

CHAPTER 15

PLANNING AND IMPLEMENTATION CONTROL

15. PLANNING AND IMPLEMENTATION CONTROL

This chapter describes the process of planning in the Kingdom, the new program-based approach adopted in the Fourth Plan, and the main tasks in implementation control.

15.1 THE PLANNING SYSTEM

15.1.1 INSTITUTIONAL ASPECTS

Planning is the primary instrument of development in the Kingdom. As conceptual frameworks the Five-Year Development Plans represent structural designs for society's development; as organizational frameworks they provide guidelines for implementation. While all government agencies are involved in the planning process, the key role is assigned to the Ministry of Planning, which is responsible for the preparation and coordination of all sectoral plans at the national level.

Although Saudi planning experience includes the setting of long-term objectives, the actual planning system is based on these comprehensive five-year plans. The Five-Year Plan is prepared according to the guidelines of the national development strategy as approved by the Council of Ministers. Specifically, it includes both the *Plan Document*, which outlines the medium-term economic policies and development strategy, and the detailed *Operation Plans* for each Ministry and public agency, which set all government expenditure and development programs. Hence, the Plans (both the national Plan Document and the agency Operation Plans) integrate the main elements of development: the structural priorities and directions of the economy, and the development and expenditure programs of government. The latter then become the guidelines for the annual budgets, which, as the first stage of Plan implementation, function as the main annual instruments of economic policy.

For the various government agencies this combined system of Five-Year Plan and annual budget determines the level and pattern of expenditure, with all the associated implications for the progress and direction of sectoral development.

For the private sector the system defines the regulatory and economic framework in which to operate. In a broader sense, the Five-Year Plans provide orientation for the private sector on the likely course of the economy, on related government policies, and on potential business opportunities.

15.1.2 FLEXIBILITY AND EXPENDITURE STRUCTURE

Since its inception, development planning in the Kingdom has had inseparable links with the annual budgetary process. The Plan could always be seen as annual budgets combined, while each annual budget could be regarded as the finalization of its earlier, often incomplete, corresponding parts

in the Plan. The most frequent problems associated with this relationship have been:

- the ways in which individual agencies could modify their original project proposals over the period of implementation;
- the importance of expenditure structure relative to individual projects.

The importance of flexibility has been confirmed each year, not only by the considerable gaps between the details of the Plan and the annual budget, but also by those between annual budgets and actual performance. It will become even more acute after the completion of the infrastructural programs with their clearcut project-orientation. In the next phases of development, the emphasis in planning will move from capacity to efficiency aspects, from filling a need by projects to analyzing their consequences and impacts. Even more important is the parallel realization that in the new circumstances, and for the same reasons, the objectives of expenditure-related planning should shift from individual projects to the functional composition of agency expenditure. From all angles, therefore, it is the agency's ability to satisfy socio-economic priorities which is becoming the main concern of planning.

15.2 PROGRAM-BASED EXPENDITURE APPROACH

15.2.1 SIGNIFICANCE OF PROGRAM-BASED PLANNING

Formal adjustments in planning methodology to these realizations have been first made in the Fourth Plan preparation process. Essentially, the change in orientation has been from project to program, from individual items to structure, from rigid commitment in detail to responsibility for expenditure priorities and proportions. As far as annual budgeting and its linkages with the Plan are concerned, the changes are threefold:

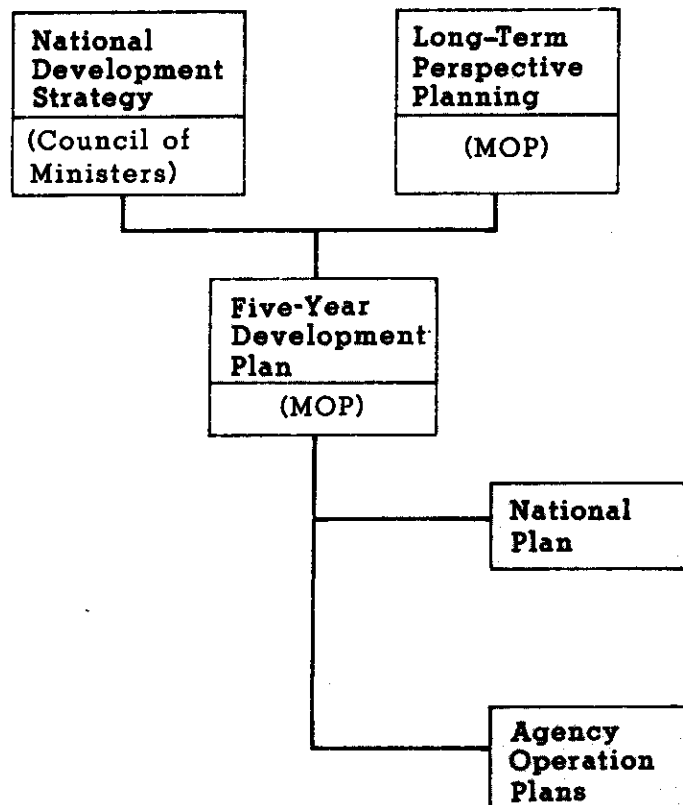
First, the agency's five-year spending plan (as outlined in its Operation Plan) becomes a structured whole, organized into about eight to ten specific programs, including the agency's normal functions. Specific projects will still be singled out, due to their national/ regional importance, but only as part of the functionally defined program. The government agency is expected to pay as close attention to spending *between* programs as to spending *within* individual programs. Adherence to the plan's program proportions is now a priority, the purpose of which is to maintain functional balance in agency spending.

Second, there is a distinction between the essential 'priority' projects, and other 'acceptable' projects. While with 'priority' projects, the agencies' main task is execution, the 'acceptable' projects will be implemented subject to prevailing funding conditions. Thus, while the Fourth Plan imposes on the agencies an obligation to execute the 'priority' projects, it simultaneously introduces a degree of

Figure 15 - 1

THE PLANNING SYSTEM AND RELATED FEATURES

PLANNING SYSTEM



KEY FEATURES

- Macroeconomic and financial aggregates
- Structural priorities for the economy
- Directions of sectoral development
- Manpower and employment policies
- Instruments of economic policy

- Objectives and policies of government agency operations
- Development and expenditure programs
- Guidelines for annual budgeting process
- Guidelines for plan follow-up and implementation control

Table 12-11

**CULTURAL[★], INFORMATION AND YOUTH AFFAIRS
PROGRAM EXPENDITURES**

	Fourth Plan
	Total
	(SR million)
General Presidency of Youth Welfare	
Construction	4,157.8
Maintenance, Materials, Equipment	1,130.9
Sports	1,013.5
Operation and Management	545.7
Culture	531.1
Social Services	132.6
Training, Research, Public Information	88.0
Sub-total	7,599.6
Ministry of Information	
Qualitative Progress	63.0
Facility Development	1,719.0
Maintenance and Security	805.0
Operations and Management	3,140.0
Sub-total	5,727.0
King Abdul Aziz Cultural Center	
Library, Publications, Research	94.5
Establishment of Permanent Center	196.3
Sub-total	290.8
Total	13,617.4

★ Program Expenditures of the Department of Antiquities and Museums are included in the Human Resources chapter.

12.3.3.4 Private Sector Considerations

In the private sector there has been a cultural revival of Arab Islamic art and architecture and increased access to other cultures of the world. A number of studios, workshops and galleries have opened. Many of the larger hotels have gallery and exhibition space for artists and craftsmen and promote cultural and food festivals from various regions of the world. Large commercial establishments have also devoted exhibition space for artists. Musical compositions and performances and poetry are supported in the tradition of the salon by private patrons of the arts. There is a soaring demand for music and video cassette recordings which is being met by the private sector. Private publishers are encouraging authors, and translating and printing books, magazines and periodicals for various professional and leisure interest and age groups. The King Faisal Foundation gives international awards and supports research in the arts and sciences. The more affluent private citizens are supporting the architectural revival and the restoration and renovation of traditional houses. Private collecting of art, artifacts, traditional handicrafts, books, stamps, coins, and manuscripts has grown considerably. This type of activity will continue and expand in the Fourth Plan.

The private sector has supported youth activities and sports. Research will be undertaken to explore the feasibility of expanding its role in the Fourth Plan.

12.3.3.5 GCC Links

The Gulf Television Center was established in Riyadh and began broadcasting in 1404. It will facilitate exchanges and cooperative production of television and radio programs.

12.4 RELIGIOUS AND JUDICIAL AFFAIRS

12.4.1 BACKGROUND

The Kingdom of Saudi Arabia has, since its inception, followed the Shariah as its governing code. As the protector of the Holy Places, it has a particular duty to Islam and the Islamic States to preserve Islamic values and to defend the Religion through the Religious and Judicial Affairs Agencies. The Religious Affairs Agencies are responsible for the Holy Mosque in Makkah and the Prophet's Mosque in Medina. They receive Muslim students from all over the world and train them to be Ulema in their own countries. Other activities include religious guidance to enforce public morality, propagation of the Faith, and censorship at ports of entry to preserve Islamic values and traditions.

They also translate, print and distribute religious books. Religious Affairs Agencies have further responsibilities for pilgrims and for providing services and facilities at the borders, on roads leading to Makkah during the Hajj period, and at the Holy Places. The Agencies build and maintain mosques, manage public and private philanthropic endowments, and residences for the destitute (Al Arbatah). These residences consist of buildings and homes which have been donated by private

citizens as charity housing for the poor. Private citizens also donate funds for other religious activities and build mosques. Supervision is provided for endowed libraries which contain rare manuscripts and books, and for a large center for printing the Holy Quran.

The Judicial Services administer the Shariah, the basis of the legal system. They provide the necessary legal services for civil and criminal cases through the courts. The Notaries Public provide the legal certifications required in major personal and commercial transactions such as contracts, registration, and judicial affidavits needed for house mortgages and social security benefits. The Religious and Judicial Affairs Agencies have specific roles in safeguarding Islamic values and in maintaining social stability.

12.4.2 PRESENT CONDITIONS AND REVIEW OF THIRD PLAN PROGRESS

The number of pilgrims during the Hajj decreased from 2.5 million in 1403 to 1.3 million in 1404. Pilgrims from abroad decreased approximately 10 per cent and are likely to show further decreases over the next few years as the calendar progresses further into the summer season with consequent greater health risks from heat prostration. The frequency of repeating the Hajj by expatriate residents has been restricted, and the number decreased by more than 66 per cent in 1404.

During the Third Plan the total area of the Holy Mosque was increased to accommodate over one million worshippers. Further expansion and restoration of the Prophet's Mosque in Medina is underway. There are now 20,357 mosques sponsored by the Government and private individuals. Endowment activities and services have continued to increase in philanthropy, trusts and investments of endowed funds. Enforcement of public morality activities was expanded with attempts at wider regional distribution. The review and examination of printed material, foreign newspapers and magazines, and pre-recorded video tapes at ports of entry to the Kingdom increased substantially during the Third Plan. Propagation of the Faith activities in the Kingdom, the Arabian Gulf states, and many other countries continued to expand. The Holy Mosque Institute receives Muslim students from abroad and trains them to be Ulema and Imams in their countries. The Morality Committees activities are being expanded, and more regional centers established.

The expansion of Judicial Services fell short of targets during the Third Plan, but significant development and improvement of services were achieved. Court cases increased by 23 per cent and expansion of facilities kept pace with this increase. Notary transactions increased by 12 per cent. There is still a need to expand services further to cope with demand.

12.4.2.1 Key Issues

Increased Specialization of Judicial Services

Increased specialization of Judicial Services in response to socioeconomic growth will be a

major issue. The numbers of litigations, commercial, and legal transactions have shown continuous growth. There has been a concomitant increased differentiation and specificity in judicial processes. In addition to arbitrations and referrals by traditional community leaders such as Umdahs and Amirs, a new system has emerged which encompasses general courts; conjugal courts (Mahakim al-Dhaman wa al Ankaha) in cases of marriage, divorce, and social security; juvenile courts (Mahakim al Ahdath); traffic courts; appeal courts; and, in the Fourth Plan, commercial courts and labor courts.

Manpower and Judicial Services

The availability and receptivity of manpower for judicial service positions will be another issue. Since the judges and notaries must be Saudi nationals, Judicial Services cannot recruit as widely as many of the other services. This situation tends to limit the range of services which can be provided, and explains why some Third Plan targets could not be realized. During the Fourth Plan training will be up-graded for some of the present staff and notaries, in conjunction with the Institute of Public Administration and the universities. New commercial and legal course offerings at the universities, in addition to the Shariah faculties, will augment the recruitment base of Judicial Services, assist in overcoming one of its major constraints, and improve service capabilities.

Commercial Courts and the Private Sector

Establishing commercial courts will present an issue which will require resolution during the Fourth Plan. The private sector also has had to respond to the requirements of rapid social and economic changes. As numbers of economic transactions have increased, the need for a formal and permanent procedure for the settlement of commercial disputes has also expanded. In the past the private sector hesitated to utilize Judicial Services due to different practices and attitudes, and time delays. New precedents are being established as cases become more complex. Judicial Services will have to engage an appropriate pattern of response and procedures.

Preserving Local Mores and Public Behavior

Increased interactions between the expanded expatriate work force, with their different habits and behavior patterns, and groups which want to enforce public behavioral standards will continue to require monitoring and evaluation. It has been considered necessary to expand activities of the enforcers of public morality and establish centers in parts of the Kingdom where services did not exist.

Services for the Hajj

In spite of the overall numerical decline in Hajj participants in 1404, providing services during the Hajj will continue to be an issue. Hundreds of thousands of Muslims come to the Kingdom every year to perform the Hajj. This requires planning, utilization of resources, and cooperation between many government agencies to ensure smooth operations for one of the greatest logistical challenges in the world.

12.4.3 DEVELOPMENT STRATEGY

The Kingdom's long-term development goals emphasize the paramount significance of the Islamic basis of the society. The National Strategy begins with the following two objectives:

- to safeguard Islamic values ... duly observing, disseminating and confirming God's Divine Law;
- to defend the Faith and the Nation; and to uphold the security and social stability of the Realm.

The Religious and Judicial Affairs Agencies have significant responsibilities in ensuring that these strategic objectives are achieved. Saudi Arabia is the place of the Revelation of Islam and is the Protector of the Holy Places. Its duties include preserving Islamic values and traditions, strengthening the Shariah domestically and abroad, and contributing to the social stability of the Kingdom.

12.4.3.1 Objectives and Policies

Objectives

The objectives of the Religious and Judicial Affairs Agencies during the Fourth Plan period are:

- to extend the availability and upgrade the efficiency of judicial and religious affairs activities;
- to facilitate and expedite the settlement of court cases;
- to promote understanding of and adherence to the teachings and practices of Islam and the Shariah domestically and abroad;
- to improve and expand the places of worship, including the two Holy Mosques, and services and facilities for pilgrims.

Policies

The methods to achieve the objectives are derived from the following policies:

- propagate the Faith utilizing all appropriate means, both domestically and abroad;
- retain and protect the purity of the Faith;
- promote understanding of the Shariah;
- provide a sufficient number of mosques, pilgrim service centers, and religious services to meet the required needs of the Kingdom;
- increase the number of general courts and notary public offices in cities and towns in proportion to other service providers and population served;

- increase the number of specialized courts to settle disputes of special nature (labor, traffic, conjugal, and juvenile courts). Utilize female graduates of Shariah faculties in conjugal and juvenile courts;
- conduct an assessment to determine the level of need, function and operations, and case load of the Committees for Settlement of Commercial and Labor Disputes and establish procedures and locations for commercial courts and labor courts;
- conduct studies on utilizing appropriate technology in documentation, administration, and financial operations; on establishing an Estates Assessor's Register; amendments to the Judicial Code, and a comprehensive study on the impact of socioeconomic development on the legal system;
- evaluate and improve returns on endowment investments.

12.4.3.2 Programs

Construction and Renovations

The program aims to complete the ongoing construction projects for legal offices and courts. A facilities inventory will be undertaken during the initial months of the Plan. Priority criteria will be established and implemented for replacing inadequate judicial facilities.

Surrounding areas of the Holy Mosque at Makkah will be expanded to increase its capacity to one and a half million. Renovations of the Prophet's Mosque in Medina will be undertaken, new mosques, Islamic centers and Eid prayer sites established, and existing mosques renovated.

Courts

Districts of the Appellate Court will be established in the Northern Region and the Eastern Region. A review and an assessment of need for establishing new courts will be conducted following which General Courts and Specialized Courts will be established, initiated, or expanded. Juvenile Courts and Conjugal Courts and Traffic Courts will be established. Female graduates of the Shariah Colleges will be trained to work in Juvenile and Conjugal Courts. They will assist in investigations dealing with minors and females. Commercial Courts and Labor Courts will be initiated in Riyadh, Dammam and Jeddah.

Administration

An Expert Opinion Unit for judicial testimonies will be initiated utilizing the required professionals from the private sector as consultants, such as medical practitioners or structural engineers, for example, on a case-by-case basis. One administrative unit will be assigned to each of the five regions. Additional follow-up units will be established in principal courts. The units will follow-up prisoners' cases and urgent matters, and publish schedules of cases. Notary Services will be extended to areas where they do not exist.

Research and Documentation

A study for establishing an Estates Assessor's Register, a study of the impact of socioeconomic development on the legal system, and a study concerned with amendments to the judicial code will be undertaken. Studies will be made for an information management system, and for automation of the operations of the Judicial Services. State-of-the-art equipment recommendations regarding, for example, computers and microfiches will be made, equipment purchased as a result of the study and an information storage and retrieval system initiated. The software system for the Estates Assessor, court records, and budget/finances will be developed and coordinated with the Estates Assessor's study.

Hajj Services and Endowments

Public libraries, offices in Riyadh and Makkah, and the expansion of public utilities and housing will be completed. Fifteen rest areas will be constructed near highways used by pilgrims from the boundaries of the Kingdom to Makkah and Medina. The rest areas will be provided with basic services and offices for Islamic Awareness and Guidance. Living standards of the residents of Al Arbatah will be improved by constructing four homes in Jeddah, three in Makkah, and by purchasing two apartment buildings for the residents in Medina. In addition, a survey of all endowed properties will be undertaken. The factory in Makkah which now produces the Kiswah will be further developed. New buildings will be added and the plant diversified to produce mosque carpets.

Islamic Awareness

The translation and printing of religious books in North African, European, East Asian and North and South American countries in the local languages will be continued. Manuscripts will be acquired and authorship encouraged. Assessing, controlling, and reviewing all imported, translated and locally-produced items, including books, newspapers, and other printed, visual or audio media will be undertaken within the framework of Islam.

The reference book of Formal Legal Interpretations (Fetawi) will be published. Islamic seminars and conferences will be organized. Centers for Propagation of the Faith within the Kingdom and in the United Arab Emirates will be opened. New centers of the Morality Committee will be established in areas not now covered by the Committee's activities.

Training

Public sector training will be utilized to improve efficiency in all employment categories. More than 300 employees will be trained each year at the Institute of Public Administration in administrative, sub-professional and clerical fields. A special training curriculum will be developed for notaries in conjunction with Imam Mohammad Ibn Saud University and the Institute of Public Administration. Special training will be undertaken for the staff of the Morality Committees and Endowments at the Islamic universities. Training sessions will be extended to Ulema from abroad.

12.4.3.3 Program Expenditures: Religious and Judicial Affairs

The planned government expenditures for each of the religious and judicial affairs programs during the Fourth Plan are shown below in Table 12-12.

Table 12-12

**RELIGIOUS AND JUDICIAL AFFAIRS
PROGRAM EXPENDITURES**

	Fourth Plan
	Total
	(SR million)
General Presidency for the Holy Mosques	
Administration and Materials	630.0
Maintenance	436.0
Renovation of Prophet's Mosque	67.0
Sub-total	1,133.0*
Morality Committee	
Administration	840.0
Expansion of Services	79.0
Training	3.0
Sub-total	922.0
General Presidency for Religious Guidance and Research	
Administration and Training	813.3
Religious Books Verification, Translation, Printing and Distribution	74.7
Monitoring of Publications	38.8
Disseminating the Islamic Call	34.3
Maintenance	21.0
Improving Performance Efficiency	17.9
Ongoing Projects	1.0
Sub-total	1,001.0
Deputy Ministry for Endowment Affairs**	
Administration and Training	4,720.7
Operation and Maintenance***	3,305.0
Establishing Mosques and Islamic Centers	2,682.6
Development of 'Al Kesswah' Factory	388.3
Ongoing Projects	169.1
Homes for Indigent (Al-Arbatah)	74.0
Organization and Development	30.1
Monitoring Endowed Properties	10.2
Sub-total	11,380.0

* SR 7,610 million for developing the Holy Mosque area in Makkah is not included in this figure, but is included in the MOFNE's plan.

** Includes the Deputy Ministry of Mosques

*** SR 486 million for Operation and Maintenance of King Fahd's complex of Holy Koran Book.

Table 12-12

(Continued)

	Fourth Plan
	Total
	(SR million)
Deputy Ministry for Hajj Affairs	
Establishing Stations on Main Roads	660.5
Administration and Training	229.8
Ongoing Projects	54.0
Islamic Guidance (Awareness)	33.8
Maintenance	21.0
Development	4.9
Sub-total	1,004.0
Ministry of Justice	
Operation and Management	2,075.0
Construction	407.0
Maintenance, Material, Equipment	356.5
Courts	151.4
Research and Documentation	26.5
Training	25.0
Notaries	20.0
Sub-total	3,061.4
Total	18,501.4

12.4.3.4 Private Sector Considerations

Private sector involvement in the activities of Religious Affairs has been an ongoing characteristic of Islamic societies. Individuals and families can build mosques and establish philanthropic endowments in many activities which have social consequences.

12.4.3.5 GCC Links

The Ministry of Justice participates in meetings of the GCC Justice Ministers.

discretion in the selection of ‘acceptable’ projects, albeit within the approved program structure. In view of the importance of regional balance, the agency’s greater authority is tempered by more direct responsibility for the coordination of regional requirements and supply possibilities.

Third, the annual budgeting process will require detailed cost and efficiency analysis for each substantial project, whether of the ‘priority’ or ‘acceptable’ type. This new procedural condition is bound to undergo various methodological clarifications before its scope and depth can be standardized.

15.2.2 KEY ELEMENTS OF AGENCY OPERATION PLANS

The individual agency Operation Plans are in strict logical conformity with the Fourth Plan Strategy for national objectives and related strategic principles.

As a result, for each agency there exist:

- a set of *objectives and policies* relating both to the agency’s usual functions, as well as to new elements to be introduced into socioeconomic sectors, under the regulating influence of the agency concerned;
- a set of *development programs* (about ten in number) based on the development strategy and main functions of the agency during the Plan period;
- a set of *expenditure details by program* representing a weighted (by direction and size of expenditure) pattern of spending by the agency during the Fourth Plan period. The program expenditure details cover the agency’s total range of spending[★] in a structural definition of priorities.

Therefore, the Operation Plan serves the functions of:

- forming the component bases of the national Plan;
- identifying the main development activities of the respective ministry/agency;
- providing guidelines for the annual budgeting process; outlining the key areas of plan follow-up and implementation control.

15.3 IMPLEMENTATION CONTROL

15.3.1 OBJECTIVES AND METHODS

Implementation control is mainly concerned with the plan follow-up, in terms of the

★ The annual totals of all programmed expenditure are set equal to the annual totals summarized under the four ‘chapters’ of the conventional budgeting process.

monitoring and evaluation of planned activities. Because implementation is the task of all government agencies and also of the private sector, the appropriate responsibility is diverse and requires coordination. The Ministry of Planning has overall responsibility to ensure that the control and information systems are effective and comprehensive.

In order to perform this role the Ministry of Planning will need to continually monitor and review development and to initiate and carry out specific studies with the aim of:

- evaluating the effectiveness of given policies;
- identifying planning constraints;
- improving plan coordination;
- tracking progress of the plan through appropriate sampling techniques.

15.3.2 IMPLEMENTATION CONTROL FOR PROJECTS AND POLICIES

For the implementation of the Operation Plans, adherence to the structure of programs in overall agency spending is as important as the realization of specified priority projects. In fact, programs are more immutable than projects, since many of the latter had still been at the design stage during most of the Operation Plan finalization. Therefore, implementation control will have to concentrate primarily on the projects' essential functional and locational parameters.

The extension of the agency's material responsibility in implementation to the program structure of its budget will impose new disciplines. Foremost, it will stimulate the agency to take all programs equally seriously. It will also help prevent discrimination, whether by preference or by neglect.

However, it should be emphasized that the new follow-up procedures during the coming plan are not focusing on the financial aspects of project implementation. They will concentrate mainly on assessing the quality of public services and the efficiency of program execution.

Another important feature of the Fourth Plan is the increased role of new policy measures in support of implementation. Since many of the planned policy measures will relate to the private sector, the need for regular information, both on their timely introduction and on their impact, will be in the general interest. Therefore, the progress with such measures will be an important area of follow-up control in the Fourth Plan.

15.4 PRIVATE SECTOR AND PLAN IMPLEMENTATION

The expectations being attached to the private sector for the attainment of the Fourth Plan's main production and productivity targets are of critical importance. Hence, the ways in which the

Government's strategy can be made the basis of private planning, especially for autonomous investment decisions, are also of great practical significance.

The increased emphasis on coordination with the private sector gives rise to new problems, as influence over private activity is no longer effected through government expenditure, but through policies directed towards the private sector. The importance of support through the regulatory frameworks is recognized by the Government. It is accepted that new systems and procedures will be necessary to carry out this work effectively. The elements of this new approach are outlined below:

- Given the greater responsibility placed on the private sector in the Fourth Plan, an ***extended dialogue*** must be maintained between the planning authorities and the private sector. The Ministry of Planning will liaise directly with the private sector at all levels, and will maintain closer links with the Chambers of Commerce and Industry.
- The ***representative institutions*** of the private sector, such as the Chambers of Commerce and Industry, are already involved in planning dialogues with government agencies. Several chambers have completed studies on potential investment opportunities and on methods to improve commercial operations. All these activities will be increased and strengthened, formally as well as in substance, to enable the private sector to offer recommendations and proposals to the Government.
- ***Company Planning:*** It is hoped that, with encouragement from the Chambers of Commerce and Industry, more private companies will engage in planning, although few companies have planning units. Presently, relatively few firms in the corporate sector consider their future options systematically. As a result, most of their activities respond to short-term market signals; capabilities for detecting longer-term trends are weak and strategic thinking, if any, is limited to possibilities in their established business environment. In the Fourth Plan period, private investors are expected to recognize not only the need for longer-term perspectives, but also that the Fourth Development Plan offers such perspectives.

Ministry of Planning Press

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