



# The National Program of Projects Management, Operation and Maintenance Orgnaization

Kingdom of Saudi Arabia

OMAINTEC Confernce, 17<sup>th</sup> Edition  
Dubai, UAE  
19-21 of Novmber 2019

## Important Notice and Disclaimer

---

This document is the sole property of Saudi Arabia's National Program to Support the Management, Operation and Maintenance of Projects in Public Entities (“Mashroat”).

This document shall be read in full, including the terms of this important notice. Public entities may disclose the contents of this document or part of it to their consultants and/or contractors, provided that such notice is included.

Any use or procedures derived from this document or part of it by any party, including public entities and/or their consultants and/or contractors, and any risks associated therewith, shall be the sole responsibility of that party. To the fullest extent permitted by law, Mashroat disclaims any obligations (including losses or damages of any nature whatsoever claimed on any basis, including negligence or otherwise) to any third party, arising out howsoever of or in connection with the use of this document, including any obligation arising out of negligence or default.

This document and its contents shall be valid based on the terms and conditions hereof and as of its date of issue.

# About Mashroat

# About the Program - Establishment Resolution

- **Council of Ministers Resolution No. (485) issued on 16/11/1436H states the establishment of the program.**
  - Contribute in upgrading the quality of project execution in public entities.
  
- **Council of Ministers Resolution No. (666) issued on 8/11/1438H, states transferring the functions and deliverables of the National Committee for Legislation and Standardization of Operation and Maintenance to “Mashroat” program.**
  - Developing and establishing procedures, controls and technical standards for Asset & Facility Management/ Operation & Maintenance activities in public entities.



## About the Program - Scope

---

The program consists of public projects management sector and general facilities management sector.

The function of the program covers all projects phases.



**Planning and design**



**Construction works**



**Facilities management**

## About the Program - Board of Directors



Chairman  
**H.E. Minister of Economy & Planning**

**Mohammed bin Mazyed Al-Tuwaijri**



Board Member  
**H.E. Minister of Labor & Social Development**

**Eng. Ahmed bin Sulaiman Al-Rajhi**



Board Member  
**H.E. Minister of Commerce & Investment**

**Majid bin Abdullah Al-Qasabi**



Board Member  
**H.E. Minister of Finance**

**Mohammed bin Abdullah Al-Jadaan**



Board Member  
**H.E. Assistant Minister of Economy & Planning**

**Khalid bin Saud Al-Shonain**



Board Member  
**H.E. Dr. Isam bin Ali Kabbani**

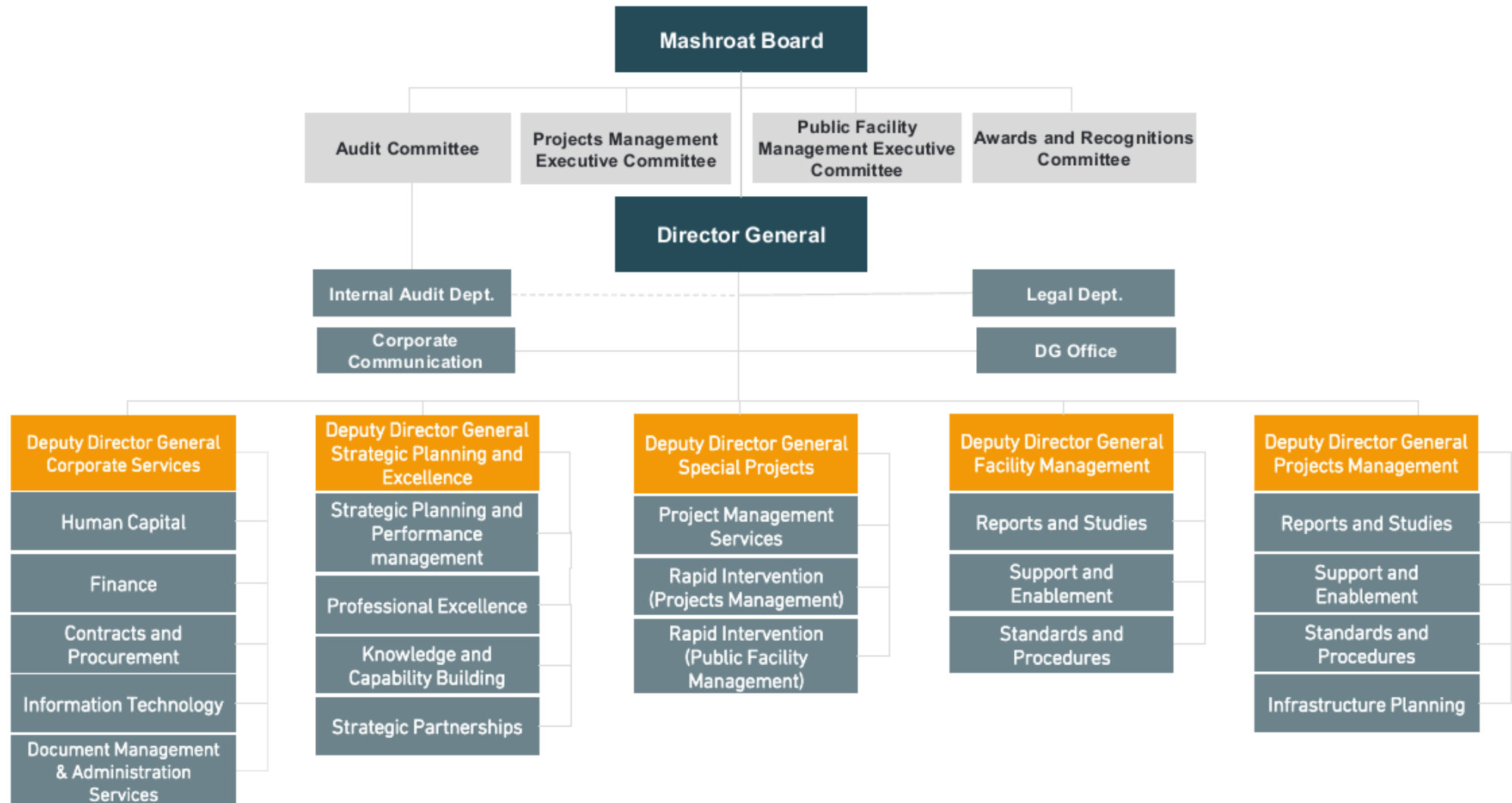


Board Member  
**H.E. Eng. Jasim bin Amer Al-Hejj**



Director General  
**H.E. Eng. Ahmed bin Mutair Al-Balawi**

# About the Program - Organization Structure



## About the Program – Vision, Mission & Strategic Objectives

### Vision

To become a program that is the enabling engine contributing in elevating National infrastructure efficiency, effectiveness and sustainability to international levels.

### Mission

Lead a transformation process to enable Public Entities' Projects and Facility Management Organizations and create a dynamic ecosystem to manage projects and facilities at highest levels of efficiency and effectiveness.

### Strategic Objectives

Contribute to improving efficiency and quality of infrastructure and facility management across public entities.

Enhance transparency levels through performance monitoring and evaluation of public entities' projects and facility management organization.

Contribute to improve the national capabilities and knowledge transfer process.

Build national capabilities within the program to manage special projects and facility management services.



## About the program - Alignment with Vision 2030

### Mashroat's alignment with the themes, objectives and programs of 2030 Vision

#### Vision 2030 third-level objectives directly served by Mashroat:

- Improve the Quality of services provided in Saudi cities.
- Enhance the Effectiveness of financial planning & efficiency of government spending.
- Improve the Performance of government entities.
- Improve the Quality of services provided to citizens.
- Enhance transparency across government entities.

#### Vision 2030 programs that Mashroat focuses on:



National Transformation Program



Housing Program



National Industrial Development and Logistics Program



Quality of Life Program



Financial Balance Program

# Mashroat Role in General Facilities Management

## The Beginning

The journey of national transformation of public entities in the field of facilities management (operation and maintenance) began in two phases:

### Phase One: Current Situation Study



National Committee for Legislation and Standardization of Operation and Maintenance (NCLOM)



### Phase Two: Implementation and Enablement

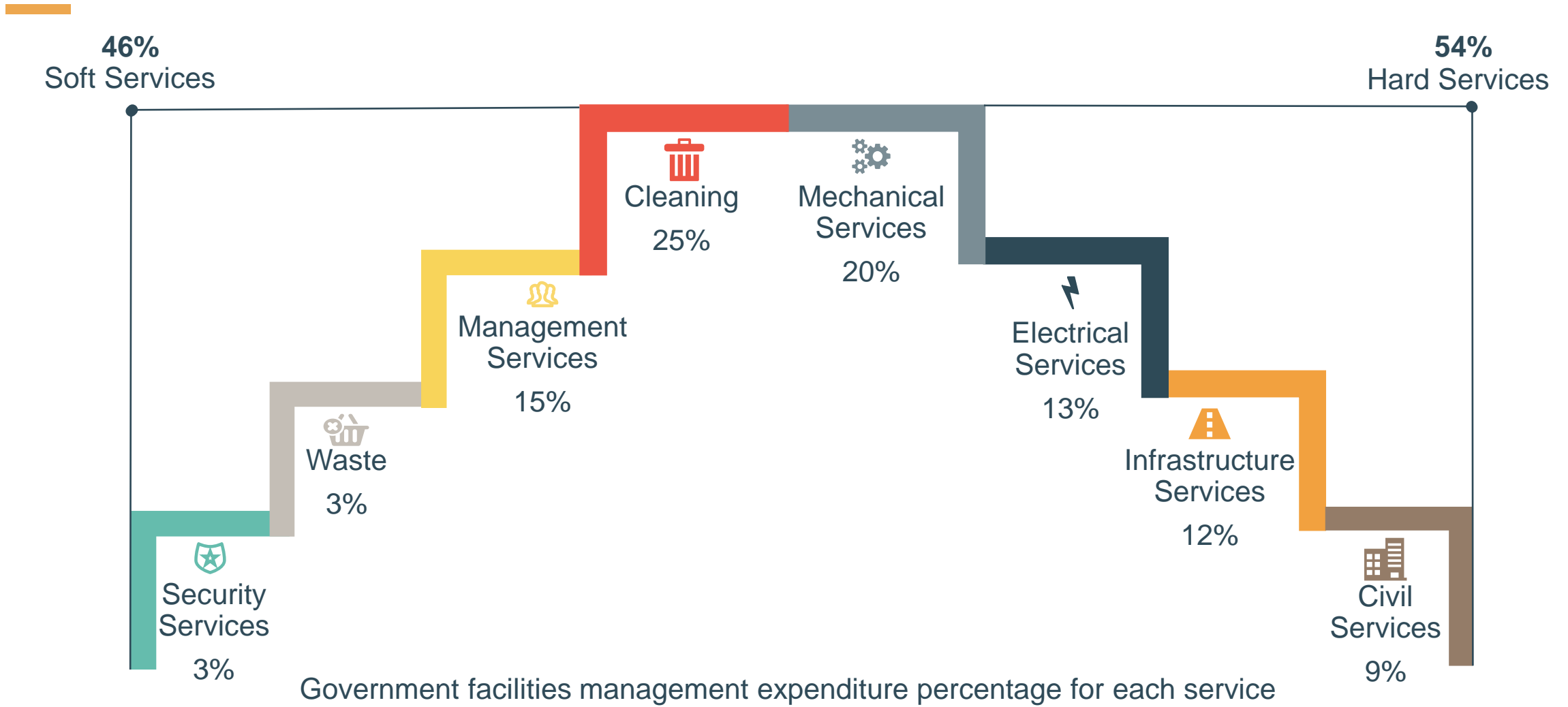


The National Project Management, Operation and Maintenance Organization

National Committee for  
Legislation and standardization  
of Operation and Maintenance  
Outcomes

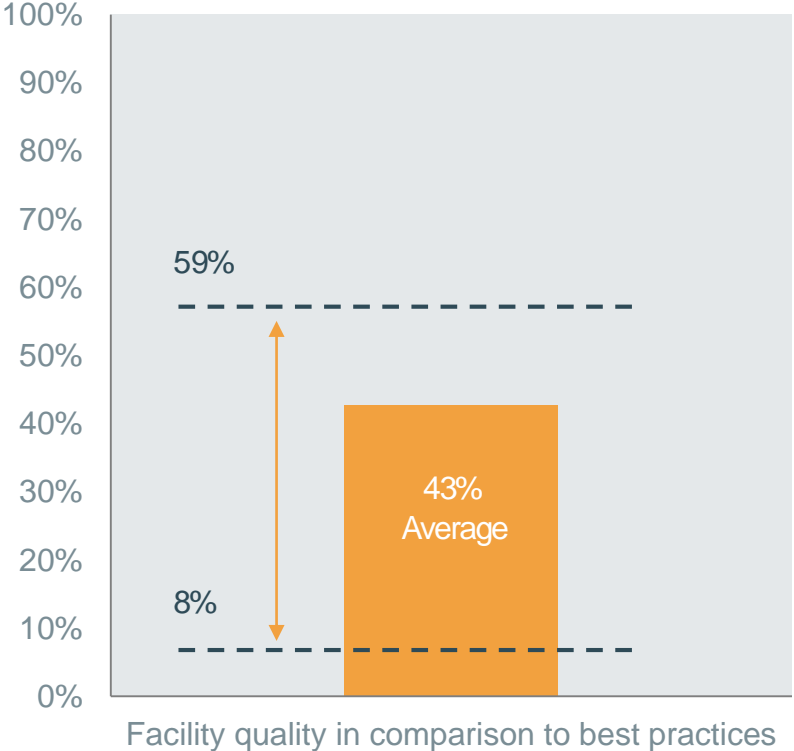
(Phase One)

# NCLOM Outcomes - General Status

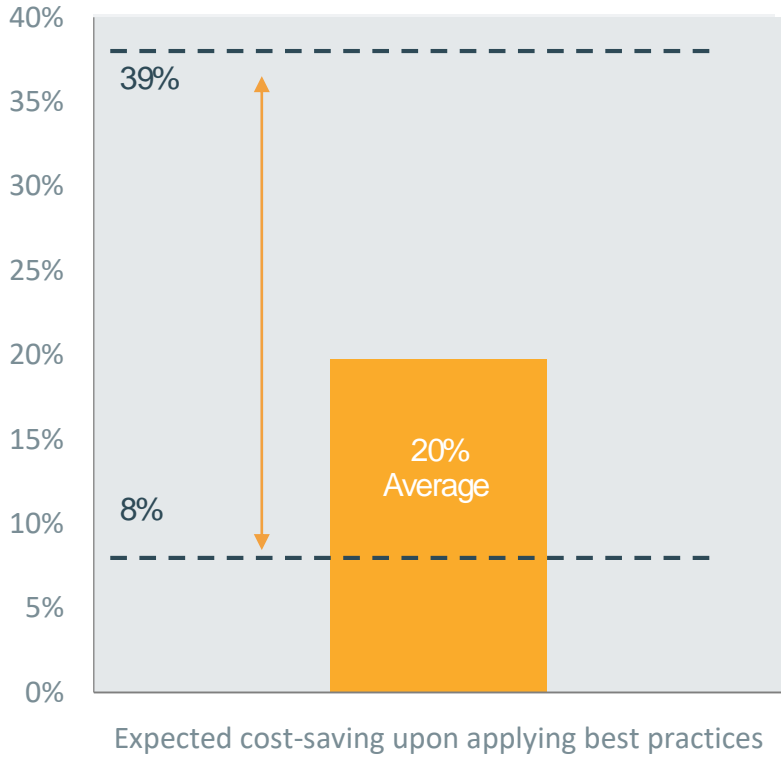


# NCLOM Outcomes - High Spending Vs. Low Quality

### Quality is below international standards (across sectors)

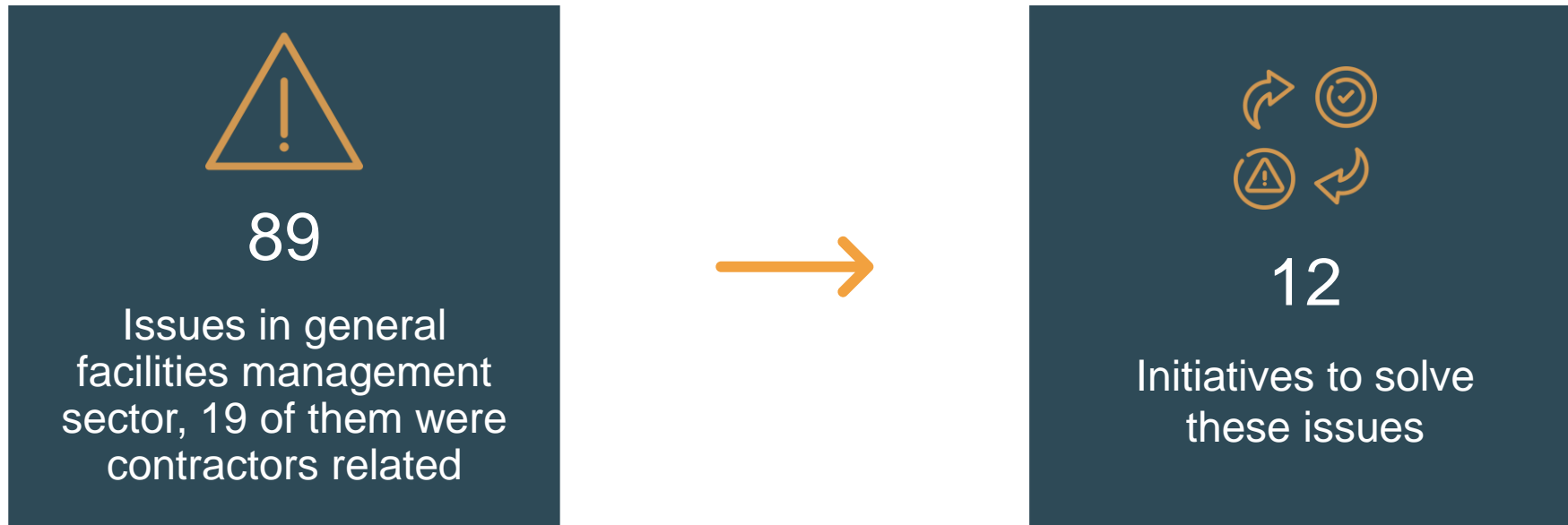


### Cost is higher than international standards (across sectors)









Operating at global performance rates would save 20% of current facility management expenses while improving quality

## NCLOM Outcomes – Issues in the Facility Management Sector



## NCLOM Outcomes - Initiatives

	Theme	Problems	Initiatives
	Strategy, Governance and Economy	<ul style="list-style-type: none"> <li>• Sector governance</li> </ul>	<ul style="list-style-type: none"> <li>● Strategic facilities management and sustainability, developing a national assets register</li> </ul>
	Legislation and Standards	<ul style="list-style-type: none"> <li>• Safety and Environment</li> <li>• Approval of Contractors</li> <li>• Operation standards</li> </ul>	<ul style="list-style-type: none"> <li>● Application of health, safety and environment assets al standards</li> <li>● Setting FM contractors grading in accordance with international standards</li> <li>● Setting standard criteria for facility management</li> </ul>
	Finance, Accounting and Procurement	<ul style="list-style-type: none"> <li>• Budget preparation</li> <li>• Contractors procurement</li> <li>• Project lifecycle management</li> </ul>	<ul style="list-style-type: none"> <li>● Developing facilities management budgeting principles and financial governance</li> <li>● Creating a system for qualifying and awarding contractors</li> <li>● Activating proper management of assets lifecycle</li> </ul>
	Management	<ul style="list-style-type: none"> <li>• Performance Management</li> <li>• Supervision</li> </ul>	<ul style="list-style-type: none"> <li>● Developing a FM contracts management system</li> </ul>
	Operations	<ul style="list-style-type: none"> <li>• Provision of services</li> <li>• Technologies</li> <li>• Planning and scheduling</li> <li>• Inventory and spare parts</li> </ul>	<ul style="list-style-type: none"> <li>● Implementation of computerized systems for facilities management</li> <li>● Improving planning and scheduling of facilities management activities</li> <li>● Developing inventory management, spare parts, and warehouses</li> </ul>
	Human Resources and Administration	<ul style="list-style-type: none"> <li>• Skill development</li> </ul>	<ul style="list-style-type: none"> <li>● Developing facilities management manpower and professional accreditation sector</li> </ul>



# Mashroat's Plan For National Transformation In Public Entities (Phase Two)

# Transformation Plan - Standards and Procedures

## National Facility Management Manual (17 volumes)

- |    |                                |    |                         |    |                        |
|----|--------------------------------|----|-------------------------|----|------------------------|
| 1  | Introduction                   | 2  | Asset Management        | 3  | Assessment of Assets   |
| 4  | Financial Planning             | 5  | Operation Management    | 6  | Maintenance Management |
| 7  | Work Control                   | 8  | Inventory Management    | 9  | Contract Management    |
| 10 | HSSE Management                | 11 | Quality Management      | 12 | Risk Management        |
| 13 | Document Management            | 14 | Emergency Management    | 15 | Performance Monitoring |
| 16 | Construction Project Interface | 17 | Sector Specific Process |    |                        |

## National Asset Register

Establishing the National Asset Register to support the development of assets management programs and performance indicators for all government entities

## Improving capabilities

Assisting public entities in capabilities development

# Introducing the National A&FM Manual

A comprehensive and controlled method of FM, designed to maximize the economic value of the assets

- Standardizing the requirements
- Managing a country's assets in a professional, compliant and competent manner.
- Works control, Lifecycle longevity and Loss Prevention

National Asset & Facility Management Manual

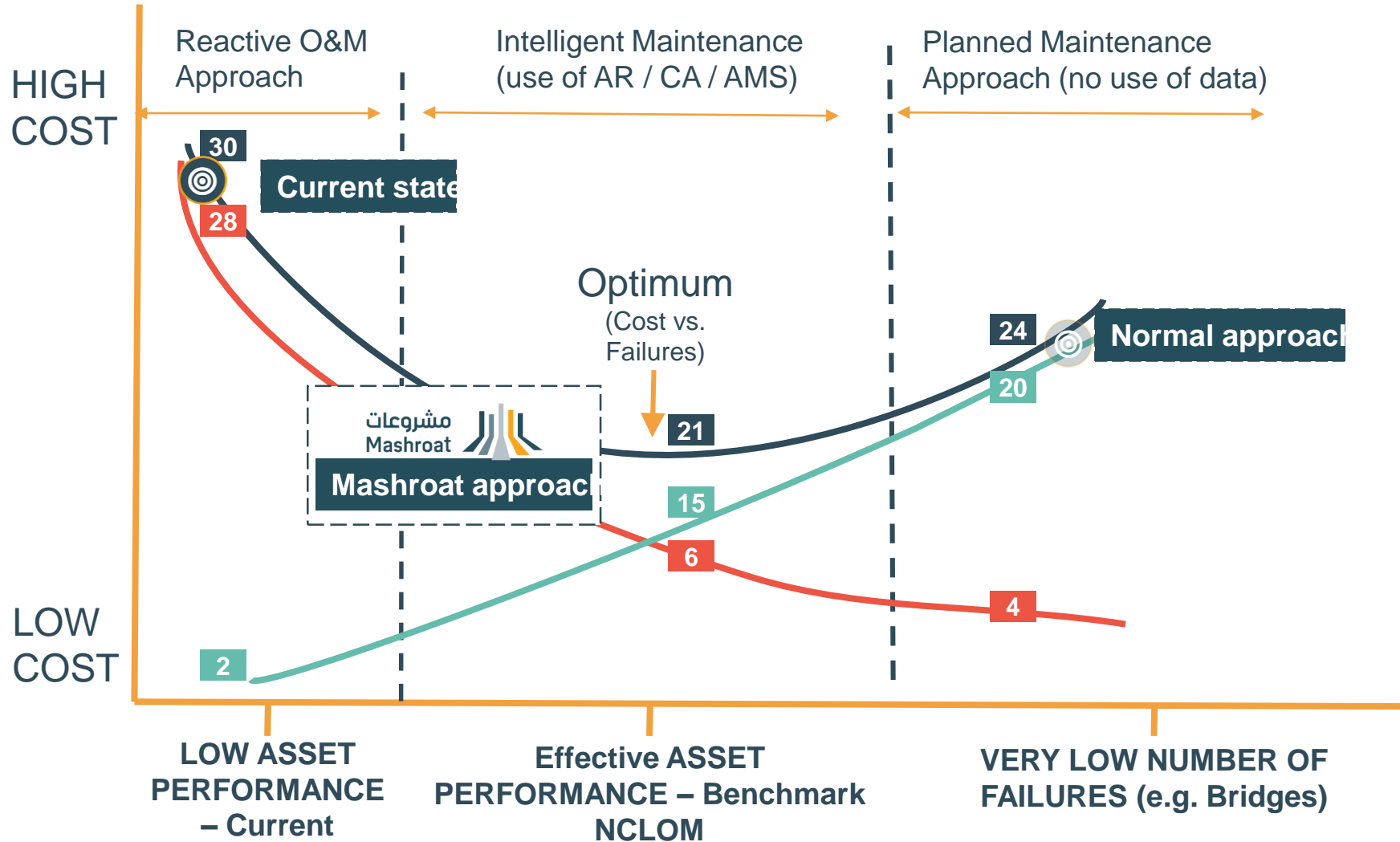
Volume 1: Introduction	Asset: Management and Condition Assessment	+ Data and information provides accuracy.
Volume 2: Asset Management		
Volume 3: Condition Assessment		
Volume 4: Financial Planning		
Volume 5: Operation Management	Operations; Management, Control, Stock and Procurement.	+ Standards, Templates, Plans, Processes and Procedures provide confidence
Volume 6: Maintenance Management		
Volume 7: Work Controls		
Volume 8: Inventory Management		
Volume 9: Contract Management		
Volume 10: HSSE Management	Assurance; HSQE&A, Performance, Planning and Sustainable Energy.	+ Improved performance, safety, environment and sustainability. + Reduced operational risk. + Improved performance increases repeat work and opportunities.
Volume 11: Quality Management		
Volume 12: Risk Management		
Volume 13: Document Management		
Volume 14: Emergency Management		
Volume 15: Performance Monitoring		
Volume 16: Construction Project Interface		
Volume 17: Sector Specific Process		

# Transformation Plan - Creating an Impact

Mashroat's goal is to improve FM efficiency and effectiveness by optimizing cost vs failures

- Total maintenance costs
- Reactive maintenance costs
- Planned maintenance costs

$$\begin{aligned}
 &\text{Total Maintenance Costs} \\
 &= \\
 &\text{Reactive Maintenance Costs} \\
 &+ \\
 &\text{Planned Maintenance Costs}
 \end{aligned}$$



# Enablement Methodology

# Mashroat's Plan - Transformation

In order to change the current status, a radical and qualitative shift is required, focusing on restructuring and standardizing procedures and increasing the level of transparency in the facilities management of public entities.

## Improving the regulatory environment

**1. Alignment** of models and practices in the facilities management sector with international best practices, and preparing the national manual



**2. Enabling** public entities to apply international best practices in the field of facilities management



**3. Performance** evaluation and continuous improvement



Performance indicators

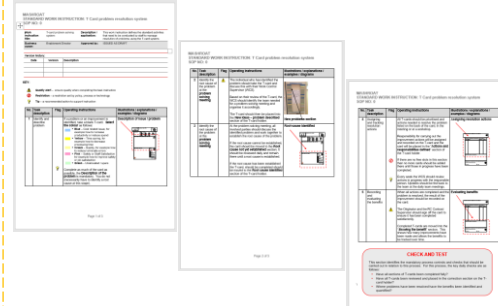
# Key features of Enablement

## Training & capability building



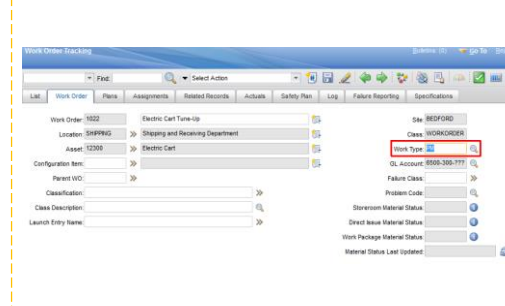
- Build capability in the Entity to support application of National FM Manual
- Provide coaching and guidance to ensure knowledge transfer

## Standardized procedures



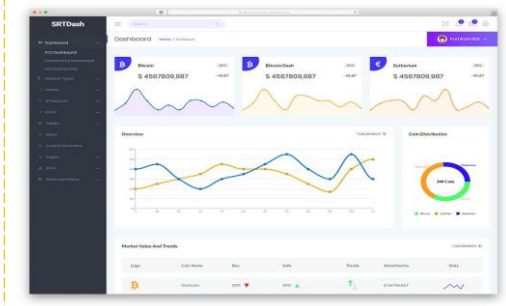
- Standards that define the best way of delivering FM services
- Basis to drive improvement in the way that FM services are delivered

## Use of AMS



- Computerized systems to track and manage FM activity
- Improves visibility of demand
- Capture maintenance activity to support reporting requirement

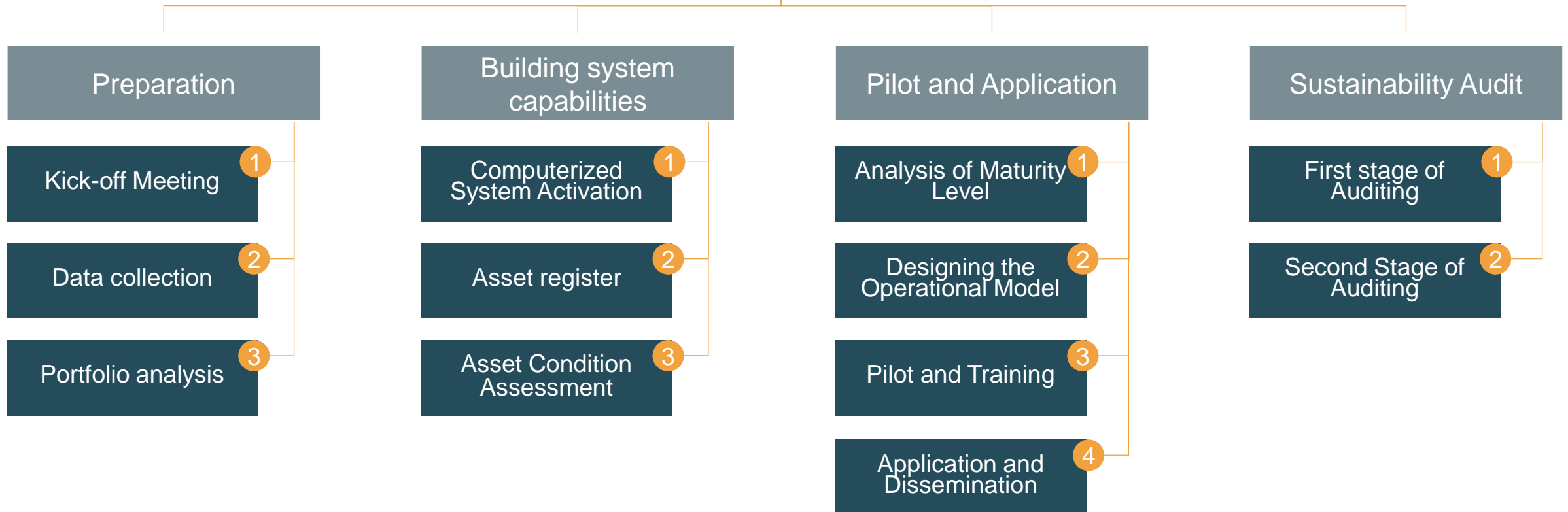
## Capture and reporting of KPIs



- Allows maintenance information to be converted into meaningful metrics
- Aid decisions to improve maintenance performance
- Graphical reporting eases interpretation of data

# Transformation Plan - Enablement

## Public Facility Management Enablement





  mashroat | [mashroat.gov.sa](http://mashroat.gov.sa)

مشروعات  
Mashroat

