KINGDOM OF
SAUDI ARABIA

Public Administration
Country Profile

Division for Public Administration and Development Management (DPADM)
Department of Economic and Social Affairs (UNDESA)
United Nations

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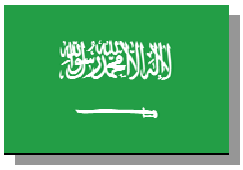


SAUDI ARABIA

Click here for map of the Middle East

Source: The World Factbook - Saudi Arabia

Government type

Monarchy

Independence

23 September 1932 (Unification of the Kingdom)

Constitution

Governed according to Shari'a (Islamic law); the Basic Law that articulates the government's rights and responsibilities was introduced in 1993 (click here)

Legal system

Based on Islamic law, several secular codes have been introduced; commercial disputes handled by special committees; has not accepted compulsory International Court of Justice jurisdiction

Administrative divisions

13 provinces (mintaqah)

Since the beginning of the first Saudi state in the 18th century through the founding of the modern Kingdom of Saudi Arabia by the late King Abdulaziz bin Abdelrahman Al-Saud, *Shari'ah* (Islamic law) has been the pillar and source of Saudi Arabia's basic system of government.

A royal decree in 1953 by his son King Saud established Saudi Arabia's Council of Ministers. During the 1950s and 1960s, twenty government ministries were founded.

In 1992, King Fahd introduced a new Basic Law for the System of Government, and regulations for the Provincial System and *Majlis Al-Shura* (Consultative Council).

Source: Royal Embassy of S.A. - Government

The Kingdom of Saudi Arabia has the largest reserves of petroleum in the world (26% of the proved total), and ranks as the largest exporter of petroleum, playing a leading role in OPEC. The petroleum sector accounts for roughly 75% of budget revenues, 32.7% of GDP, and 88% of export earnings.

It is estimated that one fourth of the population are non-Saudis. Non-Saudis represent two thirds of the total civilian labour force and their share exceeds 90 per cent in the private sector.

Source: UNDP (Saudi Arabia) - About Saudi Arabia

1. General Information

1.1 People	Saudi Arabia	Kuwait	UAE[i]	1
Population				a
Total estimated population (,000), 2003	24,217	2,521	2,995	
Female estimated population (,000), 2003	11,218	1,003	1,048	
Male estimated population (,000), 2003	12,999	1,518	1,947	
Sex ratio (males per 100 females), 2003	116	151	186	
Average annual rate of change of pop. (%), 2000-2005	2.92	3.46	1.94	
Youth and Elderly Population				b
Total population under age 15 (%), 2003	39	26	25	
Female population aged 60+ (%), 2003	4	3	3	
Male population aged 60+ (%), 2003	4	3	2	
Human Settlements				c
Urban population (%), 2001	87	96	87	
Rural population (%), 2001	13	4	13	
Urban average annual rate of change in pop. (%), '00-'05	3.63	2.64	2.22	
Rural average annual rate of change in pop/ (%), '00-'05	-0.54	0.52	-1.89	
Education				d
Total school life expectancy, 1998/1999	..	8.7	10.7	1
Female school life expectancy, 1998/1999	..	9.2	..	1
Male school life expectancy, 1998/1999	..	8.2	..	1
Female estimated adult (15+) illiteracy rate (%), 2000	33.1[ii]	20.4	20.9	2
Male estimated adult (15+) illiteracy rate (%), 2000	17[ii]	16.1	25.2	2
Employment				e
Unemployment rate (15+) (%), 2000	..	..	2.3[iii]	1
Female adult (+15) economic activity rate (%), 1995	15[ii]	43	31	2
Male adult (+15) economic activity rate (%), 1995	80[ii]	83	92	2

Notes: [i] United Arab Emirates; [ii] 1992; [iii] Based on registered unemployment from employment office records

1.2 Economy	Saudi Arabia	Kuwait	UAE[i]	2
GDP				a
GDP total (millions US$), 2002	186,489	32,791	..	
GDP per capita (US$), 2002	8,432	15,585	..	
PPP GDP total (millions int. US$), 2002	246,544	33,378[ii]	..	
PPP GDP per capita(int. US$), 2002	11,148	15,864[ii]	..	
Sectors				b
Value added in agriculture (% of GDP), 2004	4.5	..	..	
Value added in industry (% of GDP), 2004	55.2	..	..	
Value added in services (% of GDP), 2004	40.3	..	..	
Miscellaneous				c
GDP implicit price deflator (annual % growth), 2004	12.0	5.9[iii]	..	
Private consumption (% of GDP), 2004	30.1	49.6[iii]	..	
Government consumption (% of GDP), 2004	23.2	25.9[iii]	..	

Notes: [i] United Arab Emirates; [ii] Figures are for 2001 or 2000; [iii] 2003

[1] United Nations Statistics Division:
[a] Statistics Division and Population Division of the UN Secretariat; [b] Statistics Division and Population Division of the UN Secretariat; [c] Population Division of the UN Secretariat; [d1] UNESCO ; [d2] UNESCO; [e1] ILO; [e2] ILO/OECD
[2] World Bank - Data and Statistics:
[a] Quick Reference Tables; [b] Data Profile Tables ; [c] Country at a Glance

1.3 Public Spending	Saudi Arabia	Kuwait	UAE[i]	
Public expenditures				[3]
Education (% of GNP), 1985-1987	7.4	4.8	2.1	[a]
Education (% of GNP), 1995-1997	7.5	5.0	1.7	[a]
Health (% of GDP), 1990	..	4.0	0.8	
Health (% of GDP), 1998	..	..	0.8	
Military (% of GDP), 1990	12.8	48.5	..	[b]
Military (% of GDP), 2000	11.6	8.2	..	[b]
Total debt service (% of GDP), 1990	..	..	..	
Total debt service (% of GDP), 2000	..	..	..	

Notes: [i] United Arab Emirates

1.4 Public Sector Employment and Wages						
Data from the latest year available		Saudi Arabia 1991-1995	Saudi Arabia 1996-2000	Middle East & North Africa average[4] 1996-2000	Gulf States average[4] 1996-2000	Middle income group average[4] 1996-2000
Employment						
Civilian Central Government[5]	(,000)	..	..			
	(% pop.)	..	..	0.65	0.68	0.59
Sub-national Government[5]	(,000)	..	..			
	(% pop.)	..	..	0.65	0.68	0.59
Education employees	(,000)	..	295.3			
	(% pop.)	..	1.58	0.96	1.63	1.20
Health employees	(,000)	..	..			
	(% pop.)	..	..	0.20	0.31	0.70
Police	(,000)	..	..			
	(% pop.)	..	..	0.37	0.76	0.30
Armed forces	(,000)	..	105.5			
	(% pop.)	..	0.54	0.91	1.73	0.46
SOE Employees	(,000)	..	..			
	(% pop.)	..	..	2.67	..	3.61
Total Public Employment	(,000)	..	..			
	(% pop.)	..	..	6.26	..	6.05
Wages						
Total Central gov't wage bill	(% of GDP)	18.0	..	11.1	11.2	8.5
Total Central gov't wage bill	(% of exp)	..	..	32.6	40.6	21.6
Average gov't wage	(,000 LCU)	10.54	..			
Real ave. gov't wage ('97 price)	(,000 LCU)	10.68	..			
Average gov't wage to per capita GDP ratio		0.4	..	2.4	1.7	4.2

Source: World Bank - Public Sector Employment and Wages

[3] UNDP - Human Development Report 2002
[a] Data refer to total public expenditure on education, including current and capital expenditures.
[b] As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).
[4] Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.
[5] Excluding education, health and police – if available (view Country Sources for further explanations).

2. Legal Structure

The Quran is the Constitution of Saudi Arabia. However, because its precepts are not specific in the day-to-day conduct of governmental matters, Saudi rulers have promulgated regulations to apply them to administration. King Fahd compiled these regulations in 1992 for the first time into a single document called the Basic Law (Nizam). As a series of royal decrees, the Nizam codifies bureaucratic procedures and functions.

Source: UNDP (POGAR - Programme on Governance in the Arab Region) - Saudi Arabia: Constitution

2.1 Legislative Branch

Consultative Council or Majlis al-Shura (120 members and a chairman appointed by the monarch for four-year terms).[6]

women in parliament: 0 out of 120 seats: (0%).[7]

Fact box:
elections: ..
election results: ..[8]

King Fahd appointed a Consultative Council (Majlis ash-Shura) by royal decree in 1992. The Council initially consisted of 60 members, in addition to the chairman, with four-year terms of office. In 1997, the king decreed an increase in membership to 90, followed by another increase in 2001. The Council now consists of a chairman and 120 members. Although membership reflects different sections of the Saudi society, the largest social group in the Council consists of academics with advanced degrees.

The primary function of the Consultative Council is to advise the king. It holds at least one ordinary session every two weeks. It may initiate legislation and review domestic and international policies.

The Council's resolutions are made official with majority approval. They are then forwarded to the prime minister for consideration by the Council of Ministers. If the views of both councils are in agreement, the resolutions come into force following the king's approval. If there is disagreement, the king decides what he deems appropriate.

Ten members of the Consultative Council may propose a new draft law or an amendment to a law, which will then be submitted to the king. Laws, international treaties and agreements, and concessions are issued and amended by royal decrees after being studied by the Consultative Council and are published in the Official Gazette to take effect.

The Consultative Council's by-laws describe the functioning of the committees, the rules that govern floor debate, and the competencies of the chairman and the deputy chairman.

The Steering Committee consists of the chairman, his deputy, and the heads of specialized committees. It has authority over the preparation of a general plan for the Council and its committees. It prepares an agenda for the Council meetings, reaches final decisions regarding objections to the minutes of a session, the results of polling, the counting of votes or any other objections raised during sessions. The

[6] Source of fact boxes if nothing else stated: The World Factbook - Saudi Arabia
[7] Inter-Parliamentary Union - Women in National Parliaments
[8] Electionworld.org - Country

chairman of the Council submits an annual report to the king on the Council's work. The deputy chairman presides over the Council and the sessions of its Steering Committee when the chairman is absent. In the absence of both, a designee by the king presides.

According to the Law of the Consultative Council, a new Council is to be formed within two months of the expiration of the term of the old one, and at least half of the membership of the Council must be newly appointed ones. This term limitation is a reform in Saudi politics, since political offices in the past were marked by indefinite tenures.

The King has the power to restructure and dissolve the Consultative Council any time he deems it necessary.

Source: UNDP (POGAR - Programme on Governance in the Arab Region) - Saudi Arabia: Legislature

2.2 Executive Branch

cabinet: Council of Ministers is appointed by the monarch and includes many royal family members
elections: none; the monarch is hereditary

Fact box:
chief of state and head of government: King and Prime Minister FAHD bin Abd al-Aziz Al Saud (since 13 June 1982, but largely incapacitated since late 1995); Crown Prince and First Deputy Prime Minister ABDALLAH bin Abd al-Aziz Al Saud since 13 June 1982, also Saudi Arabian National Guard Commander since 1963 and de facto ruler since early 1996

The king combines executive and legislative functions. The king is also the ultimate source of judicial power in the land. However, in performing these functions, the king is limited by Islamic law, consensus among royal family members, and the tradition of consultation. On important policy matters, the king seeks agreement among senior princes, religious leaders, and the political elite, including the leaders of important tribal families.

The primary executive office is the Royal Diwan, in which the king also periodically convenes his majlis. The purpose of the majlis is to make the king accessible to Saudi citizens for personal appeals. Plaintiffs generally ask for the king's assistance with bureaucratic problems. The king drafts regulations and issues royal decrees from this office.

As the head of government, as well as the head of state, the king holds the post of the prime minister. He is assisted by two deputy prime ministers and the Council of Ministers, all appointed by him. He has the right to convene, dissolve, and reorganize the Consultative Council and the Council of Ministers.

Source: UNDP (POGAR - Programme on Governance in the Arab Region) - Saudi Arabia: Constitution

2.3 Judiciary Branch

Supreme Council of Justice.

The legal system of Saudi Arabia is based primarily on the principles of Shari'a.

By virtue of the Judicial Law of 1975, the judiciary is considered to be independent. Section 1 of this Law declares that jurors are to be subject only to the dictates of Shari'a and the law. Sections 53 and 54 mandate that the Supreme Judicial Council (SJC) is the administrative authority of the judicial system. Disciplining of the judiciary is the charge of a special committee in the Ministry of Justice. The committee members are chosen by the SJC from among jurors of the Court of

Appeals and general courts. The Judicial Law of 1975 instructs trials to be publicly held.

The judicial system is composed of a four-tiered hierarchy of Shari'a Courts, which hear cases involving criminal, family, personal injury, and property matters, and numerous commissions and tribunals, both of an ad hoc and permanent nature. At the base of the hierarchy of Shari'a Courts are the Limited Courts, which are empowered to hear civil and criminal cases in which the maximum penalty is limited. At the second level are the General Courts, which are the courts of first instance for all matters falling outside of the jurisdiction of the Limited Courts. The jurisdiction of the General Courts extends to cases involving crime, tort action, personal and family law, and real estate. Both the Limited and General courts sit in chambers of one or more jurors. Civil claims are often first filed with the Amarah, which will attempt to resolve the dispute by settlement. If a settlement is not possible, the case will be submitted to the courts. The Court of Appeal, located in Riyadh, serves as the third level of the judiciary. For the bulk of matters, the Court of Appeals represents the final court of appeal. The Court of Appeals sits in chambers of three or more judges and makes majority decisions.

At the apex of the structure sits the SJC. In addition to its administrative authority, the SJC also serves in a limited capacity as a final court of appeal for the Shari'a Courts. The SJC is composed of two departments, the Permanent Commission and the General Commission. The former is composed of five members appointed by the King. Each member must have at least the stature of a Head of the Court of Appeal. The General Commission is comprised of five members of the Permanent Commission and an additional five members: the Chairman of the Court of Appeals, the Deputy Minister of Justice, and three senior jurors from the General Courts.

The Supreme Judicial Council, as the highest judicial body in Saudi Arabia, is empowered to appoint, promote, and transfer judges.

Aside from the Shari'a Courts, there are a number of judicial and quasi-judicial institutions with specialized jurisdictions. Some of these include the Chambers of Commerce and Industry, Committee on Commercial Paper, Supreme Commission on Labor Disputes, Commission on Impeachment of Ministers, and separate councils for civil servants, military personnel, and government employees. The judgments made in all of these bodies may be appealed to the Grievance Board. The Board, created in 1955, is currently organized and structured by the Royal Decree M/51 of May 1982. The primary function of the Board, which sits in panels of one to three judges, is to try claims made against the government. The President of the Board is appointed by the King. Members must have experience in public administration or judicial activity and must hold a degree from a Shari'a institution. Prior to 1988, the Committee for the Settlement of Commercial Disputes settled commercial disputes. In January 1988, the Grievance Board was empowered to resolve commercial disputes.

Jurisdictional disputes involving a Shari'a Court and another tribunal or committee are resolved by the Conflicts of Jurisdiction Committee (CJC). The CJC is composed of two members of the SJC and one member of the tribunal or committee in question.

Source: UNDP (POGAR - Programme on Governance in the Arab Region) - Saudi Arabia: Judiciary

2.4 Local Government

The kingdom is divided into 13 provinces (mintaqat), which are each ruled by a governor. Governors are appointed by the king and usually report directly to him.

Source: Royal Embassy of S.A. - Maps of Provinces

Most governors are also members of the house of al-Saud. The provincial government oversees the local offices of the central government and municipal officials. In some of the provinces, the governor has chosen to hold a public majlis to allow the people to voice their grievances. This is one of the main forms of popular participation in local government. Some of the larger provinces are divided into districts and sub-districts. The district and sub-district governments are subject to the authority of the provincial government.

The primary objective of the governor and his staff is to administer the region in line with the public policy and regulations of the State. The governor's primary responsibilities include the maintenance of public security, order and stability, and the guaranteeing of individual rights and freedoms within the framework of the Shari'a and governmental regulations, in addition to the promotion of social and economic development in the region.

In 2003, the King approved the creation of consultative councils on the municipal level; moreover, half of the officials in these bodies will be elected by popular vote. A timeframe of one year has been dedicated to the establishment of election procedures and institutions, after which the first elections will presumably be held.

The Saudi Arabian Ministry of Municipal and Rural Affairs (MOMRA) was established in 1975 and oversees all areas of municipal governance. The ministry controls municipal administration, city and town planning, and the development and maintenance of infrastructure such as roads and sanitation. Municipal leaders report to the minister of municipal affairs.

There is no fiscal separation between the central and municipal governments. Government spending on municipal services, infrastructure development and local subsidies amounted to 7% of the government budget for 2003.

Source: UNDP (POGAR - Programme on Governance in the Arab Region) - Saudi Arabia: Decentralization

3. The State and Civil Society

3.1 Ombudsperson

Source: Institution - Title

3.2 NGOs

Source: Institution - Title

3.3 Civil Society

The monarchy's political power in Saudi Arabia is mitigated by the traditional role of consultation in decision-making. Independent voluntary associations, trade unions, and political parties did not exist inside the kingdom before 2003, but the Council of Saudi Chambers of Commerce and Industry is an important umbrella organization that helps to mediate between the Saudi society and the state.

According to the Basic Law of Saudi Arabia, information, publication, and all other media have to employ "courteous language" within the state's regulations. A 1982 media policy statement urges journalists to uphold Islam, promote Arab interests, and preserve the cultural heritage of Saudi Arabia. The Ministry of Information appoints and may remove the editors-in-chief of newspapers. All Saudi newspapers are created by royal decree. The government owns the Saudi Press Agency (SPA). The Ministry of Information controls radio and television broadcasts.

In an effort to initiate the creation of civil institutions in Saudi Arabia, the King declared the creation of an independent journalists' organization in early 2003. The Saudi Journalists Association is to consist of chairman and a board of nine members elected by Saudi journalists. Elections to the board, originally scheduled for January 2004 four, were twice delayed by procedural difficulties in setting up the organization. The new organization has drawn some criticism because its founding documents were promulgated by the government, and the Information Ministry must approve all candidates for the board. However, the organization is in most respects independent from the government, and is designed to collectively represent the interests of journalists to the Saudi government.

A royal decree created an eleven-member Supreme Economic Council in 1999 to increase the contribution of the private sector to the national economy and to the government's program for privatization, to distribute income fairly, and to open up investment and labor opportunities.

Civil proceedings and claims against the government are held before specialized administrative tribunals, such as the Commission for the Settlement of Labor Disputes and the Board of Grievances.

In recent years, women have gained some economic rights, such as establishing companies and charitable institutions.

Political parties are not permitted in Saudi Arabia.

Source: UNDP (POGAR - Programme on Governance in the Arab Region) - Saudi Arabia: Civil Society

4. Civil Service

Click here for the Ministry of Civil Service (in Arabic)

4.1 Legal basis

Royal Decree No. 49 of 1977 to promulgate Civil Service Regulations.

Um Al Qura, pp. 1-10

Promulgates the Civil Service Regulations which define the public functions, officials, their functions, duties, allowances, indemnities, awards, compensation, termination of service and general and transitory provisions.

Source: International Labour Organization (NATLEX) - Saudi Arabia: Public and civil servants

A Royal Decree was issued to re-form the Civil Service Commission[9] for a period of three years, on the expiry of its current term on August 16, 2004.

Source: The Saudi Embassy (USA) - "Royal Decree re-forms the Civil Service Commission" (08/15/2004)

4.2 Recruitment

Source: Institution - Title

4.3 Promotion

Source: Institution - Title

4.4 Remuneration

Source: Institution - Title

4.5 Training

The Institute of Public Administration (IPA) mainly provides short-term in-service training for civil service employees.[10] It was founded by a royal decree on April 10, 1961, and is an autonomous body of the Government of Saudi Arabia with its principal facilities near the center of Riyadh. The Institute is funded entirely through allocations and grants from the Government of Saudi Arabia and charges no fees or tuition for its services. A Board of Directors, whose Chairman is President of the Civil Service Bureau, governs the Institute, and its chief executive and academic officer is the Director General, who is of ministerial rank. The Director General is assisted by two Deputy Director Generals and the directors of several departments.

In order to serve the government agencies located in the Western and Eastern Provinces of the Kingdom, the Institute maintains branches in Jeddah and Dammam. In 1982, the Institute opened the Women's Branch in Riyadh. The branch is operated exclusively by women for the training of women.

Source: Institute of Public Administration - Title

[9] Sometimes referred to as the Civil Service Council or the Civil Service Bureau.
[10] Center for Global Education - Saudi Arabia: Education System

4.6 Gender

Most formally employed females in the Kingdom are working in the services sector, particularly in education, health and social services. While no female as yet occupy a ministerial or a legislative post in Saudi Arabia, many hold sub-cabinet and senior government positions mainly in the education, health or social services sectors.[11]

However, the scope and diversity of employment opportunities for females are quite limited and largely concentrated in the girls' education and health services sectors.

Source: UNDP (Saudi Arabia) - Millenium Development Goals: Report on the Kingdom of Saudi Arabia (2002)

[11] The participation rate of females in total employment was estimated at only 9.9 percent in 1999, and out of the total employed females, 31.7 percent are nationals while the balance are expatriate female workers. This participation rate however, is thought to under estimate the role of females in economic activities.

5. Ethics and Civil Service

5.1 Corruption

2003 CPI Score relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
		2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
Rank	**Country**						
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
46	Saudi Arabia	4.5	4	2.0	2.8 – 7.4	4	3.2 – 5.9
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: Transparency International - Corruption Perceptions Index 2003

Surveys Used: Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.
Standard Deviation: Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.
High-Low Range: Provides the highest and lowest values of the sources.
Number Institutions: Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.
90 percent confidence range: Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

Source: Institution - Title

5.2 Ethics

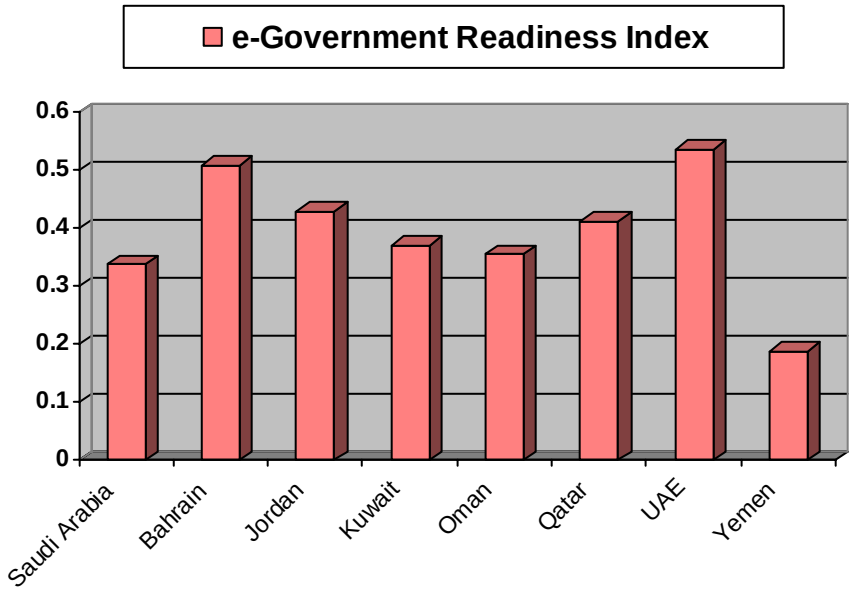
Source: Institution - Title

6. e-Government[12]

e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indexes: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

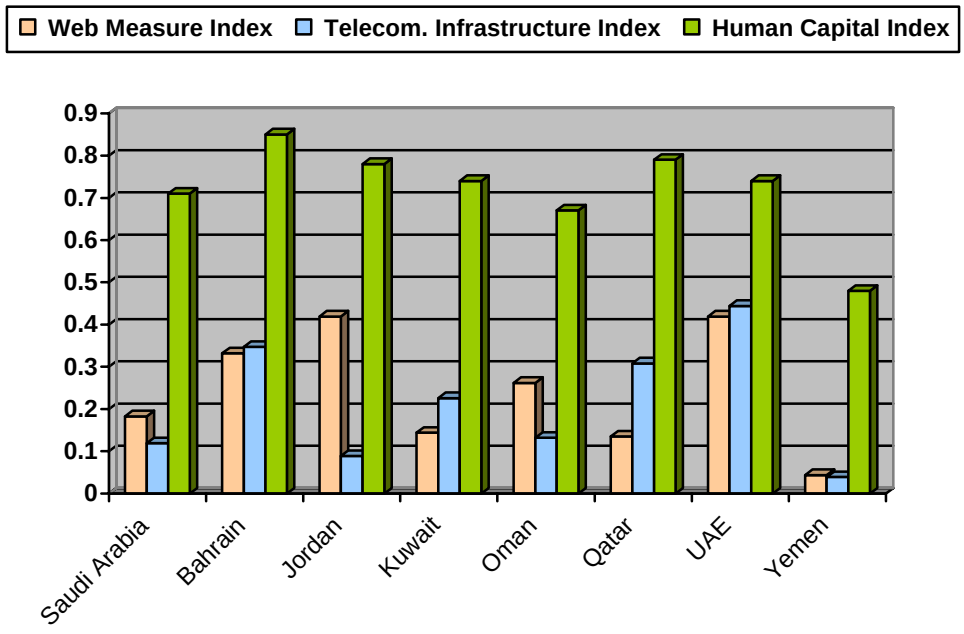


Source: United Nations – World Public Sector Report 2003

Web Measure Index:
A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

Telecommunications Infrastructure Index:
A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infra-structure capacity.

Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.



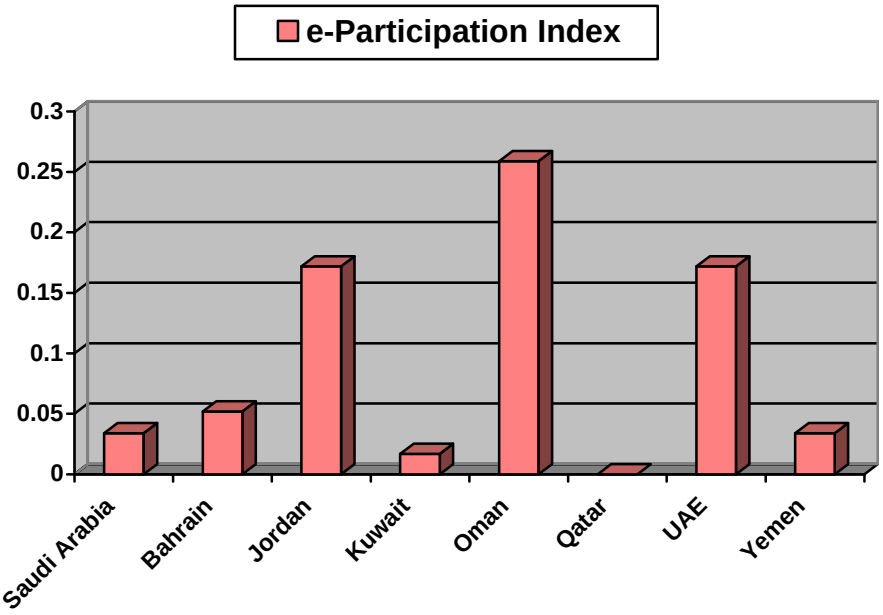
Source: United Nations – World Public Sector Report 2003

Human Capital Index:
A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.

[12] Qatar has launched its e-Government Portal since the 2003 survey (click here)

e-Participation Index:

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowerring people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.



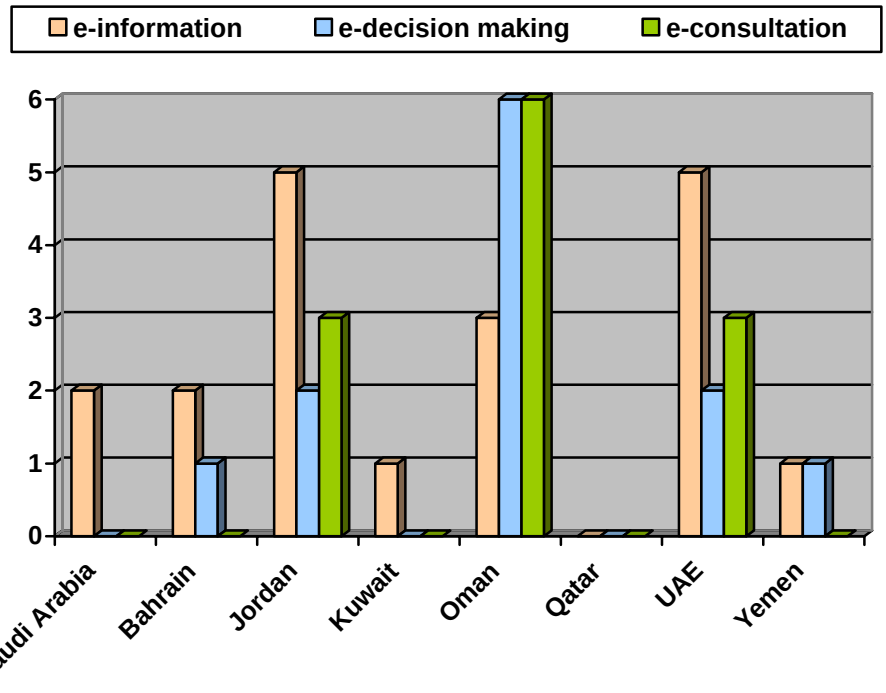
Source: United Nations – World Public Sector Report 2003 d

e-information:

The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.

e-decision making:

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.



Source: United Nations – World Public Sector Report 2003 d

e-consultation:

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.

7. Links

7.1 National sites	
Authority	Topic
Custodian of the Two Holy Mosques	http://www.kingfahdbinabdulaziz.com
Shura Council	http://www.shura.gov.sa/
Government Sites	http://www.rcyanbu.gov.sa/rel_links.htm
Ministries	http://www.shura.gov.sa/EnglishSite/saudi2.htm
Ministry of Civil Service	http://www.mcs.gov.sa/
Saudi Arabian Information Resource	http://www.saudinf.com/
Central Department of Statistics	http://www.planning.gov.sa/statistic/sindexe.htm

7.2 Miscellaneous sites	
Institution	Topic
Arab Administrative Development Organization (ARADO)	http://www.arado.org.eg/
Arab Election Law Compendium	http://www.arabelectionlaw.net
Arab Fund for Economic and Social Development	http://www.arabfund.org/
Arab Gulf Programme for United Nations Development Organizations	http://www.agfund.org/
Arab Inter-Parliamentary Union	http://www.arab-ipu.org/
Arab Social Science Research	http://www.assr.org/countries/index.asp?CID=16
Cooperation Council for the Arab States of the Gulf	http://www.gcc-sg.org/
International Labour Organization (ILO)	http://www.ilo.org/dyn/natlex/natlex_browse.home
United Nations Development Programme (UNDP)	http://www.undp.org.sa/
UNDP - Programme on Governance in the Arab Region (POGAR)	http://www.pogar.org/countries/index.asp?cid=16
UNPAN	http://www.unpan.org/virtual_library-byregion.asp
World Bank (WB)	http://www.worldbank.org/sa