

The Impact of the National Transformation Program and Vision 2030 on Public Governance in the Kingdom of Saudi Arabia

Fakhreddine Mihoubi 1st

(¹) Mohamed Khider Biskra University
(Algeria)

fakhreddine.mihoubi@univ-biskra.dz

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The National Transformation Program (NTP) and Vision 2030 are key initiatives launched by Saudi Arabia to diversify the economy and enhance governance. Introduced in 2016, the NTP aims to reduce reliance on oil revenues and foster a sustainable, knowledge-based economy. The initiatives focus on improving government efficiency, increasing citizen engagement, and supporting non-oil sectors, promoting accountability and transparency. Vision 2030 outlines goals such as establishing new economic zones, privatizing state-owned entities, and investing in tourism, technology, and renewable energy. By 2023, about 87% of initiatives were complete or on track. However, challenges persist, including political instability, public skepticism about reforms, and issues with citizen engagement, particularly among youth. Despite these obstacles, the NTP and Vision 2030 represent a transformative effort to diversify the economy and improve citizens' quality of life, aligning governance practices with global standards while addressing the Kingdom's unique socio-political landscape.

key words:

National Transformation Program - Vision 2030- Public Governance
Accountability - Digital Transformation - Kingdom of Saudi Arabia.

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introduction:

The National Transformation Program (NTP) was launched in 2016 as a key component of Saudi Arabia's Vision 2030, an ambitious framework aimed at diversifying the Kingdom's economy and enhancing public governance. The NTP's inception marked a strategic shift in the country's approach to economic and social reform, targeting the development of necessary infrastructure for both the public and private sectors, as well as the non-profit sector.

In its first phase, which spanned from 2016 to 2020, the NTP established thirty-seven goals, achieving significant milestones such as the enhancement of healthcare services, the development of the tourism and national heritage sector, and improvements in living standards and safety. The first phase laid a solid groundwork for subsequent initiatives, reflecting a commitment to improving government performance and citizen engagement through digital transformation.

Transitioning into its second phase (2021-2025), the NTP has updated its strategic objectives, focusing on seven dimensions that encompass thirty-four strategic goals aimed at sustaining vital resources, community development, and empowering the workforce. This phase is characterized by increased specialization in executive programs to optimize efficiency and effectiveness in meeting the Kingdom's long-term objectives.

The overarching Vision 2030 initiative, approved by King Salman bin Abdulaziz Al Saud and spearheaded by Crown Prince Mohammed bin Salman, set the stage for a transformative period in Saudi Arabia. It aims not only to bolster economic growth but also to ensure a high quality of life for its citizens through a range of ambitious projects, including the establishment of new economic zones such as NEOM and the privatization of key sectors like Saudi Aramco. As of 2023, the implementation of Vision 2030 has shown promising results, with 87% of its initiatives on track and a significant portion of performance

indicators meeting their targets an indication of the progress made since the NTP's inception.

Through its strategic alignment with the United Nations Sustainable Development Goals (SDGs) and its focus on digital transformation, the NTP and Vision 2030 represent a significant historical pivot towards a more diversified and effective governance model in Saudi Arabia.

The National Transformation Program (NTP) is a crucial component of Saudi Vision 2030, aimed at enhancing the overall governance and economic landscape of the Kingdom. Launched in 2016, the NTP is designed to develop both the public and private sectors alongside the non-profit sector through strategic initiatives and robust governance frameworks.

The NTP operates within seven primary dimensions, each encompassing a variety of strategic goals.

Excellence in Government Performance: The program aims to enhance the quality of services offered to citizens and improve transparency across government sectors. Key objectives include the development of e-government systems and the elevation of government employee productivity.

Sustainability of Vital Resources: Ensuring that resources are managed sustainably is a cornerstone of the program, which focuses on long-term economic viability and environmental stewardship.

Community Development and Non-Profit Sector Growth: The NTP emphasizes the empowerment of non-profit organizations and their contributions to societal welfare. This includes increasing women's participation in the labor market and improving work conditions for expatriates.

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Section I: Objectives of the National Transformation Program

A) subtitle: Key Components of Vision 2030

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- Economic Diversification.
- Social and Cultural Development .
- Sustainable Development .
- Governance and Regulatory.
- Reform Challenges and Political Context.

B) subtitle: Impact on Public Governance

- Accountability and Transparency.
- Innovative Approaches to Governance.
- Challenges in Implementation.
- Future Directions.

C) subtitle: Citizen Engagement and Public Participation.

- Mechanisms for Participation
- Challenges in Public Trust
- Digital Transformation and Engagement.

D) subtitle: Challenges Faced

- Accountability and Oversight Mechanisms.
- Workforce Dynamics.
- Citizen Engagement.
- Socioeconomic Inequalities.
- Integration of Systems Approaches.

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A) subtitle: Digital Government Authority Initiatives

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- **Badir** Program for Innovation.

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- Establishing Baselines.
- Citizen Engagement and Participation.
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- Tracking Progress Towards Goals.
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- Health Workforce Planning.
- Integration with Vision 2030.
- Economic and Political Development
- Data Governance and Evidence-Driven Decision-Making.
- Challenges and Opportunities.

Conclusion**Overview of Vision 2030**

Launched on April 25, 2016, by Crown Prince Mohammed bin Salman, Vision 2030 represents a transformative blueprint aimed at fostering economic diversification and enhancing the quality of life in Saudi Arabia. This ambitious national plan seeks to build a prosperous and secure future for the Kingdom, moving beyond its historical dependence on oil revenues. The plan emphasizes empowering Saudi Arabia's youth and fostering innovation as part of its core strategy¹

Economic Diversification

A central goal of Vision 2030 is to reduce the Kingdom's economic reliance on oil by expanding non-oil sectors. Notably, non-oil activities have reached a historic high, contributing 50% to real GDP, with this sector experiencing robust growth of 4.7% in 2023. Key targets include increasing non-oil government revenue, boosting the private sector's contribution to GDP from 40% to 65%, and raising the share of non-oil exports in non-oil² GDP from 16% to 50% .

Social and Cultural Development

Vision 2030 aims to create a vibrant society with a high quality of life, focusing on education, cultural heritage, and the rule of law. The initiative prioritizes social

¹ https://www.my.gov.sa/wps/portal/snp/content/news/newsDetails/CONT-news-280420241!/ut/p/z0/04_Sj9CPykssy0xPLMnMz0vMAfIjo8zivQIsTAwdDQz9LQwCXQ0CnV0MfYyNQgwM_M30g1Pz9L30o_ArAppiVOTr7JuuH1WQWJKhm5mXlq8f4ezvF6Kbl1perGtKYWBizGBkYqhfko0eDgAT_KOY/

² <https://www.vision2030.gov.sa/en/annual-reports>

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infrastructure, seeking to empower citizens to pursue their passions and contribute to the Kingdom's overall transformation¹. Reforms have included job creation initiatives that have seen significant employment growth in various sectors, including communications, cultural, and tourism.

Sustainable Development

Sustainability is a foundational aspect of Vision 2030, reflecting a commitment to restoring the ecological balance of land and marine ecosystems. The Kingdom emphasizes the sustainable use of natural resources, aligning with its cultural connection to the environment. The initiative includes plans for major projects like the establishment of NEOM, a new economic zone in North-West Saudi Arabia designed to attract international investment and foster innovation.

Governance and Regulatory Reform

Vision 2030 incorporates a series of governance reforms aimed at enhancing governmental efficiency and transparency. This includes the implementation of Vision Realization Programs (VRPs) that streamline administrative processes and promote accountability in public governance.²

As of 2023, 87% of the initiatives outlined in Vision 2030 are completed or on track, underscoring the program's effectiveness in achieving its objectives³.

Challenges and Political Context

Despite the ambitious goals of Vision 2030, challenges remain. The Saudi government grapples with ongoing political crises, including struggles for power within the royal family and public discontent related to economic reforms. Critics argue that while the reforms have generated positive economic indicators, they may not

¹ <https://www.hrsd.gov.sa/en/ministry/about-ministry/ministry-programs/national-transformation-program>

² <https://www.vision2030.gov.sa/en/overview>

³ https://www.my.gov.sa/wps/portal/snp/content/news/newsDetails/CONT-news-280420241!/ut/p/z0/04_Sj9CPykssy0xPLMnMz0vMAfIjo8zivQIsTAwdDQz9LQwCXQ0CnV0MfYyNQgwM_M30g1Pz9L30o_ArAppiVOTr7JuuH1WQWJkHm5mXlq8f4ezvF6Kbl1perGtkYWBizGBkYqhfK00eDgAT_KOY/

lead to comprehensive social and political change, as the regime continues to rely on traditional rentier policies.

The balancing act of pursuing economic diversification while maintaining political stability will be crucial for the success of Vision 2030 in the coming years.

2 -Impact on Public Governance

- Accountability and Transparency.
- Innovative Approaches to Governance.
- Challenges in Implementation.
- Future Directions

Impact on Public Governance

The National Transformation Program (NTP) and Vision 2030 have significantly influenced public governance in the Kingdom of Saudi Arabia by promoting accountability, transparency, and innovation within government institutions. One of the primary goals of these initiatives is to enhance the effectiveness and efficiency of government operations, thereby addressing the longstanding issues in the policymaking process that have often resulted in conflicting projects across various sectors¹.

Accountability and Transparency

In an effort to foster a culture of accountability, the NTP has established frameworks that aim to improve government responsiveness. This includes setting up monitoring and evaluation systems that involve feedback from project stakeholders, thereby ensuring that public projects can continue to develop beyond their initial support period. The introduction of these systems reflects a shift towards a more transparent governance model, aligning with global trends in Civic Tech and GovTech movements, which encourage greater public engagement and oversight in governmental processes.²

¹ <https://beyondgovernance.com/governance-and-the-kingdom-of-saudi-arabia/>

² <https://www.my.gov.sa/wps/portal/snp/aboutksa/smartstrategy/?lang=en>

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Innovative Approaches to Governance

The NTP has also emphasized the integration of innovative management practices within public sector organizations. For instance, Canada's Management Accountability Framework has been adapted to assess the capacity of Saudi government entities to leverage evidence-based decision-making in high-impact innovations.

This emphasis on innovation is critical as it aims to strike a balance between

traditional accountability measures and the need for governments to adapt to new challenges and opportunities presented by rapidly evolving technologies.

Challenges in Implementation

Despite these advancements, the implementation of such innovative governance models has not been without challenges. The micromanagement tendencies observed in the policymaking process, where entities such as the Vision Strategic Management Office have created "delivery units" to ensure compliance, indicate a struggle to move beyond bureaucratic rigidity. As a result, there is an ongoing need to refine the policymaking process to facilitate a more adaptive and responsive governance structure that can effectively navigate the complexities of modern public administration.

Future Directions

Looking ahead, the success of the NTP and Vision 2030 will depend on the government's ability to build trust with citizens, which has been notably low in recent years. To achieve this, the Saudi government must invest in both transparency and active citizen engagement, recognizing that these elements are critical to fostering public trust and enhancing the overall governance framework. The interplay between accountability and innovation will be key to ensuring that government initiatives not only meet immediate policy goals but also contribute to sustainable development and long-term societal well-being.

3 -Citizen Engagement and Public Participation.

- Mechanisms for Participation
- Challenges in Public Trust
- Digital Transformation and Engagement.

Citizen Engagement and Public Participation

Citizen engagement and public participation are increasingly recognized as vital components of effective governance, particularly in the context of the National Transformation Program and Vision 2030 in Saudi Arabia. These initiatives aim to enhance representation, promote transparency, and foster a culture of participation among citizens. Governments are adopting various strategies to engage citizens and ensure their voices are heard in public decision-making processes.

Mechanisms for Participation

A range of participatory mechanisms have been identified that facilitate citizen engagement in governance. These include the establishment of permanent citizens' councils, civic laboratories for participatory budgeting, and digital platforms that enable direct democracy. For instance, platforms like Participa.GovPt in Portugal allow citizens to propose and vote on initiatives that affect their lives, while the Territorial Dialogue Initiative in Colombia fosters collaborative co-creation of public policies to tackle local challenges. These mechanisms aim not only¹ to increase participation but also to ensure that citizens feel their contributions lead to measurable impacts on public policies .

Challenges in Public Trust

Despite the initiatives in place, a significant gap remains between the efforts of governments to engage citizens and the actual trust and confidence citizens feel towards these processes. Data from the OECD Trust Survey indicates that many individuals, particularly the youth, express skepticism regarding their influence on government decisions and are less confident that their input will be utilized effectively. This lack of trust emphasizes the need for governments to improve responsiveness to citizen contributions, as responsiveness has been shown to be a crucial driver² of trust in public institutions .

¹https://www.academia.edu/103414493/Implementing_Smart_Sustainable_Cities_in_Saudi_Arabia_A_Framework_for_Citizens_Participation_towards_SAUDI_VISION_2030

² <https://www.my.gov.sa/wps/portal/snp/aboutksa/smartstrategy/?lang=en>

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Digital Transformation and Engagement

The digital transformation presents both opportunities and challenges for citizen engagement. While it can enhance interaction between citizens and the public sector, there are concerns regarding data security and privacy that may deter participation-. Addressing these issues through transparent communication and user training is essential to fostering a more inclusive environment for citizen engagement. The increasing reliance on digital tools for public participation necessitates a focus on making these platforms¹ accessible and user-friendly to encourage wider participation .

4 -Challenges Faced

- Accountability and Oversight Mechanisms.
- Workforce Dynamics
- Citizen Engagement.
- Socioeconomic Inequalities.
- Integration of Systems Approaches

Challenges Faced

The implementation of the National Transformation Program (NTP) and Vision 2030 in the Kingdom of Saudi Arabia has been met with several challenges that impact public governance. One significant issue is the pervasive culture of risk aversion with- in public sector agencies, where civil servants often fear penalties for failure rather than being incentivized for innovation. This mindset can hinder efforts to explore new solutions and adapt to the rapidly² changing demands of governance .

Accountability and Oversight Mechanisms

Accountability mechanisms play a crucial role in shaping the environment for innovation in the public sector. Oversight and auditing entities often impose rigid interpretations of risk management, which can stifle creative approaches to problem-solving.

The fear of negative evaluations can lead to a reluctance to pursue innovative strategies that are essential for the successful execution of the NTP and Vision 2030 initiatives.

¹ <https://www.ghazzawilawfirm.com/insights/digital-transformation-in-the-kingdom-of-saudi-arabia/>

² <https://www.mckinsey.com/industries/public-sector/our-insights/government-transformations-in-times-of-extraordinary-change-key-considerations-for-public-sector-leaders>

Workforce Dynamics

Organizational challenges further complicate the implementation of these transformative programs. High turnover rates among leadership due to political cycles contribute to instability, making it difficult to establish long-term strategies. Additionally, the lengthy recruitment processes and clunky application systems may deter skilled professionals from entering the public sector, exacerbating the challenge of attracting and retaining top talent.

Citizen Engagement

Despite rising engagement efforts, there remains a notable lack of confidence among citizens regarding their influence over public policy design and service delivery. This is particularly true for younger demographics, who often feel disconnected from the decision-making processes that affect their lives. Governments are attempting to mitigate this by adopting advanced techniques for citizen collaboration, yet the effectiveness of these strategies remains uncertain amidst existing cultural barriers.

Socioeconomic Inequalities

The pressures of globalization and socioeconomic disparities pose additional obstacles to effective governance. Indigenous communities are at heightened risk of marginalization as governments strive to develop inclusive policies that respect their rights and interests.

The digital divide also persists, impacting the equitable distribution of benefits derived from innovations aimed at addressing pressing social issues¹ such as unemployment, poverty, and gender discrimination.

Integration of Systems Approaches

A transition from traditional policy interventions to systems approaches has been identified as essential for addressing complex social problems comprehensively. However, the fragmentation of current efforts can lead to superficial solutions that fail to tackle the underlying causes of issues, thereby undermining the objectives of the NTP and Vision 2030. Without cohesive strategies that integrate various elements of governance, the transformation efforts may not achieve their intended impact.

II The Law of Evidence Reform

1 -Digital Government Authority Initiatives

- Public Sector Innovation and Algorithmic Design.

¹ <https://www.my.gov.sa/wps/portal/snp/aboutksa/smartstrategy/?lang=en>

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- Badir Program for Innovation.

In July 2022, Saudi Arabia implemented the Law of Evidence, which significantly impacted civil and commercial litigation within the kingdom. This reform builds upon prior legal reforms initiated by King Abdullah in 2007 and is expected to modernize the judicial process. Notably, the law permits the use of digital evidence, such as emails and multimedia, in court proceedings, thereby adapting to contemporary methods of communication and documentation. Furthermore, it establishes that monetary disputes exceeding approximately \$26,600 cannot rely solely on witness testimony, necessitating the inclusion of written contracts as evidence. This requirement promotes the use of formal agreements and documentary evidence, aiming to reduce reliance on unreliable witness accounts and disincentivize potential criminal behavior in contractual disputes.¹

Digital Government Authority Initiatives

The Digital Government Authority (DGA) plays a crucial role in advancing Saudi Arabia's digital transformation as part of Vision 2030. The DGA's mission focuses on regulating digital government initiatives across government agencies to achieve a proactive and efficient digital governance model. This initiative aims to integrate services across various governmental bodies, thereby enhancing citizen engagement and service delivery.²

Key strategic objectives include creating a seamless user experience through the National Portal, improving decision-making processes via smart technologies, and establishing a secure digital infrastructure to facilitate³ future-oriented applications.

Public Sector Innovation and Algorithmic Design

Recent studies have emphasized the importance of public sector innovation in addressing long-standing societal challenges. A notable initiative involved the implementation of the We Build AI framework, which facilitated participatory algorithm design in an on-demand food

¹ <https://agsiw.org/vision-2030-has-transformed-saudi-arabias-legal-and-judicial-systems/>

² https://www.my.gov.sa/wps/portal/snp/content/SDGPortal!/ut/p/z0/04_Sj9CPykssy0xPLMnMz0vMAfljo8zi_QxdDTwMTQz93YMt3AwCzXyMg1wMAw0NLA31g1Pz9AuyHRUBEXub1w!!/

³ <https://unfccc.int/topics/resilience/resources/economic-diversification>

donation transportation service. This framework allowed stakeholders—including donors, volunteers, and nonprofit organizations—to engage collaboratively in the algorithm's development. By promoting inclusivity and transparency in the design process, the initiative aimed to enhance procedural fairness and improve the overall efficiency of service delivery. These efforts reflect a broader trend towards integrated approaches in public governance that prioritize systemic changes over isolated policy interventions.¹

Badir Program for Innovation

Launched in November 2019, the Badir Program has made significant strides in fostering a culture of innovation among Saudi youth, particularly university students. By encouraging participation in technology-based entrepreneurship, the program aims to increase productivity and create impactful technologies within the kingdom. This initiative aligns with Vision 2030's emphasis on economic diversification and the promotion of a vibrant startup ecosystem, ultimately contributing to the broader goals² of sustainable economic growth and development.

These case studies illustrate the dynamic interplay between Vision 2030 initiatives and public governance reforms in Saudi Arabia, showcasing the commitment to innovation, digital transformation, and improved legal frameworks.

3- Metrics for Success.

- Establishing Baselines
- Citizen Engagement and Participation/
- Employment and Economic Growth.
- Tracking Progress Towards Goals.
- Health and Well-Being Indicators

Metrics for Success

Establishing Baselines

The success of public governance initiatives under the National Transformation Program and Vision 2030 is heavily reliant on the establishment and monitoring of organizational health baselines. Leaders are encouraged to measure and track

¹ <https://www.my.gov.sa/wps/portal/snp/aboutksa/smartstrategy/?lang=en>

² https://www.my.gov.sa/wps/portal/snp/aboutksa/nationalDevelopmentPlans!/ut/p/z0/04_Sj9CPykssy0xPLMnMz0vMAfIjo8zivQIsTAwdDQz9LUxNnA0Cg11DXEydAowCzU31g1Pz9AuyHRUBH9ytmQ!!/

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progress against these baselines, which may include various dimensions such as direction, accountability, leadership, motivation, capabilities, culture, and innovation. This rigorous approach allows leaders to ascertain whether specific initiatives, such as new recruiting programs, yield positive effects on organizational outcomes, rather than relying solely on the existence of these initiatives .

Citizen Engagement and Participation

Citizen engagement has significantly transformed as a result of these initiatives. For example, local planning authorities have leveraged digital tools to enhance the quantity and quality of public engagement. Notable results include the Cotswolds region, which saw over 6,500 individuals participating in consultations, and Leicester City Council, which reported more than 1,200 visitors to its platforms despite challenges such as digital poverty. These numbers reflect a broader commitment to involving citizens in governance processes, suggesting a shift towards more participatory decision-making frameworks.

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which reported more than 1,200 visitors to its platforms despite challenges such as digital poverty.¹

These numbers reflect a broader commitment to involving citizens in governance processes, suggesting a shift towards more participatory decision-making frameworks.

Employment and Economic Growth

Vision 2030 also emphasizes economic revitalization, particularly through employment initiatives. A Social Employment Fund has been established, enabling over 90,000 individuals to engage in community-focused work, thereby promoting social and economic development. Furthermore, the program has created over 32,000 jobs in the creative sector by facilitating new artistic endeavors, indicating a diversification of the economy.

As of now, over 1 million people have participated in various programs under these initiatives, with a significant representation of young people and women, thus addressing² employment disparities in the job market.

Tracking Progress Towards Goals

Metrics related to financial growth and investment are pivotal to assessing the impact of Vision 2030. For instance, the share of loans to small and medium enterprises (SMEs) has increased from 2% to 8.3% of total bank loans, showcasing progress towards the ambitious goal of 20%.

Similarly, local content in the oil and gas sector has reached 63%, surpassing initial targets and indicating a robust commitment to enhancing domestic capabilities.

The cumulative export value of oil and gas-related industries has also significantly outperformed set benchmarks, further solidifying the economic impact of these initiatives.

Health and Well-Being Indicators

The health metrics associated with Vision 2030 have also demonstrated notable improvements. Life expectancy in Saudi Arabia has risen to 78.10 years, and health service coverage has expanded to 96.41% of the population, exceeding prior targets.

¹ <https://www.my.gov.sa/wps/portal/snp/aboutksa/smartstrategy/?lang=en>

² <https://www.my.gov.sa/wps/portal/snp/aboutksa/smartstrategy/?lang=en>

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Moreover, engagement in physical activity among adults has increased significantly, reflecting a commitment to enhancing the quality of life across the Kingdom¹.

3 -Future Outlook

- Health Workforce Planning.
- Integration with Vision 2030.
- Economic and Political Development
- Data Governance and Evidence-Driven Decision-Making.

Future Outlook

The Kingdom of Saudi Arabia's Vision 2030 and its accompanying National Transformation Program present a strategic roadmap for addressing the evolving health workforce needs and public governance. This future outlook focuses on several critical aspects that will shape the healthcare landscape and governance framework over the next decade.

Health Workforce Planning

A needs-based approach to health workforce planning is central to meeting the healthcare demands of the population. The methodology adopted forecasts health worker requirements over a ten-year horizon, accounting for demographic changes and chronic disease burdens. By developing treatment service modules tailored to prevalent health issues and employing a disability-adjusted life year (DALY) multiplier, the program aims to align healthcare resources with the country's disease profile. Such proactive planning allows policymakers to evaluate various scenarios and make informed decisions regarding task-shifting² and treatment coverage, thereby optimizing resource allocation in the healthcare system.

Integration with Vision 2030

The integration of health workforce planning into the broader Vision 2030 strategy is crucial for achieving the social and economic determinants of health. The comprehensive approach outlined in the

¹ https://www.my.gov.sa/wps/portal/snp/content/news/newsDetails/CONT-news-280420241!/ut/p/z0/04_Sj9CPykyssy0xPLMnMz0vMAfljo8zivQIsTAwdDQz9LQwCXQ0CnV0MfYyNQgwM_M30g1Pz9L30o_ArAppiVOTr7JuuH1WQWJ Khm5mXlq8f4ezvF6Kbl1perGtKYWBiZGBkYqhfkO0eDgAT_KOY/

² <https://human-resources-health.biomedcentral.com/articles/10.1186/s12960-021-00597-w>

strategy emphasizes preventive and public health efforts, which could substantially influence workforce requirements.

As the country works towards realizing its economic goals, the health sector must evolve to ensure that workforce targets are met and sustained. This requires collaboration across various sectors and continuous adaptation to changing health needs.

Economic and Political Development

For Vision 2030 to succeed, there must be a recognition of the intertwined nature of economic and political development.

Analysts have noted that the ambitious economic targets set forth in the plan may necessitate a shift away from traditional tribal systems towards a more cohesive state identity.¹

Moreover, the emphasis on good governance and anti-corruption measures is essential to foster a conducive environment for investment and social progress.²

The transformation in governance will likely influence public trust and participation, which are vital for the successful implementation of the Vision 2030 initiatives.

Data Governance and Evidence-Driven Decision-Making

Improving national data governance is a significant objective of the Vision 2030 framework. By enhancing evidence-driven decision-making and leveraging shared services across government, KSA aims to create a more transparent and efficient public sector.³

These efforts are expected to improve the responsiveness of government services and policies to the needs of the population, ultimately fostering a more inclusive and participatory governance model.

Challenges and Opportunities

While the prospects for Vision 2030 appear promising, there are notable challenges that must be addressed. The need for a stable governance framework that supports reform initiatives and mitigates social unrest is paramount. As highlighted by various commentators, the centralization of power within the ruling elite could pose risks to broader societal reforms and public accountability.⁴

¹ https://en.wikipedia.org/wiki/Saudi_Vision_2030

² <https://www.vision2030.gov.sa/en/annual-reports>

³ <https://unfccc.int/topics/resilience/resources/economic-diversification>

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Nonetheless, the potential for innovation in governance and health service delivery, if navigated correctly, could position KSA as a leader in both regional and global contexts.

Conclusion

Economic Diversification: The NTP and Vision 2030 have successfully initiated efforts to diversify the Saudi economy away from oil dependence, promoting growth in sectors such as tourism, technology, and renewable energy.

Enhanced Public Governance: The initiatives aim to improve government efficiency and accountability, fostering a culture of transparency in public administration and service delivery.

Citizen Engagement: Increased focus on citizen participation and engagement has been emphasized, particularly targeting younger populations to bridge the gap between government initiatives and public trust.

Strategic Metrics for Success:

The NTP has established clear metrics across seven strategic dimensions, enabling the monitoring of progress in areas such as government performance, resource sustainability, and labor market engagement.

Challenges in Implementation: Despite significant progress, challenges remain, including political instability, public skepticism, and a traditional governance culture that may hinder reform efforts.

Commitment to Reform: As of 2023, approximately 87% of initiatives have been completed or are on track, indicating a strong commitment to reform and modernization within Saudi governance.

Digital Transformation Focus: The emphasis on digital transformation and innovation is crucial for enhancing government services and improving public sector performance.

⁴[https://www.my.gov.sa/wps/portal/snp/aboutksa/digitaltransformation/dtcontentdetails/policies-and-strategies/a%201-2/!ut/p/z1/pZLLbslwFER_pRuW0fUvj22gCASKIYXQxBtk8sJV4gSwKP37mrRboFW9u_IZa2augUMCXImzrISWrRK1mVPubCco8DFlaDmxMUUOo0EYkTVGawxvPTBbegz7CichtYcoGgVu6K82GCEb-G_06Mbx0SP9BjjwLpM5pB6hrk0yamUuJhYrXWKJnBQWyXfEpswWzMVXOI0603tIm0zqbaEGKJev1KLWR6FOZXts-vAD1LW1zGRxsoTKrZO51UVlxgEST9gixjnvzc2jBZoOmcn-gh0URevn0WIe-P-B7hXTg_cS383_8KF1PTn3gSosXmWxQfE6pqrhtUf65oimD1agfkj8v1w4L6ptlW6uGhI_tmteZlCg1FQGbNC7y2pyhaSGyJlvkWrQkHXxHHjUed1XAZjyvju8-J9AVjPBxk!/?](https://www.my.gov.sa/wps/portal/snp/aboutksa/digitaltransformation/dtcontentdetails/policies-and-strategies/a%201-2/!ut/p/z1/pZLLbslwFER_pRuW0fUvj22gCASKIYXQxBtk8sJV4gSwKP37mrRboFW9u_IZa2augUMCXImzrISWrRK1mVPubCco8DFlaDmxMUUOo0EYkTVGawxvPTBbegz7CichtYcoGgVu6K82GCEb-G_06Mbx0SP9BjjwLpM5pB6hrk0yamUuJhYrXWKJnBQWyXfEpswWzMVXOI0603tIm0zqbaEGKJev1KLWR6FOZXts-vAD1LW1zGRxsoTKrZO51UVlxgEST9gixjnvzc2jBZoOmcn-gh0URevn0WIe-P-B7hXTg_cS383_8KF1PTn3gSosXmWxQfE6pqrhtUf65oimD1agfkj8v1w4L6ptlW6uGhI_tmteZlCg1FQGbNC7y2pyhaSGyJlvkWrQkHXxHHjUed1XAZjyvju8-J9AVjPBxk!/)

Fakhreddine Mihoubi

Long-term Vision: The NTP and Vision 2030 represent a strategic shift towards modern governance practices, aligning Saudi Arabia with global standards while addressing unique socio-political challenges.

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