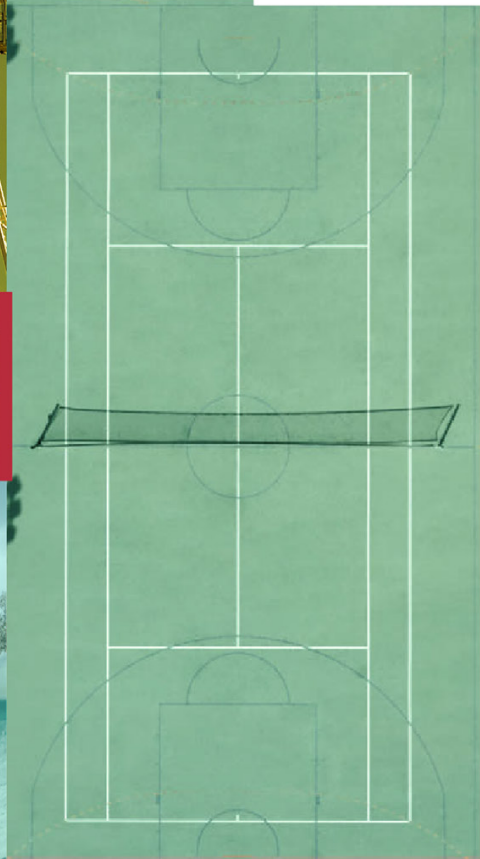
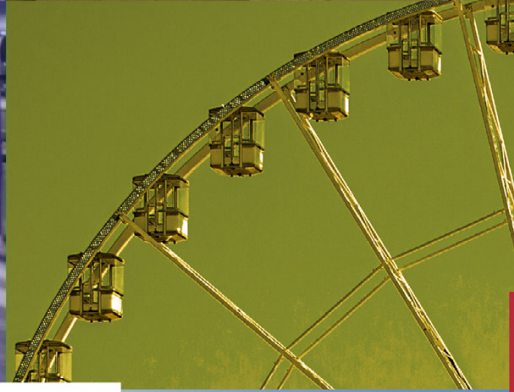




Quality of Life Program Implementation Plan



2023 - 2020

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Preamble

With the clear vision of its wise leadership, the Kingdom of Saudi Arabia set its comprehensive and integrated national development project, **Saudi Arabia's Vision 2030**, approved by the Council of Ministers on 25 April 2016.

This ambitious development project is honored by the direct supervision and continuous follow-up of **HRH Prince Mohammed bin Salman, the Crown Prince, Deputy Prime Minister and Minister of Defense, and President of the Council of Economic and Development Affairs.**

Scope

In compliance with the Council of Ministers' directives to develop the necessary framework & resources to realize Saudi Arabia's Vision 2030, the Council of Economic and Development Affairs developed an integrated governance system to ensure effective engagement with stakeholders. Accordingly, a number of Vision Realization Programs (VPRs), such as the Quality of Life Program, were launched to consistently contribute to the economic transformation process from an income-based economy into a productive and globally competitive one. **Launched in 2018, The Quality of Life Program** focuses primarily on the improvement of individuals' lives by providing the necessary environment to create more vital alternatives that enhance the participation and inclusion of citizens and expatriates in cultural, sports and entertainment activities.

Based on evaluating the deliverables of the previous phase, the stakeholders' remarks about the quality of life sectors and the revision of the priorities of the next phase, it was decided to assign additional strategic goals to the Quality of Life Program to deepen its direct involvement in the development of Saudi cities' livability. Therefore, the program's implementation plan and strategic priorities have been updated to reflect the leadership's new perspective in line with the update of the future of Vision 2030.

Vision 2030 Third Level Goals Assigned to the Quality of Life Program

- 1- Conserve & promote Islamic, Arab & National heritage of the Kingdom
- 2- Increase public participation in sports and athletic activities
- 3- Reach regional & global excellence in selected professional sports
- 4- Improve quality of services provided in Saudi cities (utilities, public transports, etc)
- 5- Improve the urban landscape in Saudi cities
- 6- Enhance the nation's immunity towards drug abuse
- 7- Develop & diversify entertainment opportunities to meet the population's needs
- 8- Grow Saudi contribution to arts & culture
- 9- Enable the development of the tourism sector
- 10- Improve living conditions for expats



These strategic goals have been assigned to QoL to allow the Program to focus on establishing the correct foundation and infrastructure in the coming period, while maintaining its sustained focus on its lifestyle goals.

Therefore, the Program description has been updated to be aligned with the revised strategic scope and the target groups as follows:



A Program that focuses on the improvement of quality of life at an individual and family level by providing the necessary environment to support and create new alternatives that enhance the participation of citizens, expatriates and visitors in cultural, entertainment, sports, and tourism activities which enhances overall quality of life, creates jobs, diversifies the economy and advances the position of Saudi cities in the world's best cities classification

Quality of Life Concept

There is a relatively broad perception of the concept of quality of life as it may be defined in many ways. To build our perception, we relied on the following six global and comprehensive indexes as a foundational background:



The Economist Intelligence Unit's Global Livability Index



Mercer Quality of Life Index



Monocle Magazine Quality of Life Survey



UN World Happiness Report



OECD Better Life Index



AARP Livability Index

Based on the above indexes, two main concepts of quality of life can be identified:

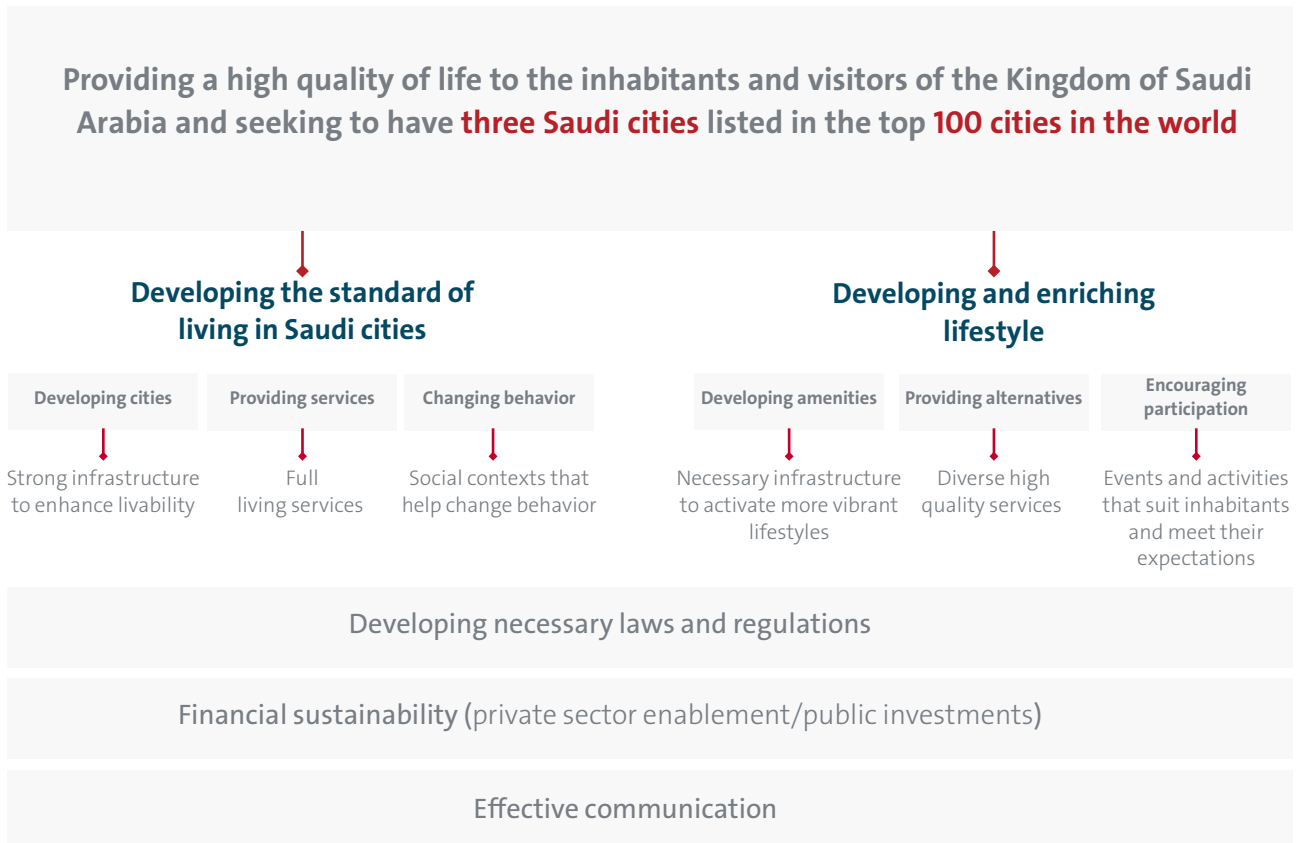
Livability: which concerns the basic urban life criteria such as infrastructure and basic services (security, health, education, etc).

Lifestyle: which represents a group of alternatives and ways to enjoy life such as sports, culture, entertainment, etc.

Both concepts are key to achieving the goal of improving the quality of life. Yet, while big cities such as New York or London, for example, offer many options as far as lifestyle is concerned, they fall short of achieving success when it comes to providing good living conditions to citizens and expatriates in many areas, such as the high cost of housing/accommodation and transportation. On the other hand, cities like Geneva, for example, provide very high living standards, but the lifestyle options they offer are limited.

Program Strategy

The Program developed a clear & precise strategy to ensure successful implementation by the team working within its scope. This section provides a summary of the key elements of this strategy, which was designed to help the Program achieve its ambitious goals:



Based on the strategy laid out above, the **development of the standard of living in cities** is built on the following three main pillars: **developing cities, providing services, and changing behavior.**

1. Developing cities: this pillar concerns the establishment of effective and substantial infrastructure in cities, which translates into providing safe walking areas, wide streets and sidewalks, reliable public transportation, and integrated neighborhoods. In such highly designed cities, the inhabitants and visitors will be encouraged to live a more vibrant lifestyle, walk in the open air, play sports, and participate in diverse events.

2. Providing services: in addition to developing cities, special focus must be given to providing basic quality and easy-to-get services. This pillar includes all essential services such as security, health, education, telecommunication, etc. The scope can extend to include good education opportunities, convenient accommodation, and employment opportunities.

3. Changing behavior: focusing on the way city inhabitants and visitors interact with their city, the Program seeks to create a positive sustainable impact by establishing healthy lifestyle choices and social habits. For example, to encourage both citizens and expatriates to use public transportation or walk instead of driving, pay regular visits to primary healthcare centers and learn continuously.

Enriching lifestyle, is based on three other pillars: **developing amenities, providing alternatives, and encouraging participation.**

4. Developing Amenities: this refers to secondary amenities needed to activate a vibrant lifestyles such as playgrounds, gyms, entertainment facilities, public parks, exhibitions, theaters, etc. The Program seeks to develop and improve current amenities, enhance the rate of their utilization and create new amenities as required. Developing amenities will rely heavily on the private sector and public investment.

5. Providing alternatives: this is a key pillar as it relates to creating alternatives and helps achieve vibrant diversified lifestyles. To achieve this goal, the proceeding four pillars were established. **This pillar has three main areas of focus:**

A. Supporting required talents to enhance alternatives: developing a foundation of positive lifestyle talents (artists, athletes, musicians, etc.) which will help launch and sustain all sorts of activities and events by investing in current national talents and identifying new ones.

B. Broadening the scope of lifestyle alternatives: by developing current alternatives and creating new ones that suit inhabitants and visitors of the Kingdom. In this domain, the focus will be made on designing alternatives that meet the expectations of target groups in the different Saudi regions.

C. Raising the quality of lifestyle alternatives: in addition to the above, the quality of current and new alternatives must be of paramount concern and meet the expectations of target groups and global best practices.

6. Encouraging participation: the Program seeks to encourage inhabitants and visitors to take part in activities, exhibitions, and lifestyle alternatives by promotion and motivation.

The six pillars described so far stand together on three foundations: **developing necessary laws and regulations, ensuring financial sustainability, and building effective communication, which are hereby explained in detail:**

7. Developing necessary laws and regulations: this is one of the key program enablers, especially when offering new lifestyles and alternatives. The Program, therefore, works to develop pertinent laws that facilitate such options and make them effectively feasible for the private sector to invest in, which consequently makes these options appealing to the target groups to take part in. The program also works to activate these laws and regulations and supervise their implementation by the concerned agencies.

8. Financial sustainability (private sector enablement/public investments): it is necessary to create a sustainable environment for new lifestyle options. Therefore, the Program aims to make these options available regardless of the economic conditions either through government support or SMEs investments. Through this pillar, the Program seeks to build an effective partnership with the private sector to achieve the economic feasibility for the investors and to contribute to the development of lifestyles and the fulfillment of quality of life targets.

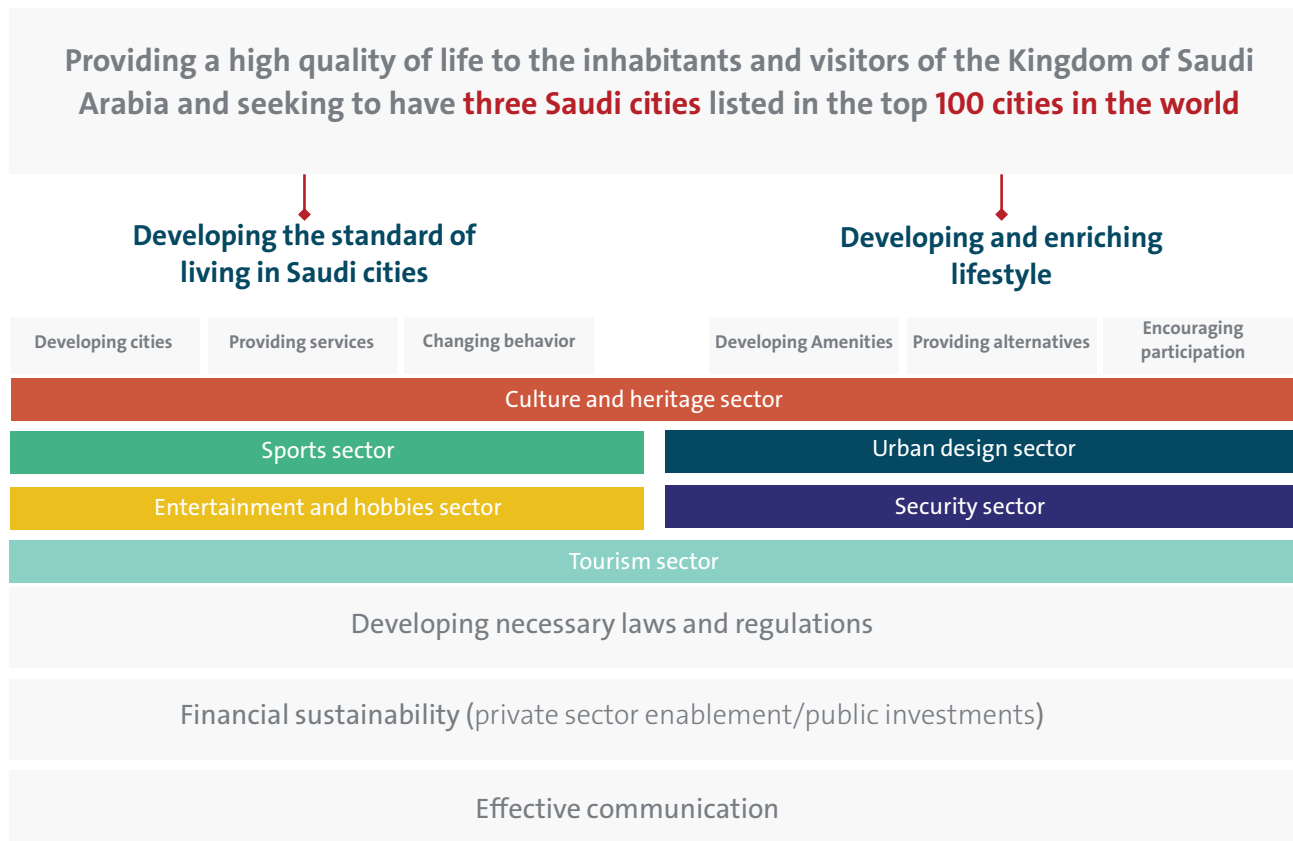
9. Effective communication: the Program aims to develop effective communication channels with stakeholders, either inside government agencies or with local and international media, the private sector and the non-profit sector.

The Quality of Life Program seeks to jointly activate these pillars and foundations through direct program initiatives, coordinating with other agencies, facilitating private sector investment, or developing laws and regulations that enable the fulfillment of this strategy.

For a comprehensive view of the Program’s scope, the Program’s strategic goals inspired by Vision 2030 were linked with the relevant sectors which the Program aims to empower as follows:

Culture and heritage sector	Preserving and introducing the Kingdom’s Islamic, Arab and national heritage
	Developing Saudi participation in arts and culture
Sports sector	Enhancing sports activities in society
	Achieving excellence in a number of sports regionally and internationally
Entertainment and hobbies sector	Developing and diversifying entertainment opportunities to meet the population’s needs
Tourism sector	Developing the tourism sector
Urban design sector	Enhancing the quality of services provided in Saudi cities
	Enhancing the urban landscape in Saudi cities
Security sector	Enhance the nation’s immunity towards drug abuse
Target groups	Improving expatriates’ living conditions

The intersections between these sectors are defined and incorporated in the strategy as such:



Program Implementation Plan

To fulfill the ambitions of the Program according to Vision 2030, a revision of the interim ambitions (2023) was conducted to identify critical gaps by conducting surveys and benchmark studies, and examining the baselines. Building on the Program’s ambition to list three Saudi cities among the best 100 cities in the world by 2030, the Program seeks in its current phase which ends in 2023 to achieve a number of targets that will be periodically measured against strategic performance indicators to make sure the goals are achieved.

The Program is working comprehensively to achieve its intertwined goals by enabling various relevant sectors, such as hobbies and entertainment activities, and other lifestyle enablers supported by the Program. In addition, strategic indexes were created to measure the Program’s impact. The indexes reflect the Program’s priorities according to Vision 2030 as follows:

INDEX	Baseline 2018	Target 2023	Target 2030
Number of Saudi cities in the top 100 livable cities in the world	0	1 city	3 cities
Number of restaurants and cafes (per 1000 individuals)	2.67	3.22	
Number of upscale restaurants	1	5	10
Percentage of shopping malls’ area (square meter per individual)	0.15	0.37	0.54
Percentage of global brands	60%	62%	72%
Number of hobby clubs	0	595	900

To achieve the above goals and targets, a number of initiatives were designed and implemented by the Quality of Life Program. The initiatives have a direct impact on the quality of life sectors and are not listed among the specific main sectors.

Initiatives implemented by the Quality of Life Program Center

Owner	Initiative	Description
QOL center	The quality of life laws and regulations initiative	Revising, updating, and amending laws and regulations in collaboration with legislative authorities, changing the laws that delay or hamper the achievement of program targets, and making new ones that accelerate goals achievement.
QOL center	Enhancement of social engagement in the development and sustainability of the recreational sector	Enhancing target groups' engagement in the recreation sector through events and activities that draw upscale international restaurants and boosting distinguished shopping experiences including top global brands.
QOL center	Enhancing recreation promotions all across the Kingdom	Empowering the private sector to develop the infrastructure of the recreation sector in the Kingdom by creating and developing numerous iconic promotional projects in Riyadh, Jeddah, and the Eastern Region with the help of government funds, which positively improves the image of the Kingdom as one of the best livable destinations.
QOL center	Developing a comprehensive governance framework for the recreation sector	Developing a comprehensive strategy for the recreation sector in the Kingdom including necessary processes to launch new recreation projects. The strategy also includes studying the market gaps and developing infrastructures.
QOL center	Developing QOL investment opportunities and attracting investors	Attracting investors to participate in developing sectors that help achieve the goals of the Program in coordination with the Ministry of Investment and relevant agencies.
QOL center	Maximizing the benefit of government assets in sports, entertainment, cultural, promotional and hobby activities	Maximizing the benefit from government assets and amenities and utilizing them in sports, entertainment, cultural, promotional, and hobby activities, in collaboration with the private sector, and building a unified database accessible through a national digital portal.
QOL center	Raising awareness of hobby clubs	Deepening awareness of the value of hobbies on one's overall wellbeing with the aim of motivating society to practice hobbies, sports and other cultural and creative activities through a strong awareness campaign highlighting the mechanism for licensing hobby clubs and the means to support them.

Owner	Initiative	Description
QOL center	Developing a hobby clubs portal	Developing a national hobby clubs e-portal to allow amateurs and hobbyists to organize & communicate with each other and with government agencies to obtain licenses and receive support.
QOL center	Enhancing the hobby clubs system through financing	Developing a sustainability system for amateur clubs with financing tools that incentivize club owners to apply for licensing. The initiative aims also to create special financing tools leveraging CSR mandates in the private sector & other channels.
QOL center	Facilitating obtainment of hobby clubs licenses	Developing a regulatory framework for the hobbies sector that clarifies the licensing process via a policies and procedures guidebook that details the license application process. The initiative also includes digitization and automation of the policies and procedures guidebook accessible on the hobby clubs e-portal.
QOL center	Stimulating hobby clubs through incentives and effective support	Providing incentives for hobby clubs' owners to register and license their clubs and to sustain their activities. Incentives include business incubators, e-learning training modules on the portal, and a plan to attract & engage volunteers to the sector.
QOL center	Marketing of Quality of Life Program	Marketing the Program through the development of a comprehensive communication strategy. Launching marketing campaigns, and developing promotional material for the purpose of raising awareness of the concept of the quality of life, in addition to the Programs' initiatives and success stories to strengthen the relationship with the public.
QOL center	Developing a quality of life index	Creating and developing a global QOL index. To measure the quality of life in the Kingdom depending on the two concepts of "lifestyle" and "livability" in order to measure any cities' performance in maintaining standards, and to compare Saudi cities with other world cities creating a new global quality of life index.
QOL center	Quality of life conference	Hosting an international conference and associated workshops with the participation of local and international experts in the field of quality of life showcasing the latest developments in the sector. The main aim is to enhance awareness of the concept of quality of life locally and internationally.
QOL center	The national youth strategy	Empowering youth and motivating them to invest in their passion and support their skills. This strategy aims to develop a national level plan on how to develop a healthy environment that caters for a balanced lifestyle physically and emotionally, enhance creativity and artistic and cultural taste, and encourage volunteering and the national spirit. The initiative also aims to develop youth's sense of global citizenship, and their ability to develop their own capabilities to lead the future and enhance the Kingdom's position regionally and internationally.



Owner	Initiative	Description
QOL center	The national youth program	Serving as the execution phase of the National youth strategy, the program aims to launch numerous programs and events in a safe and healthy environment with the purpose of investing in youth's passion and skills, deepening their national spirit and pride in their cultural heritage, and developing their sense of responsibility and willingness to volunteer.

Programs Sectors



01 Sports Sector

Strategic Goals Assigned to the Program in the Sector

Increase public participation in sports and athletic activities: active participation in various sports activities is an essential constituent of building a healthy society. The practice of sports can be encouraged through educational organizations and sports clubs. Such activities should be diversified and easy to join optimizing social engagement.

Reach regional & global excellence in selected professional sports: regional and international excellence depends mainly on professionalism & skill, which helps individual athletes, clubs, and national teams to win regional and/or international awards, and stimulating public engagement and support.

Leading Stakeholders



Sector Gap Analysis with the Program's Strategy

Providing a high quality of life to the inhabitants and visitors of the Kingdom of Saudi Arabia and seeking to have **three Saudi cities** listed in the top **100 cities in the world**

Developing the standard of living in Saudi cities

Developing cities Providing services Changing behavior

Developing and enriching lifestyle

Developing Amenities	Providing alternatives	Encouraging participation
Limited spaces to practice sports	Lack of specialized and general training programs	Poor motivation to practice sports
Scarcity of elite sports training centers	Limited choices for women to practice sports	Poor international representation of Saudi teams

Developing necessary laws and regulations

Limited governance and institutionalized work

Financial sustainability (private sector enablement/public investments)

Difficulty of investment and obtaining financing

Effective communication

Limited interaction between sector stakeholders

According to the Quality of Life Program, the work of the sports sector is based on three main pillars within **developing and enriching lifestyle** and three empowering pillars as follows:

Developing amenities: the baseline survey results highlighted the need to develop numerous sport facilities either for public sports or for elite sports. Being costly projects with discouraging returns for the private sector, seven initiatives were developed to help create places for practicing sports by qualifying schools and public universities, activating existing sports centers, and preparing them to accommodate women in addition to developing professional training centers for elite sports.

Providing alternatives: major challenges have been identified in practicing sports. As such, five initiatives have been developed to enable women to practice sports, develop sports training programs for the community as well as specialized programs such as Paralympics (for the disabled), sports academies, and elite sports programs.

Encouraging participation: to raise the percentage of people who partake in sports, motivate the community to attend sport events, and raise the level of Saudi teams’ international participation, seven integrated initiatives were developed to increase the popularity of sports, raise the percentage of viewing, improve the experience of visiting stadiums, motivate the community to play sports, and establish sports federations and fan clubs. The initiatives also aim to create sports activities for expatriates, develop elite athletes capabilities and host international sport events.

Developing laws and regulations: to ensure inclusivity of work in this sector, an initiative was developed to create a comprehensive strategy and reorganize the government agencies’ interaction and powers within the sector.

Financial sustainability: the Program aspires to attract local and foreign investment in the field of sports. Therefore, two initiatives have been designed with the aim of incentivizing sports investments:

1. establishing subsidy fund
2. encourage private sector participation and direct investment into the sector

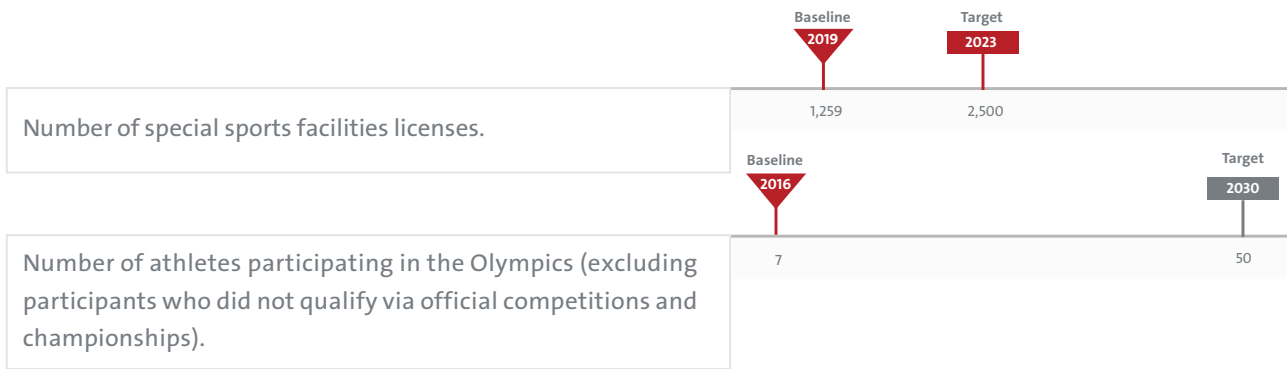
Effective communication: an initiative has been designed to link relevant sports sector stakeholders and facilitate the exchange of information which will positively reflect on the efficiency of work and ease of license issuance.

Commitments and Aspirations (strategic indicators)

The Program aspires to empower the sports sector as follows:

- ◆ Increasing participation in sports activities by motivating individuals to practice sports on average more than 30 minutes/week, and creating investment opportunities that contribute directly to income diversification.
- ◆ Enhancing the Kingdom’s leadership in the region by hosting and participating in the Olympic Games and international sports events and by developing athletes to compete internationally. **The Program measures this with the following indicators:**

INDEX	Baseline 2020	Target 2023	Target 2030
Number of venues to host events and sports programs by the Saudi Sports Federation (Sports for All).	321	1,032	
Percentage of sports sector’s participation in the GDP.	0.1%	0.28%	1.0%
Percentage of people practicing sports on a weekly basis.	31%	35.9%	40%



Achievements by 2020

- ◆ Hosted a number of distinguished international sports events (such as Dakar Rally, Baha Rally, Italian and Spanish Super Cup, Handball Super Globe, Red Bull Airshow, basketball finals, etc).
- ◆ Organized local and community sports events, championships, and competitions (in-person and virtually) for all social segments.
- ◆ Improved the experience of visiting stadiums (admitting families, installing e-gates, and organizing parallel activities).
- ◆ Launched training and development programs for sports talents (such as Mahd Academy and the Saudi scholarships to develop football skills) and collaborated with elite specialized sports institutes (such as Harvard University and Johan Cruyff Institute).

Situational Analysis (Challenges and Efforts):

	Challenges	Efforts
1	Low number of people practicing sports	The Program collaborated with the Ministry of Sports and the Ministry of Education to draw plans to activate and increase the number of sports facilities and clubs and, more importantly, the number of people practicing sports. In 2019, their percentage reached %19*, this is due to the increase number of sports venues and licensing sports clubs, especially women clubs.
2	Develop skills in various sports and prepare elite male and female athletes in all sports and engage them in local and international competitions	Building sports academies in three Saudi cities (as a start) such as Mahd Academy, to prepare a new generation of athletes from both genders who can compete internationally and at the Olympics.
3	Making the Kingdom a world sports destination	Organizing and hosting numerous games in football, basketball, and major championships (Dakar Rally, Formula 1, etc.) and organizing local competitions.
4	Poor participation of the private sector in sports sector investments	The Program works with the Ministry of Sports to enhance the investment capability in sports and youth establishments by restructuring the sports sector, developing a sectoral national strategy, as well as structuring a sports development fund for sustainability.

*According to the survey of the General Authority for Statistics 2019

Sector Initiatives

Owner	Initiative	Description
Ministry of Sports	Enhancing the popularity of sports and sports viewership	With the exception of football, the aim is to increase the popularity and viewing of different sports and enhance the sector's added value, sign agreements with broadcast partners, media production, and establish a specialized media production corporation.
Ministry of Sports	Saudi fan clubs associations	Enhancing the Kingdom's positive image by supporting Saudi fan clubs associations in Arab countries, which helps increase Saudi clubs revenues and raise Saudi football league viewership percentages, through a strategy to support and develop a business model and an operation manual and develop a portal to engage with fans.
Ministry of Sports	Enabling women to contribute to the sports system (diversity and inclusion)	Developing systems, bylaws, and policies and procedures in collaboration with individuals, organizations, and leading government agencies and integrating them with the aim of removing obstacles that prevent women from being fully integrated into sports activities and related activities in the Kingdom.
Ministry of Sports	Developing and executing the sports sector strategy	Preparing and executing the sports sector strategy in the Kingdom to increase public participation and improve athletes' performance with the overall aim of achieving regional and international awards.
Ministry of Sports	Developing Paralympics games to compete internationally	Enhancing Paralympics games in the Kingdom to empower the disabled from both genders to effectively participate in sports activities. The number of registered participants in the Paralympics committee is 900 out of 600k male and female disabled people in the Kingdom. This goal will be achieved by activating priority federations, supporting clubs to organize national awareness campaigns, improve the quality of training, and developing a strategic transformation plan to prepare clubs and facilities to suit the needs of elite athletes with special needs.
Ministry of Sports	Building specialized elite sports training centers	Raising the performance levels of elite sports athletes and their participation in competitions by building training centers for different games to achieve a capacity of 1400 athletes.
Ministry of Sports	Elite athletes' development program	Developing elite athletes through an integrated program that sets the mechanisms and means to discover and develop new talents and build supporting technical administrations, including restructuring the sports performance department and sports medicine department.

Owner	Initiative	Description
Ministry of Sports	Supporting and developing sports federations	Supporting and developing the operational and technical capabilities of sports federations to enable them to build excellent sports portfolios by focusing on five areas: sports performance, sports participation, tourism, economy, and culture.
Ministry of Sports	Organizing and hosting international sports events	The aim is to enhance the Kingdom's position as a host of regional and international sports events by hosting and/or organizing numerous events all year round, enabling and supporting local federations to organize related events, enhance local participation, and encourage social engagement in those events.
Ministry of Sports	Enhancing and increasing sports events for expatriates	Providing more sports options for expatriates by offering entertainment activities and tours for them and their families in their own languages, focusing on their preferred sports games, which are not practiced in the Kingdom, and organizing and marketing suitable sports events.
Ministry of Sports	Preparing sports facilities for families/women to attend events	Redesigning and renewing sports facilities under the Ministry of Sports (a total of 23) to make it possible for families/women to attend events.
Ministry of Sports	Encouraging the private sector to contribute to the development of the sports sector	Encouraging the private sector to participate in building the sports sector by educating entrepreneurs through training programs, licensing sports facilities, and ensuring they are following global standards.
Ministry of Sports	Developing sports academies	Preparing a group of talented Saudi football players in all regions through partnerships with international football academies and establishing Saudi academies. The current focus is on football with the possibility of including other sports in the future.
Ministry of Sports	Developing and executing the national training strategy	Developing and presenting a national strategy for sports training by applying world best practices in the area of training and development and giving foundational courses in training and fitness, and launching an e-portal to support training services. The strategy also aims to develop the sports training ecosystem by establishing a national sports trainers' record and granting certificates and special licenses to work in this field.
Ministry of Sports	Improving the experience of attending sports games and activities	This will be achieved by holding parallel events, providing entertainment activities and facilities such as playgrounds, food trucks, and entertainment shows between the matches. The initiative also aims to develop services provided to the attendees and building partnerships with a number of agencies to organize entertainment to run in parallel with the sports events.

Owner	Initiative	Description
Ministry of Sports	Digital transformation of the sports sector	Achieving digital transformation in the Ministry of Sports by developing e-portals, digitizing services and internal operations, and building a digital infrastructure that will directly enhance the quality of service for internal and external beneficiaries.
Ministry of Sports	Vibrant sports venues	Providing a number of sports venues that are easily accessible to encourage community sports by making the best use of the current ministry venues, activating workspaces, and offering physical training programs and sports competitions for school and university students.
Ministry of Sports	Vibrant society	Raising the percentage of sports participants in the Kingdom by encouraging target groups to participate regularly in sports games and competitions, creating and supporting sports groups and federations by developing a network of professionals, volunteers, and athletes who will sustainably develop the sports sector and enhance women's participation in community sports activities.
Ministry of Sports	Developing the governance and business model of the "Sports Fund"	Preparing a governance and operation model for the "Sports Development Fund" to drive the sector's strategic ambitions to new horizons by developing the fund's authorization, preparing the fund's governance model, and developing an investment strategy to address the sector's priorities.
Ministry of Education	Developing physical education at schools	Developing the infrastructure by creating 31 sports centers and renovating 6 centers in all regions where students can practice various sports such as football, volleyball, basketball, tennis, handball, athletics, and swimming, and developing PE teachers' skills and performance in specific games to improve students' overall health.
Ministry of Education	Enhancing female students' participation in PE classes	Designing and building 90 new sports halls at female public schools and equipping 590 current halls in all regions in the Kingdom, in addition to qualifying women PE teachers.

Owner	Initiative	Description
Ministry of Education	Developing PE activities at universities, especially for females	Providing an internal and competitive sports environment for university staff & students to spend their on-campus free time. This will be achieved by furnishing 14 sports centers, building 12 centers inside universities, qualification and training of staff to help the disabled, organizing awareness programs for university staff, participating in international competitions, and organizing promotional and sports competitions for students at universities.
Ministry of Education	Training students in various mind sports	Qualifying and operating a number of amenities and specialized mind sports centers, preparing and developing programs and activities of mental and intellectual nature as well as special training and development programs to alleviate pressure for university students.



02 Culture and Heritage Sector

Strategic Goals Assigned to the Program in the Sector

Conserve & promote Islamic, Arab & National heritage of the Kingdom: reviving and preserving Islamic, Arab, and national heritage and ensuring its world classification and recognition globally. This entails preservation and renovation of historic locations, organization and promotion of events and making them accessible (through museums, events, media content, etc.).

Grow Saudi contribution to arts & culture: the arts and culture field includes numerous areas such as visual arts (painting and sculpture) performing arts (theatre drama, musical concerts, solo performance) film, literature, poetry, design (fashion, interior design), and national heritage (folk dancing). It is important to focus on improving skills in those areas, enhance art production and the quality of arts and culture content as found in other countries.

Improve living conditions for expats*: this includes facilitating settlement (with the family) and residency, ownership rights and their sense of belonging to their homeland (culturally and Financially), providing convenient education, improving their general living standards, accepting difference, and enhancing their inclusion in the local communities.

Leading Stakeholders



*Target group

Sector Gap Analysis with the Program's Strategy

Providing a high quality of life to the inhabitants and visitors of the Kingdom of Saudi Arabia and seeking to have **three Saudi cities** listed in the top **100 cities in the world**

Developing the standard of living in Saudi cities

Developing and enriching lifestyle

Developing cities	Providing services	Changing behavior	Developing Amenities	Providing alternatives	Encouraging participation
	Limited civil services given to expatriates	Poor expatriates inclusion in local communities	Limited cultural infrastructure	Low interest in arts	Lack of competitions and participations
			Scarcity of training and qualification	Low number of local handicraftsmen	Poor promotion of culture outside
Developing necessary laws and regulations			Difficulty of licensing investment		
Financial sustainability (private sector enablement/public investments)			Difficulty of obtaining financing		
Effective communication					

According to the Quality of Life Program, the work of the culture and heritage sector is based on two main pillars within **developing the standard of living in Saudi cities**, and three empowering pillars within **developing and enriching lifestyle** as follows:

Providing services: with the strategic goal of “developing the standard of living in Saudi cities”, the Program classifies expatriates as a target group. Therefore, an initiative was developed to improve services targeting expatriates and publishing a service guidebook.

Changing behavior: a strategic gap which shows the weakness of expatriates’ inclusion in local communities has been identified. Therefore, an initiative has been developed to enhance their inclusion, and raise the communities’ awareness of other cultures.

Developing amenities: the Program seeks to develop cultural infrastructure with eight initiatives that aim to prepare cultural sites, such as, developing and improving libraries and preserving the Kingdom’s civilizational heritage. On the other hand, the Program seeks to develop arts, cultural and educational institutions, building a media city, and arts and film academies.

Providing alternatives: the main reasons behind the lack of interest in culture and arts have been identified. Accordingly, four initiatives have been developed to support schools and universities to develop their offerings in the arts field (such as theatrical shows, and artistic skills). A handicrafts development initiative has also been identified, in addition to developing a larger-scale initiative to organize distinguished cultural activities in the Kingdom.

Encouraging participation: four initiatives have been designed to encourage the community to take part in cultural activities as the Program seeks to promote local culture, support cultural associations, develop entrepreneurship in the cultural domain and promote Saudi culture internationally.

Developing laws and regulations: taking into consideration the challenges facing start-ups and entrepreneurial businesses to invest in cultural activities, the Program developed an initiative to build an advanced organizational framework of governance for the sector and an investors service center in line with the creative companies' requirements.

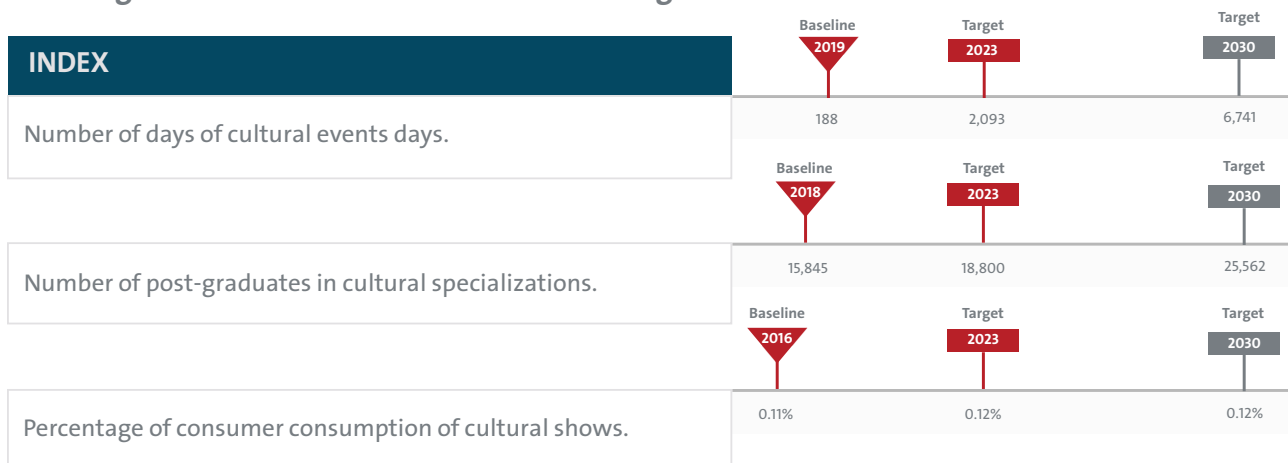
Financial sustainability: two initiatives have been designed to facilitate and support investment in this sector: one concerns facilitation and attraction of investment and the other concerns establishing a cultural fund to support financing.

Commitments and Aspirations (strategic indicators)

The Program aspires to empower the culture and heritage sector as follows:

- ◆ Meeting international levels of excellence with arts and cultural activities.
- ◆ Improving the energy of the cultural movement in the Saudi cities in order to become regional and international arts and culture hubs.
- ◆ Making the Kingdom among the best livable countries for expatriates.

The Program measures this with the following indicators:



Number of Saudi participations in international cultural events.	Baseline 2019 5	Target 2023 9	Target 2030 33
Number of cultural facilities.	Baseline 2019 0	Target 2023 41	Target 2030 183
Number of employees in the cultural sector.	Baseline 2019 64,109	Target 2023 108,010	Target 2030 143,746
Number of local publications.	Baseline 2017 2,502	Target 2023 4,000	
Total number of national heritage sites that can be visited.	Baseline 2017 241		
Number of visitors to UNSECO World Heritage sites.	Baseline 2019 0.8 million visitors	Target 2023	
Percentage of satisfaction with expatriates living conditions.	Baseline 2019 57%	Target 2023 65%	

Achievements by 2020

- ◆ Organized events, exhibitions, and cultural activities (real and virtual) for the Kingdom's population (such as Arabic calligraphy murals, the letters mandalas, the calligrapher's podium, the Red Palace, Riyadh 'Bienalsur', From Inside Exhibition, Cities Destroyed by Terrorism Exhibition, Flower Men Exhibition, etc).
- ◆ Enhanced international cultural participation such as participation in Cannes Film Festival and the Saudi Antiquities Exhibition.
- ◆ Established regional museums in Abha, Dammam, Albaha, Hail, Tabuk, Qasseem, the Northern Borders, Al Hofuf, and Jazan to be civilization landmarks preserving the heritage of each region.
- ◆ Qualified numerous archeological sites to accommodate visitors in all regions including sites in Aljof, Jubba, Alshuwaimes in Hail, Jazan, Taimaa, and sites in Al-Ahsa and Riyadh.

- ◆ Developed the human capital in the sector by establishing arts academies, specialized educational institutions, training programs for the professionals, skills development programs in the field of film, launched competitions and the arts and cultural awards, arts residencies and incubators in cooperation with distinguished world establishments.
- ◆ Registered Saudi sites at UNESCO as World Heritage Sites such as Mada'in Salih, Turaif Quarter in historical Diriyah, historical Jeddah, and stone inscriptions in Hail and Al-Ahsa oasis.
- ◆ Supported traditional handicrafts locally and internationally by taking part in various events.
- ◆ Facilitated investment in the cultural sector by planning and executing a sponsors' plan and naming rights, supporting production companies, launching the cultural growth fund, offering global investment opportunities, and building global partnerships.
- ◆ Established partnerships with the international Le Cordon Bleu Institute to open branches in the Kingdom to be the institutes' first training branches in the region.

Situational Analysis (Challenges and Efforts):

	Challenges	Efforts
1	Organizational challenges that lead to limited participation, lack of cultural events, and lack of necessary support to enable artists and intellectuals.	The Ministry of Culture worked on activating the cultural environment and restructuring the Sector by launching the national cultural strategy, establishing over 11 new commissions to nurture the Kingdom's cultural economy flexibly and independently, in addition to transferring the ownership of Aljanadriyadh National Culture and Heritage Festival, and book fairs to be under the umbrella of the ministry.
2	Lack of cultural infrastructure	Developing & activating the cultural infrastructure and establishing new projects such as libraries, museums, theaters, art galleries, etc.
3	The difficulty of obtaining financing and starting a business in the sector	A culture growth fund was launched to facilitate individuals' and organizations' participation in cultural events, enhance the financial attractiveness of this sector for the purpose of increasing cultural events, activities and festivals, and increase the number of published books and films annually. The Program will work hand in hand with the ministry to create and run business incubators or arts incubators and offer arts residencies to allow artists to live and work in the Kingdom for the purpose of creative or production work, or establish business projects in the sector.

Sector Initiatives

Owner	Initiative	Description
Ministry of Culture	The Saudi Film Industry Academy	Establishing and operating Saudi film academies in collaboration with the best international universities specialized in the film industry to offer academic programs and filmmakers accreditation programs.
Ministry of Culture	The Custodian of the Two Holy Mosques Cultural Heritage Program	A group of diverse projects that together aim to preserve & develop the national heritage. The projects include operating 17 handicrafts centers, qualifying 14 architectural heritage sites, establishing and operating 18 museums, qualifying 80 archeological sites, registering 3 sites as UNESCO World Heritage Sites, and activating current museums (68 museums) to encourage local and foreign visitors.
Ministry of Culture	Development of Okaz city	Joint public-private sector development of Okaz city, where the government provides land, infrastructure and investment and cultural sites (where possible), and the private sector investors execute project plans including hospitality, housing, promotion and entertainment. Further, the project has implemented a number of building and public utility programmes as well as executing partnerships to manage the operation and maintenance of Okaz City Market (Souq Okaz).
Ministry of Culture	Organizing cultural events all across the Kingdom	Holding different cultural events and activities (such as plays, performance art shows, art exhibitions, cultural festivals, etc.), and activating museums and historical sites by holding high-quality events to allow citizens, ex-pats, and tourists to participate.
Ministry of Culture	Creating an integrated government services center for the requirements of creative companies	Developing an interactive platform to provide services and information about the cultural sector and to facilitate navigating the necessary start-up processes & requirements such as, issuing licenses, permits or cultural events related to the sixteen cultural sectors, searching for general information about culture, its services, procedures or specializations, or providing added value services to beneficiaries.
Ministry of Culture	Enhancing cultural entrepreneurship	Building and incentivizing an integrated cultural ecosystem by establishing, operating and supporting specialized cultural entrepreneurship projects, art residencies and training programs.
Ministry of Culture	Enhancing the local film sector	Building the Saudi film sector inside the Kingdom and collaborating with international production companies by enhancing local production of films and providing the film industry's enablers (qualified human resources such as scenarists, actors, producers, cameramen, etc.) and developing production infrastructure required such as studios, film editing studios, marketing services, and distribution, and providing logistical support, events and participations in addition to providing shooting sites guidebook inside the Kingdom to attract foreign producers.



Owner	Initiative	Description
Ministry of Culture	Facilitating private sector investment in the cultural sector	Developing a strategy to stimulate private sector participation & investment in the cultural sector across the Kingdom by developing a comprehensive communication plan, and launching relevant programs and tools.
Ministry of Culture	Developing the cultural infrastructure	Developing the cultural infrastructure all across the Kingdom in line with international standards and which have been prepared to suit the local context in a qualitative and quantitative way and distributing assets among regions systematically.
Ministry of Culture	Arts academies	Opening specialized educational institutions to offer high-quality educational programs in the areas of arts and culture.
Ministry of Culture	Establishing a national cultural fund to support the sector (the Cultural Growth Fund)	Growing the cultural sector through the establishment of a national fund supported by the government to alleviate the difficulty of obtaining financial support from for-profit agencies in order to enhance the performance of the sector and achieve its financial sustainability.
Ministry of Culture	Establishing cultural associations	Establishing 16 professional associations targeting the film sector, music, performance arts and visual arts through which creatives will be supported and connected to other sectors with the aim of collaboration on joint exhibitions and projects.
Ministry of Culture	Increasing community engagement in cultural domains	Enhancing public interaction with cultural content to encourage citizens to participate in creating the Saudi cultural scene, raising consumers' awareness of the various cultural types of expression, motivating them to actively engage in various cultural programs, communication channels and a database to build effective communication with the community.
Ministry of Culture	Developing a governance and organizational framework for the sector	Designing and executing a basic governance system which includes protection of intellectual property rights and the by-laws that protect artists and professionals against defamation, and defining the roles of the various government organizational agencies in the sector. One of the key deliverables of this initiative is to clarify the roles of the sector's organizers, simplifying the governing laws and facilitating related government work.
Ministry of Culture	Developing public libraries	Updating the public libraries sector to meet the current needs of the community and increase the use of libraries by re-designing and building public libraries to stand as beacons of knowledge and social engagement.
Ministry of Culture	Building a media city	Developing a media city to include all related parties from the world of media, culture and technology in a way that matches world standards and meets the local requirements. This will be achieved by establishing a holding company which will develop the first stage of the creative city which will be based in Fefa Area in the Diplomatic Quarter, Riyadh, stretching over an area of 1.4 million square meters, in addition to developing current buildings in the Diplomatic Quarter for this purpose.

Owner	Initiative	Description
Ministry of Culture	The Saudi Crafts and Handicrafts Company	Creating a national company for handicrafts to support craftspeople by developing high-end traditional crafts that represent the culture of the Kingdom.
Ministry of Culture	Promoting Saudi Culture Globally	Highlighting Saudi culture globally through events, programs, seasons, forums, exhibitions, joint work, exchange of cultural works, intellectual cooperation (real and digital) and organizing media campaigns to raise awareness.
Ministry of Education	Developing the arts education curriculum in schools to include visual, performance and folklore arts	Developing arts appreciation in students of public schools covering all kinds of performance and audio-visual arts by developing the current arts education syllabus and updating the teachers' guidebooks and the teachers' skills, preparing the necessary infrastructure at schools, and holding arts and culture contests.
The General Commission for Audiovisual Media	Enhancing inclusion of expatriates in the Saudi culture and enhancing citizens' awareness of other cultures	Working on the social and cultural inclusion of expatriates in the Kingdom by developing effective communication channels, and enhancing awareness of the other cultures.
Ministry of Human Resource and Social Development	Develop expatriates' services and issue a service guide	Conduct a detailed analysis to identify expats' pain points related to their living conditions in the Kingdom (such as exit and re-entry visas, vehicle ownership, family visa, etc.) and compiling a list of services provided to expats (education, healthcare, housing, etc.) with the intention of developing them further.



03 Entertainment and Hobbies Sector

Strategic Goals Assigned to the Program in the Sector

Develop & diversify entertainment opportunities to meet the population's needs and active periodic participation in various sports activities is an essential component of building a healthy society. The practice of sports can be encouraged through educational organizations and sports clubs. Such activities must be diversified and easy to join so that social engagement can be at its best.

Leading Stakeholders



Sector Gap Analysis with the Program's Strategy

Providing a high quality of life to the inhabitants and visitors of the Kingdom of Saudi Arabia and seeking to have **three Saudi cities** listed in the top **100 cities in the world**

Developing the standard of living in Saudi cities

Developing cities Providing services Changing behavior

Developing and enriching lifestyle

Developing Amenities	Providing alternatives	Encouraging participation
Limited availability of venues to hold events	Low number of entertainment events	Poor awareness of the importance of hobbies and entertainment
	Limited diverse alternatives	Low numbers of qualified workers in the sector

Developing necessary laws and regulations

Difficulty of licensing and governance

Financial sustainability (private sector enablement/public investments)

Difficulty of investment and obtaining financing

Effective communication

According to the Quality of Life Program, the work of the entertainment and hobbies sector is based on three main pillars under “developing and enriching lifestyle” and two empowering pillars as follows:

Developing amenities: the Program seeks to develop the entertainment infrastructure by opening access to government assets (such as buildings and public parks) for entertainment activities. In partnership with the Ministry of Education, some schools have been designated as entertainment clubs (after school hours) in residential areas. In addition, the Program works on increasing shopping areas, the numbers of restaurants, cafes, and shopping malls to meet the target percentage of the population. For developing entertainment places, which are highly profitable, the private/public sectors’ investments in this sector will be facilitated through the enabling pillar of “financial sustainability”.

Providing alternatives: the main challenges in this sector have been identified and, accordingly, six initiatives have been designed to provide entertainment activities, movie theaters, electronic games, mind games as well as enabling hobby clubs.

Encouraging participation: to motivate individuals and families to participate in entertainment activities, the Program works on creating promotional campaigns to enhance community adoption, training human capital to meet the sector’s demand for certain skills and expertise, attracting investors, raising awareness of hobbies, and developing programs to support hobbies through 6 incentivizing initiatives.

Developing laws and regulations: six initiatives have been designed for the development of related laws and regulations. Some initiatives are related to developing amateurs’ clubs, and hobbies such as regulatory frameworks and facilitation of licensing. Other initiatives cover developing strategies to organize sub-sectors such as outdoor entertainment, shopping, restaurants, and home entertainment.

Financial sustainability: the Program seeks to draw local and foreign investments by either the private or the public sector (such as PIF projects) given its high profit potential. Therefore, a special initiative has been designed to encourage and support investment in this sector.

Commitments and Aspirations (strategic indicators)

The Program aspires to empower the culture and heritage sector as follows:

- ♦ Creating various local and international entertainment alternatives (in-home and outside) that give citizens and expatriates world-class quality options that match those in developed countries (according to the quality of life indexes) and positively enhance local content.
- ♦ Increasing options in the restaurants and cafes sector, which will contribute to the entertainment of citizens and expatriates and draw world-class and highly regarded chefs and restaurants.
- ♦ Attracting the best international retail brands to provide a wider range of options for citizens and expatriates and increasing the total shopping area of malls to match high-ranking countries according to various quality of life indexes.
- ♦ Developing and supporting the hobbies sector as a foundational basis to develop talents.

The Program measures this with the following indicators:

INDEX	Baseline 2017	Target 2023	Target 2030
	Family spending on entertainment.	1.7%	2.7%
Number of entertainment places.	Baseline 2019	Target 2023	Target 2030
	154	345	613

Number of unique entertainment events.	Baseline 2018 14	Target 2023 40	
Number of available media outlets (radio, TV, newspapers).	Baseline 2017 113	Target 2023 150	Target 2030 1522
Percentage of best titles available (games and books) within three months of publication.	Baseline 2017 60%	Target 2023 80.40%	Target 2030 100%

Achievements by 2020

- ◆ Launched the entertainment events schedule with over 5000 different events.
- ◆ Opened 31 movie theatres across the Kingdom. Released the executive by-laws of the audio-visual media system to enhance the legal frameworks and attract license providers for greater options.
- ◆ Established the hobbies sector in the Kingdom by launching the Hobby Clubs Association (HAWI), designed the by-laws and necessary regulations, and continue to raise awareness of hobbies by organizing events targeting hobbyists (such as Breathe, Immunity Digital Forum, Heights Podium, etc).
- ◆ Launched numerous skills training programs for Saudis in the entertainment sector to develop and nationalize the human capital such as “Entertainment Pioneers” conducted in partnership with Live Nation, scholarships in higher education in entertainment studies and the Le Cordon Bleu institute scholarship.
- ◆ Facilitated private sector investment through contracts with Saudi banks to provide financing solutions, launched the EIMS platform to automate licensing, developed a communication platform with an organizational framework, finalized the digital campaign to publish the calendar app “Enjoy Saudi” to cover all regions, identified & compiled a list of government assets which have the potential to be leveraged (in the fields of sports, entertainment, culture, recreation and hobbies) by including 100 government assets in a special database and organized the JOY exhibition for entertainment makers).
- ◆ Opened and operating over 1,000 educational and entertainment neighborhood clubs in all regions, serving 1.3 million beneficiaries.

Situational Analysis (Challenges and Efforts):

	Challenges	Efforts
1	Lack of available events and entertainment places	The Program seeks to build and execute a strategy to develop entertainment alternatives and infrastructure, organizing events, developing a general organizational framework of governance to empower the sector and ensure its overall success.
2	The difficulty of investment and obtaining financing	Building a new financial system of support and cooperation between the General Entertainment Authority and financial organizations to support and finance entertainment companies.
3	Low awareness of the importance of entertainment	An e-portal has been developed to serve as a communication tool to disseminate information on entertainment events, activities and offerings. Additionally, a management information system (MIS) was established to the sector.
4	Scarcity of qualified human capital in the sector	The Program, in cooperation with the General Entertainment Authority, developed programs to provide the sector's national human capital with the necessary skills in this field, and creating new jobs.
5	Lack of an organizational entity responsible for hobbies	The Quality of Life Program center has been designated to supervise the hobbies sector and develop the basic regulations of the amateur clubs' association. The hobby clubs' sector strategy has been finalized which includes a financing mechanism to support the various hobby clubs.
6	Low numbers of shopping malls and cafes in comparison to the total population compared with similar countries	The Program succeeded in raising the total area of available shopping malls to reach 0.32 square meters per capita, exceeding the target which was 0.16 square meters per capita. A comprehensive sector strategy has been developed, which helped identify gaps, opportunities and projects which will overcome many challenges when executed, such as facilitation of issuing restaurant licenses and classification of these restaurants and building their staff capacities.
7	Low numbers of qualified staff to improve restaurant quality	The Culinary Commission has been established to classify restaurants, dishes, and chefs, design-related mechanisms and regulations, and seek to list, classify and promote Saudi and international dishes. The Commission also built a partnership with Le Cordon Bleu institute to teach culinary arts and open its first branch in the region. The Program is also providing 30 scholarships at related technical institutes and 20 scholarships for male and female students to study culinary arts at the Higher Institute for Tourism and Hospitality in Riyadh in support of local institutes and the sector at large. Partnerships have also been made with Michelin Group and in cooperation with Le Cordon Bleu Institute to enhance the standards of Saudi restaurants locally and internationally.



Sector Initiatives

Reference to initiatives executed by the Center have been made in the first section of the document

Owner	Initiative	Description
General Commission for Audiovisual Media	Launch the cinema sector in the Kingdom	Develop an integrated operational framework including an organizational structure under the right laws and regulations to manage and develop the film sector to provide central entertainment alternatives to citizens, residents and visitors, and create investment opportunities for local and international companies, which eventually generates jobs and diversifies the Kingdom's income sources.
General Entertainment Authority	Organize entertainment events across the Kingdom	Organize high-quality, mainstream events in the Kingdom to launch the entertainment sector, enhance interaction with outside entertainment events, and provide greater options for target groups (citizens, residents, and visitors).
General Entertainment Authority	Development of Okaz city	Developing Okaz city jointly by the private and public sectors, where the government provides land, infrastructure and investment and cultural sites (as much as possible), and the private sector investors execute project plans including hospitality, housing, promotion and entertainment. In addition to implementing a number of buildings and public utilities, and executing partnerships to manage the site (operation and maintenance) of Okaz City Market (Souq Okaz).
General Entertainment Authority	Develop human capital	Develop and nationalize the human capital in the sector by including universities and schools in entertainment events, develop academic curricula, create training programs and incubators to sustain the provision of qualified human capital and develop professional criteria for the sector's professions to be integrated in the Saudi occupational classification in collaboration with the Ministry of Labor and Social Development.
General Entertainment Authority	Support and incentivize investment in the sector	Encourage the private sector to invest in the less commercially attractive regions and develop an ecosystem of SMEs to enhance the local content by providing financial sponsorship programs, facilitate partnerships, in addition to holding specialized exhibitions to help investors form a link between the private sector and entertainment service providers.
General Entertainment Authority	Design regulations and governance framework for outside home entertainment	Develop regulations and governance framework to enable the sector's growth and success to support the delivery of an increased amount of entertainment events.

Owner	Initiative	Description
General Entertainment Authority	Develop a publicly accessible communication channel featuring the organizational framework and criteria of the sector	Develop an e-portal to disseminate the directory/ guide for all events and entertainment shows available across the Kingdom.
General Entertainment Authority	Develop communication campaigns to promote entertainment options done domestically and ,internationally to enhance social acceptance and attract investors to the sector	Promote new entertainment alternatives locally and internationally, attracting foreign visitors, and build a positive image of the Kingdom at an international level by launching entertainment promotional campaigns.
General Entertainment Authority	Build & execute a development strategy for the entertainment sector infrastructure and activity options	Design an infrastructure development plan for all entertainment alternatives in-home and outside (parks, water parks, family entertainment centers, zoos, live music performances, game centers, e-games tournaments...etc.) by developing the terms and criteria for amusement facilities and parks, and the terms and conditions for live performances, and develop a comprehensive package for licensing for all entertainment segments in addition to a governance structure for monitoring & conducting inspection across all entertainment categories.
Ministry of Communication and Information Technology	The Saudi Program for Electronic Games	Leverage the existing technical infrastructure in the Kingdom by introducing game development into the computing curriculum in collaboration with the Saudi Digital Academy. This can be used to develop the sector by raising interest, enhancing the culture of innovation in the electronic gaming sector, and training citizens to be able to design and program e-games.
Ministry of Communication and Information Technology	Develop the home entertainment sector	The digital content market, which home entertainment is part of, is one of the promising sectors in the Kingdom with regards to the ambitions and available economic potentials. As it stands, it limits maximizing the ROI of other sectors and their engagement in its development, especially the telecommunication sector due to the growing dependence of the products of the digital content market on the availability of a strong digital infrastructure. Therefore, the initiative aims to develop the sector by facilitating full integration between the media, culture, and telecommunications sectors. This will create common added value through increased investment, expansion of broadband networks and maximizing ROI of digital infrastructure.

Owner	Initiative	Description
Ministry of Education	Educational and entertainment neighborhood clubs	Prepare and operate social clubs to fill the leisure time of students and community members in various events, programs, and entertainment activities, practice hobbies, and provide the needed amenities and qualified human resources to offer their services after official hours all year round.

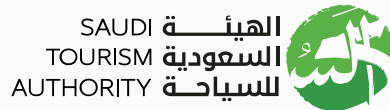


04 Tourism Sector

Strategic Goals Assigned to the Program in the Sector

Enable the development of the tourism sector: empower the growth of the tourism sector targeting local and foreign tourists in a way that enhances the position of the Kingdom as a world tourism destination.

Leading Stakeholders



Sector Gap Analysis with the Program's Strategy

Providing a high quality of life to the inhabitants and visitors of the Kingdom of Saudi Arabia and seeking to have **three Saudi cities** listed in the top **100 cities in the world**

Developing the standard of living in Saudi cities

Developing and enriching lifestyle

Developing cities	Providing services	Changing behavior	Developing Amenities	Providing alternatives	Encouraging participation
Low numbers of tourist destinations			Difficulty of travel and access Limited tourist facilities	Foreign tourists' lack of interest	Limited promotion of the Kingdom as a tourist destination
Developing necessary laws and regulations			Difficulty of obtaining entry visas to the Kingdom		
Financial sustainability (private sector enablement/public investments)			Difficulty of obtaining investment license and financing		
Effective communication					

According to the Quality of Life Program, the work of the tourism sector is based on four main pillars within “developing and enriching lifestyle” and two empowering pillars as follows:

Developing cities: a strategic gap has been identified revealing a lack of cities equipped for tourism. Since developing cities and infrastructure is costly and unattractive, four initiatives have been designed to focus on this gap.

Developing amenities: through the private sector, the Program seeks to develop tourist facilities and improve access to destinations (through airline companies, highways, etc).

Providing alternatives: the main challenge lies in foreign tourists’ poor motivation to visit the Kingdom as a tourist destination. The Program, therefore, works on providing events, exhibitions, and conferences and linking their visitors and participants to tourism, in addition to providing tourist offers to visitors of the Two Holy Mosques through two initiatives.

Encouraging participation: to promote the Kingdom as a tourist destination and enhance the participation of the tourism sector in diversifying Saudi income resources. The Program works on providing promotional packages to local and foreign tourists through two initiatives.

Developing laws and regulations: one of the biggest challenges to visit the Kingdom as a tourist destination is the lack of a tourist visa. The Program, therefore, designed a legislative and procedural initiative to make it available and easy to obtain (tourist visas have been launched and work continues to facilitate procedures).

Financial sustainability: developing the private sector is one of the key factors in developing amenities and providing alternatives. Because tourist facilities are costly, and promotion requires investment by big companies and SMEs, three initiatives have been designed to facilitate investment, one of which is procedural and the other two relate to financing.

Commitments and Aspirations (strategic indicators)

The Program aspires to harness the Kingdom’s natural, cultural and human potential to develop high quality and valuable tourism and to be one of the top three destinations in the region, which can be traced with the following indicators:

INDEX	Baseline 2018	Target 2023	Target 2030
Number of tourist visits (in millions).	41	56.8	100
	Baseline 2019	Target 2023	Target 2030
Number of employees working in the sector (measured in 1000).	579 k	722 k	1,600 m
	Baseline 2018	Target 2023	Target 2030
Tourism sector participation in GDP.	3.6%	4.5%	10%
	Baseline 2019	Target 2023	Target 2030
Total spending of visitors (in billion Riyals).	128	173	561
	Baseline 2019	Target 2023	Target 2030
Number of hotel rooms and apartments (1,000 units).	590 k	756 k	1,366 m

Achievements by 2020

- ◆ Launched the “Visit Saudi” marketing campaign in a number of countries around the world to promote the Kingdom as a world tourism destination.
- ◆ Launched a package of products, services, and campaigns to promote tourism in the Kingdom (like parallel events to Saudi Cruise, Visit Saudi, Discover Saudi, Winter Around You, etc).

- ◆ Launched the Tourist Visa on a special platform to issue visas online with full integration and connectivity with related agencies.
- ◆ Developed human capital in the tourism sector by nationalizing leadership and specialized positions in the tourist accommodation sector, launched a scholarship program in tourism (bachelor, masters and doctorate degrees), and trained front line employees (Hafawah Program).
- ◆ Empowered the private sector to invest in the tourism sector by facilitating procedures and supporting financing (such as tourism investment centers in all regions, and launching the licensing portal). The outcome has been the issuance of more than a hundred licenses around the Kingdom and supporting lending to over 67 projects worth over SR 200million.

Situational Analysis (Challenges and Efforts):

	Challenges	Efforts
1	Readiness of infrastructure in tourist regions	The Program works on developing a number of tourist destinations such as Al Rayes White Head Beach and other destinations and cities such as Riyadh, Jeddah, and the Eastern Province.
2	Poor investment in the tourist sector	The Program worked on launching the Saudi Tourism Authority, and the Tourism Development Fund to promote the Kingdom locally and internationally and attract investors to the sector. It also designed huge financing and procedural initiatives to facilitate investment and support lending hotel and tourism projects.
3	Structuring the tourism sector administration in the Kingdom	The Program launched a support initiative to establish a tourism development council to develop the sector in the Kingdom and play an organizational role for the relevant agencies, prepare studies to motivate the private sector to invest and develop the necessary financial and human capital.
4	Difficulty of arrival of foreign tourists to the Kingdom	The Kingdom launched the Tourist Visa as a first step to attract foreign tourists. Work continues on facilitating related procedures.
5	Limited promotion of the Kingdom as a tourist destination	Launched the "Visit Saudi" portal for all tourist services.

Sector Initiatives

Owner	Initiative	Description
Ministry of Tourism	Develop Al Rayes White Head Beach in Almadina Region	Develop an integrated tourist destination by establishing a company to do the work inside the location and build the infrastructure, in addition to some other incentivizing projects including hospitality, malls, and entertainment.
Ministry of Tourism	Support the execution of major destination	Support the development of the four major tourist destinations (Riyadh, Jeddah, Taif, and Dammam) which have been identified by the general strategy for the development of national tourism as national tourism destinations including the following 14 sites: Al Ahsa Oasis, Al Hijaz Railway, Jeddah Corniche, Okair historical harbor, Al Asfar lake, Al Hada, Al Shifa, Rodat Khuraim, Edge of the World, The Empty Quarter, Shagra, Ushaiger, Taif flower farms, Heet cave, the Ibx Reserve and Almadina lava fields.
Ministry of Tourism	Lending support for hotel and tourist projects	The Ministry of Tourism, together with the Ministry of Finance, works on supporting lending to hotel and tourist projects by requesting capital and making it available to the Ministry of Finance to expand the lending capacity to cover all tourist and heritage projects. The fund will also give interest-free loans to investors in hotel and tourist projects in all regions so that it (i.e. the fund) becomes an integral constituent of the current agreement between the two ministries of tourism and finance to provide financing solutions to such projects.
Ministry of Tourism	Support the establishment of the tourism development council	The aim is to establish a tourism development council to take charge of developing the sector in the Kingdom.
Saudi Tourism Authority	Visit Saudi	Develop an e-portal and an application to inform inhabitants and visitors of all lifestyle alternatives that serve their needs in the various sectors of sports, heritage, culture, arts, amateurs' clubs, exhibitions, and conferences organized by the Kingdom or by foreign agencies in the Kingdom.
Saudi Tourism Authority	Discover Saudi	Organize trips for specific target groups such as friends of Saudi scholarship students currently residing in target countries, international influencers, and international media representatives, participate in international promotional exhibitions to introduce the Kingdom, develop visual content (photos, videos, etc.) to promote tourist destinations and sites, and develop guidebooks for the program.

Owner	Initiative	Description
Ministry of Tourism	Offer creative solutions for the e-visa and other applications	Enrich the tourists' experience by obtaining a tourist visa through the visa issuance channels, which contributes to enhancing the level of available services; providing high-quality services around the clock, employing advanced technologies and AI to enhance the e-portals quality, developing infrastructure of the tourist visa data center as well as indexes of the tourism sector.
Ministry of Tourism	Develop and improve licensing procedures for tourist activities	Accelerate and facilitate investors' procedures relevant to investors by linking the licensing system with the central national platform "Meras". This will provide all required services from all relevant agencies to facilitate business activities, positively impacting the sector's attractiveness to investors finally, make the Kingdom the first destination for tourist investment in the region.



05 Urban Design Sector

Strategic Goals Assigned to the Program in the Sector

Improve the urban landscape in Saudi cities: the improvement of the urban landscape of public places for people to enjoy (for example, green landscapes and public parks) requires enforcement and adherence to a comprehensive urban code to ensure the aesthetic value, and to eliminate visual pollution (garbage piles, construction sites, etc.)

Improve quality of services provided in Saudi cities (utilities, public transports, etc.): this includes services provided at a city level including utilities (water, energy, telecommunication, and sewage), public transportation and infrastructure (roads and parking lots), and adequate city maintenance (waste removal...etc). The services must be of high quality, fast, more reliable, and easily accessible.

Leading Stakeholders



Sector Gap Analysis with the Program's Strategy

Providing a high quality of life to the inhabitants and visitors of the Kingdom of Saudi Arabia and seeking to have **three Saudi cities** listed in the top **100 cities in the world**

Developing the standard of living in Saudi cities

Developing and enriching lifestyle

Developing cities	Providing services	Changing behavior	Developing Amenities	Providing alternatives	Encouraging participation
Poor cleanliness and environmental health	Large amount of visual pollution in cities Poor cleanliness and environmental health	Lack of awareness among inhabitants	Lack of public and social amenities		
Lack of urban laws, regulations and policies			Developing necessary laws and regulations		
Dependence on the general budget		Financial sustainability (private sector enablement/public investments)			
Involving inhabitants in developing the urban scene				Effective communication	

According to the Quality of Life Program, the work of the urban design sector is based on four main pillars under **developing and enriching lifestyle** and three empowering pillars as follows:

Developing cities: the Program's highest ambition is to advance the competitiveness of Saudi cities; urban design stands as a main enabler to fulfill this ambition. A number of strategic gaps have been identified in road planning, enhanced accessibility, and reducing commuting hours. Because city development is the responsibility of the public sector, two initiatives have been designed to develop, plan and maintain an urban road network, bridges, and tunnels in Saudi cities.

Providing services: the study of the status quo of Saudi cities reveals the existence of major challenges in city management and maintenance resulting in a large amount of visual pollution and consequently inhabitants' discomfort, let alone the difficulty to report such discomfort in an efficient manner to the relevant government entity. Therefore, seven initiatives have been designed to deal with visual pollution, enhance customer experience, ease municipal procedures, use modern technology and develop necessary infrastructure to handle rainwater and flooding.

Changing behavior: the evident negative phenomena in Saudi cities, coupled with inhabitants’ dissatisfaction with services and lack of participation in urban development projects & decision making signaled the Program’s need to focus on enhancing social engagement through municipal councils, volunteering, private charities and associations, and through corporate social responsibility (CSR).

Developing amenities: the lack of sufficient basic public amenities in cities is a major hurdle to inhabitants’ satisfaction with their lives in some cities. To humanize cities and make them more livable, two initiatives have been developed to increase the individual’s share of public spaces by building open areas and squares such as parks, green landscapes and pedestrians’ pathways.

Developing laws and regulations: the lack of a unified urban code for all regions is a current major threat to city development resulting in an increased amount of visual pollution. Additionally, the lack of data to support decision-making and ensure effective and efficient project management is contributing to the difficulty of reaching successful outcomes in city planning and development. Therefore, the Program is working on ten initiatives in this context to fill this gap and develop the necessary laws and regulations.

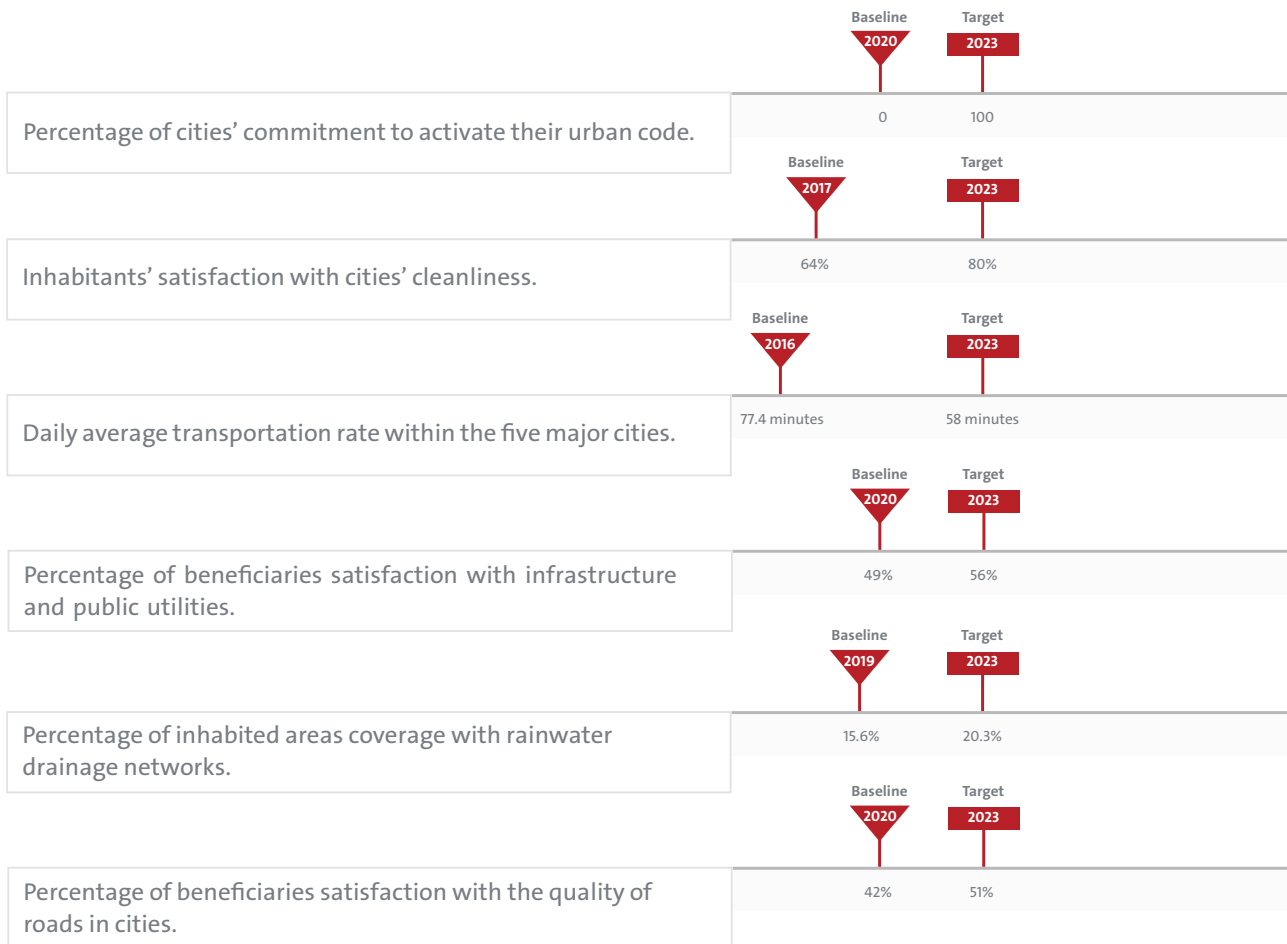
Financial sustainability: private sector investment is a key factor to developing, operating and maintaining city amenities. Due to the high costs of this endeavor, the Program has embarked on five initiatives to facilitate investment, increase its attractiveness, and design innovative business models for targeted investment sites.

Effective communication: one initiative has been designed to engage inhabitants in the urban development process to ensure the effectiveness of future municipal plans and projects.

Commitments and Aspirations (strategic indicators)

The Program aspires to improve the urban landscape in cities by humanizing cities, dealing with visual pollution, adding aesthetic constituents as fundamental requirements, working on total urban planning to enhance civil attractiveness of cities, and improving the quality, reliability, and accessibility of services, which can be tracked with the following indicators:

INDEX	Baseline 2017	Target 2023
Percentage of inhabitants’ satisfaction when it comes to urban landscape.	44%	51%
Average individual’s share of public areas.	Baseline 2015 3.48 m2	Target 2023 4.65 m2



Achievements by 2020

- ◆ Launched the municipal investment portal “Furas” that gathers all investment opportunities in one platform to allow investors easy access in all regions.
- ◆ Launched the unified e-gate “Baladi” which helps to reduce the time to approve residential plans from two years to 60 days, and the time to issue construction licenses to less than 17 days.
- ◆ Launched the interactive “Baladi” platform to engage the community and beneficiaries from the municipal sector in making suggestions and commenting on bylaws and regulations.
- ◆ Limited visual pollution that affects total urban development, improving the urban environment in cities by removing visual distortion elements in urban renovation projects of current major roads, and launching “Rased” an application to help the detection of visual pollution.
- ◆ Issued updated regulations for the use of municipal real estate, and allowing naming and sponsorship rights by investors.
- ◆ Improved project management and developed services by obliging contractors to insure buildings against hidden defects, launched a classification program for city service providers and launched a portal to monitor over 3,000 service centers.

- ◆ Expedited access to city services through communication technology between service providers and service seekers, and providing mobile services to those who face difficulty in reaching municipalities.
- ◆ Developed workers housing regulations by clarifying the conditions and special rules and basic housing rights that must be provided by employers to foreign workers in the Kingdom, in addition to the technical, constructional and operational conditions that must be available to provide good living conditions to workers and support their housing needs.

Situational Analysis (Challenges and Efforts):

	Challenges	Efforts
1	Poor municipal amenities	The Program works with the Ministry of Municipal Rural Affairs and Housing on developing utilities and urban planning in infrastructure and public amenities and housing projects in cities by establishing and running a number of service centers, providing sports, cultural, social, health, and educational services, and developing other municipal utilities including civil centers, public markets, etc.
2	Limited number of public parks, plazas, and playgrounds	The Program works with the Ministry of Municipal Rural Affairs and Housing on humanizing cities by building additional open areas such as municipal squares and plazas, playgrounds, parks, and green landscapes, constructing a network of pedestrian pathways, developing recreational sites used for celebrations and festivals, decorating city entrances and developing visually attractive landmarks to enhance the individual's share of public spaces.
3	Enhancing visual attraction	The Program works with the Ministry of Municipal Rural Affairs and Housing on preparing a unified urban planning system document for the Kingdom, which provides a legal basis to overcome multiplicity of organizational laws and regulations and establish a unified urban code for each region to improve the urban landscape and enhance the city's attractiveness.
4	Quality of urban products (buildings, streets, and roads)	The Program works with the Ministry of Municipal Rural Affairs and Housing on a number of initiatives to enhance the quality of urban products including developing urban codes for the different regions, which will enhance city identity according to its characteristics and historical value. The ministry is also working on eliminating visual pollution in Saudi cities through a number of improvement projects targeting major roads of major cities.
5	Quality of infrastructure services	The Program works with the Ministry of Municipal Rural Affairs and Housing on developing criteria to manage rainwater drainage, preventing threats of flooding, and developing technical and engineering criteria to ensure infrastructure works are completed smoothly.

Sector Initiatives

Owner	Initiative	Description
Ministry of Municipal Rural Affairs and Housing	Provide suitable housing for expatriates	Develop procedures for housing ownership by expatriates. Develop criteria for licensing, operating and managing housing for laborers, to ensure compliance with specific criteria. Raise expatriates' awareness of their housing rights, and organize workshops and awareness programs for businesses regarding the new criteria.
Ministry of Municipal Rural Affairs and Housing	Develop amenities and urban planning of housing projects	Improve residents' quality of life pertaining to housing by establishing integrated, modern and sustainable communities that improve overall lifestyle. Plan, build and operate 356 service centers, providing amenities in all fields (sports, culture, services, health, social and educational services) covering all regions.
Ministry of Municipal Rural Affairs and Housing	Ensure quality services by Municipal agencies	Enhance the quality of municipal services provided by developing a quality assurance framework and management systems for municipal monitoring work. Prepare an operational model for the municipal monitoring unit, document the criteria and procedures of municipal monitoring, develop and automate work models, create a unified performance platform for monitoring. Develop a system to engage the private sector in municipal monitoring in the five major municipalities.
Ministry of Municipal Rural Affairs and Housing	Humanizing cities	Make cities more human-friendly where inhabitants feel more comfortable by building open areas like municipal plazas, playgrounds, parks, and green landscapes, building a network of pedestrian pathways, developing recreational places for festivals and occasions, beautifying cities' entrances, developing visually attractive landmarks in major cities, focusing on tourist sites and developing projects to improve residential neighborhoods with high population density to create environments more conducive to residents overall wellbeing.
Ministry of Municipal Rural Affairs and Housing	Update the National Urban Strategy 2030	Develop and activate the current national urban strategy to lead and incentivize urban development at the national level, prepare strategic plans at the local and regional levels for six regions and six cities, in addition to the regions and cities under the region development authorities and the royal commissions in order to enhance their sustainably (environmental, cultural, social and financial).
Ministry of Municipal Rural Affairs and Housing	Apply the concept of urban administration and urban development priorities	Establish a central system to support a program applying the concept of place management at the local (city) levels within municipalities using the indexes found by the urban observatories.

Owner	Initiative	Description
Ministry of Municipal Rural Affairs and Housing	Enhance the quality of municipal data and decision making	Activate total urban planning for sustainable development by providing urban landscape data, measuring and updating urban indexes, preparing studies and surveys to measure satisfaction with the urban landscape and conducting urban development studies to support decision making ultimately improving the urban landscape in Saudi cities.
Ministry of Municipal Rural Affairs and Housing	List and document lands and real estate units according to a standard surveying reference and update topographic maps	Produce detailed cadastral maps based on a unified coordinate system showing the location of the area, or real estate unit, its boundaries, features, numbers, dimensions, and total area, listing all government lands and real estate units, providing specific data via information systems capturing land details. This will help decision makers preserve public property and reduce land violations.
Ministry of Municipal Rural Affairs and Housing	Enhance community engagement	Enhance and activate community engagement on all levels through volunteering, municipal councils, non-profit organizations, companies and charities, and CSR. This can be achieved by creating a process to allow the community to effectively share their complaints, suggestions for improvements and evaluations of municipal services.
Ministry of Municipal Rural Affairs and Housing	Deal with visual pollution in Saudi cities	The initiative works on two levels: first, removing most common visually disturbing objects in Saudi cities, and second, executing urban improvement projects on major networks which includes sidewalks, trees, irrigation, lighting, etc.
Ministry of Municipal Rural Affairs and Housing	Develop urban planning laws, regulations and criteria	Develop unified urban planning bylaws. Improve and update the general strategy of urban planning using the urban planning institutional development methodology and approve the urban planning system document and the regulations and planning criteria of Saudi cities in line with international best practices in a way that enhances national identity.
Ministry of Municipal Rural Affairs and Housing	Improve the efficiency of complaints system (940)	Overcome the difficulty of multiplicity of systems in municipalities by providing a unified complaints system to receive citizens' complaints and respond in a timely manner through a unified platform that helps prioritize services and improve their quality.
Ministry of Municipal Rural Affairs and Housing	Construct and develop municipal buildings and utilities	The initiative includes municipal headquarters, public utilities, workers housing, public benefit markets, warehouses, public WCs, in addition to preparing and equipping quality and environmental health labs.
Ministry of Municipal Rural Affairs and Housing	Build and develop the urban road network	Build streets, parking lots, urban roads, bridges, tunnels, and plazas in cities, in addition to asphaltting, lighting and providing traffic safety. The initiative also includes developing pedestrian pathways, street numbering, and renovating and beautifying streets, taking into consideration expanding total city area and facilitating and accelerating transportation.



Owner	Initiative	Description
Ministry of Municipal Rural Affairs and Housing	Enhance means of transportation in urban planning	Build an integrated and sustainable information system encompassing data on all existing road systems which will be accessed via an e-portal. The data will inform necessary improvements pertaining to the current transportation system. Data will be collected by conducting surveys & studies. Additionally, integration between transportation planning and management and urban planning in all its dimensions, including policies, projects and the recommended procedures will be implemented. The work also includes developing a guidebook explaining the integration process and its implementation in municipalities.
Ministry of Municipal Rural Affairs and Housing	Enhance the efficiency of coordination offices	Conduct a study to identify the best ways and means to enhance coordination offices' efficiency and develop amenities and public services in Saudi cities in terms of feasibility and expected impact of applying integrated developmental administration of the city.
Ministry of Municipal Rural Affairs and Housing	Improve client's experience	Develop beneficiaries' services by designing a strategy for municipal sector client's services, and a governance system for procedures. The initiative also includes studying every trip and reengineering processes according to international best practices to improve clients' experience and reach the highest satisfaction.
Ministry of Municipal Rural Affairs and Housing	Enhance the efficiency of crisis management in urban areas	Enhance the efficiency of crisis management of flooding and other catastrophes in urban areas by studying the status quo, and identifying the needs of the ministry and municipalities to manage crises through a pioneering project to manage operations.
Ministry of Municipal Rural Affairs and Housing	Facilitate municipal services procedures	Facilitate and enhance municipal services by overcoming the current challenges of multiplicity of processes and operational forms found at supporting and operational service providers. This will be achieved by applying flexible and automated procedures and making them available on a unified platform for the entire sector.
Ministry of Municipal Rural Affairs and Housing	Digital transformation of the municipal sector	Scope, build & operate the necessary digital infrastructure for the sector, and decrease duplicate technical constituents (apps and databanks). Unify procedures and services across the sector to ensure the best quality and allow the ministry to maintain its resources and services in the best possible ways to save time, effort and cost.
Ministry of Municipal Rural Affairs and Housing	Pave identified roads leading to land grants	Complete asphaltting works in 30 plans including highly inhabited grant plans (over %90) and other grant plans, including investment lands whose feasibility will be determined by studying and identifying target plans in order to serve the largest numbers of citizens.



Owner	Initiative	Description
Transportation General Authority	Develop an integrated transportation system	Prepare ticketing policies and technologies and a ticket issuance system to provide an effective program for the integrated mechanism of pricing and issuing tickets and collecting revenues in all current and planned means of public transportation in the five major cities in the Kingdom.
Ministry of Municipal Rural Affairs and Housing	Rainwater drainage and flooding prevention	Establish and improve rainwater and flooding drainage networks in all municipalities in all Saudi cities by conducting necessary strategic and hydrological studies, constructing flooding drainage networks, improving environmental conditions of valleys, lowering surface water levels because of the shortage in networks and the threats of flooding, which impacts inhabitants' safety.
Ministry of Municipal Rural Affairs and Housing	Develop municipal real estate investment system	Overcome challenges of multiplicity of processes and operational forms and the discrepancy between systems used by municipalities by developing systems to handle municipal assets, including an electronic operation system to manage municipal investments, which increases asset revenues and achieves financial sustainability.
Ministry of Municipal Rural Affairs and Housing	Improve project management mechanisms and enhance the efficiency of the classification of contractors and engineering offices and companies	Develop and implement mechanisms and tools that enhance the efficiency of project management by establishing and operating project management offices at the municipalities and the ministry and develop a future action plan to develop project management systems including developing electronic systems, updating procedures, specifications and mechanisms and developing all quality assurance tools as the absence of technical efficiency in project management reflects negatively on the quality of implementation and execution at the ministry.
Ministry of Municipal Rural Affairs and Housing	Develop the spatial infrastructure of the municipal sector	Create a governance framework for spatial data to compensate for the absence of a unified spatial data collection mechanism, update the base map, publish and exchange information and spatial services, which requires spatial data governance.
Ministry of Municipal Rural Affairs and Housing	Develop the transportation management system in urban areas	Study the concepts of the transportation management system in cities by preparing a spatial database to improve the level of traffic flow and traffic safety, identify investment opportunities in the transportation system and prepare a policies and procedures document to control transportation and traffic in cities.
Ministry of Municipal Rural Affairs and Housing	Develop a system to manage urban code violations and exceptions	Provide an official channel to deal with current urban violations and handle future exception requests in order to deal with visual pollution as a first step towards achieving the target of improving the urban landscape and enhancing the quality of life in cities.

Owner	Initiative	Description
Ministry of Municipal Rural Affairs and Housing	Innovative models to engage the private sector in developing public parks	Design and execute amenities such as parks and municipal plazas by conducting studies, building operating models and attracting investment to cities in partnership with the private sector as an answer to the current shortage of public parks and spaces.
Ministry of Municipal Rural Affairs and Housing	Establish and develop municipal companies	Enhance and empower the efficiency of municipal investments by improving current companies' governance framework and establishing new companies owned by municipalities to improve the efficiency of real estate investment by providing the necessary institutional structure.
Ministry of Municipal Rural Affairs and Housing	Enhance operational efficiency of the municipal sector (implement the Future of Municipal Sector Strategy)	Enhance the efficiency of the operational model of the municipal sector by developing a detailed operational system for all the sector's agencies and administrations, establishing a system of performance management with clear roles and responsibilities at the office of the ministry and municipalities and develop a total governance framework to monitor and control performance.



06 Security Sector

Strategic Goals Assigned to the Program in the Sector

Enhance the nation's immunity towards drug abuse: This goal will be achieved by targeting and reducing supply (smuggling) of narcotics and building awareness among communities with the aim to reduce demand (consumption). Decreasing consumption will also be achieved through safeguarding the community against the use or narcotics, including accidental and excessive use and rehabilitation of criminals. An integrated strategy will be designed for youth with the aim of enabling them to fulfill their passion and embrace their skills in a safe and healthy environment to promote an emotionally and healthy lifestyle, boost creativity in our youth, develop their artistic and cultural taste, encourage volunteering and deepen their sense of national identity and pride in their culture.

Leading Stakeholders

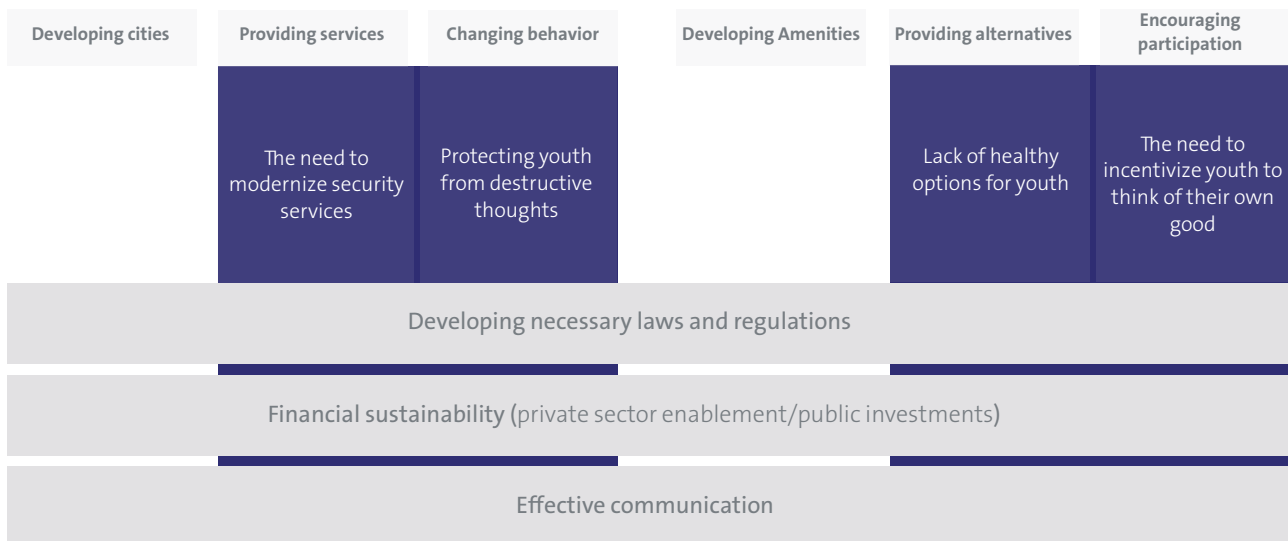


Sector Gap Analysis with the Program's Strategy

Providing a high quality of life to the inhabitants and visitors of the Kingdom of Saudi Arabia and seeking to have **three Saudi cities** listed in the top **100 cities in the world**

Developing the standard of living in Saudi cities

Developing and enriching lifestyle



According to the Quality of Life Program, the work of the Security sector is based on two main pillars under **developing the standard of living in Saudi cities** and two empowering pillars under **developing and enriching lifestyle** as follows:

Providing services: a number of initiatives have been designed to enhance the quality of security services provided in cities.

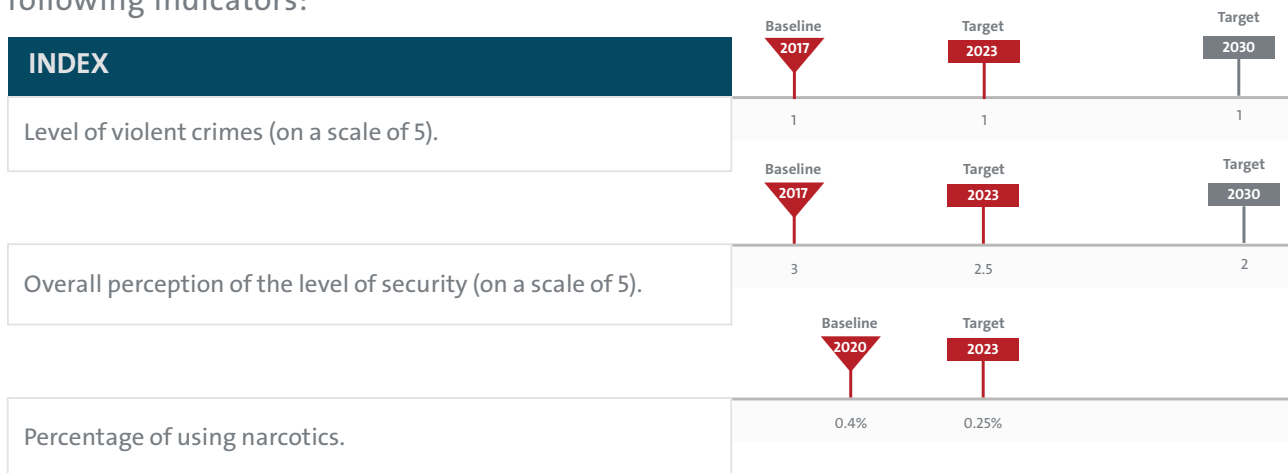
Changing behavior: to protect society, especially youth, from negative behavior, the Program works on a youth strategy to be active in cooperation with numerous partners to incentivize positive youth behavior.

Providing alternatives: the lack of youth activities and programs is a challenge which will be overcome by designing programs, events and activities in a safe and healthy environment in order to invest youth's passion, potential and skills, enhance their sense of responsibility and volunteering and encourage a balanced lifestyle to help them be the makers of a better tomorrow and strengthen the Kingdom's position regionally and internationally.

Encouraging participation: by activating the youth strategy, the Program will encourage community participation and give youth the opportunity to design policies and future trends in matters relating to them.

Commitments and Aspirations (strategic indicators)

The Program aspires to offer high-quality security services to inhabitants by adopting the latest technologies and enhance the efficiency of the infrastructure of security services and staff and improving access, in addition to creating effective programs to deepen the sense of citizenship and safeguarding them from narcotics, which can be traced with the following indicators:



Achievements by 2020

- ◆ The Unified Security Operation Center 911 was launched for the Riyadh Region to support joint operations efforts with the aim of having integrated coordination efforts between all security forces. A unified information system was established to unify the database, exchange information and data, send warnings and orders to various administrative levels.

Situational Analysis (Challenges and Efforts):

	Challenges	Efforts
1	Developing the security system	<p>Together with the Ministry of Interior, the Program is working on the development of a security system to ensure better quality of life by:</p> <ul style="list-style-type: none"> - Rehabilitating prison inmates for a better life to facilitate their integration with their communities and reduce the probability of their return to crime. - Approving a unified national classification of crimes to be adopted by all concerned stakeholders from reporting to verdict issuance. - Developing pioneering police stations as well as mobile police units for events and modern residential areas. - Improving security equipment such as vehicles and e-gates with the latest technologies.

	Challenges	Efforts
1	Developing the security system	<ul style="list-style-type: none"> - Developing the unified platform “Amn” (i.e. security) to automate all control, inference and electronic integration procedures to be aligned with the unified call center to exchange information related to cases and their relevant procedures, including crime information analysis tools. - Launching the unified National Center for Security Operations (911) in Mecca and Riyadh to accelerate response between individuals and the security agencies. More centers are in the pipeline to cover all regions in the Kingdom.

Sector Initiatives

Reference to initiatives executed by the Program have been made in the first section of the document

Owner	Initiative	Description
Ministry of Interior	Preparing prison inmates for a better life (Trust and Radiance program)	Developing rehabilitation and training programs for prison inmates with six months left in their sentences and who have been known for good behavior to facilitate their integration back into the community and reduce the possibility of their return to crime. This will be achieved through world-class rehabilitation centers that offer psychological and social rehabilitation and professional training programs, making the best use of international expertise and attracting professional experts to train the national human capital who will manage and operate the centers.
Ministry of Interior	Unified classification of crimes	Using a national unified classification of crimes used by all concerned agencies from reporting a crime to the end of the process with the verdict issuance.
Ministry of Interior	Pioneering police stations	Building pioneering police stations with a modernized and unique identity and equipping mobile police centers for occasions and events and in modern residential areas.
Ministry of Interior	Security equipment	Providing a number of technically advanced vehicles and e-gates.
Ministry of Interior	Developing the “Amn” platform	Automating all control and inference procedures, development of the unified platform “Amn” (i.e. security), and electronic integration with the unified call center to exchange information related to cases and their procedures, including crime information analysis tools.
Ministry of Interior	The National Center for Security Operations (911)	Launching unified security operations centers and systems.