

Expenditure Efficiency Newsletter

Second half – 2025

His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, the Crown Prince and Prime Minister
“The Kingdom’s keenness to assess the economic and social impact of public spending reflects its commitment to channel resources towards national priorities”

His Excellency Mr. Mohammed bin Abdullah Al-Jadaan
“Spending Efficiency is a journey that we started and made a remarkable progress in, and it does not necessarily mean reducing spending.”

Results announcement for the sixth edition of Sustainability Key Elements Program

Spending Efficiency Newsletter

The spending efficiency newsletter for the second half of 2025 highlights joint efforts by the government entities in activating spending efficiency best practices and improving the quality of government projects and procurement along with assets and facilities, in a manner that supports the Kingdom's spending efficiency journey and contributes to realizing Saudi Vision 2030.

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Headline News



The kingdom's keenness to assess the economic and social impact of public spending reflects its commitment to channeling resources towards national priorities, supporting efforts to diversify the economy, and enhancing quality of life.

From the annual royal speech of the custodian of the two holy mosques King Salman bin Abdulaziz Al Saud -may Allah protect him-, delivered on his behalf by His Royal Highness Prince Mohammed Bin Salman Bin Abdulaziz, Crown prince and Prime Minister - may Allah protect him- during the opening of the second year of Shura Council Ninth Session.

Headline News

Budget Forum 2026

In-depth reading of leaders' messages on spending efficiency

Spending Efficiency as a Government Culture

Spending efficiency is a journey that we started and made a remarkable progress in, and it does not necessarily mean reducing spending, but rather achieving the highest possible return of every Saudi riyal spent on the budget.

H.E. Mr. Mohammad
Al-Jadaan, Minister of Finance



Headline News

Budget Forum 2026

In-depth reading of leaders' messages on spending efficiency

People at the Heart of Investment

The Human Capability Development Program, one of 2030 Saudi Vision Programs, has transformed the educational sector from a services sector into an influential sector in development and economy. Through spending efficiency, we will achieve our goals in the program.

H.E. Mr. Yousef bin Abdullah Al-Benyan, Minister of Education



Headline News

Budget Forum 2026

In-depth reading of leaders' messages on spending efficiency

Investing in Impact-Driven

2026 Budget prioritizes enhancing spending efficiency and channeling it towards sectors that deliver higher economic and social value



**H.E Faisal bin Fadhil Alibrahim,
Minister of Economy and Planning**



Headline News

Budget Forum 2026

In-depth reading of leaders' messages on spending efficiency

Establishing the Culture of Spending Efficiency

Transport and Logistic Services System is one of the systems that was keen to establish the culture of spending efficiency in all its activities and entities, as a result, it was ranked first among all government entities in spending efficiency during 2025.

**H.E. Eng. Saleh bin Nasser
Al-Jasser, Minister of Transport
and Logistic Services**



Headline News

Launch of Financial and Economic Glossary

The Ministry of Finance and King Salman Global Academy for Arabic Language have launched the Financial and Economic Glossary, a reliable linguist reference that enhances the accuracy of communication in financial and economic sectors, supports scientific research and development of studies, and improves the policies clarity in a precise language.



The glossary contains:

- ◆ + 2000 Financial and economic terms in Arabic with the English equivalent.
- ◆ Terms that cover funding, banks, financial markets, investment, taxes, governance and spending efficiency.



Click here

Results announcement for “the sixth edition of Sustainability Key Elements” Program

EXPRO has announced the results of SKEP’s sixth edition, which contributes to achieving Saudi Vision 2030 objectives, by enhancing the financial sustainability, improving performance efficiency in the government sector through assessing and improving corporate practices, and supporting government entities in adopting advanced work methodologies to efficiently and effectively manage resources.

◆ **20** Participating entities

◆ **70** accredited evaluators

◆ **24** One-on-One Workshops

◆ **8000+**
Reviewed documents

◆ **4** Evaluation review stages

Participating Entities



Sixth Edition Results



Proficient

Entities that achieved
"Proficient" level in
practices maturity



Top score in each
element and its
impact on
Sustainability
Key Elements



Entities with highest
rate of improvement
compared to the
previous edition
(Fifth)



Sixth edition results reflect government entities' commitment to achieving highest levels of efficiency and quality in performance. Sustainability Key Elements Program follows a continues improvement plan that includes institutional capacity development,

enhancement of planning quality, and implementation of precise and measurable performance indicators that ensure achieving a sustainable actual impact on government services.

EXPRO works with government entities to adopt organizational excellence culture and expand the circle of best practices in resource management, which contributes to strengthening financial sustainability and achieving tangible results that enhance the quality of life and the services provided to beneficiaries”



Eng. Riyadh bin Nasser Almohawes

Strategy and Organizational
Excellence EVP at EXPRO

Joint efforts to enhance financial sustainability and improve spending efficiency

EXPRO held joint meetings with government entities participating in the sixth edition of SKEP, to showcase efforts and improvement opportunities for future editions of the program.

Ministry of Transport and Logistic Services



Ministry of Human Resources and Social Development



Royal Commission for Jubail & Yanbu



Ministry of Interior



Joint efforts to enhance financial sustainability and improve spending efficiency

Ministry of Health



Ministry of Sport



Saudi Water Authority



General Authority of Civil Aviation



Ministry of Environment, Water and Agriculture



Joint efforts to enhance financial sustainability and improve spending efficiency

**Ministry of Industry
& Mineral Resources**



**Ministry of
National Guard**



**Ministry of
Education**



**Ministry of
Municipalities
and Housing**



**Presidency of
State Security**



**General
Intelligence
Presidency**

MoU with “Developing Al Baha”

EXPRO has signed MoU with Strategic Office for Developing Al Baha Region in July 2025, to activate a Project Management Office and align development efforts with Saudi Vision 2030 objectives.

المكتب الاستراتيجي
لتطوير منطقة الباحة
Strategic Office for Developing Al Baha Region



The MoU aims to

- Activating the Follow-up Unit and linking it with National Projects Platform
- Aligning development portfolios with regional priorities and strategies
- Increasing spending efficiency and enhancing the quality of regional projects
- Developing employee's capacity through specialized training programs

EXPRO's Academy launches training programs guide for the second half of 2025

to enhance the competencies and capabilities of national employees.

The guide covers a comprehensive range of training programs designed to meet the needs of government entities in the expenditure efficiency and government projects areas, in accordance with the highest professional and knowledge standards.

27

Training programs in three paths

5 Training Programs

Assets and Facilities path

3 Training Programs

Spending Efficiency path

19 Training Programs

Planning and project management path

67

Training Programs

8,075

Registered employees on EXPRO's Academy Platform

4,456

Beneficiaries of training programs

7,620

beneficiaries of training programs provided in cooperation with Dorooob platform



Click here

You can access the academy's platform to benefit from the training programs

EXPRO participates in SFMA EXPO

EXPRO has participated in the International Facility Management Conference and Exhibition, which was held in Riyadh city in August 2025

EXPRO organized a workshop to showcase government entities' contributions to implement best practices according to the methodologies used in facilities management. Participants highlighted the technical solutions that achieved spending efficiency and improved operational efficiency.

EXPRO also participated in a discussion session entitled “Embracing Smart Technology in Facility Management”, which addressed the role of digital transformation in enabling entities to improve operational efficiency and optimally utilize resources.



EXPRO Participation in Operational Excellence Conference - First

EXPRO has participated in a discussion session entitled “The role of digital transformation and artificial intelligence in enhancing operational efficiency” as part of OpEx First KSA, which was held in Riyadh in September 2025.

The session explored mechanisms to maximize the use of AI to enhance business efficiency.



Government Contracts for the Catering Sector

The Government Expenditure & Projects Efficiency Authority (EXPRO) has participated in a discussion session entitled “Best Practices in Government Contracting for the Catering Sector” at the International Catering and Food Supply Conference, which was held in Riyadh in September 2025.

The session covered topics including regulatory frameworks related to the sector, cost analysis, and proposed recommendations.



EXPRO Participates in Saudi Procurement Conference

EXPRO has participated in a discussion session entitled “Government Procurement Developments” in Saudi Procurement Conference, which took place in October 2025.

The discussion focused on digital transformation, its role in enhancing efficiency and introducing tools for evaluating the success of innovative practices in government procurement



Tender Announcement Guideline

The guideline offers a defined and clear framework for the government entities to benefit from the tender announcements process, which increases transparency in government procurement processes by implementing best practices.



Guideline Objectives:

- ◆ Improve procurement's performance and efficiency.
- ◆ Achieve the best value possible for projects and government procurement.
- ◆ Increase trust and transparency between government entities and services providers.
- ◆ Standardize the criteria and methods used in tenders announcement.

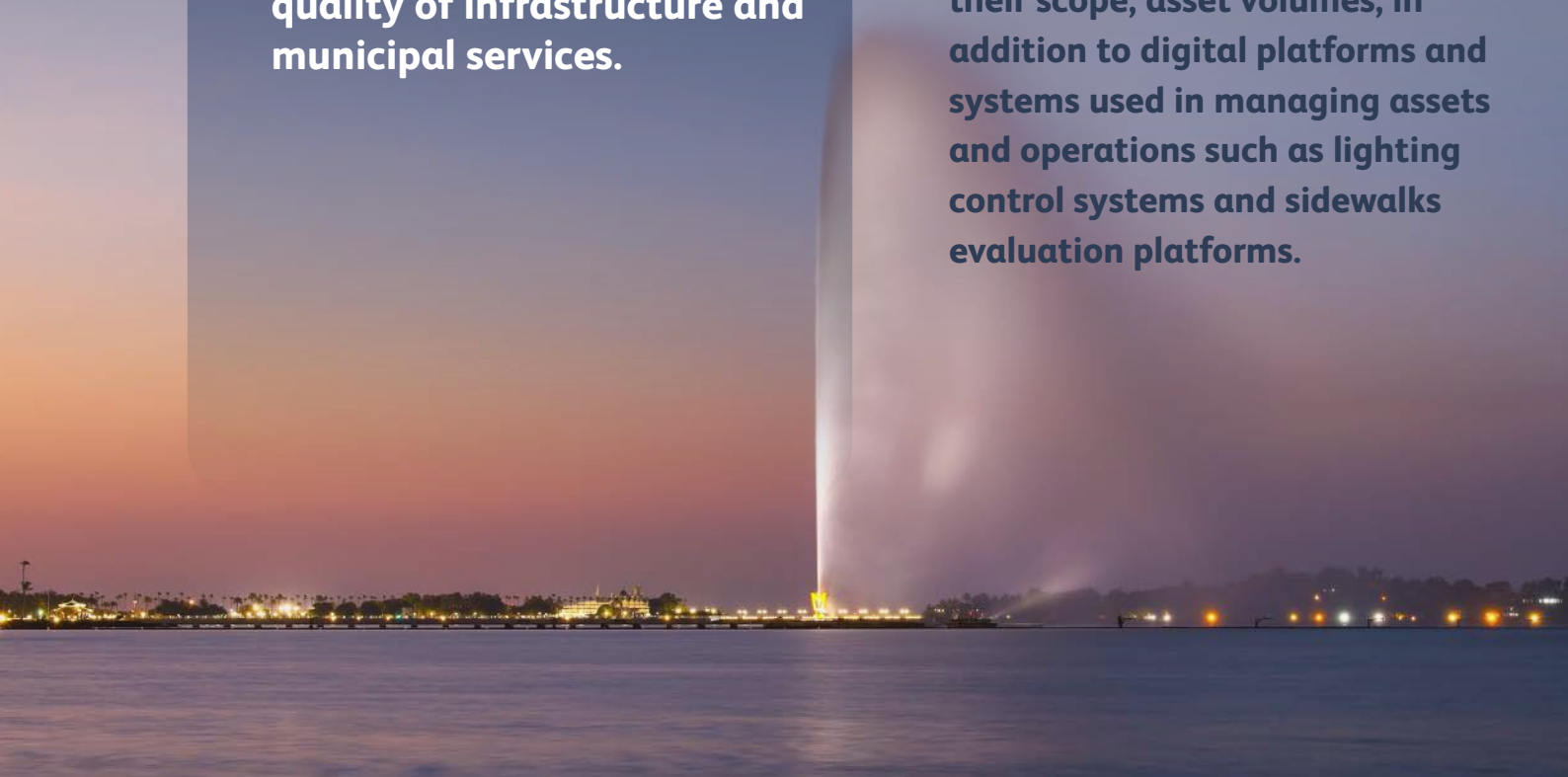


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Strengthening cooperation with Jeddah municipality to achieve spending efficiency objectives

A meeting has been held between Jeddah municipality and Government Expenditure and Projects Efficiency Authority (EXPRO) to enhance cooperation in achieving spending efficiency objectives, which contributes to improving the quality of projects and operation programs, overcoming challenges, as well as enhancing the quality of infrastructure and municipal services.

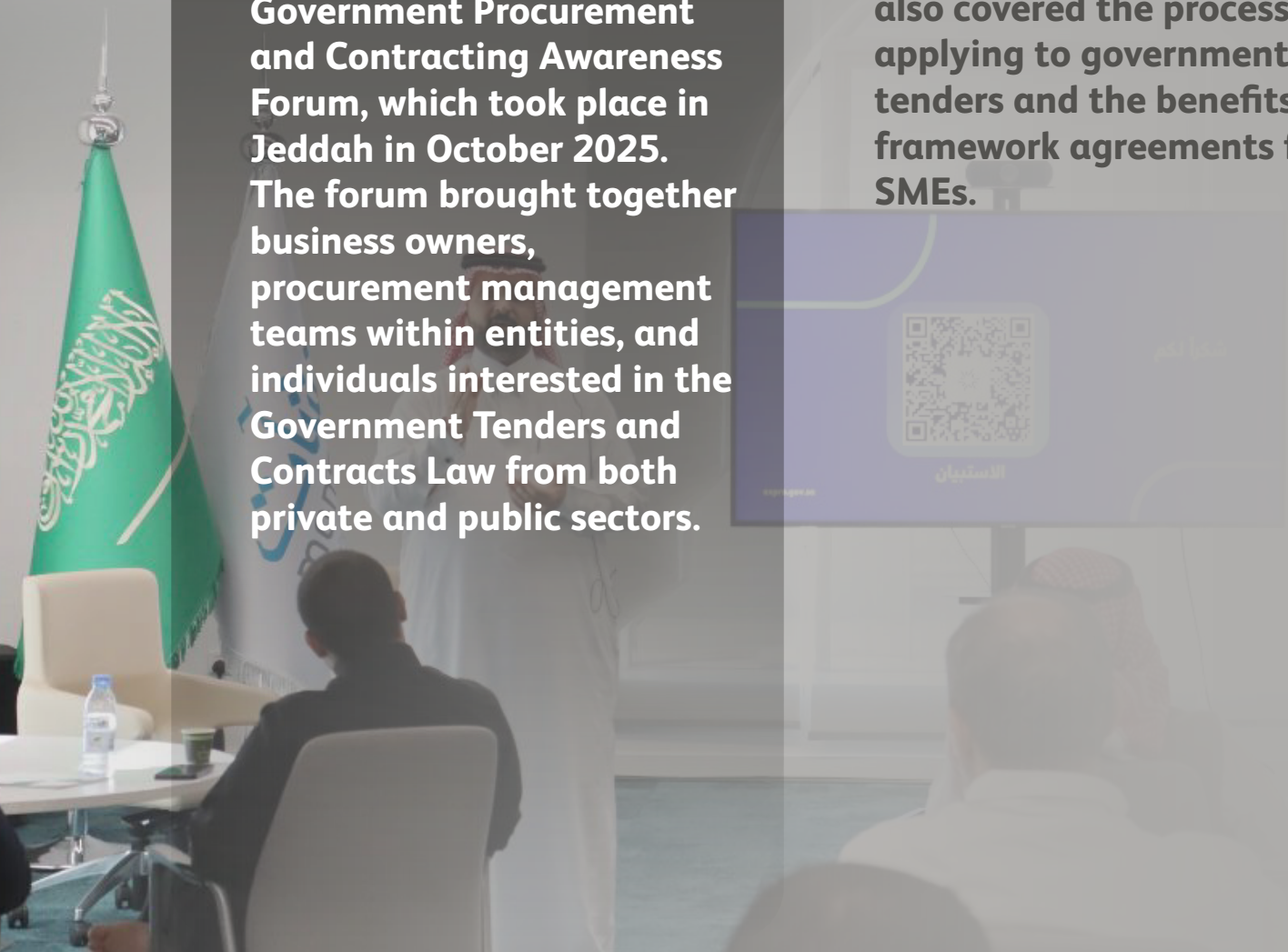
During the meeting that was held at the municipality headquarters, in August 2025, EXPRO's delegates were briefed on the operation and maintenance practices of roads of all categories, including sidewalks, bridges, tunnels, road lighting, as well as rainwater drainage maintenance systems. The meeting also included a review of the municipality's O&M contracts portfolio, the adopted contracting mechanisms and their scope, asset volumes, in addition to digital platforms and systems used in managing assets and operations such as lighting control systems and sidewalks evaluation platforms.



Awareness Forum on Government Procurement and Contracts

Small and medium Enterprises General (Monsha'at), in cooperation with the Government Expenditure and Projects Efficiency Authority and the National Center for Government Resources (NCGR), organized a Government Procurement and Contracting Awareness Forum, which took place in Jeddah in October 2025. The forum brought together business owners, procurement management teams within entities, and individuals interested in the Government Tenders and Contracts Law from both private and public sectors.

The forum showcased Tenders and Contracts Law for both public and private sectors, its objectives and scope of application, as well as key services and initiatives offered by Local Content & Government Procurement Authority. It also covered the process for applying to government tenders and the benefits of framework agreements for SMEs.



Workshop on Enhancing the Efficiency of Construction Project Management

In cooperation with EXPRO, Riyadh Chamber organized a workshop entitled “Enhancing the Efficiency of Construction Project Management”.

The workshop focused on raising awareness of the importance of the National Manual for Project Management (NMPM), efficiently applying project management methodologies, discussing common challenges and finding effective solutions, as well as identifying the role of value engineering and stage gates in improving implementation quality.

Topics covered included:

- ◆ Construction Project Management under EXPRO’s methodology.
- ◆ Introduction of the NMPM contents.
- ◆ Defining stage gates methodology to control and manage project’s life cycle.



Training Course at “Eastern Province Municipality” on Project Contract Management and Efficiency

The Eastern Province Municipality, in cooperation with the Government Expenditure and Projects Efficiency Authority (EXPRO), organized a training course in October 2025, titled "Contracts Management to Ensure Efficiency and Quality in Project Implementation," aiming to improve the quality and efficiency of project implementation.



The course presented by EXPRO to the employees of the municipalities of regions and governorates across the Kingdom included an identification of the contracting strategies frameworks used in the assets and facilities management, regulatory procedures for RFP preparation, bid evaluation mechanisms through the award stage, performance measurement criteria and requirements for effective post-award contract management.

Workshop on “**Spending Efficiency**” **Academy in cooperation with Aramco**

In cooperation with Saudi Aramco, EXPRO organized an introductory workshop on “EXPRO’s Academy” and its role in building the capacity of government entities employees in the areas of spending efficiency.

The workshop highlighted spending efficiency practices and implementation mechanisms by adopting best practices, methodologies, and the established guidelines to maximize impact and achieve sustainability.



A session on the policy for **Purchasing City Cleaning Contracts**

EXPRO participated in General Managers of Sanitation Forum in its 10th edition, which was hosted by the Municipality of Tabuk in July 2025. In the first session, EXPRO outlined the policy and regulations governing cities cleaning contracts.



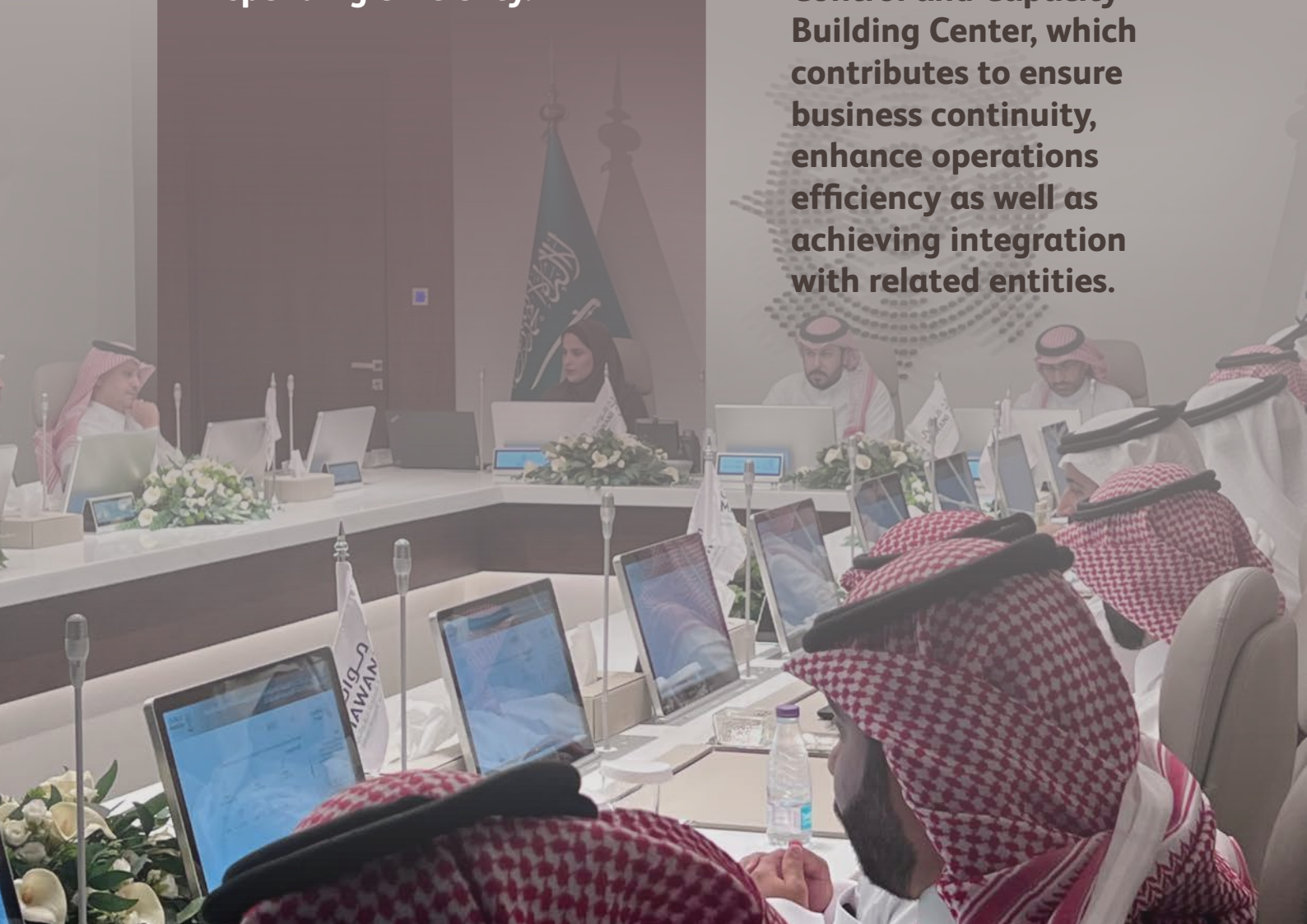
The participants suggested expanding plastic recycling applications to support environmental sustainability, in addition to studying the integration between “Itqan” platform with “Madinati” platform to enhance waste management efficiency.



Enhancing Spending Efficiency in “MWANI”

A delegation from EXPRO and the Ministry of Municipalities and Housing visited Saudi Ports Authority (MWANI) to discuss ways to develop businesses and achieve spending efficiency.

The delegation was briefed on EXPRO’s experience in spending efficiency initiative by visiting the Command, Control and Capacity Building Center, which contributes to ensure business continuity, enhance operations efficiency as well as achieving integration with related entities.



National Manual for Assets and Facilities Management (NMA&FM)

The National Manual for Assets and Facilities Management serves as a technical reference for government entities nationwide, enabling the optimum and efficient use of assets and facilities management resources of each entity.



NMA&FM Contents:

◆ **88** Plans

◆ **564** Templates

◆ **25** Guidelines

◆ **192** Procedures



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Workshop on National Projects Platform

EXPRO conducted a workshop on National Projects Platform during the Future Projects Forum held in Riyadh in September 2025



EXPRO noted that it provides more than 482 standard templates to support project management and enhance the workflow professionally and efficiently. Project management methodologies and practices in accordance with the NMPM were also showcased in the workshop.

EXPRO participates in Global Infrastructure Expo

EXPRO participated in a panel discussion entitled “Infrastructure Innovative Financing, successful models and public-private sector collaboration” during the Global Infrastructure Expo, which took place in Riyadh in September 2025.

Our Partners News

The “Quodrat-Tech” program, affiliated with the Digital Government Authority, organized a training program titled “Open-Source Software for Leaders,” aimed at implementing effective strategies for the adoption and management of open-source software to support digital transformation, improve spending efficiency, and contribute to building a sustainable national ecosystem.

هيئة
الحكومة
الرقمية
Digital
Government
Authority



The Ministry of Municipalities and Housing developed a unified digital system for road management and maintenance, aimed at improving infrastructure efficiency and raising the level of municipal services.

وزارة البلديات والإسكان
Ministry of Municipalities and Housing



The National Cybersecurity Authority launched the “Phishing” service to raise cybersecurity awareness, reduce phishing risks, and improve the efficiency of government spending.

الهيئة الوطنية
للأمن السيبراني
National Cybersecurity Authority



The Riyadh Infrastructure Projects Center announced the “Infrastructure Projects Code,” which will serve as a unified regulatory and technical guide for infrastructure projects, enhancing quality of life, improving the urban landscape, as well as achieving spending efficiency.

The Riyadh Region Infrastructure Projects Center organized the Global Infrastructure Forum to advance infrastructure projects, achieve spending efficiency, and improve the urban landscape.



مركز مشاريع البنية
التحتية بمنطقة الرياض
Riyadh Infrastructure Projects Center

The General Authority for Roads implemented a project on the Technical College of Tourism and Hospitality Road in Al-Muzahimiyah Governorate, using recycled materials from building demolition waste, as part of measures to enhance sustainability and improve spending efficiency in road projects.

الهيئة العامة للطرق
Roads General Authority



Our Partners News

Taibah University activated the Central Unit Model for Printing and Grading Exams as part of initiatives to improve spending efficiency and enhance the quality of educational services.



King Khalid University organized a workshop titled "Spending Efficiency in Government Entities."



Bisha University organized a workshop on the role of institutional infrastructure in enhancing spending efficiency.



Jazan University launched the "Smart Planning" program to support employees' capabilities in planning skills and data analysis, and to enhance spending efficiency and quality of performance.



Jeddah Municipality achieved spending efficiency through implementing projects that improve the urban landscape of sidewalks, pedestrian pathways, and parking areas.



The Saudi Water Authority achieved spending efficiency by adopting technological transformation, developing supply chains, and optimizing the utilization of human resources.

**الهيئة السعودية للمياه
Saudi Water Authority**



Our Partners News

MATARAT Holding organized, through its “Jusoor” Local Content Program, a workshop for its subsidiaries to review localization opportunities in operation and maintenance contracts and incorporate the requirements of the localization guide into operational contracts for Saudi airports.

مطارات
القابضة

The Ministry of Finance launched the “Advanced Budget Management – Financial Risk Management” program to develop the capabilities of practitioners working in budget departments within government entities.

وزارة المالية
Ministry of Finance

The Madinah Education Administration held an awareness workshop on the role of the Project for Inventory and Management of Non-Real Estate Assets in enhancing spending efficiency and achieving best practices in resource utilization.

وزارة التعليم
Ministry of Education

The Public Investment Fund (PIF) launched “TASAMA” Business Services Company to enable government entities and local and global companies to enhance spending efficiency and local content through innovative and integrated services.



The Hail Region Municipality organized the Performance-Based Contracts Initiative Forum for Municipal Sector Projects, discussing contracting procedures to increase spending efficiency, improve project quality, and achieve infrastructure sustainability.

أمانة منطقة حائل
HAIL REGION MUNICIPALITY



What Digital Enablers Support Expenditure Efficiency Teams?

Purpose of Digital Enablers

To activate and enhance the effectiveness of services provided by Expenditure Efficiency Teams across government entities.



Digital Enablers

- Expenditure Efficiency Teams Platform
- National Projects
- Etimad Platform
- Operations & Maintenance Platform
- EXPRO Academy Platform
- Sustainability Key Elements Program

Workstreams

- Spending Efficiency Initiatives
- Project Management
- Procurement
- Assets & Facilities
- Capacity Building
- Sustainability Key Elements Program (SKEP).



For more details, please explore the e-services available on EXPRO's website.

Click here



Guideline for the Operating Model of the Expenditure Efficiency Team

This guideline provides general guidance and principles to support the activation of Spending Efficiency Teams in accordance with High Order No. 85258 dated 1445/11/26H. It also outlines the teams' key responsibilities and roles and defines their coordination and reporting relationships with relevant entities and departments.



Click here



Awards and Recognitions

EXPRO Receives the Gold Award for Excellence in Facility Management Practices

The Government Expenditure and Project Efficiency Authority (EXPRO) has received the Gold Award for Excellence in Facility Management Practices from the Global Facility Management Association (GLOBAL FM).

The award was received at EXPRO's headquarters in Riyadh by Eng. Bin Abdulrahman Mirza, Acting Executive Vice President for Assets and Facilities Management, from Eng. Ali Al-Suwaidi, Vice President of the Middle East Facility Management Association (MEFMA).



WHAT Set EXPRO Apart?

◆ **Maturity of operational practices**

◆ **Strong capability in research and innovation**

◆ **Achieving sustainable excellence in leading transformation in facility management**

Awards and Recognitions



The Government
Expenditure and
Project Efficiency
Authority (EXPRO)

**Excels in
Open-Source
Software
Measurement**

EXPRO Excellence Criteria

Flexibility, Control, and Sustainability of Technology Solutions

Enhanced control over source code through the redesign of the file sharing and synchronization system, with more than 65% of EXPRO's technology solutions built on open-source architecture. This approach ensures business continuity while accelerating the pace of delivery.

Strengthening Transparency and Trust

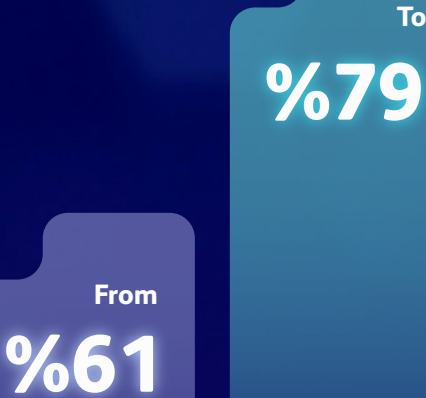
Development of an integration tool linking the National Unified Platform (Nafath) with the Identity Management System, in addition to adopting open-source access and sharing the digital solution in the Government Repository, enabling collaboration among government entities.

Awards and Recognitions

EXPRO achieves Significant Progress in the

2025 Digital Content & Website Efficiency Index

EXPRO has made a remarkable leap in the performance of its website, increasing its overall efficiency score



This was realized through the collaboration between the IT Department and the General Department of Media & Corporate Communication, elevating the website’s classification from “Advanced” to “Proficient” among government websites.

2025م	Evaluation Details	2024م
%79.01 ▲	Overall Score	%61.37
%71.53 ▲	Technical Efficiency	%59.81
%87.18 ▲	Digital Content	%64.25
Proficient	Maturity Level	Advanced

National Spotlight



EXPRO's Employees Participate in the Crown Prince's Blood Donation Campaign

In pursuit of EXPRO's commitment to social responsibility and in line with the initiative of His Royal Highness the Crown Prince Mohammed bin Salman (may God protect him), employees of EXPRO took part in the Crown Prince's blood donation campaign.



عزنا بطبعنا

With great pride and appreciation, employees of the Government Expenditure and Project Efficiency Authority (EXPRO) celebrated the occasion of the 95th Saudi National Day.

Knowledge Initiative

Knowledge Initiative

EXPRO has organized the Knowledge Initiative, which aims to deliver knowledge-sharing sessions that transfer expertise and practical experiences to government entities by leveraging distinguished practices across various areas of spending efficiency and government projects.

Knowledge Session

Enhancing the Urban Landscape of Sidewalks, Pedestrian Pathways, and Parking Area.

Session Overview:

A presentation of the Jeddah Municipality's experience in implementing the initiative to improve the urban landscape of sidewalks, pedestrian pathways, and parking areas.

Target Audience:

- Heads and members of Spending Efficiency Teams
- Employees of Government entities working in planning and project management
- Employees of municipalities and secretariats



Knowledge Initiative

Knowledge Initiative

Knowledge Session

Key Practices Contributing to Achieving the “Proficient” Level of Practice Maturity in the Sixth Cycle of the Sustainability Key Elements Program (SKEP).

Session Overview:

A knowledge-sharing session led by the Ministry of Human Resources and Social Development, highlighting the practices and initiatives implemented as part of Sustainability Key Elements Program (SKEP).

Target Audience:

- Heads and members of Spending Efficiency Teams
- Government Entities' employees work in the fields of procurement and contracts, project management, and asset and facility management.

الموارد البشرية
والتنمية الاجتماعية



Expenditure Efficiency

Glossary

Spreading the Culture of Expenditure Efficiency

A methodology for raising awareness, expanding knowledge, and strengthening capabilities, empowering entities and individuals to embrace expenditure efficiency practices and drive financial sustainability in government entities.

Strategic Study

A study that highlights the project's or program's alignment with Saudi Vision 2030 and its connection to the sector's and region's strategic objectives and policies.

Recurring Tenders

Works aimed at ensuring uninterrupted services through contracts that require continuous provision, such as maintenance and cleaning, operations, catering, and transportation.

Asset Management

Oversee all aspects of an asset's lifecycle, from planning and acquisition to operation, maintenance, and disposal, ensuring optimal performance and cost efficiency.

Facility Management

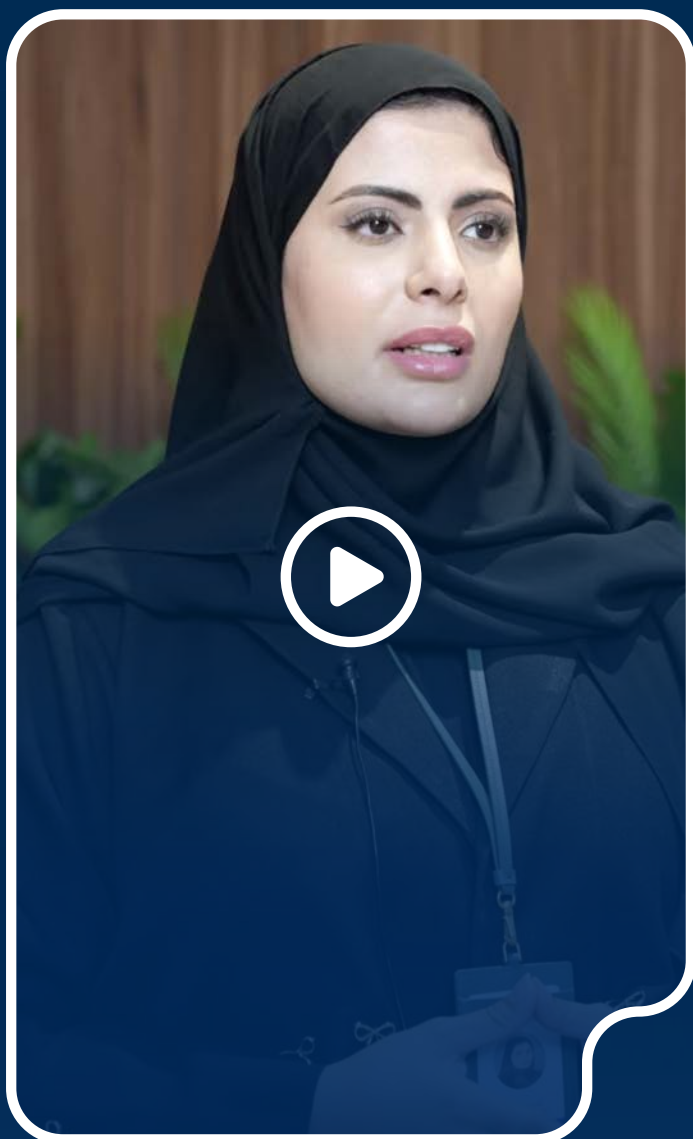
An organizational process that coordinates and integrates people, processes, and spaces within facilities to enhance quality of life and boost the productivity of an organization's core operations.

Framework Agreement

An agreement between one or more government entities and one or more suppliers, contractors, or service providers, which includes the terms and conditions of contracts that will be awarded during a specified period.

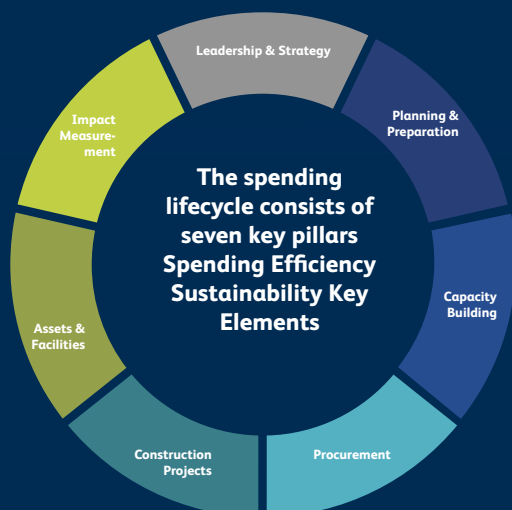
Government Entities Enablement

Empowering government entities to enhance expenditure efficiency across sectors by developing and managing EXPRO's collaboration with public entities and maximizing the impact of government expenditure. This is achieved by enabling expenditure efficiency teams within entities, providing technical support to sustain the application of efficient methodologies and policies, and activating frameworks that support budget preparation, ultimately contributing to improved financial planning maturity.

Spending Overview

#لمحة -كفاءة

The Sustainability Key Elements Program (SKEP) supports change management in spending efficiency practices across several government entities. It serves as a diagnostic tool that identifies performance gaps in entities' adoption of the practices issued by EXPRO, highlights areas for improvement, and outlines a roadmap for enhancing the maturity of practices across the



01 Leadership & Strategy



Strengthening leadership in guiding spending and aligning it with national priorities and financial sustainability.

03 Capacity Building



Developing skills and capabilities to implement sustainable spending efficiency practices.

02 Planning & Preparation



Planning all key components of spending in line with strategic priorities.

05 Construction Projects



Improving project management effectiveness and ensuring alignment with strategic goals to deliver sustainable impact.

04 Procurement



Enhancing procurement efficiency through strategic sourcing, improved planning, and optimized contracting to achieve best value.

07 Impact Measurement



Measuring the impact of implemented spending practices.

06 Assets & Facilities

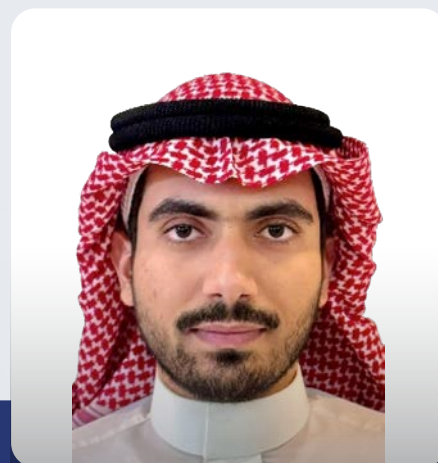


Maximizing efficiency in the use, evaluation, operation, and monitoring of both new and existing assets and facilities.

Op-Eds

Efficiency from a Quantitative Perspective: The Language of Numbers Is Simple but Candid

Efficiency is built on two fundamental elements: inputs and outputs. Input represents the resources required to produce a product or deliver a service. These resources may be financial, human, natural, or even time.



Turki Ahmed Al-Rajhi

Government Expenditure and Project Efficiency Authority (EXPRO)

Simply put, the equation of efficiency is output divided by inputs. Improving efficiency therefore requires one of three approaches: increasing output while keeping input constant, reducing inputs while maintaining the same outputs, or increasing outputs while simultaneously reducing inputs.

The journey toward improving efficiency in new projects begins primarily with procurement processes, followed by construction project management, and ultimately the operation and maintenance of the assets and facilities created by these projects. Efficiency within these three fundamental pillars can be enhanced through several measures, including—but not limited to—the following: First, improving procurement efficiency involves narrowing the gap between the unit price of a product and its recognized benchmark price to ensure fair and competitive purchasing. It also includes shortening the time between announcing a tender to suppliers and awarding the contract to the most capable provider. These efforts help build strategic relationships with suppliers and ensure that products or services are delivered at the right time.

Second, enhancing project efficiency requires ensuring that planned projects are fully prepared before implementation. This includes confirming their alignment with strategic objectives, verifying that they address genuine needs, evaluating multiple alternative solutions, and selecting the most effective option. It also requires securing a clear funding source and mechanism, defining technical specifications, preparing priced bills of quantities, and establishing a detailed execution plan. Additionally, the rate of stalled or delayed construction projects can be reduced by developing a prioritized five-year project roadmap (a five-year portfolio) and implementing approved corrective action plans for projects experiencing delays.

Third, improving the efficiency of operating assets and facilities involves extending their operational lifespan by ensuring that necessary maintenance is performed regularly. This requires implementing systems that record every asset and track its maintenance throughout its lifecycle. Such practices help reduce the risks of accidents and failures, ensure continuity of services provided to beneficiaries, and enhance employee satisfaction with the assets and facilities they rely on, thereby supporting talent retention. Finally, it also involves narrowing the gap between the actual unit cost and the benchmark cost for operating and maintaining these assets and facilities.

Ultimately, improving efficiency cannot be achieved through isolated actions or temporary solutions. Rather, it is a comprehensive pathway that begins with sound project planning, progresses through effective procurement and execution management, and culminates in the sustainable operation of assets and facilities. When these pillars are managed within an integrated system grounded in data, clear priorities, and continuous monitoring, efficiency evolves from a theoretical concept into an institutional practice capable of maximizing the value of resources, ensuring service continuity, and delivering meaningful long-term impact for beneficiaries.

The DNA of Projects

In the world of management and development, it is often said that every project possesses its own unique “personality” that sets it apart from others, much like every human being carries a distinct genetic fingerprint. This idea leads us to the concept of project “DNA”, the fundamental components that define a project’s identity, guide its behavior, and shape its future.



Ibrahim Hamad Al-Saeed

Government Expenditure and Project Efficiency Authority (EXPRO)

The renowned management thinker Peter Drucker described successful organizations as those that “know who they are, why they exist, and where they are heading,” and this is precisely what project DNA represents: an awareness of the project’s own institutional identity. We may say that the concept of project DNA refers to a set of core elements that define the nature of a project from its inception to its completion; it is not merely a work plan or a timeline, but rather a system of values, purposes, methodologies, teams, and environments that collectively form the project, making it distinct from any other project, even when objectives or fields may appear similar.

The DNA of any project can be analyzed into several key “genes,” foremost among them being purpose, which is the central gene that gives the project its direction and reason for existence; a project without a clear purpose is like a body without a heart. This is followed by values, which determine how decisions are made and how the team responds to challenges and pressures, then methodology, which defines whether the project follows a traditional approach or adopts more agile practices. Next comes the team, considered the living element within the project’s genes, carrying the expertise and behaviors that shape its execution culture, followed by the environment, which includes the institutional, regulatory, and technological context that surrounds the project, and finally leadership, the gene responsible for energizing the entire system and ensuring alignment of all elements toward the intended goal.

From this perspective, an important question arises: why do we need to understand project DNA? Understanding DNA is not only about identifying the project, but also about analyzing the reasons behind its existence, success, or failure. When projects falter or fail, the cause is often not a lack of funding or scheduling issues, but rather a defect in one of the core genes, such as weak leadership, an unclear purpose, or conflicting values. From this standpoint, analyzing project DNA becomes an essential step within project governance and portfolio management, as it reveals deep-rooted challenges before they evolve into executional crises.

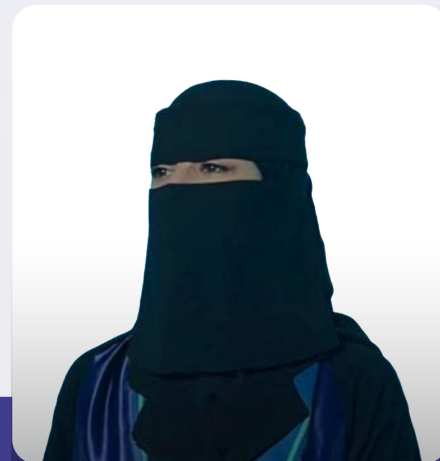
Moving toward developing a positive project DNA, building successful and sustainable projects requires deliberately shaping this DNA from the outset through clarity of vision and purpose, alignment of objectives with national or institutional strategies, selecting a management methodology suited to the project’s nature, empowering teams with the necessary skills and leadership, and fostering a culture grounded in transparency, accountability, and continuous learning.

In conclusion, project DNA represents the internal identity of a project, which ultimately determines its capacity for viability and growth.

Embedding SROI in the Governance of Public Spending

In light of the growing demands for governance, the rising expectations of society from public sector performance, and the increasing focus on delivering the best possible services with the least resources, the efficiency of government spending has become a strategic necessity to ensure the realization of tangible financial and social returns.

Within this evolving landscape, the concept of Social Return on Investment (SROI) has emerged as one of the most compelling modern approaches. At its core, SROI seeks to capture the true value of public spending by measuring the social and economic outcomes it generates, translating what was once intangible into clear, quantifiable indicators that can sharpen and guide government decision-making. The concept of SROI is based on calculating the ratio of social returns to costs, for example, a ratio of 3:1 indicates that every unit of spending generates three units of social value. This methodology stands out for its ability to enhance transparency and accountability, direct resources toward projects with the greatest impact, and contribute to institutional learning while fostering social innovation. However, the application of SROI is not without challenges, as it involves difficulties in accurately identifying stakeholders, limitations in data availability, and the complexity of measuring intangible values, in addition to the need for appropriate timeframes to assess the true impact. For SROI to function effectively as a tool within the governance of public expenditure, it is preferable to integrate it into the institutional framework through transparent spending policies, comprehensive performance indicators that encompass both financial and social dimensions, and independent accountability mechanisms, along with specialized evaluation units that ensure neutrality and credibility. It is also advisable to further develop legislative frameworks to incorporate the concept of “social value” within the criteria of public procurement and contracting. Ultimately, integrating SROI into public spending governance marks a shift from measuring spending to measuring value. It reframes public spending as an investment in people and society, contributing to greater equity and transparency while maximizing the developmental impact of every riyal spent.



Wafaa Bandar Al-Maimouni

Ministry of Human Resources and
Social Development

Where Impact is Felt and Seen

When His Royal Highness Crown Prince and Prime Minister Mohammed bin Salman—may God protect him—addressed the Shura Council in the annual Royal Speech, his words reflected a governing philosophy rooted in a clear conviction: the public interest is the ultimate goal, the citizen is the compass, and development only reaches its full meaning when public spending achieves a balance between economic and social impact.

In this vision, every resource is directed toward enhancing quality of life, increasing citizens' income, and advancing national priorities. Within this framework, the concept of efficiency in managing public funds is redefined. Development is not merely about abundant reserves or expanding budgets; rather, it lies in translating expenditure into tangible, visible impact. Figures alone do not build progress unless they become shorter journeys, faster services, and lives lived with greater quality and broader well-being. Undoubtedly, financial impact marks the beginning of the path, but it is incomplete unless it yields a broader outcome: a social impact that elevates public satisfaction, an economic impact that creates opportunities, and a developmental impact that reshapes the very meaning of quality of life. This balance is not a theoretical luxury; it is a prerequisite for sustainability. From my perspective, the works and efforts of Government Expenditure and Project Efficiency Authority reflect the building of a balanced national awareness that redefines the relationship between spending and value, savings and impact, and efficiency and humanity. It embeds a dual responsibility within every government entity: to safeguard financial discipline while remaining fully attentive to the citizen's daily life.

In conclusion, under our wise leadership, the Kingdom advances with assured momentum, embedding efficiency as a lived culture that turns vision into reality. Its impact is already felt in the fabric of daily life, through faster services, smoother roads, and expanding opportunities. Efficiency has become a national mindset, and public spending an investment in people before infrastructure. In this sense, development in the Kingdom endures as a story shaped by determination, defined by impact, and anchored in the citizen as its truest purpose and most meaningful expression.



Abdullah Eyad Al-Shuraidah

Government Expenditure and Project Efficiency Authority (EXPRO)

Mamur Mosque

When reflecting on the experience of Mamur Mosque in Riyadh, it becomes clear that the idea goes far beyond improving mosque operations. It represents a shift in how religious facilities are perceived.

Designed with modern technologies and fully integrated services, Mamur Mosque has been developed to function as a central part of the society's everyday rhythm.

It includes Quran learning halls and multi-purpose hall for the neighborhood. What has taken shape here is not a corrective step to address a problem, but a structural transformation in mosque management, allowing it to cover its operating costs without external funding. This achievement was not incidental; it is the result of an operational model based on efficient use of resources, providing services that people need, as well as generating benefit for the mosque itself.

Sustainability and quality were achieved through a set of small but effective measures, including architectural design based on actual need, the use of technology, and benefiting from the mosque's daily visitors by creating income-generating areas. Despite their simplicity, these details made a clear difference in reducing costs, improving service quality, and generating revenue, until the mosque became able to cover its operational needs on its own.

What is notable in this experience is that it did not limit the mosque to its traditional role as a place of worship only but made it part of the daily life of residents. The mosque has become a gathering point for the community, and the surrounding area has been used to meet various needs of citizens, which has positively reflected on quality of life.

As consumer habits evolve and e-commerce expands, new opportunities emerge to better utilize the mosque's central location within neighborhoods, such as offering postal and essential services that are typically limited to commercial centers or fuel stations. Given that mosques are naturally embedded within residential areas and visited multiple times a day, they hold a built-in advantage for such services.

The Mamur Mosque experience is not merely a success story. It is a scalable model that can be replicated and refined across other mosques, bringing together service quality and financial sustainability in one integrated framework.



Ahmed Abdullah Al-Sultan

Government Expenditure and Project
Efficiency Authority (EXPRO)

Op-Eds

Artificial Intelligence and Change Management in Spending Efficiency

In today's rapidly evolving governmental landscape, driven by transformation, spending efficiency is no longer measured merely by the scale of financial savings or cost reductions. Rather, it is defined by an entity's ability to transform its resources into sustainable institutional value that enhances national impact and elevates the quality of public expenditure.

As reliance on data continues to grow as a central pillar of decision-making, the integration of artificial intelligence and change management has become essential for achieving true sustainability in spending efficiency that not only measures outcomes but actively creates and sustains them.

Artificial intelligence now represents the analytical mind of modern government. It transforms vast volumes of government data into forward-looking insights that guide decisions, identify gaps, and anticipate opportunities for improvement across the entire spending lifecycle. Through machine learning algorithms and predictive analytics, entities can develop precise maturity models to assess performance and align spending with national priorities. This ensures agile, proactive resource management and maximizes national return. However, while artificial intelligence provides clarity of vision, achieving real impact requires institutional capacity for adoption and adaptation, this is where change management becomes critical.

Change management is the force that transforms analysis into practice and information into impact. It ensures that data-driven decisions become embedded within institutional behavior, rather than remaining temporary initiatives. By empowering leadership and cultivating a culture that views data as a strategic asset, efficiency evolves into a daily practice that lives within the system rather than on its margins. Here, artificial intelligence and change management intersect to form a balanced equation between analytical capability and sustainable execution.

The "Sustainability Key Elements Program" (SKEP) emerges as a national framework that unifies these analytical and behavioral forces into a cohesive, integrated system. It goes beyond measuring spending efficiency to embedding it, by identifying gaps, guiding improvements, and measuring impact across the full spending lifecycle. When artificial intelligence is activated within this program, data becomes a tool for leadership and governance, enhancing transparency and reinforcing the principle of sustainability in public expenditure.

Ultimately, artificial intelligence becomes the force that enables foresight, allowing impact to be envisioned before it occurs, while change management provides the capability to anchor and sustain that impact once achieved. Between these two forces, sustainable spending efficiency takes shape as a mature leadership practice that leverages data to generate continuous national impact, enhances development efficiency, and contributes to building a smarter, more sustainable future for government.



Abrar Abdulaziz Al-Quraini

Government Expenditure and Project
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in the Spending Efficiency Newsletter

Submit specialized articles on spending efficiency and government projects.

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- ◆ 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.**

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