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السعودية

**The Impact of Vision 2030 on Project Management Practices in the Saudi
Arabia Government Sector**

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Abstract:

This study aimed to investigate the impact of Saudi Arabia's Vision 2030 on project management practices within the government sector. To gather insights, a quantitative research approach was employed, involving the distribution of questionnaires to 100 participants. The respondents were selected from various departments and levels within the government sector.

The findings revealed that a significant majority of the participants demonstrated a high level of awareness and understanding of Vision 2030. They recognized the strategic importance of this ambitious plan in diversifying the country's economy, reducing dependence on oil, and driving sustainable development across multiple sectors.

In addition, the study shed light on the significance of talent development initiatives in project management. The participants recognized the need for continuous skill enhancement and capacity building to meet the evolving demands of Vision 2030. They emphasized the importance of training programs, knowledge sharing platforms, and professional development opportunities in equipping project managers with the necessary competencies to drive successful outcomes.

Transparency and accountability were recognized as crucial factors in project management within the government sector. The participants expressed their support for enhanced transparency measures, including clear governance structures, open access to project information, and robust reporting mechanisms. They emphasized the importance of accountability in ensuring the responsible and efficient use of resources, promoting ethical practices, and maintaining public trust.

Overall, the findings of this study highlight the significant impact of Saudi Arabia's Vision 2030 on project management practices within the government sector. The participants' positive perceptions regarding digital transformation, talent development, evaluation criteria, transparency, accountability, and innovation adoption underscore the transformative nature of Vision 2030 and its influence on enhancing project management practices to achieve the strategic objectives of the plan.

Introduction:

Saudi Arabia's Vision 2030 represents an ambitious and transformative strategic plan aimed at diversifying the country's economy, reducing its reliance on oil, and promoting sustainable development across diverse sectors. As the Saudi Arabian government sector plays a pivotal role in implementing Vision 2030, it is essential to examine the impact of this vision on project management practices within this sector. The government sector in Saudi Arabia holds significant responsibilities in the country's governance and administration, encompassing various ministries, governmental agencies, and public institutions entrusted with policy-making, service delivery, and regulatory functions. To effectively achieve the objectives outlined in Vision 2030, substantial reforms and initiatives have been implemented within the government sector to enhance the efficiency, effectiveness, and transparency of project management practices. These reforms aim to streamline processes, optimize resource allocation, and drive successful project outcomes. By assessing and understanding the influence of Vision 2030 on project management practices within the Saudi Arabian government, valuable insights can be gained into the transformative changes occurring in the sector.

This research proposal aims to thoroughly examine and assess how Vision 2030 has influenced project management practices employed by the Saudi Arabian government. By conducting an in-depth analysis, this study aims to uncover the specific areas where project management practices have been impacted and approaches that have been implemented. Understanding these influences is crucial for evaluating the effectiveness of Vision 2030 in driving sustainable development, achieving strategic goals, and promoting efficient project delivery.

By examining the impact of Vision 2030 on project management practices within the government sector, this research will contribute to the existing body of knowledge regarding the implementation of strategic plans in complex organizational settings. The findings will offer valuable insights into the reforms and initiatives undertaken in the government sector to enhance project management practices, aligning them with the goals and objectives of Vision 2030. Ultimately, this research will provide a comprehensive understanding of how the Saudi Arabian government sector has adapted its project management practices to support the successful implementation of Vision 2030.

Research Problems:

The research problem addressed in this study is to examine and assess the impact of Saudi Arabia's Vision 2030 on project management practices within the government sector. Specifically, the study aims to investigate the extent to which Vision 2030 has influenced project management practices employed by the Saudi Arabian government in terms of efficiency and effectiveness. This research problem is significant because understanding the impact of Vision 2030 on project management practices is crucial for evaluating the effectiveness of the strategic plan in driving sustainable development and achieving its objectives. By examining the reforms and initiatives implemented within the government sector, this study seeks to provide insights into how Vision 2030 has shaped and transformed project management practices in Saudi Arabia's governance and administration.

Important of the study:

The importance of the research is to shed light on the full understanding of the impact of Vision 2030 on project management practices in the government sector in particular.

This research will address various aspects such as the objectives of Vision 2030, its strategies and implementation. By analyzing these factors, it is possible to gain an understanding of the government sector's adaptation of its project management practices to align with the objectives of the vision. In addition, the research will address the challenges facing the implementation process and the best practices to meet these challenges.

In recent years, Saudi Arabia has embarked on an ambitious journey towards Vision 2030, a comprehensive plan aimed at transforming the country's economy and society.

By studying the current state of project management practices in the government sector in Saudi Arabia and assessing how they align with the goals of Vision 2030, valuable insights can be gained to inform future strategies and ensure successful implementation.

As well as revealing the challenges, opportunities and possible changes that may arise as a result of implementation. Therefore, studying this impact can provide valuable insights on the country's development and progress, especially since the Vision 2030 plan was developed by the government of the kingdom of Saudi Arabia to diversify the economy and reduce its dependence on oil.

Objectives of the study:

1. To examine the impact of Vision 2030 on project management practices within the Saudi government sector.
2. To assess the influence of digital transformation on project management practices in the Saudi Arabian government sector in the context of Vision 2030.
3. To evaluate the effectiveness of knowledge management and sharing practices in the government sector of Saudi Arabia in relation to project management within the framework of Vision 2030.
4. To assess the contribution of Vision 2030 towards improving transparency and accountability in project management within the Saudi Arabian government sector.
5. To examine the extent to which Vision 2030 has contributed to the increased adoption of innovative project management methodologies in Saudi Arabia.

By accomplishing these research objectives, this study aims to provide insights into the impact of Vision 2030 on project management practices in the Saudi government sector, inform future strategies, and contribute to the successful implementation of Vision 2030's goals and objectives.

Study Questions:

1. Has the 2030 vision impacted project management practice in the Saudi government sector?
2. Has the digital transformation impacted project management practices in the Saudi Arabia government sector in the context of Vision 2030?
3. How effectively does the government sector in Saudi Arabia manage and share project management knowledge in the context of Vision 2030?
4. Did the Vision 2030 impact the talent development and skill enhancement initiatives in project management within government organizations?
5. Has the Vision 2030 led to changes in project evaluation criteria and performance measurement within government projects?
6. Has Vision 2030 contributed to improving transparency and accountability in project management within the Saudi Arabian government sector?
7. Has Vision 2030 contributed to increased adoption of innovative project management methodologies due to Vision 2030?

Pervious study and theoretical Framework:

- 1) This literature review explores existing research and scholarly articles to understand the impact of Vision 2030 on project management practices in Saudi Arabia's government sector.**

Vision 2030, as a strategic plan for Saudi Arabia's economic diversification and sustainable development, has significant implications for project management practices within the government sector. This literature review explores various aspects related to Vision 2030 and project management, including methodologies, challenges, opportunities, digital transformation, stakeholder engagement, knowledge management, and sustainability considerations.

The review highlights the importance of adopting project management methodologies, such as Agile and Lean, to enhance efficiency, transparency, and accountability in government projects aligned with Vision 2030. It also identifies challenges such as a lack of skilled project managers, inadequate infrastructure, and bureaucratic hurdles, while emphasizing the opportunities for enhancing project management capabilities through training programs and knowledge sharing.

Digital transformation emerges as a critical aspect of Vision 2030, where digital technologies like AI, big data analytics, and cloud computing can enhance decision-making processes, resource allocation, risk management, and overall project performance.

Stakeholder engagement is emphasized as crucial for successful project implementation, requiring the commitment and support of stakeholders at all levels throughout the project lifecycle.

Knowledge management is recognized as essential, where knowledge sharing platforms within the government sector can facilitate learning from past experiences, promote best practices adoption, and foster innovation in project management.

Sustainability considerations play a significant role, with the integration of sustainability principles into project management practices leading to long-term benefits such as environmental conservation, social responsibility, and economic growth.

In conclusion, this literature review underscores the impact of Vision 2030 on project management practices within the Saudi Arabian government sector. It identifies challenges and opportunities, emphasizes digital transformation, stakeholder engagement, knowledge management, and sustainability considerations. Aligning project management practices with the goals of Vision 2030 is crucial for achieving successful outcomes in transforming Saudi Arabia's economy and public sector services.

2) Healthcare Transformation in Saudi Arabia: An Overview Since the Launch of Vision 2030

Literature Review:

Introduction:

The healthcare sector in Saudi Arabia is undergoing a transformation as part of the country's Vision 2030 initiative, which aims to privatize and adopt Public-Private Partnerships (PPPs) in order to improve the healthcare system. This literature review provides an overview of the healthcare transformation in Saudi Arabia since the launch of Vision 2030, highlighting the challenges that need to be addressed and the steps taken towards system transformation. The review involved an extensive analysis of published and unpublished articles, government reports, policy documents, and press releases.

Methodology:

The authors conducted a comprehensive review by searching for specific keywords such as 'Saudi Healthcare', 'Healthcare transformation', 'Saudi Vision: 2030', 'Public-Private Partnerships', and 'Privatization' in various search engines and databases, including Science Direct, PubMed, Google Scholar, Current Contents, and Open Access Journals. Governmental and non-governmental documents were also examined as secondary data sources, including the official report "Saudi Vision 2030: Health Sector Transformation Strategy" from the Ministry of Health.

Boolean operators (AND, OR, NOT) were used to refine the search, and specific command lines were utilized to synthesize the search and exclude articles on privatization in other public sectors. The timeframe for the research articles and documents was set from 2000 to 2021, and non-English articles were excluded. The search process resulted in the identification of 127 articles and documents, which were then screened. Ultimately, 28 studies were included in the review process, reaching a point of saturation where further literature was not found.

The inclusion criteria for the review focused on literature related to the healthcare sector transformation in Saudi Arabia aligned with Saudi Vision 2030. Factors driving healthcare transformation and the impact of privatization on healthcare delivery quality were considered, while literature on the transformation of other public sectors under the Vision realization program was excluded. The authors made efforts to analyze the relevant literature to gain a comprehensive understanding of factors driving healthcare transformation, the development of the legislative framework, and associated challenges or issues.

Conclusion:

The healthcare sector in Saudi Arabia faces various challenges, including volatile oil prices, an aging population, rising healthcare costs, technological advancements, inequitable access to care, and high disease prevalence. The healthcare transformation plans aligned with Saudi Vision 2030 aim to address these challenges by developing a regulatory and legal framework to promote privatization and PPPs in the sector.

In conclusion, the healthcare sector in Saudi Arabia is undergoing a transformation driven by the Vision 2030 initiative. Despite the government's roadmap and legislative framework, continuous monitoring and adjustments are necessary to navigate the complexities of the transformation process and ensure the well-being of the population.

Research Methodology:

Quantitative research methods shall be used for the study. Data shall be collected through the distribution of questionnaires to a number of managers and employees in a number of the Saudi government sectors. The data shall be analyzed using descriptive methods of analysis.

Research approaches adopted a quantitative research approach to collect and analyze data.

Sampling: Use a convenience sampling technique to select 100 participants from government sector employees in Saudi Arabia.

Questionnaire Development:

Develop a structured questionnaire consisting of two sections:

Demographic information (e.g., age, gender, job position)

Questions related to employees' awareness of the 2030 Vision and its impact on project management practice.

Pilot Testing:

Conduct a pilot test with a small sample of participants to refine the questionnaire and ensure its reliability and validity.

Study Site:

This research study will be conducted in Saudi Arabia, specifically targeting employees in the government sector. The study will focus on employees from various ministries, with particular emphasis on the following sectors: Ministry of Health, Ministry of Energy, Industry and Mineral Resources, Ministry of Labor and Social Development, Ministry of Finance, and Ministry of Education.

Data Collection:

Administer the questionnaire to the selected participants in the government sector. Ensure ethical considerations, such as informed consent, confidentiality, and voluntary participation.

Data Analysis:

Descriptive Analysis: Calculate descriptive statistics (e.g., frequencies, percentages) to summarize the demographic characteristics of the participants and their awareness of the 2030 Vision.

Correlation Analysis: Use appropriate statistical methods (e.g., Pearson correlation) to analyze the relationship between employees' awareness of the 2030 Vision and its impact on project management practice. Consider the significance level (e.g., $p < 0.05$) to determine the statistical significance of the correlations.

Results and Findings:

Present the findings of the descriptive analysis, including the demographic characteristics of the participants and their awareness of the 2030 Vision.

Report the results of the correlation analysis, indicating the strength and significance of the relationship between employees' awareness of the 2030 Vision and its impact on project management practice.

Questionnaire:

The questionnaire aims to gather data on the impact of Vision 2030 on project management practices within the Saudi Arabia government sector. It consists of two sections: Demographic Information, Vision 2030 and Project Management Practices. The questionnaire includes both multiple-choice and rating scale questions to gather quantitative data question for participants to provide additional comments and insights.

Section 1: Demographic Information

This section collects demographic data such as gender, age, educational background, years of experience in project management, and the sector or industry in which the participant works.

Section 2: Vision 2030 and Project Management Practices

This section explores participants' familiarity with Vision 2030 and assesses the perceived influence of Vision 2030 on project management practices in the Saudi Arabia government sector. It also investigates the adoption of project management methodologies aligned with Vision 2030, challenges faced in implementing these practices, participation in training programs, the impact of digital transformation, knowledge management, talent development, changes in evaluation criteria and performance measurement, transparency and accountability, and the adoption of innovative project management methodologies.

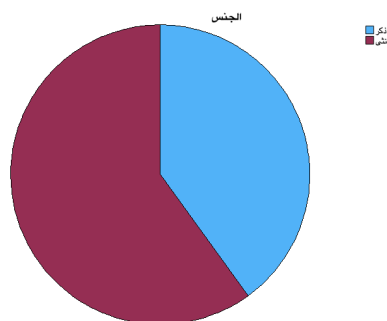
The questionnaire is designed to gather comprehensive data on various aspects related to Vision 2030 and project management practices. The collected data will contribute to a deeper understanding of the implementation and effectiveness of Vision 2030 in the context of project management within the government sector in Saudi Arabia.

Results and finding:

The study collected 100 responses from the questionnaire, with 40 respondents identifying as male and 60 as female. The age distribution of the participants revealed that the majority, accounting for 41% of the total number, fell within the 26-45 age range. The study assessed the awareness and understanding of Vision 2030 among the participants. Out of the total 100 respondents, 96 individuals reported being aware of Vision 2030 and having an understanding of its objectives and implications. Conversely, 4 respondents indicated that they were not aware of Vision 2030.

In terms of educational background, 63% of the participants held a bachelor's degree, indicating the highest percentage. Additionally, 12% had a master's degree, and 5% held a Ph.D. level of education. Around 20 respondents (20%) reported having a high school diploma as their highest educational qualification.

These findings provide an overview of the demographic characteristics of the study participants. The majority of respondents were female (as shown in graph 1), and the age range of 26-45 was most prevalent. In terms of education, bachelor's degrees were the most common, followed by master's and Ph.D. degrees. The distribution of experience showed a significant proportion of respondents with less than one year of experience, while a notable percentage had over 10 years of experience.



Regarding years of experience in project management, the results showed that 37% of the participants had less than one year of experience. The second-largest category was those with 1-3 years of experience, comprising 22% of the respondents. The distribution for 4-6 years of experience was 15%, and for 7-10 years it was 6%. Notably, 20% of the participants reported having more than 10 years of experience in project management.

The high percentage of individuals who reported being aware of Vision 2030 reflects the successful dissemination and communication efforts surrounding the initiative. It indicates that the government's outreach and educational programs have effectively reached a majority of the participants, enabling them to grasp the goals and significance of Vision 2030.

Furthermore, the study included participants from various ministries within the Saudi Arabian government sector. The distribution of respondents across ministries is as follows:

Ministry of Education: 31% / Ministry of Health: 26% Ministry of Finance: 5% / Ministry of Labor and Social Development: 11% / Ministry of Energy, Industry, and Mineral Resources: 4%

Other Ministries: 23%

The study analyzed the relationship between experience in project management and the workplace, using a chi-square test. The results indicated a significant relationship between these two variables, the test yielded a Pearson chi-square value of 77.212, with 20 degrees of freedom, and an asymptotic significance level (p-value) of less than 0.001. The likelihood ratio chi-square value was 76.355, also with 20 degrees of freedom and a p-value of less than 0.001.

These findings highlight the significant representation of respondents from the Ministry of Education and the Ministry of Health.

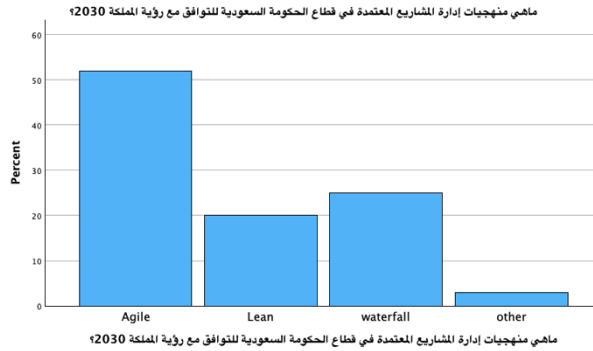
Overall, these findings provide strong evidence for a significant relationship between work experience in project management and the workplace. The analysis underscores the importance of considering the impact of experience levels when examining project management practices across different ministries within the Saudi Arabian government sector.

The study examined the adopted project management methodologies in the Saudi Arabian government sector to align with Vision 2030. The participants were asked about the methodologies they use, and the distribution of responses is as follows:

Agile: 52 respondents (52.0%) / Lean: 20 respondents (20.0%) / Waterfall: 25 respondents (25.0%)

Other: 3 respondents (3.0%)

These findings provide insights into the project management methodologies adopted in the Saudi Arabian government sector to align with Vision 2030. The majority of the respondents reported implementing Agile methodologies, followed by Waterfall and Lean methodologies. The utilization of these methodologies indicates a recognition of the need for flexible and efficient approaches to project management in line with the objectives of Vision 2030. (as shown in graph 2)



The study investigated the challenges faced in implementing project management practices aligned with Vision 2030 in the Kingdom of Saudi Arabia. Participants were asked about the specific challenges they encountered, and the distribution of responses is as follows:

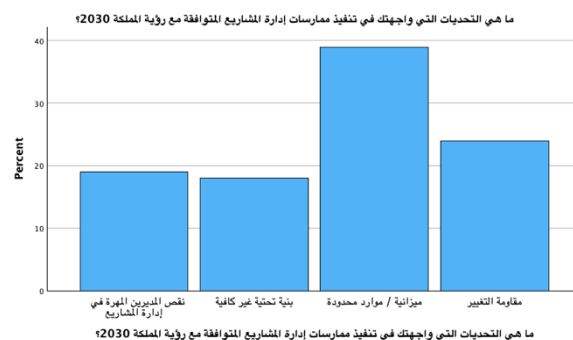
Shortage of skilled project managers: 19 respondents (19.0%) reported facing a shortage of skilled project managers as a challenge in implementing project management practices aligned with Vision 2030.

Insufficient infrastructure: 18 respondents (18.0%) mentioned inadequate infrastructure as a challenge in implementing project management practices aligned with Vision 2030.

Limited budget/resources: 39 respondents (39.0%) identified limited budget or resources as a challenge in implementing project management practices aligned with Vision 2030.

Resistance to change: 24 respondents (24.0%) reported facing resistance to change as a challenge in implementing project management practices aligned with Vision 2030.

These findings shed light on the challenges encountered in implementing project management practices aligned with Vision 2030. The shortage of skilled project managers, insufficient infrastructure, limited budget/resources, and resistance to change were identified as significant hurdles. These challenges highlight the need for addressing skill gaps, enhancing infrastructure, allocating adequate resources, and managing change effectively to ensure the successful implementation of project management practices aligned with Vision 2030. (as shown in graph 3)



The study examined whether participants had participated in any training programs or initiatives related to project management in the context of Vision 2030 in the Kingdom of Saudi Arabia. The distribution of responses is as follows:

Yes: 55 respondents (55.0%) reported participating in training programs or initiatives related to project management in the context of Vision 2030.

No: 45 respondents (45.0%) indicated that they had not participated in any such training programs or initiatives.

These findings provide insights into the level of engagement in training programs or initiatives related to project management in the context of Vision 2030. More than half of the respondents reported participation, indicating a significant interest and commitment to acquiring the necessary skills and knowledge in project management aligned with Vision 2030.

However, it is worth noting that a considerable proportion of respondents (45%) reported not participating in such training programs or initiatives. This suggests the need for further efforts to promote and provide opportunities for training and development in project management practices aligned with Vision 2030.

Based on the provided statistics for the questionnaire responses, here are the findings for each question:

- What is your opinion on the impact of Vision 2030 on project management practices in the Saudi Arabian government sector?

The mean rating was 4.46, indicating a high perceived impact of Vision 2030 on project management practices.

The median and mode were both 5, further suggesting that most respondents perceived a significant impact.

- How has digital transformation impacted project management practices in the Saudi Arabian government sector in the context of Vision 2030?

The mean rating was 4.36, indicating a high perceived impact of digital transformation on project management practices.

The median and mode were both 5, suggesting that most respondents perceived a significant impact.

- How effectively does the government sector in Saudi Arabia manage and share project management knowledge in the context of Vision 2030?

The mean rating was 4.22, indicating a relatively high effectiveness in managing and sharing project management knowledge.

The median was 5, suggesting that most respondents perceived the government sector's effectiveness as high.

- To what extent has Vision 2030 impacted talent development and skill enhancement initiatives in project management within government organizations?

The mean rating was 4.45, indicating a high perceived impact of Vision 2030 on talent development and skill enhancement initiatives.

The median and mode were both 5, indicating that most respondents perceived a significant impact.

- To what extent has Vision 2030 led to changes in project evaluation criteria and performance measurement within government projects?

The mean rating was 4.50, indicating a high perceived extent of changes in project evaluation criteria and performance measurement.

The median and mode were both 5, suggesting that most respondents perceived a substantial impact.

- In what ways has Vision 2030 contributed to improving transparency and accountability in project management within the Saudi Arabian government sector?

The mean rating was 4.43, indicating a relatively high perceived contribution to improving transparency and accountability.

The median and mode were both 5, suggesting that most respondents perceived a significant contribution.

- Has there been an increase in the adoption of innovative project management methodologies due to Vision 2030?
- The mean rating was 4.45, indicating a high perceived increase in the adoption of innovative project management methodologies.

The median and mode were both 5, indicating that most respondents perceived a significant increase.

Overall, the findings suggest that respondents perceive Vision 2030 to have a significant impact on project management practices in the Saudi Arabian government sector. Digital transformation, talent development, changes in evaluation criteria, transparency, accountability, and the adoption of innovative methodologies were all perceived positively, with ratings above 4 on average. These results indicate that Vision 2030 has had a notable influence on various aspects of project management practice in the government sector of Saudi Arabia.

Research Limits:

- Temporal boundaries from 2016 to 2023
- Spatial boundaries Kingdom of Saudi Arabia
- Objective boundaries Government sector facilities in the Ram Kingdom of Saudi Arabia may not capture the full range of project management practices across different industries or sectors in the country.
- The sample boundaries are limited to five government sectors in Saudi Arabia.

Reference list:

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