

# Spending Efficiency Bulletin

H1 2025

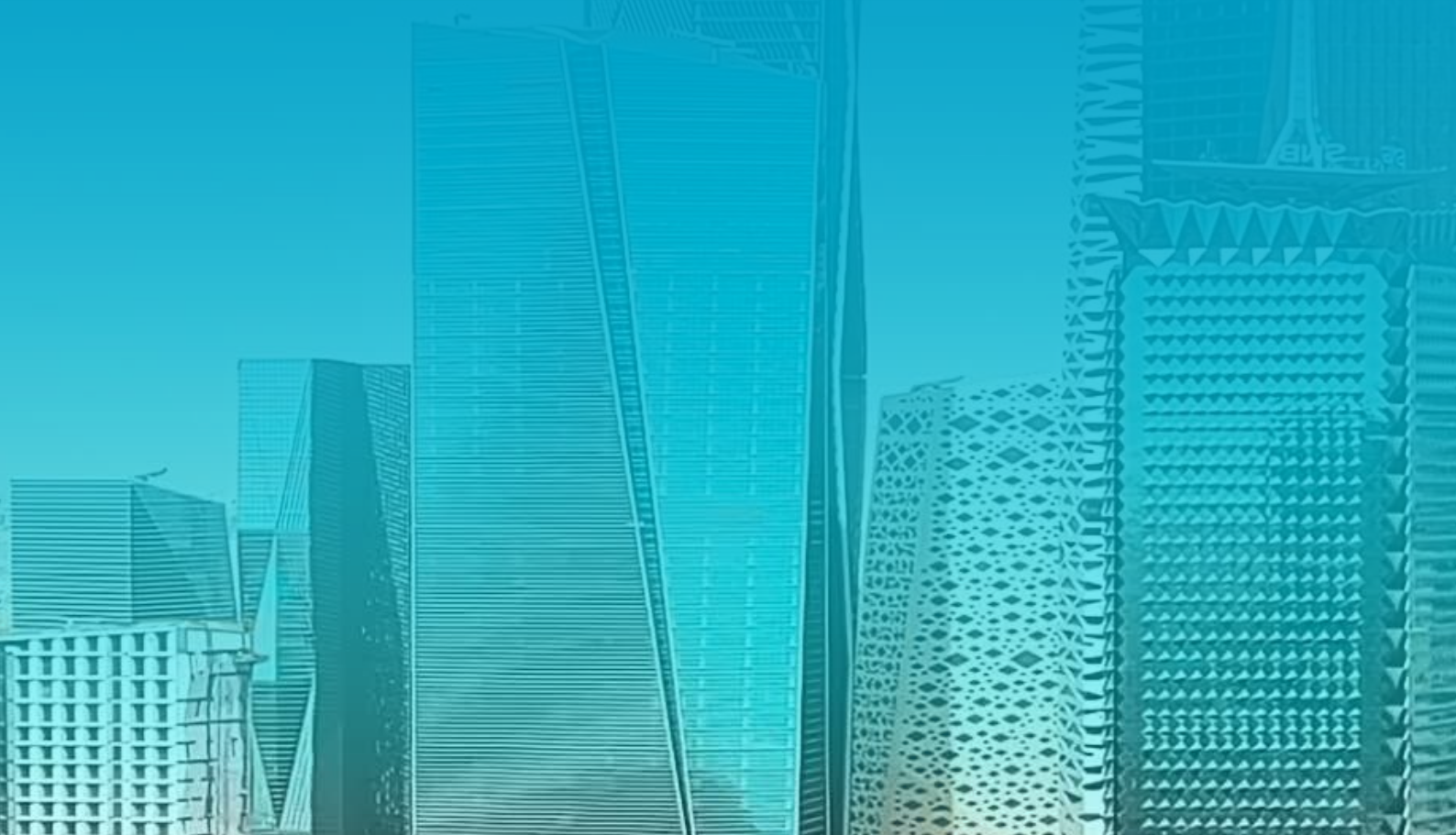
**,H.E. Minister of Finance  
Mr. Mohammed Bin Abdullah Al-Jadaan**  
EXPLO Achieves Outstanding Results

**EXPLO Publishes Research**  
Paper on Expenditure  
Efficiency and Vision 2030

**Evolution of Tradition in**  
Government Spending  
Efficiency

# Spending Efficiency Bulletin

The Spending Efficiency Bulletin is a semi-annual publication that highlights the collaborative efforts of government entities in applying best practices to enhance spending efficiency, and improve the quality of government projects, procurement, assets, and facilities. The bulletin also showcases stories of success and excellence across various sectors and provides a platform for experts and specialists to share insights and recommendations, supporting Saudi Arabia's journey towards spending efficiency in line with Saudi Vision 2030.





# Bulletin

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# Minister of Finance EXPRO Achieves Outstanding Results

**H.E. Minister of Finance and Chairman of EXPRO's Board, Mr. Mohammed Bin Abdullah Al-Jadaan, confirmed that EXPRO has achieved remarkable results.**

**Speaking at the World Economic Forum in Davos in January 2025, Al-Jadaan stated:**

**"We set targets to achieve an ROI of \$100 for every dollar allocated to EXPRO, and we recorded returns of about \$200 for every dollar spent."**

He urged every country worldwide to invest in spending efficiency and its returns, noting that it delivers exceptionally strong results. At the same time, he emphasized that objectives must remain untouched; strategies and goals cannot be altered, though they can be made more efficient.





# EXPRO Publishes Research Paper on Expenditure Efficiency and Vision 2030

**The Government Expenditure and Project Efficiency Authority (EXPRO) has released a research paper titled “The Concept of Expenditure Efficiency in Saudi Arabia: Key Concepts and Lessons.”**

**The paper explores expenditure efficiency in depth**

- ◆ **Identify efficiency gaps.**
- ◆ **Drawing on international analyses to assess measurement methodologies.**
- ◆ **Highlight EXPRO's collaborative efforts with government entities to address them.**

The research paper supports EXPRO's efforts, alongside success partners in government entities, to enhance public expenditure efficiency in the Kingdom, advancing Saudi Vision 2030's goals of fiscal sustainability and economic growth.

**The paper pointed out that**

**the concept of expenditure efficiency means maximizing the impact in relation to expenditure. This is achieved through the optimal use of available resources and addressing various types of waste without affecting the quality of services provided.**

**Awareness Campaign**

## Evolution of Tradition on the Importance of Expenditure Efficiency Teams in Government Entities

In February 2025, EXPRO recently launched the fourth edition of the awareness campaign “Evolution of Tradition” to introduce the pivotal role of Expenditure Efficiency Teams in government entities in improving the efficiency of government expenditure planning through a set of procedures and initiatives.



From 2019 to 2024, this effort captured over

**+4000**  
initiatives

**+190**  
Government teams

Enabling the redirection of financial allocations to priority national development projects that benefit both the country and its citizens.

The achievements of the Expenditure Efficiency Teams across government entities in recent years demonstrate the growing understanding of expenditure efficiency principles within these organizations and the dedication of our national workforce to implementing proven methodologies and best practices. These initiatives help ensure that government resources support national strategies and advance the goals of Saudi Vision 2030, contributing to effective governance focused on enhancing expenditure efficiency to secure financial sustainability, drive development, and improve service quality for citizens, residents, and visitors."



# Evolution of Tradition

**Government entities involved in the activation of the awareness Campaign #Evolution of Tradition"**



# DGA, in Cooperation with EXPRO, Issues the Introductory Guide to the Digital Procurement Methodology

Digital  
Government  
Authority

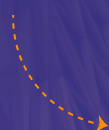


هيئة  
الحكومة  
الرقمية

The Digital Government Authority (DGA), in cooperation with EXPRO, issued the Introductory Guide to the Digital Procurement Methodology, aiming to enhance efficiency in digital procurement. To this end, the Guide outlines a three-phase framework:



Requirements Definition



Procurement



Procurement Management



# EXPRO Wins King Abdulaziz Quality Award

EXPRO has been awarded the King Abdulaziz Quality Award in its seventh edition, achieving the Bronze level in the Government Sector category.

EXPRO's recognition, in January 2025, affirms its excellence in applying international best practices in quality and institutional excellence, further demonstrated by its recent attainment of four ISO certifications in:



- ◆ Quality Management
- ◆ Knowledge Management
- ◆ Risk Management
- ◆ Collaborative Relationship Management



## EXPRO News

# Supporting the Role of Sustainability Key Elements Program (SKEP) Assessors

**H.E. the Chairman of SKEP Committee, Mr. Abdulaziz bin Saleh Al-Fareeh, met the accredited Assessors during a workshop held in Riyadh in February 2025.**

**The meeting focused on enhancing the role of the SKEP Assessors during the sixth session and motivating them to maximize impact in valuation processes and governance with government entities.**





# EXPRO Wins Global FM Gold Award

The Government Expenditure and Projects Efficiency Authority (EXPRO) has been awarded the Gold Award by the Global Facility Management Association (GLOBAL FM), in recognition of its operational excellence, maturity of practices, and its demonstrated capacity for research, innovation, and sustained leadership in transforming facility management. This achievement reflects EXPRO commitment to aligning with the highest local and international standards.



## WHAT Set EXPRO Apart?

### ● Innovation

- 3D printing applications for spare parts manufacturing.

### ● Corporate Outcomes

- Utilization of Idle Assets.
- Increasing the utilization rate of medical equipment.

### ● Contribution to FM Worldwide

- Implementation of the National Manual for Assets and Facilities Management.

### ● Creation, Evolution and Execution

- Implementation of a pilot site for the Shared Maintenance Concept in the Irqah District, Riyadh.

### ● Leadership and Success in FM Operations

- Contribution of the localization of operation and maintenance contracts.

# Training Workshop on the Indicative Pricing Tool for Government Procurement

**The Government Expenditure and Projects Efficiency Authority (EXPRO) organized a training workshop in Riyadh in January 2025 on the importance of the Indicative Pricing Tool for government procurement.**

**The workshop focused on introducing government entities' representatives to the tool's functions and its role in helping government entities reduce the effort and time needed to prepare approximate prices for tenders and estimate the costs of government procurement, as well as the utilization of the tool.**





# Indicative Pricing Tool



**A digital tool designed to facilitate cost estimation, measurement, and comparisons of procurement and operational expenditures. It contributes to budget planning and cost estimation for tenders to enhance the efficiency of government spending.**



# Supporting the Efficiency and Sustainability of Flood Drainage Networks in Holy Makkah



**EXPRO and Holy Makkah Municipality organized a workshop in Makkah Al-Mukarramah in March 2025 to discuss the status of flood networks in Holy Makkah and explore the ways to develop the drainage works and enhance their efficiency and sustainability according to best practices.**

**The meeting reflects the joint efforts between the Municipality and EXPRO to implement optimal asset operation and maintenance practices, while maximizing the efficiency of government spending in accordance with leading national and international standards.**



# Collaboration with Jazan University to Achieve Sustainability and Efficiency

**Dr. Mohammad Bin Yahya Arishi,**  
the University's Vice Rector for  
Academic Affairs, emphasized

**In February 2025, EXPRO and Jazan University held a workshop to strengthen cooperation, share experiences, and coordinate efforts to promote planning efficiency and optimal resource.**

the importance of enhancing the efficiency and effectiveness of operation contracts, affirming the University's commitment to achieving transparency and increasing spending efficiency. This aligns with the University's pursuit of Saudi Vision 2030 objectives, its dedication to sustainable development, and the strengthening of effective partnerships with various government entities, thereby contributing to sustainable economic and social returns.





# Omani Ministry of Finance Explores EXPRO's Experience

**A delegation from the Omani Ministry of Finance recently visited the headquarters of EXPRO to explore Saudi Arabia's experience in enhancing service efficiency. The visit covered the methodology employed in implementing the initiative, asset inventory practices, the regulation of asset inventory, and strategies for improving spending efficiency.**



# MoU between EXPRO and NCA

**EXPRO and the National Cybersecurity Authority (NCA) have signed a memorandum of understanding to enhance cooperation in government spending on cybersecurity and improve the quality of government projects and operational programs in the sector.**



الهيئة الوطنية  
للأمن السيبراني  
National Cybersecurity Authority

## The MoU focuses on:

Coordinating with cybersecurity service, solution, or product providers in terms of framework agreements to include many services and products on Etimad Platform, aiming to support government entities' cybersecurity needs.

Providing technical support to enhance spending efficiency in government entities' cybersecurity projects.

Ensuring high quality in government cybersecurity projects.

# Agreement of Intellectual Property Rights for the National Manual for Project Management



**EXPRO has signed an agreement with JASARA to authorize the use of the intellectual property rights of the National Manual for Project Management.**

**The agreement seeks to standardize professional practices in project management, ensuring high-quality implementation and optimal performance efficiency.**

**The signing of the agreement marks a strategic collaboration between the public and private sectors.**





# National Manual for Project Management



The manual serves as a solid, standardized approach that supports public entities in moving toward a comprehensive transformation aimed at enhancing the quality and sustainability of projects.



# Municipal Sector Methodology Launch Forum



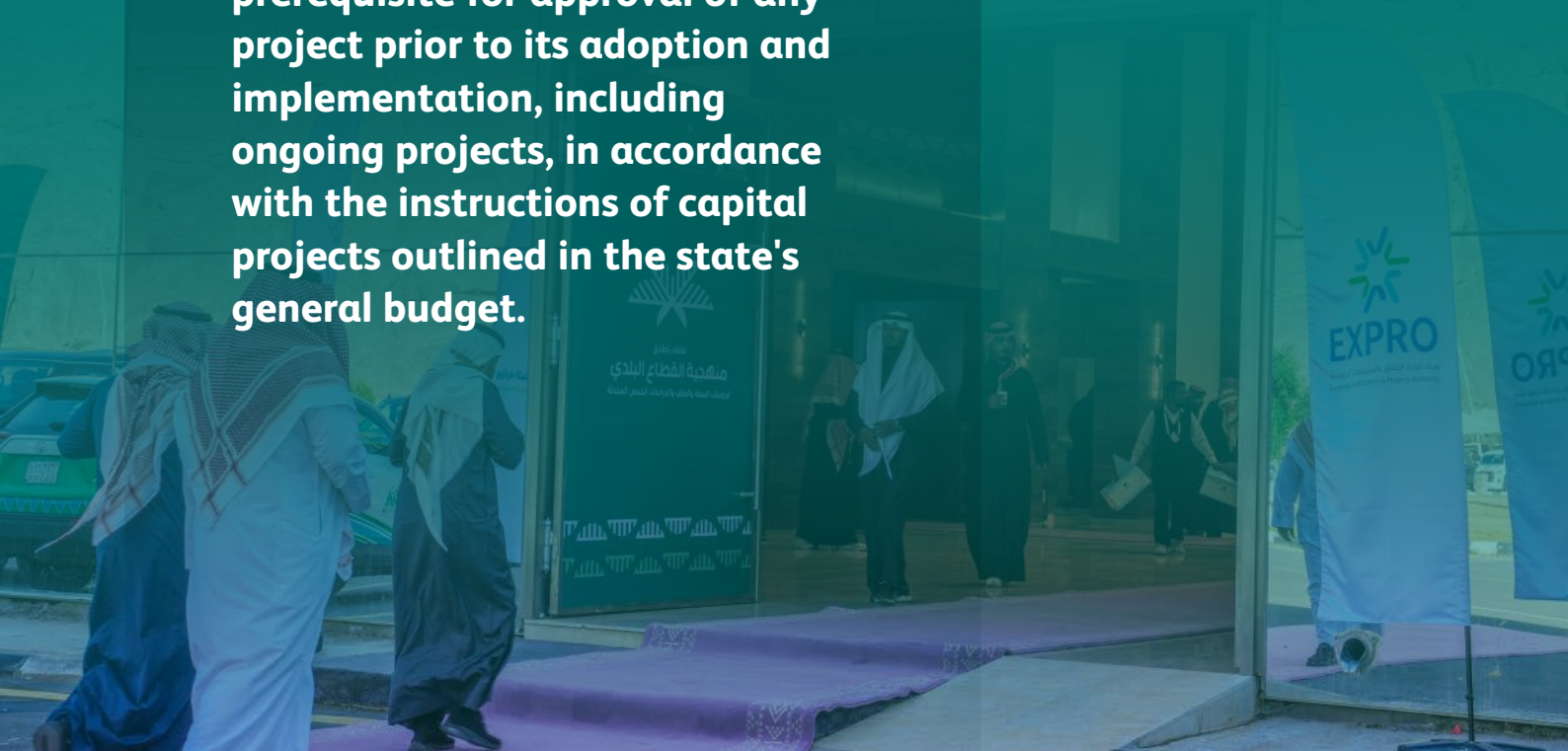
ملتقى إطلاق

منهجية القطاع البلدي

لدراسات السعة والطلب والدراسات الخمس المحدثّة

**EXPRO participated in the Municipal Sector Methodology Launch Forum in the Hail region.**

**During the event, EXPRO introduced attendees to the integrated supply and demand plan, presenting it as a key prerequisite for approval of any project prior to its adoption and implementation, including ongoing projects, in accordance with the instructions of capital projects outlined in the state's general budget.**





# Achieving Efficiency in Cybersecurity Risk Management

**At the Saudi Third-Party Risk Management Conference held in Riyadh in May 2025, EXPRO presented on "Achieving Efficiency in Cybersecurity TPRM."**

**The presentation highlighted EXPRO's experience in applying an efficiency-based approach to manage risks, fully aligned with national regulations and controls.**



# Participation in RSCF

**EXPRO took part in the Real Estate Supply Chain Forum (RSCF) held in Riyadh in May 2025.**



**During the event, EXPRO defined its role in improving the efficiency and effectiveness of government procurement processes and highlighted the advantages of framework agreements for both public and private sectors.**





# EXPRO Celebrates the Saudi Founding Day under the Slogan: "In Good Hands"

يوم التأسيس  
Saudi Founding Day  
— ١٤٣٩هـ / ٢٠١٧م —



EXPRO celebrated the anniversary of the Saudi Founding Day, which falls on February 22 of each year, through traditional events reflecting the historical connection of the Saudis to this land and its leadership since the era of the founding king. The authority also produced a film titled "In Good Hands."



## Signing Minutes of Alignment of the Outputs of the Spending review Policy in Three Government Entities

### Ministry of Sport



### Ministry of National Guard



### General Authority of Civil Aviation



### Overview

In cooperation with EXPRO, these government entities have implemented the Spending review Policy to achieve shard targets, build national capabilities, and apply best practices.

### Objectives

Aligning spending with entity strategies.

Building a baseline to compare the entities' practices with the best national and global practices.

Enhancing flexibility, adapting to variables, and promoting transparency.

## EXPRO News

## Honoring MAWANI for Applying Best Practices

In April 2025, an EXPRO delegation visited the Saudi Ports Authority (MAWANI) to review key global practices in asset and facility management and performance improvement.

MAWANI was honored for Q4 2024 business excellence, leveraging best practices to enhance the efficiency of government spending and projects, while adopting optimal methods to ensure high-quality implementation and performance efficiency.

## Honoring MISA for Excellence in a Qualitative Initiative

EXPRO recognized the Ministry of Investment (MISA) for excellence in a qualitative initiative that avoided consultancy service costs and demonstrated commitment to best practices in resource management and financial efficiency.

This recognition reflects MISA's efforts in enhancing efficiency of spending planning, improving demand estimation, and developing the financial governance ecosystem, all within its commitment to boosting organizational performance in alignment with Saudi Vision 2030 objectives.



## Our Partners News

**MEWA launches digital transformation platform "Saddiqna" to improve efficiency.**

وزارة البيئة والمياه والزراعة  
Ministry of Environment Water & Agriculture



**Riyadh infrastructure projects plan enhances spending efficiency.**



مركز مشاريع البنية التحتية بمنطقة الرياض  
Riyadh Infrastructure Projects Center

**Injaz Hackathon" fosters technical solutions that enhance the efficiency of public and private sectors.**



**SDAIA**  
الهيئة السعودية للبيانات والذكاء الاصطناعي  
Saudi Data & AI Authority

**Sard Platform launched to promote sustainable development.**



هيئة تطوير المنطقة الشرقية  
Sharqia Development Authority

**Imam Mohammad Ibn Saud Islamic University (IMSIU) organizes a workshop titled "Universities' Spending Efficiency Plan and Financial Planning."**



**Distinguished governorates of Al-Bahah Province honored in Expenditure Efficiency Program.**



إمارة منطقة الباحة

**The General Court of Audit releases the third issue (Vol. 5) of its scientific journal, including Basma Bint Bashir Al-Shammari's research titled "The Impact of Applying Total Quality Management Tools on the Efficiency of Spending in Operation and Maintenance Programs: A Case Study of Al-Jouf Municipality."**

الديوان العام للمحاسبة  
GENERAL COURT OF AUDIT



**MHRSD ranked among the top four government entities at Practitioner Level for excellence in spending efficiency.**

الموارد البشرية والتنمية الاجتماعية



## Our Partners News

**The Local Content and Government Procurement Authority (LGCPA) adds 116 new products within the sectors included in the mandatory list of national products, with expenditure exceeding SAR 394 million.**

هيئة المحتوى المحلي  
والمشتريات الحكومية  
Local Content & Government  
Procurement Authority



**Jazan University holds a workshop on Suitability Key Elements Program (SKEP).**



**The Riyadh Infrastructure Project Center (RIPC) launches the Infrastructure Projects Code.**



مركز مشاريع البنية  
التحتية بمنطقة الرياض  
Riyadh Infrastructure Projects Center

**RIPC reviews its efforts aimed at improving project efficiency and optimizing resource utilization.**

المركز الوطني لتنمية  
الغطاء النباتي ومكافحة التصحر



**Aseer Municipality organizes a workshop to promote awareness of the importance of spending efficiency in supporting the quality of government projects and achieving sustainable development goals.**



**Najran University organizes a workshop titled "The Importance of the Steps and Procedures Taken by the Kingdom to Increase the Efficiency and Quality of Government Spending", under "Evolution of Tradition" awareness campaign."**



**University of Bisha initiatives to achieve spending efficiency and apply best practices**

- Reducing costs of rented buildings and eliminating unnecessary facilities.
- Honoring efficiency initiative owners under the "Evolution of Tradition" campaign
- Organizing a meeting titled "The University's Role in Achieving Spending Efficiency."



## Our Partners News

**The National Events Center holds several activities to mark the International Procurement Day.**



**Jazan University organized a workshop to increase awareness of the roles of spending efficiency teams at Jazan University.**



**King Khalid University, in cooperation with the National Energy Services Company (TARSHID), launches the project of increasing energy efficiency in its buildings.**



**The Ministry of Interior's Agency for Security Capabilities honored for excellence in "MYPHONE" initiative.**



**The General Authority for Food Security (GFSA) organizes a workshop to increase awareness of the importance of spending efficiency in supporting the quality of government projects and achieving sustainable development goals.**



**The Ministry secured the certificate of excellence for Q1 2024 spending efficiency.**



**The Office has held the "Supervisory Skills in Facility Management" program in Jazan Province, aimed at enhancing national staff capabilities in asset and facility management.**



**The University concludes the activities of the Digital Health Innovation Hackathon "Healthathon."**





# National Manual for Assets and Facilities Management



The Manual serves as the national technical reference for public entities on the optimal ways to utilize and manage each entity's asset and facility management resources efficiently.



## Stories of Excellence

# The journey of forming an expenditure efficiency team within the **Ministry of Foreign Affairs**



In 2020 the journey began, where an internal team was formed to participate in budget preparation workshops and explore opportunities for enhancing expenditure efficiency. The team was reformed in 2021 by establishing a Spending Efficiency Committee to study expenditure efficiency opportunities and provide data, in early 2022, an independent organizational unit was established under the name "Expenditure Efficiency Office". This office played a pivotal role in activating all essential aspects to build expenditure efficiency culture, increase awareness and provide necessary support to the ministry's agencies and departments. This journey, up to this point, has resulted in enhancing change management by adopting multiple initiatives, **including:**

## 40

Expenditure efficiency Indicators

## 27

Documented initiative, with a financial impact estimated at **1.7 billion SAR**

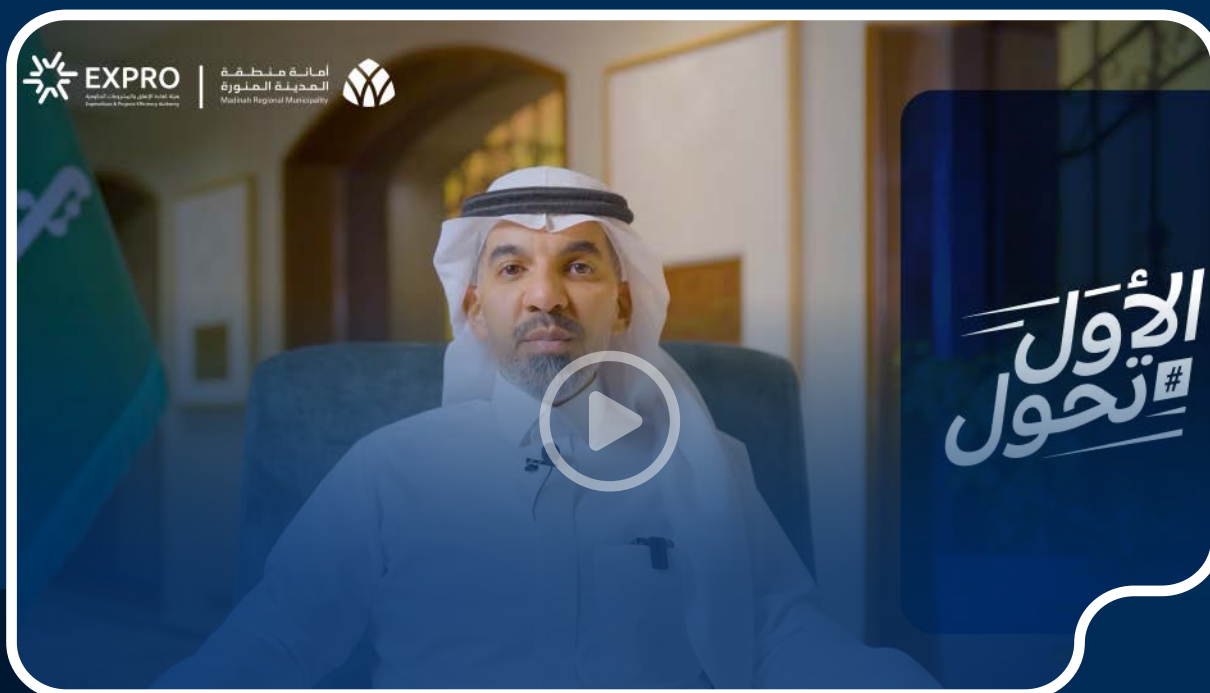
Launch of the e-transformation initiative to issue visits, residence and work visas



## Stories of Excellence

# Madinah regional municipality

## Pioneering efforts toward a sustainable future



The partnership between Madinah regional municipality and EXPRO marked a qualitative step towards achieving the region's goals in line with the Kingdom's Vision 2030. This partnership led to several joint initiatives that contributed to achieving expenditure efficiency, developing assets and facilities management, as well as enhancing sustainability to achieve a development environment that is consistent with the aspirations of the national vision.

### %66

Residents' satisfaction rate with quality of life

### %94

Rate of compliance in facilities after implementing innovative contractual models

Less than

### %1

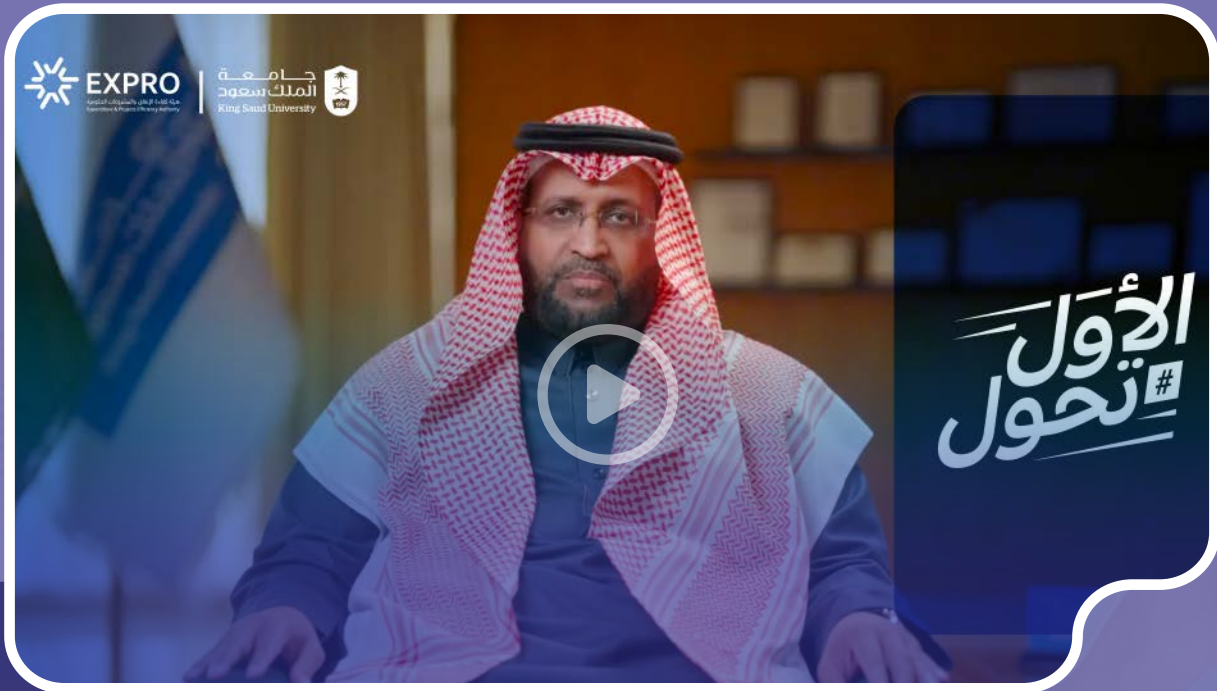
project failure rate



## Stories of Excellence

# University Medical City

## Contribution to achieving operational efficiency and reducing wastage



University Medical City has contributed to achieving expenditure efficiency and maximize impact through "Sharek event", which highlights programs and projects that achieve operational efficiency and reduce wastage. A key initiative in the event was the "Automated Accreditation of Laboratory Results" initiative, which aims to automate the approval and submission of medical test results.

### +400

Projects since its launch in 2020, with a total estimated financial impact is half a billion SAR

### 10% to 35%

reduction in time required to submit laboratory results

## Stories of Excellence

# King Faisal Hospital and Research Center Renewed Prospects in Operational Excellence



KFSH&RC has enhanced operational efficiency by documenting several initiatives to improve expenditure efficiency. The hospital has demonstrated exceptional performance in organ transplant rates, with distinguished outcomes in various specialties including transplants of heart, lung, liver, kidney, pancreas, bone marrow and stem cell. In pursuit of continuous efficiency improvements, the hospital established a capacity command center, enabling demand forecasting to minimize risks. Organized efforts have proved their effectiveness through the following results.

## 70

Documented initiatives to improve expenditure efficiency, with a financial impact of **13 billion**

## +350 K

Interventional procedure performed through the hospital's capacity command center's real-time monitoring screens

## %33

reduction in patient waiting rate



## Stories of Excellence

# Saudi Water Authority

## Extended partnership in Enhancing desalination expenditure efficiency



The Saudi Water Authority, in cooperation with The Government Expenditure and Projects Efficiency Authority (EXPRO), launched an initiative to reduce the operational cost of water production. The initiative included applying the best standards and practices that enhance the efficiency and effectiveness of operations while maintaining financial sustainability. This partnership has achieved the following results:”

Converting some water desalination production systems technology from Multi-Stage Flash (MSF) desalination to Reverse Osmosis

Developing supply chain by activating strategic procurement practice and unified planning of purchase orders

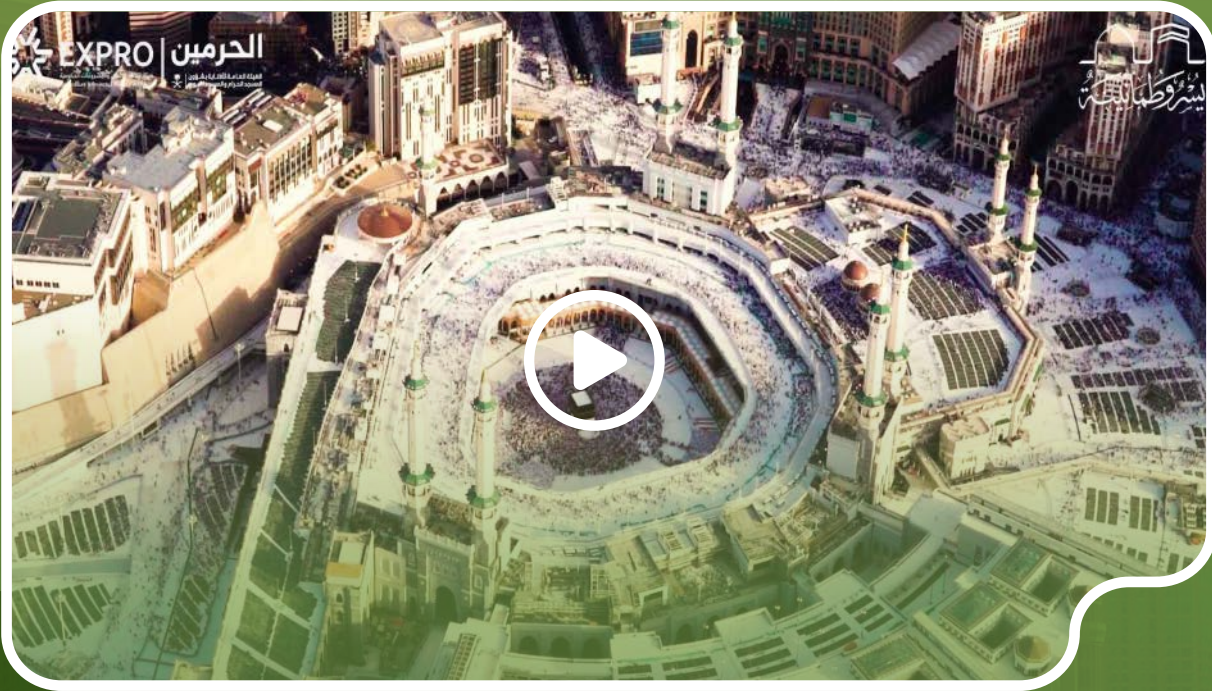
An estimated financial impact of

**2,9 billion SAR**



## Stories of Excellence

# Integrated Efforts to Serve Pilgrims Using Innovative Solutions



In cooperation with EXPRO, the General Authority for the Care of the Affairs of the Grand Mosque and the Prophet's Mosque launched a 3D printing initiative to manufacture the leak prevention and mechanical leak prevention holder in the cooling system. This partnership has achieved the following remarkable results:

**+%69**

manufacturing cost reduction

Spare parts supply lead times reduced from

**45 days to  
5 days**

# Guide to the Methodology of Measuring the Level of Awareness and Spreading Spending Efficiency Culture in Government Entities

The Guide aims to set out the basic guidelines to support teams in spreading spending efficiency culture.





# Celebrating International Days

**كفاءة الإنفاق والمشروعات الحكومية**  
@exproksa

يقدم مجلد "الصحة والسلامة والبيئة" من الدليل الوطني لإدارة الأصول والمرافق إجراءات ومعايير شاملة لتعزيز ثقافة "السلامة أولاً"، ودعم الجهات الحكومية في توفير بيئة عمل آمنة ومرافق مستدامة.

#اليوم\_العالمي\_للصحة\_والسلامة\_المهنية

Translate post

**مجلد الصحة والسلامة والبيئة**

في الدليل الوطني لإدارة الأصول والمرافق

expro.gov.sa للمزيد

**كفاءة الإنفاق والمشروعات الحكومية**  
@exproksa

حفاظًا على بيتنا وتعزيزًا لاستدامتها، يقدم الدليل الوطني لإدارة المشاريع أدلة إجرائية تمكن الجهات من تطبيق أفضل الممارسات في إدارة المشاريع، بما يضمن الالتزام بالاشتراطات البيئية.

#بيتنا\_كتر  
#أسبوع\_البيئة

Translate post

**الدليل الإجرائي للحد من التلوث في المشاريع**

يقدم الدليل إرشادات فعالة لتعزيز التخزين الآمن للمواد محتملة التلوث في مواقع العمل.

EXPRO

expro.gov.sa للمزيد

**كفاءة الإنفاق والمشروعات الحكومية**  
@exproksa

يُعد الدليل الوطني لإدارة الأصول والمرافق مرجعًا شاملاً لتطوير الخطط، والإجراءات، والنماذج لضمان تحقيق المرافق للأداء الأمثل.

#اليوم\_العالمي\_لإدارة\_المرافق

Translate post

**تعمل الهيئة مع شركائها على تفعيل الممارسات المثلى في مجال إدارة المرافق**

المزيد

From expro.gov.sa

**كفاءة الإنفاق والمشروعات الحكومية**  
@exproksa

شراكة ممتدة مع الهيئة السعودية للمياه @swa.gov أسهمت في رفع كفاءة إنتاج المياه المحلاة نتيجة تبني التحول في التقنيات، وتطوير سلاسل الإمداد، وتحقيق الاستفادة المثلى من الكوادر البشرية.

#اليوم\_العالمي\_للمياه

Translate post

**اليوم العالمي للمياه**

EXPRO

**كفاءة الإنفاق والمشروعات الحكومية**  
@exproksa

في #اليوم\_الدولي\_للتعليم، نعتز بتأهيل أكثر من 3700 متدرب من الجهات الحكومية الشريكة عبر 5 مسارات تدريبية فنية في مجالات كفاءة الإنفاق والمشروعات الحكومية.

Translate post

**اليوم الدولي للتعليم**

**أكاديمية هيئة كفاءة الإنفاق والمشروعات الحكومية خلال عام 2024م**

**مسارات**

- بناء القدرات
- التخطيط وإدارة المشاريع
- إدارة الأصول والمرافق
- المشتريات الحكومية
- كفاءة الإنفاق

لتحضر أكاديمية الهيئة على تطوير وتمكين الكوادر الوطنية بالتعاون مع شركاء النجاح في الجهات الحكومية عبر تقديم مسارات تدريبية فنية تأهّل القدرات البشرية في اختصاصات الهيئة.

**أبرز الأرقام**

22,212+	5+	75+
ساعة تدريبية	مسارات تدريبية	جهة مستفيدة
3702+	78+	25+
متدرب	ورشة عمل	مادة تدريبية

EXPRO

# Spending Efficiency

## Glossary

### Spending Efficiency

Maximizing impact relative to expenditure by optimally utilizing available resources and minimizing various forms of waste, while maintaining the quality of the services provided to citizens and residents.

### Financial Impact

The direct and indirect financial impact realized or estimated for a spending efficiency opportunity.

### Direct Financial Impact

It is the outcome of implementing work teams' recommendations to realize opportunities within approved costs and annual allocations.

### Indirect Financial Impact

It is the outcome of implementing work teams' recommendations to realize opportunities beyond approved costs.

### Spending Review

A systematic and in-depth assessment and analysis of financial and operational data beyond accounting processes to identify opportunities for enhancing spending efficiency and quality, improving operational performance, and optimizing utilization of assets and resources.

### Sustainability Key Elements Program (SKEP)

A program designed to support change management in spending efficiency practices within government entities. Serving as a diagnostic tool, it identifies entity performance gaps in the practices adopted by EXPRO, highlights key areas for improvement, pinpoints causes of waste, and outlines a roadmap to enhance the maturity of practices throughout the spending lifecycle.

### Stage Gates

A project management tool that serves as a roadmap, guiding a project from ideation and registration to final taking over of completed works and closure. It breaks the project into sequential phases, ensuring each milestone is reviewed in terms of scope, objectives, activities, deliverables, and responsibilities.



## An Overview of Efficiency

# Government Expenditure & Projects Efficiency Authority

Publishes A Research Paper Titled  
“Expenditure Efficiency Concept in KSA...  
Key Concepts and Takeaways”

## Objectives:

Highlighting the concept of expenditure efficiency

Reviewing international analyses to measure and evaluate expenditure efficiency methodologies

Identifying efficiency gaps causes

## The paper addresses the following:

Enhancement of government expenditure efficiency and its role in improving economic performance and achieving growth

Methodological approaches used to measure government expenditure efficiency

Empirical efficiency analysis to assess performance across countries

Inefficiencies in Resource Allocation

Discover more about the Research Paper "Expenditure Efficiency Concept in KSA"



# Guidelines for the Development of the Annual Operational Procurement Plan

**This document outlines general guidance and key aspects that government entities should consider when developing procurement plans, including the identification of annual activities and the estimated budget value.**





## Op-Eds

# When Every Riyal Counts: The Rise of the Impactful Riyal

**A question lingers in every mind:  
Does every expense equal progress?  
And does every saving reflect  
efficiency?**

**From this reflection emerges the concept of the “Impactful Riyal”; A riyal that is spent not just to empty a budget line, but to create lasting value. Every riyal is directed with intention, measured by the tangible improvements returns. Here, the worth of a riyal is not in its number, but in its power to transform the quality of life, sustainability of resources, and trust in government decision-making.**



**Abdullah bin Eyad  
Al-Shuraidah**

**This is no accidental shift. It is a deliberate national strategy, rooted in Saudi Vision 2030, which places financial sustainability at the heart of progress. The vision established a flexible legal framework, enabling policies, and intelligent monitoring tools that turn spending from a mere financial act into evidence-based and indicator-driven strategic decision, and managed with a methodology that values the quality over quantity. The difference between random spending and impactful spending is the difference between a project that fades into memory and one that leaves a legacy.**

**The Impactful Riyal is not just an idea; It is a practice reshaping government efficiency, redefining success in public spending, and elevating the quality of projects. Every riyal spent wisely is a step toward a future where development is built on efficiency, not a mere coincidence.**

# Impact of HR Readiness on Government Project Spending Efficiency

HR readiness is a critical driver of efficiency in government projects. It ensures that employees possess the competencies required to perform their duties effectively and responsibly. When HR departments across entities focus on competency-based readiness tailored to professional-level requirements, projects gain from streamlined operations, fewer errors, cost savings, and enhanced work flexibility.



**Mr. Wael Bin Ali  
Al-Ghamdi**

Strategic talent management plays a pivotal role in aligning HR readiness with spending efficiency. By identifying and developing the skills essential for each government project, HR departments within the relevant entities ensure employees are well-qualified for their roles. This targeted, evidence-based approach to training and development is informed by a careful analysis of project-specific factors, minimizing delays caused by skill mismatches. For instance, when project managers and technical teams possess strong knowledge of procurement rules, contract management, and regulatory compliance, the risk of financial mismanagement is significantly reduced. This proactive competency development directly translates into lower project costs and enhanced outcomes.

Moreover, competency-based readiness strengthens operational flexibility, especially given the dynamic regulatory environment of government projects. A workforce that continuously upgrades its skills can adapt rapidly to changes. Structured training programs and regular skill assessments foster a culture of continuous improvement, enabling project managers to anticipate and address challenges before they escalate. This proactive responsiveness protects resources while encouraging innovation in project delivery.



## Op-Eds

# Spending Efficiency: Leadership, Executive, and Individual Responsibility

**Spending efficiency is a cornerstone of effective financial planning and enhanced quality of government services. Its impact is maximized when implemented as a systematic practice across all levels: leadership, executive, and individual. The success of any spending efficiency strategy depends on role integration and a unified vision across administrative levels.**



**Eng. Mohammad Bin  
Abdullah Al-Omari**

**At the leadership level, responsibility lies in setting strategic directions that balance developmental goals with optimal resource utilization. Leaders are tasked with fostering an efficiency-focused culture, creating a supportive regulatory framework, and motivating entities and employees to measure impact and maximize the value of every SAR spent.**

**At the executive level, spending efficiency translates into actionable plans and initiatives requiring a deep understanding of resource and budget management, process optimization, and cost reduction without compromising service quality. Executives turn policy into measurable results that reflect the organization's commitment and effectiveness.**

**For individuals, empowering employees to understand their role in promoting spending efficiency strengthens professional conduct, enhances job loyalty, and motivates innovative solutions to reduce costs and improve performance.**

**In conclusion, adopting spending efficiency practices across all administrative levels is not an optional administrative measure; it is a strategic imperative that ensures resources are directed toward national priorities.**

# Share Your Insights

## in the Spending Efficiency Newsletter

Submit specialized articles on spending efficiency and government projects.

### Guidelines:

- ◆ 150–400 words.
- ◆ Must focus on government projects or spending efficiency.
- ◆ Original, accurate, objective, and up to date.
- ◆ No copyright violations.

◆ **All submissions are reviewed according to editorial standards.**

Contact & Submissions:  
**[Media@expro.gov.sa](mailto:Media@expro.gov.sa)**



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