

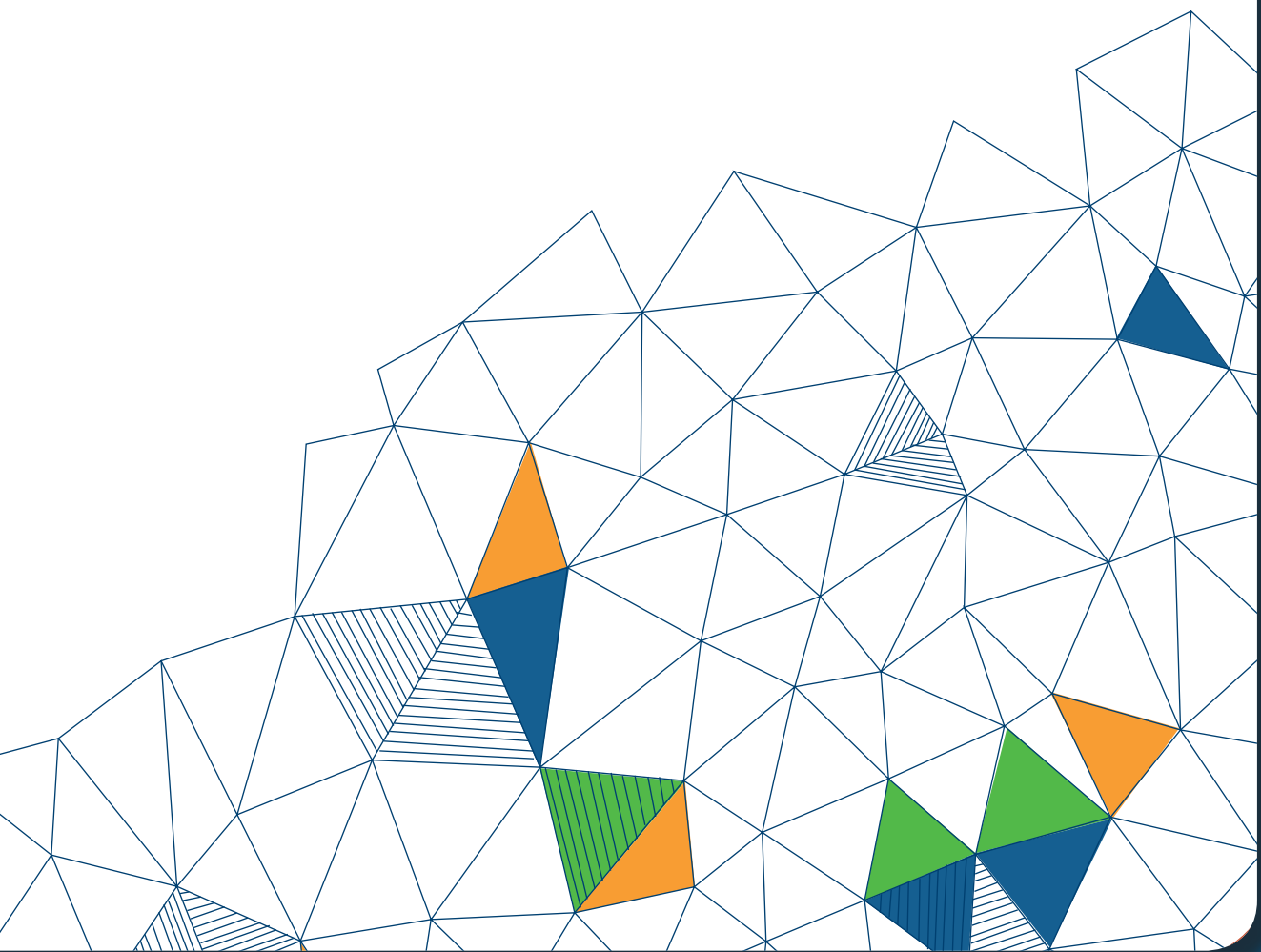
رؤية  
VISION 2030  
المملكة العربية السعودية  
KINGDOM OF SAUDI ARABIA

هدف  
صندوق تنمية الموارد البشرية  
HUMAN RESOURCES DEVELOPMENT FUND

Human Resources Development Fund  
Annual Report 2018

Our goal is to shape the contours of human capital in the Kingdom of Saudi Arabia; to nurture and train it towards lucrative and fulfilling employment whilst firing its spirit of entrepreneurship. Our overarching goal is to create a sustainable and productive workforce in the Kingdom. In this endeavour we are guided by Saudi Vision 2030, a blueprint for the development of the Kingdom, a vital component of which is human resource capacity.

HRDF's mandate is to shape the "face" of human capital in KSA.



**Human Resources Development Fund  
Annual Report 2018**







**“The Saudi citizen is the main driver for development in the Kingdom, the youth of this country are the pillars of success our future is built on, and the Saudi woman is a partner with all rights under the Sharia law.”**

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





**“We live among a great people. Once they have set a goal, the Saudi people will achieve it – no obstacle is too great for them.”**

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

**Mohammed Bin Salman Bin Abdulaziz Al Saud**

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# About this report



Welcome to the Annual Report of Human Resources Development Fund. This Report is a comprehensive overview of HRDF as an organisation contributing to developing human capital in the Kingdom of Saudi Arabia. This overview is discussed through HRDF's strategic goals, key functions, programmes and services, new initiatives, and their impact on key stakeholders in 2018.

## Reporting framework

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

## Report boundary and reporting period

The boundary of this Report comprises Human Resource Development Fund (referred to as HRDF or the Fund). The HRDF Annual Report 2018 covers the period from 1 January 2018 to 31 December 2018 which is the Fund's financial year.

## Reporting channels

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



Scan to view the online version of this Annual Report

The web and mobile HTML versions are published online on the same date as the date of issue of this publication at

[annualreport.plus/hrdf2018/en](https://annualreport.plus/hrdf2018/en)

## Queries

We welcome your comments or queries on this Report via [EFU@hrdf.org.sa](mailto:EFU@hrdf.org.sa)



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# Chairman's message



**The Human Resources Development Fund (HRDF) plays an important role in partnership with a number of entities in the public and private sectors to empower and enhance the capacities of Saudi nationals and nurture their talents and competencies, with a view to scale up their participation in the labour market.**

*Praise be to Allah; prayers and peace be upon His Prophet*

At the outset, on behalf of my colleagues of the HRDF Board, I am pleased to extend our profound gratitude and appreciation to King Salman Bin Abdulaziz Al Saud, the Custodian of the Two Holy Mosques, May Allah Protect Him, and His Royal Highness Mohammad Bin Salman Bin Abdulaziz Al Saud, Crown Prince, Deputy Prime Minister and Minister of Defence, May Allah Protect Him, for their directions and perpetual support of the sons and daughters of our country and for the objective to increase the participation of Saudi nationals in the cultural and economic development occurring in the Kingdom at present.

## A strategy focusing on three main goals

This year has witnessed remarkable transformation in the evolution of HRDF, based on a strategic roadmap with three major goals: Supporting the employment and training of the national labour force in the private sector; providing programmes, services and studies which respond to changes in the labour market and fulfil customer expectations, and achieving excellence in performance and improving the competency of human resources and the efficiency of financial and technical resources. The deliverables of this roadmap are closely aligned with the goals of the national transformation plan and Saudi Vision 2030 and HRDF's programmes and recent initiatives seeking to achieve sustainable Saudisation in the Kingdom.

## Developing programmes and services

Out of the keenness of HRDF to develop and restructure existing programmes and initiatives to keep pace with the rapid changes in the labour market, it was important to develop and update the mechanisms of programmes which target the Fund's customers and beneficiaries based on the new strategy and to achieve the goals of initiatives and empower the sons and daughters of our country. In order to enhance service provision, the National Labour Observatory, one of HRDF national initiatives, provides data, studies, and valuable information about the present and future needs of the labour market in partnership with competent bodies and by constructing reliable indicators which reflect the realities of the Saudi labour market with all its partners, contribute to improving and developing the labour market, and support decision-making.

## Bridging the skills gap

One of the challenges facing the Saudi labour market is reflected in the existing gap between the skills of national cadres and the labour market requirements. In this regard, HRDF started to support institutions which employ Saudi men and women through the employment support programme which aims to improve the skills of human resources. Through this programme, HRDF contributes a percentage of the wages paid to Saudi men and women working in the private sector in order to encourage private sector institutions to employ nationals and provide them with on-the-job training, with the ultimate goal of increasing the participation of human resources in the labour market and providing them with the necessary skills required by different economic sectors.

### **Eng Ahmed bin Suleiman Al Rajhi**

Minister of Labour and Social Development, and  
Chairman, Human Resources Development Fund



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# Director General's message



**The present achievements of HRDF are the fruits of the close attention and support provided by King Salman Bin Abdulaziz Al Saud, the Custodian of the Two Holy Mosques, and His Royal Highness the Crown Prince, May Allah Protect them, in order to empower the sons and daughters of our country by providing them with job opportunities in the labour market and, accordingly, achieve the goals of HRDF and reinforce its role in all aspects of the labour market.**



In response to the changes taking place in the labour market, and in order to achieve the deliverables of the National Transformation Plan and the Kingdom's Vision 2030, HRDF devised an executive plan for 2018 with components which address the development and empowerment of human resources. The plan focused on empowering, enhancing, and improving the skills of national human resources, investing in the human capital, supporting business people and entrepreneurs, governing business processes and improving their efficiency, as well as achieving excellence in providing services to HRDF's customers. These are achieved by restructuring and designing programmes and initiatives in partnership with competent private sector actors in order to shape and formulate programmes through workshops and meetings in different areas so that the outputs can leave an effective and sustained impact which upskills the sons and daughters of our country and scales up their participation in a productive, stimulating, and stable labour market environment.

## Objectives behind the National Transformation Plan and the Kingdom's Vision 2030

HRDF developed its initiatives and programmes throughout the Fund's journey of transformation and strategic development, and it embarked on establishing the Sector Skills Council, based on the National Transformation Plan, one of the deliverables of the Kingdom's 2030 Vision, in addition to several councils which aim at leading HRDF'S strategic transformation programme.

These councils oversee the improvement and development of programmes before launching them and ensure their implementation in a highly efficient and effective manner. They are also in charge of the continuous improvement in the quality of data and information, the effective monitoring of programmes, measuring customer satisfaction, activating strategic partnerships, and encouraging meaningful communication with the private sector in order to identify promising programmes it needs to support Saudisation and the skills required in different fields. Ultimately, they aim to come up with an integrated mechanism which contributes to sustainable Saudisation and builds the capacities of productive national cadres.

The Fund launched the Saudi labour market indicators and the National Labour Gateway which is one of the most important national initiatives that will contribute to improving and developing the market and supporting decision-makers. These reliable indicators will play an effective role, in sound decision-making based on the accurate data and reports of programmes which are implemented by the Ministry of Labour and Social Development, other Governmental and private bodies as well as experts with a view to serve different sectors and improve the quality of outputs.

## Unified platform

In support of the efforts undertaken by HRDF to provide easy access to all the customers of programmes and initiatives, it was necessary to develop and improve the services delivered by the National Labour Gateway (*Taqat*). *Taqat* is a unified and integrated electronic platform which brings job seekers and employers together, provides empowerment, training, and employment services in an effective and efficient manner to increase the stability and development of the national labour force. It also offers diverse job opportunities to the Kingdom's sons and daughters through an inclusive electronic labour market platform, and provides employers with an easy tool to look for competent national personnel who can achieve the goals of their establishments and contribute to their success.

*Taqat* gateway offers a package of integrated services including registration mechanisms, CV management, job posts management, programme benefits management, customer service management, E-matching mechanisms, training services, empowerment, and employment management.

**The Fund provided a number of enabling factors to support Saudisation in remote areas where it launched new mobile branches in a new initiative to provide services to its customers including business people and job seekers and reach them in all areas, and centres of the Kingdom.**

### **Supporting Saudisation**

Stemming from the Fund's drive to encourage Saudisation in private sector establishments and increase the participation of Saudi men and women in the labour market, it started to support these establishments to employ Saudi nationals through the National Employment Support Programme which aims at upskilling the workforce. HRDF contributes a certain percentage of the salaries paid to Saudi men and women working in the private sector. This support encourages private sector establishments to employ nationals and train them on the job in order to improve the qualitative and quantitative aspects of employment, increase the participation of national human resources in all labour market jobs, and provide them with the necessary skills required in the labour market.

In order to increase the rate of Saudisation, the Fund launched an initiative to turn its 22 branches all over the Kingdom into training and employment centres which provide support to male and female job seekers by studying their cases, exploring the skills they need, training and preparing them to enter the labour market, and supporting their stability and continuity in their jobs through specialized advisers who provide them with guidance and advice. The centres also provide employers with incentives to nationalise job opportunities in a productive and stable environment and empower the country's sons and daughters to participate in the labour market effectively. Recently, the Fund announced the establishment of the Leadership Academy which will leave a direct impact, on establishments and national workers who will take up leadership positions in the private sector.

The centres will also organise major fora all over the kingdom with pathways that provide services to male and female employers, job seekers, entrepreneurs, employees, and students. These fora comprise career guidance and job fairs, symposia, training courses, and workshops.

## Supporting remote areas

The Fund provided a number of enabling factors to support Saudisation in remote areas where it launched new mobile branches in a new initiative to provide services to its customers including business people and job seekers and reach them in all areas, and centres of the Kingdom. Additionally, mobile branches provide employers with different services including the following: publicising the Fund's programme, participating in job fairs all over the Kingdom, scheduling regular visits to areas with no HRDF branches, helping customers register in programmes, activating the accounts of customers, supporting customers in submitting their subsidy applications, and filing the financial claims of all programmes.

## Demand for initiatives

HRDF programmes mentioned in this report have witnessed growth in the number of male and female beneficiaries, and these programmes include: the female transportation programme *Wusool*, the child care programme *Qurrah*, the 9/10th programme, on-the-job training programme *Tamheer*, the professional certificate support programme, as well as the e-training platform *Doroob*.

## Aspirations

Continued improvement and development of the support and empowerment plans which were devised by HRDF in order to upskill the sons and daughters of our country and increase their productivity, provide incentives to the private sector to encourage Saudisation and consider it the shared responsibility of everyone, and design programmes and services which respond to the needs and requirements of the labour market. Our aspirations also comprise achieving the Vision 2030 initiatives and the continuous assessment and evaluation of relevant programmes and measuring their impact regularly to achieve their goals.

We ask Allah Almighty to guide us to what He loves and wants, to serve our country and our dear nationals and fulfil the aspirations of our wise leadership, may Allah protect it.

Allah is the arbiter of success.

### **Dr Mohammed bin Ahmed Al Sudairy**

Director General, Human Resources Development Fund

# Executive summary

This Report provides a summary of the role of HRDF in enhancing and promoting labour market policies and increasing the number of new labour market entrants, both male and female nationals, by providing them with the necessary support as well as specialist and professional empowerment. The Report reviews the services and programmes which serve the labour market in the Kingdom of Saudi Arabia in partnership with the Ministry of Labour and Social Development and relevant bodies. It was designed and issued in 1439/1440, corresponding to the 2018 financial year, and it is made up of three main sections in line with the HRDF strategy.

In 2018, HRDF launched a journey of development in order to reach a stage which addresses our current needs by introducing a new driving force to shape the future of HRDF, with a specific focus on the following main aspects:

- ▶ Evaluating and governing support programmes
- ▶ Turning HRDF branches into training and employment centres
- ▶ Establishing the Sector Skills Council
- ▶ Activating Saudisation through strategic partnerships
- ▶ Reviewing and developing employment procedures

The Report monitors the current condition of HRDF and provides a review of the workforce in KSA during this year, the distribution of HRDF branches, centres, and affiliated offices all over the Kingdom and the progress made by the Fund since it was established. It also provides information on HRDF Board members, committees, top management as well as organisational structure and highlights, the most prominent strategic goals and relevant indicators, and the challenges facing the Fund and the proposed solutions.

The Report also reviews the achievements of strategic goals including: the first strategic goal on supporting the employment and training of the national workforce in the private sector; the second strategic goal on providing programmes, services and studies which respond to

changes in the labour market and fulfil the aspirations of customers; the third strategic goal on achieving excellence in performance and improving the competency of human resources as well as the efficiency of financial and technical resources.

Finally, the Report highlights the financial status of HRDF, Royal Decrees, Cabinet, and ministerial decisions relevant to its work and activities, agreements and Memoranda of Understanding with relevant bodies, as well as HRDF-owned and leased buildings.

- ▶ There were over 13,000 beneficiaries of *Qurrah* Working women childcare programme and *Wusool* Transportation of working women programme
- ▶ Over 3,000 women profited from women's work support programmes

## Engagement and impact

The following is a selection of the achievements of HRDF's key programmes and services offered under its three strategic goals in 2018:

1. Providing employment, training, and entrepreneur support	2. Fulfilling customer expectations and sharing labour market insights	3. Achieving excellence in performance and efficiency of human, financial, and technical resources
<ul style="list-style-type: none"> <li>▶ 146,323 beneficiaries of employment support</li> <li>▶ 38,527 beneficiaries who were placed through HRDF's branches</li> <li>▶ 260,639 beneficiaries of training support</li> <li>▶ 10,083 recruitments through <i>Taqat</i> National Labour Gateway</li> <li>▶ 674,910 beneficiaries of <i>Doroob</i></li> <li>▶ Over 13,000 beneficiaries of <i>Qurrah</i> and <i>Wusool</i> programmes</li> <li>▶ 888 guidance lectures conducted by the career counselling services programme</li> </ul>	<ul style="list-style-type: none"> <li>▶ 95% customer satisfaction ratio for HRDF's call centre</li> <li>▶ 82% customer satisfaction on services and programmes</li> <li>▶ 83% customer satisfaction on employment channels</li> </ul>	<ul style="list-style-type: none"> <li>▶ Launched three new mobile HRDF branches</li> <li>▶ "Hadaf Compass" service launched on HRDF's website</li> <li>▶ Established the development and transformation council in HRDF</li> <li>▶ Established the Sectorial Skills Council</li> </ul>

# This is HRDF

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

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

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

**The Fund functions according to three strategic principles and pillars:**

1. Supporting the employment and training of the national workforce in the private sector;
2. Providing programmes, services, and studies which respond to the labour market changes and meet customers' expectations;
3. Achieving excellence in performance and improving the competency of human resources and efficiency of financial and technical resources.

## Vision

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

## Mission

To empower human capital in KSA by providing programmes and services, in partnership with the private and public sectors, to fulfil present and future labour market needs.

## Values

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

# The KSA labour force

\*The total labour force of KSA is **8.59 million**

of which

**1.70 million** are Saudi nationals

1.16 million



0.54 million

\*\*There are **0.78 million** unemployed Saudi nationals

0.35 million



0.43 million

and

**1.22 million** job seekers

\*\*Unemployment ratio is at

**12.8%**

\*In 2018, **1.01 million** expatriates were reduced from the labour force

while



\***0.21 million** Saudi nationals entered the labour force

Our mandate is to drive Saudi human capital development to increase Saudisation of the KSA labour force.

\* The figures are based on General Organisation for Social Insurance 2018

\*\* The figures are based on General Authority for Statistics (GSTAT) Saudi Arabia Q3 2018

# Our touchpoints

22

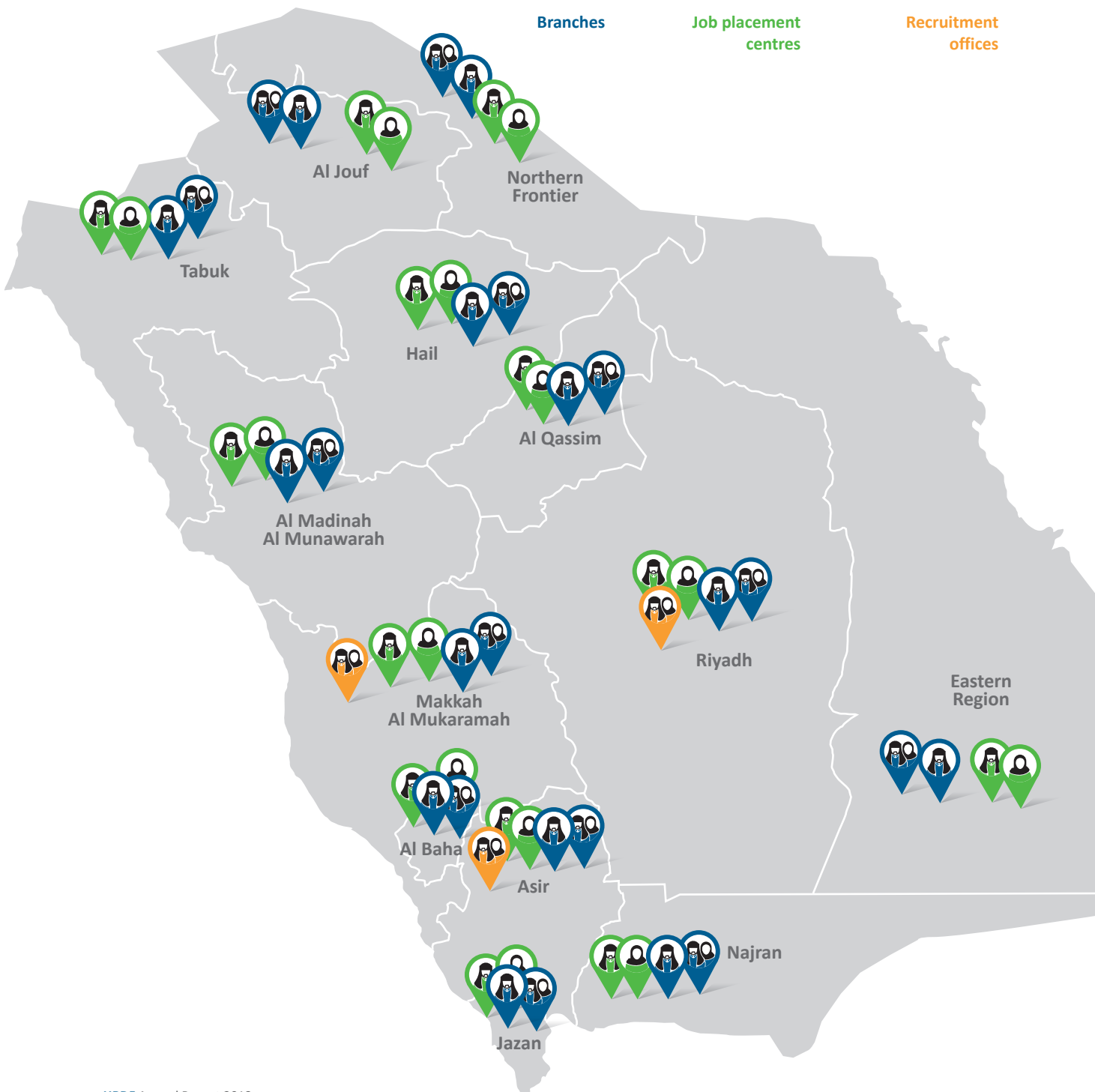
Branches

39

Job placement centres

07

Recruitment offices





In order to provide its various services to support training, employment and empowerment of the workforce, HRDF possesses wide-ranging reach in KSA.

Region	Branches		Job placement centres (including tele-job centres)		Recruitment offices
	Male/Female	Male	Male	Female	Male/Female
Riyadh	1	2	2	4	5
Makkah Al Mukaramah	3	1	3	4	1
Al Madinah Al Munawarah	2	-	1	1	-
Eastern Region	2	1	2	4	-
Al Qassim	1	-	1	-	-
Hail	1	-	1	-	-
Tabuk	1	-	1	1	-
Al Jouf	1	-	2	2	-
Northern Frontier	-	1	1	1	-
Asir	-	2	1	1	1
Jazan	-	1	1	1	-
Najran	-	1	1	1	-
Al Baha	-	1	1	1	-
<b>Total</b>	<b>12</b>	<b>10</b>	<b>18</b>	<b>21</b>	<b>7</b>



# Our journey

2011

Establishment of Job Placement Centres

**New programmes launched:**

- › Hafiz Searching for employment programme
- › Refresher programme for health diploma holders – MOH

2012

Recipient of the World Summit Award

**New programmes launched:**

- › Teachers subsidy programme in private schools
- › *Safi* summer training programme

2013

Inaugural Forum of the Job and Career Specialities (CYM)

**New programmes launched:**

- › College of Excellence training subsidy programme
- › *Hafiz* Difficulty in finding employment
- › Additional wage support programme

2014

**New programmes launched:**

- › *Doroob* National e-learning platform
- › *Tawafuq* Employment of persons with disabilities programme
- › Israr award programme (in searching for a job) – phase one
- › Okbalik initiative

2000

Establishment of HRDF

2002

**New programmes launched:**

- › Training to employment programme
- › National training programme for joint training

2004

**New programmes launched:**

- › Training and employment subsidy programmes
- › Small enterprises owners support

2006

**New programme launched:**

- › Training and education subsidy programme for diploma and bachelor's degree holders



## 2015

Establishment of the first mobile branch

Granted the ISO Certificate

“Our youth is our future” project launched

**New programmes launched:**

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

## 2016

Established the 100th HRDF branch in the Kingdom

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

Launch of the HRDF website and the Saudi HR website

Recipient of the Silver Award for Customer Service Complaints Team of the Year at the 2016 Stevie Awards

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

## 2017

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

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

**New programmes launched:**

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

## 2007

**New programme launched:**

- ▶ Habilitation subsidy programme for HR specialists

## 2008

**New programmes launched:**

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

## 2009

**New programme launched:**

- ▶ Job stability incentive for subsidised employees



# Our governance structure

## Board of Directors



**HE Eng Ahmed bin Suleiman Al Rajhi**  
Minister of Labour and Social Development  
Chairman



**HE Dr Fahd bin Abdullah Tunsi**  
Advisor, Royal Court  
The Council of Economic and Development Affairs  
Representative  
Board member



**Mr Ibrahim bin Mahana Al Hesaini**  
Director General, Public Expenditure Department,  
Ministry of Finance  
Board member



**Dr Khaled bin Ibrahim Aba Al Khail**  
Deputy Governor for support services  
Technical and Vocational Training Corporation  
Board member



**Mr Mohammed bin Saleh Al Alsheikh**  
Undersecretary of the Ministry of Economy and Planning  
for the Human and Community Development Affairs  
Board member



**Dr Bassam bin Abdullah Al Bassam**  
Deputy Director General for Development and Quality,  
The Institute of Public Administration  
Board member



**Mr Saad bin Mohammed Al Sayari**  
General Supervisor of the General Directorate of  
Human Resources  
Board member



**Mr Yousef bin Abdullah Al Benyan**  
Vice-chairman and CEO, SABIC  
Board member



**Eng Rayan bin Mohamed Fayez**  
CEO, Banque Saudi Fransi  
Board member




**Mr Sattam bin Abdulaziz Al Zamil**  
Financial Affairs Vice Chairman of Zamil Group  
Board member



**Dr Mohammed bin Ahmed Al Sudairy**  
Director General, HRDF  
Board member


## Composition of Board committees

### Members of the Executive committee




HE Eng Ahmad bin Suleiman Al Rajhi Chairman of the Committee	HE Dr Fahad bin Abdullah Tunsi Member	HE Mr Yousef bin Abdullah Al Benyan Member
HE Eng Rayan bin Mohamed Fayeز Member	HE Mr Sattam bin Abdulaziz Al Zamil Member	HE Dr Mohammed bin Ahmad Al Sudairy Member

### Investment committee for HRDF's financial resources



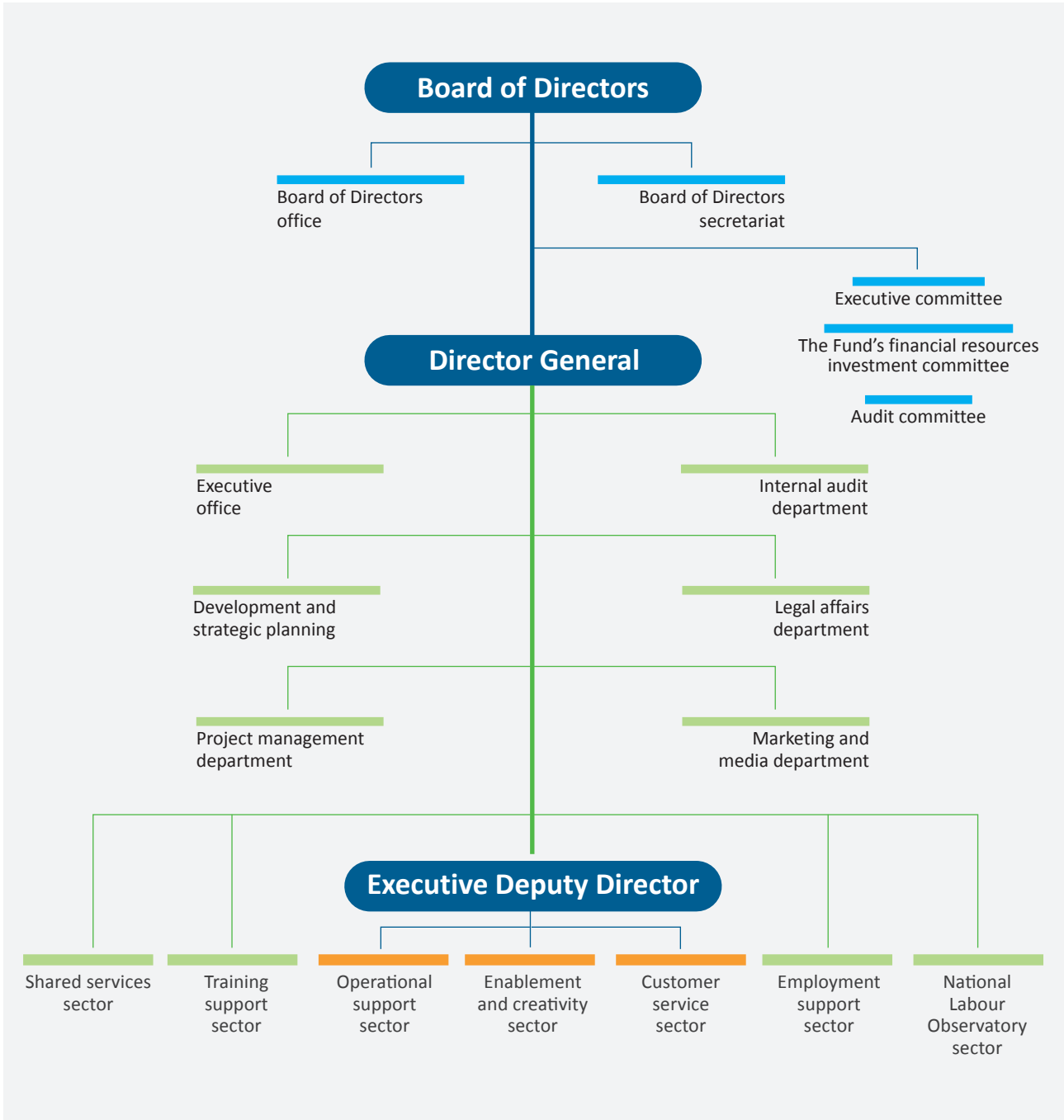
HE Eng Rayan bin Mohamed Fayeز Chairman of the Committee	HE Dr Sulaiman bin Abdullah Al Sakran Member	HE Mr Sattam bin Abdulaziz Al Zamil Member
HE Dr Mohammed bin Ahmed Al Sudairy Member		

### Review committee



HE Dr Bassam bin Abdullah Al Bassam Chairman of the Committee	HE Dr Khaled bin Ibrahim Aba Al Khail Member	HE Mr Ibrahim bin Mahana Al Hesaini Member
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# Organisation structure



# HRDF's strategy development phases

The following reviews HRDF's phases of development during 2018 and the resulting impact of this transformation. These phases focused on responding to the current needs of the labour market, introducing programmes which address the changes and developments therein, as well as evaluating and assessing these programmes continuously in order to ensure their quality and efficiency. It is worth mentioning that these processes are constant activities and procedures which concentrate on the following main aspects:

## 1. Evaluating and governing support programmes

### Outputs

Preparing a plan to review the efficiency of HRDF's programmes and evaluate their different aspects including the measurement of programme impact against its goals and achieved results and measuring programme risks and the quality of its outputs.

### Impact

- Measuring and evaluating different risks in HRDF's support programmes;
- Improving the efficiency of programmes provided to beneficiaries by HRDF and rationalising spending;
- Empowering HRDF's top administration to make sound decisions;
- Carrying out regular evaluation of programmes every six months based on clear performance indicators and deliverables

## 2. Turning HRDF's branches into training and employment centres

### Outputs

Improving the efficiency of services provided to job seekers and companies through HRDF's branches. Efforts have been undertaken to design the operational model which will be adopted to turn all HRDF's branches into centres for training and employing job seekers. The operational model was implemented in the following provinces: (Riyadh, Makkah, Al Mukaramah, and the Eastern Region), and now there are endeavours to complete the implementation of the operational model in HRDF's branches all over the Kingdom.

### Impact

- Building partnerships between HRDF and employers to identify current job opportunities and available skills;
- Improving the quality and efficiency of provided training and employment services through HRDF's branches;
- Providing training and employment services to job seekers through pathways which are selected to meet the needs of different job-seeker segments;
- Upskilling job seekers and improving their professional skills by providing professional education programmes in different sectors.

## 3. Establishing the Sector Skills Council

### Outputs

Considering the importance of identifying the skills required in business sectors, and in view of the different sets of skills required in each sector, HRDF established the "Sector Skills Council" which comprises representatives from all private business sectors. The main goal behind establishing this council is to facilitate the process of identifying the required skill-based needs, channel HRDF's support to train and upskill nationals and provide them with the necessary skills to respond to these needs, match the skills required by the private sector against the skills available in the job-seeker database, and contribute to increasing the rate of Saudisation.

### Impact

- Identifying the list of required skills in each business sector and the labour market;
- Activating the strategic partnership between HRDF and the private sector in order to channel the programmes of training and employing job seekers in line with the private sector requirements;
- Identifying the skills that male and female job seekers must have according to their different qualifications (in order to fill the required vacancies) and classifying these skills according to the qualifications of job seekers and the different professions;
- Supporting the efforts of private sector companies to replace the expatriate workforce with nationals in quality jobs.

## 4. Activating Saudisation through strategic partnerships

### Outputs

Considering the important role of Government bodies supervising business sectors in supporting Saudisation endeavours in different sectors, HRDF signed a number of agreements with several bodies like the Ministry of Housing, the Saudi Contractors Authority, the Ministry of Health, the Saudi Commission for Health Specialties, the E-Government Programme (Yesser), the Council of Saudi Chambers and other bodies. These agreements ensure the employment and training of a large number of nationals under the supervision of these bodies and explores the possibility of introducing Saudisation in different professions in coordination with the bodies supervising business sectors. HRDF also signed a number of Memoranda of Understanding with Aramco, Chambers of Commerce, Saudi Universities and others in order to support the decisions on Saudisation and the upskilling and training efforts.

### Impact

- Activating the role of bodies supervising business sectors in nationalising jobs;
- Complementing the role of different sectors in supporting the Saudisation process and promoting its national components.

## 5. Reviewing and developing operating procedures

### Outputs

A standardized methodology was introduced to improve the operating procedures of all programmes, sectors and HRDF's departments in order to guarantee their integration and complementarity according to the nature of their functions and the implementation of required governance standards.

### Impact

Improving the quality and efficiency of businesses and their internal procedures and applying the criteria of institutional distinction, which will leave a positive impact on the quality and speed of services provided to internal and external customers.



# HRDF in 2018

## 1. Providing employment, training, and entrepreneur support

Beneficiaries of employment support	2018		146,323
	2017		118,364
Beneficiaries of training support	2018		700,000+
	2017		680,377
Women benefitted from Hafiz	2018		460,820
	2017		430,448
Beneficiaries of Dorooob	2018		674,910
	2017		373,320
Safi Summer training programme	2018		19,658
	2017		18,453
Recruitments through Taqat	2018		10,083
	2017		9,834
Persons with disabilities Tawafuq	2018		3,715
	2017		4,708

## 2. Fulfilling customer expectations and sharing labour market insights

<b>82%</b>	<b>95%</b>	<b>889,790</b>	<b>381,288</b>
Customer satisfaction index in 2018	Customer satisfaction ratio for HRDF's Call centre	Calls answered	Text messages answered
It was 78% in 2017	It was 92% in 2017	It was 1,170,537 in 2017	It was 143,555 in 2017

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

Completed a review of all subsidy programmes	Launched three new Mobile branches in 2018	Established the Sectorial Skills Council
"Hadaf Compass" service launched on HRDF's website	Implemented a fixed payment schedule for all subsidy programmes	Instituted the Strategy Refresher
Completed a review of all suspended programmes	Established the Transformation Council	Development of Labour Market Indicators


# HRDF strategy 2018-2020

**As the national driver of human capital development, HRDF nurtures the potential of the Saudi national labour force.**

Aligning with HRDF's mandate and Saudi Vision 2030, the Fund has implemented a new strategic framework for 2018-2020 that restructures its offering to better serve Saudi nationals and reinvigorates Saudisation.



# Strategic goals



1. Providing employment, training, and entrepreneur support

2. Fulfilling customer expectations and sharing labour market insights

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

# SWOT and PESTEL analyses

One of the initial steps in the formulation of the HRDF strategy 2018-2020 was to conduct SWOT and PESTEL analyses. SWOT gives an insight on HRDF's internal strengths and weaknesses as well as opportunities and threats in the external environment while the PESTEL analysis concentrates on macro-external factors that impact HRDF's operations and provides input to the SWOT analysis.

## SWOT analysis

### Strengths

- › Flexibility and quick response to labour market fluctuations
- › A large internal database easily accessible to job seekers
- › Highly-skilled workforce, financial strength, and the use of advanced technology by HRDF
- › Brand awareness

### Weaknesses

- › Lack of communication with external institutions which leads to difficulties in extracting data
- › Launching programmes before the completion of their e-infrastructure
- › Weakness of functional incentives, benefits, training of HRDF staff, and lack of human cadres in some sectors

## PESTEL analysis

### Political

- › The structure of the National Development Fund
- › Saudi Government's focus on Saudisation according to NTP 2020 and Vision 2030

### Economic

- › Increase of private sector's contribution to Saudisation
- › Dependence on outsourcing by the private sector

### Social

- › Concentration of economic activity and employment opportunities in the three major cities
- › Youth forms the majority of the population
- › Majority of job seekers are female
- › Difficulties faced in the engagement of women in the workforce
- › Social perception and classification of certain professions
- › Lack of seriousness of some job seekers
- › Social perception of *Hafiz* as a social subsidy

## Opportunities

- › Restructuring of the National Development Fund
- › Introduction of new policies and legislation that support Saudisation
- › Implementation of HRDF strategies in partnership with the private sector
- › Utilising HRDF's financial resources as per Article 3 of the Regulation

## Threats

- › KSA economic growth rate and its ripple effect on the workforce
- › Misalignment of the educational output with labour market needs
- › Backlash to the recent restructuring of HRDF and its programmes
- › Lack of seriousness of some HRDF beneficiaries

## Technological

- › Automation of processes and e-correlation with relevant bodies
- › Easy access to job seekers through the National Labour Gateway
- › Piracy and cyber attacks

## Environment

- › New regulations on matters relating to environment by the Government and the Meteorology and Environmental Protection Administration (MEPA)

## Legal

- › New policies and legislations directed at Saudisation
- › Labour market laws and legislations
- › The gap between the private and public sectors

# HRDF's alignment with Saudi Vision 2030 and National Transformation Plan 2020

The Saudi Vision 2030, the revolutionary initiative to transition and diversify the Saudi economy, is built around three primary themes: a vibrant society, a thriving economy, and an ambitious Nation. HRDF as a Government entity, has aligned itself very closely with the principal objectives of Vision 2030. Further, HRDF is working towards the short-term goals set by the National Transformation Plan 2020. These goals are economic diversification, development of human resources, expansion of public services needed to support these objectives, and promoting the expansion of the private sector as a key partner in the implementation of Vision 2030.

Under the three main pillars of Saudi Vision 2030 there are six strategic objectives: Strengthen Islamic and national identity, offer a fulfilling and healthy life, grow and diversify the economy, increase employment, enhance Government effectiveness, and enable social responsibility. The six strategic objectives consist of three levels: Level one: "Overarching objectives", Level two: "Branch objectives", and Level three: "Strategic objectives".

HRDF has aligned its strategic pillars, activities, and offering with five out of the six level one objectives, eight out of 27 level two objectives, and 18 out of the 96 of level three objectives.

## Level one: Overarching objectives

5 out of 6

Enabling a prosperous and healthy life

Developing and diversifying the economy

Increasing employment ratios

Enhancing Government effectiveness

Enabling social responsibility





## Level two: Branch objectives 8 out of 27

Creating a proper environment for enabling Saudi nationals

Launching capabilities of non-oil sectors

Developing human capital to cope with labour market requirements

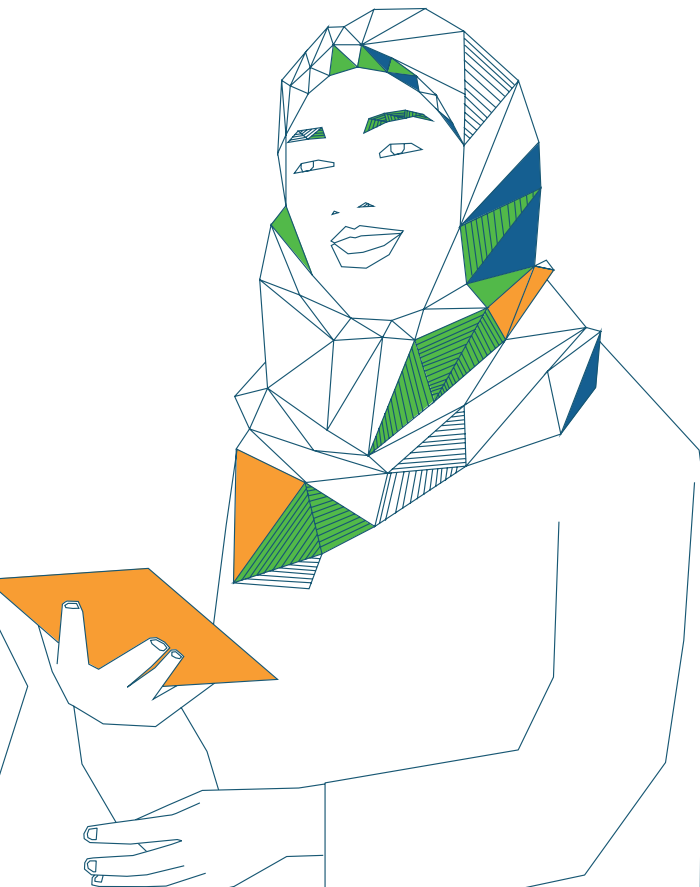
Providing job opportunities for all

Enabling the creation of job opportunities through SMEs

Improving Government performance

Effective communication with citizens

Enabling social contribution of firms



## Level three: Strategic objectives 18 out of 96

Enabling Saudi citizens through the Social Service System

Nationalising promising industries

Ensuring alignment between education outputs and labour market needs

Increasing woman involvement in labour market

Increasing SME contribution to economy

Developing e-government infrastructure

Enhancing transparency across all Government sectors

Enhancing companies' focus on national economy sustainability

Nationalising the military industry

Expanding vocational training to meet labour market needs

Enhancing youth readiness to labour market

Enabling disabled people integration into labour market

Enhancing and supporting culture of creation and entrepreneurship

Promoting health services

Supporting communication channels with citizens and the business community

Enhancing living conditions of citizens

Increasing productive families contribution to economy

Ensuring Government agencies' response to feedback of their customers



# Strategic goals and operational KPIs

## 1

### Providing employment, training, and entrepreneur support

KPI	2018 (Achieved)	2018 (Target)	Achieved percentage to the target
Number of beneficiaries employed in the private sector	▼ 146,323	229,200	64%
Percentage of females who received employment subsidies through HRDF's services	▼ 26%	52%	50%
Percentage of unemployed who were employed after 6 months of receiving training and upskilling support	▲ 40%	40%	100%
Number of beneficiaries from training and upskilling programmes	▼ 260,639	527,029	49.4%
Percentage of dropouts from training programmes	▲ 3.9%	12%	132%
Number of training courses completed on <i>Doroob</i> platform	▲ 569,943	200,000	285%
Number of beneficiaries from <i>Qurrah</i> programme	▼ 703	20,000	4%
Number of beneficiaries from <i>Wusool</i> programme	▼ 12,826	36,000	36%
Number of beneficiaries from <i>Subol</i> Career education and development programme	▼ 30,308	50,000	60.6%

Table: 1



## 2

### Fulfilling customer expectations and sharing labour market insights

KPI	2018 (Achieved)	2018 (Target)	Achieved percentage to the target
Overall customer satisfaction of programmes and services	▼ 82%	88%	93%
Customer satisfaction of services	▼ 82%	88%	93%
Customer satisfaction of programmes	▼ 81%	88%	92%
Customer satisfaction of employment channels	▼ 83%	88%	94%
Percentage of disputes resolved within two weeks	▼ 51%	85%	59%
Percentage of closed tickets within two weeks of its opening	▲ 75%	65%	115%
First-call resolution in customer service	▼ 75%	87%	87%
Percentage of completion of accredited research courses	▼ 92%	100%	92%
Number of indicators raised by the National Labour Observatory	▲ 21	14	150%

Table: 2

## 3

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

KPI	2018 (Achieved)	2018 (Target)	Achieved percentage to the target
Employee turnover ratio in HRDF	▼ 9.7%	2.50%	- 289%
Percentage of approved training courses	▼ 78%	100%	78%
Taqat site ranking in terms of number of visits	▲ 45	50	90%
Percentage of observations modified by sectors and departments	▼ 32%	80%	40%
Percentage of closed cases	▼ 4%	32%	12%
Percentage of HRDF's delayed projects	▲ 25%	30%	83%
Percentage of attained strategic and operational indicators	▼ 22%	85%	26%

Table: 3

# Challenges and proposed solutions

HRDF faces several challenges and difficulties in the labour market and it endeavours to face these challenges by providing programmes and services to its customers through updating and developing the support mechanisms of its different programmes in line with the labour market developments and in response to the Kingdom's Vision 2030.

The following table reviews the most prominent challenges and difficulties facing HRDF and the proposed solutions. It also highlights the Fund's programmes, services, activities and initiatives which are designed to surmount these challenges.

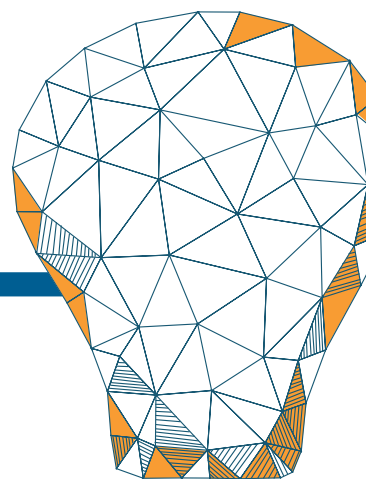
Challenges and difficulties	Proposed solutions	Selected programmes which support proposed solutions
The lack of attractive job opportunities in the private sector especially among females, despite the availability of female human resources	Creating new mechanisms which encourage the private sector to nationalise certain jobs in line with the policies adopted by the Ministry of Labour and Social Development; facilitating the mechanisms and conditions on the employment of women in the private sector and creating an attractive environment for their employment	All HRDF initiatives (see page 36) on communication and impact
Incompatibility between the outputs and requirements of the labour market	Cooperating with relevant bodies to conduct research and studies which identify the future labour market needs  The need to conduct a comprehensive review of all educational programmes and specialities according to an inclusive plan and with the participation of all competent bodies under the leadership of the Ministry of Labour and Social Development and the Ministry of Education.	
Incompatibility between the number of job seekers and the number of available job opportunities in remote areas  Weak commercial activity and small-size enterprises in remote areas	Raising awareness among employers and job seekers about job replacement and working from home, and encouraging and increasing the opportunities of entrepreneurship as a main option to generate more jobs in these remote areas.	Tele-job centres (see page 44) Tele-job programme (see page 48) Supporting the owners of small enterprises (see page 51) The 9/10th programme (see page 70) The entrepreneur support programme (see page 48)

Challenges and difficulties	Proposed solutions	Selected programmes which support proposed solutions
<p>The weak performance of private institutes in providing graduates with quality training and upskilling activities which meet the needs of employers</p>	<p>The Technical and Vocational Training Corporation needs to control the quality of training and performance within these training institutes, and it will evaluate their work according to high-quality standards and principles in order to fulfil the aspirations of beneficiaries in the labour market</p>	
<p>The lack of interaction by private sector establishments with Saudisation strategies, which leaves a negative impact on the opportunities of attracting national human resources</p>	<p>Encouraging the private sector to change its negative attitude on investment in the human capital, and considering Saudisation the joint responsibility of everyone by launching relevant awareness programmes and initiatives</p>	<p>All HRDF initiatives (see page 36 on communication and impact) The national organisation of joint training (see page 54)</p>
<p>The lack of awareness among job seekers applying to job opportunities in the labour market about their abilities and aptitudes, which makes them quit these jobs in the future</p>	<p>Creating professional guidance and education programmes in a systematic and inclusive manner which benefits all job seekers and employers, with the ultimate goal of achieving job stability</p>	<p>The training programme on employment outside the enterprise (see page 54) The training programme in non-profit institutes (see page 55) the Professional Certificate Support Programme (See page 57) <i>Dorob</i> (see page 57)</p>
<p>Low wages of private sector jobs</p>	<p>Developing wage protection programmes to check on their appropriateness to private sector jobs</p>	

# Engagement and impact

## Overview of HRDF's offering

HRDF's vision of creating a sustainable and productive national workforce is a critical enabler for uplifting the Saudi labour market and driving the Saudi economy. To achieve this mandate, HRDF offers a diverse range of programmes and services under the three main strategic goals.



### 1.

## Providing employment, training, and entrepreneur support

### Employment and training support channels

*Taqat* National Labour Gateway **A**

#### HRDF touchpoints

Branches **A**

Job placement centres **A**

Tele-job placement centres **A**

Recruitment offices **A**

*Eliqaat* Virtual job fair **A**

### Employment subsidy programmes

Full-time subsidy programme **E R**

Part-time subsidy programme **E R**

Freelance subsidy programme **N**

Tele-work programme **E R**

Direct employment subsidy programme **E R**

Additional wage support **E R**

*Tawafuq* Employment of persons with disabilities programme **S**

Subsidising the wage of dialysis days **S**

Teachers subsidy programme in private schools **E**

Women's work support programmes (Feminisation of shops and feminisation of factories programmes) **W**

Small enterprises owners support **N**

Work seriousness programme **J**

### Training support programmes

Training to employment subsidy programme outside the establishment **J**

National training programme for joint training **J**

Training in non-profitable institutes programme **J**

SABIC National Saudisation project **J**

*Tamheer* On-the-job training programme **J**

Refresher programme for health diploma holders – MOH **J**

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

Saudisation of malls **W J**

*Doroob* National e-learning platform **A**

Professional career certificates support programme **Y J**

*Mahir* Job seekers training programme **E J**

*Safi* Summer training programme **R W Y**

College of Excellence training subsidy programme **Y**

### Enablement and creativity programmes

*Hafiz* (Searching for employment, Difficult in finding employment programmes) **A**

*Qurrah* Working women childcare programme **W**

*Wusool* Transportation of working women programme **W**

9/10th programme **N**

*Subol* Career education and development programme **Y J E**

Career counselling services **J**



## 2. Fulfilling customer expectations and sharing labour market insights

Measuring customer satisfaction

Mystery shopper

Call centres

HRDF website

National Labour Observatory

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

Internal development and audit

Project management department

HRDF's human resources plan

Institutional excellence of HRDF's technical environment

Entrepreneurs **N**

Youth **Y**

Job seekers **J**

Women **W**

Employees **E**

Special needs **S**

All **A**

Employers **R**

# Providing employment, training, and entrepreneur support

**This goal focuses on offering job seekers all kinds of support by providing them with financial assistance, contributing to the costs of upskilling the national workforce and training them on private sector jobs, or contributing a certain percentage of the salaries paid to those employed in the private sector after receiving upskilling and training services.**

Our employment support platforms of *Taqat* National Labour Gateway and *Hafiz* Searching for employment programme focus on providing a variety of employment related labour exchange services including but not limited to job search assistance, job referral, placement assistance for job seekers, and recruitment services to employers with job openings.

Through our employment subsidies programmes, we provide subsidies to Saudi graduates, women, youth, and other stakeholders of the labour market in order to achieve our goal of Saudisation of the workforce.

We are also committed to empowering women and focus on creating opportunities for women. HRDF's employment support programmes like *Qurrah* The working women childcare programme and *Wusool* The working women transportation programme, facilitate women who are in the workforce and who are ready to enter the workforce. HRDF also has a number of enabling programmes aimed at diverse groups of people like prisoners, persons with disabilities, and those suffering from kidney disease. The following section is an extensive discussion about the myriad programmes and services offered by HRDF and how they performed during 2018.

## Employment and training support channels

HRDF engages with all its stakeholders through multiple channels to provide a consistent, personalised, and seamless experience.

### Taqat National Labour Gateway

*Taqat* or the National Labour Gateway is an integrated platform that amalgamates HRDF's mandate and national policies to facilitate and bring into effect programmes and services to develop the national labour market. It is a fully fledged platform for the private and public sectors, that brings together job seekers, employers, and other key stakeholders that are involved in upskilling the Saudi workforce. The main functions of the *Taqat* are:

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

### National Labour Gateway structure of systems



**Matching system**  
(Between job seekers and vacancies)



SMS and email gateway



Mobile application



Unified wages system



Electronic platform



Customer services management system



Business



Database



E-training system

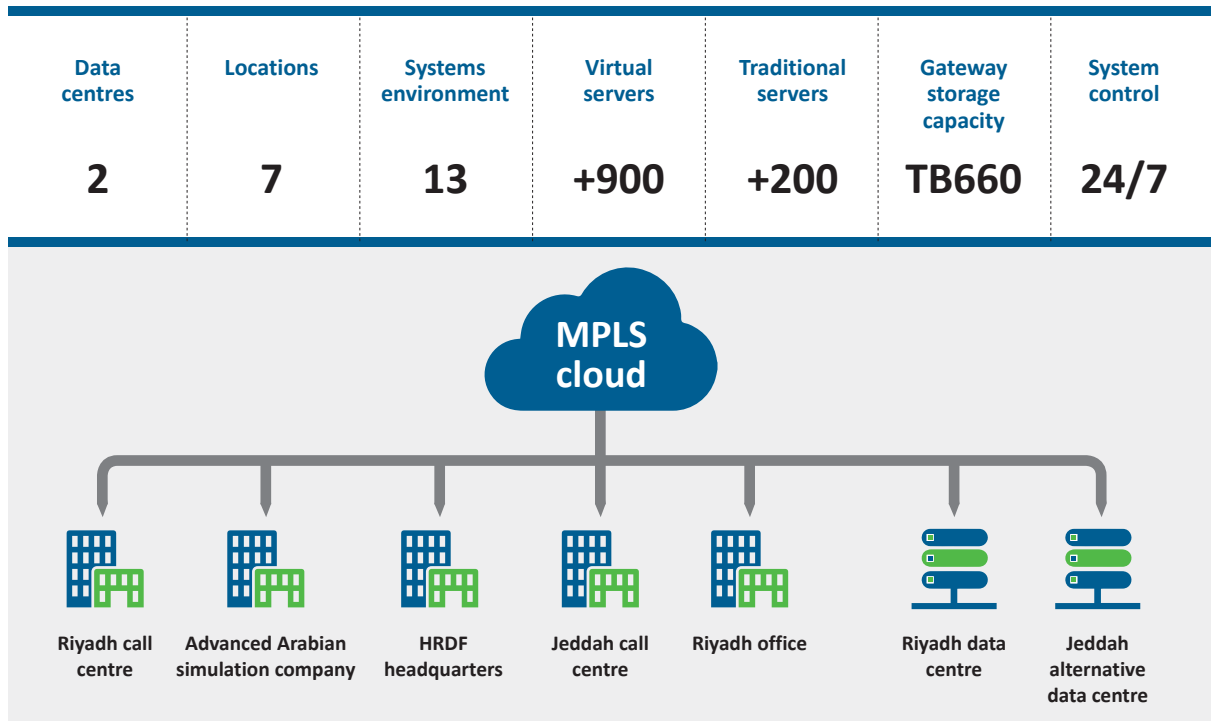


Eligibility system



Payment systems

## National Labour Gateway structure



## National Labour Gateway services and platforms

Find your ideal job with TAQAT

Job Title, Skills, Company etc. Location Search Training and Jobs

- Compare supply to labour
- Create and authenticate CV
- Review and apply for job post
- Schedule interviews and job offers
- Share links of job posts
- Receive messages, alerts, and notifications
- Create a career development plan
- Make use of Arab Standard Occupational Classification (ASOC)



## Recruitment platforms

### Individuals service

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

### Employer services

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

### Service providers services

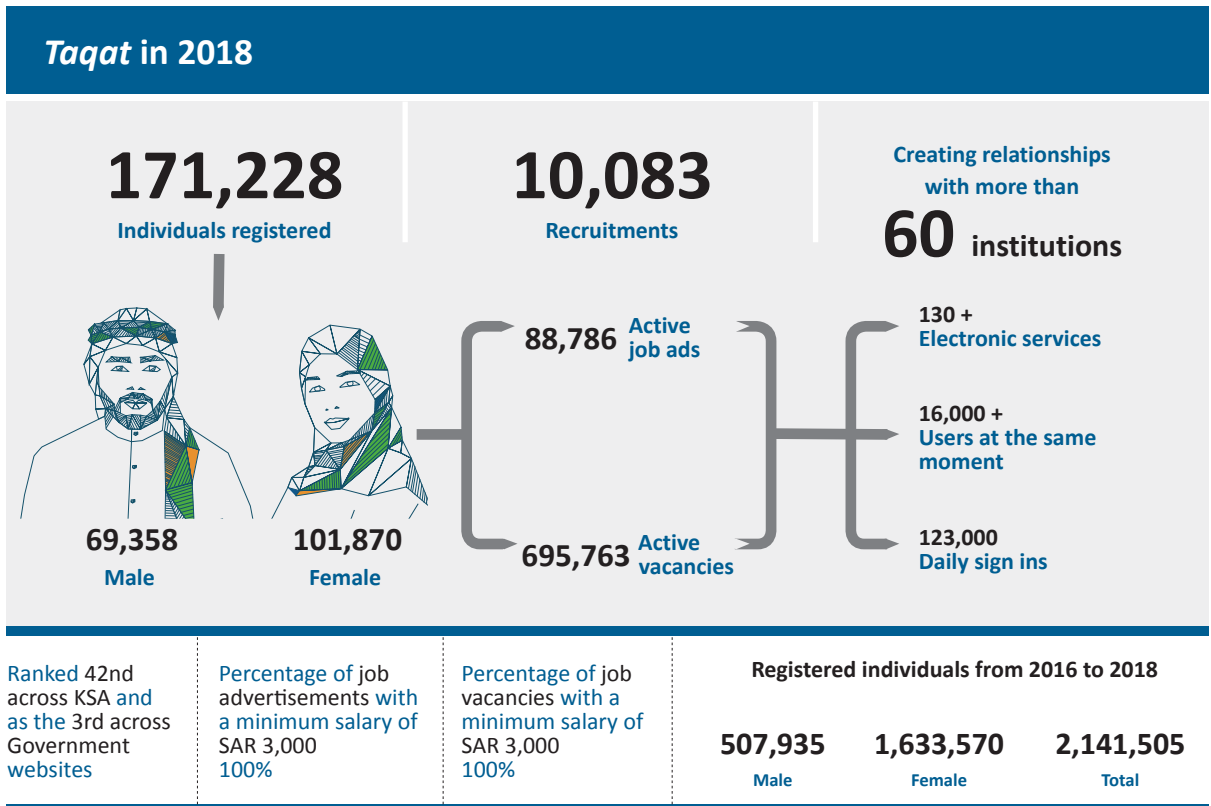
- › *Taqat* rehabilitation and recruitment centres
- › Private recruitment offices
- › HRDF branches
- › Job fairs services

### Training platform

- › Management of training
- › Subsidy programmes
- › Management of training providers
- › Management of training courses
- › Management of training content
- › Management of training courses schedule
- › Register for training courses
- › Management of training course attendance
- › Refer job seekers to courses

### Programmes platform

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



### HRDF touchpoints

HRDF’s touchpoints include its branches across all regions, job placement centres, recruitment offices, and mobile branches all across KSA.

### Branches

HRDF’s branches are the primary touchpoints of the Fund. They are responsible for providing HRDF’s services and creating job opportunities in coordination with the private sector. They implement HRDF’s strategies and the support programmes under the three main axes, align job seekers with appropriate job opportunities, and provide professional guidance where necessary. The number of recruitments done through branches is 38,527 in 2018.



Number of beneficiaries in 2018			
Regions	Male	Female	Total
Riyadh	1,783	4,116	5,899
Makkah Al Mukaramah	3,166	5,276	8,442
Al Madinah Al Munawarah	1,533	4,490	6,023
Eastern Region	848	5,577	6,425
Al Qassim	532	1,038	1,570
Hail	220	693	913
Tabuk	667	665	1,332
Al Jouf	441	677	1,118
Northern Frontier	239	418	657
Asir	220	896	1,116
Jazan	613	2,194	2,807
Najran	356	1,082	1,438
Al Baha	169	618	787
<b>Total</b>	<b>10,787</b>	<b>27,740</b>	<b>38,527</b>

Table: 4

## Mobile branches

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

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

## Achievements of the mobile branches

Event participant in	Number of participation days
A homeland without an illegal expat	5
Janadriyah 32	17
Janadriyah 33	11
Hail Rally	14

Table: 5

## HRDF Ambassador

HRDF Ambassador provides services to different segments of HRDF's customers. HRDF Ambassador provides the following services:

- Ability to speak in sign language
- Answers queries and provide customer service
- Oversees quality of service within branches
- Participate in interactive customer communications

The HRDF Ambassador participates in the following events and recruitment exhibitions representing the Fund:

Name of the event	Region
Career Guidance Forum	Asir
Graduation Ceremony and Technical and Vocational Exhibition	Asir
Saudisation and Recruitment Forum	Medina
Mall of Granada	Riyadh
Mall of Riyadh Gallery	Riyadh
Women Employment Forum	Riyadh
Employment Forum	Tabuk
Career Day at Jazan University	Jazan

Table: 6

## Job placement centres

These centres aim at promoting productive and continued employment by developing inclusive training and employment strategies for male, female, and people with disabilities. They enable employers to respond to labour market changes and implement policies which leave a positive impact on economic growth and investment. The total number of *Taqat* employment centres has reached 39. 18 centres for males and 21 centres for females, and the total number of beneficiaries has reached 35,718.

**Number of employed job seekers through job placement centres in 2018**

Regions	Male	Female	Total
Riyadh	3,083	5,011	8,094
Makkah Al Mukaramah	813	6,593	7,406
Al Madinah Al Munawarah	–	931	931
Eastern Region	1,777	3,833	5,610
Al Qassim	827	–	827
Hail	430	–	430
Tabuk	3,809	279	4,088
Al Jouf	860	–	860
Northern Frontier	514	–	514
Asir	–	650	650
Jazan	512	995	1,507
Najran	3,884	377	4,261
Al Baha	540	–	540
<b>Total</b>	<b>17,049</b>	<b>18,669</b>	<b>35,718</b>

Table: 7

## Tele-job placement centres

These are training and employment centres aimed at job seekers in remote parts of KSA and those who are unable to access HRDF physical touch points. The centre provides training, career counselling, personal coaching and mentoring, training related to soft skills, and range of other services. There are 7 tele-job placement centres and the number of beneficiaries reached 327 (female) in 2018.

**Number of employees recruited through tele-job placement centres in 2018**

Regions	Female
Riyadh	2
Makkah Al Mukaramah	–
Al Madinah Al Munawarah	–
Eastern Region	–
Al Qassim	–
Hail	–
Tabuk	–
Al Jouf	89
Northern Frontier	93
Asir	–
Jazan	91
Najran	33
Al Baha	19
<b>Total</b>	<b>327</b>

Table: 8



## Recruitment offices

The recruitment offices are one of the channels that provides HRDF services to employers and job seekers. It ensures reaching the largest number of employers and job seekers through seven offices distributed through the Kingdom. The total number of placements in 2018 reached 846.

**Number of employees recruited through recruitment offices in 2018**

Regions	Male	Female	Total
Riyadh	242	275	517
Makkah Al Mukaramah	51	30	81
Al Madinah Al Munawarah	1	–	1
Eastern Region	28	11	39
Al Qassim	5	–	5
Hail	3	–	3
Tabuk	–	–	–
Al Jouf	–	–	–
Northern Frontier	–	–	–
Asir	101	98	199
Jazan	1	–	1
Najran	–	–	–
Al Baha	–	–	–
<b>Total</b>	<b>432</b>	<b>414</b>	<b>846</b>

Table: 9

## Eliqaat Virtual job fair

Eliqaat Virtual job fair is one of the channels that provide services to employers and job seekers. It provides job seekers with available vacancies and allows them to interact directly with employers online. Job seekers can get employed directly through this channel where it connects them with the employers under one platform. In 2018 the number of registered applicants was 51,943 from job seekers and the number of participating institutes were 131. The total of 5,460 was reached through this channel in 2018.

**Number of persons employed through Eliqaat in 2018**

Region	Male	Female	Total
Riyadh	998	786	1,784
Makkah Al Mukaramah	838	511	1,349
Al Madinah Al Munawarah	264	108	372
Eastern Region	608	364	972
Al Qassim	222	47	269
Hail	59	13	72
Tabuk	67	44	111
Al Jouf	35	9	44
Northern Frontier	26	6	32
Asir	144	44	188
Jazan	154	43	197
Najran	24	3	27
Al Baha	37	6	43
<b>Total</b>	<b>3,476</b>	<b>1,984</b>	<b>5,460</b>

Table: 10

## Employment subsidy

Aimed at increasing the employment opportunities of individuals to match the needs of the labour market, increasing Saudisation, and supporting their continuation on the job.



## Full-time subsidy programme

This programme aims to support the increase of Saudisation levels in private sector establishments by contributing 20% of new female employees' monthly salary calculated according to Saudisation growth and 5% of new male employees' monthly salary calculated according to Saudisation growth. The total number of programme beneficiaries has reached 36,205.

**Beneficiaries of the programme in 2018**

Region	Male	Female	Total
Riyadh	9,685	8,011	17,696
Makkah Al Mukaramah	3,610	2,926	6,536
Al Madinah Al Munawarah	709	507	1,216
Eastern Region	4,111	1,630	5,741
Al Qassim	396	147	543
Hail	153	114	267
Tabuk	160	175	335
Al Jouf	102	109	211
Northern Frontier	39	13	52
Asir	1,561	271	1,832
Jazan	265	292	557
Najran	660	363	1,023
Al Baha	119	77	196
<b>Total</b>	<b>21,570</b>	<b>14,635</b>	<b>36,205</b>

Table: 11

## Part-time subsidy programme

This programme aims at supporting the growth of Saudisation in private sector establishments and activating the mechanism of part-time employment. HRDF contributes SAR 300 to private sector companies as a percentage of the 1,500 social insurance of new employees. This subsidy is credited directly to the account of the General Organisation for Social Insurance on a monthly basis. The total number of beneficiaries has reached 1,936.

**Beneficiaries of the programme in 2018**

Region	Male	Female	Total
Riyadh	655	319	974
Makkah Al Mukaramah	269	124	393
Al Madinah Al Munawarah	47	17	64
Eastern Region	158	78	236
Al Qassim	13	11	24
Hail	8	9	17
Tabuk	9	4	13
Al Jouf	14	1	15
Northern Frontier	6	–	6
Asir	99	10	109
Jazan	22	12	34
Najran	33	12	45
Al Baha	2	4	6
<b>Total</b>	<b>1,335</b>	<b>601</b>	<b>1,936</b>

Table: 12

# 3,715

individuals with disabilities benefitted from the *Tawafuq* programme.

7,501 candidates benefitted from additional wage support

## Freelance subsidy programme

This programme aims to provide direct financial and practical support to freelancers by generating more job opportunities for the national workforce and spreading the culture of self-employment for male and female entrepreneurs. The Fund contributes by paying a percentage of the social insurance subscription for those with a freelancing permit. In 2018, a total of 631 (361 male and 270 female) benefitted from the programme.

## Tele-work programme

Tele-work programme is a nation-wide initiative by the HRDF in partnership with the Ministry of Labour and Social Development. This programme is aimed at providing Saudi national job seekers with physical difficulties to connect with employers. Job seekers who encounter difficulties in transportation, inconveniences in the workplace, or those focusing on childcare can utilise this programme to remotely connect with employers through a virtual workplace. A total of 246 (Female) benefitted from the programme in 2018. The programme stopped taking support applications in October 2017.

### Beneficiaries of the programme in 2018

Region	Female
Riyadh	36
Makkah Al Mukaramah	14
Al Madinah Al Munawarah	–
Eastern Region	193
Al Qassim	–
Hail	–
Tabuk	–
Al Jouf	2
Northern Frontier	–
Asir	1
Jazan	–
Najran	–
Al Baha	–
<b>Total</b>	<b>246</b>

Table: 13

## Direct employment subsidy programme

This programme aims at recruiting job seekers in private sector establishments who wish to employ male and female job seekers by providing salary up to 50% and not exceeding SAR 2,000 per month for the period of support (24 months). The beneficiaries of the programme in 2018 numbered 20,777. The programme stopped taking support applications in September 2017.

Beneficiaries of the programme in 2018			
Region	Male	Female	Total
Riyadh	3,889	3,773	7,662
Makkah Al Mukaramah	2,596	1,526	4,122
Al Madinah Al Monawarah	536	292	828
Eastern Region	2,187	1,598	3,785
Al Qassim	584	244	828
Hail	362	114	476
Tabuk	216	81	297
Al Jouf	241	141	382
Northern Frontier	262	33	295
Asir	405	143	548
Jazan	592	140	732
Najran	424	74	498
Al Baha	241	83	324
<b>Total</b>	<b>12,535</b>	<b>8,242</b>	<b>20,777</b>

Table: 14

## Additional wage support

This programme aims to stimulate enterprises to enable Saudi job seekers to join the opportunities available in the private sector. The programme offers financial support for recruitment of Saudi nationals in facilities classified in the platinum and green ranges of Nitaqat programme. A business entity can enrol a maximum of 20% (in the platinum range) and 15% (in the green range) of its Saudi employees in the additional support programme provided that the beneficiaries are qualified according to the eligibility requirements of a candidate. A total of 7,501 candidates benefitted from the programme. The programme stopped taking support applications in October 2017.

Beneficiaries of the programme in 2018			
Region	Male	Female	Total
Riyadh	2,919	1,060	3,979
Makkah Al Mukaramah	887	429	1,316
Al Madinah Al Munawarah	129	90	219
Eastern Region	1,016	484	1,500
Al Qassim	95	13	108
Hail	114	15	129
Tabuk	24	5	29
Al Jouf	3	–	3
Northern Frontier	17	–	17
Asir	125	38	163
Jazan	18	4	22
Najran	5	1	6
Al Baha	9	1	10
<b>Total</b>	<b>5,361</b>	<b>2,140</b>	<b>7,501</b>

Table: 15



## Tawafuq Employment of persons with disabilities programme

This programme supports and enables job seekers with disabilities to be employed in the private sector. The core principles of the programme are right to equal opportunity, inclusion, skills, disability confidence, and services. 3,715 persons with disabilities benefitted from the Tawafuq programme in 2018.

Beneficiaries of the programme in 2018			
Region	Male	Female	Total
Riyadh	1,002	846	1,848
Makkah Al Mukaramah	259	232	491
Al Madinah Al Munawarah	51	39	90
Eastern Region	315	157	472
Al Qassim	32	42	74
Hail	65	40	105
Tabuk	42	16	58
Al Jouf	68	42	110
Northern Frontier	38	37	75
Asir	94	34	128
Jazan	83	25	108
Najran	63	40	103
Al Baha	40	13	53
<b>Total</b>	<b>2,152</b>	<b>1,563</b>	<b>3,715</b>

Table: 16

## Subsidising the wage of dialysis days

This programme aims to motivate private sector companies to employ renal failure patients and help them continue in their jobs in order to achieve job stability, provided that HRDF compensates these companies for the wage of off days taken by such employees in order to undergo hemodialysis. The total number of beneficiaries has reached 33.

## Beneficiaries of the programme in 2018

Region	Male	Female	Total
Riyadh	7	–	7
Makkah Al Mukaramah	18	1	19
Al Madinah Al Monawarah	2	–	2
Eastern Region	2	–	2
Al Qassim	1	–	1
Hail	–	–	–
Tabuk	–	–	–
Al Jouf	1	–	1
Northern Frontier	–	–	–
Asir	1	–	1
Jazan	–	–	–
Najran	–	–	–
Al Baha	–	–	–
<b>Total</b>	<b>32</b>	<b>1</b>	<b>33</b>

Table: 17

## Teachers subsidy programme in private schools

This programme is aimed at improving the working conditions and to increase the functional ability of teachers in private and foreign schools. HRDF supports through financial means by fulfilling the minimum wage requirement of SAR 5,000 and a transportation allowance of SAR 600. In 2018, there were 29,635 beneficiaries of this programme. The programme stopped taking support applications in September 2017.

## Beneficiaries of the programme in 2018

Region	Male	Female	Total
Riyadh	2,031	9,688	11,719
Makkah Al Mukaramah	1,712	5,677	7,389
Al Madinah Al Monawarah	317	1,424	1,741
Eastern Region	841	3,634	4,475
Al Qassim	206	748	954
Hail	113	213	326
Tabuk	273	595	868
Al Jouf	212	223	435
Northern Frontier	51	87	138
Asir	236	623	859
Jazan	144	354	498
Najran	68	102	170
Al Baha	21	42	63
<b>Total</b>	<b>6,225</b>	<b>23,410</b>	<b>29,635</b>

Table: 18

## Women's work support programmes (Feminisation of shops and feminisation of factories programme)

The objective of this programme is to increase the opportunities for women to work in private sector establishments in line with their qualifications as per the needs of the labour market and according to the women employment regulation decisions issued by the Ministry of Labour and Social Development through a unified recruitment and training support mechanism for up to three years in accordance with the specified controls. In 2018, there were 3,131 beneficiaries from the feminisation of shops programme while there were 2,457 beneficiaries of the feminisation of factories programme. The programme stopped taking support applications in October 2017.

### Beneficiaries of the programmes in 2018

Region	Feminisation of factories programme	Feminisation of shops programme
Riyadh	1,057	1,405
Makkah Al Mukaramah	1,009	1,084
Al Madinah Al Monawarah	2	8
Eastern Region	188	421
Al Qassim	130	10
Hail	–	28
Tabuk	64	9
Al Jouf	–	1
Northern Frontier	–	1
Asir	7	47
Jazan	–	38
Najran	–	61
Al Baha	–	18
<b>Total</b>	<b>2,457</b>	<b>3,131</b>

Table: 19

## Small enterprise owners support

This programme is aimed at supporting and encouraging Saudi nationals who operate small businesses. Through the programme, financial support is provided for the management of these small businesses. The number of beneficiaries in 2018 reached 260. The programme stopped taking support applications in the end of 2018.

### Beneficiaries of the programme in 2018

Region	Male	Female	Total
Riyadh	24	20	44
Makkah Al Mukaramah	13	25	38
Al Madinah Al Munawarah	18	10	28
Eastern Region	2	3	5
Al Qassim	16	1	17
Hail	25	13	38
Tabuk	3	4	7
Al Jouf	29	10	39
Northern Frontier	11	4	15
Asir	–	–	–
Jazan	5	3	8
Najran	3	2	5
Al Baha	11	5	16
<b>Total</b>	<b>160</b>	<b>100</b>	<b>260</b>

Table: 20

## Work seriousness programme

This programme offers financial support for job seekers enrolled in the Hafiz programme, in order to motivate them to find stable employment. The programme offers financial support up to SAR 24,000 throughout 24 months from the date of commencement of employment. There were 4,410 beneficiaries of the programme in 2018. The programme was stopped in January 2018.

### Beneficiaries of the programme in 2018

Region	Male	Female	Total
Riyadh	346	756	1,102
Makkah Al Mukaramah	513	615	1,128
Al Madinah Al Munawarah	122	125	247
Eastern Region	305	511	816
Al Qassim	50	45	95
Hail	50	23	73
Tabuk	37	35	72
Al Jouf	129	25	154
Northern Frontier	48	25	73
Asir	141	86	227
Jazan	276	72	348
Najran	4	13	17
Al Baha	39	19	58
<b>Total</b>	<b>2,060</b>	<b>2,350</b>	<b>4,410</b>

Table: 21

## Training support programmes

HRDF seeks to train and develop the national workforce in order to further their job opportunities and support their stability in the private sector.



# 674,910

## beneficiaries of *Doroob*

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3,377 Saudi youth participated  
in the Tamheer programme.

HRDF recognises that training and development of the Saudi national workforce is an essential component of employment support. HRDF works together with stakeholders in the Government and private sectors, the labour market, and the community to establish strategies and programmes that directly contribute to upskilling the national workforce of KSA.

HRDF has determined labour market needs and skill requirement through research and analysis and continue to implement programmes that meet these needs in response to demographic, economic, market conditions, and other challenges the pace of change has ushered in.

HRDF offers a multitude of training programmes like *Tamheer*, an on-the-job training programme for Saudi youth in leading companies in KSA, *Doroob*, a comprehensive training programme where successful participants obtain certificates recognised by major companies in KSA, *Safi*, the summer training programme that targets young adults, and opportunities to gain vocational certifications from accredited international bodies.

The following section is an overview of HRDF's training support initiatives and their performance during 2018.

## Training to employment subsidy programme outside the enterprise

This programme aims to stimulate private sector enterprises to hire unqualified job applicants and train them through a training programme delivered by licensed training entities outside the enterprise. There were 5,126 beneficiaries of the programme in 2018.

Number of beneficiaries of the programme in 2018			
Region	Male	Female	Total
Riyadh	2,794	1,076	3,870
Makkah Al Mukaramah	226	318	544
Al Madinah Al Munawarah	–	24	24
Eastern Region	–	688	688
Al Qassim	–	–	–
Hail	–	–	–
Tabuk	–	–	–
Al Jouf	–	–	–
Northern Frontier	–	–	–
Asir	–	–	–
Jazan	–	–	–
Najran	–	–	–
Al Baha	–	–	–
<b>Total</b>	<b>3,020</b>	<b>2,106</b>	<b>5,126</b>

Table: 22

## National organisation programme for joint training

The objective of this programme is to effectively align the needs of enterprises and job seekers, focusing on specialised qualification in specific occupational sectors. The programme is implemented jointly by the following parties (HRDF, Ministry of Labour and Social Development, Technical and Vocational Training Corporation, and Council of Saudi Chambers). It is aimed at small and medium scale companies. The programme was stopped in 2016, however there are 929 beneficiaries that continue to receive benefits across the Kingdom in 2018.

Number of beneficiaries of the programme in 2018			
Region	Male	Female	Total
Riyadh	158	13	171
Makkah Al Mukaramah	220	–	220
Al Madinah Al Munawarah	127	–	127
Eastern Region	272	22	294
Al Qassim	9	–	9
Hail	28	–	28
Tabuk	7	–	7
Al Jouf	1	–	1
Northern Frontier	–	–	–
Asir	10	1	11
Jazan	21	–	21
Najran	–	–	–
Al Baha	40	–	40
<b>Total</b>	<b>893</b>	<b>36</b>	<b>929</b>

Table: 23



## Training in non-profit institutes programme

This programme aims at qualifying job seekers in uncommon and unique specialisations and supporting their employment within the private sector. The Technical and Vocational Training Corporation (TVTC) will provide training as a non-profit institute in one of the training centres. The number of trainees benefitted from the programme in 2018 reached 7,663 (Male) trainees in targeted sectors such as oil, construction, drilling, electrical services, dairy, food, electronics, and others. The number of graduates of the programme in 2018 reached 3,501 trainees. Around 31,242 trainees have benefitted from the programmes since its launch in 2008.

**Number of beneficiaries of the programme in 2018**

Region	Male
Riyadh	1,234
Makkah Al Mukaramah	712
Al Madinah Al Munawarah	–
Eastern Region	4,763
Al Qassim	196
Hail	–
Tabuk	–
Al Jouf	–
Northern Frontier	–
Asir	–
Jazan	660
Najran	–
Al Baha	98
<b>Total</b>	<b>7,663</b>

Table: 24

## SABIC National Saudisation project

The programme aims to train and qualify national cadres in technical positions at contractors working with SABIC. The related programmes are implemented through training programmes in the institutes of the Royal Commission in Jubail and Yanbu. Although the programme was stopped by the end of 2016, there still remains beneficiaries numbering 132 from the Eastern Region in 2018.

## Tamheer On-the-job training programme

*Tamheer* focuses on providing valuable experience and skills to youth through a hands-on approach. It is essentially a three to six month, on-the-job training in the leading companies of KSA. Young Saudi graduates are afforded the opportunity to get a glimpse into the labour market at leading Government, corporate, and international organisations of the highest calibre. In 2018, there were 3,377 beneficiaries of the programme.

**Number of beneficiaries of the programme in 2018**

Region	Male	Female	Total
Riyadh	389	1,182	1,571
Makkah Al Mukaramah	136	389	525
Al Madinah Al Munawarah	22	122	144
Eastern Region	56	351	407
Al Qassim	1	85	86
Hail	17	2	19
Tabuk	8	10	18
Al Jouf	33	115	148
Northern Frontier	–	4	4
Asir	11	96	107
Jazan	21	283	304
Najran	6	38	44
Al Baha	–	–	–
<b>Total</b>	<b>700</b>	<b>2,677</b>	<b>3,377</b>

Table: 25

## Refresher programme for health diploma holders – MOH

In partnership with the Ministry of Labour and Social Development and the Ministry of Health, this programme offered by the HRDF focuses on providing vocational exposure and Saudisation of the KSA health sector.

The programme includes theoretical training for six months, followed by practical training for the same period within hospitals and centres affiliated to the Ministry of Health. This is followed by the recruitment of trainees. The total number of beneficiaries of the programme reached 10,901 in 2018.

Number of beneficiaries of the programme in 2018			
Region	Male	Female	Total
Riyadh	602	312	914
Makkah Al Mukaramah	1,413	426	1,839
Al Madinah Al Munawarah	981	396	1,377
Eastern Region	1,010	981	1,991
Al Qassim	844	150	994
Hail	145	–	145
Tabuk	135	137	272
Al Jouf	198	–	198
Northern Frontier	603	87	690
Asir	283	74	357
Jazan	851	673	1,524
Najran	600	–	600
Al Baha	–	–	–
<b>Total</b>	<b>7,665</b>	<b>3,236</b>	<b>10,901</b>

Table: 26

## Rehabilitation of the faculties of science female graduates programme

This programme, is aimed at female graduates from the faculties of science (chemistry, physics, biology, medical sciences) in order to equip them to work in the health sector or health assisting sector through HRDF subsidy and support. A total of 1,107 benefitted from the programme in 2018.

Number of beneficiaries of the programme in 2018	
Region	Female
Riyadh	450
Makkah Al Mukaramah	436
Al Madinah Al Munawarah	–
Eastern Region	221
Al Qassim	–
Hail	–
Tabuk	–
Al Jouf	–
Northern Frontier	–
Asir	–
Jazan	–
Najran	–
Al Baha	–
<b>Total</b>	<b>1,107</b>

Table: 27

## Saudisation of malls programme

This programme is implemented by the Qassim Chamber and aims to qualify and employ 5,000 job seekers or newly employed individuals to work in the retail sector and malls. The Fund covers 100% of the programme cost of SAR 700 per trainee. The programme ended on 14 November 2018. The number of beneficiaries of the training programmes reached 369 male and 278 female with a total of 647 beneficiaries from the Al Qassim region.

## Doroob

*Doroob* is the national e-learning platform that seeks to empower job seekers, students, and all interested parties by offering training and skill development programmes and learning courses. *Doroob* also provides on-the-job training programmes and training courses free-of-charge. HRDF, while bearing the cost of the programme, has also formed strategic partnerships with leading companies in KSA that recognises *Doroob* certificate holders. The number of individuals who benefitted from the delivered courses reached 674,910.

**Number of beneficiaries of the programme during 2018**

Region	Male	Female	Total
Riyadh	18,755	64,260	83,015
Makkah Al Mukaramah	18,620	58,087	76,707
Al Madinah Al Munawarah	12,190	39,292	51,482
Eastern Region	13,895	49,772	63,667
Al Qassim	9,949	36,950	46,899
Hail	9,550	35,323	44,873
Tabuk	9,616	35,334	44,950
Al Jouf	9,123	32,522	41,645
Northern Frontier	8,846	32,040	40,886
Asir	11,410	39,191	50,601
Jazan	10,930	36,088	47,018
Najran	8,883	32,620	41,503
Al Baha	8,885	32,783	41,668
<b>Total</b>	<b>150,650</b>	<b>524,260</b>	<b>674,910</b>

Table: 28

## Professional career certificates support programme

This programme is part of the national initiative to encourage and uplift the national workforce, and increase the competency of the labour market by providing a range of career improvement opportunities. It is aimed at reducing occupational exposure and to make Saudi nationals aware of international accredited certification. Participants are awarded internationally accredited vocational certificates. HRDF supports and funds the programme and its participants. The total beneficiaries of the programme reached 697 in 2018.

**Beneficiaries of the programme in 2018**

Region	Male	Female	Total
Riyadh	183	111	294
Makkah Al Mukaramah	51	97	148
Al Madinah Al Munawarah	21	9	30
Eastern Region	53	38	91
Al Qassim	6	36	42
Hail	3	–	3
Tabuk	2	11	13
Al Jouf	–	2	2
Northern Frontier	2	–	2
Asir	17	40	57
Jazan	5	2	7
Najran	2	1	3
Al Baha	2	3	5
<b>Total</b>	<b>347</b>	<b>350</b>	<b>697</b>

Table: 29

## Mahir Job seekers training programme

It is a job seeker training programme aimed at training and qualification in many professions required by the labour market and increasing the supply of qualified specialists. The programme was stopped in 2012, and there remains a numbers of trainees continuing their studies, which numbered 598 in 2018.

Beneficiaries of the programme in 2018			
Region	Male	Female	Total
Riyadh	100	327	427
Makkah Al Mukaramah	9	18	27
Al Madinah Al Munawarah	7	14	21
Eastern Region	1	9	10
Al Qassim	76	36	112
Hail	-	-	-
Tabuk	-	1	1
Al Jouf	-	-	-
Northern Frontier	-	-	-
Asir	-	-	-
Jazan	-	-	-
Najran	-	-	-
Al Baha	-	-	-
<b>Total</b>	<b>193</b>	<b>405</b>	<b>598</b>

Table: 30

## Safi Summer training programme

This programme is aimed at training students during the summer holiday of the school year. It was created by virtue of the decision of His Excellency the Minister of Labour No. (1/1047) dated 8/3/1429 AH that regulates the implementation of the same, requiring the private sector enterprises which have twenty-five workers and more to accept a proportion of students during the summer period. It consists of on-the-job training, and external training taking place in training centres. In 2018, 19,658 students across the Kingdom benefitted from the programme.

Beneficiaries of the programme in 2018			
Region	Male	Female	Total
Riyadh	4,349	3,421	7,770
Makkah Al Mukaramah	3,594	1,766	5,360
Al Madinah Al Munawarah	765	180	945
Eastern Region	2,765	1,173	3,938
Al Qassim	453	96	549
Hail	96	21	117
Tabuk	149	63	212
Al Jouf	20	-	20
Northern Frontier	25	4	29
Asir	353	97	450
Jazan	117	4	121
Najran	56	9	65
Al Baha	77	5	82
<b>Total</b>	<b>12,819</b>	<b>6,839</b>	<b>19,658</b>

Table: 31

## College of Excellence training subsidy programme

This programme is aimed at enhancing the capacity and quality of vocational and technical education and training in the Kingdom of Saudi Arabia. The Colleges of Excellence offer certificates and diplomas in specialised applied fields for high school graduates. There were 25,117 beneficiaries of the programme in 2018.

### Beneficiaries of the programme in 2018

Region	Male	Female	Total
Riyadh	4,213	1,881	6,094
Makkah Al Mukaramah	2,847	2,169	5,016
Al Madinah Al Munawarah	632	1,967	2,599
Eastern Region	–	5,976	5,976
Al Qassim	716	1,154	1,870
Hail	–	–	–
Tabuk	514	272	786
Al Jouf	–	1,052	1,052
Northern Frontier	–	415	415
Asir	490	191	681
Jazan	628	–	628
Jazan	–	–	–
Al Baha	–	–	–
<b>Total</b>	<b>10,040</b>	<b>15,077</b>	<b>25,117</b>

Table: 32



## Training and specialisation

Region	Training facility	Sector	Speciality	Number of trainees
Riyadh	Saudi Electric Services Polytechnic SESP, Riyadh Branch	Water and electricity	Electrical technician, superintendent	12
Riyadh	Saudi Electronics and Home Appliances Institute	Industrial services	Electronics and home appliances maintenance technician, refrigeration and air conditioning technician, electro-mechanic technician	233
Riyadh	The Higher Institute for Plastics Fabrication	Industrial services	The training programme for operating plastics fabrication machines	301
Riyadh	The Dairy and Food Polytechnic	Food industry	Dairy production and food technology, refrigeration and air conditioning	236
Riyadh	Riyadh Polytechnic Institute	Industrial services	Diploma in printing and packaging, diploma in electro-mechanical systems	156
Makkah Al Mukaramah	The Higher Institute for Power and Water Technologies	Water and electricity	Maintenance of mechanical equipment, operation power plants, maintenance of electrical equipment, solar energy	134
Makkah Al Mukaramah	The Higher Institute for Paper and Industrial Technologies	Industrial services	Supply technician, mechanical technician, industrial maintenance technician, electrical technician, machine operating technician	356
Makkah Al Mukaramah	The Saudi Japanese Automobile High Institute	Transport	Higher diploma in the technologies and maintenance of japanese cars	518
Eastern Region	The Saudi Arabian Drilling Academy	Industry and energy	Drilling machines operating technician, drilling technician	29
Eastern Region	The Saudi Petroleum Services Polytechnic	Industry and energy	Pipelines technician, weightlifting technician, welding technician, scaffolding technician, Crane technician, mechanic technician, electrical technician, drilling technician, factory operating systems technician	1,200
Eastern Region	The Saudi Petroleum Services Polytechnic in AL Khafji	Industry and energy	Electronics technician, welding technician, operating systems technician, electrical technician, piping technician	1,233

Region	Training facility	Sector	Speciality	Number of trainees
Eastern Region	The National Industrial Training Institute	Industry and energy	Gas and petroleum operating systems technician, electricity maintenance technician, machinery maintenance technician, welding technician, pipelines manufacturing technician, instrument technician, risk management technician	1,076
Eastern Region	The Saudi Electric Services Polytechnic – Al Ju'aima Branch	Water and electricity	Solar energy	7
Eastern Region	The Inspection Technology and Quality Assurance National Institute	Industrial services	Mechanical inspector, electrical inspector, welding inspector, non-destructive testing inspector, civil inspector	823
Eastern Region	The National Construction Training Centre	Construction	Electrical technician, welding technician, pipe installation technician, instrument technician, professional safety supervisor	395
Al Qassim	AL Watania Poultry Institute of Technology	Food industries	Higher diploma in poultry and poultry production, higher diploma in poultry production/poultry farming	65
Al Qassim	Saudi Railway Polytechnic	Transport	Train driving	131
Jazan	The Saudi Electricity Services Polytechnic	Water and electricity	Electric cables, examining electric meters, electrical technician, professional and environmental safety	43
Jazan	The Jazan Contractors Alliance for Training and Employment	Construction	Welding, heavy equipment operating systems, pipelines technician, electrical technician, instrument technician	227
Jazan	Higher Institute for Hospitality and Tourism – Jazan	Tourism and hotel management	Tourism management, hotel management	390
Al Baha	Higher Institute for Hospitality and Tourism	Tourism and hotel management	Tourism management, hotel management	98
<b>Total</b>				<b>7,663</b>

Table: 33

## The programme of rehabilitating the faculties of science female graduates to work in the health sector

Region	Training body	Speciality	Females	Region	Training body	Speciality	Females	
Riyadh	Dr Sulaiman Al Habib Medical Group	Medical Sterilisation III	28	Eastern Region	King Fahd Specialist Hospital	Medical Sterilisation I	98	
Riyadh	Prince Sultan Military Medical City	Medial Sterilisation III	81		Drawing Blood I	Medical Sterilisation III		
					Drawing Blood I			
					Drawing Blood II			
Riyadh	King Saud Medical City	Medical Sterilisation I	63	Eastern Region	Almana Hospitals	Medical Sterilisation I	13	
					Drawing Blood I			
					Medical Sterilisation III			
Drawing Blood II								
Riyadh	King Abdulaziz Medical City	Medical Sterilisation I	81	Makkah Al Mukaramah	King Abdulaziz Medical City	Medical Sterilisation I	90	
								Drawing Blood I
								Medical Sterilisation III
								Infection Control
								Drawing Blood II
Riyadh	King Fahd Medical City	Medical Sterilisation I	75	Makkah Al Mukaramah	King Abdullah Medical City	Medical Sterilisation I	92	
								Drawing Blood I
								Medical Sterilisation III
								Infection Control
								Drawing Blood II
Riyadh	King Khalid University Hospital	Medical Sterilisation I	43	Makkah Al Mukaramah	Dr Soliman Fakeeh Hospital	Medical Sterilisation I	15	
								Medical Sterilisation III
								Infection Control
								Drawing Blood II
Riyadh	King Faisal Specialised Hospital	Medical Sterilisation I	77	Makkah Al Mukaramah	King Abdulaziz University Hospital	Drawing Blood II	20	
								Drawing Blood I
								Medical Sterilisation III
								Infection Control
								Drawing Blood II
Eastern Region	King Fahad Military Medical Complex	Medical Sterilisation I	54	Makkah Al Mukaramah	King Fahd General Hospital	Medical Sterilisation I	37	
								Medical Sterilisation III
								Drawing Blood II
Eastern Region	Johns Hopkins Aramco Hospital	Drawing Blood II	56	Makkah Al Mukaramah	King Fahd Military Hospital	Medical Sterilisation I	33	
								Medical Sterilisation III
								Infection Control
								Drawing Blood II
Eastern Region	Johns Hopkins Aramco Hospital	Drawing Blood II	56	Makkah Al Mukaramah	King Faisal Specialist Hospital	Medical Sterilisation I	82	
								Medical Sterilisation III
								Infection Control
								Drawing Blood I
								Medical Sterilisation III
Eastern Region	Johns Hopkins Aramco Hospital	Drawing Blood II	56	Makkah Al Mukaramah	Kind Abdulaziz University Hospital	Medical Sterilisation I	69	
								Medical Sterilisation III
								Infection Control
								Drawing Blood I
<b>Total</b>							<b>1,107</b>	

Table: 34

## Colleges of excellence training subsidy programme

Region	College	Programmes (Specialities)	Gender	Number of trainees
Riyadh	The International Aviation Technical College In Riyadh	Aircraft Maintenance Al Madinah – Engineering Military Aircraft Maintenance – Civil Aircraft Maintenance – Aircraft Structures Maintenance Military Aircraft Maintenance – Engineering Military Aircraft Maintenance – Aviation Electronics	Male	2,942
Riyadh	The International College of Tourism and Hotel Management in Riyadh	Management Technologies Management Technologies – Small Enterprises Management Tourism and Hotel Management – Managing and Organising Events	Male	1,009
Riyadh	The International Technical College in Al Quway'iyah	Management Technologies	Male	262
Riyadh	The International Female Technical College in Al Kharj	Management Technologies Management Technologies – Small Enterprises Management	Female	1,120
Riyadh	The International Female Technical College in Al Majma'ah	Management Technologies Management Technologies – Small Enterprises Management	Female	335
Riyadh	The International Technical College in Al Quway'iyah	Management Technologies Management Technologies – Small Enterprises Management Computer Technology – Technical Support Computer Technology – Technical Support (Networks)	Female	238
Riyadh	The International Female Technical College in Wadi al-Dawasir	Management Technologies Management Technologies – Small Enterprises Management	Female	188
Al Madinah Al Munawarah	The Tourism and Hotel Management International College in Al Madinah Al Munawarah	Management Technologies Management Technologies – Small Enterprises Management Tourism and Hotel Management – Managing and Organising Events Air Ticket Sale Management	Male	632
Al Madinah Al Munawarah	The International Female Technical College in Al Madinah Al Munawarah	Management Technologies Management Technologies – Small Enterprises Management Tourism and Hotel Management – Managing and Organising Events Computer Technology, Printing Design Computer Technology – Web Design Tourism and Hotel Management – Hotel Visitor Management Computer Technology – Software Development Computer Technology – Website Development	Female	1,967
Makkah Al Mukaramah	The International Tourism and Hotel Management College in Al Taif	Management Technologies Management Technologies – Small Enterprises Management	Male	550

Region	College	Programmes (Specialities)	Gender	Number of trainees
Makkah Al Mukaramah	The International Technical College in Makkah Al Mukaramah	Management Technologies Management Technologies – Small Enterprises Management Computer Technology – Technical Support Computer Technology – Technical Support (Systems)	Male	995
Makkah Al Mukaramah	The International Female Technical College in Jeddah	Management Technologies Computer Technology – Printing Design Computer Technology – Technical Support	Female	1,256
Makkah Al Mukaramah	The International Female Technical College in Makkah Al Mukaramah	Management Technologies Management Technologies – Small Enterprises Management Tourism and Hotel Management – Managing and Organising Events Computer Technology – Technical Support Computer Technology – Technical Support (Systems)	Female	913
Makkah Al Mukaramah	The International Technical College in Jeddah	Management Technologies Management Technologies – Small Enterprises Management Electrical Technologies – Electrical Technologies Computer Technology – Technical Support (Systems) Safety Technologies – Professional Health and Safety	Male	1,302
Eastern Region	The International Female Technical College in Al Qatif	Management Technologies Management Technologies – Small Enterprises Management Tourism and Hotel Management – Managing and Organising Events Tourism and Hotel Management – Guest Relations Management Safety Technologies – Professional Health and Safety Management Technologies – Sales Management Technologies – Insurance	Female	2,139
Eastern Region	The International Female Technical College in Al Khobar	Management Technology Management Technology – Accounting Management Technology – Small Enterprises Management Tourism and Hotel Management – Managing and Organising Events Computer Technology – Printing Design Computer Technology – Web Design Computer Technology – Technical Support Computer Technology – Technical Support (Networks) Computer Technology – Technical Support (Systems) Computer Technology – Software Development	Female	2,455
Eastern Region	The International Female Technical College in Al Ahsa	Management Technology Computer Technology – Technical Support Computer Technology – Technical Support (Systems) Management Technologies Computer Technology – Technical Support Computer Technology – Technical Support (Systems) Computer Technology – Printing Design	Female	1,382



Region	College	Programmes (Specialities)	Gender	Number of trainees
Al Qassim	The International Technical College in Al Burayda	Management Technology Management Technology – Small Enterprises Management Electrical Technology – Electrical Technology	Male	445
Al Qassim	The International Female Technical College in Al Burayda	Management Technology Management Technology – Small Enterprises Management Computer Technology – Technical Support	Female	558
Al Qassim	The International Female Technical College in Onaiza	Management Technology Management Technology – Small Enterprises Management	Female	596
Al Qassim	The International Technical College in Onaiza	Computer Technology – Printing Design Computer Technology – Technical Support	Male	271
Tabuk	The International Technical College in Al Wajh	Management Technology	Male	180
Tabuk	The International Technical College in Amlaj	Electrical Technology – Electrical Technology Management Technology Electrical Technology – Electrical Technology	Male	334
Tabuk	The International Female Technical College in Al Wajh	Management Technology Tourism and Hotel Management – Managing and Organising Events	Female	272
Al Jouf	The International Female Technical College in Al Jouf	Management Technology Management Technology – Small Enterprises Management Tourism and Hotel Management – Managing and Organising Events	Female	530
Northern Frontier	International Female Technical College in Al Qaryat	Management Technology Management Technology – Small Enterprises Management Tourism and Hotel Management – Managing and Organising Events	Female	522
Northern Frontier	The International Technical College in Arar	Management Technology Management Technology – Small Enterprises Management Computer Technology – Software Development	Female	415
Asir	The International Technical College in Mahayil Asir	Management Technology Management Technology – Small Enterprises Management Electrical Technology – Electrical Technology Management Technology – Small Enterprises Management Electrical Technology – Electrical Technology	Male	490
Asir	The International Female Technical College in Al Namas	Management Technology Computer Technology – Technical Support	Female	191
Jazan	The International Technical College in Jazan	Management Technology Management Technology – Small Enterprises Management Electrical Technology – Electrical Technology Production Technology – Machine Planning and Operating	Male	628
<b>Total</b>				<b>25,117</b>

Table: 35

## Enablement and creativity programmes

HRDF seeks to empower and enable diverse groups of Saudi nationals from women, to youth, and the unemployed.



## The National Job-Seeker Support Programme (*Hafiz*)

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

### 1. *Hafiz* Searching for employment programme

The *Hafiz* searching for employment programme provides a monthly financial assistance of up to SAR 2,000, targeting young job seekers between 20-35 years who fulfil the subsidy eligibility requirements. The total number of beneficiaries all over the kingdom has reached 272,933.

### 2. *Hafiz* Difficulty in finding employment programme

The *Hafiz* difficulty finding employment programme provides financial assistance reaching up to SAR 1,500 for the first four months, SAR 1,250 for the next four months, and SAR 1,000 for the last four months. It targets job-seekers who are over 35 years or those who completed the *Hafiz* Searching for Employment Programme without being able to find an appropriate job. The number of beneficiaries has reached 264,784 all over the Kingdom.

Beneficiaries of the programme in 2018

Region	Male	Female	Total
Riyadh	5,006	13,164	18,170
Makkah Al Mukaramah	6,622	9,148	15,770
Al Madinah	2,746	2,116	4,862
Eastern Region	3,910	6,572	10,482
Al Qassim	1,079	1,133	2,212
Hail	808	590	1,398
Tabuk	1,024	914	1,938
Al Jouf	695	311	1,006
Northern Frontier	565	300	865
Asir	2,294	1,643	3,937
Jazan	1,790	1,156	2,946
Najran	545	554	1,099
Al Baha	438	275	713
Other	242	297	539
<b>Total</b>	<b>27,764</b>	<b>38,173</b>	<b>65,937</b>

Table: 36

### Total beneficiaries of *Hafiz* in 2018

Region	Searching for employment			Difficulty in finding employment		
	Male	Female	Total	Male	Female	Total
Riyadh	8,021	52,650	60,671	2,915	59,888	62,803
Makkah Al Mukaramah	10,720	41,092	51,812	3,989	48,779	52,768
Al Madinah Al Munawarah	7,035	17,529	24,564	2,642	18,129	20,771
Eastern Region	4,488	30,207	34,695	2,019	38,216	40,235
Al Qassim	2,460	11,787	14,247	852	11,852	12,704
Hail	2,174	6,011	8,185	770	6,502	7,272
Tabuk	3,127	9,562	12,689	1,269	9,303	10,572
Al Jouf	2,458	5,010	7,468	1,237	4,876	6,113
Northern Frontier	1,226	3,357	4,583	568	3,307	3,875
Asir	6,495	19,493	25,988	2,458	19,756	22,214
Jazan	5,118	11,989	17,107	2,189	12,431	14,620
Najran	832	4,775	5,607	341	5,819	6,160
Al Baha	818	3,463	4,281	233	3,817	4,050
Other	360	676	1,036	83	544	627
<b>Total</b>	<b>55,332</b>	<b>217,601</b>	<b>272,933</b>	<b>21,565</b>	<b>243,219</b>	<b>264,784</b>

Table: 37

## Qurrah Working women childcare programme

This programme aims to improve the childcare system to respond to the needs of high-quality centres at an affordable cost, improve the working environment inside childcare centres, and, as a result, improve the provision of job opportunities to female employees and job seekers in the Saudi labour market. *Qurrah* supports the increase in the percentage of Saudi women working in the private sector and encourages their stability at work by subsidising them to enroll their children in childcare centres during their working hours. The number of women beneficiaries this year has reached (703). In order to respond to the needs of the biggest segment of Saudi women working in the private sector, the support mechanism was amended as follows:

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

1. In the first year the amount of subsidy is SAR 800
2. In the second year the amount of subsidy is SAR 600
3. In the third year the amount of subsidy is SAR 500
4. In the fourth year the amount of subsidy is SAR 400

### Number of beneficiaries of the programme in 2018

Region	Female
Riyadh	256
Makkah Al Mukaramah	188
Al Madinah Al Munawarah	59
Eastern Region	160
Al Qassim	11
Hail	12
Tabuk	11
Al Jouf	–
Northern Frontier	–
Asir	2
Jazan	–
Najran	–
Al Baha	4
<b>Total</b>	<b>703</b>

Table: 38

## Wusool Transportation of working women programme

This programme aims to empower Saudi female workers and sustain their jobs by providing them with transport to and from their workplace. These transportation means are affordable, highly safe, available in most cities and districts and of high quality and reliability. *Wusool* supports the increased participation of women working in the private sector through improving and developing female transportation and contributing 80% of their transportation costs. The number of beneficiaries this year has reached (12,826), and in order to benefit the biggest segment of Saudi women working in the private sector, the support mechanism was amended as follows:

1. Fixed coverage of 80% of transportation costs
2. The monthly maximum value of coverage is SAR 800
3. Duration: 12 months

### Number of beneficiaries of Wusool in 2018

Region	Female
Riyadh	5,879
Makkah Al Mukaramah	4,571
Al Madinah Al Munawarah	771
Eastern Region	1,153
Al Qassim	227
Hail	63
Tabuk	78
Al Jouf	1
Northern Frontier	2
Asir	48
Jazan	30
Najran	–
Al Baha	3
<b>Total</b>	<b>12,826</b>

Table: 39

## 9/10th programme

HRDF's 9/10th programme is a pioneering initiative operating under the Ministry of Labour and Social Development. The programme is aimed at driving business growth and providing avenues to small and medium scale businesses to drive national economic growth. The programme acts as a bridge between the world of business, the market, a potential investors, and Saudi entrepreneurs. Through seven different services, the 9/10th programme fosters innovation and entrepreneurship. These innovative solutions and services are specifically designed to support and develop small and medium entrepreneurs through various stages of their development.

- ▶ **Forsah**

It is an electronic platform that connects buyers to suppliers from all regions of the Kingdom. The number of beneficiaries of small and medium enterprises amounted to 4,970 enterprises, and the number of available opportunities exceeded 2,630 opportunities in 2018.
- ▶ **Kanaf Emerging business accelerator**

It is an incubator for entrepreneurs during the early stages of their projects until their launch in the market, which helps the entrepreneurs to have a product or service ready to be submitted to investors and displayed in the market. 35 facilities were incubated in accelerator and 16 projects were handled in 2018.
- ▶ **Tojjar Access to market**

It is an e-commerce platform that enables entrepreneurs to coordinate sales, payment, delivery, etc., without worrying about the technical structure needed to achieve this objective. It also allows productive families to sell their products in modern booths at the largest companies in KSA. 20 booths were constructed in 2018 to enable families to invest in them.
- ▶ **Abwab My apps**

It is a range of useful services and applications for companies in all stages. These services and applications are carefully selected and arranged based on the visitor's personality and according to their needs.

- ▶ **Bahr Self-employment**

It is a portal that combines freelance professionals and employers and projects. The portal has a large number of skills allowing the largest number of professionals to benefit and work and includes many specialities (website development, mobile, translation, writing, design, sales, marketing, customer service, network management, data analysis, business, consultancies, engineering and planning). The number of beneficiaries exceeded 15,000 and the number of projects exceeds 5,000 during 2018.

- ▶ **Atwar Entrepreneurs trip**

It is a platform that provides simplified steps and reliable sources for each phase of the project from idea to launch.

- ▶ **Zad Access to information**

It provides small and medium enterprises and entrepreneurs with data and information to help them to make important decisions for their business.

## Subol Career education and development programme

Subol is an interactive, online, educational platform for vocational guidance for students, teachers, partners, job seekers, employers, and employees. It is hub for career guidance, professional, and educational material offering in-depth information through interactive and visual content. Its goal is to effectively assist its audience. Subol programme has also developed a set of tools to determine the occupational aptitudes and match them to the career goals. 30,308 online visitors in 2018.

## Career counselling services

As a remedy to the lack of awareness of career paths, qualifications, and skills required of the Saudi job seekers, HRDF conducts career guidance programmes through its branches in the Kingdom. HRDF, in partnership with relevant authorities, provides career counselling and vocational guidance to individual job seekers as well as to groups. These programmes focus on career paths, qualifications and skills required for the labour market, preparation of CV, facing interviews, and assists job seekers to develop a plan for searching for employment. There was a total of 888 guidance lectures conducted by HRDF branches in KSA in 2018.



Number of programmes in 2018	
Region	Number of programmes
Riyadh	156
Makkah Al Mukaramah	138
Al Madinah Al Munawarah	151
Eastern Region	128
Al Qassim	28
Hail	51
Tabuk	44
Al Jouf	39
Northern Frontier	41
Asir	30
Jazan	29
Najran	18
Al Baha	35
<b>Total</b>	<b>888</b>

Table: 40

# 12,826

Women  
benefitted  
from *Wusool*  
programme

703 working mothers  
benefitted from *Qurrah*  
programme

# Fulfilling customer expectations and sharing labour market insights

**The second strategic pillar of HRDF is aimed at enhancing the overall customer experience through the provision of a portfolio that responds to the labour market needs and fulfil customer expectations. It also outlines HRDF's role in the creation and sharing of knowledge that provide insights on the KSA labour market.**

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

This section discusses the role and impact of the the National Labour Observatory (NLO) of HRDF. The NLO was established to act as a knowledge bank, generate statistics, and provide insights on the KSA labour market for the benefit of all stakeholders, especially policy makers and decision-makers.

## Customer service excellence

HRDF attaches great importance to customer satisfaction as it is committed to measuring their satisfaction with the services and programmes provided through standards designed to measure the impact on their customers as well as responding to inquiries and complaints.

### Measuring customer satisfaction

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

### HRDF call centre

HRDF call centre is one of HRDF's diverse channels utilised to engage with customers. The call centre is committed to provide customers with accurate and relevant information and provide assistance to customer queries regarding HRDF's programmes, services, or any other relevant information. The call centre is also dedicated to receive complaints and direct them to the relevant department/party to speedily resolve them. In 2018, 889,790 calls and 381,288 text messages were handled by the HRDF call centre.

### Mystery shopper

Mystery customer is a programme designed to evaluate the level of services provided through the HRDF's channels. HRDF has an agreement in place with an external company to conduct the mystery shopper programmes under a predefined criteria in order to assess the nature of the quality of customer service rendered through different HRDF channels.

### HRDF website

The HRDF website [www.hrdf.sa](http://www.hrdf.sa) is one of the principal means of engaging with the Fund's customers. The website contains details on HRDF as an organisation and the Fund's portfolio and offering of programmes and services. It also includes the latest updates on events and activities conducted by HRDF.

## Customer service and satisfaction in 2018

HRDF call centre in 2018

**889,790**

Number of telephone calls answered

**381,288**

Number of text messages answered



Customer satisfaction index for 2018  
78% in 2017

**82%**

Percentage of resolved complaints

**94%**

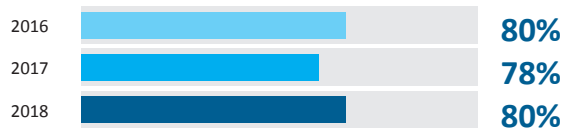
Average processing time

**12 days**

## Customer satisfaction by participants

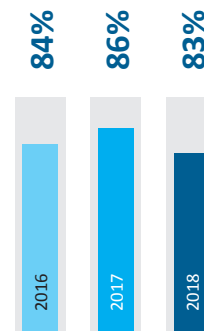


Job seekers

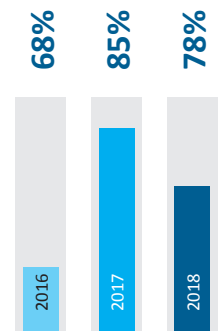


## Customer satisfaction by programmes

Hafiz



Doroob



## Mystery shopper insights

Branches	67% 2017	83% 2018
Call centres	85% 2017	92% 2018
Text chats	96% 2017	97% 2018
Social media channels	46% 2017	64% 2018

## Website milestones of 2018



### Launch of "Hadaf Compass" service

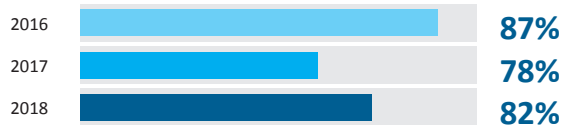
A service that helps the customer to determine the best programme suitable for his needs from the list of HRDF's programmes and services.



### Employers



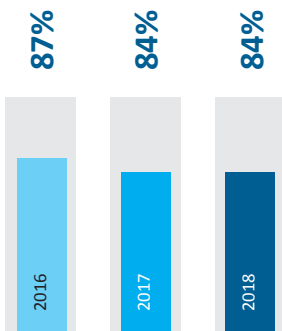
### Employed



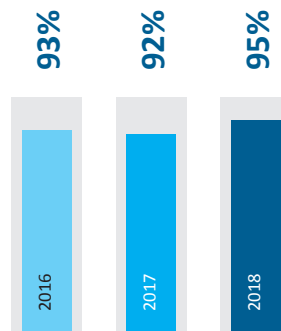
## Customer satisfaction by channels

*\*Figures up to July 2018 due to the termination of the contract with the Company responsible for managing HRDF social media channels*

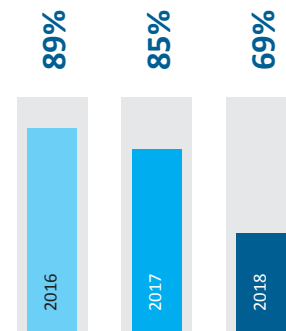
### Branches



### Call centres



### Social media channels\*



### Improvement of online chat service

Use of an alternative tool to enhance instant communication process with customers via text chat.



### Launch of the "Customer Voice" page

Customer voice is an online customer satisfaction index measuring customer experience with the participation of our website customers.



### Launch of new interface

An improved interface for customers to reach the nearest HRDF branch or *Taqat JPC*.



### Indicator for expected response time

An indicator to save time for customers. The indicator displays the expected duration of response by a customer service representative.



### Application status check

This helps the customer to check the status of his/her complaint or inquiry using the ID number or the reference number.

## National Labour Observatory

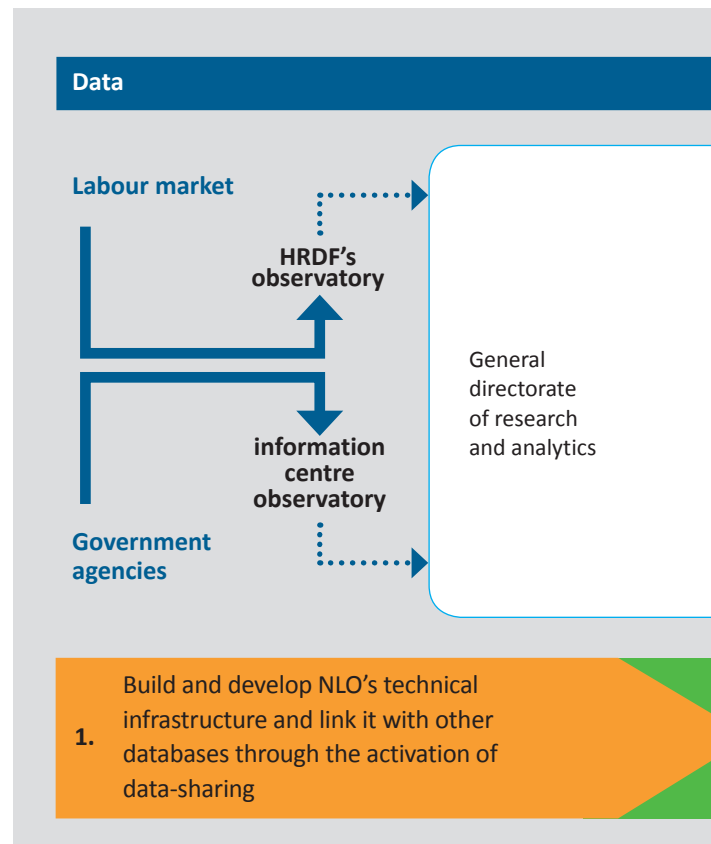
The National Labour Observatory (NLO) was launched to provide consolidated data, generate statistics and advanced analytics, and to provide insights to manage knowledge on the labour market for the benefit of policy and decision-makers.

### Strategic objectives

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

### Operational objectives

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





## KSA labour market indicators

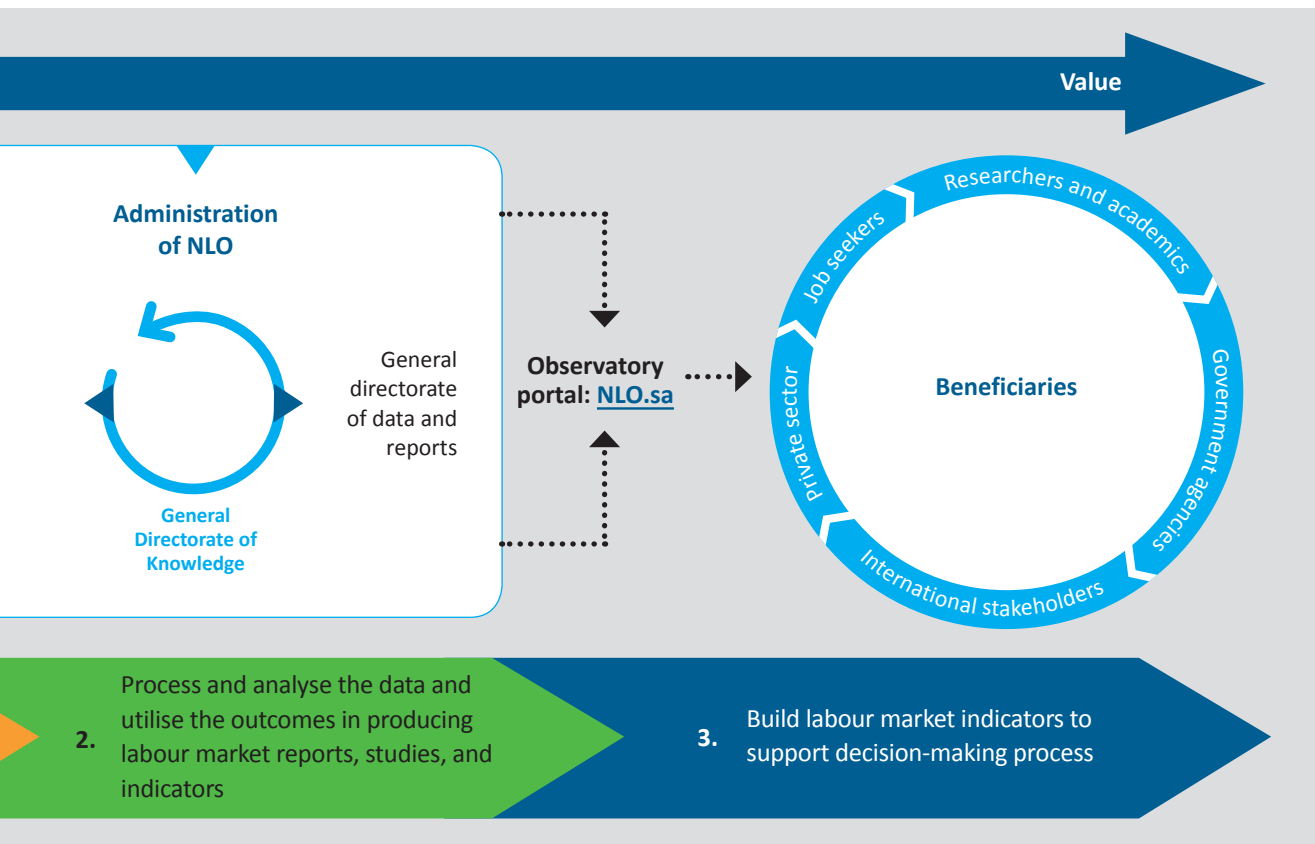
Several indicators have been established to reflect the status of KSA labour market. Each indicator includes its definition, source of data, mathematical formula, and periodicity. It was agreed to adopt a number of indicators for the labour market in the Kingdom of Saudi Arabia, which will be shared with the decision-makers in the system and published on the NLO portal. The indicators are divided into four main groups:

- › Indicators of social insurance subscribers in the private sector
- › Indicators of job mobility and stability within social insurance
- › Indicators of graduates employment
- › Indicators of *Nitaqat* establishments

## Dashboards

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

- › Training support programmes
- › Employment support programmes
- › *Taqat*
- › *Hafiz*
- › HRDF systems
- › Labour market
- › *Nitaqat*



## Labour market sector-wise studies

These studies on potential economic sectors were conducted to find effective and viable Saudisation solutions to create job opportunities for Saudi nationals.

The findings contribute to the formulation of programmes and initiatives in partnership with government, private, education, and training sectors to fulfil the HRDF mandate.

## Research collaboration and partnership

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

## Reports and analytics

Periodic bulletins that reflect labour market status, and detailed reports (sector-wise and region-wise), as well as tailored statistical reports for decision-makers within the labour system.

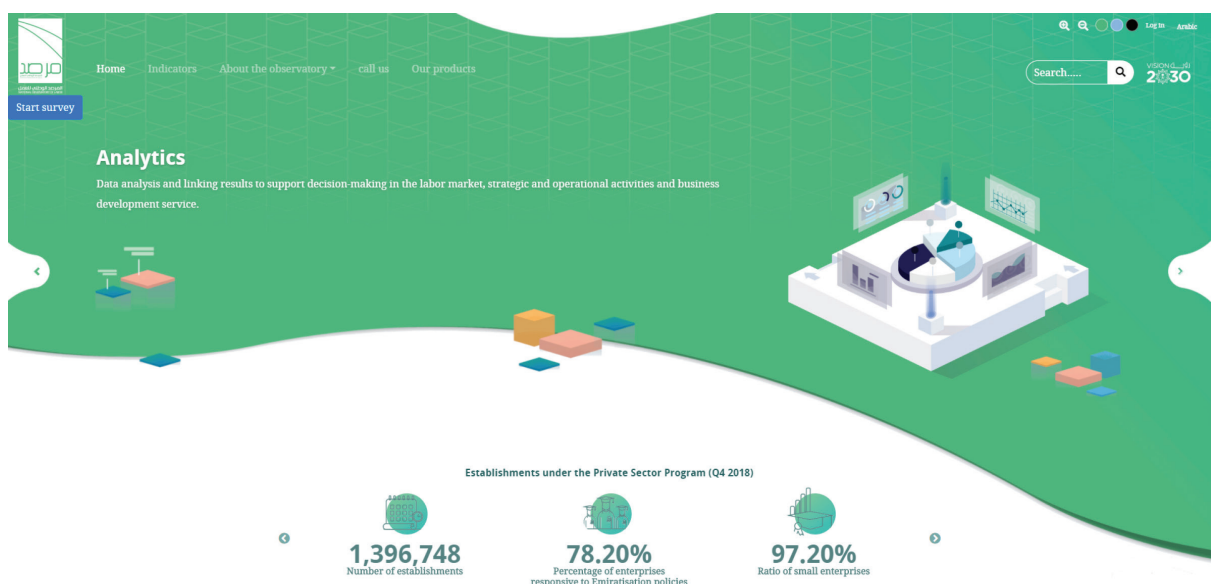
## The National Labour Observatory portal [NLO.sa](https://nlo.sa)

The National Observatory of Labour e-portal is developed to reflect NLO's role and enable users to access its services and products such as interactive indices and dashboards of KSA labour market. There are also additional content on multi disciplinary studies and analytical reports on the labour market.

## Knowledge initiatives

### Knowledge hour

It is an initiative aiming to enable HRDF employees to share information and data in a way that is projected to sustain knowledge and experiences through learning. 413 knowledge hours were conducted in 2018.



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

**HRDF's third strategic pillar constitutes of streamlining the internal systems and processes. It complements the other two strategic goals as excellence and efficiency in internal processes result in the better delivery of HRDF's offering to all its beneficiaries and stakeholders. By enhancing the efficiency of HRDF as an entity supporting the national labour force and the Saudi economy, HRDF's goal is to become the "face" of human resources in the Kingdom.**

The improvement of institutional excellence will result in HRDF becoming the pioneer in human capital development in KSA and will ensure its beneficiaries take the maximum use of HRDF's programmes. It is directed towards enhancing communication and coordination between the multitude of stakeholders involved. The HRDF team is committed to develop and design programmes and services according to labour market needs.

This section discusses HRDF's commitment to enhancing institutional excellence by streamlining different departments. It outlines HRDF's HR plan for 2018, the achievements, project management department, and the objectives achieved during the year.

## Internal development and audit

In order to perform the internal audit work in line with the principles of governance and transparency, HRDF focuses on improving the skills of the department's team through intensive training programmes.

This programme was designed to improve the services and the communication mechanism and to enhance the efficiency of the internal audit units. HRDF has implemented the principles of corporate governance at the Senior Management level through the activation of the role of the Internal Audit Department with its financial, operational and information technology sections. The Fund has also identified members of an Audit Committee that is affiliated to the Board of Directors of the Fund, in accordance with a specific charter approved by the General Directorate of Internal Audit as well as a charter for the Audit Committee.

In order to perform the internal audit work in line with the principles of governance and transparency, HRDF focuses on improving the skills of the Department's team through intensive training programmes under the supervision of the Saudi Association of Internal Auditors in line with the International Standards on Internal Auditing (IIA).

Aimed at Saudi Vision 2030's objective of better management of public expenditure, using resources efficiently and reducing resources waste, the Fund launched a project to develop HRDF's governance structure. This structure will include the related institutions of HRDF and will serve to streamline communication between entities while contributing to activating Internal Audit Units and assist in the preparation of documentation related to the establishment of Internal Audit Units in HRDF's related institutions.

### Inspection audit report

HRDF monitors all programmes and agreements according to the policies and systems in place through field visits and through the compilation of achievement reports.

This supervision is conducted during and after the contracting phase with various bodies to ensure the proper implementation of the programmes and to eliminate the challenges faced by the beneficiaries of the programmes.

The table below shows HRDF's inspection visits in all regions of KSA in 2018 and their observations:

### Inspection visits in 2018

Visit type	Number of visits
Periodic	19,049
Small enterprise owners	1,037
Environmental inspection	562
<b>Total</b>	<b>20,648</b>

Table: 41

### Statement of violations and observations in 2018

Programme type	Total violations and observations discovered	Number of violations	Number of observations
Training to employment	594	329	265
Direct employment	2,325	545	1,780
Small enterprise owners	87	78	9
Environmental inspection	19	18	1
<b>Total</b>	<b>3,025</b>	<b>970</b>	<b>2,055</b>

Table: 42

## Project management department

The project management department works in tandem with all HRDF departments, related institutions, relevant entities subscribed under HRDF, and all stakeholders to achieve HRDF's mandate in KSA.

The project management department manages HRDF's project portfolio in the various sectors. It also oversees and directs joint programmes with affiliated professional institutions in KSA. Its responsibilities and level of engagement differ according to the programme. It works in tandem with all HRDF departments, related institutions, relevant entities subscribed under HRDF, and all stakeholders to achieve HRDF's mandate in KSA.

The main function of the project management department are:

- ▶ Manage and implement portfolios, programmes, and projects;
- ▶ Identify and develop project management methodology using global best practices and standards;
- ▶ Develop a governance and frameworks for projects' management;
- ▶ Identify roles and responsibilities among the parties involved in the project;
- ▶ Contribute actively to overcoming difficulties encountered during the implementation of projects;
- ▶ Provide periodic reports on the status and progress of projects;
- ▶ Coordinate communication between projects and stakeholders involved;
- ▶ Provide support, training, and supervision for programmes;
- ▶ Oversee the processing and activation of the Enterprise Project Management (EPM) system;
- ▶ Monitor and comply with relevant standards, policies, procedures, and models of project management through quality reports.



## Key objectives of the project management department

### Applying best practices in managing HRDF projects

Acting as a central authority controlling the quality and efficiency of programme implementation, portfolio and project management, and ensure of its impact eliminating risks and obstacles. Applying the global best practices in coordination, communication, and management.

### Developing the national human capital

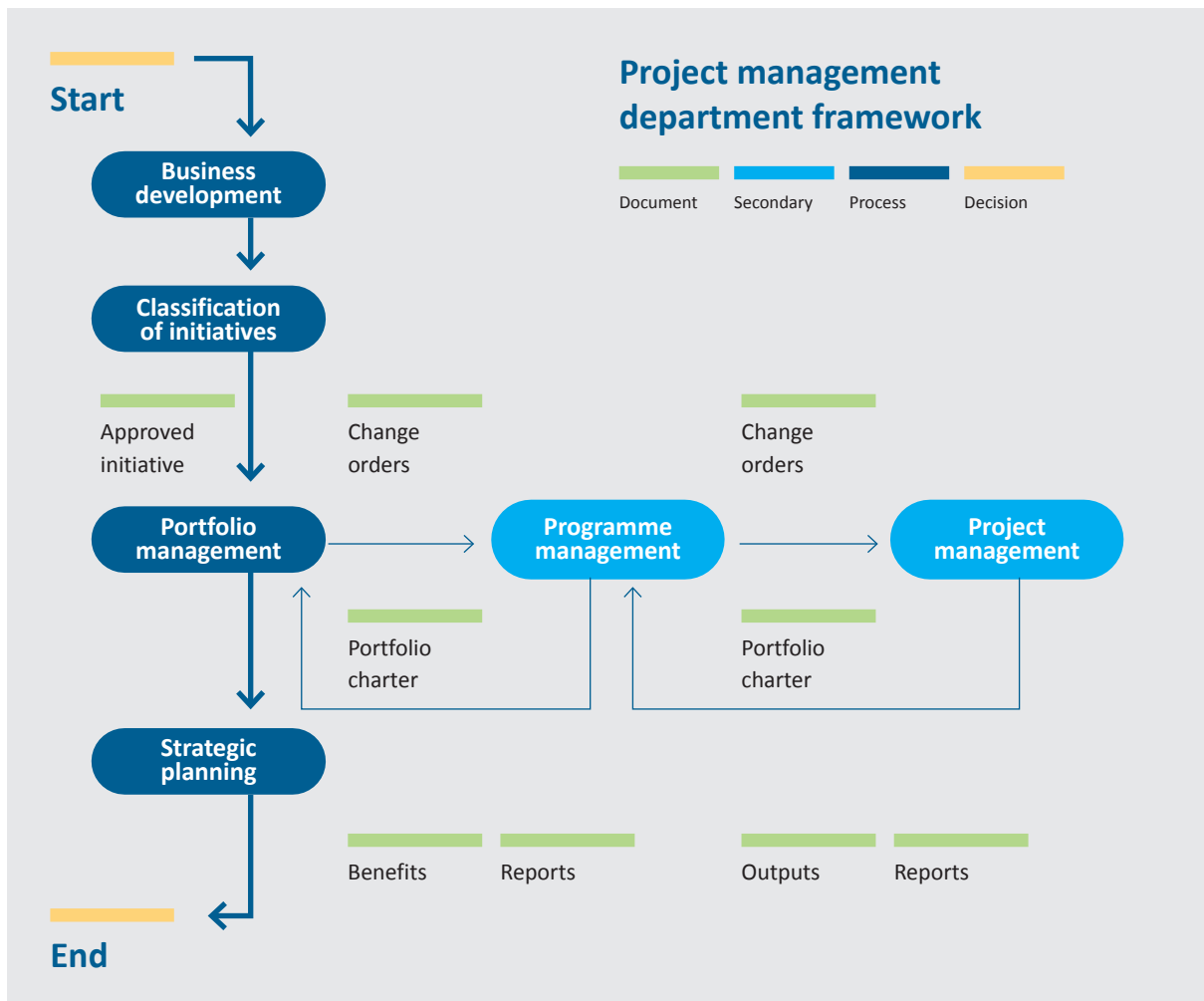
Identifying training gaps and needs in the workforce and formulating programmes, workshops, specialised training to cater to those needs.

### Making use of the latest technology to execute its programmes

Automating Enterprise Project Management processes and procedures. Archiving all documents related to all HRDF projects.

### Raising awareness about the role of project management department

Clarifying the department's role and its methodology by outlining its responsibilities and governance framework to all relevant parties involved.



## HRDF's human resources plan

The HRDF team comprises highly-skilled, diverse set of professionals that operate in a cohesive, collaborative work environment to realise the strategic objectives of the Fund.

Each year, HRDF formulates an HR plan to improve on recruitment processes, staff performance management system, and the career succession scheme. In 2018, HRDF completed the automation of the staff attendance system and collaborated with the financial department to develop the HR budget.

The General Directorate of Human Resources has also updated the technical skills dictionary and developed and updated the organisational structure.

### Recruitment

HRDF follows a stringent recruitment process in order to attract highly-skilled employees. The recruitment department reviews staff requirements periodically and identifies vacancies. The recruitment process follows several stages: First, the vacancy is announced internally to find the right fit from within HRDF, then the vacancy is advertised externally on HRDF's website or using e-recruitment offices.

#### Implementation plan for manpower needs in HRDF

Sectors	Approved positions for the fiscal year 2018	Employees at the beginning of 2018	Employees at the end of the fiscal year 2018 by gender	
			Male	Female
Common services sector	34	145	92	35
Customer service sector	88	453	340	98
Employment support sector	46	46	37	15
Training support sector	23	23	19	3
National Labour Observatory sector	20	23	13	9
Empowerment and creativity sector	–	27	5	6
Supporting operations sector	33	14	16	–
Department under the Director General	101	116	74	43
<b>Total</b>	<b>345</b>	<b>847</b>	<b>596</b>	<b>209</b>

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## Training and development

HRDF prioritises enhancing skills of our team through various training programmes held throughout the year. Training programmes are developed by conducting a technical training need analysis to recommend professional certification programmes, specialised programmes, and other training programmes that are consistent with employee needs. Training and development at HRDF consists of: Specifying training needs, plan training programmes according to the needs, review the effectiveness, and application of the training.

Following this plan, HRDF's employees are enrolled in professional certification programmes such as the Project Management Professional Certification (PMP) and the Qualifying Programme for Fellowship Test (CIA) and Internal Audit Basics and Practice for the staff of the General Directorate of Internal Audit.

There were training programmes aimed towards self-development and realising the potential of HRDF's team. The main focus of this programme was the customer service sector. In 2018, 249 employees in three cities (Riyadh, Jeddah, and Khobar) benefitted from this programme. There was also a programme for regional Directors, supervisors in the customer service sector that was held in 2018.

For employees of the legal department, there was a specialised programme that was based on contract drafting and litigation before Board of Grievances. Further, a workshop was held for branch employees titled "Body Language and Indicative Communication in the Work Environment", to help the improve their customer service skills.

HRDF realises the importance of improving language skills, particularly English. In 2018, 33 employees benefitted from English language learning programmes held at specialised institutions. Each team member was expected to complete up to four language levels.

HRDF in order to support youth employment and Saudisation of the workforce, accepted 27 students from Saudi universities and colleges and provided on-the-job training to help improve their skills and gain valuable career experience that will assist them after graduation. The following table outlines the training programmes that were held for different sectors of HRDF in 2018:

**Training programmes held for different sectors of HRDF**

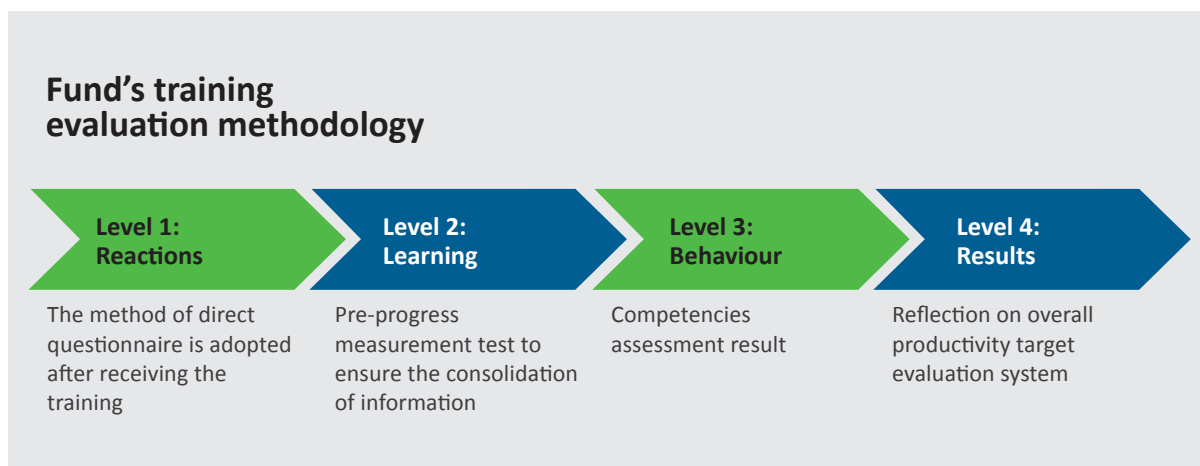
Sectors	Technical/ administrative courses		Staff capacities improvement training courses	Total
	Male	Female	Both male and female	
Common services sector	87	41	10	138
Customer service sector	348	100	47	495
Employment support sector	34	15	5	54
Training support sector	20	2	–	22
National Labour Observatory sector	11	6	2	19
Empowerment and creativity sector	5	9	–	14
Supporting operations sector	14	–	1	15
Department under the Director General	76	40	11	127
<b>Total</b>	<b>595</b>	<b>213</b>	<b>76</b>	<b>884</b>

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## Reviewing training impact

This programme was initiated to review the effectiveness of the training programmes offered to HRDF's employees. The programme used the Kirkpatrick model as its basis to evaluate HRDF's training and development programmes. The Kirkpatrick model utilises four criteria:

1. **Reaction:** Measuring responses of the participants through studying body language or a questionnaire.
2. **Learning:** Demonstrating how training has developed skills, attitude, and knowledge.
3. **Behaviour:** How well the participants apply their training.
4. **Results:** Analysing the final results of training and looking at the outcomes and return on investment.



## Performance management system

The HRDF employee performance management system determines the performance objectives and criteria for the measurement of employee performance. Its results help HRDF Management in determining rewards, promotions, and help the formulation of other HR systems like training and development. The system will identify the set objectives and discuss the achievements and assess the technical and behavioural goals and competencies.

HRDF's performance management system will achieve the following objectives:

- ▶ Consolidate the overall understanding of the Fund's strategic objectives and communicate with all employees in that regard;
- ▶ Ensure a clear and effective link between individual objectives of the employee and the overall objectives of HRDF;
- ▶ Develop a scientific and logical methodology for linking compensation and rewards to the performance results
- ▶ Provide important information to help the decision-making process concerning transfer, promotion, training, termination of employees

## Institutional excellence of HRDF's technical environment

HRDF provides its programmes in employment, training, and entrepreneur support through electronic channels and interactive procedures to serve job seekers and customers.

HRDF uses the latest technology to deliver multiple services digitally to all stakeholders. The use of IT in HRDF's operations ensures convenience, accessibility, accuracy, and wide-reach.

HRDF possesses several gateways and specialised platforms that deliver e-services, such as:

- › HRDF website
- › *Taqat* National Labour Gateway
- › Subsidy programmes systems
- › Saudi Human Resource Gateway
- › *Doroob* National e-learning platform
- › *Qurrah* Working women childcare programme
- › *Wusool* Transportation of working women programme
- › 9/10th platform for entrepreneur support
- › *Subol* Career education and development programme
- › *Safi* Summer training programme
- › National Labour Observatory Portal

### Outlook

To offer a superior service through our electronic platforms, HRDF will:

- › Continue to invest in the latest technology and modernise platforms to keep abreast with digitalisation.
- › The use of social network and other digital methods of customer service to reach and serve customers.
- › Continue the automation of HRDF's internal systems and processes to facilitate the Fund's administration.

## Statement of financial position

	As at 31 December	
	2018 SAR	2017 SAR
<b>Assets</b>		
<b>Current assets</b>		
Cash in banks	746,559,045	782,062,920
Short term cost-plus investment	4,150,000,000	650,000,000
Accounts receivable	2,230,733,548	1,391,262,946
Other debit balances	80,546,116	56,286,521
<b>Total current assets</b>	<b>7,207,838,709</b>	<b>2,879,612,387</b>
<b>Non-current assets</b>		
Investments in securities available for sale	3,767,875,819	3,598,082,546
Sukuk, investment funds and bonds	3,235,544,360	3,241,433,740
Investment in companies' stakes	781,187,100	781,187,100
Projects under implementation	1,245,353,581	979,753,115
Fixed assets	491,916,223	400,703,643
Government grants - lands	4,909,200	4,909,200
<b>Non-current assets</b>	<b>9,526,786,283</b>	<b>9,006,069,344</b>
<b>Total assets</b>	<b>16,734,624,992</b>	<b>11,885,681,731</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Payables	368,230,920	471,806,515
Other credits	1,432,523,132	2,321,371,451
The provision of job creation commission	651,685,914	127,733,661
The provision of the small and medium enterprise general authority	–	31,933,415
<b>Total current liabilities</b>	<b>2,452,439,966</b>	<b>2,952,845,042</b>
<b>Non-current liabilities</b>		
Provision for leave of service	75,575,049	72,552,793
<b>Total non-current liabilities</b>	<b>75,575,049</b>	<b>72,552,793</b>
<b>Total liabilities</b>	<b>2,528,015,015</b>	<b>3,025,397,835</b>
<b>HRDF's rights:</b>		
Capital reserve	9,261,080,181	7,712,891,129
General reserve	3,830,827,994	196,594,857
Capital grants	4,909,200	4,909,200
Unrealised gains on securities available for sale	1,109,792,602	945,888,710
<b>Total HRDF rights</b>	<b>14,206,609,977</b>	<b>8,860,283,896</b>
<b>Total HRDF's liabilities and rights</b>	<b>16,734,624,992</b>	<b>11,885,681,731</b>

Table: 45



## Income statement

	For the year ended 31 December	
	2018 SAR	2017 SAR
<b>Main revenues</b>	<b>13,818,135,518</b>	14,207,267,402
<b>Main expenses</b>	<b>(8,433,677,506)</b>	(12,479,095,585)
Net excess of revenues over expenses	<b>5,384,458,012</b>	1,728,171,817
<b>Deducted from</b>		
General and administrative expenses	<b>(528,363,192)</b>	(1,050,379,838)
<b>Depreciation of fixed assets</b>	<b>(73,448,059)</b>	(436,293,890)
<b>Net excess of revenues over expenses</b>	<b>4,782,646,761</b>	241,498,089
Investment revenue	<b>364,632,160</b>	308,281,360
Other revenues	<b>68,404,139</b>	8,702,258
Stock sale profit	–	17,466,860
Capital loss	<b>(247,293)</b>	–
<b>Net excess of revenues over expenses</b>	<b>5,215,435,767</b>	<b>575,948,567</b>

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## Agreements, contracts, and MoUs with external parties:

### 1. Signing four agreements to train and employ 3,000 Saudi nationals with Jeddah University

HRDF signed four agreements with Jeddah University, the Chamber of Commerce and Industry in Makkah Al Mukarramah, the Chamber of Commerce and Industry in Abha and the Chamber of Commerce and Industry in Al Baha to train and employ 3,000 job seekers.

### 2. Signing an agreement to connect to the National Contact Centre (AMER)

HRDF signed an agreement with the National Contact Centre (AMER), which is overseen by YESSER e-government programme, to upgrade the quality of the services provided to customers by using the best methods and latest technologies to have easy access to HRDF's programmes and services. Through this partnership, HRDF is linked with the Government security network, and the Government integration channels.

### 3. University Employment Office Agreement with Hail University and Prince Sattam University in Al-Kharj

Two agreements were signed between the Hail University and Prince Sattam University in Al-Kharj, to support employment of Saudi university graduates, an integral part of achieving HRDF's mandate. HRDF provides financial support and training support through the university employment offices.

### 4. Saudisation agreement in the health sector with the Ministry of Health to employ 40,000 Saudi nationals

HRDF in partnership with the Ministry of Labour and Social Development, the Ministry of Health, and the Saudi Council of Chambers, represented by the National Health Committee, has signed an agreement to employ more than 40,000 Saudi nationals to over 10 different health specialities within the sector. The agreement is aimed at Saudisation of the health sector in the Kingdom.

### 5. Mou with Saudi Aramco to establish the National lead academy for training and qualifying Saudi nationals

Pursuing the objectives outlined by Vision 2030 and NTP 2020, HRDF signed a memorandum of understanding with Aramco to establish the National lead academy for training and qualifying Saudi nationals. This initiative, implemented in partnership with Ministry of Labour and Social Development, and the General Organisation for Technical and Vocational Training, will support raising the competencies of Saudi nationals in various sectors.

### 6. Signing a Memorandum of Understanding with the University of Ha'il to support the employment of its graduates and increase their competitiveness in the labour market

In order to improve the employability of graduates, prepare them to the labour market, and provide them with quality training and opportunities to present their projects and creative ideas in specialities which face labour market challenges, HRDF has signed an agreement with Ha'il University to support the employment of male and female university graduates and students who are expected to graduate. This agreement aims to improve their competitiveness in the labour market and increase the rate of employment in the framework of HRDF's initiatives to support graduates employment offices in universities.

#### **7. Agreement to provide 424 jobs in the private health sector in Ha'il**

The agreement was signed between the Ministry of Labour and Social development in Ha'il, HRDF's branch, and the Chamber of Commerce, Ha'il, in order to create 424 jobs in the private sector. This agreement will also assist other job seekers in the region to enable them to work in the private sector.

#### **8. MoU to employ 80,000 Saudi nationals to the real estate and construction sectors**

HRDF has partnered with the Ministry of Labour and Social Development, Ministry of Housing, the Council of Saudi Chambers, and the Saudi Contractors Authority to create 80,000 jobs in real estate and construction sectors for Saudi nationals. The main aims of this partnership is to increase Saudisation and stimulate the real estate and construction sectors for growth in line with the objectives of the National Transformation Plan and Vision 2030 of the Kingdom. The parties to the MoU will work to solve the lack of national human capital in the real estate and construction sectors; provide job opportunities for nationals; raise the skill level of nationals; as well as stimulate the real estate and construction sectors. The supervisory sector is represented by the Ministry of Housing, which is keen to find sustainable solutions to the challenges of the real estate market. The support system is represented by HRDF, which is also keen on the development of a national workforce for the sectors, and raising its competitiveness through support programmes and training. The needs of the private sector are represented by the National Property and Contracting Committee of the Council of Saudi Chambers.

## Royal Decrees and decisions of the Council of Ministers 2018

Type	Decision No.	Decision date	Decision subject	Implementation status
Royal Decree	52757	17/10/1439 AH	Approving the recommendations of the General Committee of the Council of Ministers concerning the consideration of the job opportunities for graduates of faculties of dentistry.	Completed
Royal Decree	58843	17/11/1439 AH	Approving the recommendation of the Council of Ministers on the treatment of the Annual Report of the Human Resources Development Fund (HRDF) for the fiscal year 1436/1437 AH and the Shura Council Resolution No. (43/120).	Completed
Royal Decree	20938	17/04/1440 AH	Approving a number of measures to deal with the citizens who are proved to have terminated their jobs in Qatar in response to the decision of the Kingdom to sever diplomatic relations with Qatar and engaging the Ministry of Labour and Social Development represented by the Human Resources Development Fund to include job applicants in private sector job interviews to help them find suitable jobs that fit their qualifications.	Completed

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## Status of buildings used by HRDF in 2018

Regions	Owned	Leased	Number of lands by the Government	Total
Riyadh	1	10	3	14
Makkah Al Mukaramah	–	4	1	5
Al Madinah Al Munawarah	–	2	2	4
Eastern Region	–	4	2	6
Al Qassim	–	1	–	1
Hail	–	4	1	5
Tabuk	–	2	1	3
Al Jouf	–	3	1	4
Northern Frontier	–	1	–	1
Asir	–	3	1	4
Jazan	–	6	1	7
Najran	–	1	1	2
Al Baha	–	2	1	3
<b>Total</b>	<b>1</b>	<b>43</b>	<b>15</b>	<b>59</b>

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