

**The annual report for the year 2021**

**Human Resources Development Fund**

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## Leaders' sayings



The government of the Kingdom has established the Human Resources Development Fund (Hadaf) to support the qualification of national cadres, which will provide attractive job opportunities for citizens, contribute to reducing unemployment, and work on developing and improving the work environment.

The opening of the second year of the eighth session of the Shura Council 26 Jumada al-Awwal 1443 AH corresponding to December 30, 2021

His Majesty King Salman bin Abdul-Aziz Al Saud, Custodian of the Two Holy Mosques, may God protect him.



The unemployment rate decreased from 12.6% at the end of last year to 11.3% in the middle of the current year due to an increase in job opportunities available to citizens.

The highlights of the Crown Prince's speech on the occasion of announcing the General Budget of the State for the fiscal year 1443/1444 AH (2022)

Crown Prince, Deputy Prime Minister, Minister of Defense, Chairman of the Political and Security Affairs Council, Chairman of the Economic and Development Affairs Council, His Royal Highness Prince Mohammed bin Salman bin Abdul-Aziz Al Saud, may God protect him.

The first chapter: Introduction to the report.

### A brief overview of the report

The annual report of the Human Resources Development Fund provides a comprehensive overview of the significant role it aspires to play in developing human capital in the Kingdom of Saudi Arabia. It highlights its goals, and strategic initiatives, as well as its key tasks, programs, and services provided to beneficiaries in the private sector.

### The framework of this report

It has been prepared in accordance with the provisions of the second paragraph of Article 29 of the Council of Ministers System issued by Royal Decree No. A/13, dated 1414.

### The scope of the report and the covered period

This report covers the activities, services, and achievements of the fund for the fiscal year 1442/1443 AH, corresponding to the year 2021.

## The message from the Chairman of the Board of Directors of the Human Resources Development Fund (Hadaf)

It gives me great pleasure to extend thanks and appreciation on my behalf and on behalf of my colleagues, the members of the Board of Directors of the Human Resources Development Fund (Hadaf), to the Custodian of the Two Holy Mosques King Salman bin Abdul-Aziz Al Saud, and His Royal Highness Prince Mohammed bin Salman bin Abdul-Aziz Al Saud, Crown Prince, Deputy Prime Minister, and Minister of Defense, may God protect them, for the generous support provided to the private sector, enabling and enhancing its role in supporting the participation of national forces in various fields and specialties of the labor market.

In his speech at the opening of the second year of the eighth session of the Shura Council, His Majesty the Custodian of the Two Holy Mosques emphasized the importance of supporting the qualification of national cadres, developing their skills and knowledge, and enhancing their competitiveness in the job market. This guides us in the human resources system to continue advancing in developing and improving the work environment, working with relevant entities to align education outputs with the requirements of the job market, and contributing with partners in both the public and private sectors to enhance the participation of national forces in various paths of current economic development.

The programs and initiatives of the human resources system integrate with the Human Capability Development Program launched by His Royal Highness the Crown Prince, may God protect him, in mid-2021, to enhance the competitiveness of national capabilities locally and globally by seizing promising opportunities arising from the rapidly evolving needs. Additionally,

it aims to enhance values, and develop core skills and future skills that meet the needs and aspirations of all segments of society.

I see it as an opportunity to emphasize the importance of continuing to expand programs and services aimed at developing the skills and capabilities of national forces, which is the role entrusted to the fund. This is to increase the participation rates of the sons and daughters of the nation in various professions and economic activities, through constructive partnership and cooperation with the private sector. The aim is to strive within the human resources and social development system to achieve a competitive advantage for national forces, develop the Saudi labor market environment, enhance its efficiency, and make it competitive globally in terms of attractiveness and skill attraction. This includes investing in all opportunities to empower the sons and daughters of the nation.

In conclusion, I pray to God to bless our efforts and guide our steps towards serving the nation and its people, in realization of the aspirations of the wise leadership, may God protect it.

Minister of Human Resources and Social Development Chairman of the Board of Directors of the Fund Mr. Ahmed bin Suleiman Al-Rajhi

## Executive Summary

This report provides a summary of the role of the Human Resources Development Fund in employing, training, and empowering job seekers, increasing localization rates, and increasing the number of new male and female citizens joining the labor market in the Kingdom. It reviews the services and programs it offers in partnership with the Ministry of Human Resources and Social Development to align with labor market policies and dynamics, as well as with the Kingdom's Vision 2030. Additionally, it outlines the Fund's inception, distribution of its branches, centers, and offices across the Kingdom, and its developmental journey over the past years, including an overview of its organizational structure, board of directors, and associated committees

The report also outlines the strategic plan of the Fund, which aligns with the goals of Vision 2030 and the objectives of the National Development Fund, with its strategic objectives, developmental initiatives, and executive plan, along with its sustainable and effective partnerships with all economic sectors in the Kingdom. Additionally, it highlights the Fund's contribution during the COVID-19 pandemic and its rapid response to it, launching six diverse initiatives tailored for job seekers and employers, which had tangible economic impacts.

The report also highlights the most significant achievements of the Human Resources Development Fund during the year 2021, as well as the services, programs, and activities provided to its beneficiaries, which contribute to the training and qualification of the national workforce in the Kingdom. This is achieved through providing support to employers and job

seekers to participate in the costs of qualification, training, and employment in private sector facilities. Additionally, it reviews the Fund's institutional excellence towards its beneficiaries through human competencies in its sectors and departments to serve its clients using modern technologies. Moreover, it includes support provided through field programs, projects, studies, and research aimed at increasing localization growth and assisting decision-makers in the labor market system. Some of the notable achievements include:

305 individuals were successfully employed in the private sector.  
And among them, more than 7,000 are people with disabilities.

The study of the programs and initiatives of Vision 2030, through the development of the Fund's strategy, Human Capability Development Program, and the labor market strategy, aligns with the Fund's strategy. Additionally, efforts were made to redesign programs to align with the changes and developments in the labor market.

### **Identifying 3 strategic objectives to measure the impact of the Fund, which are:**

Supporting the development of human capital to align with the needs of the labor market.

Enhancing alignment between supply and demand.

Ensuring the sustainability of employment.

3000 The number of establishments benefiting from the Fund's programs in the private sector, 90% of which are small and medium-sized establishments.

2.2 million citizens benefited from the employment support, training, and empowerment programs provided by the Fund.

Finally, the report highlights the financial status of the Fund, as well as royal decrees, cabinet decisions, ministerial resolutions, and circulars related to its operations and activities. It also includes agreements and memoranda of understanding with relevant entities, as well as the buildings owned and leased by the Fund.

### **Table No. (1): Highlights of the achievements of the Human Resources Development Fund during the year 2021.**

Who were employed through the National Labor Gateway 132,512

The number of establishments registered in the National Labor Gateway is 9,710

Who were employed through fixed branches: 78,162

Who were employed in the private sector through rehabilitation and employment centers:  
73,170

Who were employed through university employment offices: 1,633

The number of beneficiaries of the Employment Support Program: 134,145

The number of beneficiaries of the National Program for Supporting Job Seekers (Hafez ): 271,711

The number of beneficiaries of the Childcare Hospitality Program for Working Women (Qurrah): 3,090

The number of beneficiaries of the Working Woman Transportation Support Program (Wusool): 48,353

The number of visitors to the Subul Platform for Vocational Education and Guidance Program: 907,177

The number of beneficiaries of the Training Program in Strategic Partnership Institutes: 5,985

The number of beneficiaries of the Workforce Training Program (Tamheer): 23,337

The number of complements to electronic training courses (Doroob): 546,567

The number of beneficiaries of the program for employment and provision of training services in centers of excellence: 15,217

The number of beneficiaries of the Professional Certification Support Program: 5,184

The number of visitors to the Fund's website: 1,830,268

The number of phone calls answered by the Human Resources Development Fund Call Center: 739,315

The customer request resolution rate is 93%

The overall customer satisfaction index is 82%

## Chapter Two: Human Resources Development Fund

### An overview of the fund

The Human Resources Development Fund was established by Cabinet Decision No. (107) dated 29/04/1421 AH with the aim of supporting efforts to qualify and employ national manpower in the private sector, and to achieve the following objectives:

1. Providing subsidies for the qualification, training, and employment of the national workforce in the private sector.
2. Participating in the costs of qualifying the national workforce and training them for private sector jobs. The board of directors of the Fund determines the percentage of this participation,

and the remaining percentage is paid by the employer benefiting from the training of the trainee.

3. Bearing a percentage of the salary of those who are employed in private sector facilities after their qualification and training, as well as those who are employed in these facilities in coordination with the Fund. The employer pays the remaining percentage of the salary. The Fund bears this percentage for a period not exceeding two years, and the Board of Directors sets the necessary conditions for its disbursement.

4. Supporting the financing of field programs, projects, plans, and studies aimed at employing Saudis and replacing expatriate labor.

5. Providing loans to private institutions for the qualification and training of national workers, whether newly established in the Kingdom or existing ones seeking to expand their activities or modernize their methods.

6. Conducting research and studies related to its activities in the field of qualifying, training, and employing the national labor force, as well as providing technical and managerial advice to institutions for the qualification and training of the national labor force.

The Human Resources Development Fund is organizationally linked to the National Development Fund, which was established by Royal Decree No. (A/13) dated 13 Muharram 1439 AH corresponding to 4 October 2017 AD. It enjoys legal personality, financial independence, and administrative autonomy, and is organizationally linked to the Prime Minister. The National Development Fund aims to enhance the performance of the funds and development banks associated with it to achieve the desired objectives of its establishment and to keep pace with serving the priorities of development and economic needs in light of the goals and pillars of Vision 2030 in the Kingdom.

#### [Vision, Mission, and Values of the Human Resources Development Fund:](#)

**Vision:** Building a sustainable national workforce in Saudi Arabia.

**Mission:** The Human Resources Development Fund focuses efforts to raise the skills of

National human cadres and providing them with knowledge and qualifications and aligning them with the needs of the labor market and jobs, while adopting an approach that puts the results achieved for the beneficiary as a focus in the design and delivery of business and services, and seeking to upgrade the human resources system in the Kingdom of Saudi Arabia by employing visions and drawing future directions for the labor market, and providing services to beneficiaries within a package of focused programs that take into account the needs of the beneficiary and meet its requirements.

**Values:** Transparency, Team Spirit, Speed of Delivery

Focus on results, Focus on customers, excellence

### Our Channels

Table 2: Distribution of the number of support channels of the Fund at the level of the regions of the Kingdom during 2021

مكاتب التوظيف بالجامعات		مراكز التأهيل والتوظيف عن بعد		مراكز التأهيل والتوظيف		الفروع		قنوات الصندوق
إناث	ذكور	إناث	ذكور	إناث	ذكور	ذكور/ إناث	ذكور	المناطق
٤	-	-	٥	٤	٢	١	-	الرياض
١	-	-	٥	٥	٣	١	-	مكة المكرمة
-	-	-	١	١	٢	-	-	المدينة المنورة
٣	-	-	٦	٥	٣	-	-	المنطقة الشرقية
١	١	-	-	١	١	-	-	القصيم
١	-	-	-	١	١	-	-	حائل
٢	-	-	-	١	١	-	-	تبوك
١	٢	-	-	٢	١	-	-	الجوف
-	١	-	-	٢	-	١	-	الحدود الشمالية
-	-	-	١	١	-	٢	-	عسير
-	١	-	-	١	١	-	-	جازان
١	١	-	-	١	١	-	-	نجران
١	١	-	-	١	١	-	-	الباحة
١٥	٧	-	١٨	٣٦	١٧	٥	-	الإجمالي

### Development Process:

2002

New programs launched:

- Training program related to employment outside the establishment
- National Regulation Program for Purchasing Training as
- Training program related to employment outside the establishment
- National Organization Program for Purchased Training as
- Training and employment support programs
- Small Enterprise Owners Support Program

2004

New programs launched:

- Training and employment support programs
- Small Enterprise Owners Support Program

2006

New programs launched:

- Training and education support program for diploma holders and bachelor's degree

2007

New programs launched:

- Supporting the qualification of the HR specialist

2008

New programs launched:

- Maher program to qualify specialized cadres
- Training program in non-profit institutes

2014

New programs launched:

- Doroob is a national e-training platform
- Employment Program for Persons with Disabilities (Tawafuq)
- Insistence Award Program (in the search for a job) - Phase I
- "Aqbalak" initiative

2013

Inaugural Forum of the Interdisciplinary Forum

Universal (CYM)

New programs launched:

- Program of operation and provision of training services in Al-tmaiz colleges
- Incentive difficulty in getting a job

-Wage Supplementary Support Program

2012

Winning the World Summit Award for Best

Local digital initiatives and innovations

New programs launched:

- Teacher Support Program in Private Schools

- Summer Training Program (Saifi)

2011

Establishment of the Rehabilitation and Employment Centers Program

New programs launched:

-Job Search Incentive Program

-Rehabilitation program for health diploma holders

2009

New programs launched:

-Job stability incentives for supported employees

2015

Inauguration of the first mobile branch

ISO certification

Launching the "Our Youth, Our Future" project

New programs launched:

-Dialysis Days Wage Support Program

- Insistence Award Program (in search for a job)

- Phase II

2016

Inauguration of the Fund's 100th branch in the Kingdom

Launch of the National Labor Portal (Taqat) -

Taqat.sa

Launching the Human Resources Development Fund website

- Saudi HR Portal

-Winning the International Stevie Award for Categories (gold, silver, and bronze) for several areas of customer service

-Winning the Gold Award as "Best Center"

-Etisalat" at the Middle East Contact Center Awards

2017

Etisalat" at the Middle East Contact Center Awards

Winning the gold medal as "Best Center"

Contact" and "Best Use of Communication Channels

Social" during the awards ceremony

Global Connectivity

New programs launched:

-SPL program

-Tamheer Program

-Rehabilitation program for female graduates of faculties of science

In the health sector

-Mall localization program

2020

Launch of new programs:

-Employment Support Program

-Freelance Program (Guided Transport)

-Medical Coding Technician Rehabilitation and Training Program

2019

Launching the portal of the National Labor Observatory.

Building and publishing indicators for the Saudi labor market.

Launch of new programs:

-Localization program for sales outlets in 12 Commercial activities

2018

Establishment of the Sectoral Skills Council.

Establishment of the Development and Transformation Council.

Launching the Hadaf Compass service on the Fund's website.

Launch of new mobile branches in 2018 Completion of the review of all support programs.

Launch of new programs:

-Health Diploma Graduates Qualification Program

For the Red Crescent Authority.

- Employment support program to raise skills.

-Hadaf Leadership Academy Program

## Organizational Structure of the Fund

### **Board of Directors**

Audit Committee

Fund Financial Resources Investment Committee

Executive Committee

Remuneration and Nomination Committee

Governance, Risk and Compliance Committee

### **General Manager**

Executive Management of Internal Audit

Executive Office

Executive Department of Legal Affairs

Data Management Office

General Directorate of Corporate Communication

Executive Management of the National Labor Observatory

Executive Management of Human Capital

Executive Management for Development, Strategic Planning and Strategic Planning

General Department of Governance, Risk and Compliance

Operations Sector

Executive Management of Finance

Business Sector

## Business Transformation Executive Management

### Fund Board of Directors:

H.E. Eng. Ahmed bin Sulaiman Al Rajhi

Minister of Human Resources and Social Development

President

Mr. Stephen Paul Grove

Governor of the National Development Fund

National Development Fund

Member

H.E. Eng. Saleh bin Ibrahim Al-Rasheed

Governor of the General Authority for Small Enterprises

Medium "Monshaat"

Ministry of Commerce

Member

His Excellency Dr. Bader bin Shuja Al-Harbi

Deputy Director General for Training

Institute of Public Administration

Member

H.E. Eng. Saleh bin Abdullah Al-Hoshani

Deputy Governor for Shared Services

Technical and Vocational Training Corporation

Member

H.E. Mr. Faisal bin Ahmed Qattan

Assistant Undersecretary for Human Capital Development

Ministry of Economy and Planning

Member

H.E. Mr. Thalib bin Ali Alshamrani

Advisor to His Excellency the Minister of Finance

Ministry of Finance

Member

H.E. Eng. Rayan bin Mohammed Fayez

Chief Executive Officer of Banque Saudi Fransi

Private Sector

Member

His Excellency Dr. Mohammed bin Saud Al-Bader

Private Sector

Member

H.E. Mr. Khalid bin Mohammed Al-Amoudi

CEO of Jabal Omar Development Company

Private Sector

Member

H.E. Mr. Turki bin Abdullah Al-Jawini

Director General of the Human Resources Development Fund

Human Resources Development Fund

Decision

*Fund Board Committees:*

H.E. Mr. Thalib bin Ali Al-Shamrani President

His Excellency Dr. Mohammed bin Saud Al-Bader Member

H.E. Eng. Rayan bin Mohammed Fayez Member

H.E. Mr. Turki bin Abdullah Al-Jawini Member

*Second: Audit Committee:*

H.E. Dr. Bader bin Shuja Al-Harbi President

H.E. Mr. Ahmed bin Sulaiman Al-Jasser Member

H.E. Mr. Ahmed bin Mohammed Al-Shneiber Member

H.E. Mr. Abdullah bin Saud Al-Arifi Member

*Third: The Fund's Financial Resources Investment Committee:*

H.E. Eng. Rayan bin Mohammed Fayez President

His Excellency Mr. Khalid bin Mohammed Al-Amoudi Member

His Excellency Mr. Saad bin Abdul Mohsen Al-Fadhli Member

H.E. Mr. Turki bin Abdullah Al-Jawini Member

*Fourth: Remuneration and Nomination Committee:*

H.E. Eng. Saleh bin Ibrahim Al-Rasheed President

H.E. Mr. Khalid bin Mohammed Al-Amoudi Member

H.E. Mr. Faisal bin Yousef Jado Member

*Fifth: Members of the Governance, Risk and Compliance Committee:*

Eng. Saleh bin Abdullah Al-Hoshani President

Dr. Mohammed bin Saud Al-Bader Member

Mr. Mansour bin Abdulaziz Al-Busaili Member

## Chapter Three Strategic Direction of the Human Resources Development Fund

### *Strategic Direction of the Human Resources Development Fund*

Based on the directives of our wise leadership and its aspirations for human resources development in the Kingdom of Saudi Arabia, the Human Resources Development Fund has worked on its new strategy and development initiatives, which are in line with the objectives of the Kingdom's Vision 2030, which are:

1. Improving the readiness of young people to enter the labor market.
2. Increase women's participation in the labor market.
3. Enabling the integration of people with disabilities in the labor market.
4. Increase the contribution of SMEs to the economy.

Since Vision 2030 is the general and comprehensive umbrella for national efforts, the Fund has worked to align its strategy with the objectives of the National Development Fund to increase employment rates for Saudis, as well as develop the private sector, especially small and medium enterprises, and contribute to improving the productivity of the Saudi economy, in addition to adopting the Fund to build and provide effective and sustainable strategic partnerships with all economic sectors in the Kingdom.

The journey of developing and updating the Fund's strategy began as a result of a detailed study based on advanced analysis of beneficiaries' behavior, an extensive benchmarking of some countries, a review of the current labor market challenges, and the continuous efforts made by the concerned authorities in the system to address these challenges.

The Human Resources Development Fund has worked on updating and developing the Fund's strategy, in cooperation with the best cadres of consultants in strategic planning at the local and global levels in order to develop the strategy in accordance with the best international practices and in studied scientific ways.

#### *Role of the Human Resources Development Fund:*

The journey of the Human Resources Development Fund begins to address the current gap and ensure sustainable impact by supporting the development of human capital in the Kingdom commensurate with the needs of the labor market and increasing women's employment rates in the private sector in the Kingdom of Saudi Arabia.

The Fund has identified its optimal role in crystallizing and shaping supply and demand by aligning supply with demand and enabling (bridging the gap) in line with the needs of the market through the programs and services it provides, such as developing training programs in partnership with the relevant authorities, income support programs and programs to support new sectors.

#### *This role was chosen based on the following factors:*

Benchmarking regionally and globally.

Adapt to the Fund's core capabilities, financing, access to beneficiaries, and integration with demand promotion programs covered by other parts of the ecosystem.

The Human Resources Development Fund (HRDF) developed its strategy in 2021 to focus on key areas of upskilling and job alignment, while adopting a mindset of maximizing economic and social impact, and sustainability, achieving results for beneficiaries, and proactively using corporate visions, to support the overall upgrading of the human resources system in the Kingdom of Saudi Arabia, through a number of focused programs.

#### *3 main objectives were set:*

- Supporting the development of human capital in the Kingdom in line with the needs of the labor market through training, financial support and others.
- Promote the alignment of labor supply and demand by enhancing job transparency and supporting job application and supply-shaping efforts.
- Enabling sustainable employment in the private sector for the most vulnerable segments of beneficiaries

The Fund's role and impact are mainly on the supply side, and the need to work with the private sector to achieve impact. Therefore, the IMF decided to tailor strategic actions on a sector-by-sector basis, prioritizing efforts across different sectors in the Kingdom.

The Human Resources Development Fund has worked to ensure that these sectoral priorities are aligned with

National priorities, including the requirements of the Kingdom's Vision 2030 for the labor market for example

Example: Human Resources Development Program, National Transformation Program, Priority Sectors. It is In order to do so, the Fund has categorized sectors according to a set of important dimensions including the attractiveness of the sector such as growth rate/job creation, gaps in the level of localization of Saudis, and productivity rates. It then matched key sectors to these categories to come up with three major clusters of sectors, identifying priorities and implications for HRDF support.

The Human Resources Development Fund has categorized the sectors with which it plans to work in a participatory manner to identify workforce needs and plans, as these sectors show projected high growth, sectoral momentum, and Saudization gaps and are expected to contribute to the creation of the majority of new jobs.

The Human Resources Development Fund also plans to proactively reach out to some sectors and design customized interventions and programs based on their main needs; on the other hand, focus on the sectors that will be dealt with interactively and support them as needed.

*Strategic Map of the Fund:*

The Human Resources Development Fund (HRDF) has designed three strategic pillars to define its contribution to the booming labor market, to establish institutional excellence in all its procedures and the need to establish effective partnerships with other entities in the system.

The strategic roadmap has been developed to define and guide a clear course for the implementation of the strategy over the next three years:

*Vision: Building a sustainable national workforce in Saudi Arabia*

Mission: The Human Resources Development Fund focuses efforts to raise the skills of national human cadres and provide them with knowledge and qualification and align them with the needs of the labor market and jobs, while adopting an approach that puts the results achieved for the beneficiary as a focus in the design and delivery of business and services, and the pursuit of upgrading

The human resources system in the Kingdom of Saudi Arabia by employing visions, drawing future directions for the labor market, and providing services to beneficiaries within a package of focused programs that take into account the needs of the beneficiary and meet his requirements.

*Objectives of the Fund:*

Supporting the development of human capital in the Kingdom commensurate with the needs of the labor market.

Improve workforce supply and demand alignment

Enabling sustainable employment in the private sector for high-risk beneficiary groups

Strategic Pillars	A thriving job market	Institutional Excellence	Efficient Companies
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Objectives Strategy	<ol style="list-style-type: none"> <li>1. Adopt preventive and interactive programs, enabled by a transformative beneficiary experience</li> <li>2. Proactively respond to the market Working through behavioral interventions and policy advocacy</li> <li>3. Evolve as a leader in labor market insights</li> </ol>	<ol style="list-style-type: none"> <li>4. Building a culture led by performance and impact management</li> <li>5. Develop an efficient and effective organization that helps achieve the objectives of the Fund</li> <li>6. Align the Fund's budget to focus on impact and activate alternative sources of financing</li> </ol>	<ol style="list-style-type: none"> <li>7. Strengthening partnerships with relevant system entities</li> <li>8. Transforming and upgrading the brand and mental image of the Fund</li> </ol>
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*Strategy Implementation Initiatives:*

The Human Resources Development Fund (HRDF) has identified 22 important initiatives to implement the strategy that will support the Fund's journey to achieve the desired results.

1. Adopt preventive and interactive programs, enabled by a transformative beneficiary experience	<ol style="list-style-type: none"> <li>1. Redesigning programs to meet labor market challenges</li> <li>1.2 Activating redesigned software</li> <li>1.3 Redesigning and launching integrated beneficiary journeys to enable a transformative experience</li> </ol>
2. Proactively respond to the labor market through behavioral interventions and policy advocacy	<ol style="list-style-type: none"> <li>2.1 Building a behavioral impact unit to benefit from behavioral sciences in addressing labor market challenges</li> <li>2.2 Developing value proposition to lobby policies to influence supply-shaping themes</li> </ol>
3. Develop as an intellectual leader in the field of labor market insights	<ol style="list-style-type: none"> <li>3.1 Developing the ability to analyze data and repositioning the National Labor Observatory to make the Human Resources Development Fund a thought leader in labor market visions</li> <li>3.2 Developing the Fund's data analytics capabilities</li> </ol>
4. Build a culture led by performance and impact management	<ol style="list-style-type: none"> <li>1. Develop and operationalize key performance indicators at the strategic and program level</li> <li>4.2 Drop KPIs for all Fund employees to ensure alignment</li> </ol>
5. Develop an efficient and effective organization that helps	<ol style="list-style-type: none"> <li>1 Developing the Fund's human capital to upgrade its talents and capabilities</li> <li>5.2 Update HRDF processes and procedures</li> </ol>

achieve the objectives of the Fund	5.3 Developing an outsourcing model to improve the Fund's operating model
6. Aligning the Fund's budget to be impact-based and activating alternative sources of funding	1 Rationalize current funding costs and realign the budget for the next three years 6.2 Identify and operationalize potential sources of alternative funding 6.3 Developing a subsidiary strategy to ensure alignment with the Fund's strategy
7. Strengthening partnership with relevant system entities	7.1 Identify and implement integrated sectoral strategies in collaboration with relevant partners 7.2 Develop and implement a partnership roadmap with key stakeholders to enable the achievement of the strategy
8. Transforming and upgrading the brand and mental image of the fund	8.1 Design and implement a change management strategy and revamp organizational culture 8.2 Launch the Fund's external communication plan to raise awareness among stakeholders
9. Build a digitally enabled fund	1 Developing an exceptional beneficiary experience 9.2 Enable data-driven decision-making 9.3 Building a resilient and responsive organization

### Chapter Three: Strategic Direction of the Human Resources Development Fund

During 2021, the Fund worked to adopt a strategic and pivotal project, which was

In redesigning programs to address the main challenges faced by the current programs of the Human Resources Development Fund. These challenges have been identified through an analysis of the current status of the programs, feedback by stakeholders and access to the most prominent global benchmarking of the world.

The relationship, where the project worked to transform from a complex software portfolio that is often confusing by developing a clear and specific portfolio of 8 programs. The project also addressed the lack of reliance on big data desalination by focusing on impact assessment and data analytics to be at the heart of the redesign process. The project also transcended the lack of pivot design philosophy

Beneficiary-based programs where an approach to redesigning programs in a beneficiary-first focus,

Include tailor-made products that suit the needs of different beneficiaries. The project included the design of a tight framework to measure the impact of programs, through the development of a follow-up panel for key performance indicators of programs that allows measuring the scope of programming, impact, efficiency, and satisfaction of beneficiaries.

Finally, the project addressed the lack of flexibility to adapt to market needs, as a governance model was developed that enables management to modify the design of programs to reflect changing market needs to match the needs of the labor market and the private sector.

Through this project, the following program portfolio has been accessed:

#### *Income Support Program*

Which aims to enhance the competitiveness of the Saudi workforce by motivating the owners of

Work on recruiting, developing, and retaining Saudis, as well as supporting self-employed workers in various economic activities.

#### *Training Sponsorship Program*

where the program works to finance training programs to develop the skills of Saudis and enable them to get a job and advance in their career in line with the needs of the labor market.

The on-the-job training program aims to provide Saudi nationals with practical professional experience to improve the ability of

Recruit them by funding and facilitating the matching of candidates with on-the-job training programs.

#### *Empowerment Program*

Which contributes to bridging the gap represented in the access of the segments in need of support from

Free of financial and non-financial infusions aimed at increasing and sustaining their job opportunities.

#### *Job Matching Program*

It aims to facilitate the job alignment/experience process for Saudis and employers by focusing on increasing employability and job sustainability.

#### *Career Counseling Program*

Which works to reduce the mismatch between supply and demand in the labor market through preventive intervention at the level of supply, and enhancing employment outcomes through general intervention counseling services, focusing on priority job seekers.

#### *Online Training Program*

Aiming to provide an easy-to-use platform designed specifically to enhance the core skills that allow the employment of all Saudi citizens and to provide detailed training courses on important topics and professions.

#### *Job Seekers Support Program (Hafez)*

Where the program works to support serious job seekers in obtaining a job by providing financial support and enabling them to benefit from other initiatives to improve their skills and increase their employment opportunities.

The Executive Plan and Institutional Performance Measurement for the year 2021:

#### *Performance Indicators:*

*Strategic performance has been monitored according to strategic indicators linked to the three main objectives through an executive plan for the year 2021.*

#### *Primary Objectives:*

Empowering the private sector to provide sustainable employment opportunities for Saudis.

Aligning job seekers with suitable employment opportunities.

Enhancing the skills and competitiveness of the national human resources.

*Strategic Indicators:*

- Number of employed job seekers who benefited.
- Level of beneficiary satisfaction.
- Cost ratio (support and operation) per beneficiary.
- Rate of employed job seekers who benefited within 6 months of completing training and qualification (non-binding employment).

المؤشرات الاستراتيجية	قطبية المؤشر	خط الأساس (المحقق) في عام (٢٠٢٠م)	المستهدف السنوي لعام ٢٠٢١م	المحقق التراكمي في عام ٢٠٢١م	أداء المؤشر مقارنة بالمستهدف السنوي
المستفيدين من الباحثين عن عمل الذين تم توظيفهم	موجبة	١٩٨,٩٢٠	٢٤٢,٠٠٠	٣٠٠,٥٦٨	
مستوى رضا المستفيدين	موجبة	%٦٧	%٨٠	%٨٢	
معدّل التكلفة (دعم وتشغيل) على كل مستفيد	سالبة	مؤشر جديد	SAR ٦,٥٦٠	SAR ٢.٤٦٨	
المستفيدين الباحثين عن عمل الذين تم توظيفهم خلال ٦ أشهر من انتهاء التدريب والتأهيل	موجبة	%٣٥	%٣٢	%٣٧	
الرموز الدلالية لأداء المؤشرات	لا يوجد قياس	لم يتم تحقيق المستهدف	تم تحقيق المستهدف بشكل جزئي	تم تحقيق المستهدف	تم تجاوز المستهدف

During the year 2021, the fund worked on instilling and solidifying a culture of institutional performance across various dimensions and services it offers. This included developing an updated set of strategic performance indicators stemming from strategic updates and requirements from the National Development Fund, aligned with the strategic directions of Saudi Vision 2030. These indicators enabled the fund to measure progress towards achieving strategic objectives, as well as assessing the impact of various fund programs, ensuring the highest levels of efficiency and effectiveness in implementing services provided to beneficiaries.

#### *Strategic Achievements of the Human Resources Development Fund during the year 2021:*

- Redesigning its programs to align with the needs of the labor market and the strategic direction of the fund. Approval was obtained from the Board of Directors of the Human Resources Development Fund in 2021. The program redesign project resulted in simplifying the program portfolio from 33 programs to 8 focused programs.
- Updating its strategy and obtaining approval from the Board of Directors of the National Development Fund for the guiding strategy in 2021.
- Currently detailing its strategy, including detailing and activating the strategy plan, where 9 strategic objectives have been formulated and planning for the implementation of 22 strategic initiatives.
- Developing a set of strategic performance indicators stemming from strategic updates and requirements from the National Development Fund, aligned with the strategic directions of Saudi Vision 2030, to measure various dimensions of performance in the fund.
- Organizing and conducting more than 47 workshops and over 50 intensive communication sessions, along with 15 focus groups involving various key stakeholders regarding the strategic role of the fund and mechanisms for its activation.
- Gathering feedback on programs and services provided by the fund from over 13,000 beneficiaries and more than 500 employers.
- Holding over 14 coordination meetings with various entities within the human resources system in the Kingdom.
- Conducting numerous benchmarking comparisons with over 20 regional and international entities similar in their operations and services to those of the fund.
- Conducting strategic analyses resulting in program redesign, including identifying target beneficiaries and streamlining application mechanisms.

#### **Chapter Four: Linkage and Impact**

##### *An Overview of the Fund's Services and Programs for the Year 2021:*

The vision of the Human Resources Development Fund (Building a sustainable national workforce in the Kingdom of Saudi Arabia) is considered a fundamental year in advancing the national labor market and enhancing the Kingdom's economy.

In realization of this vision, the fund offers an integrated package of programs and services provided to its beneficiaries, as follows:

## **Recruitment Channels**

1. National Labor Gateway (Taqat)
2. The Fund's Branches
3. Mobile Branches of the Fund
4. Rehabilitation and Employment Centers
5. Rehabilitation and Employment Centers Plus
6. University Employment Offices

## **Employment Programs**

1. Employment Support Program
2. Hafez Fixed Branches
3. Guided Self-Employment Support Program (Alnql Elmowgah)
4. Direct Employment Support Program
5. Additional Wage Support
6. Compatibility Employment Program
7. Kidney Dialysis Work Days Wage Support Program
8. Support Program for Teachers in Private Schools
9. Childcare Hospitality Program for Working Women (Qurra)
10. Support Program for the Transportation of Working Women (Wusool)
11. Tisaa aashar Program

## **Training Programs**

1. Strategic Partnerships Employment Support Program
2. On-the-Job Training Program (Tmheer)
3. E-Learning Training Program (Doroob)
4. Professional Certification Support Program
5. Employment and Service Provision Program in Excellence Colleges
6. Skilled Program for Specialized Workforce Qualification
7. Agreement on Localizing Tourism and Hospitality Professions with the Women's Higher Institute for Tourism and Hospitality
8. Agreement on Training and Qualification of Occupational Health and Safety Professions
9. Medical Coding Technician Training and Qualification Program
10. Agreement for Implementing Employment-Based Training Programs at the Women's Vision Institute
11. Subul Program for Vocational Education and Counseling
12. Remote Career Counseling
13. Career Aptitude Test
14. HADAF Leadership Academy Program

15. Project Management Program
16. The Agreement Signed with the National Cybersecurity Authority
17. Mumken Program

*The achievements of the fund during the year 2021 include:*

The fund offers a package of channels, programs, and services to its beneficiaries, targeting both employers and job seekers to support employment and training services aimed at enhancing stability and developing the workforce. The number of those who were employed in 2021 from the beneficiaries of the fund's services and programs reached 305,568, of which 46% were male and 54% were female. Among them are more than 7,000 people with disabilities. The map below illustrates their distribution by region and gender.

- The programs and services covered in the report include HADAF branches, Rehabilitation and Employment Centers, University Employment Offices, Employment Support, Hafez , Tamheer, Strategic Company Support Institutes, agreements, and projects.
- The numbers are presented without duplicating individuals.
- There is data for regions where data for 439 areas is not available.

*Firstly, Achievements of Employment Channels and National Workforce Qualification in the Private Sector:*

The fund offers a range of channels targeting both employers and job seekers to support employment and training services aimed at enhancing stability and developing the workforce.

Here are the achievements of the fund's channels in supporting employment:

*1. National Labor Gateway (Taqat):*

National Labor Gateway (Taqat) is a comprehensive platform that translates the policies and visions of human resources development in the Kingdom into effective programs. It aims to be a cornerstone for the national economy by providing a qualified workforce, creating a high-quality digital job market, enhancing the competitiveness of the Saudi workforce, empowering job seekers, and increasing localization rates among the workforce.

Taqat, an initiative of the Human Resources Development Fund, supported by the Ministry of Human Resources and Social Development, provides a comprehensive online platform for the labor market in Saudi Arabia. It caters to both the public and private sectors and recruitment service providers, bringing together job seekers and employers to efficiently exchange recruitment and training services. Its goal is to enhance stability and develop the workforce in the Saudi labor market, ensuring fair access to job opportunities for everyone.

*The most important benefits achieved from the gateway include:*

1. Providing a unified and integrated platform for all stakeholders in the labor market.
2. Supporting human resources development guidance according to the actual needs of the labor market.
3. Enhancing transparency in the labor market and providing data to support decision-making.
4. Providing recruitment services.
5. Offering tools for managing the labor market and implementing its programs and policies.
6. Providing training services.
7. Enhancing the competitiveness of the Saudi workforce.
8. Offering empowerment services for working women.

The National Labor Gateway "Taqat" includes a range of integrated services, which are as follows:

*Registration Mechanisms:*

- Providing electronic services for registration on the portal.
- Registration for job seekers.
- Registration for employers.
- Registration for government entities.
- Registration for semi-governmental entities.
- Registration for non-profit organizations.
- Registration for training service providers.
- Verification of information for registered job seekers with the National Information Center.
- Verification of information for registered individuals as employers and training service providers with the Ministry of Human Resources and Social Development.
- Verification mechanism through mobile phone number upon logging into the portal for job seekers and employers.
- Integration with more than 60 government entities to verify the data of registrants.

*Resume Management:*

- Providing electronic services for all aspects related to resumes on the portal.
- Building and updating resumes.
- Automatic alerts for completing resumes.
- Mechanisms for authenticating resumes with academic qualifications and work experiences.
- Printing resumes from the portal.

*Job Application Management:*

Manage everything related to applying for jobs electronically in the portal.

Send and receive invitations to apply for jobs.

Preference for Offered Jobs

Manage job application processes

Sending and receiving job offers

#### Program Utilization Management:

Enabling the portal's beneficiaries to use the portal's software services electronically

Review and apply for programs

Verify the eligibility of applicants for programs.

Violations and warnings.

Disbursement of financial dues to program beneficiaries

#### Customer Services Department:

Submit objections and resolve complaints.

Communicate through call centers and social media channels.

Communicate and submit inquiries and suggestions.

#### Training Services Department:

Enabling the beneficiaries of the portal to use training services electronically

Benefit from Doroob website courses

Benefit from Hadaf Leadership Academy

Take advantage of Tamheer program «On-the-job training» Create job advertisements on Tamheer program.

#### Electronic harmonization mechanisms:

Providing electronic matching mechanisms between job seekers and available vacancies.

- Offer job opportunities to job seekers according to their CVs
- Presenting suggested CVs to employers according to job needs.

#### National Labor Portal – Systems Structuring:

Payments System

E-Platform

E-Training System

SMS & Email Gateway

Customer Service Management System

Business Intelligence System

Eligibility Engine

Single Entry System

Database

National Labor Portal Systems Structuring:

Data Centers 4

Locations 3

Systems Environments 12

Virtual Servers +500

Traditional Servers +200

Gateway storage capacity 671 TB

Systems Monitoring 24-7

Recruitment Platforms

Individuals Services

- Build and update CV
- Determine job desires
- Review of harmonization functions Proposed
- Search all jobs Exhibited
- Apply for jobs
- Receiving invitations, interviews and job offers
- Referrals of job seekers to employment channels
- CV documentation

Facility Services

- Create an account and log in
- Search for CVs
- Post job postings
- Review of proposed candidates
- Send invitations, interviews and job offers

- Submit recruitment applications

#### Employment Channel Services

- Services of Taqat Rehabilitation and Employment Centers
- Services of private employment offices
- Branches Services of the Fund for Recruitment
- Career Fair Services

#### Training Platform

- Management of training support programs
- Management of training entities
- Manage training courses
- Curriculum Content Management
- Manage training course schedules
- Registration in training courses
- Course attendance management
- Referral of job seekers to courses

#### Software Platform

- Training Program ending with employment
- Employment Support Programs
- Employment Support Program to Upskill
- Summer Training Program (Saifi)
- Occupational Safety and Health Cadres Program
- Hadaf Leadership Academy
- Enabled software
- Localization program
- Contract operation and maintenance localization program
- Teachers' wage subsidy program
- Delivery support program

#### Requests

- Job Search Incentive Program

- Hafez program difficulty in finding a job
- Tamheer Program (On-the-Job Training)
- Working Women's Transport Support Program (Wusool)
  - Children's Hospitality Program for Working Women (Qurra)
  - Professional Certification Support Program
  - Entrepreneurship Support Program (Guided Transport)
  - E-Training Program (Doroob)

Achievements of the National Labor Portal (Taqat) during 2020:

Number of individuals registered on the portal:1,711,750		Number of registered and active establishments in the portal: 61,871	Affiliation with 14 government agencies
The site ranked 61st in Saudi Arabia	The total number of visits to the site reached 2,700,000 million during the year 2021	Number of job postings in the portal: 26,995	130+ Number of e-services
		Number of job vacancies in Portal: 71,648	Number of those employed from Through the gate: 132,512
		Employment and training support amounts exceeded for the first time the subsidy of the Incentive during November and December of the year 2021	

Table 3: National Labor Portal Statistics (Taqat)

المناطق	عدد المنشآت المسجلة في البوابة الوطنية	عدد من تم توظيفهم من خلال البوابة		الشواغر الوظيفية			عدد من تم توظيفهم من خلال البوابة		
		ذكور	إناث	كلاهما	ذكور	إناث	ذكور	إناث	
الرياض	٤,٢١٩	١٦,٤٠٣	٢٩,١٧٣	٨,٦٦٢	٥,٦٢٤	١٤,٩١٤	٣,٨٠٥	٢,٣٨٤	٣,٩٥١
مكة المكرمة	١,٩٥٦	١٣,٥٨٠	١٤,٦٢٣	٦,١٧٠	٢,٧٧٣	٦,٢٣٢	٢,٢٩١	١,٣٨٧	٢,٠٢١
المدينة المنورة	٥٤٨	٤,٦٨٢	٣,٢٥١	١,٥٦٤	٥٤٩	١,٣٩٥	٧٠٩	٣٤٩	٤٩٠
المنطقة الشرقية	١,١٨٥	٨,٨٨٠	١١,٢٨٩	٥,٤٥٧	٢,٣١٤	٥,٤٥٧	٢,٣٥	١,١٨٧	١,٩٠٣
القصيم	٥٦٠	٣,٢٧٢	٢,٨٣٣	٧٣٥	٣٨٣	١,٢٠٩	٤٣٨	١٩٦	٢٩٧
حائل	١٧٣	١,٣١٢	٩٢٣	٣٠٧	١١٢	٣٣٥	١٥٩	٥٠	٨١
تبوك	١٧٦	١,٧٥٨	١,٤٤٩	٨٩٨	١١٢	٢٢٢	٣١٨	٨٧	١٣١
الجوف	١١٩	٩٢٤	٤٧٥	٥٨٠	٥٠	٢٨٦	٢٤٦	٣٢	٨٢
الحدود الشمالية	١٠٠	٦١١	٦٣٥	٢٨٥	٩٨	٢٥٢	٢٥٢	٥٤	١٢٢
عسير	٣٦٦	٣,٧٩٠	٣,٨٨٢	٥٩٠	٣٥١	٩٦٠	٢٦٩	١٦٤	٢٢٠
جازان	١٢٤	٢,٨٠٠	٢,٠٥٨	٥٣٨	١٨١	٦٧٩	٢٢٧	١٢٦	١٨٣
نجران	١٢٤	١,٢٨٦	١,٦٠٦	٢٦٢	٤٧	٤٢٧	١١٥	٢٦	١٤٦
الباحة	٦٠	٥٨٤	٤٣٣	١٢٩	٣٣	١٦٦	٩٢	٢١	٣٩
الإجمالي	٩,٧١٠	٥٩,٨٨٢	٧٢,٦٣٠	٢٦,٢٨٧	١٢,٦٢٧	٣٢,٧٣٤	١١,١٥٦	٦,٠٧٣	٩,٧٦٦

#### Fixed branches of the fund:

A network of branches operated by the Fund in various regions of the Kingdom reached (22) branches in 2021, and provides various training and employment support services to customers, such as attracting business owners, analyzing their needs and requirements, and working to meet them by organizing job meetings and workshops, and preparing work tables compatible with the requirements after providing career guidance services and human resources consulting, and the number of those who were hired through the branches in 2021 reached 78, 162 beneficiaries, and the number of those who were served from job seekers in the branches reached (122,657) beneficiaries.

Table 4: Distribution of Number of Employed Through Fixed Branches by gender and Region

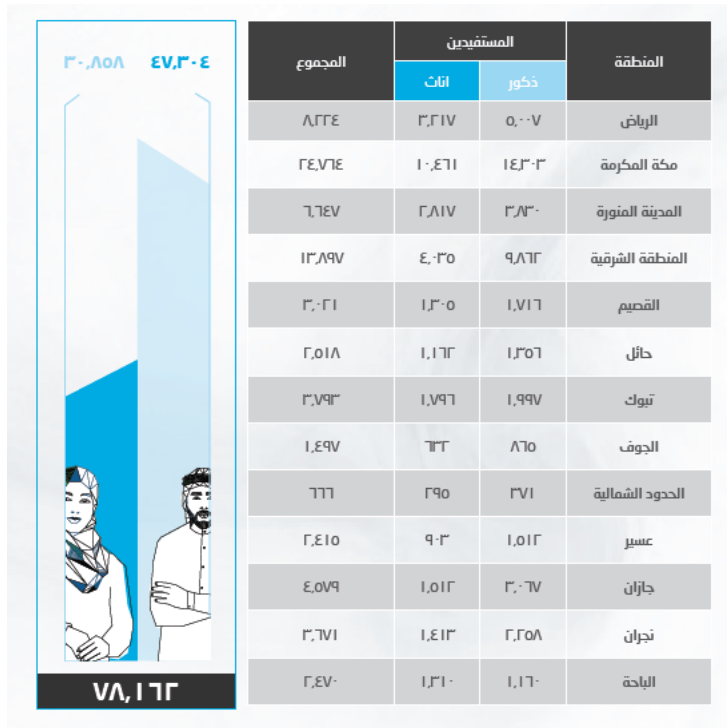


Table 5: Number of Job Seekers Served in Fixed Branches by gender and Region



## 2. Mobile branches of the Fund:

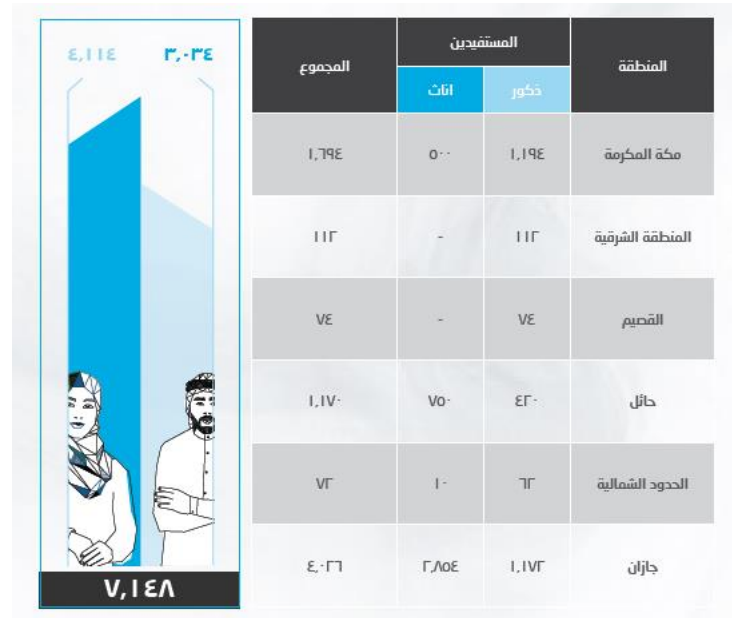
A group of mobile branches (edges) aimed at reaching places where customers gather to provide services,

These include:

- Introducing clients to the Fund's programs and services.
- Respond to customer inquiries about supporting training and employment services provided by the Fund.
- Solving the difficulties that prevent them from benefiting from the services of the Fund.
- Presenting job opportunities available for job seekers.
- Coverage of governorates and villages where there are no fixed branches
- Serving existing entrepreneurs through field visits.

Those who were served through mobile branches in 2021 reached 7,148 beneficiaries distributed over the regions of the Kingdom.

Table 6: Distribution of Number of Beneficiaries through Mobile Branches by gender and Region



### 3. Rehabilitation and employment centers:

These centers aim to promote productive and continuous employment through the development of comprehensive rehabilitation and employment strategies for both gender and people with disabilities and enable the employer to keep pace with the changes in the labor market and implement policies, which has an impact on economic and investment growth. In 2021, the number of rehabilitation and employment centers reached 44, including 26 for males, and 18 for females, where the number of those employed through them in 2021 reached 73,170 beneficiaries, and the number of those served in the centers reached 231,856 beneficiaries.

Table 7: Number of Employed in the Private Sector through Rehabilitation and Employment Centers by gender and Region

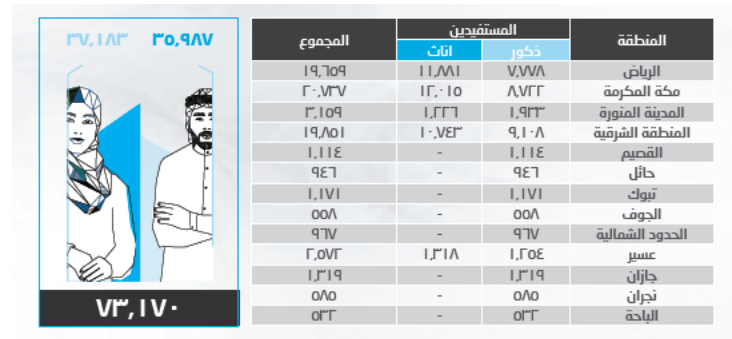


Table 8: Number of Persons Served in Rehabilitation and Employment Centers by gender and Region

المجموع	المستفيدين		المنطقة
	إناث	ذكور	
٥٥,٩٣٧	٣٦,٢٨٨	١٩,٦٤٩	الرياض
٦٥,٣٦٦	٣٩,٣٤٧	٢٦,٠١٩	مكة المكرمة
١٤,٠٦٠	٦,٩٨٦	٧,٠٧٤	المدنية المنورة
٦٦,٥٢٨	٤٢,٤٦٨	٢٤,٠٦٠	المنطقة الشرقية
٤,١٤٨	-	٤,١٤٨	القصيم
٣,٢٦٢	-	٣,٢٦٢	حائل
٣,٠٢٥	-	٣,٠٢٥	تبوك
١,٨١٢	-	١,٨١٢	الجوف
٢,٨٢٨	-	٢,٨٢٨	الحدود الشمالية
٧,٥٥٠	٣,٥٣٣	٤,٠١٨	عسير
٤,١٨٧	-	٤,١٨٧	جازان
١,٥٩٦	-	١,٥٩٦	نجران
١,٥٥٧	-	١,٥٥٧	الباحة

#### 4. Remote rehabilitation and employment centers:

Remote employment centers aim to provide rehabilitation services, employment support, guidance and training of job seekers according to the latest standards, and these centers also provide post-employment services that help the researcher in job stability and development. The number of remote employment centers in 2021 reached 7, where the number of those employed through them in 2021 reached 745 beneficiaries, and the number of those served in those centers 2,064 beneficiaries distributed over some regions of the Kingdom, noting that remote rehabilitation and employment centers were closed by the end of June 2021.

Table 9: Number of Employed in the Private Sector through Rehabilitation and Remote Employment Centers by gender and Region

المستفيدات	المنطقة
٣٣١	القصيم
١٢٩	الجوف
٢٥	الحدود الشمالية
١٨٨	جازان
٤١	نجران
٣١	الباحة

Table 10: Number of Persons Served in Rehabilitation and Remote Employment Centers by gender and Region

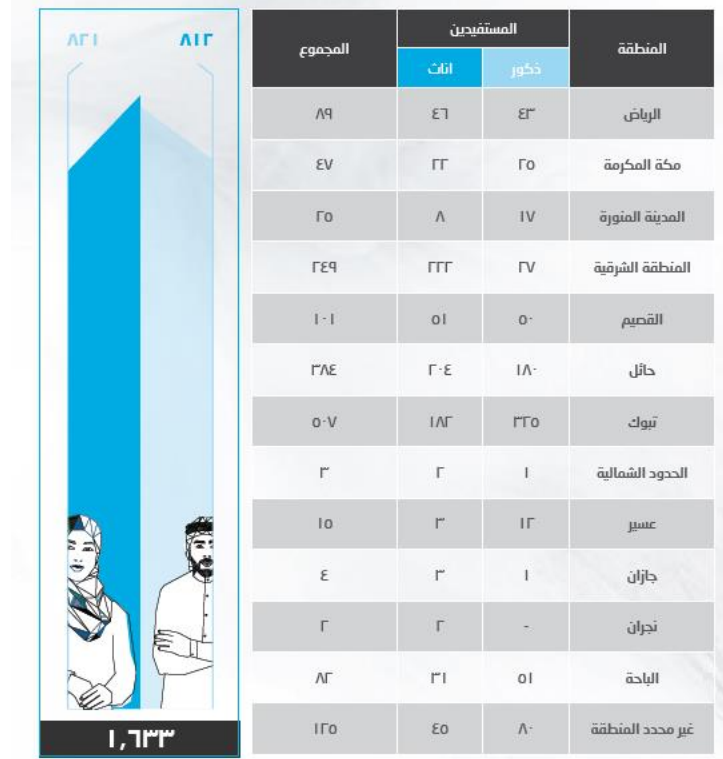
المستفيدات	المنطقة
٧٨٣	القصيم
٢٤٢	الجوف
٧١	الحدود الشمالية
٧٤٨	جازان
١١٨	نجران
١٠٢	الباحة

#### 5. Employment offices in universities:

The offices aim to establish a strategic partnership between the Fund and universities to achieve the goals

The number of employment offices in universities reached (15) offices, through which 1,633 beneficiaries were recruited in 2021 distributed over the regions of the Kingdom.

Table 11: Distribution of Number of Employed Through Employment Offices in Universities by gender and Region



*Second: Achievements of Employment Support Programs:*

It aims to increase job opportunities for individuals according to the needs of the labor market, increase the rates of Emiratisation in establishments with qualified workforce, and support their continuation on the job.

The achievements of employment support programs are as follows:

1. Employment Support Program:

In April 2020, the Human Resources Development Fund launched the Employment Support Program to support job seekers in the private sector by bearing a percentage of the employee's wage, and the program includes supporting all jobs in the private sector for full time, and the program also adds additional support for employment in regions and cities with less job opportunities and on the employment of females and people.

People with disabilities and small, medium and micro enterprises, according to what the Fund launches from

Hamat directed to economic sectors or job titles, and the Fund launched the initiative to support retroactively for the employing establishments starting from July 2019 until April 27, 2020 AD to preserve employment gains during that period before the Corona pandemic and to mitigate the effects

of the repercussions of the pandemic, and began receiving registration applications at the beginning of April 2020 AD and closed registration

On May 10, 2020, the first disbursement of the program took place at the end of April for the establishments that completed the program controls for the month of April as a due month and the month of March for the retroactive effect, and the program continues in the disbursement mechanism for establishments for the current month due and a month prior to the retroactive effect for a period of 24 months,

Where the number of beneficiaries of the program during 2021

Table 12: Distribution of Employment Support Program Beneficiaries by gender and Region

المجموع	المستفيدين		المنطقة
	إناث	ذكور	
٧٥,٥٤٥	٥٤,٨٣٥	٢٠,٧١٠	الرياض
٢٠,٥٠٣	١٠,٧٨٧	٩,٧١٦	مكة المكرمة
٤,١٧٤	١,٨٦٥	٢,٣٠٩	المدينة المنورة
١٧,٨٨٠	٧,٩٩٩	٩,٨٨١	المنطقة الشرقية
٤,١٨٠	٢,٤٤٠	١,٧٤٠	القصيم
١,١٢٩	٦٣٧	٤٩٢	حائل
١,٦٣٥	٧٧٨	٨٥٧	تبوك
٨١٦	٤٢٦	٣٩٠	الجوف
٧٨٧	٤١٧	٣٧٠	الحدود الشمالية
٢,٦٤٧	١,٤١٢	١,٢٣٥	عسير
٢,٢٨٣	٩٨٧	١,٢٩٦	جازان
١,٨٠٨	٨٣٩	٩٦٩	نجران
٧٥٨	٣٤١	٤١٧	الباحة

## 2. National Job Seekers Aid Program (Hafez):

The program supports Emirati job seekers in order to obtain sustainable and suitable jobs, and equips them with the skills and resources needed to join the labor market. It consists of a job search incentive program and a difficulty in finding a job incentive program, as each program targets a specific category of job seekers within specific eligibility controls. The National Job Seekers Assistance Program (Hafez) is divided into two parts:

First / Job Search Hafez Program:

The program provides a financial allocation of (2000) riyals every month for a period of 12 months and targets the category of young job seekers aged (20-35) years and applies to them eligibility controls

The program, where the number of beneficiaries of the program during 2021 reached (163,908) beneficiaries distributed over the regions of the Kingdom.

Table 13: Distribution of Beneficiaries of the Job Search Incentive Program by gender and Region

المجموع	المستفيدين		المنطقة
	إناث	ذكور	
٣٢,١٥٦	٢٧,٣٨	٥,١١٨	الرياض
٣٤,٩٦٥	٢٥,٧٣٠	٩,٢٣٥	مكة المكرمة
١٤,٥٩٤	٩,٩١٣	٤,٦٨١	المدينة المنورة
٢٠,٠٠٤	١٦,٥٣٧	٣,٤٦٧	المنطقة الشرقية
١٠,٦٠٢	٨,٢٤١	٢,٣٦١	القصيم
٥,٢٧٠	٤,٠٠٥	١,٢٦٥	حائل
٧,٢٢٧	٥,٣٢١	١,٩٠٦	تبوك
٤,٢٦٧	٣,٠٠٥	١,٢٦٢	الجوف
٢,٦٤١	٢,٠٤٣	٥٩٨	الحدود الشمالية
١٥,٠٨٦	١٠,٩١٧	٤,١٦٩	عسير
١٢,٠٩٤	٧,٧٩٤	٤,٣٠٠	جازان
٢,٥٥٨	٢,٠٧٢	٤٨٦	نجران
٢,٤٤٤	١,٨٤٧	٥٩٧	الباحة

### Second: Hafez Program for difficulty in getting a job:

The Hafez program provides difficulty in finding a job with a financial allowance starting with (1500) riyals per month for the first four months, then 1250 riyals for the second four months, then 1000 riyals for the last four months.

The program targets job seekers over the age of (35) years or those who completed the job search incentive program without finding a suitable thing until the age of (60) years, as the number of beneficiaries of the program in 2021 reached (107,803) beneficiaries distributed over the regions of the Kingdom.

Table 14: Distribution of the Number of Beneficiaries of the Hafez Difficulty in Finding a Job Program by gender and Region

المجموع	المستفيدين		المنطقة
	إناث	ذكور	
٢٠,٧٩٩	١٩,١٧٩	١,٦٢٠	الرياض
٢٢,٢١٠	١٩,٢٣٥	٢,٨٧٥	مكة المكرمة
٩,٢٦٦	٧,٥٢١	١,٧٤٥	المدينة المنورة
١٤,٨٩٧	١٣,٦٩١	١,٢٠٦	المنطقة الشرقية
٧,٠٤٣	٦,٢٩٦	٧٥٧	القصيم
٣,٢٣١	٢,٨٢٧	٤٠٤	حائل
٤,٦٤٤	٤,٠٠٠	٦٤٤	تبوك
٢,٥٩٢	٢,٠٢٤	٥٦٨	الجوف
١,٦٧٥	١,٤٧٥	٢٠٠	الحدود الشمالية
٩,٩٣٧	٨,٢٨٩	١,٦٤٨	عسير
٨,١١٤	٦,١٥٣	١,٩٦١	جازان
١,٨٢٢	١,٦٦٥	١٥٧	نجران
١,٥٧٣	١,٢٨٦	١٨٧	الباحة

### Third: Job Search Subsidy Program:

The Council of Ministers Resolution No. 575 dated 22/09/1442 AH corresponding to 04/05/2021 AD was issued approving the organization of the job search subsidy program, to replace the job search incentive program and the difficulty of finding a job incentive program, and this program is an upgraded version of the National Program for Job Seekers Aid, and aims to support job seekers and motivate them to enter

the labor market By providing a reducing subsidy for a period of 15 months during the period of the job search amount:

For 4 months 2000 riyal

for 4 months 1500 riyal

for 4 months 1000 riyal

for 3 months 750 riyal

In addition to providing a range of training and employment services to enhance their chances of obtaining employment, the program targets job seekers between the ages of 20 and 40 from the following categories:

- Those entering the labor market during the first two years of the end of education or training
- Those who have been absent from the labor market for more than two years, and the Fund started receiving applications for the program in August 2021.

The number of those employed through the National Assistance Program for Job Seekers (Hafez)

In 2021, there were 58,474 beneficiaries distributed over the regions of the Kingdom.

Table 15: Distribution of Number of Employed Through the Hafez Program by gender and Region

المجموع	المستفيدين		المنطقة
	إناث	ذكور	
١٦,٥٧٤	١٢,٢٣٥	٤,٣٣٩	الرياض
١٢,٦١٣	٧,٢٠٣	٥,٤١٠	مكة المكرمة
٣,٨٣٦	١,٨٠٩	٢,٠٢٧	المدينة المنورة
٩,٢٠٩	٥,٨٤٧	٣,٣٦٢	المنطقة الشرقية
٢,٨٤٣	١,٦٤٣	١,٢٠٠	القصيم
١,٢٠٥	٦٨٣	٥٢٢	حائل
١,٦٩٧	٨٩٧	٨٠٠	تبوك
٨٣٩	٣٥١	٤٨٨	الدويف
٦٩٩	٣٩٤	٣٠٥	الحدود الشمالية
٤,١٢٨	٢,٢٥٠	١,٨٧٨	عسير
٣,٠٧٦	١,٢٦٣	١,٨١٣	جازان
١,٠٩١	٧٤٧	٣٤٤	نجران
٦٥٤	٣٤٥	٣٠٩	الباحة

#### Self-employment support program (Alnql- Elmojah):

The self-employment support program (Alnql- Elmojah) targets workers in the activity of directing passenger transport vehicles through applications. It is intended for full-time workers in this activity and job seekers, and it is the product of cooperation, the Ministry of Human Resources and Social Development, the Public Transport Authority, the Fund and the Future Work Company, as it provides support as one of the Fund's initiatives aimed at raising the levels of Emiratization for

The program was launched on October 8, 2020, as the number of beneficiaries of the program in 2021 reached 3,223 beneficiaries distributed over the regions of the Kingdom.

Table 16: Distribution of the Number of Beneficiaries of the Self-Employment Support Program by gender and Region

المجموع	المستفيدين		المنطقة
	اناث	ذكور	
١٨٣	٤	١٧٩	الرياض
٦٠٦	١٢	٥٩٤	مكة المكرمة
٦١	-	٦١	المدينة المنورة
٢٩٤	٩	٢٨٥	المنطقة الشرقية
٥٨١	١٩	٥٦٢	القصيم
٧٣٧	٣٠	٧٠٧	حائل
٧١	١	٧٠	تبوك
٢١	٢	١٩	الجوف
٢٠٥	١٠	٢٩٥	الحدود الشمالية
٢٤٨	١	٢٤٧	عسير
٣٦	-	٣٦	جازان
٤٣	-	٤٣	نجران
٢١	-	٢١	الباحة
١٦	-	١٦	غير محدد المنطقة

#### Direct Employment Support Program:

This program aims to employ job seekers in private sector establishments wishing to employ job seekers of both gender by supporting the employment salary by 50% and not exceeding (2000) riyals per month - the period of support (24) months. The reception of requests for support in the program was stopped as of September 2017, and the reception of their requests for support was transferred through the

Employment support. Where the number of those continuing in the direct employment support program during 2021 reached (1,836) beneficiaries distributed over some regions of the Kingdom.

Table 17: Distribution of Numbers of Participants in the Direct Employment Support Program by gender and Region

المجموع	المستفيدين		المنطقة
	اناث	ذكور	
١,٠٠٠	٨٥٢	١٤٨	الرياض
٣٠٧	٢٥	٢٨٢	مكة المكرمة
٢٨٨	٦	٢٨٢	المنطقة الشرقية
٢١٠	١٩٢	١٨	القصيم
٣١	١٢	١٩	الباحة

#### Additional wage support:

From joining the job opportunities available in the private sector, as the program provides additional financial and time benefits for employing Saudis in establishments classified in the platinum and green bands in the program

Taqat, the entity can link 20% in the case of the Platinum domain and 15% in the case of the green domain of its total number of Saudi employees to the additional support program, provided that the beneficiaries are eligible according to the eligibility conditions of the candidate. Receiving requests for support in the program has been stopped as of October 2017, and receiving their requests for support has been transferred through the Employment Support Program. The number of those continuing in the additional wage support program during 2021 reached (121) beneficiaries distributed over some regions of the Kingdom.

Table 18: Distribution of Wage Supplementary Support Program by gender and Region

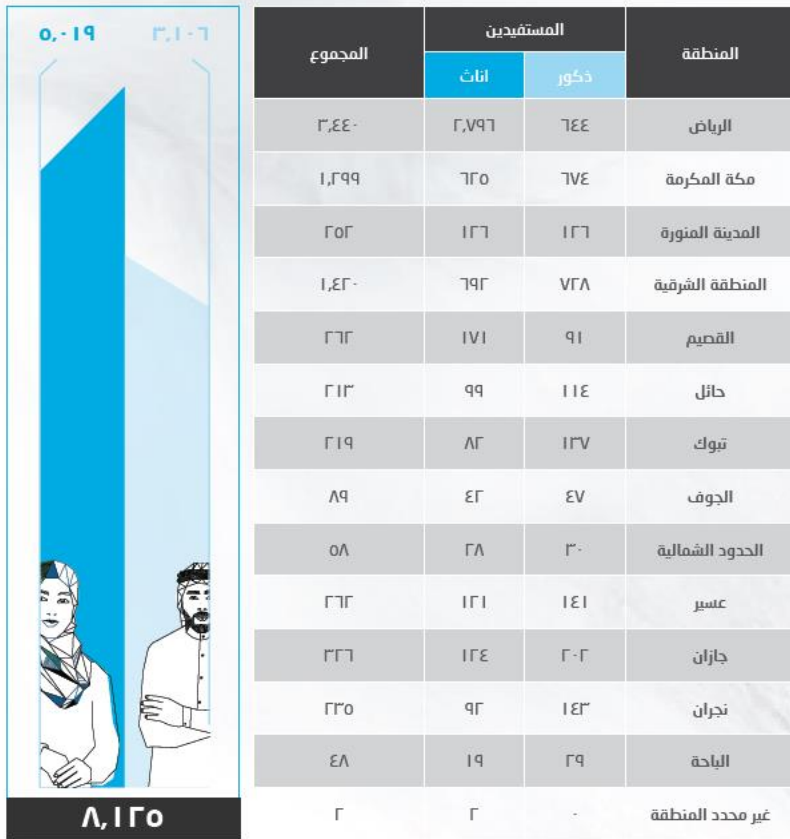
المجموع	المستفيدين		المنطقة
	اناث	ذكور	
٤٨	٦	٤٢	الرياض
٥٤	١	٥٣	مكة المكرمة
٣	٢	١	المدينة المنورة
١٤	٤	١٠	المنطقة الشرقية
١	-	١	حائل
١	١	-	جازان

*Employment Program for Persons with Disabilities (Tawafuq):*

It aims to support and empower the workforce of persons with disabilities to work in the private sector, through the application of the principles of compatibility (rights - inclusion - skills - appropriate environment - services). These principles are applied by adopting standards to achieve inclusiveness (compatible with Tawafuq), developing policies and procedures, developing applied tools for implementation on the ground, training those in charge of working on them, and monitoring and documenting information on people's work.

The beneficiaries of the program in 2021 were 8,125 beneficiaries.

Table 19: Distribution of Beneficiaries of the Employment Program for Persons with Disabilities by gender and Region



#### Dialysis Days Wage Support Program:

The program aims to motivate private sector enterprises to employ patients with kidney failure

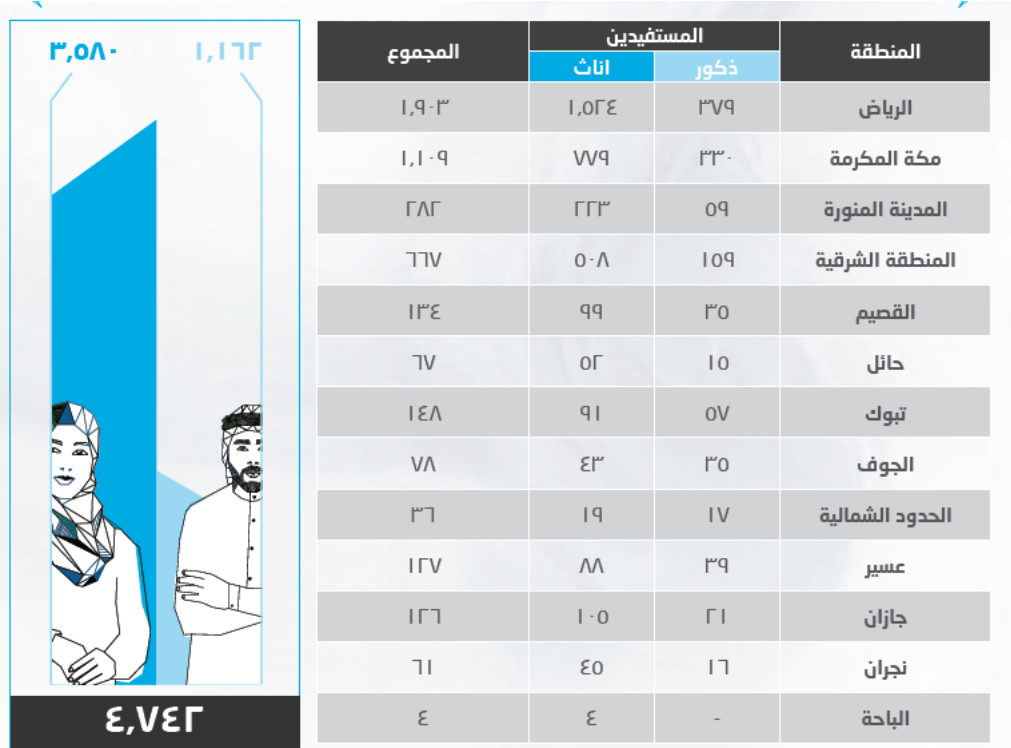
And their continuation in the work they joined in order to achieve job stability for them, provided that the Fund compensates private sector establishments for the wage of vacation days taken by employees to do dialysis for blood purification, and the number of new beneficiaries of the program during 2021 reached (3) beneficiaries. The number of new beneficiaries of the program during 2021 reached (3) beneficiaries. Also, the number of continuous beneficiaries during this year reached (13) beneficiaries distributed over some regions of the Kingdom.

#### Teacher Support Program in Private Schools:

This program aims to increase the job stability of male and female teachers working in private and foreign schools by supporting their salaries and setting a minimum salary so that it starts from (5000) riyals with a transfer allowance (600) riyals. And in implementation of the provisions of the Royal Order No. (47632) dated 4/10/1437 AH

Accordingly, the receipt of support requests in the program was stopped as of September 2017, as the number of those continuing in the program during 2021 reached 4,742 beneficiaries distributed over the regions of the Kingdom.

Table 20: Distribution of Continuing Support in the Teacher Support Program in Private Schools by gender and Region



#### Children's Hospitality Program for Working Women (Qurra):

Improving the children's hospitality system to meet the need for quality centers at an affordable cost in order to improve the work environment of children's hospitality centers and improve job opportunities for female employees and job seekers in the Saudi labor market as a result. This program supports increasing the percentage of Saudi women working in the private sector and encouraging their job stability by supporting them with part of the cost of fees for children's hospitality centers for working women, and in order to benefit from this program with the largest possible segment of Saudi women working in the private sector, the support mechanism has been amended so that the support continues for a period of four years until the child reaches the age of (6) years, which are as follows:

In the first year, the amount of support 800 riyal

In the second year, the amount of support 600 riyal

In the third year, the amount of support 500 riyal

In the fourth year, the amount of support 400 riyal

The number of beneficiaries of the program during 2021 reached (3,090).

Table 21: Distribution of Beneficiaries of the Children's Hospitality Program by Region



المستفيدات	المنطقة
٧٥٨	الرياض
٩٣١	مكة المكرمة
١٥١	المدينة المنورة
٩٦٨	المنطقة الشرقية
٤٩	القصيم
١٩	حائل
١٤	تبوك
٣٤	الجوف
٣	الحدود الشمالية
١٨	عسير
٢٨	جازان
١٤	نجران
٣	الباحة
١٠٠	غير محدد المنطقة

#### Working Women's Transport Support Program (Wusool):

Empowering women to work and supporting the sustainability of their work, by providing affordable and high-toxic transportation to and from the workplace available and available in most cities and neighborhoods of high quality and reliability. This program supports increasing the participation of working women in the private sector, by improving and developing the transport environment for working women and bearing 80% of the cost of transporting women. In order to benefit from this program with the largest possible segment of Saudi women working in the private sector, the support mechanism has been amended as follows:

Support is done with 80% discount of the cost of each trip up to a maximum 1100 riyals per month for the beneficiary With a salary less than or equal to 6000 Monthly maximum of 800 riyals Monthly for the beneficiary with a salary of 6001 - 8,000 SAR per month.

The subsidy amount for the beneficiary is renewed at the beginning of each Gregorian month.

Duration of support: 24 months calculated from the date of the first trip.

The number of beneficiaries of the program during 2021 reached 48,353.

Table 22: Distribution of Number of Beneficiaries of the Working Women Transportation Program by Region

عدد المستفيدات	المنطقة
٢١,٣٧٩	الرياض
١١,٣٨١	مكة المكرمة
٢,٨١٣	المدينة المنورة
٦,١٧٩	المنطقة الشرقية
١,٠٩٤	القصيم
٥٤٥	حائل
١,١٠٥	تبوك
١٠١	الجوف
٧٩	الحدود الشمالية
١,٤٥٤	عسير
٤٩٢	جازان
٧٤	نجران
٨٩	الباحة
١,٥٦٨	غير محدد المنطقة

#### 1. tissa ashar: program:

It is an engine to change the work culture of the individual and society by encouraging and supporting entrepreneurship and small and medium enterprises and enabling individuals to create new jobs in innovative ways, as the number of registered in the program in 2021 reached (205,096) registered.

The services provided by the tissa ashar Program can be reviewed as follows:

#### Forsa

An electronic platform that provides small and medium enterprises with access and competition for direct purchase orders and competitions offered by government companies and major entities in the private sector, as the number of registered small and medium enterprises reached 2,630 establishments, and the number of opportunities offered exceeds (3,746) opportunities in 2021.

#### Bahr

An electronic platform that connects business owners on the one hand and professional freelancers on the other hand in order to build the skills and expertise necessary to promote a culture of self-employment and entrepreneurship, as the number of projects offered during 2021 reached 13,199 (projects, and the number of registrants) 49,081 (thousand freelancers).

Since the Saudi freelancer does not have global expertise, which limits the possibility of business expansion, a group of promising and highly skilled freelancers have been selected and prepared to enter the most famous international platforms with the Fund bearing a percentage of the cost of the business on behalf of the owner of

Work, to motivate them to contract with Saudi freelancers, which will result in building the skills and expertise necessary for global competitiveness.

#### Made in Saudi Arabia

A commercial platform that enables artisans to open online stores and sell their locally made products inside and outside the Kingdom of Saudi Arabia. The platform is fully logistically serviced from electron delivery, storage and payment. New Service and includes 52 craftsmen.

#### Tojar Branches

A service that allows productive families to sell their products by providing modern Branches (ground points of sale) with government agencies and major private companies. 56 Branches were established during 2021

#### Tojar Apps

Adding nine-tenths families specialized in food to the most famous and traded applications in the market, in order to enable families to work from home and to increase their income significantly. Where the sales of households during the year 2021 amounted to (8.9 million) riyals and the number of registered families (183).

#### Kanf

A business accelerator that enables owners of innovative ideas, by incubating them in a distinctive creative environment, to transform their ideas into existing projects that are easy to invest in through a wide network of local, regional and international investors.

#### Zad

An e-service that aims to enable owners of small businesses and entrepreneurs to develop their businesses and build their decisions on scientific foundations by employing interactive reports, integrated geospatial solutions and technologies. The interactive map of the Eastern Province has been completed, and more than 950 interactive reports have been published.

#### Attwar

An information platform that summarizes the stations that entrepreneurs go through in simplified and interactive steps with practical solutions and a list of the most important service providers in the Kingdom of Saudi Arabia for each stage.

Table 23: Distribution of Nine Tenths Program Beneficiaries by gender and Region



### Third: Achievements of Training Support Programs:

The Human Resources Development Fund recognizes that the training and development of the Saudi national workforce is a key focus in efforts to support the recruitment process, and accordingly, the Fund offers many training programs to qualify and develop the national workforce with the aim of enhancing their employment opportunities and supporting their stability in the private sector.

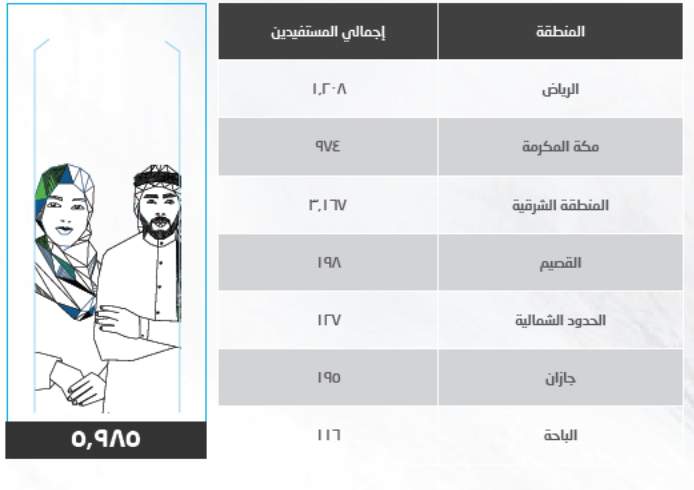
The achievements of the training support programs are as follows:

#### 1. Training program in strategic partnership institutes:

The program aims to train and employ job seekers on rare specialties available in private sector establishments, in one of the training bodies licensed by the Strategic Partnerships Department at the Technical and Vocational Training Corporation as non-profit training bodies, through mechanisms to support employment-related training in several disciplines required in the labor market in order to cover

High demand for employment in targeted sectors such as: oil, construction, drilling, electricity services, industry, dairy and food, electronics and others. Where the number of beneficiaries of the program in 2021 reached (5,985) beneficiaries distributed over some regions of the Kingdom.

Table 24: Distribution of the Number of Beneficiaries of the Training Program in Strategic Partnership Institutes by Gender and Region

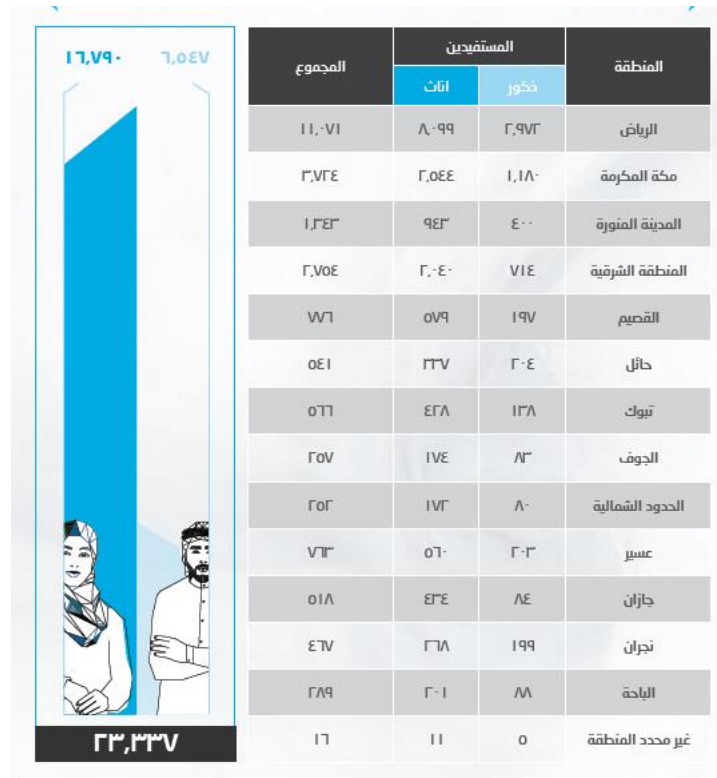


## 2. On-the-job training program (Tamheer):

Tamheer on-the-job training program directed to Saudi graduates from local and foreign universities for bachelor's degrees and above, and colleges and institutes for technical, health and administrative diplomas, and aims to train them in government institutions and distinguished companies in the private sector, so that they can acquire the necessary expertise and skills to prepare and prepare them

To participate in the labor market, as the number of beneficiaries of the program in 2021 reached (23,337) beneficiaries distributed over the regions of the Kingdom.

Table 25: Distribution of Tamheer Program Beneficiaries by gender and Region



### 3. E-training program (Doroob):

It is a national platform for e-training, and it is considered one of the initiatives of the Human Resources Development Fund that seeks to develop the capabilities and skills of the national forces (job seekers - those on the job - the doctor), and provide them with job skills that support their access to the appropriate job and stability in it according to the requirements of the Saudi labor market.

The Doroob platform contains many electronic training programs and free training tracks for various training topics that meet job needs, and can be accessed at any time and from anywhere.

One of the most prominent achievements of the platform for the year 2021 is that it launched a number of partnerships with priority business sectors to unify efforts in the aspect of building electronic training programs, including what was done with the Ministry of Tourism, the Ministry of Industry and others, and launched joint initiatives with Google, Misk Academy and LinkedIn to provide quality e-training programs that are fully or partially subsidized by

Before the Human Resources Development Fund, where the number of registered in the program in 2021 reached 339,386 male and female trainees, while the number of those who completed the training courses of the program constituted (546,567) trainees distributed over the regions of the Kingdom.

Table 26: Distribution of Supplements in E-Training Courses by gender and Region

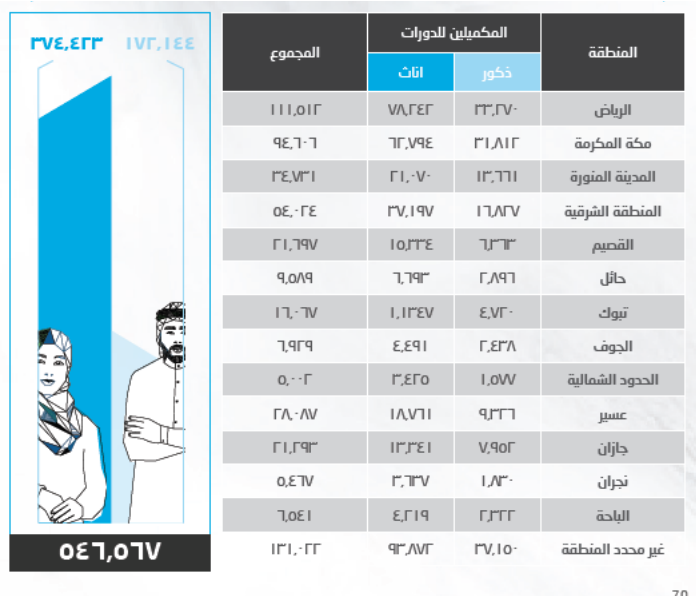


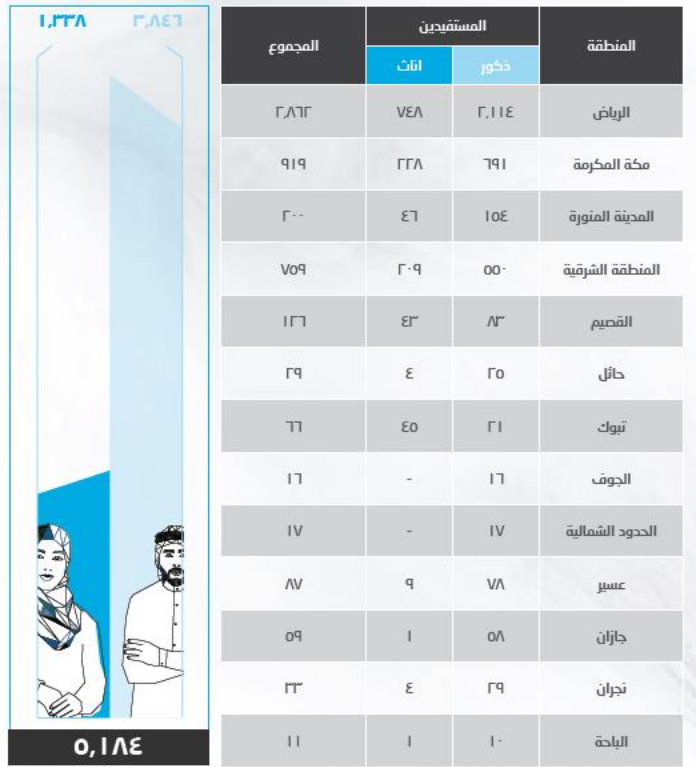
Table 27: Distribution of Enrolled in the Doroob E-Training Program by gender and Region



#### 4. Professional Certificates Support Program:

A program that aims to encourage and motivate the national workforce in the public and private sectors, in addition to job seekers to obtain accredited professional certificates in the fields required in the labor market, by compensating financially for the costs of obtaining the professional certificate after verifying the validity of the certificate, and it is worth noting that the accredited professional certificates for financial support amounted to 108 certificates by the end of 2021. compared to 42 certificates by the end of 2020, as the number of beneficiaries of the program during 2021 5,184 beneficiaries distributed over the regions of the Kingdom.

Table 28: Distribution of the Number of Beneficiaries of the Professional Certificates Support Program by gender and Region

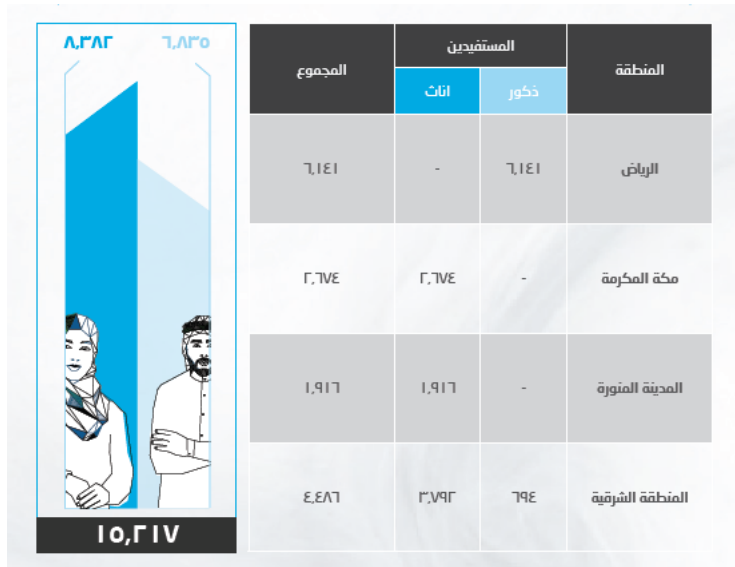


#### 4. Operating and providing training services in Al-Tamiz colleges:

The project aims to increase the capacity and quality of TVET in the Kingdom

Saudi Arabia to meet the requirements of the local market in cooperation with the best applied training organizations internationally and relying on its international cadres, and the colleges of excellence provide certificates and diplomas in specialized applied fields for high school graduates, as the number of beneficiaries of the program in 2021 reached (15,217) beneficiaries distributed over the regions of the Kingdom.

Table 29: Distribution of Beneficiaries of the Program for Employment and Providing Training Services in Al-tmaiz Colleges by Gender and Region



#### 6. Maher program to qualify specialized cadres:

A training program for job seekers aimed at training and qualification in many professions that It is demanded by the labor market and the increased supply of qualified specialists. The program was suspended in 2012, and there are still numbers of trainees continuing on the study benches and their training period did not end in 2021, as the number of beneficiaries of the program during 2021 reached (17) beneficiaries distributed over some regions of the Kingdom.

#### 6. Agreement on the localization of the professions of the tourism and hospitality sector with the Higher Institute of Women for Tourism and Hospitality:

This agreement was signed with the Higher Institute for Women for Tourism and Hospitality on 3/3/2020, which aims to raise the skills of job seekers in the professions of the tourism and hospitality sector according to the agreement between the Fund and the Higher Institute for Women for Tourism and Hospitality, where the number of beneficiaries of the program in 2021 reached (280) beneficiaries distributed over the regions of the Kingdom.

Table 30: Distribution of the Number of Beneficiaries of the Localization Program for Tourism and Hospitality Professions by gender and Region




#### 7. Agreement on the training and qualification of occupational health safety professions:

An initiative launched by the Ministry of Human Resources and Social Development with the support of the Human Resources Development Fund in the fourth quarter of 2020 to enhance the knowledge and skill of human cadres in the field of toxicity and occupational health through two tracks: practitioner and professional, with the aim of promoting the application of toxic and occupational health practices in

establishments, as the number of beneficiaries of the program during 2021 reached 3, 128 beneficiaries distributed over the regions of the Kingdom.

Table 31: Distribution of the Number of Beneficiaries of the Training and Rehabilitation Program for Safety and Occupational Health Professions by gender and Region



المجموع	المستفيدين		المنطقة
	إناث	ذكور	
٩٣٩	٤٨	٨٩١	الرياض
٧٩٧	٢٤٠	٥٥٧	مكة المكرمة
١٦٥	٤٣	١٢٢	المدينة المنورة
١,٠٩٠	٤١٤	٦٧٦	المنطقة الشرقية
٤٦	٣٥	١١	القصيم
٢٠	٢٠	-	تبوك
٢١	٩	١٢	عسير
٥٠	١٧	٣٣	جازان

#### 8. Medical Coding Technician Rehabilitation and Training Program:

An agreement was signed with the Council of Health Insurance with the aim of training and qualifying 1000 unemployed national cadres in the field of medical coding, and through the agreement, cooperation is carried out with the National Center for Health Information at the Saudi Health Council as an organizer of the program to meet the labor market need with qualified national cadres in the field of medical coding, and the program was launched in September 2020.

The program targets job seekers who are graduates of bachelor's degrees in the disciplines of natural sciences (physics, chemistry, biology), bachelor's graduates in radiology, nursing, and non-practicing doctors, while ensuring their employment with insurance companies and claims management. The number of beneficiaries of the program in 2021 reached 600 beneficiaries in the Riyadh region.

#### Agreement to implement training programs based on employing female outputs at Nazra Institute Women's Training:

The program aims to qualify 1200 of the national women's workforce, train them theoretically and practically, and employ them in the field of women's decoration according to mechanisms and controls specified by the Human Resources Development Fund and implemented by Nadra Institute for Women's Training in the following programs: sales specialist, exhibition supervisor, makeup sales specialist, skin care sales specialist, beauty and hair, and the program was completed by the end of 2019, as the number of beneficiaries of the program in 2021 reached 1, 054 (beneficiary in Riyadh).

#### 12. SPL Vocational Education and Guidance Program:

An online portal for career development and guidance on which career development and guidance activities are based for all target segments, in addition to providing information, interactive content and visual content about the labor market supported by tests to measure job tendencies. It aims to provide an interactive electronic environment concerned with career development and guidance with the target segments and enable the target groups to effectively choose the paths of education and work, and to develop

Tools that help identify tendencies and match them with career paths, as the number of visitors to the platform during 2021 reached (907,177) visitors to the Career Development and Guidance Platform (SPL).

Table 32: Distribution of the number of visitors to the SPL platform by region

عدد الزوار	المنطقة
٣٧٥,٠٨٠	الرياض
٣١٧,٣٧٢	مكة المكرمة
٢٥,٧٥٥	المدينة المنورة
٧٢,٣٠٠	المنطقة الشرقية
١٠,٦٩٩	القصيم
٤,١٤٤	حائل
٢,٢٢٣	تبوك
٢٨	الجوف
٤٩١	الحدود الشمالية
٤,٤٤٥	عسير
٢,٠٢٣	جازان
٥٥٢	نجران
١٢٢	الباحة
٩١,٦٨٣	غير محدد المنطقة
٩٠٧,١٧٧	المجموع

### 13. Remote vocational guidance:

Providing career counseling services remotely by specialists in career counseling to help the target groups in professional development (schools, universities, job seekers and employees). It aims to provide the service of career development and guidance sessions for all segments of beneficiaries and raise the level of knowledge of the tendencies and self-capabilities of the beneficiaries and link them to all disciplines and professions and their paths and the needs of the labor market, and raise the level of services provided in career guidance to the beneficiary segments to develop the career planning skills of the beneficiaries and help them make educational decisions The right professional to get the job to raise awareness about the skills required in the labor market and future professions. The number of beneficiaries of the remote career guidance service through the Career Development and Guidance Platform (SPL) during 2021 reached (22,314) beneficiaries of remote career guidance services in the regions of the Kingdom.

Table 33: Distribution of the Number of Beneficiaries of Remote Career Counseling Services by Region

عدد المستفيدين	المنطقة
٤,٤٥٠	الرياض
٤,٧٤٣	مكة المكرمة
١,٨٦٧	المدينة المنورة
٢,٤٥٧	المنطقة الشرقية
١,٨٦٥	القصيم
٧٥٦	حائل
٩٤٧	تبوك
٣٦٤	الجوف
٤٢١	الحدود الشمالية
٢,٠٢١	عسير
١,٤٨٥	جازان
٥٦٩	نجران
٣٦٤	الباحة
٢٢,٣١٤	المجموع

### 13. Occupational Tendencies Scale:

The scale for determining professional tendencies and personal traits helps you understand and know your tendencies and professional ability through several questions that take a period of time between 30 to 45 minutes based on correct theoretical frameworks and scientific foundations, as the number of beneficiaries of the scale in 2021 reached 407,012 beneficiaries distributed over the regions of the Kingdom.

Table 34: Distribution of Beneficiaries of the Occupational Orientation Scale Program by gender and Region



#### 14. Hadaf Leadership Academy Program:

The Human Resources Development Fund aims from the establishment of the Academy to develop future leaders

From the employees of private sector establishments in the Kingdom in support and confirmation of the realization of the Kingdom's Vision 2030

And the distinguished qualitative localization of leaders with the ability to plan creativity and innovation.

The Academy also aims to provide participants with many information, techniques and competencies

The Academy also relies on the transfer of global experiences and activating the principles of effective and influential leadership through many cases and practical projects, transferring best practices globally, guidance, follow-up and simulation directly or through virtual halls with internationally distinguished experts.

The strategic objective of establishing the academy:

- Helping private sector enterprises to build leadership competencies and choose the most appropriate for leadership positions.
- Providing trainees with the capabilities of team leadership and business leadership.
- Benefiting from global models in leadership development.
- Providing trainees with reading and studying skills for the future and self-learning skills.

- Supporting private sector enterprises towards continuity by developing the leadership skills of their leaders Futurism.

General controls of the program:

To be a Saudi national.

Must have at least 5 years of work experience.

To be on the job in one of the private sector establishments.

Experience in supervision or management of not less than two years.

Hold at least a bachelor's degree.

Proficiency in English.

#### Chapter Four: Link and Impact

The number of beneficiaries of the program in 2021 reached 282 beneficiaries distributed over the regions of the Kingdom, and the number of candidates benefiting from the telecommunications sector and information technology (49) candidates, as well as (22) from the tourism sector, and (40) from Industry sector.

Table 35: Distribution of Beneficiaries of the Hadaf Leadership Academy Program by Gender and Region

المجموع	المستفيدين		المنطقة
	اناث	ذكور	
١٤٩	٣٧	١١٢	الرياض
٦٩	٢١	٤٨	مكة المكرمة
٤	-	٤	المدينة المنورة
٤٢	١١	٣١	المنطقة الشرقية
١	-	١	القصيم
١	١	-	حائل
١	-	١	تبوك
١	-	١	الجوف
٦	٣	٤	الحدود الشمالية
٥	-	٥	عسير
٢	-	٢	جازان
١	-	١	الباحة

#### 14. Mashroot Program:

The program aims to provide training opportunities to raise the skills of job seekers in the jobs of operation and maintenance programs in private sector establishments contracting with government sectors and increase the stability of those on the job by reducing the gap between the skills required in the job and the skills of the job seeker or employee, and where the number of beneficiaries who completed the training program during 2021 reached (295) beneficiaries distributed over the regions of the Kingdom.

Table 36: Distribution of Beneficiaries of Mashrouat Program by gender and Region

المجموع	المستفيدين		المنطقة
	افات	ذكور	
٤٠	٥	٣٥	الرياض
٤١	٥	٣٦	مكة المكرمة
١٠	٠	١٠	المدينة المنورة
٢٨	١٠	١٨	المنطقة الشرقية
٢٧	٤	٢٣	القصيم
٢٨	١	٢٧	حائل
٧	١	٦	تبوك
١٠	٢	٨	الجوف
٢٧	٤	٢٣	الحدود الشمالية
٦٠	١٧	٤٣	عسير
١٠	٤	٦	جازان
٤	٢	٢	نجران
٣	-	٣	الباحة

#### Agreement signed with the National Cybersecurity Authority:

About the program:

This agreement was signed with the National Cybersecurity Authority on 5/2/2020, which aims to train and qualify 500 job seekers for theoretical and practical training, employ them and settle them after completing the training period to meet the job needs of private sector establishments in the fields of cybersecurity.

Areas of training:

- Governance, Risk and Compliance (GRC)
- Penetration Testing & Incident Response
- Digital Forensics & Incident Response
- Cybersecurity Operations

- Infrastructure Security

Where the number of those who were trained during 2021 reached (215) trainees in the field of cybersecurity, through the implementation of training groups in some regions of the Kingdom, as follows:

Table 37: Distribution of the number of beneficiaries of the Convention by gender and region



المجموع	المستفيدين		المنطقة
	اناث	ذكور	
١١٦	٧	٣٩	الرياض
٥١	٣٦	١٥	مكة المكرمة
٤٨	٢٨	٢٠	المدينة المنورة

*Momken program:*

The program aims to provide training support to private sector establishments and the non-profit sector through specialized training programs to raise the skills of their employees to keep pace with the current needs in the private sector and the non-profit sector.

Profitability through e-training in cooperation with government bodies and academies to provide their training programs with the same mechanism, as it targets the age groups of (18-60) years of citizens, as the number of beneficiaries of the program during 2021 reached (168) beneficiaries, and by distributing them by gender, the number of males (129) beneficiaries, and females number) 39 beneficiaries.

*Among the most important programs of the Fund during this year to confront the Corona pandemic crisis:*

The Fund implemented the "Momkn" program to provide training support to private sector enterprises through specialized training programs to raise the skills of their employees to keep pace with the current need in the private sector through training

Electronic, which will be done in cooperation with bodies and academies by providing their training programs to beneficiaries electronically, and its positive impact on the labor market system in light of this pandemic is Tamkeen

Private sector establishments and ensuring their stability and business development, in light of the current exceptional economic situation, and the impact of the repercussions of the Corona virus. Providing those who are on the job in the private sector with the necessary specialized skills and knowledge.

**Among the most important initiatives and projects developed:**

**Pilot launch of the Entrepreneurship Support Program (Order Delivery)**

It is a program provided by the Fund according to certain controls and through which it disburses financial support to the free worker in the delivery service through smart phone applications, and the time period for this program and support in it (24) months starting from the date of the program's termination.

## **Impact**

The "Self-Employment Support" program for workers in the delivery activity comes within the framework of the initiatives of the human resources and social development system aimed at expanding Emiratization by adopting different methods and work patterns to provide job opportunities for Saudis and Saudi men and women.

To address professional exposure in some economic activities, one of these promising activities is the self-employment of workers in the delivery activity as one of the attractive and supportive work methods for this trend.

## **Support Program Income**

Enhance the competitiveness of the Saudi workforce by motivating employers to recruit, develop and retain Saudis, with a focus on priority sectors to maximize impact and return on investment.

## **Impact**

Deployment, job sustainability, spending efficiency, customer satisfaction

## **Flexible working Support Program**

New jobs that suit the requirements of the private sector and suit those wishing to work in the labor system Floppy. Through the support program, we enhance the chances of job seekers to obtain overtime work with one or more employers by flexible work, and the wage is calculated on an hourly basis. Registration shall be through the National Labor Portal (Taqat.sa for the establishment, the individual and the flexible work platform). <https://mrn.sa>

## **Impact**

Creating new work patterns in the labor market, allowing work in more than one obsolete flexible work facility

## **Fourth: The most prominent works and achievements of business development:**

### **Business Intelligence:**

#### *Monthly Employment Report:*

Work has been done to develop a treatment plan to issue the monthly report for employees in the labor market from the beneficiaries of the Fund's programs for financial and service support, where work has been done on data governance and the definition of indicators accurately through the indicators dictionary, which clarifies the monitoring and analysis mechanism, and this resulted in the monthly employment report since the beginning of 2021, and the governance of the report and its indicators facilitated the smooth transition to designing a project in cooperation with the Fund's various units, and the work of this project will start at the beginning of 2022, and Completion of the preparation of documents for the mechanisms of work in programs and channels and entered into force.

#### *Job Seekers Paths:*

Dividing job seekers into tracks according to their qualifications and specializations, which had a reflection on employment figures and focusing on those with specific specialties, as a special track was established for accountants, pharmacists, engineers, and others, in addition to focusing on regions,

where reports were prepared for job seekers in the higher concentration areas to support recruitment processes through better alignment between supply and demand.

### Business Excellence:

#### *Business Software Redesign Project:*

In view of the economic growth and the significant expansion witnessed by the business sectors in various fields, and the Fund's essential role in supporting the labor market system and meeting the needs of these sectors through support programs and services provided to the private and public sectors, a program redesign project has been implemented in order to achieve the strategic objectives of the Fund that are in line with the objectives and projects of the Kingdom's vision

Ambitious 2030, and one of the most important outputs of this project was a study of (23) programs in terms of their design and impact on providing support to its customers, and the study was completed to analyze the current situation and document business models

for programs, and therefore has been redesigned to be (8) major programs that depend in nature on focusing on the customer and in their content on comprehensiveness to reach the largest possible slice of blindness and achieve the largest

Support for training and employment opportunities through different products, which will be implemented over the next two years.

#### *Taqat Activation Committee:*

In order to improve and develop the services provided to job seekers registered in the Taqat portal and raise employment numbers, a steering committee has been established to activate Taqat, chaired by His Excellency the Minister of Human Resources and Social Development, and from which an executive committee headed by His Excellency the Director General of the Fund and with the membership of the Emiratization Undersecretary

And the inspection agent and CEO of Takamul Company and CEO of Future Work Company, its tasks are focused on developing appropriate plans and solutions to raise the number of employment, reduce the number of job seekers and develop a methodology for raising job advertisements on the portal to increase appropriate employment opportunities.

### Fifth: The most prominent partnerships and work of the Fund at the level of the regions of the Kingdom:

#### Riyadh Region:

- It was agreed with the Riyadh Chamber to implement workshops for private sector establishments in the region, and more than one workshop was implemented Other workshops are being scheduled with the Riyadh Chamber.
- Participation in a workshop at the Riyadh Chamber with the Ministry of Tourism to market the 100,000 job opportunities initiative and explain the support The workshop was implemented in the Chamber with the participation of more than 100 establishments.
- Launching a career guidance initiative with the Career Guidance Department in cooperation with universities, education departments and sector establishments for the Riyadh region, to increase the percentage of professional awareness of employees, students and job seekers.

- Cooperation with the Tawteen Agency at the Ministry of Human Resources and Social Development to activate their Tawteen program, and The headquarters of the Fund's branches to establish employment forums for the program.
- Cooperation with Eshraqa Association for the Care and Rehabilitation of Addiction Patients, and attended the inauguration ceremony of the association and presented the services of Fund.
- Holding an introductory workshop on the Fund's programs with the Chamber of Commerce in Al-Kharj Governorate, and the workshop was implemented in the Chamber With the participation of more than 100 facilities.
- Participation in the meeting of women entrepreneurs - to support women entrepreneurs, through the implementation of a workshop to explain programs and services The Fund also held a job meeting with the participation of more than 30 female entrepreneurs in the region.
- Participation in a workshop in cooperation with Majmaah Chamber to explain the Fund's programs to private sector enterprises.
- A meeting was held with KAMCO (Riyadh Metro) regarding the mechanism of providing them with the list of candidates, training and employing them the number exceeds (200) vacancies.
- Participate in the implementation of a workshop for the University of 9Knowledge to explain the programs and services of the Fund.
- Implementation of a workshop for the Saudi Telecom Company, to explain the programs and services of the Fund, as well as to present some ideas for cooperation with the company to benefit from the Fund's programs.

#### Makkah Province:

- Partnership with the Technical and Vocational Training Corporation, in coordination with the Corporation for five courses Training for graduate students to educate them about the training and employment programs provided by the Fund.
- Activating the cooperation project with the Ministry of Investment in the region, and accordingly, 14 marketing visits were carried out to present the Fund's services In cooperation with the Ministry of Investment, workshops have also been implemented in cooperation with the Ministry of Investment for about 50 establishments to offer programs The fund and how to benefit from it.
- A partnership contract with the Organization of Accountants and Chartered to support the employment of the accounting track, and a workshop was implemented in coordination with the Authority To explain the Fund's programs and services, with the participation of 220 accounting and legal institutions.
- A meeting was held with the Secretary-General of the Saudi Council of Engineers to develop an action plan to localize the engineering track, and accordingly Implementing a workshop in coordination with the authority in the presence of 62 engineering facilities, to explain the fund's support programs and how Take advantage of them.
- Signing an agreement with the University of Jeddah to establish an employment office at the university to serve graduate students through coordination with The university to provide them with job vacancies and support them with programs that serve them in preparing them for the labor market.
- Signing an agreement with the Jeddah Chamber of Commerce and Industry for Tamheer program, based on which workshops were provided to the sector's establishments to introduce

Tamheer program, in addition to coordinating a marketing campaign through the Chamber's website and websites Social media in order to limit training opportunities to the region.

- Signing a partnership for training on the program of toxic cadres and occupational health, through which an agreement was signed with the Higher Institute For water and electricity technologies, which aims to train (500) students on the program, as well as signing an agreement with the Academy Arab Firefighting, Toxic and Industrial Security to train (100) For paper and industrial techniques to train (200) trainees.
- In coordination with the Saudi Electricity Company, to conduct a workshop with the operating companies in the electricity sector (Contractors in the Western Sector) to explain the Fund's programs and the localization of their jobs. Signing an agreement with the Chamber of Commerce and Industry in Makkah Region for the Tamheer program, and accordingly the Chamber was addressed For (40) distinguished establishments in the Makkah Al-Mukarramah region, and inviting them to benefit and register in the program.
- A partnership contract with the Department of Armed Forces Hospitals in Taif to train 250 opportunities, and 35 opportunities were offered Training and starting to work.
- Concluding a cooperation agreement with Panda Retail Company by employing more than (200) employees on the sales and retail activity, and it A job meeting was held for the company, during which 50 employees were employed.
- Concluding a cooperation agreement with Bin Laden Holding Group in all its branches, in order to benefit from the services of the Fund and Emiratization initiatives, based on which a job application was received for (40) vacancies on the accounting track.
- Concluding a cooperation agreement with the Department of Education in Makkah Al-Mukarramah Region, to implement a number of interactive courses for counseling programs Vocational and SPL program for male and female students in private and government schools.
- Concluding a cooperation agreement with the Council of the Tourism and Cultural Sector in Jeddah Chamber, and forming a working group by the Fund and the Tourism Sector Council, in order to present a number of initiatives in raising the Emiratisation process in the region.
- Concluding an agreement with the first health cluster in Makkah Al-Mukarramah region for the Tamheer program, where cooperation was made with the Ministry of Health To register a number of government hospitals in the program, and this resulted in the registration of King Abdulaziz Hospital in the capital Holy City, King Faisal Hospital, Heraa General Hospital and Security Forces Hospital.
- Cooperation with the Ministry of Education to localize the facilities of the private and foreign education sector in the Makkah region, in addition to Conducting an introductory workshop about the Fund, its programs and services, in line with the decision to localize some of the targeted professions By the Ministry of Education.
- A cooperation agreement was concluded with Al-Shaya Company, in order to employ a number (300) vacant in the name of a coffee maker, and a number of 9 (job interviews to recruit 263 male and female job researchers.
- Concluding a cooperation agreement with flyadeal, in order to recruit (250) vacancies in the name of flight attendant, and it has been implemented 3 (job interviews and employment) 20 hostess.

#### *Madinah Region:*

- Meeting with the Orphans and Special Circumstances Employment Unit in the Emirate of the region, to discuss the results of the work and services that The Fund leads her to this category in career guidance, employment and introducing the Doroob platform. Meeting with the Council of the Faculty of Tourism, in which a report was presented on the results and activities of the Faculty and discussed aspects of cooperation in guidance Professional for all college doctors.
- A meeting was held with Al Rayyan Colleges to discuss cooperation in Tamheer program for the benefit of Aldar Hospital, and aspects of cooperation were discussed To benefit from the mechanism and capabilities of Tamheer program in training a healthcare assistant technician at Aldar Hospital.
- Participating in the Women Empowerment Exhibition in the ICT Sector, and providing individual guidance workshops for all Visitors to the Fund's booth. Providing a career guidance workshop for job seekers nominated for the Saudi Ground Services Company, in addition to a workshop Especially about the job description of the candidates for (64) beneficiaries.
- Providing a career guidance workshop for job seekers nominated for the Saudi Ground Services Company, in addition to a workshop Especially about the job description of the candidates for (64) beneficiaries. Conducting a remote workshop to explain the programs and services of the Fund, in cooperation with the Saudi Council of Engineers, in the presence of 62 establishments.
- Cooperation with the administration of prisons in the region to guide inmates and benefit from the Tamheer program, through which a request was submitted by the administration of Prisons with a number of training opportunities to benefit from the program.
- Participation in a workshop with the Ministry of Tourism to market the Tourism Jobs initiative, with the participation of more than 50 establishments in the region.
- Participation in a workshop in cooperation with the Royal Commission, to present the programs and initiatives of the Fund, held at the King Center Fahd Al-Hadhari in the presence of private sector establishments at the Royal Commission.

#### *Eastern Province:*

- Participation in the monthly Tuesday meeting of the Chamber of Commerce in the Eastern Province in the presence of a large number of businessmen and women, Through which to review the programs and capabilities of the Fund.
- Organizing job meetings in the region in cooperation with Al-Asala University, for a number of private sector establishments at the university's headquarters.
- Collaborative meeting with the Ministry of Education in the region to discuss possible cooperation opportunities in the field of career guidance and awareness Spreading the culture of work and introducing the Fund's programs and services.
- Participation in the organization of the International Day of Disability in Dhahran Complex, with the participation of the mobile branch of the initiative in Dhahran Complex to review the Fund's programs and enablers for persons with disabilities.
- An extensive meeting was held with the institutes of strategic partnerships in cooperation with Saudi Aramco, and programs and enablers were presented The Fund is for all accredited institutes within the program to support strategic partnership institutes.

- Participation in a workshop on career guidance on the Alumni Day at King Saud Health University in Al-Ahsa, by presenting The Fund's programs and initiatives for graduates, and the elements that interest them in job search methods and the preparation of CVs.
- Participation in the virtual employment day at King Fahd University of Petroleum and Minerals, by providing the Fund's services to those looking for Work and business owners. Implementing a remote career guidance workshop in cooperation with the Office of the Deanship of Medical Affairs at King Faisal University for graduates The university, in order to explain and provide the services of the fund to support graduates in their search for career opportunities.
- Holding a cooperative meeting with Aramco contractor officials (Abqaiq – Hawiyah – Ottoman – Haradh), in which the programs of The Fund's mechanisms and the development of an action plan in order to ensure that all contractors adhere to the required Emiratization rates.
- Participation in the initiative to localize the air transport sector with Dammam Airports Company in the presence of (59) establishments, and programs were reviewed and the Fund's enablers.
- Cooperation with the Emiratization Agency in the region, to implement employment meetings for the profession of engineering, transportation, accounting and technicians and was The attendance is more than (950) job seekers and job seekers.
- Conducting a counseling workshop with the Technical College for Girls in Al-Ahsa in the presence of (170) graduate students from the college.

#### *Qassim Region:*

- Making an agreement for training in non-profit institutes with a group of entities: (Saudi Technical Institute for Railways) Ferrous - Industrial Means Company.
- Cooperation with the Emiratization Department in the region in the branch of the Ministry of Human Resources and Social Development to identify (75) job opportunities.
- Signing a memorandum of cooperation with the National Poultry Company 2 to train 222 trainees within the Tamheer program.
- Participation in the Fintech Career Fair.
- Cooperation with the Emirate of the region in conducting a study on labor market indicators for the Small Enterprises Authority.
- Participation in the virtual workshop of Prince Mishaal bin Majed bin Abdulaziz Center for Social Research and humanity about the rehabilitation and employment of persons with disabilities.
- Cooperation with the academic affairs and training of the health cluster in order to activate the professional certification program for the employees of the branch Ministry.
- Holding a cooperative meeting with the Social Development Bank and activating an action plan to market the "Directed Transport" program to the Bank's beneficiaries.
- Cooperation with the Ministry of Tourism to present a workshop «Trends of Emiratization and training in the tourism sector».
- The participation of the mobile branch of the Fund in the Unaizah Dates Festival, and the owners and entrepreneurs as well as the work students were served.

#### *Hail Region:*

- The agreement of the Alumni Employment Office at the University of Hail was renewed, and a partnership agreement was signed between the Emiratization Committee and the National Observatory, And the signing of the Tamheer program agreement with the Ministry of Human Resources and Social Development, in honor of His Highness the Emir of the region.
- 12 introductory and marketing workshops were implemented for the Fund's programs and services, in cooperation and partnership with the chamber's committees. Commercial in Hail.
- Participation in the second career day, held at the University of Hail.
- Participation in the first meeting of the Supervisory Committee of the Applied College at the University of Hail.
- Participation in holding an introductory workshop for the Leadership Academy program, implemented at the headquarters of the Chamber of Commerce in Hail.
- Participation in the building and reconstruction exhibition.

#### *Tabuk Region:*

- A partnership contract with the Business Development Department and the Training Department, and accordingly a training agreement was signed ending with employment with the Red Sea project.
- A partnership contract with the Business Development Department and the Training Department, and on it a training agreement was signed ending with employment with NEOM.
- Signing an agreement to support an employment office at Prince Fahd bin Sultan University.
- Partnership with the Tabuk Chamber of Commerce and Industry to implement and hold introductory workshops about the Fund and its services in cooperation With the Chamber of Commerce and Industry.
- Participation in the Forum of Training and Qualification Initiatives Ending with Employment of The Red Sea Company to introduce services and Fund programs.
- Participation in a workshop for NEOM contractors to strengthen the partnership and activate cooperation between the Fund and NEOM.
- Implementing more than 60 job meetings in partnership with a number of private sector establishments in the Tabuk region.
- Partnership with the General Administration of Health Affairs in Tabuk to activate the Fund's programs in the health sector.

#### *Al-Jouf Region:*

- Held several meetings with Vestas companies, with the General Organization for Technical Training as well as King Abdulaziz City Science and Technology for the purpose of establishing a strategic renewable energy institute/partnership center.
- Participation in Al-Jouf Award for Excellence and Creativity, through participation in the enrichment programs of the award with a workshop.
- Implementation of more than (40) job meetings in partnership with a number of private sector establishments in Al-Jawf region, through which Nomination (743) candidate.

- Cooperation with the Ministry of Islamic Affairs by attracting approximately (50) job opportunities in cooperation with a branch the ministry in the region, and accordingly, more than (30) beneficiaries were employed for these jobs.
- Providing a workshop for vocational guidance for the preparatory year students at Al-Jouf University for 200 male and female students to introduce them The Fund's programs and ways to search for a job and prepare them to enter the labor market.
- Providing a workshop for career guidance for graduates of the Technical College in Qurayyat for 100 students and introducing them to the Fund's programs and ways to search for a job and prepare them to enter the labor market.
- Participant in the International Entrepreneurs Day Forum under the auspices of the Emirate of the region to introduce the services and programs of the Fund.

#### *Northern Border Region:*

- Strategic communication with Ma'aden to benefit from the company's recruitment and training plans in the Kingdom In general and the northern border in particular.
- Launching a career guidance initiative with the Career Guidance Department in cooperation with universities, education departments and sector establishments of the region, to increase the percentage of professional awareness of employees, students and job seekers.
- Cooperation with the Saudi Mining Technical Institute in offering opportunities through the Tamheer program, as well as the partnership institutes programStrategy.
- Agreement with the Chamber of Commerce and Industry of the Northern Borders to implement workshops for private sector establishments in the region. Implementation of more than one workshop, in which the sector establishments registered in the Chamber were invited to introduce them to the Fund's programs. In order to increase the percentage of the impact of the Fund's programs in the labor market.
- Participation in the Global Entrepreneurship Week in the region, through which the Fund's programs and enablers were reviewed in Labor market.
- Participation in the Zubaydah Winter Festival, by introducing the Fund's programs and enablers to visitors to the mobile branch in the region.

#### *Asir Region:*

- Coordination with the Asir Region Development Authority, to conduct an introductory workshop about the Fund, according to the directive of His Highness the Amir area.
- Coordination with King Khalid University, in order to sign a cooperation agreement that includes more than one item for cooperation with the Fund's sectors.
- Presenting a workshop in cooperation with the Chamber of Commerce in the region, on the employment support program - the tourist path.
- Coordination with the South Cement Company in Asir region, to monitor all training needs required by Company.
- Coordination with the education departments in the region, in order to sign an agreement for career guidance for job seekers at the regional level.

#### *Jazan Region:*

- Cooperation with the Chamber of Commerce in the region, in order to implement introductory workshops on the Fund's programs and services and job meetings

For private sector establishments.

- Cooperation with the Ikhaa Association for Orphans Care, by employing the children of orphans wishing to obtain a job.
- Cooperating with the Thuraya Association for the Blind by holding workshops to introduce the Fund's programs and services.
- Cooperating with Jazan University to work on employing university graduates and holding career guidance workshops in all faculties of the university.
- Cooperating with Ghaith Association to employ orphaned children wishing to get a job.
- Participation in a meeting with the Advisory Board of the College of Industrial Applications at Jazan University, with the aim of determining the number of students
- Specializations according to the needs of the labor market in the region.
- Participation in the Tripartite Committee for the Emiratization of Private Education Schools by the Emiratization Department at the Jazan Labor Office.
- Cooperation with social security offices in the region, and accordingly a number of (43) social security beneficiaries were nominated and their families.

#### *Najran Region:*

- Partnership with the Chamber of Commerce and Industry in the region, through holding several meetings with the Board of Directors and the heads of The committees and many owners of private sector establishments in the region, and they were presented with workshops to explain programs and enablers The Fund supports and increases Emiratization rates in many activities and sectors.
- Partnership was made with the facilities of the industry and mining sector in Najran, represented by Najran Cement Company, major factories and Ibn Factory Hercule Granite, by participating with factories in the preparation of employment plans for job seekers.
- Signing a partnership agreement with Najran University represented by the Najran University Graduates Employment Office to employ 500 graduates from the university.
- Participate in the work of the Emiratization and Field Inspection Committee and visits to implement Emiratization decisions and provide employment opportunities For Saudis in the region.
- Partnership with Najran University, the branch of the Ministry of Human Resources and Social Development and the Chamber of Commerce in the Tamkeen initiative, With the aim of training and qualifying (100) job opportunities.
- Partnership with the General Organization for Technical Education, Training and Vocational Education in Najran Region, by providing guidance workshops Professional graduates of the Technical College for Girls in Najran with a total of (141) graduates.
- Carrying out marketing protections for the Tamheer program, in government agencies such as (Ministry of Transport - Najran Municipality - Ministry of Agriculture - Department of Education, Ministry of Health, Ministry of Human Resources and Social Development.

#### *Al Baha Region:*

- Participation in the celebration of the first batch of Tamheer program with the branch of the Ministry of Transport in the region.
- Providing support for rural shelter, by explaining the Fund's capabilities in employment, training and rehabilitation support programs for the labor market, as well as benefiting from the outputs of the Higher Institute of Tourism.
- The Fund's participation in the Be Entrepreneurial initiative under the patronage of His Highness the Emir of the region.
- Participation in the Educational and Vocational Guidance Forum (Steps Towards the Future) with the Department of Education Al-Baha.
- Presenting a workshop for career guidance at the Academic Guidance and Counseling Forum and how to choose specializations suitable for the market
- Work, for the targeted high school graduates with the participation of (162) beneficiaries.
- Holding a workshop in cooperation with Al-Makhwah Chamber for the industrial track, in order to benefit from the support program for the industrial track.
- Presenting an introductory workshop on the Fund's programs within the activities of the Chamber of Commerce for the Global Entrepreneurship Week.
- Providing training courses at the Global Entrepreneurship Week at the Technical College for Girls.

#### *Sixth: The most prominent contributions of the Fund at the level of multiple sectors:*

##### *Partnership Governance Initiative for Business Efficiency:*

From the standpoint of partnership with various business sectors to support the strategic direction in activating programs and services towards the most priority sectors, work has been done with the industrial sector, the communications and information technology sector, the health sector and others to study the needs of human capital and build compatibility between them and business programs according to clear paths with objectives, which are detailed as follows:

##### *Partnership with the General Entertainment Authority:*

In support of the entertainment sector and to empower the national cadres of the sector, the Fund signed a memorandum of understanding with the Entertainment Authority, which aims to study the training and job needs in the entertainment sector and train and employ national cadres, and the memorandum also aims to market joint programs and hold workshops in order to raise awareness of the professions of the sector, and to empower the sector and support the development of national cadres to serve the labor market.

##### *Education Sector:*

In support of the decision to localize private and international education, work was done with the Ministry of Education and the Ministry of Human Resources and Social Development to activate a number of initiatives aimed at supporting the decision, which focused in the second quarter of 2021 on working to attract establishments affected by the decision to limit job opportunities, and it was also approved to include the profession of teacher in the on-the-job training program (Tamheer).

In the fourth quarter of 2021, work was done to study the initiative proposed by the Ministry of Education to qualify male and female graduates

After coordination with the relevant authorities, a mechanism was developed to support a training program related to employment in educational professions in international schools in cooperation with universities proposed by the Ministry of Education and approved the training content that complies with the ministry's standards and the needs of investors in the sector.

#### *Law and Advocacy Sector:*

In support of the private sector and unification of efforts, the Fund concluded with the Ministry of Human Resources and Social Development and the Saudi Authority

Lawyers have a tripartite agreement aimed at employing 5,000 lawyers in the legal sector, which was verified by employing 3,500

In response to the recommendations of the sector, and after the study, it was approved to exclude small and micro law firms in the small green range to benefit from the on-the-job training program (Tamheer), and work was also done to raise support for the profession of a trainee lawyer to benefit from the employment support program to be 50%, after adopting the profession of a trainee lawyer from the professions. Supported by the Fund.

#### *Transport Sector:*

The Fund conducted several meetings with the General Authority of Civil Aviation (GACA), being one of the main targets in employment and training, in response to the Ministry of Transport's assistance during the first employment exhibition for the capabilities of the future logistics, which is concerned with employing 10,000 job seekers, with the participation of many private sector companies on it, where it was agreed to train and employ job seekers within 29 professions with 30 companies targeted in the localization of the sector, and the Fund also contributed to providing a career guidance workshop for the Authority's employees, in part From the plan to provide a remote career guidance service for the Authority's employees, which also included a workshop entitled Benefiting from the Professional Certificates Program and the support mechanism.

#### *Tourism Sector:*

A memorandum of cooperation was signed with the Ministry of Tourism, which aims to establish a path in the National Labor Portal (Taqat) to support the initiative of the Ministry of Tourism to provide 100,000 job opportunities in the tourism sector for the year 2021, which emanates from the strategy of the Ministry of Tourism in developing human capital during the next ten years, to enable qualified national competencies to fill them in line with the needs of the tourism labor market, and the outputs of this cooperation were distinguished at the levels of employment and training and greatly affected raising the performance of programs. To support the sector.

Work has also been done with the Ministry of Tourism on a number of axes, the first of which is professional certificates, which increased from 5 certificates in 2020 to 22 certificates in 2021, and work has been done to design and implement a number of specialized training courses in important skills for the sector to raise awareness and improve skills in it.

As the tourism sector is a major axis in the major vision projects, a number of meetings have been held with the relevant authorities, including (NEOM / Qiddiya / Soudah / Eastern Region Development

Authority / Asir Region Development Authority / Red Sea / City Visions / Diriyah Development Authority), through which memorandums of understanding and agreements were signed with those authorities, which aim to provide job seekers with the knowledge and skills necessary to match the needs of the labor market to support the tourism sector in the Kingdom.

#### *Industry Sector:*

In implementation of the telegram of the Custodian of the Two Holy Mosques No. 50849 dated 09/09/1440 AH with the approval of the High Commissioner for what has been done

Agreement between the National Industrial Committee of the Council of Saudi Chambers and government agencies and the related recommendations from the Ministry of Energy, Industry and Mineral Resources (formerly) entitled: (Industry sustainability - applications submitted by the National Industrial Committee of the Council of Saudi Chambers), and with regard to the requirement (training and employment in the industrial sector) signed on 25/11/2019 for a period of 3 years between (Ministry of Industry and Mineral Resources, Ministry of Human Resources and Social Development, Technical and Vocational Training Corporation, Human Resources Development Fund (HRDF), Council of Saudi Chambers (a number of plans were worked on with industry partners that contributed to the achievements described below:

- 1- Track Tolerance at the National Labor Portal (Taqat) to support the industrial sector and connect companies Excluded by the Royal Order for Financial Support by 50%.
- 2- Identifying industrial economic activities to obtain additional support of 10% in support of the growth of Emiratization in these activities, and work is underway with the Ministry of Industry and Mineral Resources to identify professions within these activities Which greatly affects the growth of the sector and professional exposure in order to allocate an additional 10% to it and build training tracks that support raising and building skills that achieve the growth of the sector at the hands of the sons and daughters of the country.
- 3- Partnering with investors to attract promising leaders in the sector to enter the Leadership Academy.
- 4- Agreement with the Ministry of Industry and Mineral Resources to support the initiative to employ 1400 to work in quarries through strategic partnership institutes.
- 5- Accreditation of the Institute of Advanced Manufacturing at King Saud University as a service provider for the employment-related training program, and the importance of classroom and practical training to prepare job seekers to enter the labor market easier.

#### *Ministry of Investment*

From the standpoint of partnership with various business sectors and in support of the investment strategy in the Kingdom to achieve the Fund's strategic direction in activating programs and services, work has been done to build a strong partnership with the Ministry of Investment aimed at supporting local and foreign investments and enabling them to benefit from the programs and products of the Human Resources Development Fund to ensure employment and sustainability according to clear paths with clear objectives, most notably:

#### *Existing investments:*

In support of the common goals, several field visits were made to the investing and existing companies, including Riyadh, Jeddah and Al-Khobar, with the aim of introducing the establishments to the services

provided by the Fund and how to benefit from the programs and enablers of the Fund and to facilitate their access to the Fund.

On a permanent basis, account managers have been appointed by the Fund, and it has been arranged for the Fund's team to be present periodically in the Ministry's branches in those cities to answer investors' inquiries, support and empower them.

#### *Regional Offices:*

In support of the initiative to take international companies from Riyadh as their regional headquarters, the Fund has unified the procedures with the Ministry of Investment on the mechanism of communication with

Regional offices as well as the marketing plan to benefit from the Fund's service programs and add programs and services to the list of incentives that the Ministry shares with investors through cooperation with the Incentives Committee at the Ministry of Investment.

#### *Attraction and Polarization:*

In support of the Ministry of Investment in attracting clients from abroad to invest in the Kingdom of Saudi Arabia, the Human Resources Development Fund communicated with Huawei and Lucid and provided them with a detailed explanation of the Fund's services and programs and built a relationship with them to support their job and training needs through on-the-job training and employment-related training programs.

#### *Ministry of Communications and Information Technology:*

In support of the ICT sector, a memorandum of cooperation was signed with the Ministry of Communications and Information Technology (MCIT) aimed at contributing to the localization of ICT project management jobs, the application of programs and applications, database management, employment and training support.

#### *Non-profit Sector:*

In support of the non-profit sector, a memorandum of cooperation was signed with the Ministry of Human Resources and Social Development to contribute to enabling non-profit organizations to achieve a deeper impact on Emiratization efforts, and attract and retain job competencies in non-profit sector organizations through initiatives and tools provided in partnership between the two parties in order to improve the work environment in the sector, which contributes to achieving the targeted Emiratization rates.

In addition to the support provided, several workshops were held with a number of associations, including Aris Endowment Association, Bonyan Association, and Traouf Association, with the aim of explaining the programs, services and activities of the Fund, while discussing possible aspects of cooperation between them, to focus on supporting beneficiaries in the association and linking them to the labor market.

#### *Commission for Health Specialties:*

In support of the health sector, it was agreed and cooperated with the Saudi Commission for Medical Specialties on the project of health professional programs ending with employment (bridging programs), which aims to harmonize the needs of the health sector with the outputs of educational and training institutions and reduce professional exposure rates in the sector, and accordingly it was agreed and a

set of training programs ending with employment (patient care technician - medical coding technician - dental assistant - health security officer) with a target of 700 trainees starting from the beginning of the first quarter of 2022.

#### *General Authority for Small and Medium Enterprises (Monsha'at):*

In support of small, medium and micro enterprises, cooperation has been made with Monsha'at on Emiratization, training, rehabilitation and support for Emiratization

Jobs for Saudis for all small and medium enterprises, and accordingly it was agreed with Monsha'at Authority to make a marketing plan

Suitable for reaching the largest segment of establishments to benefit from the Fund's services, and employees from the Fund have been allocated

They respond to customers' inquiries about the Fund's programs and services through the Authority's (Windows application).

#### *Seventh: The most prominent services provided to the Fund's clients:*

The Human Resources Development Fund attaches high importance to customer satisfaction, as it is committed to measuring their satisfaction with the services and programs provided through standards that have been set to measure the impact on its customers in addition to responding to inquiries and complaints submitted.

#### *Voice of the customer*

The Customer Service Quality Department measures the satisfaction of the beneficiaries of the Fund's programs and services available to them, and satisfaction is measured quarterly through various questionnaires.

#### *Objective of Voice of the Customer report:*

Measuring the satisfaction of beneficiaries with the programs and services provided.

Analyze beneficiaries' applications received electronically of all kinds.

Follow-up requests pending customer service system and the scope of departments in Ma'an to its committee.

Inventory of the most observations received from the beneficiaries and display them for the purpose of development and improvement.

Share confidential agent results.

#### *Report Methodology:*

This report was completed through various questionnaires, including phone calls and text messages by communicating with the beneficiaries to find out the extent of satisfaction with their experience of the service or program provided, and customer data is obtained through the concerned department of the program.

#### *Method of calculating the indicator and sample:*

The Beneficiary Satisfaction Index (CSAT) was used to calculate total beneficiary satisfaction, which is a global indicator Beneficiary satisfaction is measured according to the following formula:

- (Number of beneficiaries satisfied with their experience with an average of 4 and above ÷ total sample number).
- This report is statistically subject to a confidence level of 95% and a margin of error of 5%.
- The study needs a sample of 385 beneficiaries as a minimum for the study to be representative of the community Statistical, and in the event that the required sample is not achieved for any of the programs, it will be taken into account in the overall satisfaction index of the report.

Actions

Speed

Employees

Outputs

Electronic System

Design of a satisfaction measurement questionnaire:

**First level (Overall Service Evaluation)**

If you answer 3 or less, move on to the second level

**Level II (Basic Satisfaction Criteria)**

If you answer 3 or less, move on to the third level

**Third level (sub-criteria)**

*Measuring the level of customer satisfaction with the Fund's programs:*

It is the measurement of the level of satisfaction through monthly and quarterly questionnaires according to a monthly report (Voice of the Customer Report), studying them and escalating suggestions and complaints to take corrective plans and actions.

To improve the level of service and raise the level of overall satisfaction.

Overall Satisfaction Index %82

Percentage of customer order resolution Average processing time %92

Customer Requests Five days

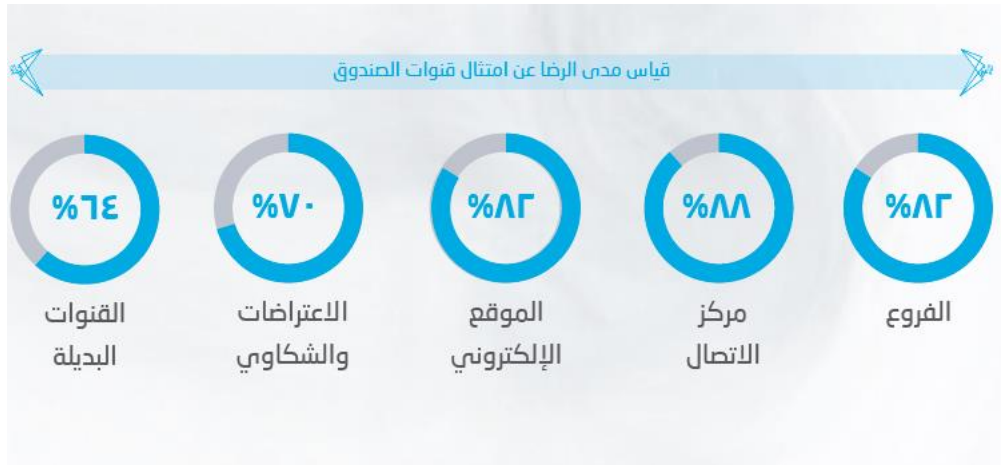
الفصل الرابع: الارتباط والأثر



Guided transport   SPL   Employment Support   Wusool   Qura  
Tamheer   Dorob   Hafez   Professional Certifications

*Measuring the level of customer satisfaction with the Fund's channels:*

As part of its continuous endeavor to develop its services, the Human Resources Development Fund (HRDF) has started since January 2021 the implementation of the secret client project to assess the level of services provided to its customers, including establishments and individuals, through its official channels in order to know the strengths to enhance them and the kinks and shortcomings for continuous improvement.



Branches    Call Center    Website    Objections and complaints    Alternative channels

#### *Human Resources Development Fund Call Center:*

The Fund provides a unified call center (8001222030) to respond to customer inquiries and requirements related to all the Fund's programs and take the necessary measures immediately and directly on their requirements in order to improve the level of service.

#### *Instant Chats:*

The Fund provides an immediate and direct service to communicate with its customers to achieve their requirements and answer their inquiries through a specialized team working around the clock.

Human Resources Development Fund Call Center:

Number of phone calls answered 739,315

Number of E- conversations 309,951

Percentage of resolving the customer's request from the first call 79%

#### *Human Resources Development Fund website:*

The website of the Human Resources Development Fund ([www.hrdf.org.sa](http://www.hrdf.org.sa)) is one of the main means of communicating with its clients and offering its services and programs. The site also displays a summary of the Fund, and the most prominent Services provided, activities, events and direct channels of communication with the customer.

Number of visitors 1,830,268

Views 4,521,697

#### *New initiatives in customer service:*

#### **IVR System Project (Chatbot)**

It is an automated response system that aims to interact with customers' repeated inquiries in order to provide an effective and fast service through digital communication channels

**Impact**

- Develop communication channels with customers
- Provide service to the customer around the clock
- Speed and accuracy in responding to customer inquiries
- Keep pace with the development in customer service using artificial intelligence

**Translation of the Fund's website in English**

Translating the Fund's website [hrdf.org.sa](http://hrdf.org.sa) to launch the English version on the site

**Impact**

Availability of browsing the site in both Arabic and English

**Activate the WhatsApp service on New Unified Number**

Activate the WhatsApp service on the new unified number 80012220

**Impact**

Activating the WhatsApp service on the new toll-free number of the Fund

**Launch of the new internal portal for employees**

Redesigning the internal portal for employees to suit the content of the portal

**Impact**

- A new design of the site that suits the nature of the content provided by the portal.
- Easy access to services provided to employees

**Launching the new design of the Fund's external website**

Redesigning the Fund's website to suit the content of programs and services

**Impact**

- Facilitate the customer's journey within the portal to access services and programs in an easy way and fast.

- Use bright colors of the site to keep pace with the modern trend, which will be reflected on browsing the site is free from smart devices.
- A new design of the site that suits the nature of the content provided by the site.

### **Website consolidation**

Providing professional services for the operation, development, design and support of the external portal. [www.hrdf.org](http://www.hrdf.org) SA, and the internal portal (intranet) for employees, which includes adding improvements and features, creating new pages, preparing designs according to the needs of the Fund, adhering to the Fund's identity for these portals, in addition to including the content and services of the Fund's portals, in order to achieve the strategic objective is to unify the identity of the Fund under the official website.

#### **Impact**

- Provide new proposals/ideas commensurate with the content.
- Search for what is new to ensure the application of updates to the site and keep abreast of everything new

### **Operation and development of response management on social media channels**

Using a qualified entity to manage the Fund's social media accounts so that the entity is specialized in providing the service with the necessary expertise and capabilities

#### **Impact**

Continuity of operation and development of responding to customer inquiries through social media channels

### **Mobile App**

Creating a mobile application for the Fund that serves the categories of individuals and establishments

#### **Impact**

Facilitating access to the services provided by the Fund

### **Improving and developing the skills of customer service sector employees**

Launching a project to improve and develop the skills of customer service sector employees

#### **Impact**

Obtaining the International Certificate of Excellence in Customer Service

### **Marketing Campaigns**

Start working on marketing campaigns (large and giant enterprises - medium enterprises category (A) - medium enterprises category (B)).

#### **Impact**

Increasing familiarity with the services and programs provided by the Fund to beneficiaries, whether job seekers or employers

### **Add a property callback**

A service to call back the customer after waiting for a certain period of time this feature appears to him

#### **Impact**

Increase customer satisfaction

## Chapter Five Excellence Institutional

### National Labor Observatory

The Human Resources Development Fund established the National Labor Observatory in accordance with Royal Orders No (37037) dated 8/8/1433 AH and no. 31006 dated 17/8/1434 AH.

Vision: Reliable source of labor market data and analysis.

Mission: Contribute to supporting the strategic transformation of Providing data and visuals on the main current and future topics of the labor market in the Kingdom of Saudi Arabia.

Strategic Objectives:

Data Processing and Reporting:

To provide accurate and reliable data to all customers.

Advanced analytics:

Provide analytics and visuals to business partners.

Labor Market Research Department:

Building a network of experts and specialists to confront Labor market challenges.

Knowledge and Education:

To manage and disseminate knowledge.

#### *National Labor Observatory Committees*

The National Labor Observatory has formed a group of committees with the aim of consolidating the governance system in each What is related to its products and services and in order to ensure raising the quality of its outputs in addition to the satisfaction of stakeholders by involving them in building these services and products and participating in their adoption.

#### **Steering Committee of the National Labor Observatory:**

Steering Committee of the National Labor Observatory:

The steering committee of the National Labor Observatory was formed by a ministerial decision and chaired by His Excellency the Minister of Human Resources and Social Development and the membership of the Deputy Ministers of Resources

The committee is responsible for following up the implementation of the information strategy of the National Labor Observatory and the mechanisms of

Exchanging data with all parties and taking the necessary decisions to activate and support the tasks and responsibilities of the National Labor Observatory.

#### **Executive Committee of the National Labor Observatory:**

The Executive Committee of the National Labor Observatory was formed by a ministerial decision and headed by the Director General of the Fund and the membership of the Director

Executive of the National Labor Observatory and membership of undersecretaries of the Ministry of Human Resources and Social Development and executive directors

The Committee provides guidance and empowerment for the work of the Observatory and supports ideas

Development of its current and future products and review of security and privacy policies and controls for data exchange

The National Labor Observatory and submit the necessary recommendations to the Observatory's Steering Committee for accreditation, publication and guidance.

#### *Initiative to activate the role of the National Labor Observatory:*

The initiative to activate the National Labor Observatory came as the main and reliable source of data, indicators, analysis and studies of the labor market in the Kingdom of Saudi Arabia and the importance of the role played by the National Labor Observatory in developing the labor market and building and developing programs and policies based on accurate data and measuring its impact There was a clear reflection of the National Labor Observatory in the strategy of the Human Resources Development Fund and the labor market strategy, where a group of

Among the initiatives of the Observatory was the activation of the role of the National Labor Observatory Re-position NLO

To carry out the new cycle in a way that supports the achievement of the two strategies and meets the requirements of customers and is in line with the Kingdom's Vision 2030, as the implementation of this vital initiative began in late 2021

Which included access to the best world-leading experiences in the field of work of the observatory in addition to the opinions of a group of international and local experts to benefit from them in designing the operational model and in order to achieve the optimal activation of the National Labor Observatory, and this activation will also contribute to the data being in a secure and digitized environment with high capabilities for governance, monitoring and information protection and to be usable and of high value in development and impact measurement to maximize the return on investment in this data by converting it into Quality products and services that meet the needs of

Beneficiaries, officials, policy makers and decision makers.

*The initiative to activate the role of the National Labor Observatory aims to:*

- To be the only reliable source of labor market data in the Kingdom of Saudi Arabia.
- Work with the highest quality with business data, security and services that meet the needs of various stakeholders.
- Ability to submit specific proposals to suit the client's unique needs.

*The National Labor Observatory operates as follows:*

- Building a labor market data warehouse, which includes the data of more than 12 government agencies
- Service Development
- Design and disseminate products to stakeholders in the labor market

Reports and data:

*Labor Market Data Repository and Electronic Connectivity:*

The National Observatory worked on developing electronic connectivity with a group of data sources of relevant government agencies in order to build and feed the labor market data warehouse, which includes data with a size of 40 terabytes and the number of tables exceeded 4000 tables.

Human Resources Development Fund

General Organization for Social Insurance

Ministry of Environment, Water and Agriculture

Ministry of Education Ministry of Justice

Ministry of Human Resources and Social Development

National Information Center

Social Development

Ministry of Municipal and Rural Affairs

Technical and Vocational Training Corporation

Ministry of Commerce

Civil Service Public Pension Agency

#### *Labor Market Indicators and Reports:*

As part of the Observatory's efforts to invest in the labor market data repository and electronic connectivity, a set of indicators and indicator panels have been built and developed in coordination with stakeholders in the business sector and with the approval of the Observatory's Steering Committee and made available through the portal of the National Labor Observatory according to the matrix of powers.

#### **Indicators**

- Indicators of employment of graduates.
- Participants on the job in  
Social insurance in the private sector.
- Mobility and stability indicators  
Career in the private sector
- Occupied jobs and salary rate
- Workforce with disabilities
- Private Sector Establishments Indicators
- Government Sector Indicators
- Indicators of self-employment and flexible work

#### **Dashboards**

- Filled jobs and payroll dashboards
- Job indicators dashboards for graduates from universities in Saudi Arabia
- Employment report dashboards for beneficiaries of HRDF programs and services
- Nitaqat Establishments Dashboard

## Reports

- IMF Quarterly Report
- IMF Annual Report
- Emiratization report «quarterly / annual» of the Ministry of Human Resources and Social Development
- Monitoring reports on the current situation in the labor market
- Reports on graduates of universities and institutes in the Kingdom
- Program reports (recruitment, training, support)
- Labor Market Indicators Summary Report
- Employment report from beneficiaries of HRDF programs and services

## Research & Studies

### *Research studies projects with local researchers for the year 2021:*

Cooperation with research centers, universities and local researchers aims to identify the most important labor market issues and challenges, link labor market policy makers with local researchers, and find constructive solutions and ideas for the most prominent issues in the labor market such as Emiratization and various training and qualification programs. Were three research projects have been carried out with universities

For Saudi Arabia, which are as follows:

### *Studying the evaluation of non-profit institutes and current rehabilitation programs - their programs and output.*

The study aims to evaluate non-profit institutes and current rehabilitation programs (the overall training process and the level of career development), in order to meet the needs of the labor market and provide the necessary support for programs that are characterized by the quality of their outputs.

## Study Highlights:

. 1 Report on the appropriateness of the offered training programs in terms of (meeting the needs of the private sector, duration of programs, method and method of applying training) and what is the optimal and most efficient model in application to enhance the quality of the final output.

. 2 A final report that includes coming up with a comprehensive model for application that achieves high quality in the efficiency of the final output (trainee) qualitative training on a qualitative job that leads to a qualitative contribution of the trainee in the field in which he was trained in the work environment and his ability to promote and develop career.

*Studying the Saudi development model and the possibility of Employment in the private sector.*

The study aims to describe an economic model that determines the absorptive capacities of employment, especially in the private sector, and to analyze the targeted and possible jobs in the private sector.

### **Study Highlights**

- . 1Report on the description of today's economic model and the perception of its change in line with the vision and national transformation programs, Especially the program of direct relevance, and the human capacity development program in general, specifically employment in the private sector.
- . 2Complete a report on current differences in wages and benefits and their prospects for development under the proposed model.

*Study to determine the needs of the Saudi labor market of skills and competencies*

The general objective of the study is to reduce the skill gap between the potential of the Saudi employee and the skill requirements in the labor market.

### **Study Highlights**

- . 1Report on the human skills possessed and needed by each economic activity in different professions.
- . 2Report on referral jobs for Saudi men and women and possible future jobs for Saudi men and women in various economic activities.

*The First Scientific Conference for Research, Studies and Labor Market Indicators*

The first scientific conference for research, studies and indicators of the labor market was arranged in cooperation with Princess Nourah bint Abdulrahman University, where the conference aims to establish and activate a periodic platform for research and studies on the labor market to be a reference source for those interested, as well as bridging the gap between the academic sector and other professional, governmental and commercial sectors.

Topics and themes

- Highlight the regulatory aspects of the labor market in the Kingdom.
- Review the role of human resources development in strengthening the labor market.
- Identify the role of technology and its impact on the labor market.
- Identify the future trends of the labor market.

*Portal of the National Labor Observatory [nlo.gov.sa](http://nlo.gov.sa)*

The portal of the National Labor Observatory has been developed, the link between the observatory and the beneficiaries with all that

It is related to the products and services implemented by the National Labor Observatory, which include interactive indicators panels for the labor market, in addition to a variety of specialized studies with different dimensions, as well as analytical reports directly related to the labor market, infographics through which figures such as the number of graduates, average salaries and others are reviewed.

The portal contains many main and sub-indicators related to the labor market such as:

- Indicators of social insurance participants.
- Indicators of mobility and job stability in social insurance.
- Indicators of occupied jobs and salary rate.
- Indicators of establishments.
- Indicators of the workforce of persons with disabilities.

### *Knowledge Initiatives*

Knowledge management aims to exert efforts that raise the level of participation and knowledge exchange by monitoring and disseminating tacit and explicit knowledge through a set of knowledge initiatives that the department has worked to develop and operate, as follows:

- Knowledge Center Portal: An initiative that aims to build electronic content that allows the Fund's employees to upload knowledge content and share Knowledge of studies, reports, statistics, evidence, etc., as the portal provides an advanced search engine that enables you to access Electronic content, which includes more than 5,700 content uploaded to the portal.
- Hadaf Library: An initiative that seeks to encourage reading and gain new knowledge by accessing distinctive books The most used and available in the digital library of the General Directorate of Knowledge, which the employee can visit and see Its content and borrowing, as the library includes more than 100 books.
- The National Labor Observatory Guest Initiative: It consists of periodic meetings held with experienced national figures and various specializations, to transfer the knowledge available to the Fund's employees in pursuit of optimal investment of human capital 5 seminars were held in 2021.
- Qualitative knowledge content: qualitative content from specialized expertise houses that includes a set of abstracts of books and articles Print and audio and subscriptions to specialized magazines for the Fund's employees, which are concerned with human development, management and finance And the works are also shared through several channels of internal communication on a weekly basis with the aim of spreading the culture of reading and learning and increasing The cultural stock of the employees, where the qualitative content reached more than 958 between audio and read.
- Documenting knowledge initiatives: This initiative enables the Fund's employees to view the knowledge activities that have been documented Audio and video and set up in the fund and its branches of knowledge hours, seminars, workshops and others through the center system Electronic knowledge where it can be accessed from anywhere and anytime, and 5 seminars were documented in 2021. Knowledge Hour: The initiative aims to transfer knowledge among IFAD staff and increase

knowledge sharing and exchange experiences with the aim of enhancing the value of learning, as the number of hours since the start of the initiative reached 2400 hours of knowledge.

- Customer requests of the National Labor Observatory: More than 492 applications were received for the year 2021, with a completion rate of 100%, as the number of Completed applications since the launch of the portal 869 applications.

#### *General Department of Governance, Risk and Compliance:*

Believing in the importance of governance, the Fund's Board of Directors has worked on the Fund's business governance project, and its outputs were approved during the year 2021, which included many policies, frameworks and charters that would raise the level of governance to achieve the desired objectives of the Fund, which included the following charters (the work charters of the Board and its committees, the governance framework, the compliance framework, the corporate risk framework, the governance model of subsidiaries, the social responsibility policy, the stakeholder policy, the internal controls framework, and governance guidelines).

The Board also formed the Governance, Risk and Compliance Committee to support the Board in performing its responsibilities through monitoring and reviewing the governance, risk and compliance management systems in the Fund.

The Fund is also currently working on developing risk and compliance practices through the Risk and Compliance Methodology Project, which in turn works on developing risk and compliance policies and procedures, risk registers at the level of sectors and regulatory departments, and the strategic risk register.

In addition to ensuring compliance with the regulations and legislation issued by the regulatory authorities. In continuation of raising awareness and spreading the culture of governance, risks and commitment, the Department is working on holding workshops and awareness messages in this field for the Fund's employees.

#### *Field Supervision Department*

During the contracting process and after activating the signed agreements, the Fund achieves effective control over all programs and agreements provided by the Fund in accordance with the approved mechanisms, whether direct programs or joint programs, through field visits or through the inventory of reports of achievements achieved as well as analysis processes.

It aims to:

- Ensure the implementation of the approved support agreement signed

With the beneficiaries of the Fund's various programs.

- Give assurance about directing support to those who deserve it.
- Overcoming obstacles that may face the beneficiaries of the Fund's programs.

The following two tables show the supervisory visits carried out by the Fund in all regions of the Kingdom of Saudi Arabia during the year 2021 and the observations resulting from them, which are as follows:

**First: Field Monitoring Visits in 2021:**

جدول رقم ( ٣٨ )	
وصف الزيارة	عدد الزيارات
زيارات دورية	١١,٦٧١
الزيارات التحقيقية	٥,٠٦٣
زيارات فحص البيئة	١٤,١٣٩
<b>الإجمالي</b>	<b>٣٠,٨٧٣</b>

**Second: Statistics of violations and observations monitored for the year 2021:**

جدول رقم ( ٣٩ )			
وصف البرامج	إجمالي الملاحظات والمخالفات المرصودة	عدد المخالفات	عدد الملاحظات
فحص البيئة	٤,٥٧١	٢٦٨	٤,٣٠٣
برنامج التدريب المرتبط بالتوظيف في المعاهد الفير ربحية	٤	٤	-
برنامج التدريب المنتهي بالتوظيف	٧	٤	٣
التوظيف المباشر	٣	٣	-
دعم التوظيف	١٢,٦٦٦	٥,٣١٧	٧,٣٤٩
تمهير	١,٥٠٣	٢٢١	١,٢٨٢
<b>الإجمالي</b>	<b>١٨,٧٥٤</b>	<b>٥,٨١٧</b>	<b>١٢,٩٣٧</b>

The requests and complaints received from the Fund's beneficiaries related to the operations of the administration, which were resolved, amounted to (8409)

*Internal audit of the Fund:*

The Executive Management of Internal Audit is technically linked to the Audit Committee emanating from the Board of Directors, and administratively to the Director General of the Fund, and is not subject to any influence by the Executive Management, in order to enhance the principle of independence that enables management to carry out its tasks and responsibilities objectively and impartially, which is stipulated in the Charter of the Executive Management of Internal Audit, and the Charter of the Audit Committee.

Recently, the Executive Department of Internal Audit has been restructured in line with the strategic and structural changes of the Fund to include five main departments, Operational Audit, Financial Audit, Information Technology Review, Special Operations and Subsidiaries Review, Branch Review, and a special section has been established to receive reports of violations and violations.

The scope of work of the Executive Management of Internal Audit includes an independent assessment of the adequacy and efficiency of the internal control environment through reasonable assurance that all applicable policies and procedures are implemented and appropriately practiced, in accordance with an annual plan based on the risk is approved by the audit committee.

The Executive Management of Internal Audit worked on preparing and implementing the strategic plan for the year 2021 approved by the Audit Committee and the Board of Directors, which was completed during the year, and work was also done to follow up on the existing observations and evaluate the corrective actions to close them, as well as follow-up operations on the observations of the regulatory and supervisory authorities such as the General Audit Bureau, the Control and Anti-Corruption Authority "Nazaha", the National Development Fund, in addition to implementing a number of strategic development projects for the Department.

Senior Executive Management and the Audit Committee of the Board are regularly updated on the state of the internal control environment and specific corrective actions to improve its adequacy and effectiveness. It ensures that these measures are implemented and taken in a timely manner to mitigate identified risks, so as to add value to the Fund and participate in the achievement of its strategic objectives.

The Executive Management of Internal Audit was also keen to enhance the skills of the management team staff by enrolling them in intensive training programs under the supervision of the Saudi Association of Internal Auditors and in line with the application of international standards on internal auditing and recognized professional practices.

#### *Legal Affairs:*

In reference to the circulars issued by the Royal Court regarding the development of legal departments in government agencies, which read as follows:

Circular issued by the Royal Court No. 6701 dated 6/2/1442 AH, and the demand it contains for

All government agencies are of the importance of adhering to the application of laws, regulations and instructions, and adhering to the rulings issued by the judiciary and the principles decided with regard to paragraph (2), which states: ) Government agencies shall include in their annual reports a statement of the number of cases filed against them, classified according to their subject matter and according to the relevant regulations, the number of final judicial rulings issued against them, the number of final judicial rulings issued in their favor, and the measures they have taken to harmonize their administrative practices. with these provisions and the judicial principles established.

. 2Circular issued by the Royal Court No. 56071 dated 2/12/1438 AH, to which is attached the Council of Ministers Resolution No. (713) dated 30/11/1438 AH, regarding paragraph (second), which states: (on

Government agencies develop their legal departments and support them with qualified competencies in the field

Develop a plan for the development of these departments and their employees in an appropriate manner and in order to achieve the desired goal and include what has been taken in this regard in their annual reports.

Therefore, the Fund has been keen to develop and develop its General Department of Legal Affairs, in line with recent developments in this field, and the general objective of the department, detailed tasks, recruitment and training can be reviewed this year, which are as follows:

*The general objective of the Department:*

Supervising and providing legal advice to the senior management of the Fund and all the various organizational units in matters related to legal procedures and matters, in order to ensure the conformity of the approved procedures and policies with the applicable local laws and regulations, and supervision of the district Statutory in drafting and reviewing contracts and agreements in a way that serves and protects the interest of the Fund and preserves its rights, in addition to supervising the conduct of investigations into the facts and representing the Fund in cases filed by it or against it before the competent authorities.

*Tasks and responsibilities of the Department:*

- . 1 Leadership in providing advice and guidance related to the laws and legal affairs of the CEO and all internal authorities and assisting them in making decisions legal.
- . 2 Manage the drafting of contracts and agreements for departments and support them in drafting them and reduce their risks.

*The most prominent developments in the fields of employment and training and their future plan:*

In 2021, approximately 25% of the employees of the General Directorate of Legal Affairs were trained (within specialized programs to enhance the technical capabilities of the Department), and a number of experienced and competent specialists were attracted to work in the Department. Through the Fund's restructuring project, the level of the administrative classification of the General Department of Legal Affairs was raised to an executive department in line with the roles and tasks entrusted to it, and work is underway to prepare a training and recruitment plan for the year 2022 Training as many as possible Employees of the Department in specialized courses in cooperation with the competent and relevant authorities such as the Saudi Bar Association and the Institute of Public Administration.

## Project Management

The General Directorate of Projects works hand in hand with the various sectors of the Tanmeyah Fund Human resources with the aim of managing all the Fund's projects by applying best practices in project management methodologies and governance to achieve the strategic objectives of Hadaf.

The General Directorate of Projects manages and implements all non-operational projects and focuses on projects that contribute to the strategy of the Human Resources Development Fund directly and

indirectly in the various sectors of the Fund, as well as defines the multiple roles and responsibilities related to project management in its scope.

*The main functions of the General Administration of Projects are as follows:*

- Providing and developing a framework for the projects of the Human Resources Development Fund in accordance with best practices and international standards.
- Project management and implementation.
- Meet the expectations of the leaders of the Human Resources Development Fund to achieve project outputs and enable them to make the right and effective decisions in a timely manner through periodic reports and meetings to follow up on the progress of projects.
- Establish governance that defines roles and responsibilities in project management.
- Effective contribution to overcoming difficulties and solving challenges facing the implementation of projects.
- Providing training, awareness dissemination and empowerment, in the field of project management.
- Monitor compliance with project management standards, policies, procedures, and models through compliance reports.

### **The main objectives of the General Directorate of Projects**

*Efficiency through the application of international best practices in project management:*

Work as a central body to control the efficiency and quality of project implementation and management in the Fund and provide the necessary support to ensure the effectiveness of project management processes through the application of the approved methodology and governance.

*Effectiveness in Project Management:*

Effectiveness in project management by supporting the achievement of strategic objectives by supervising the implementation of strategic projects and initiatives and supporting and supporting the implementation of human resources development fund projects by applying professional activities in project management and developing the necessary plans for them.

*Qualifying and empowering national human resources by spreading the culture of project management among the Fund's employees:*

Transferring and exchanging experiences, on-the-job training, holding professional and specialized training courses in project management, as well as holding workshops that clarify the methodology of general project management, and spreading awareness among the Fund's employees through awareness leaflets specialized in the field of project management.

*Meeting the expectations of the leaders of the Human Resources Development Fund:*

Keep the Fund's leaders and MAC projects abreast of all achievements, developments and progress of projects, risks and problems that hinder the implementation of projects through periodic reports and periodic meetings with leaders and stakeholders.

#### *Automation of all general project management processes:*

Improving project management tools by automating procedures, reporting and forms, and working to create a new electronic project management system that is compatible with the project management methodology, in addition to an interactive dashboard that transparently shows the current status of projects.

#### Human Capital

Based on the Fund's approved strategy for the year 2021 and in line with the Kingdom's Vision 2030, which revolves around raising the efficiency of operation in the government and public sectors, the Fund launched the Human Capital Transformation Project, where the most prominent achievement during the project is the construction and adoption of a structure

A new organizational based on an analytical study in accordance with the best practices in the field of human resources in order to ensure the appropriate framework for operations and follow-up performance, which results in the modernization of other areas of human resources on the basis of this, such as the introduction of a job ladder and the consequent development of the salary scale according to the best international methodologies in addition to the development of job descriptions based on the study and analysis of jobs to build a clear scheme of duties and responsibilities.

A framework of behavioral competencies derived from the values, vision and mission of the Fund, which is one of the guidelines in the organization that feeds the organizational culture, has also been developed, in addition to the development of a technical competencies framework that focuses on the required technical skills and knowledge to carry out the duties of each job, and work has been done to design new frameworks for managing and developing talents, such as the succession program.

Career and determine career paths and develop the mechanism followed in some current frameworks such as job performance management, through which the process of managing employee performance is organized and determining the criteria on which the employee's performance will be measured, which represent the goals expected of him to be accomplished during the year and the behavioral competencies required to be shown according to the employee's functional level, and then identify successive processes and procedures that are concerned with monitoring and reviewing the performance path continuously, and then Measure and evaluate performance results and link them with other HR systems.

As for training and development programs, and based on the keenness of the Human Resources Development Fund to develop its employees and provide them with some skills and capabilities in line with individual and institutional needs, the number of beneficiaries of training reached 1,295 beneficiaries by enrolling them in some training programs, seminars, conferences and specialized professional certificates, including:

Professional and specialized professional certificates, provided by:

- Saudi Society of Internal Auditors.
- Saudi Standards, Metrology and Quality Organization.
- Hadaf Leadership Academy in collaboration with Cranfield University

**Workshops, conferences and seminars, provided by:**

- Cooperative Society for Digital Transformation (Raqmen).
- Expenditure Efficiency and Government Projects Authority.
- SHRM Association in partnership with the Institute of Public Administration.
- Oversight and Anti-Corruption Authority.

### Cyber Security

The General Directorate of Cybersecurity was established, as well as the formation of the Cybersecurity Committee was approved to govern and follow up the tasks and roles of cybersecurity and follow up the status of compliance with regulatory and legislative requirements.

The state of cyber maturity in the Fund was also reviewed and gaps were identified, and work is underway to develop the roadmap through projects to develop cybersecurity strategy and governance, enhance and improve security surveillance and incident response, as well as work to raise awareness of cybersecurity for the Fund's employees and the subsequent initiatives aimed at raising the level of cybersecurity with integration.

With all relevant sectors of the Fund to achieve the objectives of the Fund's strategy and the digital transformation strategy.

### Technical Planning and Institutional Architecture:

Establishing a digital transformation strategy, which included developing a complete vision of the objectives and initiatives that would improve the quality of service to customers and achieve institutional excellence for the Fund's business. The digital transformation plan took into account the gradual development and giving priority to high-impact initiatives on

Serving customers and applying government legislation. Also, a new business model was built for digital departments, taking into account the flexibility of continuous development and improvement of services. The strategy is based on the following objectives:

- Providing a distinctive digital experience through the continuous development of services
- Unify digital services by providing services through different channels.
- Rely on data to make decisions
- Provide future readings on the labor market
- Respond to variables flexibly and quickly
- Risk management, governance and monitoring for digital operations

The digital transformation plan was approved by the Digital Transformation Committee with objectives, initiatives and roadmap.

### *Procurement and follow-up contracts*

It is the department that secures business and procurement for all sectors and departments of the Fund in accordance with the Government Tenders and Procurement Law, its executive regulations, and the relevant decisions and circulars.

The department uses all available technology means in its procedures, as it works on an ERP system and an accreditation platform, and seeks to facilitate its work, to reduce effort, shorten the time and accuracy of the implementation of the work entrusted to it in securing the Fund's purchases, the desired.

### **Management Objectives**

Implementing the plans, policies and statutory procedures related to securing the materials and works needed by the Fund in accordance with the Government Tenders and Procurement Law and its Executive Regulations. In order to achieve the objectives described in the Government Tenders and Procurement Law, namely:

- Organizing procedures related to business and procurement, and preventing the influence of personal interests in them.
- Achieving maximum economic efficiency, to obtain fair competitive prices.
- Promoting integrity and competition, and providing fair treatment to competitors, in order to achieve the principle of equal opportunities.
- Achieve transparency in all business and procurement procedures.
- Promote economic development.
- Follow up the procedures for the implementation of contracts and the date of the beginning and end of the contract.
- Providing the concerned and regulatory authorities with contracts.
- Ensure the preparation of contracts according to the forms approved by the Ministry of Finance, and in accordance with the provisions of the competition system

Government procurement and its executive regulations.

- Carrying out electronic archiving related to contractual procedures on the system.

### *Documents and Archives Center*

The Human Resources Development Fund established the Documents and Archives Center in accordance with the Royal Decree No. (M/54) dated 23/10/1409 AH approving the Documents and Archives Law.

This ensures the speed of finding what is needed, and regulating its circulation, taking into account what is decided regarding the periods of conservation.

The tasks of the Documents and Archives Center in the Fund are in line with what is required by the Documents and Archives Law, the general policy for documents and archives, regulations and plans, and the following are the most prominent achievements of the Center for the year 2021:

- . 1 Deposit organizational documents and administrative decisions related to the Fund's work and programs in accordance with the deposit regulation issued by the National Center for Documents and Archives.
- . 2 Preparing suitable sites for the storage of the Fund's documents and classifying them as permanent and temporary preservation documents, in accordance with the provisions of Article III and Article IX of the Conservation Regulations issued by the National Center.
- . 3 Migration of documents and archives and application of migration forms between the Fund's departments in accordance with the regulations for the migration of documents and archives issued by the National Center.
- . 4 Work to provide the requesting parties with documents and lend them in accordance with the regulation of supplying and lending documents and archives issued by the National Center.
- . 5 Continue to spread awareness in the field of documents, archives and correct practices in accordance with the rules and regulations issued in this regard through the Fund's internal communication channels.

## Agreements and memoranda of understanding with the relevant authorities

### 1 Cooperation agreement with "Jahez" to support the employment of male and female citizens working in the delivery service

The Fund signed a cooperation agreement with Jahez Company to support the employment of male and female citizens working in the application delivery service, and the agreement provides for benefiting from the employment support program, as the program covers all professions and economic activities in the private sector.

This support comes within the activity of delivering orders through applications, with the aim of raising the levels of Emiratization in this activity, creating new job opportunities that meet different work patterns, and enhancing training opportunities in partnership and cooperation with the private sector to contribute to raising the readiness of national forces for the labor market

And develop their skills to ensure sustainability and career growth.

### 2 Signing a cooperation agreement with Al-Baha University

His Royal Highness Prince Dr. Hussam bin Saud bin Abdulaziz, Governor of Al-Baha Region, witnessed the signing of a cooperation agreement between Al-Baha University and the Fund, and the agreement aims to support the employment of university graduates and students expected to graduate of both gender , to increase their competitiveness in the labor market and raise

Employment rate, within the Fund's initiative in the program to support graduate employment offices in universities, and under the agreement, the Fund provides incentives and financial and training support to the employment office at the university and its employees, through the electronic platform «SPL» for career education and guidance services, the national platform for e-training «Doroob», the «Tamheer»

program for on-the-job training, the National Labor Portal «Taqat» to serve job seekers and employers, and the two professional certificates programs and the

Saifi, while the university will provide preparation and qualification services for graduates to meet the needs of the labor market and help them in disciplines that face the challenges of obtaining appropriate job opportunities in the private sector.

### 3 Signing an agreement to support the employment office with the University of Jeddah to develop the skills of graduates and increase their employment rates in the private sector

The Fund and the University of Jeddah signed a remote cooperation agreement to support the employment of university graduates and students expected to graduate of both gender , with the aim of increasing their competitiveness in the labor market and raising the employment rate, as part of the Fund's initiative in the program to support graduate employment offices in universities.

The agreement comes within the framework of joint efforts between the two parties to support the training and employment of the national workforce in private sector establishments, through the many programs and appropriate support mechanisms it provides.

The agreement establishes a strategic partnership between the Fund and the University to achieve the common goals of training, qualifying and employing university graduates, students expected to graduate of both gender and job seekers, to increase their competitiveness in the labor market, increase the employment rate, develop the skills of national cadres and provide them with individual and basic skills and experience, in line with the objectives of national transformation and the Kingdom's vision 2030.

### 4 Signing a memorandum of cooperation with the Social Development Agency to empower the sector

The Human Resources Development Fund (HRDF) and the Ministry of Human Resources and Social Development, represented by the Ministry's Undersecretary for Community Development, signed a memorandum of cooperation remotely, to activate the non-profit sector's benefit from the Fund's support services and programs, empower it, raise its efficiency, achieve community security, improve the quality of life, and work to localize jobs, in order to achieve the Kingdom's Vision 2030 and other national programs. The MoU aims to attract national competencies and ensure their continuity to work in the sector through initiatives and tools provided by the company between the two parties, in an effort to improve the work environment and achieve the targeted Emiratization rates.

### 5 Cooperation agreement between SAPTCO and Takamul to support the transfer of Saudi female employees in the private sector under the auspices of the Human Resources Development Fund:

The Fund sponsored the signing of a cooperation agreement between the Saudi Public Transport Company (SAPTCO) and Takamul Business Services Company, to support the transfer of Saudi women working in the private sector, as the support agreement comes within the initiatives to enable Saudi women to work in the private sector and raise their participation in the labor market to achieve the Kingdom's Vision 2030. And Dammam through the smart sharing mobility service (Rokab).

The "Wusool" program aims to enable women to work in the private sector and raise their participation in the labor market by helping the employee overcome the difficulties of transportation to and from the workplace in order to support her job stability, as the program works with financial support from the Human Resources Development Fund and in cooperation with vehicle routing applications to provide transportation service with high quality and at an appropriate cost.

#### 6 Signing an agreement to support the employment office with Najran University to develop the skills of graduates and increase their employment rates in the private sector

The Human Resources Development Fund (HRDF) and Najran University signed a remote cooperation agreement to support the employment of university graduates and students expected to graduate of both gender , with the aim of increasing their competitiveness in the labor market and raising the employment rate, as part of its initiatives in the program to support graduate employment offices in universities.

The agreement comes within the framework of joint efforts between the two parties to support the training and employment of the national workforce in private sector establishments, through the many programs and appropriate support mechanisms provided by the Fund, which aims to establish a strategic partnership between the Fund and the University to achieve the goals

The two are represented in training, qualifying and employing university graduates, students expected to graduate from both gender and job seekers, to increase their competitiveness in the labor market, increase the employment rate, develop the skills of national cadres and provide them with individual and basic skills and experience, in line with national transformation goals and the Kingdom's Vision 2030.

#### 7 Signing an agreement with the National Center for Documents and Archives Minutes of the list of specialized documents

The Fund, represented by the Department of the Documents and Archives Center in the National Labor Observatory Sector, signed with the National Center for Documents and Archives the minutes of the list of specialized documents the Fund's specialized documents by the Center, so that the Fund can organize and save its specialized documents.

#### 8 Signing an agreement to support the employment office with Fahd Bin Sultan University to develop the skills of graduates

The Fund signed a remote cooperation agreement with Fahd Bin Sultan University to support the employment of university graduates and students expected to graduate of both gender , with the aim of increasing their competitiveness in the labor market and raising the employment rate, as part of the Fund's initiative in the program to support graduate employment offices in universities.

The agreement comes within the framework of joint efforts between the two parties to support the training and employment of the national workforce in private sector enterprises, through the many programs and appropriate support mechanisms provided by the Fund. Which establishes a strategic partnership between the Fund and the University to achieve the common goals of training, qualifying and employing university graduates and students

They are expected to graduate from both gender and job seekers, to increase their competitiveness in the labor market, increase the employment rate, develop the skills of national cadres and provide them

with individual and basic skills and experience, in line with the objectives of the national transformation and the Kingdom's Vision 2030.

#### 9 Signing an agreement with Prince Sattam bin Abdulaziz University to support graduate employment

The Fund signed a third cooperation agreement with Prince Sattam bin Abdulaziz University at the Fund's headquarters in Riyadh, to support the employment of university graduates and students expected to graduate from both gender , with the aim of increasing their competitiveness in the labor market and raising the employment rate, as part of the Fund's initiative in the program to support graduate employment offices in universities.

The agreement comes within the framework of joint efforts between the two parties to support the training and employment of 1,000 male and female graduates in private sector establishments, through the many programs and appropriate support mechanisms provided by the Fund, as the agreement establishes a strategic partnership between the Fund and the University to achieve

The common objectives of training, qualifying and employing university graduates, students of both gender and job seekers are expected to graduate, to increase their competitiveness in the labor market, increase the employment rate, develop the skills of national cadres and provide them with individual and basic skills, and experience, in line with the objectives of national transformation and the Kingdom's Vision 2030.

#### 10 Signing an agreement with Majmaah University to support graduate employment

The Fund signed a cooperation agreement with Majmaah University at the Fund's headquarters in Riyadh, to support the employment of university graduates and students expected to graduate of both gender , with the aim of increasing their competitiveness in the labor market and raising the employment rate, as part of an initiative in the program to support graduate employment offices in universities.

The agreement comes within the framework of joint efforts between the two parties to support the training and employment of 500 graduates in private sector establishments, through the many programs and appropriate support mechanisms provided by the Fund, and establishes a strategic partnership between the Fund and the University to achieve common goals.

Between them, which is represented in training, qualifying and employing university graduates, students expected to graduate of both gender and job seekers, to increase their competitiveness in the labor market, increase the employment rate, develop the skills of national cadres and provide them with individual and basic skills and experience, in line with the objectives of the national transformation and the Kingdom's Vision 2030.

#### 11 Signing a cooperation agreement with Prince Mohammad Bin Fahd University in Eastern Province To support graduate employment

The Fund signed a cooperation agreement with Prince Mohammad Bin Fahd University in the Eastern Province to support the employment of university graduates and students expected to graduate of both gender , with the aim of increasing their competitiveness in the labor market and raising the

employment rate, as part of the Fund's initiative in the program to support graduate employment offices

The agreement comes within the framework of joint efforts between the two parties to support the training and employment of 500 male and female graduates in private sector establishments from disciplines that face difficulty in obtaining work, through the many programs and appropriate support mechanisms provided by the Fund, by establishing a strategic partnership between the Fund and the university to achieve the common goals between them represented in training, qualifying and employing university graduates, students expected to graduate of both gender and job seekers.

To increase their competitiveness in the labor market, increase the employment rate, develop the skills of national cadres and provide them with individual and basic skills and experience, in line with the objectives of the national transformation and the Kingdom's Vision 2030.

#### 12 Agreement with The Red Sea Development Company to Support Training of National Talent

The Fund and The Red Sea Development Company (TRSDC) have signed an agreement to provide training support programs for national human cadres that aim to qualify 500 young Saudis to work in the world's most promising renewable tourism destinations. Their skills will be developed in multiple tracks including hotel, airport services, mechanical engineering, electrical engineering and energy services.

Renewable, in partnership between the two parties to support local Saudi talent in obtaining sustainable jobs that meet the aspirations of ambitious youth. This partnership will enable us to inject large numbers of qualified local human resources with the necessary skills to put the Kingdom on the global tourism map through a sustainable and more resilient tourism sector in Saudi Arabia, and this partnership comes in cooperation in launching future initiatives to support the development of national human capital.

#### 13 Signing a memorandum of cooperation with the General Administration of Education in Madinah Region to activate vocational guidance

As part of the joint efforts between the Career Guidance Department and the Fund's branches in the regions, a memorandum of cooperation was signed with the General Administration of Education in Madinah Region, with the aim of activating vocational guidance in schools to qualify national outputs with competitive capabilities. The career counseling program aims to be an essential part in preparing individuals for their future and enabling them to participate effectively in society by building their general capabilities, supporting their interests and aspirations, and helping them to take

Educational, training and professional decisions in line with the Kingdom's Vision 2030. The memorandum comes within the project «Building partnerships with the education sector», and accordingly the memorandum will be activated through a joint work team and based on a chronic implementation plan by agreement of the two parties, in order to ensure the effectiveness of cooperation according to the following objectives: (definition of ways, professional standards, remote career guidance, workshops for educational staff and students, measuring the impact of that).

#### 14 Signing a memorandum of understanding with the Diriyah Gate Development Authority to develop national cadres and support Emiratization and training programs

The Fund signed a memorandum of understanding with the Diriyah Gate Development Authority, as part of the two sides' efforts to enhance cooperation in the field of human resources development, and to support, train and employ Saudis of both gender .

And provide them with the knowledge and skills necessary to match the needs of the labor market, within the framework of the objectives and plans of «Diriyah Gate» to localize jobs, and develop national cadres and competencies, and these come

The memorandum is within the framework of the Authority's well-established strategy to achieve the maximum possible rates of Saudization of its jobs for the sons and daughters of the Kingdom, and thus in cooperation between the two sides, which includes the implementation of initiatives and programs aimed at supporting its existing efforts in applying innovative mechanisms for Saudization of jobs through the identification and study of

Training and career needs, and designing appropriate programs to achieve their goals in providing opportunities for Saudi talents and competencies in the short and long term.

The MoU also includes raising community awareness in Diriyah of the skills required for various jobs through holding workshops and training programs, and refining their skills and readiness for the labor market, as part of the efforts and policy of the Diriyah Gate Development Authority in the field of social responsibility and supporting the local community.

In addition to exchanging data, statistics and studies between the two sides, and working to enhance on-the-job training through the Tamheer program.

#### 15 Signing a memorandum of cooperation with Dar Al Uloom University to support the training, rehabilitation and employment of the university's staff

The Fund signed a memorandum of cooperation with Dar Al Uloom University to support the training, rehabilitation and employment of university students and ensure that their professional skills and competencies are aligned with the actual needs of the labor market, by benefiting from the Fund's programs such as career guidance, career development and guidance portal services (SPL), on-the-job training program (Tamheer), the national e-training platform "Doroob", and the National Labor Observatory. Mentorship sessions on

After measuring its impact on the target groups, in addition to providing university students with the knowledge and skills necessary to join the labor market through the "Tamheer.

The memorandum requires providing the opportunity for university students to benefit from the "Doroob" program in accordance with the controls, conditions and mechanism of the approved program, by holding training and interactive sessions remotely in various fields and specializations of the labor market, and making the university's data available to the National Labor Observatory and working to process it and link it with market data, and accordingly it was agreed to form a working group that includes specialists from both parties to activate areas of cooperation, provided that the work team

provides representatives of the two parties with unified periodic reports explaining the progress of work and the stages of implementation.

#### 16 Signing a memorandum of cooperation to activate career guidance with the Education Department of Al-Qunfudhah Governorate

The Fund signed a memorandum of cooperation with the Education Department of Al-Qunfudhah Governorate, as part of the joint efforts between the Career Guidance Department and the Fund's branches in the regions, which aims to activate vocational guidance in schools to qualify national outputs with competitive capabilities. and be an essential part of the preparation of individuals

for their future and enabling them to participate effectively in society by building their public capabilities, supporting their interests and aspirations, and helping them make educational, training and professional decisions in line with the Kingdom's Vision 2030.

This memorandum comes within the project «Building partnerships with the education sector», and accordingly the memorandum will be activated through a joint work team and based on a chronic implementation plan by agreement of both parties, in order to ensure the effectiveness of cooperation in accordance with its objectives.

#### 17 Signing a memorandum of understanding with the General Entertainment Authority to support the training and employment of the sons and daughters of the country in the entertainment sector

The Fund signed a memorandum of understanding with the General Entertainment Authority, which aims to study the training and job needs in the entertainment sector, design appropriate programs to support employment and raise Emiratization rates in the sector, as well as educate the entities working with the Authority about these programs and enable them to benefit from them, including

Serves to support the training and employment of the sons and daughters of the country in the entertainment sector.

This memorandum comes as an extension of the agreements signed by the Fund during the last period with a number of government and private agencies to enable national cadres to have job opportunities in the labor market, develop human capital and raise the capabilities of the sons and daughters of the country and their competitiveness in the labor market.

#### 18 Signing a memorandum of cooperation with the «Council of Engineers» to support the qualification, training and employment of national cadres in engineering and technical professions

The Fund signed a memorandum of cooperation with the Saudi Council of Engineers, to support the qualification, training and employment of national cadres in engineering and technical professions, and raise the level of their skills and qualify them to occupy private sector jobs, in addition to providing them with the knowledge and skills necessary to match the needs of the labor market.

This is in a step aimed at localizing the professions targeted in the memorandum and supporting the participation of forces national in the labor market.

The memorandum of cooperation stipulates promoting the localization of engineering and technical professions, supporting national cadres to achieve common goals between the two parties, unifying

efforts with the relevant authorities affecting the localization and sustainability of national cadres in the targeted professions, and launching joint initiatives to support national cadres in the professions stipulated in the terms of the memorandum.

According to the memorandum, the Council of Engineers will study the situation of professions in various sectors, analyze the needs of national cadres, and study professions with professional exposure, provided that the Fund in turn enables the target groups to benefit from its programs and services such as the on-the-job training program "Tamheer", the national e-training platform "Doroob" and the professional certificates support program. Professionalism, Employment Support Program, and Hadaf Leadership Academy.

#### 19 Signing a memorandum of cooperation to activate vocational guidance with the General Administration of Education in Taif and the Department of Education in Al-Leith

As part of the joint efforts between the Career Guidance Department and the Fund's branches in the regions, a memorandum of cooperation was signed with the General Directorate of Education in Taif Governorate and a memorandum of cooperation with the Education Department in Al-Leith Governorate, with the aim of activating vocational guidance in schools to qualify national outputs with competitive capabilities. The program aims to be an essential part in preparing individuals for their future and enabling them to participate effectively in society by building their general capabilities, supporting their interests and aspirations, and helping them make educational, training and professional decisions in line with the Kingdom's Vision 2030.

#### 20 Signing a memorandum of cooperation to activate vocational guidance with the General Administration of Education in Hail

As part of the joint efforts between the Career Guidance Department and the Fund's branches in the regions, a memorandum of cooperation was signed with the General Administration of Education in Hail, with the aim of activating vocational guidance in schools to qualify national outputs with competitive capabilities. The career counseling program aims to be an essential part of

In preparing individuals for their future and enabling them to participate effectively in society by building their general capabilities, supporting their interests and aspirations, and helping them make educational, training and professional decisions in line with the Kingdom's Vision 2030.

#### 21 Announcement of signing a memorandum of cooperation with the Department of Education in Najran Region

As part of the joint efforts between the Career Guidance Department and the Fund's branches in the regions, a memorandum of cooperation was signed with the Education Department in Najran region, with the aim of activating vocational guidance in schools to qualify national outputs with competitive capabilities. The career counseling program aims to be an essential part in preparing individuals for their future and enabling them to participate effectively in society by building their general capacities, supporting their interests and aspirations, and helping them make educational decisions.

And training and professional in line with the vision of the Kingdom 2030.

The MoU comes within the project of building partnerships with the education sector, and accordingly, the memorandum will be activated through a joint work team and based on a chronic implementation plan by agreement of both parties.

#### 22 Signing a memorandum of cooperation with King Khalid University to support the training, rehabilitation and employment of the university's staff

The Fund signed a memorandum of cooperation with King Khalid University to support the training, rehabilitation and employment of university students and ensure that their professional skills and competencies are aligned with the actual needs of the labor market, by benefiting from the Fund's programs such as the Career Guidance Program, the Career Development and Guidance Portal (SPL), the On-the-Job Training Program (Tamheer), the National E-Training Platform "Doroob" and the National Labor Observatory.

The memorandum stipulates the activation of the career counseling program by holding workshops for university students in the fields of professional development and standards, as well as holding remote counseling sessions, measuring their impact on the target groups, in addition to providing university students with the knowledge and skills necessary to join the labor market through the "Tamheer" program, and the memorandum requires supporting university students to benefit from the "Doroob" program in accordance with the controls, conditions and mechanism of the approved program, through holding training sessions.

According to the memorandum, it was agreed to form a working group that includes specialists from both parties to activate areas of cooperation, provided that the work team provides representatives of the two parties with unified periodic reports showing the progress of work and the stages of implementation.

#### 23 Signing a cooperation agreement with Shaqra University to support graduate employment

The Fund signed a cooperation agreement with Shaqra University to support the employment of university graduates and students expected to graduate, with the aim of increasing their competitiveness in the labor market and raising the employment rate, as part of the Fund's initiative in the program to support graduate employment offices in universities.

The agreement comes within the framework of joint efforts between the two parties to support the training and employment of 500 male and female graduates in private sector establishments from disciplines that face difficulty in obtaining work, through the many programs and appropriate support mechanisms provided by the Fund, as it establishes a strategic partnership between the Fund and the university to achieve the common goals of training, qualifying and employing university graduates, students expected to graduate of both gender and job seekers.

In order to develop their skills and provide them with individual and basic skills and experience, in line with the objectives of National transformation and the Kingdom's Vision 2030.

#### 24 Signing a memorandum of cooperation with the Chamber of Commerce in Riyadh to stimulate small and medium enterprises

The Fund signed a memorandum of cooperation with the Chamber of Commerce and Industry in Riyadh, to stimulate and empower small and medium enterprises and enhance their contribution to the growth

of the national economy and create a stimulating work environment, qualified human capabilities, and advanced administrative and technical systems through registration and offering opportunities in the Forsa (one of the services of the Nine Tenths Program). The terms of the memorandum stipulated participation in the evaluation of suppliers of owners of distinguished small and medium enterprises in return for completing the opportunities offered by the Chamber of Commerce in Riyadh, coordination to hold some meetings for the Forsa platform at the Chamber's headquarters, and the continuous development of the Forsa platform to keep pace with developments in the market, and provide the required information and data. The terms also included the Chamber's launch of its competitions on the Forsa platform and seeking to urge all companies and institutions that deal with it to register on the platform.

#### [25 Signs a memorandum of cooperation with the General Directorate of Education in the Northern Border Region to activate vocational guidance](#)

The Fund signed a memorandum of cooperation with the General Directorate of Education in the Northern Border Region with the aim of activating vocational guidance in schools to qualify national outputs with competitive capabilities. The career guidance program aims to be an essential part in preparing individuals for their future and enabling them to participate effectively in society by building their general capabilities, supporting their interests and aspirations, and helping them make educational, training and professional decisions in line with the Kingdom's Vision 2030.

#### [26 Signs a memorandum of understanding with the Martyrs, Injured, Prisoners and Missing Persons Fund to support beneficiaries](#)

The Fund signed a memorandum of understanding with the Martyrs, Injured, Prisoners and Missing Persons Fund, with the aim of joint strategic cooperation in the fields of training, rehabilitation and employment, in addition to discussing the possibility of joint benefit between the two parties. The memorandum aims to study the training and job needs of the Fund, design appropriate programs to support employment for beneficiary groups and train

National workforce.

The terms of the memorandum included facilitating the enrollment of target groups in training opportunities on the job «Tamheer», in addition to holding workshops in multiple fields that serve both sides. It also comes within the framework of the Fund's strategy to enhance the developmental role of beneficiaries, by providing programs and activities that have an impact on the families of martyrs, the injured, prisoners and missing persons in order to provide them with a dignified, sustainable and safe life.

#### [27 Signs a memorandum of cooperation to activate career guidance with the Department of Education in Al-Ula Governorate](#)

As part of the joint efforts between the Career Guidance Department and the Fund's branches in the regions, a memorandum of cooperation was signed with the Education Department in AlUla Governorate, with the aim of activating vocational guidance in schools to qualify national outputs with competitive capabilities. The career counseling program aims to be an essential part of

Preparing individuals for their future and enabling them to participate effectively in society by building their public capabilities, supporting their interests and aspirations, and helping them make educational,

training and professional decisions in line with the Kingdom's Vision 2030. The MoU comes within the project «Building partnerships with the

Education », and accordingly the memorandum will be activated through a joint working group and based on a chronic implementation plan by agreement of both parties.

#### 28 Signs a memorandum of cooperation to activate vocational guidance with the Jeddah Education Department

As part of the joint efforts between the Career Guidance Department and the Fund's branches in the regions, a memorandum of cooperation was signed with the Jeddah Education Department, with the aim of activating vocational guidance in schools to qualify national outputs with competitive capabilities. The career counseling program aims to be an essential part of

Preparing individuals for their future and enabling them to participate effectively in society by building their public capabilities, supporting their interests and aspirations, and helping them make educational, training and professional decisions in line with the Kingdom's Vision 2030.

The memorandum comes within the project «Building partnerships with the education sector», and accordingly the memorandum will be activated through a joint work team and based on a chronic implementation plan by agreement of both parties.