and capacities to implement the sectoral partnerships strategy	Business Sector	2023 May 08	2024 Jan 31	98%	●
67	A project to establish and activate effective sectoral partnerships	Business Sector	2023 Apr 30	2024 Sep 04	68%	●
68	A project to redesign HRDF programs, develop the system on TAQAT platform, phase 2, MODs2	Business Sector	2023 Jun 05	2024 Jul 22	68%	●
69	Operating the Behavioral Sciences Unit	Transformation sector	2023 Aug 01	2024 Feb 11	100%	●
70	New observatory identity applications	The National Observatory	2023 Nov 01	2024 Dec 30	9%	●
71	Build and activate a personal data protection environment	Data Management Office	2023 Nov 01	2025 Jan 08	15%	●
72	Internal application development and support	processes sector	2023 Nov 01	2024 Nov 01	0%	●
73	Prepare and activate the Culture Renewal Program	Transformation sector	2023 Feb 26	2024 Apr 15	66%	●
74	Develop a KPI dashboard tool	Transformation sector	2024 Feb 25	2025 Mar 19	0%	●
75	Quantify global and local indicators of the labor market, verify the quality of KSA's data, conduct a benchmarking , and build a comprehensive library for these indicators (Indicators Dictionary)	The National Observatory	2024 Jan 01	2024 Jan 01	0%	●
76	Build a library of key performance indicators for the labor market for the National Labor Observatory	The National Observatory	2024 Jan 01	2024 Jan 01	0%	●
77	Prepare and activate a plan to attract and train talent	The National Observatory	2024 Jan 01	2024 Jan 01	0%	●
78	Implement the outcomes of the digital transformation enhancement project	The National Observatory	2024 May 01	2025 Apr 30	0%	●
79	Design and implement the knowledge capital management framework - visuals	The National Observatory	2024 May 01	2025 May 01	0%	●
80	Enable financial sustainability including income generation opportunities	The National Observatory	2024 Jan 01	2024 Jan 01	0%	●

S. .N	Project	Portfolio	Start Date	End Date	Percentage of Completion	Project Status
81	Activate governance committees within the institution and decision-making rights	The National Observatory	2024 Jan 01	2024 Jan 01	0%	●
82	Develop and improve the procedures and processes of HRDF (Phase Three)	Transformation sector	2024 Feb 01	2024 Dec 01	0%	●
83	Develop a roadmap for the benefit of the most vulnerable beneficiaries	Business Sector	2024 Feb 01	2024 Dec 31	0%	●
84	Disaster Prevention Centre	processes sector	2024 Feb 01	2026 Nov 23	4%	●
85	Develop the ability to propose and adopt labor policies in order to influence the employment market	Transformation sector	2024 Feb 29	2024 Dec 08	0%	●
86	Implement the outcomes of the capabilities building project in massive data and advanced analytics 1- (Build massive capabilities and advanced analytics)	The National Observatory	2024 Mar 01	2024 Mar 01	0%	●
87	Implement the outcomes of the capabilities building project in massive data and advanced analytics 2- (Build massive capabilities and advanced analytics)	The National Observatory	2024 Mar 01	2024 Mar 01	0%	●
88	Implement the outcomes of the capabilities building project in massive data and advanced analytics 3- (Build massive capabilities and advanced analytics)	The National Observatory	2024 Mar 01	2024 Mar 01	0%	●
89	Identify sources of alternative financing and establish strategic decision-making guidelines	Transformation sector	2024 Mar 13	2025 Jan 27	0%	●
90	Build a room for decision-making support	The National Observatory	2024 Jun 01	2024 Dec 30	0%	●
91	Product development phases (1,2,3) 2	The National Observatory	2024 Sep 01	2024 Sep 01	0%	●
92	Product development phases (1,2,3) 3	The National Observatory	2024 Sep 01	2024 Sep 01	0%	●
93	Product development phases (1,2,3) 4	The National Observatory	2024 Sep 01	2024 Sep 01	0%	●
94	Activate and showcase the provision of support and endorsement of policies	Transformation sector	2023 Nov 24	2024 Nov 24	0%	●

(1) Status Indicator Colors

- The project is complete
- On-track, difference is 5% or less
- Behind schedule by more than 5% to 1%
- Way behind schedule by more than 1%

3- Human Capital Development

Data of building the human capabilities in terms of training, delegation and secondment

Form No. (5): Number of scholarships students, delegates, and graduates for the fiscal year 2023

Secondment / Delegation				Graduates			
Data	Target number	Actual number	Actual percentage to the target multiplied by the no. of scholarship students/delegates	Target number	Actual number	Actual percentage to the target multiplied by the no. of Graduates	Major
Bachelor Degree	NA			NA	NA		
Master Degree	NA			NA	NA		
Ph.D.	NA			NA	NA		
Total	NA			NA	NA		

Form No. (6): Includes the number of participants joining training programs for the fiscal year 2023

Graduates			
Data	Target	Achieved	Achieved-to-Target Percentage
Administrative courses	74	90	122%
Professional courses	214	258	121%
Technical courses	688	689	100%
Others	439	439	100%
Total	1,415	1,476	104%

4- Social Activities and International and Local Conferences and Awards Achieved by HRDF

Building upon our accomplishments in institutional excellence, HRDF attained noteworthy recognition in 2023. We were honored to receive the C Awards for excellence in beneficiary experience, alongside Certificate 333 for our commitment to the highest standards of project management in the same domain. These achievements underscore HRDF's dedication to meeting the needs of our clients with utmost professionalism, facilitated by an integrated human and electronic ecosystem. Through specialized and high-quality programs, we continue to support the training, qualification, and employment of national talents, further solidifying our commitment to fostering a skilled workforce.



Princess Seetah Bint Abdulaziz Award

HRDF was crowned with the Princess Seetah bint Abdulaziz Award for Excellence in Social Work in its 11th edition of 2023 within the Excellence in National Achievement branch, in recognition of the distinguished efforts and innovative solutions provided by the Nine Tenths ("9/10ths") Initiative to support and develop the businesses of productive families, freelancers, entrepreneurs, and small and medium enterprises.



CX Awards

HRDF won the CX Awards for Best Practice in Managing Customer Complaints amidst the participation of several ministries, government, and private agencies This achievement follows a series of successes in managing customer complaints, with the resolution rate reaching an impressive 98%. Additionally, the customer satisfaction indicator rose to 94% during the first quarter of this year. CX Awards is offered by the CX Live platform, which is a forum for leaders in the customer experience industry. The platform also relies on providing in-depth research and analysis to recognize the excellence of organizations in providing the best customer experience solutions in the region.



P3M3 Certificate

HRDF attained the P3M3 certificate, an evaluation model from the British organization "Axelos" specializing in project management. This certificate allows agencies to assess their methodologies, procedures, and processes in project management against international best practices. The Fund attained this certification by establishing a project management methodology aligned with global standards, through maintaining clear governance, integrating work procedures, implementing performance appraisals for project management, and pursuing continuous improvement. This accomplishment signifies HRDF's maturity, institutional excellence, and alignment with its strategy.

HRDF Obtains Four International Accreditation Certificates from the International Organization for Standardization ISO (in Customer Satisfaction for the Second Year in a Row)

HRDF obtained four international accreditation certificates from the International Organization for Standardization (ISO), confirming compliance with the requirements of ISO10004, ISO10003, ISO10002, and ISO10001. The project went through several audit stages, which resulted in HRDF obtaining- praise be to God- four certificates that comply with ISO requirements, which are as follows:



ISO 10001

International standard for guidelines and codes of conduct for organizations for customer satisfaction and business ethics guidelines.



ISO 10002

International Standard for Customer Satisfaction Guidelines for Handling and Managing Complaints in Organizations.



ISO 10003

International standard for customer satisfaction guidelines for extra organizational dispute resolution and conflict management.



ISO 10004

International standard for customer satisfaction guidelines for monitoring and measurement.

5- HRDF's Key Contributions to Vision Programs

01

An agreement was signed between HRDF and the National Industrial Development and Logistics Program on January 26, 2023. The agreement focuses on supporting the training and employment of national cadres in the opportunities generated by the program’s initiatives and work.

02

Holding workshops to discuss integration opportunities with the Health Sector Development Program, the Privatization Program, the Financial Sustainability Program, the Housing Program, the Financial Sector Development Program, the Human Capability Development Program, and the National Transformation Program Center.

03

Working with the National Industrial Development and Logistics Program and King Abdullah Economic City to direct training and career opportunities at the Industrial Valley facilities in King Abdullah Economic City through HRDF’s channels and the Makkah branch.

04

Launching work with the Pilgrim Experience Program within 3 tracks to solve the challenges of the private sector in serving the Guests of God (Pilgrims), and support the initiatives of the Pilgrim Experience Program as well as facilities for destination activities, tourist accommodation, and transportation.

05

Launching the pilot phase of the partnership with the Quality of Life Program by working on the Hawi platform and the e-training program.

06

Tripartite partnering in the “Year in Industry” initiative of the National Industrial Development and Logistics Program with the Royal Commission in Jubail and Yanbu, and implementing the cooperative training product in the on-the-job training program to support students of the Royal Commission colleges.

07

Aligning with the Saudi Film Academy initiative (one of the initiatives of the Quality of Life Program Center), which is planned to be supported within the cooperation paths in HRDF’s agreement with the Ministry of Culture, as well as participating in the Saudi Film Forum.

08

Raising awareness of HRDF’s employees about KSA Vision 2030, introducing its achievements (Saudi Vision: Pillars and objectives) in cooperation with the Strategic Management Office, and preparing awareness leaflets for this goal.

09

Cooperating with the Human Capability Development Program to market the Human Capability Initiative Conference in addition to the Hemma Digital Camps campaign.

10

HRDF’s involvement in the 1000 Mile Initiative of the National Industrial Development and Logistics Program, through building an e-training path dedicated to the initiative and marketing the Nine Tenths programs and e-training in a training camp in the presence of more than 500 entrepreneurs.

6- Statements of Supervisory Bodies

None, N/A

- ◆ In the case of the regulatory agencies, the report must contain sufficient information on matters under its control relevant to the mandate of the agency-subject of the report.

7- Statements of Financial Bodies

In the case of financial bodies of public bodies and government funds, sufficient information on financial matters shall be attached to the report of these bodies (e.g., financial position, investments of public body, and so on, if any).

Statement of financial position as of 31/12/2023	
Non-current assets	-
Property, plant and equipment in net	263.034.841
Intangible assets	61.166.895
Real estate investments	38.860.160
Operating leasing assets	-
Right-to-use asset	75.814.116
Investments in subsidiaries	589.000.000
Investments in associated companies (companies in which HRDF owns less than 50% and which are one company (International Real Estate Investment Company	130.000.000
Other financial assets	5.713.897.270
Total Non-current assets	6.871.773.282
Current assets	-
Current portion of other financial assets	217.005.200
Trade receivables and other receivables	2.023.555.758
Assets of contracts	91.099.686
Cash and its Equivalent	1.362.040.983
Total current assets	3.693.701.628
Total assets	10.565.474.909
Net assets and liabilities	-
Net assets	-
Capital reserve	3.916.038.922
General reserve	(140.267.148)
Reserve of re-evaluation of investment	2.395.205.958
Total net assets	6.170.977.732
Non-current liabilities	-
Defined employee benefit liabilities	195.702.720
Leasing liabilities	8.946.507
Total non-current liabilities	204.649.227
Current liabilities	-
Trade accounts payable and other payables	4.112.527.710
Current portion of leasing contracts liabilities	36.324.365
Operating leasing liabilities	7.111.734
Provisions	33.884.142
Total current liabilities	4.189.847.950
Total liabilities	4.394.497.177
Total liabilities and net assets	10.565.474.909

(*) Financial statements from HRDF independent draft for the fiscal year 2023AD



Income and Comprehensive Income Statement for the Period December 2023

Government grants revenues	9,760,975,012
Direct costs	(9,676,681,644)
Total surplus	84,293,369
Administrative and general expenses	(776,523,331)
Depreciation and amortization	(124,930,870)
Investments revenue	197,283,928
Dividends from subsidiaries	49,000,000
Dividends from associate companies	15,300,000
Capital losses	(69,183,491)
Other revenues	190,578,396
Provision /(reversal) of impairment losses for government and other receivables	8,272,435
Net (losses) profits of evaluating the investment through profit or loss	7,516,523
Profits (losses) on the sale of other financial assets	-
Net deficit before financing costs	(418,393,041)
Financing costs	(1,339,049)
Net deficit of the period	(419,732,090)
Other comprehensive income	-
Items that will not be subsequently reclassified to profit or loss	-
Net fair value gains on investments in equity instruments classified as fair value through other comprehensive income (FVOCI)	259,007,349
Actuarial losses remeasurement of employee benefits	(1,458,830)
Overall deficit for the period	(162,183,572)

(*) Financial statements from HRDF independent draft for the fiscal year 2023AD



2.5 Opportunities and their Enablers

HRDF counted and monitored the opportunities that it believes contribute to achieving HRDF greater contribution to the national human resources system, as there are many changes monitored within HRDF external environment that can be invested and applied to maximize the impact of HRDF programs and services provided to the beneficiaries and employers in the private sector, in coordination and cooperation with various entities concerned with these opportunities. The following table highlights the most prominent of these opportunities.

Opportunity	Desired impact	Required support
The existence of KSA Vision 2030 and its executive programs, which are considered the comprehensive national umbrella for achieving growth and prosperity in KSA	Contribute through implementing a set of strategic initiatives within the national human resources ecosystem and achieve the required strategic goals	Continue to strengthen coordination with the entities participating in KSA Vision 2030 and the executive programs emanating thereof
Work within a comprehensive national strategic umbrella for the labor market in KSA	Achieve the integration and coordination among the various components of the national human resources system, which establishes more comprehensive, qualitative, and better job opportunities	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals
Directions issued by the Ministry of Human Resources and Social Development regarding the Saudization of priority sectors	Enhance the entry of national cadres into the labor market after their qualification to fill available job vacancies	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals
Government measures related to encouraging the non-oil economy and enhancing KSA's local content	Expand promising economic sectors such as tourism, e-commerce, healthcare, entertainment, etc., and provide new job opportunities within these sectors	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals
Targeting KSA's economic openness to become the regional headquarters of many leading industries	Provide many job opportunities for national cadres to fill jobs resulting from investments in the Kingdom after providing appropriate training and qualification	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals
The demographic, balanced composition of KSA and its young society	The ability to fill many jobs of predominantly foreign employment nature through the qualified national cadres	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals
Nationals' demand for various types of jobs and transcending cultural and societal boundaries	Fill the jobs available in the labor market through the qualified national cadres	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals
Considering KSA a safe, stimulating, and attractive environment for investment	Increase in the generation and creation of jobs in the labor market	Continue to strengthen coordination with entities within the human resources ecosystem to ensure achievement of the desired goals



2.6

Challenges and Support Required

HRDF has identified the most prominent challenges it faces in delivering its services and operations, as the sources of these challenges vary, including external and internal challenges. Its strategy includes strategic initiatives that directly contribute to addressing and facing many challenges in the labor market strategy, as one of the most prominent participants in the national human resources system. HRDF has also determined challenges at the internal level that it is working on, in collaboration with competent entities both internally and externally, to address enabling it to achieve the desired strategic goal. These challenges have been included in the following table:

Challenge	Impact	Resolution / required support (1)	Type of resolution / support	Responsible entity for providing the support	Management	Main background / justifications
Low employment rate in certain sectors	Increased unemployment rates among women, people with disabilities, and youth living in non-major areas	<ul style="list-style-type: none"> Continue to provide targeted support to priority segments of females with disabilities. *Remote areas to empower them to join the job opportunities available through the Empowerment Program products. Preferential support and proactive awareness of target groups when providing income support, on-the-job training, e-training, and career guidance. 	Strategic support	All bodies operating within the national human resources ecosystem	HRDF and its sectors	The challenges outlined by the labor market strategy that fall within the mandates and functions of HRDF
Mismatch between disciplines and market needs	High unemployment rates among Saudi youth	<ul style="list-style-type: none"> Provide career guidance to reduce supply and demand mismatch: Online self-service (e.g., database of career paths and future database jobs). Group counseling for school and university students. Training directed to entering the labor market for the national workforce. Engage with employers from high-growth industries and provide training opportunities based on a set of specific standards. Enhance the workforce's involvement in e-training with the aim of acquiring the skills and knowledge the labor market requires. Apply the outputs of behavioral impact experiences to influence decision-making and the behavior of the nationals jobseekers. 	Strategic support	All bodies operating within the national human resources ecosystem	HRDF and its sectors	The challenges outlined by the labor market strategy that fall within the mandates and functions of HRDF
Variance in nationals' salaries in the private sector	High unemployment rates among Saudi youth	<ul style="list-style-type: none"> Motivate employers to employ and develop nationals through the two-year Income Support Program that provides sufficient time for low-income employees to acquire job skills and meet salary expectations by the end of the Program. Continue to provide support to HRDF's target groups through the Empowerment Program, which covers the costs of transportation and childcare. Apply the outputs of behavioral impact experiences to influence decision-making and the behavior of the nationals jobseekers 	Strategic support	All bodies operating within the national human resources ecosystem	HRDF and its sectors	The challenges outlined by the labor market strategy that fall within the mandates and functions of HRDF

Opportunity	Desired impact	Required support
The existence of KSA Vision 2030 and its executive programs, which are considered the comprehensive national umbrella for achieving growth and prosperity in KSA	The existence of KSA Vision 2030 and its executive programs, which are considered the comprehensive national umbrella for achieving growth and prosperity in KSA	No additional support is required (in excess of current efforts)
Clarify the role of HRDF and its effects on the economic and social levels of KSA	Expand the participation of HRDF among national priorities without restricting the participation to the labor market only	Continue to strengthen the coordination with partners in the private sector to ensure achievement of the desired goals
The possibility of expanding HRDF's partnerships with bodies operating within the Saudi labor market	Provide greater access to the private sector, build more effective partnerships within the ecosystem, and more realistically access the needs of the labor market in terms of demand	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals
High rates of economic growth in KSA, which encourage entrepreneurship and its sustainability	Continue to expand into new economic sectors, such as tourism, e-commerce, health care, entertainment, etc., and provide new job opportunities within these sectors	Build strategic partnerships with leading service providers in the fields of digital and technical transformation
Technical and digital development in terms of the availability of technologies and tools that contribute to improving levels of services and raising efficiency and productivity	Expand the application of modern technologies and tools in the fields of digitization, artificial intelligence, and emerging technologies in conducting operations and providing services to beneficiaries	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals
The holistic approach to automating services at the public sector level	Benefit from the data extracted from these services and enhance their use	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals
Continuous development and updating at the level of ecosystems and legislation related to the work of the human resources ecosystem and the labor market	Continue to achieve national targets related to the national human resources ecosystem	No additional support is required (in excess of current efforts)
Extensive use of social media by members of Saudi society	Take advantage of social media platforms to market HRDF programs and products provided to beneficiaries, individuals, and private sector facilities	Continue to strengthen the coordination with entities within the human resources system to ensure achievement of the desired goals

Challenge	Impact	Resolution / required support (1)	Type of resolution / support	Responsible entity for providing the support	Management	Main background / justifications
The need to raise productivity and skill levels for workforces	The reluctance of private employers to employ Saudi youth, which in turn will lead to the recruitment of foreign workforce and contribute to increasing unemployment rates among nationals	<ul style="list-style-type: none"> • Motivate employers through income support to fill the productivity gap through employing, developing, and retaining nationals. • Motivate self-employed workers to increase productivity to qualify for the income support. • Provide training through direct training support, online courses through e-training, or on-the-job training to help nationals enter or re-enter the labor market or advance in their careers. • Apply the outputs of behavioral impact experiences to influence decision-making and the behavior of the nationals jobseekers. 	Strategic support	All bodies operating within the national human resources ecosystem	HRDF and its sectors	The challenges outlined by the labor market strategy that fall within the mandates and functions of HRDF
Ineffective job-matching mechanisms	National cadres' orientation towards the use and registration in external platforms as well as employers, and thus not providing the required Job matching	<ul style="list-style-type: none"> • (3) versions of the Unified National Employment Platform (Jadarat) have been launched, and include offering jobs and linking them to the registrars' files for their alignment with the jobs suitable for them. 	Strategic support	All bodies operating within the national human resources ecosystem	HRDF and its sectors	The challenges outlined by the labor market strategy that fall within the mandates and functions of HRDF
Lack of change in the behavior of beneficiaries	Inability to achieve the strategic goals HRDF adopts within its updated programs and products	<ul style="list-style-type: none"> • HRDF works to implement many awareness activities and campaigns aimed at influencing the mentality of the beneficiary. HRDF has launched its programs and raised awareness about them to the beneficiaries. HRDF also works through the Behavioral Sciences Department to design and implement behavioral experiments that will influence the target audience of HRDF's services. 	Strategic support	All bodies operating within the national human resources ecosystem	HRDF and its sectors	Challenges identified at HRDF level and addressed within HRDF's new strategy
Technical linkage with some of the bodies whose work intersects with HRDF	Delays in achieving HRDF's approved strategic goals and impacts on the quality of work and services provided	<ul style="list-style-type: none"> • Work to facilitate technical and informational linkage with bodies whose work intersects with HRDF's work 	Strategic support	All bodies operating within the national human resources ecosystem	HRDF and its sectors	Challenges identified at HRDF level and addressed within HRDF's new strategy
Financial fluctuation in HRDF's current financing sources	Delays in achieving HRDF's approved strategic goals and impacts on the quality of work and services provided	<ul style="list-style-type: none"> • Approval of the financial costs raised by HRDF to implement its programs, as the financial costs are related to the number of targeted beneficiaries of HRDF's programs. 	Strategic support	The National Development Fund	HRDF and the finance sector and the strategy	Challenges identified at HRDF level and addressed within HRDF's new strategy



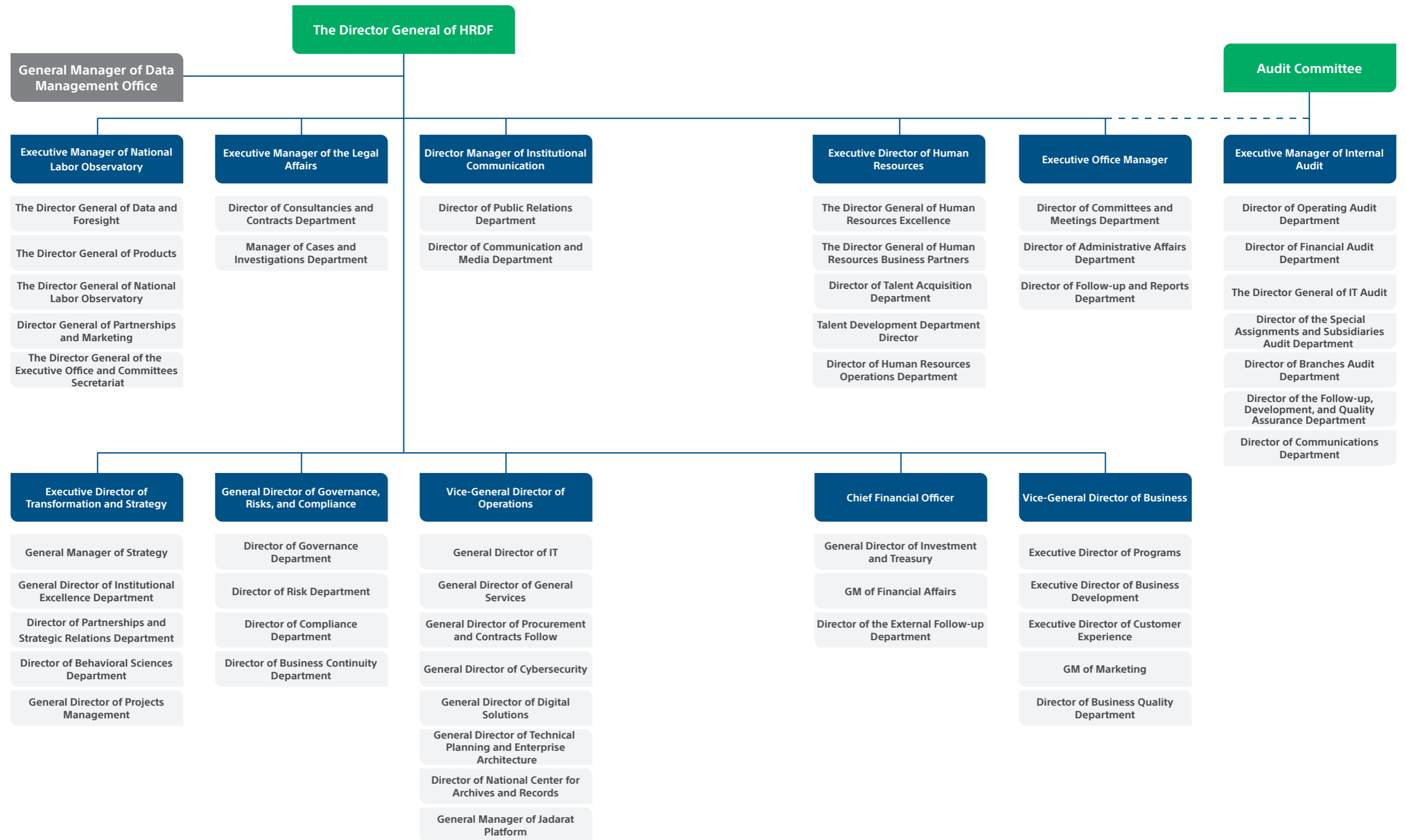


Third: Overview on HRDF Current Status

- 3.1 Organizational Structure
- 3.2 Status of Manpower
- 3.3 HRDF Budget
- 3.4 Revenue
- 3.5 Project Contracts and Progress
- 3.6 The Current Status of Buildings
- 3.7 Private Sector Contributions to Financing and Managing HRDF's Activities
- 3.8 Any Other Important Information Describing HRDF's Current Status



3.1 Organizational Structure





3.2 Status of Manpower

Form No. (8): Includes data and details of the Workforce Status Quo for the Fiscal Year: 2023

Job Category	Total Jobs						Preparation				
	Jobs Approved for the Current Fiscal Year	Filled Jobs by the End of the Current Fiscal Year	Percentage of Filled to Approved Jobs	Filled Jobs by the End of the Previous Fiscal Year	Change in workforce	Vacancies by the End of the Current Financial Year	Promotions	Appointments	Quitting	Retirement	Dismissal
Executive	14	14	100%	9	5	0	2	5	2	0	0
Administrative	119	116	97%	98	18	6	25	15	17	0	0
Specialist/supervisory	506	650	100%	418	232	18	313	70	28	0	0
Professional	541	324	60%	443	-119	4	69	94	11	0	0
Supportive	15	10	67%	12	-2	0	0	3	0	0	0
Total	1,195	1,114	93%	989	143	28	409	187	58	0	0



Distribution of Human Resources According to Qualification and Major

Qualification	Major	NO.
Master's	Statistics with biomedical applications	1
	Literature and humanitarian sciences	6
	Administration	1
	Business Administration	65
	Executive Business Administration	3
	Technology Management	1
	Justice Administration	1
	Project management and innovation	2
	Human Resource Management	14
	Public administration	13
	Risk Management	1
	Education Administration	1
	Project management	3
	Educational administration	2
	Finance and investment - financial and administrative	2
Diploma	Press and media	4
	Leadership and management	3
	Applied Finance	2
	General curricula and Teaching Methods	1
	Engineering	8
	Information Security	3
	Data Analytics and Applied Social Research	1
	IT	9
	Free studies	1
	Sociology and Social Work	1
	Data science	1
	Psychology	1
	Administrative Sciences	2
	Data Science and Analytics	1
	Law	7
Secondary school	Languages and Translation	2
	Functional Master	1
	Finance	2
	Accounting	9
	Information Systems	8
	Administrative information system	1
	Total	184
Below secondary school	Secondary Commercial School	1
	Secondary school	22
	Electrical Mechanics	1
Total		24
Qualification	Major	NO.
Higher Diploma	Internal Audit	1
	Computer software	1
	English Language	1
Total		3
Qualification	Major	NO.
Diploma	Business Administration	23
	Public administration	1
	Library Administration	14
	Material management	1
	Human Resource Management	3
	Editing and Secretary	1
	Mechanical Production Technology	1
	Counseling and guidance	1
	Industrial Electronics and Control	2
	Computer	10
	Chemistry	1
	Electrical Installations	1
	Languages and Translation	2
	Sales	1
	Accounting	16
Total		78



3.3 HRDF Budget

Summary of Budget Appropriations and Actual Expenditure According to Budget Sections as Shown

Form No. (9): Budget appropriations and actual expenditure, as per the 8 budget sections for the financial year of 2023

Sections (1)		Budget Provisions	Actual Expenditure from Provisions	Savings (Balance)	Actual Expenditure Percentage to Budget Appropriation %
Section No.	Section Type				
1	Employees' Compensation	444,846,202	364,519,069	80,327,133	82%
2	Commodities & Services	660,946,637	540,726,896	120,219,741	82%
3	Grants	9,425,008,816	9,207,509,624	217,499,192	98%
4	Capital	93,118,317	75,655,179	17,463,138	81%
المجموع		10,623,919,972	10,188,410,768	435,509,204	96%

(*) Financial statement from the financial statements separated draft of the Fund for the fiscal year 2023.

Qualification	Major	NO.
Bachelor Degree	Statistics	1
	Literature and humanitarian sciences	4
	Business Administration	256
	Technology Management	1
	Health services and hospitals management	1
	Operations and quality management	3
	Facilities management	1
	Public administration	38
	Management of Science	1
	Human Resource Management	46
	Radio and Television	1
	Banking	1
	Elementary Education	3
	Arts in Fine Arts	2
	Hotel management	1
	Advertising and marketing communication	3
	Economy	5
	Cybersecurity	1
	Insurance and Risk Management	3
	Special Education (Hearing Impairment Track)	1
	Marketing and e-commerce	1
	Graphic design and digital media	2
	Painting	2
	Special Education -Learning Disabilities	2
	Food Science and Nutrition	1
	Finance and investment - financial and administrative	7
	Organization and administrative development	12
	Law	9
	Islamic studies	3
	Da'wa (Islamic Call) and Fundamentals of Religion	5
	Actuarial and financial mathematics	1
	Housing and home management	1
	Networks and communication systems	3
	Shari'ah (Islamic Law)	2
	Press and media	20
	Biological sciences	1
	Mathematical Sciences	2
	Industrial Electronics and Control	1
	Maritime Transportation (Commercial)	1
	Engineering	28
	Information Security	1
	Operations Research	2
	History	6

Qualification	Major	NO.
Bachelor Degree	Special Education	1
	Art Education	1
	Multimedia design	1
	Computer Applications	3
	IT	44
	Geography	3
	Geology	1
	Law	7
	Supporting computer network systems	1
	Technical Support	1
	Entrepreneurship and innovation	1
	Mathematics	1
	Sociology and Social Work	17
	Psychology	6
	Administrative Sciences	26
	Speech and hearing sciences	1
	Environmental sciences	1
	Computer Sciences	3
	Military sciences	1
	Architecture And Planning	1
	Law	14
	Chemistry	2
	Languages and Translation	41
	Finance	4
	Accounting	68
	Information Systems	71
	Total	807

Qualification	Major	NO.
Ph.D.	Literature and humanitarian sciences	1
	Educational administration and planning	1
	Educational administration	1
	Educational leadership	1
	E-learning technologies	1
	Sociology and Social Work	1
	Data science	1
	Philosophy	1
	Curricula and Teaching Methods	1
	Total	9



3.4 Revenue

Form No. (10): HRDFs estimated and actual revenues for the fiscal year: 2023

Principal Accounts	Estimated Revenue	Actual Revenue	Percentage
Total Revenues	8,857,698,669	9,807,717,971	111%
Total:	8,857,698,669	9,807,717,971	111%



3.5 Project Contracts and Workflow

Form No. (11): Signed contract projects and progress for the fiscal year 2023

S. N.	Contract Owner Management	Contract number	Contract name	Contract Type	Contractor / Executor Name	Nationality (Executing Company)	Award Date	Signature Date	Delivery Date	Duration (Month)	Cost (in SAR)	Cost (in SAR) after Amendment Annex	Location	Execution %
1	General Services Department	2203	A contract for the implementation of interior finishing works for HRDF branch in Makkah Al-Mukarramah region - Jeddah city	Constructions	El-Heeth Contracting Est.	Kingdom of Saudi Arabia	20/03/2023	13/06/2023	07/12/2023	150 days	6.311.085,00	6.311.085,00	Riyadh	33%
2	General Services Department	2214	Contract for the operation, maintenance, cleaning, and hospitality of a building The General Administration of HRDF	Operation	Ewan Trading Group	Kingdom of Saudi Arabia	5/3/2023	13/06/2023	09/06/2026	36 months	27.240.075,30	27.240.075,30	Riyadh	9%
3	Administrative Services Department	2221	Car purchase contract	General supply	Mohamed Youssef Naghi Motors Co.	Kingdom of Saudi Arabia	20/06/2023	26/07/2023	26/11/2023	4 months	560.004,00	560.004,00	Riyadh	100%
4	General Services Department	2245	Contract to supply office furniture to HADAF branch in Jeddah	General supply	Etap International Trading Company	Kingdom of Saudi Arabia	16/08/2023	18/10/2023	12/3/2024	120 days	1.184.166,50	1.184.166,50	Riyadh	0%
5	General Department of Information Technology	2171	Managed services project contract for Technology Services(ITS)	General supply	Saudi Emircom Co. (one-person limited liability company)	Kingdom of Saudi Arabia	20/12/2022	02/01/2023	15/2/2026	36 months	11.800.000,50	11.800.000,50	Riyadh	60%
6	Services Department of Digital Solutions	2145	Contract of a consultancy services project to deliver digital solutions	Consultancy services	Princess Nourah bint Abdulrahman University	Kingdom of Saudi Arabia	18/11/2022	24/01/2023	30/8/2024	18 months	21.953.040	21.953.040	Riyadh	35%
7	General Department of Information Technology	2189	Contract of a consultancy services project to improve HRDF's operational performance	Consultancy services	Baseer Administrative Company	Kingdom of Saudi Arabia	23/01/2023	03/07/2023	31/5/2024	12 months	5.379.115,80	5.379.115,80	Riyadh	25%
8	General Department of Information Technology	2198	Project to develop and operate digital excellence capabilities	IT	Devoteam Saudi Arabia Limited Company	Kingdom of Saudi Arabia	02/05/2023	05/10/2023	16/5/2026	36 months	16.000.000,60	16.000.000,60	Riyadh	15%
9	General Department of Information Technology	2209	Support and maintenance contract for the fixed assets inventory and management system	Operation and maintenance	Al Qalaa for Warehouses (one-person limited liability company)	Kingdom of Saudi Arabia	04/05/2023	19/07/2023	17/6/2026	36 months	531.277,00	531.277,00	Riyadh	13%
10	General Department of Digital Solutions	2215	Construction and implementation of a central customer service system Project Contract	IT	Strata International Information Technology Company Ltd	Kingdom of Saudi Arabia	22/05/2023	19/07/2023	30/7/2026	36 months	6.900.000,00	6.900.000,00	Riyadh	0%
11	General Department of Information Technology	2217	Contract for Managed Services Project to Design, Develop, and Operate Digital Solutions	IT	Princess Nourah bint Abdulrahman University Studies and consulting services	Kingdom of Saudi Arabia	29/05/2023	26/07/2023	30/8/2024	12 months	21.804.000,00	21.804.000,00	Riyadh	25%
12	General Department of Information Technology	2222	Contract for renewal of hosting of the second data center and renewal of hosting of HRDF's data centre	IT	Prince Sattam bin Abdulaziz University	Kingdom of Saudi Arabia	04/09/2023	16/08/2023	16/8/2024	12 months	23.999.999,98	23.999.999,98	Riyadh	25%
13	General Department of Information Technology	2250	Contract for the supply and renewal of licenses and regulations of HRDF	IT	Alkan Arabia for Communications	Kingdom of Saudi Arabia	21/09/2023	30/10/2023	11/4/2026	36 months	24.150.000,00	24.150.000,00	Riyadh	42%
14	General Department of Information Technology	2255	Contract for the supply of computer accessories	IT	Green Way Company Ltd.	Kingdom of Saudi Arabia	09/05/2023	31/10/2023	4/11/2026	36 months	2.299.910,30	2.299.910,30	Riyadh	20%
15	General Department of Information Technology	2237	Main Communications Room Development Contract at HRDF headquarters	IT	Bayt ALAjada for Trading & Technology CO. (One person company)	Kingdom of Saudi Arabia	24/08/2023	27/09/2023	15/10/2026	36 months	2.662.352,75	2.662.352,75	Riyadh	0%

S. N.	Contract Owner Management	Contract number	Contract name	Contract Type	Contractor / Executor Name	Nationality (Executing Company)	Award Date	Signature Date	Delivery Date	Duration (Month)	Cost (in SAR)	Cost (in SAR) after Amendment Annex	Location	Execution %
16	General Department of Information Technology	2238	HRDF and Branches Phone Systems Upgrade Project Contract	IT	Saudi Emircom Co.	Kingdom of Saudi Arabia	28/08/2023	10/12/2023	15/10/2026	36 months	5.498.994,10	5.498.994,10	Riyadh	0%
17	Contracts and Procurement General Department	2199	Procurement Operational Model Update Project Contract	Consultancy services	Institute of Public Administration - Business Center	Kingdom of Saudi Arabia	28/02/2023	18/05/2023	6/12/2024	12 months	1.669.455,00	1.669.455,00	Riyadh	48%
18	Executive management of National Labor Observatory	Outsourcing	Project contract for the operation and maintenance of the National Labor Observatory systems	IT	Elm Company - Saudi joint stock company	Kingdom of Saudi Arabia	1/9/2023	3/9/2023	5/1/2024	12 months	13.262.374,95	13.262.374,95	Riyadh	63%
19	Executive management of National Labor Observatory	2211	Project Contract for the development of the observatory portal and knowledge content	IT	Forty Two Information Technology Company (One person company)	Kingdom of Saudi Arabia	3/5/2023	18/06/2023	18/2/2025	20 months	1.725.000,00	1.725.000,00	Riyadh	30%
20	Executive management of National Labor Observatory	2247	Developing Phase 1 and 2 products and designing and implementing a product priority framework	Consultancy services	A.T. Kearney Saudi Ltd.	Kingdom of Saudi Arabia	31/08/2023	18/10/2023	18/7/2024	9 months	7.187.500,00	7.187.500,00	Riyadh	33%
21	Executive management of National Labor Observatory	2240	Project contract for building a data-quality framework for the National Labor Observatory	Consultancy services	Roland Berger Strategy Consultants (One person company)	Kingdom of Saudi Arabia	28/08/2023	22/10/2023	21/10/2024	12 months	9.424.250,00	9.424.250,00	Riyadh	0%
22	Executive management of National Labor Observatory	2254	Meta Data, Advanced Analytics and Digital Transformation Strategy Contract for the National Labor Observatory	Consultancy services	Roland Berger Strategy Consultants (One person company)	Kingdom of Saudi Arabia	28/08/2023	24/10/2023	23/10/2024	6 months	6.900.000,00	6.900.000,00	Riyadh	0%
23	Executive management of human capital	2218	Project contract for updating the organizational structure and enhancing human capital	Consultancy services	Institute of Public Administration - Business Center	Kingdom of Saudi Arabia	8/10/2023	23/08/2023	29/08/2024	12 months	4.364.537,50	4.364.537,50	Riyadh	0%
24	Executive management of human capital	2236	Contract to update and execute staff training strategy	Consultancy services	Towers Watson Saudi Arabia Company	Kingdom of Saudi Arabia	26/07/2023	27/09/2023	07/10/2024	12 months	8.601.349,10	8.601.349,10	Riyadh	0%
25	Investment management	2243	Contract for the provision of services for reviewing compensation claims	Consultancy services	Alkharashi & Co. (Certified Accountants and Auditors)	Kingdom of Saudi Arabia	9/5/2023	10/12/2023	10/11/2024	12 months	557.750,00	557.750,00	Riyadh	0%
26	Accounting Department	2183	Contract of the transformation project to international standards and making the financial statements	Consultancy services	Deloitte and Touche & Co. - Chartered Auditors and Accountants	Kingdom of Saudi Arabia	25/01/2023	3/9/2023	9/12/2023	6 months	1.115.000,00	1.115.000,00	Riyadh	100%
27	Planning and Budget Department	2176	Project contract for the consideration of the reduction of general, administrative and capital costs	Consultancy services	KPMG Consulting - joint stock company	Kingdom of Saudi Arabia	1/11/2023	19/02/2023	17/11/2023	9 months	2.823.250,00	2.823.250,00	Riyadh	25%
28	General Department of Strategy	2165	Project contract to study and align economic and social impact measurement models	Consultancy services	Advanced Analytics for Economic & Statistical Consulting	Kingdom of Saudi Arabia	12/11/2022	23/01/2023	19/2/2024	12 months	4.564.350,00	4.564.350,00	Riyadh	76%
29	Executive management of transformation and strategy	2190	Contract for documenting and developing HRDF's work policies	Consultancy services	Protiviti Member Saudi Arabia Firm for management consulting (One person company)	Kingdom of Saudi Arabia	25/01/2023	3/2/2023	15/12/2023	6 months	2.058.499,65	2.253.911,15	Riyadh	85%
30	Institutional Excellence Department	2257	Contract to win institutional excellence awards and apply ISO	Consultancy services	Kaizen & Partner Management Consulting Group Company	Kingdom of Saudi Arabia	14/09/2023	31/10/2023	1/11/2025	14 months	6.604.429,30	6.604.429,30	Riyadh	12%

S. N.	Contract Owner Management	Contract number	Contract name	Contract Type	Contractor / Executor Name	Nationality (Executing Company)	Award Date	Signature Date	Delivery Date	Duration (Month)	Cost (in SAR)	Cost (in SAR) after Amendment Annex	Location	Execution %
31	Institutional Excellence Department	2248	Project Contract for the Development and Implementation of Institutional Culture Renewal in HRDF	Consultancy services	innovative administrative services Co. (One person company)	Kingdom of Saudi Arabia	28/08/2023	31/10/2023	5/4/2024	5 months	3.276.005,00	3.276.005,00	Riyadh	10%
32	Institutional Excellence Department	2241	Provide consulting services in strategic planning and measuring performance and impact	Consultancy services	Devoteam Saudi Arabia Limited Company	Kingdom of Saudi Arabia	22/08/2023	27/09/2023	26/3/2025	18 months	4.386.071,25	4.386.071,25	Riyadh	15%
33	Executive management of programs	Outsourcing	Project Contract for qualifying professional counselors	Consultancy services	King Abdullah Institute for Research and Consulting Studies at King Saud University	Kingdom of Saudi Arabia	20/12/2022	26/01/2023	15/3/2025	24 months	41.131.452,00	41.131.452,00	Riyadh	27%
34	Employment support sector	2231	Project Contract for applying the redesigned programs - Content Building	Consultancy services	Bain and Company Saudi Arabia	Kingdom of Saudi Arabia	6/7/2023	8/10/2023	13/8/2024	12 months	43.585.000,00	43.585.000,00	Riyadh	28%
35	Employment Support Sector	2202	Contract for operating and developing the Nine Tenths Program	IT	Tamkeen Technologies Co.	Kingdom of Saudi Arabia	13/02/2023	24/05/2023	31/5/2026	36 months	94.300.000,00	94.300.000,00	Riyadh	0%
36	Training Support Sector	2192	Professional certificates audit contract	General services	Saudi Cader for Education Reform and Development Company	Kingdom of Saudi Arabia	15/03/2023	4/10/2023	30/4/2025	24 months	644.000,00	644.000,00	Riyadh	40%
37	Training Support Sector	2205	Career guidance and counseling initiative contract in schools	Operation	Emdad Al Khebrat Ltd. (One person company)	Kingdom of Saudi Arabia	4/6/2023	25/07/2023	25/7/2026	36 months	29.296.279,90	29.296.279,90	Riyadh	29%
38	Marketing and Awareness Department	2170	HRDF Award Project Contract	Consultancy services	Imtiaz Al Arabia Co.	Kingdom of Saudi Arabia	20/12/2022	15/01/2023	14/1/2024	12 months	1.380.000,00	1.380.000,00	Riyadh	49%
39	Executive management of human capital	2246	Employment platform contract	IT	Alnafitha International for Information Technology Co.	Kingdom of Saudi Arabia	30/08/2023	10/2/2023	10/8/2024	12 months	736.000,00	736.000,00	Riyadh	100%
40	General Department of Information Technology	2252	Contract for the development of systems and spare parts for the headquarters of HRDF	IT	Originality Talent Company Ltd.	Kingdom of Saudi Arabia	13/09/2023	24/10/2023	24/10/2026	36 months	4.657.385,00	4.657.385,00	Riyadh	40%
41	General Department of Strategy	2164	A contract to develop and launch organizational change management in HRDF	Consultancy services	Innovative Management Services Co.	Kingdom of Saudi Arabia	22/12/2022	31/01/2023	31/10/2023	7 months	4.844.490,00	5.231.884,75	Riyadh	100%
42	Marketing and Awareness Department	Outsourcing	Contract for the launch ceremony of HRDF strategy	Services	Princess Nourah bint Abdulrahman University Studies and consulting services	Kingdom of Saudi Arabia	1/9/2023	16/01/2023	15/4/2023	3 months	3.749.000,00	4.094.000,00	Riyadh	100%
43	Executive management of National Labor Observatory	2185	Contracts for the launch ceremony of the identity of the National Labor Observatory	General supply	Wateen Solutions for Information Technology Company	Kingdom of Saudi Arabia	1/4/2023	4/4/2023	1/11/2023	3 months	1.131.887,50	1.131.887,50	Riyadh	91%
44	General Department of Public Services	2188	Contract for the supply and installation of an uninterrupted electrical power supply system	General supply	Mashael Sudair Trading Est. (One person company)	Kingdom of Saudi Arabia	1/12/2023	4/4/2023	24/8/2023	120 days	853.198,80	853.198,80	Riyadh	100%
45	General Department of Information Technology	2244	Contract to collect and verify data on beneficiaries of HRDF programs	IT	Elm Company a Saudi joint stock company	Kingdom of Saudi Arabia	9/7/2023	31/10/2023	30/10/2025	24 months	29.985.445,00	29.985.445,00	Riyadh	0%
46	General Department of Digital Solutions	2253	Contract for the technical development project for the job matching tool	IT	Arabian Internet and Communication Services Company (a Saudi Joint Stock Company)	Kingdom of Saudi Arabia	20/09/2023	19/11/2023	21/1/2026	24 months	17.500.018,05	17.500.018,05	Riyadh	0%

S. N.	Contract Owner Management	Contract number	Contract name	Contract Type	Contractor / Executor Name	Nationality (Executing Company)	Award Date	Signature Date	Delivery Date	Duration (Month)	Cost (in SAR)	Cost (in SAR) after Amendment Annex	Location	Execution %
47	General Department of Information Technology	2282	Subscriptions, research services, and information technology guidance programs	IT	Gartner Saudi Arabia Ltd	Kingdom of Saudi Arabia	26/10/2023	12/12/2023	11/12/2026	36 months	5,220,574,50	5,220,574,50	Riyadh	0%
48	General Department of Digital Solutions	2249	Technical solution for data governance	IT	Arabian Internet and Communication Services Company (Saudi Joint Stock Company)	Kingdom of Saudi Arabia	18/09/2023	19/11/2023	21/11/2025	24 months	11,292,386,50	11,292,386,50	Riyadh	1%
49	Executive management of National Labor Observatory	2260	Project contract for the Second Scientific Conference for Research, Studies and Indicators of the Labor Market	Consultancy services	King Abdullah Institute for Research and Consulting Studies at King Saud University	Kingdom of Saudi Arabia	27/08/2023	12/3/2023	1/1/2025	12 months	3,163,843,20	3,163,843,20	Riyadh	0%
50	Executive management of National Labor Observatory	2273	Develop capabilities of data analysis, and policies assessment and development	Consultancy services	Arabian Internet and Communication Services Company (a Saudi Joint Stock Company)	Kingdom of Saudi Arabia	18/10/2023	18/12/2023	لم يتم استلام محضر بدء الأعمال	12 months	17,633,278,13	17,633,278,13	Riyadh	0%
51	Accounting Department	2276	Consultations in preparing financial statements in accordance with International Financial Reporting Standards (IFRS).	Consultancy services	Deloitte and Touche & Co. - Chartered Auditors and Accountants	Kingdom of Saudi Arabia	11/11/2023	12/3/2023	12/4/2024	12 months	948,750,00	948,750,00	Riyadh	0%
52	Accounting Department	2274	Audit of HRDF accounts 2023-2024	Consultancy services	Ibrahim Ahmed Al-Bassam & Partners Certified Accountants Co	Kingdom of Saudi Arabia	17/10/2023	23/11/2023	30/11/2025	24 months	1,248,842,50	1,248,842,50	Riyadh	0%
53	Executive management of programs	2239	Insurance contract against hazards of the job for trainees of the on-the-job training program	General services	Al-Rajhi Company for Cooperative Insurance SISC - ALRAJHI TAKAFUL	Kingdom of Saudi Arabia	27/08/2023	12/3/2023	17/12/2026	36 months	1,485,846,00	1,485,846,00	Riyadh	0%
54	General Department of Customer Service	2275	Mystery Agent Project	General services	Al-Mawarid Al-Motakamela Business Services Company (one person company)	Kingdom of Saudi Arabia	24/10/2023	12/12/2023	31/12/2025	24 months	2,520,225,00	2,520,225,00	Riyadh	0%
55	General Department of Customer Service	2269	Tawasul Center contract for the unified national employment platform (Jadarat)	IT	Al Khaleej Training and Education Company, Mwheba Advertising and Marketing Agency	Kingdom of Saudi Arabia	18/10/2023	13/12/2023	16/12/2026	36 months	56,182,946,40	56,182,946,40	Riyadh	0%
56	Marketing and Awareness Department	2277	Preparing and implementing marketing materials for the services and initiatives of HRDF	General services	Gartner Saudi Arabia Ltd	Kingdom of Saudi Arabia	11/11/2023	12/10/2023	14/12/2024	12 months	563,399,38	563,399,38	Riyadh	0%





3.6

The Current Status of Buildings

Form No. (12): The Current Status of HRDF's owned and Leased buildings for the fiscal year 2023

S. N.	Building Name	Location (City, District, Street)	Plot area	No. of floors	Type of use: Owned/ leased	Annual Rental Value	Lease Term	Notes
1	Sulay Warehouse	Riyadh, Sulay, Second Ring Road	936m2	1	Leased	74,880	Year	Automatically renewed
2	Olaya Towers, Tower A	Riyadh, Prince Mohammad bin Abdulaziz crossroad (Tahliah St.) with the general road of Olaya	50.638 m2	36	Leased	36,965,740	10 years	-
3	Al-Muthar building	Riyadh, King Saud Road	13.060 m2	8	Owned	The building is leased to the State Properties General Authority for an annual rental value of SAR 4,800,000 for 3 years		
4	Jeddah branch	Jeddah, Jeddah International Business Center, Ishaq Real Estate Tower A	2818 m	4	Leased	1,230,000.00	3 Years	-
5	Dammam branch	Dammam, King Fahd Road	1463 m	2	Leased	349,167.50	3 Years	-
6	Medina branch	Medina, Mudhainab, Humaydah Bin Raqim Street	1426 m	1	Leased	500,000.00	3 Years	-
7	Mecca branch	Mecca, Alshawqiyya, Abdullah bin Abbas St.	550 m	1	Leased	600,000.00	3 Years	-
8	Qaseem Branch	Buraidah, Al Ofoq District, King Abdullah Road	880 m	2	Leased	400,000.00	3 Years	-
9	Hail branch	Hail Al-Khamashiya, Prince Muhammad bin Abdulaziz Road	750 m	2	Leased	320,000.00	3 Years	-
10	Abha branch	Abha, Al-Mansk District, King Fahd Road	483 m	1	Leased	527,677.50	3 Years	-
11	Baha Branch	Baha, King Abdulaziz Road	650 m	1	Leased	200,000.00	3 Years	-
12	Najran branch	Najran, Al-Faisaliah District, King Abdul Aziz Road	1275 m	1	Leased	300,000.00	3 Years	-

S. N.	Building Name	Location (City, District, Street)	Plot area	No. of floors	Type of use: Owned/ leased	Annual Rental Value	Lease Term	Notes
13	Jazan branch	Jazan, Al-Shati district	630 m	2	Leased	239,400.00	3 Years	-
14	Al-Jouf Branch	Sakaka, Hospital District	460 m	2	Leased	100,000.00	3 Years	-
15	Tabuk branch	Tabuk, Al Muorooj District, Prince Mamdouh bin Abdulaziz St.	603 m	2	Leased	240,000.00	3 Years	-
16	Yanbu branch	Yanbu Al-Imara District, Prince Sultan Street	475 m	1	Leased	136,000.00	3 Years	-
17	Taif branch	Taif, Wadi Waj Street	791.26 m	2	Leased	242,000.00	3 Years	-
18	Al-Ahsa Branch	Al-Ahsa, Al-Mulhim Business Tower, Dhahran Road	1071 m	1	Leased	256,800.00	3 Years	-
19	Jubail branch	Jubail Industrial City, Al Fanateer	356.8 m	1	Leased	300,000.00	3 Years	-
20	Al-Kharj Branch	Al-Kharj, King Abdullah Road	450 m	1	Leased	360,000.00	3 Years	-
21	Wadi al-Dawasir	Wadi al-Dawasir, Al-Khamasin district	308 m	1	Leased	120,000.00	3 Years	-
22	Bisha	King Abdullah Street	228 m	1	Leased	76,800.00	3 Years	-
23	Al-Qunfudhah	Bisha, Al-Mousa district	177.48	1	Leased	95,670.00	3 Years	-
24	Arar branch	Al-Qunfudhah, Al-Shamali District, King Faisal Road	400 m	1	Hosted	-	-	-



3.7

Private Sector Contribution to Financing and Managing the Works of the Public Agency

None, N/A



3.8

Any Other Important Information Describing HRDF's Current Status

None, N/A





Conclusion

In conclusion, this report has provided a summary of the notable achievements and work of HRDF in the year 2023 AD, which witnessed significant advancements in the labor sector and the development of human capabilities across various levels in KSA. These achievements were made possible by the grace of Allah Almighty and the steadfast support of the wise leadership, as well as the guidance and oversight of His Excellency the Minister of Human Resources and Social Development, Chairman of HRDF's Board of Directors, and esteemed members of the Board.

These collective efforts are aimed at bolstering the establishment of a sustainable national workforce in the Kingdom of Saudi Arabia. They involve the development of training, empowerment, and guidance programs that enhance human capabilities, facilitate entry into the labor market, and ensure long-term sustainability. These initiatives are aligned with the objectives of KSA Vision 2030 and the labor market strategy, while also incentivizing the private sector to contribute to Saudization efforts.

Looking ahead, we remain committed to collaborating with all stakeholders in the sector to further strengthen our vital role in building a sustainable national workforce and enhancing the human resources ecosystem in KSA. Our goal is to realize the aspirations of the wise leadership in line with the objectives of KSA Vision 2030.



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