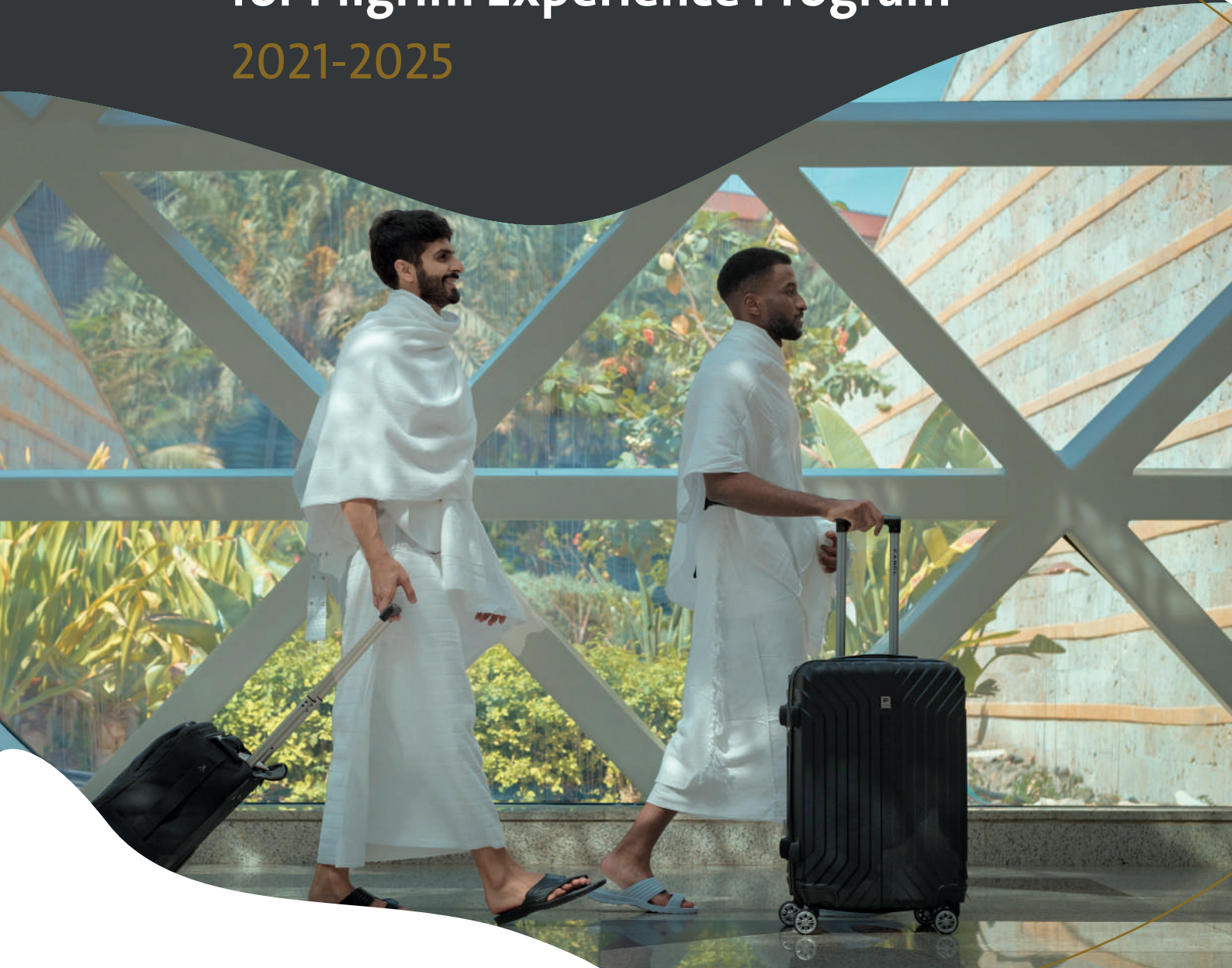
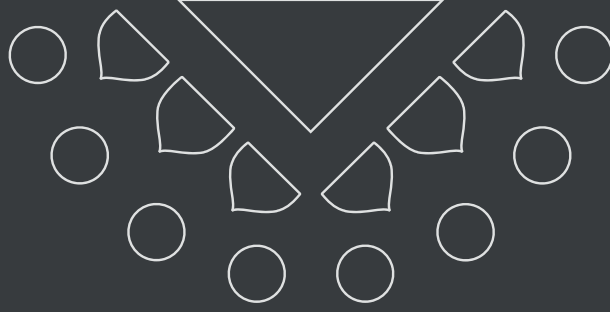




The Implementation Plan for Pilgrim Experience Program 2021-2025

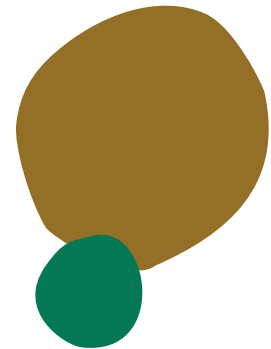




And (remember) when We prepared for Abraham the place of the (holy) House, saying: Ascribe thou no thing as partner unto Me, and purify My House for those who make the round (thereof) and those who stand and those who bow and make prostration.

Al-Hajj





“It has been an honor for us in the Kingdom of Saudi Arabia to serve the Two Holy Mosques and Allah’ guests. We have pledged ourselves, our potentials, and our effort as leadership, government, and citizens to the comfort, security, and safety of the guests. ”

**From the speech of the Custodian of the Two Holy Mosques
King Salman bin Abdulaziz**

to the pilgrims during the year 1436 AH - 2015



The great honor that Allah has bestowed on our country is by serving the Two Holy Mosques, ensuring the comfort of pilgrims, Umrah performers and visitors.

**His Royal Highness Crown Prince
Prince Mohammed bin Salman bin Abdulaziz**

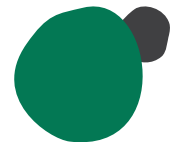
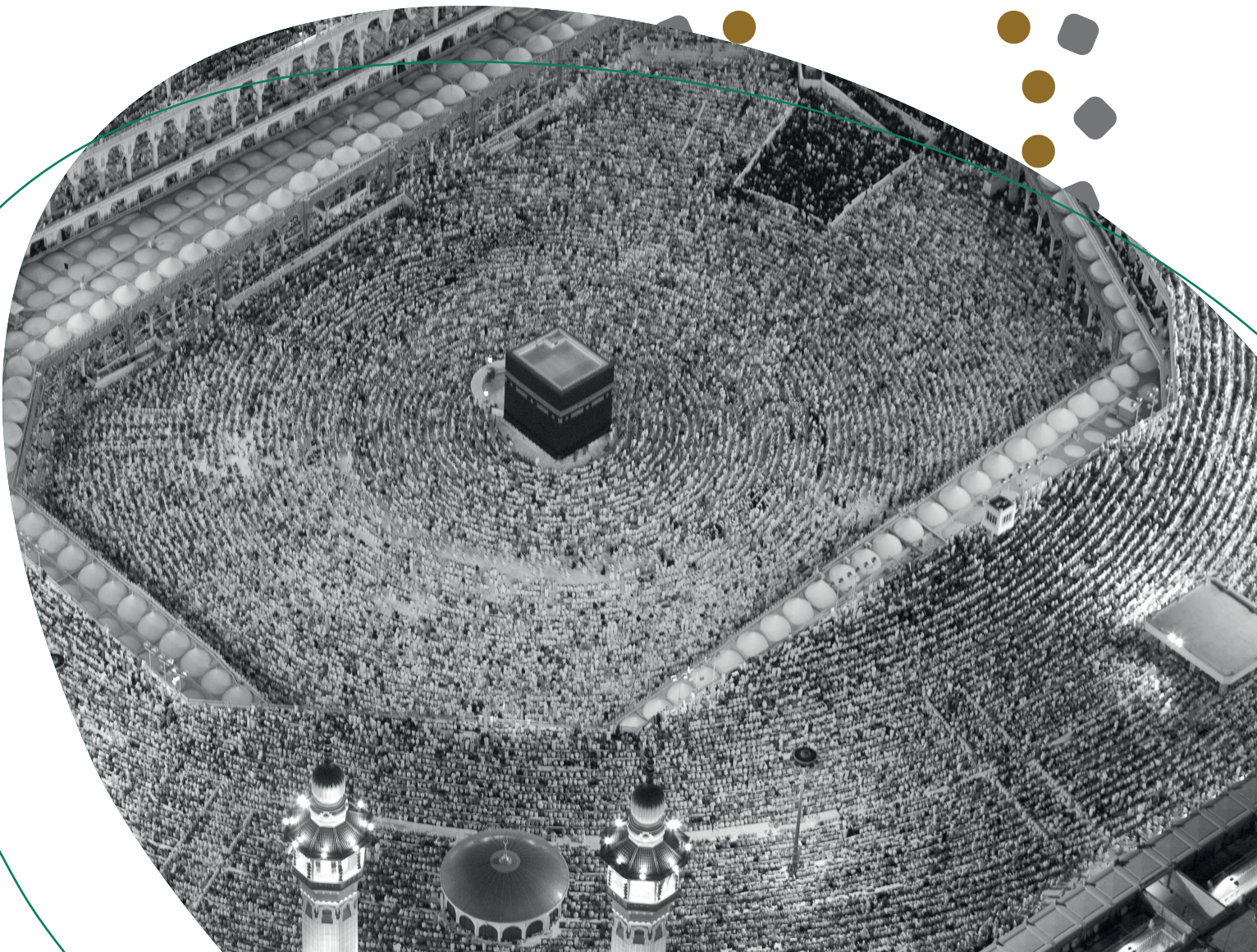


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01

Program Scope



Over the decades, Allah has granted this Nation and its people the honor of serving pilgrims. Paying a visit to the Two Holy Mosques and the holy sites and performing the Hajj and Umrah rituals is the wish of every Muslim. The wise leadership has shown a great deal of interest in serving the Hajj and Umrah pilgrims, and the visitors to the fullest.

The Pilgrim Experience Program is one of many programs that have been launched under the umbrella of Saudi Vision 2030, with a core focus on fostering the role of the Kingdom of Saudi Arabia, leadership and people, in serving, and allowing a significant number of pilgrims to perform the unique faith experience of Umrah.

1.A. | Program Description

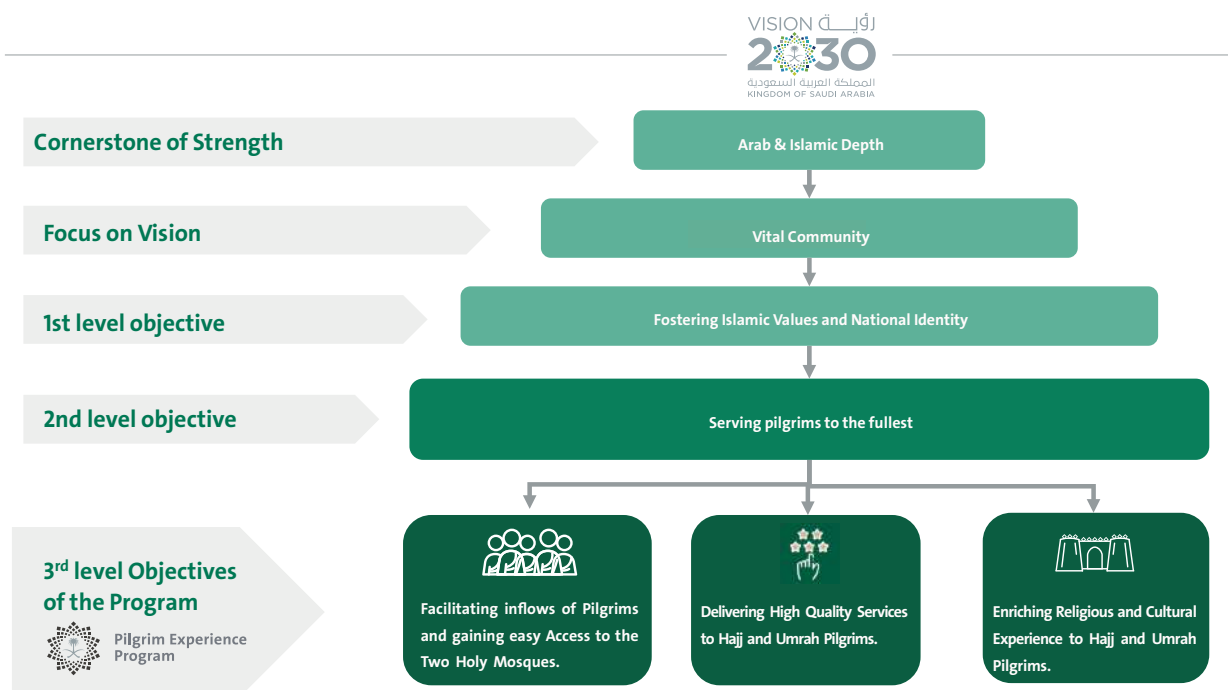
The Program is designed to offer a window of opportunity for a wide array of Muslims to perform rituals and pay visits to the fullest extent, with a core focus on gaining in-depth and rich experience, by delivering a wide variety of top-quality services, upkeeping of the Two Holy Mosques, achieving the universal message of Islam, upgrading Islamic historical and cultural heritage sites, and offering a wide range of top-notch services, before, during and after their visit to Makkah and Madinah and the holy sites. The Program also includes reflecting the Kingdom's honorable and civilized image in serving the Two Holy Mosques and pilgrims.



1.B. | Level 3 objectives: be related indirectly to the goal

- The Program is designed to achieve three direct goals that have been at the core of the Program's strategy and initiatives. These direct goals include the following:
- 1. 2. 1 Facilitating inflows of Umrah pilgrims and gaining easy access to the Two Holy Mosques.
- 1.2.2 Delivering high quality services for the Hajj and Umrah pilgrims.
- 1.2.3 Enriching the religious and cultural experience of the Hajj and Umrah pilgrims.

Vision 2030 Third Level Goals Assigned to the Program



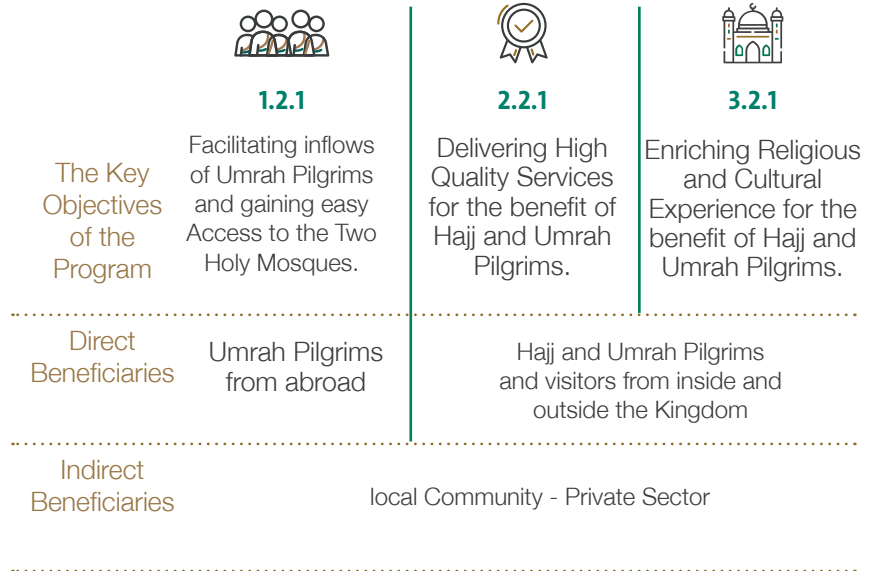
1.C. | Level 3 objectives: be related indirectly to the goal

The Program is designed to be instrumental in achieving a wide range of indirect goals of the Saudi Vision 2030, which are:

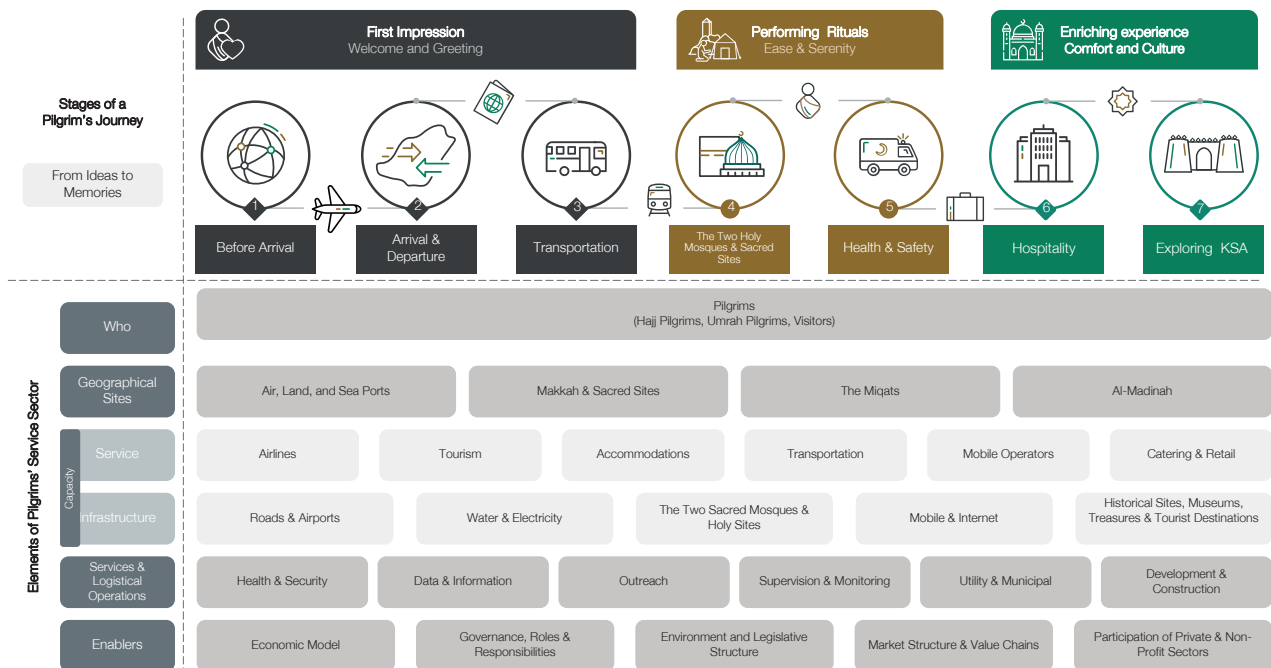
- **1.3.2** Conserving & promoting the KSA's Islamic, Arab and national heritage.
- **3.5.2** Improving the local, regional and international association of trade and transport networks.
- **2.3.1** Improving quality of services provided in Saudi cities.
- **2.3.2** Improving the urban landscape in Saudi cities.
- **4.2.1** Increasing the youth employability to enter the labor market.
- **2.1.1** Facilitating access to healthcare services.
- **2.1.2** Increasing the value of health care services delivered.
- **2.1.3** Promoting prevention of health risks.
- **6.1.2** fostering volunteering
- **6.2.1** Empowering Companies through Corporate Social Responsibility (CSR).
- **6.3.1** Fostering enabling ecosystems for non-profit organizations.
- **3.5.1** Creating and maximizing the performance of Logistics hubs.

1.D. | Program Focus Areas

The Focus of the Program revolves around a set of fully integrated three main goals with a core focus on achieving a rich array of spiritual experience for Hajj and Umrah pilgrims during their entire journey. The Program also includes reflecting the Kingdom's honorable and civilized image in serving the Two Holy Mosques and pilgrims.



These Goals are closely related to the Pilgrim's journey across its different stages, in which the Points of Contact (POC) intersect with multiple sectors to act as representative components of the Umrah Sector.





1.B. | 1. Facilitating Inflows of Pilgrims and Gaining Easy Access to the Two Holy Mosques

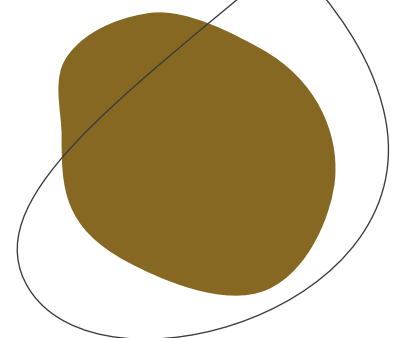
The Purpose of this Program is to allow more Muslims wishing to embark to the KSA to perform minor pilgrimage known as the Umrah, streamline Entry procedures, and facilitate methods and options for Umrah performance for all categories of pilgrims, as part of enhancing and leveraging the exemplary role that the Kingdom has cherished since long time ago in receiving and serving the Hajj and Umrah pilgrims from all across the globe.

The Scope of the first strategic objective is centered on increasing the number of overseas newcomers to perform Umrah and pay visits to the Prophet's Mosque, including facilitating visa procedures, increasing the capacity of pilgrims to reach 30 million Umrah pilgrims by 2030, and 15 million Umrah pilgrims in 2025, and it has witnessed 77% increase in Umrah pilgrims compared to 2019. The number of Umrah pilgrims is 8.5 million, while considering the safety and security of the pilgrims.

1.B. | 2. Offering High Quality Services for Hajj and Umrah Pilgrims

The Program is designed to foster the KSA's historical and steadfast commitment to serve Hajj and Umrah pilgrims to the fullest extent from inside the Kingdom and abroad, while offering an integrated and seamless experience to the satisfaction of pilgrims regardless of their types and needs.

The Scope of the strategic objective is about raising the performance levels of the entities with a view to keeping abreast of Expectations and desires of pilgrims, ensuring top-notch quality service provided from the point of origin of the pilgrims to the return to their homeland, recalling the entire journey in the Kingdom from concept to memory, by raising the level of services standards offered, quality monitoring and improvement, and Streamlining Process with great ease and convenience such as reducing waiting time at queue lines and ensuring the increased efficiency of crowd management.



1.B. | 3.Enriching the Religious and Cultural Experience for Hajj and Umrah Pilgrims

The Program is intended to give a rich and spiritual experience for all kinds of pilgrims, and this is to highlight the Kingdom's rich Islamic history that Muslims from all over the world aspire to visit and really get to know. To that end, this objective is at the core of this Program.

The scope of the strategic objective is about allowing access to the Islamic, historical and cultural sites in the regions of Makkah and Al-Madinah. The purpose of the Program is to carry out rehabilitation, upgrading and improvement of the Islamic historical and cultural sites such as sites, mosques, monuments, and historical events, to get pilgrims more familiar with the local heritage of Makkah and Madinah, and to raise awareness among pilgrims about how to expand the scope of their journey and explore the Kingdom.



1.E. | Principal Participating Entities in charge of Serving Pilgrims

The chart below indicates a summary of the key stakeholders involved in serving the pilgrims, as per the points of contact (POC) on the pilgrim's journey:

Contributors: means Entities that can make contributions with regard to serving pilgrims at some points of contact during the trip.

Enablers: means Entities that allow service providers (SPs) and partners to serve the pilgrim throughout the entire journey.

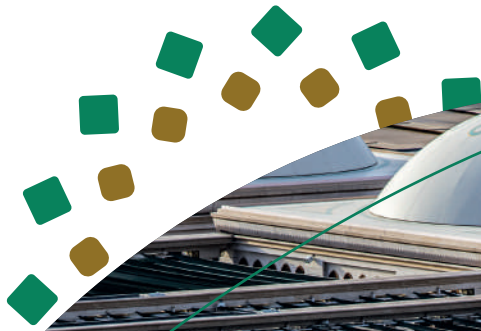


The most prominent participants in the service of Pilgrims



02

Program Expectation & Commitments





2.A. | Targets of the Pilgrim Experience Program (PEP)

Facilitating inflows of pilgrims and gaining easy access to the Two Holy Mosques

Expectations

- Streamlined and simplified procedures for Umrah performers
- Effective and innovative solutions to accommodate more pilgrims
- Accommodate larger numbers

Target until 2025

- Increasing the capacity to host 15 million pilgrims from abroad, the Kingdom

Target until 2030

- Increasing the capacity to host 30 million pilgrims from abroad, the Kingdom

Delivering high quality services for the benefit of Hajj and Umrah pilgrims

Expectation

- Services of the highest standards that meet the needs of all categories of pilgrims.
- Smooth and fluid the entire journey with the optimum harnessing of the latest technology.

Target until 2025

- Aligning services with the internationally recognized standards.
- Achieving pilgrim satisfaction rate of 85% for the services offered during the journey.
- Services provided to them during the journey.

Target until 2030

- A transformative experience (TE) kept up to date with the latest innovations.
- Delivering an exceptional and seamless experience and exceeding expectations of pilgrims through great customer service.
- Achieving pilgrim satisfaction rate of 90% for the services offered during the journey.

Enriching the Religious and Cultural Experience for the benefit of Hajj and Umrah pilgrims

Expectation

- A rich spiritual journey throughout all stages of the religious experience.
- Paving the way to the Kingdom to become a gateway to a new and cultural experience.
- Ensuring rehabilitation of Islamic heritage sites as Islamic tourist attractions for visitors.

Target until 2025


- 15 Rehabilitation of historical and cultural sites.

Target until 2030

- 40 Rehabilitation of historical and cultural sites.



2.B. | Key Performance Indicators (KPIs)

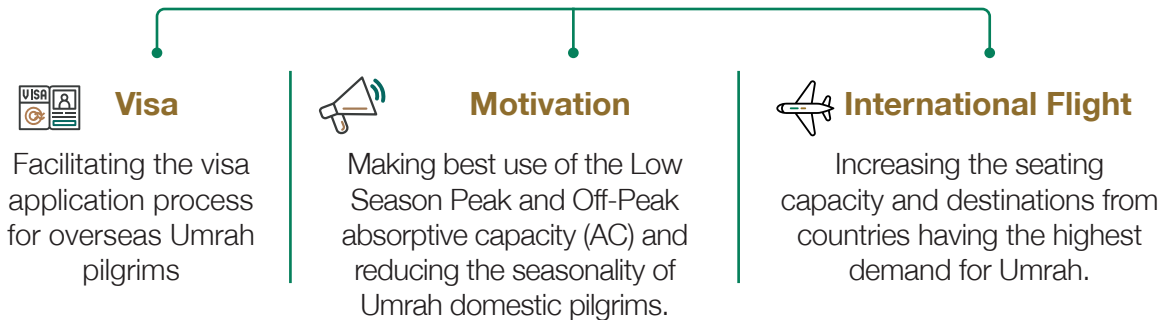
			
Level 3 objective	Facilitating inflows of more Umrah Pilgrims and Gaining Easy Access to the Two Holy Mosques	Offering High Quality Services for the benefit of Hajj and Umrah Pilgrims	Enriching the Religious and Cultural Experience for the benefit of Hajj and Umrah Pilgrims
Key Performance Indicators	The number of visitors arriving in the Kingdom who have performed Umrah	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator • Pilgrim Experience Indicator 	Number of rehabilitated Islamic heritage and cultural sites

2.B. | 1. Facilitating inflows of more Umrah Pilgrims and Gaining Easy Access to the Two Holy Mosques

Measuring the pilgrims in figures is a key performance indicator (KPI) of the Program to act as a significant enabler for facilitating inflows of Umrah pilgrims and gaining easy access to the Two Holy Mosques.

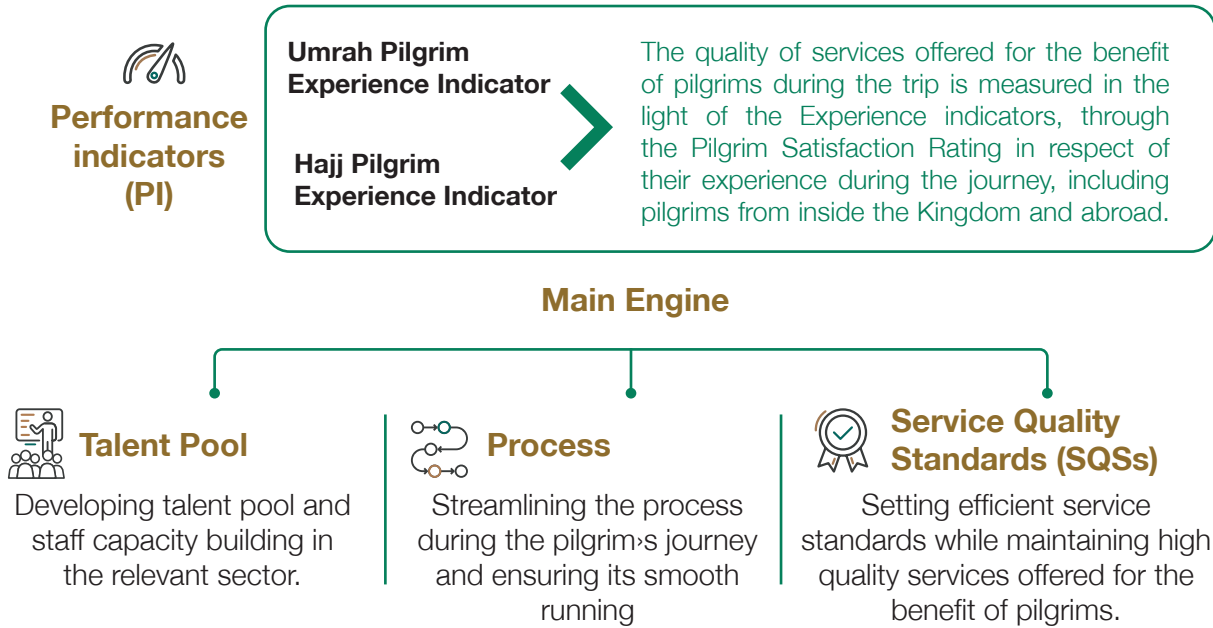


Main Engine



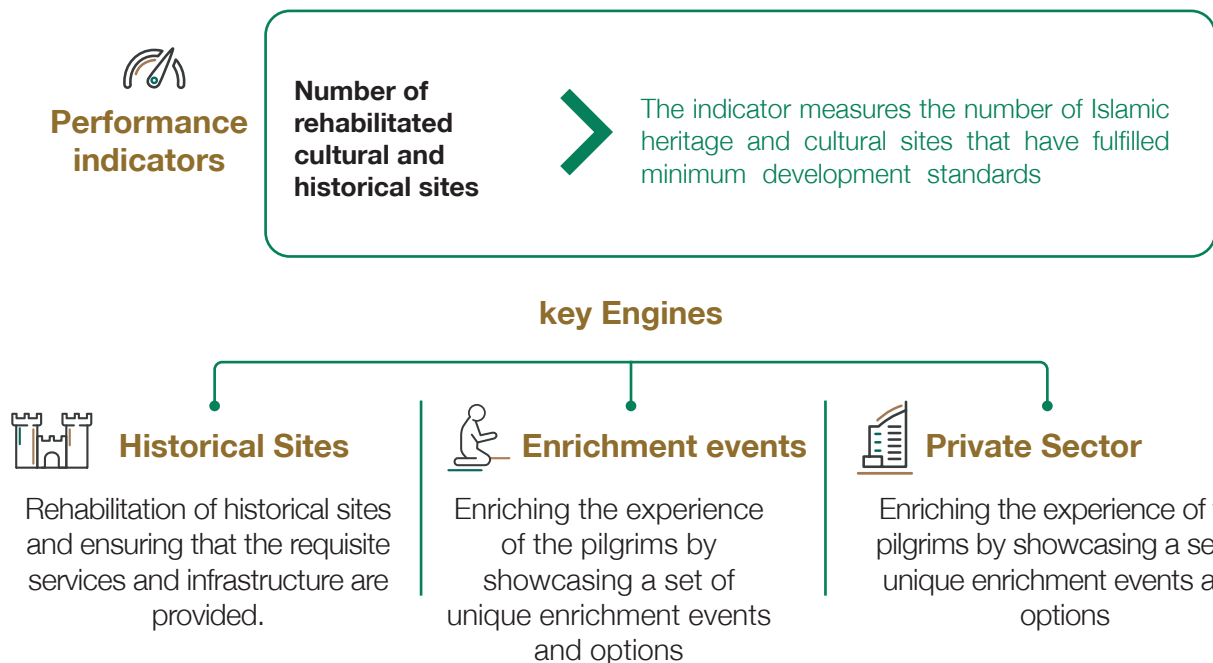
2.B. | 2. Delivering high quality services for the benefit of Hajj and Umrah pilgrims

As a step towards offering a spiritual and seamless experience for the benefit of pilgrims, the primary importance attached to Services guarantees the pilgrims' full satisfaction of their journey, a special attention has been paid by the Program to the quality of services and procedures during the entire pilgrim's journey in the Kingdom, and the said journey is measured through two indicators: the experience of Hajj and Umrah pilgrims at each stage they go through.



2.B. | 3. Delivering high quality services for the benefit of Hajj and Umrah pilgrims

As a step towards offering a spiritual and seamless experience for the benefit of pilgrims, the primary importance attached to Services guarantees the pilgrims' full satisfaction of their journey, a special attention has been paid by the Program to the quality of services and procedures during the entire pilgrim's journey in the Kingdom, and the said journey is measured through two indicators: the experience of Hajj and Umrah pilgrims at each stage they go through.



03

The Baseline





2.A. | Baseline Executive Summary

Before embarking on an outline of the Program Strategy, the baseline study was carried out and an analysis on the two aspects of the current situation was conducted:

The first: the current major challenges facing all the strategic objectives of the Program.

Second: The current transformation efforts that fall within the framework of the program and are consistent with the specific ambitions

then, associating them to the program's strategic objectives. This section deals with a detailed study of these two aspects as follows:

Facilitating inflows of more Umrah Pilgrims and Gaining Easy Access to the Two Holy Mosques

Challenges

- The impact of the COVID-19 pandemic on the sector.
- Necessary seating capacity on flights is shown as unavailable.

Current Efforts

- Incentives package to mitigate impacts of the COVID-19 pandemic on the sector.
- Types of granted visas are studied and a full suite of solutions for the entry requirements and options are updated.
- Streamlining the entry process for Umrah performers.
- Understanding the Umrah pilgrims patterns and behaviors.

Delivering high quality services for the benefit of Hajj and Umrah pilgrims

Challenges

- Lack of options and alternatives, which can serve as an enabler for an exceptional experience
- Weak participation of the private sector in enriching the experience.

Current Efforts

- Developing basic principles of governance for prioritized historical sites as part of the Islamic Historical Sites Committee.
- Embarking on the upgrading of Islamic heritage and cultural sites and the Private Sector Engagement (PSE).

Providing High Quality Services to Pilgrims

Challenges

- Lack of options and alternatives that contribute to providing a distinctive experience

Current Efforts

- Improving public services on the journey of the pilgrims.
- Facilitating the procedures on the journey of the pilgrims.



3.B. | Challenges and efforts deployed in facilitating inflows of more Umrah pilgrims and gaining easy access to the Two Holy Mosques

3.B. | 1. Challenges

With an estimated demand of 12 million Umrah pilgrims from abroad, the Sector is facing several challenges hindering inflows of more Umrah pilgrims, This is due to some current arrival procedures, poor awareness of such procedures and the lack of public knowledge about transportation and hospitality options and services offered for the benefit of Pilgrims. Also, the current changes resulting from the COVID-19 pandemic are likely to have long-term consequences not only on the Kingdom, but also across the globe in general, and on the economies of individuals in particular, the key challenges affecting the inflows of Umrah pilgrims have been limited to:

Impact of the COVID-19 pandemic on the sector

Due to the COVID-19 pandemic and the subsequent decisions made for self-preservation to ensure that Pilgrims are safe and healthy, the issue of Umrah visas was suspended on February 26, 2020, and this decision has had broader spillover effects on the economies of the Hajj and Umrah Sector, as reflected by the decreased number of Umrah pilgrims in the range of five million until the end of the Umrah season by the end of the month of June, 2020. and the most affected sectors by COVID-19 pandemic. Accommodation, retail, catering, transportation and the airline industry used to be the Most Affected Sectors by Covid. As a result, the Hajj and Umrah sector has faced a number of diverse long-term challenges. Necessary Seating capacity on flights is shown as unavailable.

Lack of capacity for flights

The seating capacity on flights is a major challenge to attract more Umrah pilgrims, given that the annual growth in the number of flights is inadequate to meet the anticipated demand of Pilgrims wishing to perform Umrah or pay visits, together with the lack of direct flights to some cities with the biggest Muslim communities or those destinations that have limited nonstop flight options.





3.B. | 2. Current efforts:

After highlighting the key difficulties and challenges with regard to achieving the purpose of facilitating inflows of more Umrah pilgrims and gaining easy access to the Two Holy Mosques, it should be noted that current efforts are being deployed to address the key challenges on every aspect and on all sides of the matter, and the major efforts that have been made and incorporated in the Program's plans are limited to:

Incentive packages to mitigate the impact of the COVID-19 pandemic on the sector

On 25/ 7/1442 AH, King Salman bin Abdul-Aziz Al-Saud approved a number of incentive initiatives for establishments operating in the Hajj and Umrah sector, a move that comes as part of the king's keenness to mitigate the financial and economic repercussions of the COVID-19 pandemic on Saudi nationals and the private sector, notably::

- Exempting accommodation facilities from annual fees for licenses for municipal commercial activities for one year in Makkah and Madinah.
- Exempting Hajj and Umrah sector establishments from paying the fee for employed expats for six months.
- Renewing licenses for accommodation facilities from the Ministry of Tourism, free of charge, for one year in Makkah and Madinah, which can be extended.

- Postponing the collection of residency renewal fees for expatriates working in activities related to the Hajj and Umrah sector for six months, and the amounts are to be paid in installments over a period of one year.
- Extending the validity of licenses for buses operating in facilities that transport pilgrims without charge for one year.
- Postponing the collection of customs duties for new buses for this year's Hajj season for three months, and to be paid in installments over a period of four months starting from the due date.

These decisions are key enablers for credible mitigation of losses and economic implications on both the private sector and the establishments operating in Hajj and Umrah, and the said incentive packages can help accelerate the Sector's recovery from the shockwaves of the COVID-19 pandemic.

Types of granted visas are studied and a full suite of solutions for the entry requirements and options are developed.

All types of Visas and their relevant methods of issue are considered among the most influential points on the Pilgrim's journey before landing in KSA. In conjunction with all relevant agencies, the Program team has therefore sought to examine types of visas granted to Pilgrims and develop several solutions with regard to the entry requirements and options. As a result, visitors wishing to perform Umrah and their entry process into the Kingdom are made simple, as per the following key themes:

A. Visa Fee Reassessment for Repeat Umrah Pilgrims

Based on the Cabinet Resolution No. 11 of 041441/01/AH, concerning the restructuring of visit and hajj (major pilgrimage) visas, together with the enforcement of several laws aimed at promoting the strategy to reduce Umrah visa fees for repeat minor pilgrimage. Fees hike is major barrier facing pilgrims wishing to repeat the Umrah experience. .

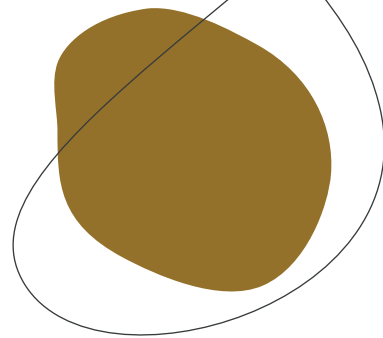
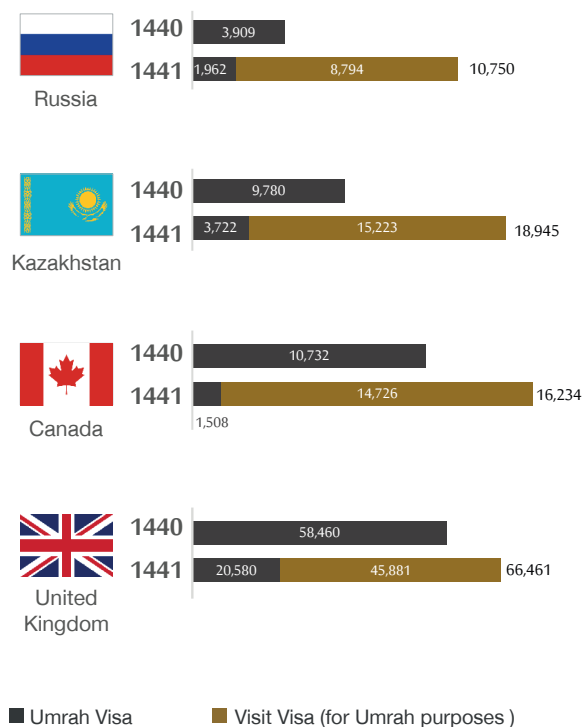
B. launch of tourist Visa for Umrah purposes

The Saudi Tourist Visa becomes effective as of September 27, 2019, allowing visa holders to engage in Umrah and tourism-related activities, through a simplified and streamlined online visa application process or upon arrival to the Kingdom without the need to submit the visa application in advance. The chart below also shows a clear behavioral change among Umrah visitors from eligible countries, along with the positive impact observed in the increased number of Umrah pilgrims. The arrival of Umrah pilgrims through the tourist visa is preferred for beneficiaries wishing to perform Umrah.

C. Launch of transit visa for Umrah purposes

The transit visa for Umrah purposes was launched in 2021, and it becomes effective, with a core focus on allowing inflows of more pilgrims wishing to perform Umrah rituals while transiting through KSA on international flights, and the transit visa paved the way for more diversified options. This type of visa allows foreigners to stay in the KSA up to 72 hours, allowing them to go for minor pilgrimage to Makkah to perform Umrah.

Positive impact on the number of Umrah pilgrims after the launch of the visit visa for Umrah purposes compared to last year



Streamlined Umrah Entry Requirements

The Program strives to scale up the process efficiency aimed at reducing red tape that Pilgrims can go through by improving their levels of satisfaction involving the core Business Process Reengineering on Arrivals. This can be carried out by forging a full range of initiatives, in conjunction with all relevant agencies, which in turn have helped making the journey easier, and these efforts undertaken are as follows:

A. Allowing the Umrah pilgrims to enter at the border crossing points

Based on the Royal Decree No. (M/131), issued on 141440/11/ AH, concerning the Statute for the Treatment of Persons Arriving in the Kingdom on Hajj, Umrah or Other Visas. The persons entering as Umrah performers and visitors to the Prophet's Mosque are excluded from the ban on free movement outside Makkah, Jeddah and Medina, which in turn allows Umrah pilgrims to enter through all KSA airports and across land and sea borders.

B. Extension of the Umrah Season - initiative to allow the extension of the Umrah Season during the year

Based on the Royal Decree No. (22745), dated 81437/5/AH including the Royal Approval of the recommendation of the Council of Economic and Development Affairs (CEDA) to allow the extension of the Umrah Season during the year. The Umrah period for foreign Umrah pilgrims used to be effective as of the 1st day of month of Safar and expired by the end of Ramadan of each Hijri year (8 months). The Decision entered into force with effect from 1438AH to increase the period of the Umrah Season to become from the beginning of the month of Muharram to the end of the month of Shawwal (10 months).

C. Applying for Electronic Hajj & Umrah visa issuance - Electronic Visa Initiative for Pilgrims

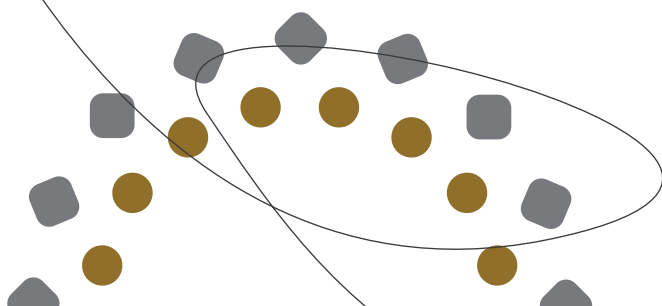
Allowing Electronic Hajj and Umrah visa services without bringing the beneficiary's passport to the diplomatic and consular missions of the Custodian of the Two Holy Mosques abroad and printing of visa poster is not required. This automatic processing is done via the platform of the Ministry of Foreign Affairs (MOFA), the laws of the Ministry of Hajj and Umrah (MHU) and the National Information Center (NIC). Thus these steps helped speeding up visa issuance at the Kingdom's diplomatic and consular missions around the world and minimized the duration to obtain visa from 14 days to 5 minutes only.

D. Allowing pilgrims to undergo immigration pre-clearance services related to entering the Kingdom while still at their point of embarkation - Makkah Route Initiative

The initiative aims to finalize the procedures of pilgrims at their respective points of embarkation prior to their arrival in the Kingdom by delivering a full range of services at several agencies operating in the ports such as passports, health, customs and Ministry of Hajj and Umrah, and streamlining some procedures upon their arrival (e. g. delivering their luggage to their place of residency with ease).

This initiative is being implemented in three stages starting from the Hajj season 1438 AH (the pilot stage was firstly introduced in Malaysia); Hajj season for 1439AH covering Indonesia and Malaysia; hajj season 1440 AH to include five countries such as Indonesia, Malaysia, Pakistan, Bangladesh and Tunisia. This initiative has offered services to about 280,000 pilgrims.

Also, the Council of Ministers has approved a guideline model for a collaboration agreement with regard to the arrival of Hajj and Umrah pilgrims between the Government of Saudi Arabia and the targeted countries of the Makkah Route Initiative, which will facilitate the implementation of the initiative in the targeted countries in the upcoming years.



Understanding the Umrah Pilgrims' Patterns and Behaviors

Increasing the capacity to attract 30 million Umrah pilgrims per annum requires an in-depth understanding of the stereotypes and behaviors demonstrated by Muslims of different social and demographic profiles. To that end, the Program carried out a research study about over 10,000 Muslims wishing to perform Umrah from across the globe. This study showed the key drivers for coming to the kingdom on Umrah package indicated below, based on the Muslim respondents from around the world, and the study in question is of primary importance to act as an enabler for the efforts of increased eagerness and interest to keep feeding the pilgrims' curiosity to stay focused on the goal ("Tashweeq") and raising awareness about Umrah.



key disincentives of travelling to perform Umrah

- Increased cost of Umrah packages
- Red-tapism in the issuance of visa
- Lack of knowledge about the requisite procedures for travelling to perform Rituals of Umrah
- Feeling the need to adhere to a different lifestyle after performing Rituals of Umrah
- Performing Umrah is not a religious obligation



Highlights of the motives for coming to Umrah

- Inner sense of satisfaction and strengthening of faith
- Opportunity to visit Medina
- Self-regeneration by performing umrah rituals
- Facilitating Umrah performance due to its low cost compared to the cost of hajj
- An opportunity to visit historical sites and mosques with an Islamic legacy





3.C. | Challenges and efforts undertaken towards delivering high quality services for the benefit of Hajj and Umrah pilgrims

3.C. | 1.Challenges:

A few options and alternatives to help delivering a unique experience

The current Service options are not tailored to suit a broad spectrum of pilgrims, given that the lowest rated hotels less than 3-star in Makkah is about 81% of the hotel industry as a whole, with a few high-quality and top notch restaurants, combined with scant varieties of options to suit the tastes of Umrah pilgrims from different nationalities. Additionally, there is a limited shopping experience blooming with a phenomenal array of local products that highlight the kingdom's identity. The Pilgrim Experience Program will offer a combination of alternatives and options tailored to fit all types of pilgrims, with a core focus on ensuring a unique experience during their journey. This will also be shown later in the Program Strategy Section.

3.C. | 2.Current Efforts

Improving public services on the Pilgrim's journey

- 1,3 million Umrah pilgrims have benefited from comprehensive insurance since its inception, by offering a number of benefits under a comprehensive insurance policy covering health, accidents and travel for all pilgrims coming from abroad as compensation in the event of accidents, disasters or travel-related issues, finding fair solutions and quick treatments in case of any emergency, with a view to improving the experience of the Umrah pilgrims and allowing them to perform rituals of Umrah with greater ease and convenience until they can come back home safe to their home country.
- As part of the Program outcomes, the Royal Commission for Makkah City and Holy Sites (RCMC) has launched the Kidana Development Company as a key step in RCMC's strategy to develop and maintain the holy sites, in line with the targets of the country's Vision 2030 reform plan. It seeks to increase the number of pilgrims that the holy sites are able to hold, by raising the efficiency of operations during the Hajj season to allow that the maximum number of Muslims worldwide can perform the hajj, while ensuring that the holy sites are renovated and maintained for optimal use, creating sustainable urban centers, as well as designing and developing real estate projects close to the holy sites, work closely in conjunction with all the relevant agencies to harmonize the Scope of Work (SOW) and to meet the highest quality standards.
- Standards governing the accommodation sector in Makkah should be harmonized with the standards being in force in other cities of the Kingdom, to ensure that quality is maintained and the improvement of service delivery is sustained by setting clear criteria on all residential categories, by making concerted efforts, and fostering a spirit of collaboration between the Ministry of Tourism, the Ministry of Hajj and Umrah, the Holy Makkah Municipality, the Royal Commission for Makkah City and Holy Sites (RCMC) and the Ministry of Interior.
- Opening of two new Inaya (care) centers in Madinah, embedded with cutting-edge technology, along with a pool of qualified personnel to offer a wide range of services and direct information by the Ministry of Hajj and Umrah for the benefit of Hajj and Umrah pilgrims, and for any service provider related to the hajj and Umrah sector.
- The trial operation of the first phase of the Makkah Bus Project began. The Project aims to develop infrastructure such as the construction of central stations and stops, bridges and pedestrian crossings, improving roadways, and creating Makkah smart transportation system.
- The trial operation of the first phase of the Makkah Bus Project began. The Project aims to develop infrastructure such as the construction of central stations and stops, bridges and pedestrian crossings, improving roadways, and creating Makkah smart transportation system. Hajj season 1440 AH and not being discharged from service.

Facilitating the process for pilgrims as they embark on their journey

- Launch of the «Bag-Free Hajj» initiative, which facilitates the transport of pilgrims' luggage from the airport to their accommodation to reduce the arrival time by an hour. Approximately 600,000 bags were delivered to 500,000 pilgrims.
- The “EYAB” (Return) initiative is being implemented to facilitate completion of travel procedures for pilgrims from their residences. It also provides the pilgrim with the possibility to issue the boarding pass from their residence and check-in their departure automatically before arrival at the airport to improve and enrich pilgrims traveling experience throughout the Kingdom's airports. Eyab served more than 40,000 pilgrims, and over 45,000 personal luggages were taken 24 hours before departure, automatically linking with the hajj pilgrims' personal data.
- The platform and smart card for serving pilgrims during the Hajj season 1440 AH is being launched in conjunction with the private sector, more than 125, 000 Hajj pilgrims benefitted from this smart ID. The Hajj smart card offers many services including the pilgrim's personal, medical and residential information, in order that they can be able to use them when entering hotels, using the train and all services related to rituals. The smart ID helps identifying the whereabouts of the Hajj or Umrah pilgrims in case of loss by his relatives, by gaining access to the system using a mobile App.him through an electronic application on his mobile phone.

رقم الرحلة	الوقت	قائمة من	الوقت	الوقت	الوقت	الوقت
08101	11:48	المدينة المنورة	13:00	MADINAH	07130	6
06110	12:33	مكة المكرمة	13:35	MAKKAH	06131	3
06150	17:33	مكة المكرمة	17:35	MAKKAH	06171	3
07151	17:58	المدينة المنورة	18:00	MADINAH	08180	6
08181	19:48	المدينة المنورة	20:35	MAKKAH	06201	1
06190	20:33	مكة المكرمة	21:00	MADINAH	07210	6
06210	22:33	مكة المكرمة	22:35	MAKKAH	06221	3
07211	22:58	المدينة المنورة				





3.D. | Challenges and efforts undertaken to enrich the religious and cultural experience for the benefit of Hajj and Umrah pilgrims

3.D. | 1.Challenges:

Despite the rich history of Makkah and Madinah, widely recognized as a golden window of opportunity to promote the Islamic civilization and to serve as the bearer of the banner of the universal message of Islam, however, there are several key challenges acting as disincentives to the private sector in terms of making investments with regard to the upgrading of sites. therefore, there is a lack of a broad spectrum of options to attract pilgrims and to enrich their experience, by making their journey to the Kingdom largely limited to the performance of Hajj, Umrah and visiting the Two Holy Mosques.

A Few options to create a unique experience

Lack of rehabilitation, difficult access and visit to the historical sites breeds a basic level of services in the sites such as prayer areas, restroom units, restaurant areas, information about the history of the setting, together with the milestone events that took place there. Historical sites are devoid of the infrastructure as necessary to attract visitors and ensure their safety during the visit, coupled with a lack of individual guides in multiple languages to raise awareness among pilgrims about the said destinations and enhance the experience.

There are a few festivals and cultural and enriching events designed to enrich the experience of pilgrims in the holy cities of Makkah and Madinah. Maintaining the spiritual character of the journey and making best use of the ancient and unique history of these two cities acts as an enabler for a richer and spiritual experience for pilgrims. The Pilgrim Service Program will act, in conjunction with the Islamic Historical Sites Committee and the relevant agencies to ensure that a broad spectrum of attractive and tailor-made options are offered for the benefit of all pilgrims to create a unique experience, as will be set out later in the Program Strategy Section.

Limited Private Sector Engagement (PSE) in enriching the experience

A. Backlogs in issuing permits or licenses

The Permit Issuance Process in Makkah and Madinah and the red tape are a major challenge for the private sector due to the intervention of different agencies and the long waiting time for final approvals.

B.Unavailable information and Investors' failure to gain insights into the Umrah Pilgrims' needs

There is scant literature on the extent to which data is being integrated about the pilgrim's service system, which made measuring Key performance indicators (KPIs), along with the publication of official reports and statistics more difficult by the relevant government agencies, and these shortcomings have direct and adverse effects on the private sector.



3.D. | 2.Current Efforts:

In the light of antiquated infrastructure and limited resources in respect of the Islamic historical sites that we have faced as challenge before us, the relevant stakeholders joined their efforts with the Program to proceed with the resolution of these complexities through The Islamic Historical Sites Committee, with a core focus on ensuring a suitable rehabilitation of the sites as a step towards enriching the religious and cultural experience for pilgrims.

Developing a preliminary governance structure for prioritized historical sites falling within the purview of the Islamic Historical Sites Committee

The Program created a subcommittee arising from the Program Committee whose competence is centered on the upgrading of the Islamic historical sites under the name of the Islamic Historical Sites Committee chaired by the Ministry of Culture by virtue of its competence and membership of the relevant agencies, in line with the following objectives:

Committee objectives

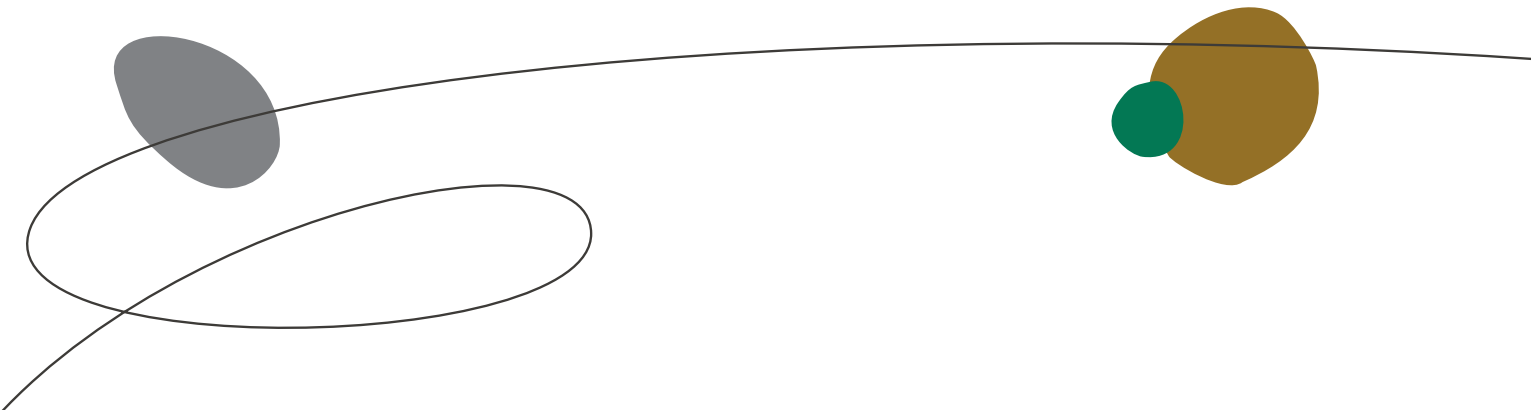
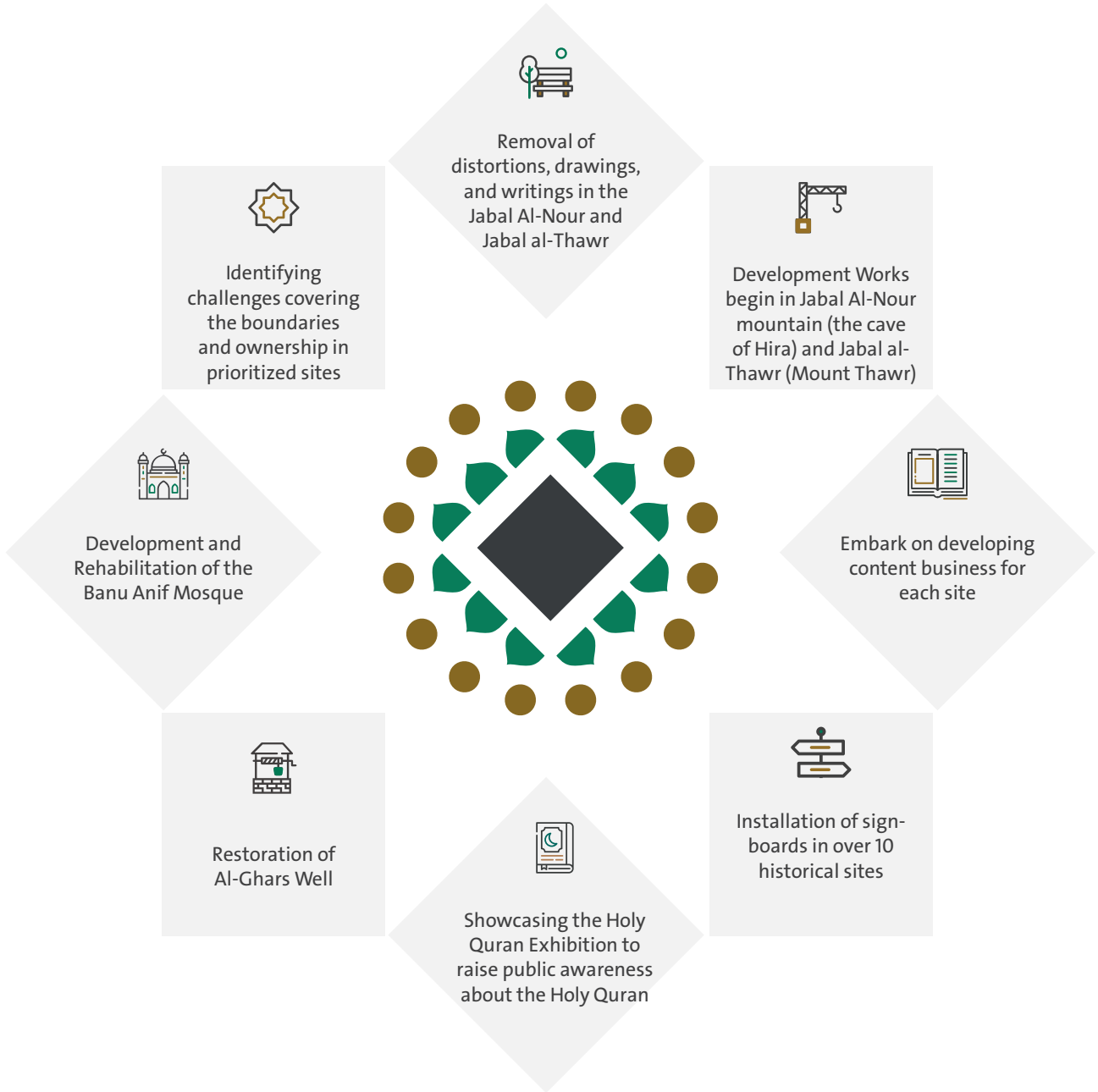
1. Develop a vision, strategy, policies and procedures for prioritized Islamic history sites
2. Identify roles and responsibilities related to the implementation of activities in prioritized locations
Fostering channels of Communication and coordination with government stakeholders to develop their own plans, upgrade and operate these sites.
3. Develop governance and a follow-up mechanism to follow up the implementation in priority locations

Launch of the development of Islamic and cultural historical sites and the engagement of the private sector

Islamic and cultural historical sites have been divided into three categories to ensure inclusiveness, clearly identify shortcomings, and making development solutions for each site by its nature.

Leadership projects Developing modern experiences under international standards	Protection projects Protecting the unique Islamic heritage	Improvement projects Carry out basic improvements and developments
		
<ul style="list-style-type: none"> ● Top-Rated Tourist Attractions ● Huge Tourism Carrying Capacity ● Digital transformation (DX) ● Interactive Experiences 	<ul style="list-style-type: none"> ● Endangered sites ● Unique and original structures ● Inspiring sites that don't get the necessary support 	<ul style="list-style-type: none"> ● Currently attracting a large number of visitors ● necessary initial improvements are required

As a result, several works are being implemented as yet another step towards achieving the objectives of the Program and embarking on developing Islamic historical and cultural sites:



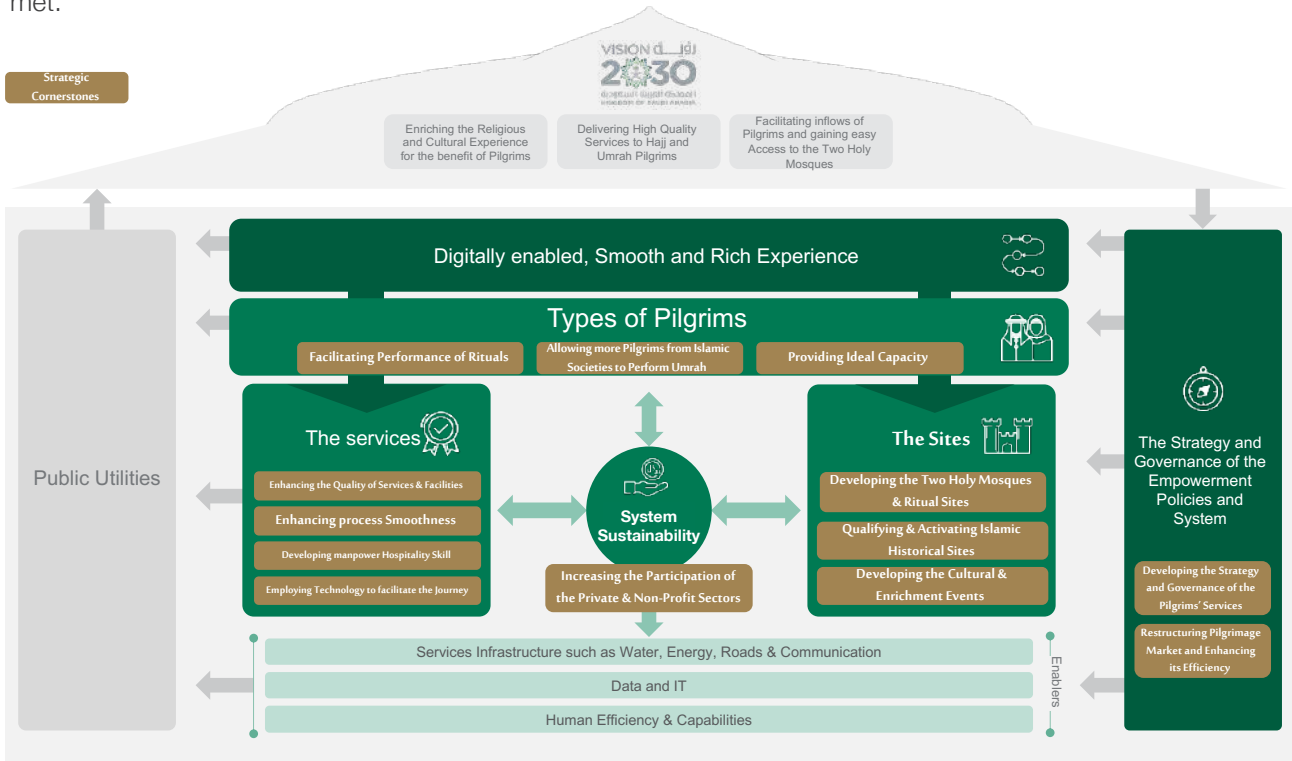
04

Program Strategy



4.A. | Program Strategy Framework

A strategic framework for the Pilgrim Experience Program is being developed as indicated below through a set of combined streamlined and interrelated elements, with an emphasis on ensuring that the Goals of the Vision are met.



The Program Strategy is made of several detailed dimensions and cornerstones in order to identify the themes that set out the scope of the Program's Work to achieve its strategy, which will be explained during this section.

Strategic Dimension



4.A. | 1. Governance Strategy & Potential Policies for Hajj and Umrah Sector

The Program is designed to optimize the services of the Hajj and Umrah Sector, with a core focus on fostering effective sustainability to ensure that a wide array of services delivered for the benefit of Hajj and Umrah pilgrims are aligned with the highest standards. To that end, the strategic directions of Hajj and Umrah have been identified to be incorporated into an overall and comprehensive sector strategy that acts as a key enabler for any directions or business in the Hajj and Umrah Sector. Also, the good governance design sets out the roles and responsibilities assigned to each stakeholder operating in the Hajj and Umrah Sector as a key element to meet the expected sustainability challenge of the said Sector, including the formulation of directional policy making, drafting and enactment of legislation and putting in place the requisite legal instruments.

The Program is intended to get Hajj and Umrah firmly integrated together to come up with an integrated governance strategy for the Hajj and Umrah Sector in terms of serving the pilgrims by taking into account a broader spectrum of opportunities and challenges covering Hajj and Umrah, through the following strategic cornerstone:

Strategic Dimension

1. Governance Strategy & Potential Policies for Hajj and Umrah Sector

Strategic Pillars

- 1. 1. Developing the Governance Strategy for Hajj and Umrah Sector
- 1. 2. Restructuring and increasing the effectiveness of the Hajj and Umrah market

1.1. Developing the Governance Strategy for Hajj and Umrah Sector in terms of serving pilgrims and policy directions

This cornerstone aims to draw up a governance strategy for the Hajj and Umrah Sector with an emphasis on serving pilgrims, including setting strategic priorities for Hajj and Umrah. This course of action depends on the concerted efforts of agencies and organizations operating in the Hajj and Umrah Sector to ensure that an optimal governance strategy can be sought.

Strategic
Cornerstone

1. 1. Drawing Up a Governance Strategy for the Hajj and Umrah Sector with an Emphasis on Serving Pilgrims, along with Policy Directions

Key Themes to be
brought into the
present realization
of the Cornerstone



A. Developing Hajj and Umrah Strategy and Identifying Strategic Priorities



B. Hajj and Umrah Business Governance, organizational structure describing the roles, responsibilities, levels of authority and removing Overlapping Responsibilities among several stakeholders operating in the Hajj and Umrah Sector

1. Developing Hajj and Umrah Strategy and Identifying Strategic Priorities

Designing an overall strategy for the Hajj and Umrah Sector with an Emphasis on Serving Pilgrims is too vital on the ground that it serves as an enabler for laying the groundwork and directions governing the ongoing and sustainable growth of the Hajj and Umrah Sector. This strategy serves as a key catalyst for all agencies operating in the Hajj and Umrah Sector such as governmental and non-governmental bodies and nonprofit organizations (NPOs), while aligning efforts with the said bodies, fostering access to harmonized strategic targets. As outlined by the Strategy, and based on giving a detailed account of the whereabouts of the Hajj and Umrah Sector, the strategic dimensions indicate the overall necessary course of action in general, and the strategic priorities in particular to meet the targets laid down in Vision 2030.

2. Hajj and Umrah Business Governance, organizational structure describing the roles, responsibilities, levels of authority and removing Overlapping Responsibilities among several stakeholders operating in the Hajj and Umrah Sector

The Program acts in conjunction with the main theme before drawing up a governance strategy for the Hajj and Umrah Sector, with an emphasis on serving pilgrims. It involves identifying key stakeholders across the different levels of governance, conducting an analysis into the key themes of the Hajj and Umrah Sector such as regulations and legislation, determining its methodology and building a special business model involving the operational processes and requisite competencies to act through amendment, putting in place and modification of some laws and regulations covering the Hajj and Umrah Sector if needed. The Program seeks to achieve a sustainable sector by empowering stakeholders to act with efficiency and engaging the private and non-profit sector according to the new structure that sets out the roles, responsibilities and duties of regulators.

1. 2. Restructuring and increasing the effectiveness of the Hajj and Umrah market

Strategic Cornerstone

Key Themes to be brought into the present realization of the Cornerstone

1.2. Restructuring and increasing the effectiveness of the Hajj and Umrah market



1. Achieving maximum benefit for the pilgrim in return for what he/she spends



2. Developing and putting in place an optimal structure for the Hajj and Umrah Sector with an Emphasis on Serving Pilgrims

1. A. Achieving maximum benefit for the pilgrim in return for what he/she spends

The Program focuses on examining the value chain on the Pilgrim’s journey, identifying the challenges to be addressed, and generating the maximum benefit for the pilgrim in return for what he/she spends, often as the only first line of defense of pilgrims against a plethora of intermediaries, together with a reduction in the prices of Umrah packages.

2. Developing and activating the optimal structure of the system of serving the pilgrim

Developing and putting in place an optimal structure for the Hajj and Umrah Sector with an Emphasis on Serving Pilgrims

The Program remains steadfast in its belief that the market structuring is central to serving as a key enabler for the promotion of a full package of services delivered for the benefit of pilgrims. To that end, the governance within the Hajj and Umrah Sector should be checked while ensuring a balance between the rights and obligations of all relevant stakeholders, with an emphasis on improving and enriching the Pilgrims’ experience by raising the capacity of Umrah performers and visitors and offering a wide range of value-added services (VAS).

4.A. | 2.Categories of Pilgrims

The Program is designed to offer optimum capacity, clearly aligned with the Goal of attracting increased inflows of pilgrims, and the safety of visitors in high crowd densities at the ritual sites must be taken into account. The Program seeks to attain this Goal through the following strategic cornerstones:

Strategic Dimension

Strategic cornerstones

2. Categories of Pilgrims



2. 1. offering optimum capacity



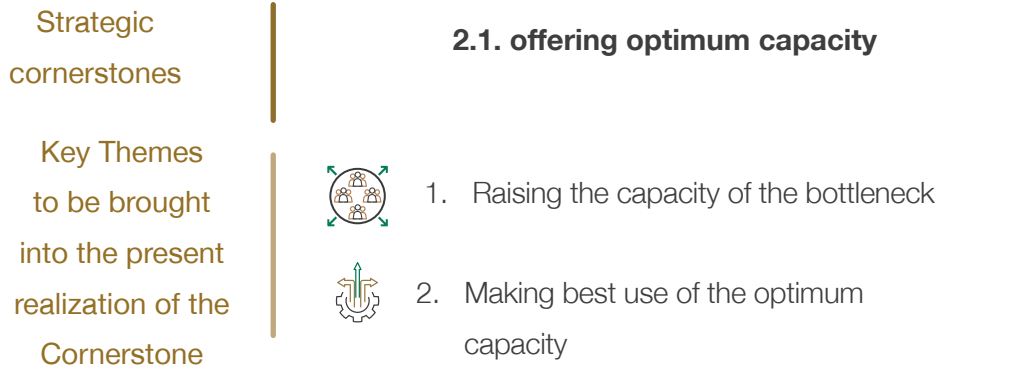
2. 2. Increasing Umrah opportunities to reach a much broader spectrum of Muslim communities



2.3. Facilitating for those wishing to perform the rituals of Hajj and Umrah

2.1. Offering Optimum Capacity

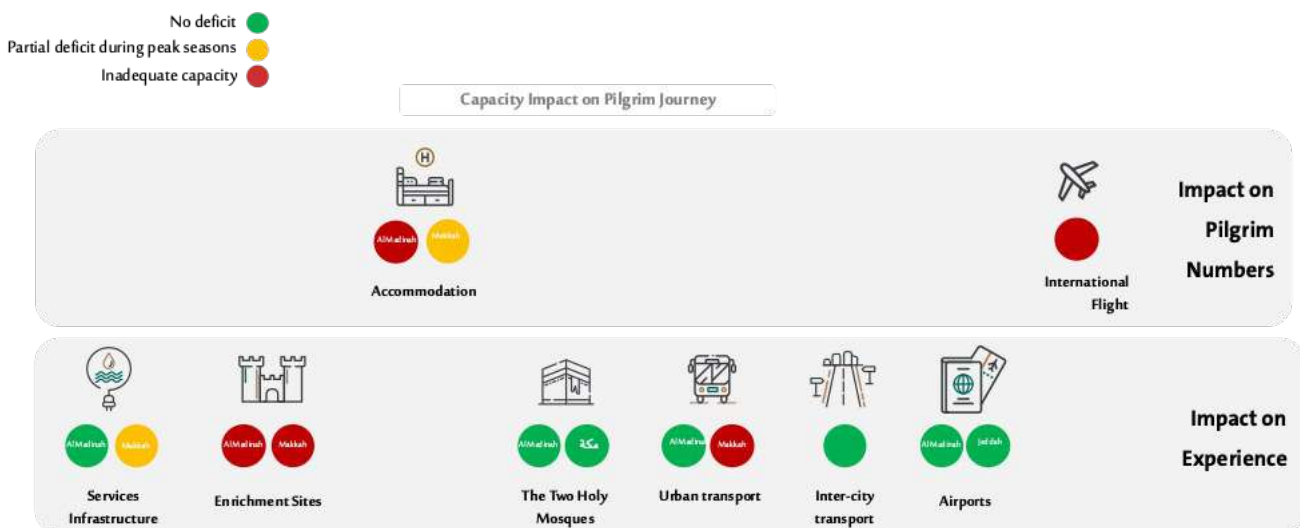
At several various levels, The Pilgrim Service Program aims to make a qualitative leap forward with a core focus on boosting strategies and their relevant Timeline up to 2030 as a key step towards meeting the Program's goals and targets, by attracting increased inflows of more than three times higher than the current number of pilgrims, with an emphasis on the significance of increased capacity at bottlenecks that may prevent the arrival of pilgrims. This cornerstone focuses on two main areas:



1. Raising the capacity of the bottleneck

As a key step towards ensuring that the target of attracting inflows of pilgrims can be set, over 15 points have been identified to measure the capacity over the course of the Pilgrim's journey with a view to examining the points in focus, involving close alignment and partnerships among all relevant stakeholders at all points indicated below. The drawing below shows the outcomes of the study illustrating two types of points of contact (POCs):

- "Points" have an impact on the increased number of Umrah pilgrims. The pilgrims cannot go on Umrah to the Kingdom without checking their flight and accommodation status. This package of services must be booked by Umrah pilgrims from abroad prior to their arrival in the Kingdom. Unavailability would therefore pose a challenge for overseas Umrah pilgrims.
- Points have an impact on the experience of Pilgrims, which may reduce the quality of services, or cause negative experiences for pilgrims such as congestion, and long waiting times.



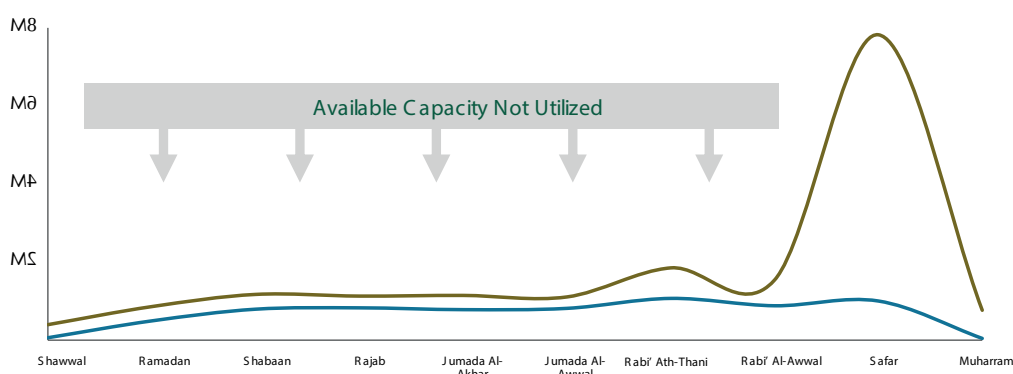
The Program will focus on fostering the increased capacity to attract 15 million Umrah pilgrims with much greater ease and convenience. By 2025, the Program will address the critical points, which are likely to stand as a barrier to the arrival of pilgrims. Human potential as necessary to cover the demand forecasts are also considered, basically security and tourism services.

2. leveraging optimum capacity

In tandem with the increased capacity of the critical points indicated above, a window of opportunity will be offered to leverage the capacity throughout the year, which in turn will further reduce the seasonal fluctuations of the Umrah, which usually reaches the peak season for Umrah rituals in Ramadan, while maintaining a rich experience and showcasing a series of exhibitions and events in response to the needs of pilgrims, and making best use of the capacity available throughout the Umrah season.

Seasonal Curve in Umrah Season

Number of Pilgrims/Month (1439H)



Seasonal Indicators

(Number of Umrah Pilgrims During Peak Season/Average Number of Pilgrims during Season)

4.40 Total Umrah Pilgrims

1.58 International Pilgrims



The Program will seek to mitigate and address the impact of COVID-19 as a key element in raising awareness through public outreach campaigns about the procedures for arrival into the kingdom, underpinning and bolstering the Sector's engagement, with a core focus on streamlining the process and removing the existing barriers, in particular in the areas hit hardest by the pandemic, such as the airline industry and the hospitality sector. The Program will also leverage the increased capacity in line with the precautionary measures while ensuring that the safety of pilgrims can be maintained. These efforts are channeled towards mitigating the adverse spin-off effects of the pandemic on the economies of the Hajj and Umrah sector.



2.2 Increasing Umrah opportunities to reach a much broader spectrum of Muslim communities

This Cornerstone aims to report a rise in the number of Umrah performers, and this strategic dimension serves as an enabler for the Program to meet its targets in respect of facilitating inflows of Umrah pilgrims and leveraging the capacity to attract up to 30 million Umrah pilgrims by 2030. The Program's efforts focus on taking the lead among the relevant stakeholders to build a sustainable business model (SBM) for increased eagerness and interest to keep feeding the pilgrims' curiosity to stay focused on the goal (tashweeq), with an emphasis on:

Strategic Cornerstone

Key Themes
to be brought
into the present
realization of the
Cornerstone

2.2. Increasing Umrah opportunities to reach a much broader spectrum of Muslim communities



1. raising awareness campaigns and increased eagerness and interest among pilgrims to reach a broad spectrum of Muslim communities



2. Debunking stereotypes about dealing with the Umrah red tape



3. Updating and upgrading programs and services

1. raising awareness campaigns and increased eagerness and interest among pilgrims to reach a broad spectrum of Muslim communities

- Developing a clear governance mechanism for the content management process related to Umrah trip information.
- Developing a wide range of integrated programs and campaigns to act as a major catalyst in boosting the Umrah sector performance with an emphasis on instilling increased eagerness and interest among pilgrims from a wide array of destinations.

2. Debunking stereotypes about dealing with the Umrah red tape

Within this scope, the Program focuses on debunking the representations of Stereotypical Images over Umrah as physically strenuous, difficult and exhausting. Muslims are required to perform at least once in their lifetime during the performance of the Hajj or in Ramadan, viewed as an amazingly transformative spiritual experience that can be performed at any time of the year and it can be repeated, especially if there are different compelling reasons for the visit such as exploring the KSA, making cultural tours, or having the pleasure of attending conferences and exhibitions.

3. Updating and upgrading packages and services

The Program seeks to create various packages, which are perfectly aligned with a broad spectrum of pilgrims, through:

- Fostering Knowledge Transfer (KT) in relation to the Pilgrims' needs to a wide variety of service providers (SPs) and Destination programs in order to form a supply in response to the needs in question.
- Enhancing market competitiveness through competitive platforms designed for the marketing of value-added and cost-effective travel packages and products

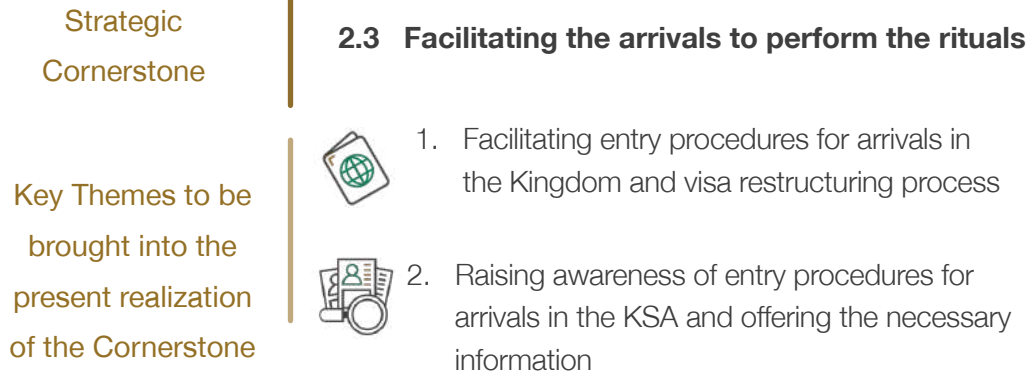




2.3. Facilitating the arrival to perform the rituals

This Cornerstone strives to reflect the aspirations of every Muslim across the globe in arriving in the Kingdom and performing the rituals of Umrah, paying a visit to «the Ka'bah» and the Prophet's Mosque, and thus contributing directly to the increased inflows of pilgrims. To that end, streamlined and accessible procedures should be delivered for the benefit of pilgrims upon arrival in the Kingdom from their countries of origin, notably the facility in respect of issuing new visas.

This Cornerstone involves two main themes:



1. Facilitating entry procedures for arrivals in the Kingdom and visa restructuring process

Introducing streamlined Arrivals through Business Process Re-engineering (BPR), Use of Technology Effectively in Activation, and ensuring that the integration system of stakeholders can be brought together with each other. This step will primarily serve pilgrims, and help building on a radical improvement as necessary to reduce processing times for the pre-arrival stage of the guest cycle and the visa system.

Work remains to be done on developing laws that help increasing process efficiency that the pilgrim is going through and facilitating the mechanisms governing the relationship between both parties: Service Provider and the Pilgrim, as well as the Service Provider, and the Government Agency in charge.

Work is also being done to enhance the visa system restructuring and allow diversified options through which a broad spectrum of pilgrims can come to perform Umrah. This aspect marks a qualitative leap in the categories of available visas and in the mechanism covering visa issuance to meet the Program's goals among pilgrims and accomplish the purpose of facilitation.

This work will help offering a wide array of visa options such as a transit visa for Umrah, visit visa for the purpose of performing Umrah, and visas for family and friends, as well as allowing the pilgrims to get a package of direct services and bookings.



The Program aims to finalize the mechanisms for launching three new types of visas that will facilitate the entry procedures for the pilgrims' arrival in the Kingdom:

1. **New visit visa:** it allows those wishing to perform Umrah, including a simplified guarantee system, including destination management companies, airlines and hotels.
2. **Transit visa:** It allows transit passengers through one of the KSA's international airports to enter the Kingdom and perform Umrah.
3. **Visa for Visiting Family & Friends:** it allows Saudi nationals and residents to host Umrah pilgrims from abroad for the purpose of performing Umrah.



2. Raising awareness of entry procedures for arrivals in the KSA and offering the necessary information

In conjunction with Partners operating in the Hajj and Umrah sector, the Program seeks to overcome the key barriers for streamlined arrivals of foreign Umrah pilgrims by providing the requisite information through the development of integrated e- platforms that help pilgrims to gain access to services, and other experiences that they can perform prior to their arrival while being inside Saudi Arabia or across multiple platforms for Service Providers, associated with Information Centers that enable pilgrims to make reservations during their stay in the Kingdom.



The Program seeks to provide a digitally-enabled, smooth, and rich experience acting as the primary points of contact (POCs) during the Pilgrims' journey. The Program upgrades this element, with a core focus on fostering both destinations and services to cover the Pilgrim experience as a whole.



4.A. | 3.Destinations

In conjunction with Partners operating in the Hajj and Umrah sector, The Program aims to offer a top-notch and unique experience for the benefit of the pilgrims by developing the key destinations that the pilgrims go and pass through during their journey, such as the Islamic historical sites in the regions of Makkah and Madinah, along with the rehabilitation of such sites according to the internationally recognized best standards, building facilities while ensuring optimum capacity, including the Two Holy Mosques, the holy sites and Islamic historical sites.

The Program also seeks to design and develop a rich experience for the benefit of pilgrims that reflects the ancient history of the Kingdom, the abode of divine revelation and the origin of the universal message of Islam. The Program is designed to expand the Pilgrim's journey to include Islamic and cultural sites, learn about local culture and heritage, and strive to make sure that the spiritual journey is engraved in memory, with a core focus on gaining in-depth insights into the the cultural and historical dimensions as a whole.

Strategic dimension

3.Destinations

Strategic Cornerstones



3.1. Developing and Upgrading the Two Holy Mosques, Holy Sites and Designated Places (Mawaqeeet)



3.2. Rehabilitation and Upgrading of Islamic Historical Sites

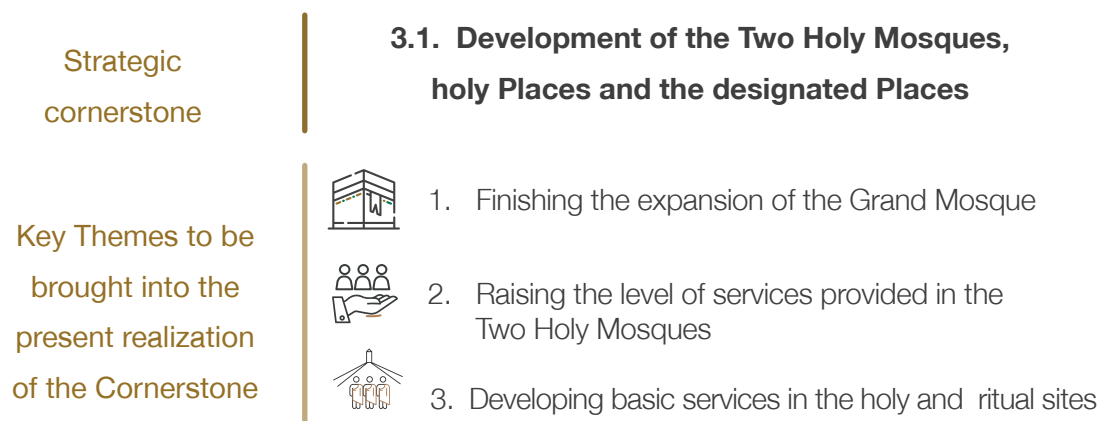


3.3. Developing Enrichment and Cultural Events



3.1. Development of the Two Holy Mosques, holy Places and designated Places

Allah has blessed the Kingdom of Saudi Arabia, its leadership and people, by serving Allah's guests, and it is home to the two holy Mosques and the holy sites, as the key destinations for the pilgrims on the Hajj and Umrah trips. The Program seeks to carry out developments in all respects to keep abreast with the sough-after levels and attain the satisfaction of pilgrims and visitors. This can be carried out as per the three main themes:



1. finalizing the expansion of the Grand Mosque

In conjunction with the Partners operating in the Sector, the Program seeks to develop the experience of pilgrims and facilitate their ritual performance. The Grand Mosque is the key point of the pilgrims' journey. To complement the effort made towards embarking on the third Saudi expansion, the Program is designed to ensure its completion and speed up its Work to maximize the capacity of the Grand Mosque, with a core focus on ensuring a smooth and seamless experience inside the Grand Mosque. The role of the Program is to follow up and boost the completion progress of the current works of the third expansion Project of the Grand Mosque with the relevant stakeholders.

2. Raising the level of services provided in the Two Holy Mosques

In conjunction with the relevant stakeholders, basically the General Presidency for the Affairs of the Grand Mosque and the Prophet's Mosque, ongoing efforts are being undertaken to raise the level of service delivery to the pilgrims and serve them in the Two Holy Mosques to the fullest extent, with an emphasis on ensuring a seamless spiritual journey for pilgrims from their entry to perform rituals in the

Grand Mosque, and visit the Prophet's Mosque, until the completion of the rituals and leaving the Two Holy Mosques. While maintaining a full range of service options to perfectly suit a broad spectrum of spectrums of pilgrims, meeting the high quality standards and fostering spirituality during the Pilgrim experience within the Two Holy Mosques, in order to achieve the Program's objectives in terms of offering a unique experience.

3. Developing basic services in the holy sites

In conjunction with the relevant stakeholders, and a high-level coordination between the Program and the Partners operating in the sector, led by the Royal Commission for Makkah City and Holy Sites (RCMC), work is being focused on developing the delivery of basic services to pilgrims in the holy sites such as accommodation, catering, transportation and public facilities and at the designated places being visited by the pilgrims before performing the rituals. Basic services are the key areas of improvement in the experience in the past years. The Program aims to ensure that the quality of services in both the holy sites and designated places are delivered, and to improve the smooth experience of pilgrims from inside and outside the Kingdom



3.2. Rehabilitation and upgrading of Islamic historical sites

This cornerstone is centered on the development and utilization of several Islamic historical sites in the regions of Makkah and Madinah. These sites need to be developed to receive pilgrims, residents and visitors of the Kingdom of Saudi Arabia. The significance of this cornerstone can be reflected in the fact that despite the limited development of these sites or the lack of basic and additional services in these sites, the number of annual visitors to these several sites reaches around six million visitors annually, and work is underway to put in place this cornerstone through the following two themes:

Strategic
cornerstone

Key Themes
to be brought
into the present
realization of the
Cornerstone

3.2. Rehabilitation and upgrading of Islamic historical sites



1. The development of historical sites in the regions of Makkah and Madinah
2. upgrading historical sites and raising the level of the service delivery

1. The development of historical sites in the regions of Makkah and Madinah

Under the umbrella of the Ministry of Culture, Saudi Arabia's Heritage Authority, and in partnership with the Royal Commission for Makkah City and Holy Sites (RCMC), and Al Madinah Region Development Authority (MMDA), the purpose of the Program from this theme is to increase the number of Islamic historical sites developed in an appropriate manner, and given the significance and history of these sites. A set of initiatives has been developed to resolve a wide array of current challenges regarding the governance of historical sites, development standards and the infrastructure improvement of some of these sites. This cornerstone aims to develop (in terms of quantity and quality) museums related to Islamic history to provide services that enrich the pilgrim's journey.

2. upgrading historical sites and raising the level of the service delivery

The purpose of the Program from this theme is to focus on upgrading and operating the religious and historical sites that currently exist, together with the sites to be rehabilitated. This includes developing the content for these sites and ensuring their operation and rehabilitation according to the required standards to ensure that quality of services can be maintained and ensured, along with outlets, points of sale and basic services in these sites.

3.3. Development of enrichment and cultural events

In partnership with the government, private and non-profit sectors, and through this cornerstone, the Program focuses on developing enrichment events as a key step towards providing unique experiences for visitors to Islamic historical sites. This cornerstone also aims to attract and raise awareness campaigns about all sites and events for the benefit of visitors.

Work is underway to activate this pillar through the following two topics:

Strategic
Cornerstone

3.3. Development of enrichment and cultural events

Key Themes to be brought into the present realization of the Cornerstone



1. Developing enrichment activities in the regions of Makkah and Madinah
2. Attracting visitors to events

1. Developing enrichment events in the regions of Makkah and Madinah

Enriching the pilgrims' journey during their visit to the Kingdom by showcasing attractive exhibitions, entertainment and cultural events in line with the aspirations of the pilgrims from all segments. The events act as a window of opportunities to make best use of the rich and unique history of Makkah and Madinah in enriching the pilgrim's journey and attracting new segments of pilgrims, such as young people and families.

2. Attracting visitors to events

Raising Awareness of pilgrims about Islamic historical and cultural sites and their ancient history to visit and learn about them during their trip, and it is expected that these sites will help attracting some segments of the pilgrims to come to the Kingdom and explore Islamic history.





4.A. | 4.Services

In conjunction with the Program, and collaboration with the Partners operating in the Umrah Sector, ongoing efforts are being undertaken to raise the level of service delivery for the benefit of Hajj and Umrah and serve them to the fullest extent in order to create a smooth spiritual journey for the pilgrims.

With a focus on delivering a full range of service options to suit a broad spectrum of pilgrims, and in line with the high quality standards, through all points of contact on their journey to achieve the program's objectives in offering a unique experience, the Program seeks to overcome and meet the challenges governing the experience of the pilgrims, by achieving this goal through the following strategic cornerstones :

Strategic
dimension

4. The Services

Strategic
cornerstones



4.1. Improving the quality of services and facilities



4.2. Improving the streamlined procedures in the delivery of services to pilgrims



4.3. fostering the spirit of hospitality among the personnel



4.4. using Technology to facilitate the Journey



4.1. Improving the quality of services and facilities

Given the importance of services and facilities in impacting the experience of the pilgrim, and the need for the Umrah sector to set sound standards and criteria as a key enabler of their preservation and catalyst for continuous improvement, this cornerstone aims to develop quality standards and improve the top notch delivery of services to pilgrims and diversify the options offered, which helps in meeting challenges during the journey and allowing to be addressed. This can be carried out through the following themes:

Strategic
cornerstone

4.1.Improving the quality of services and facilities

Key Themes to be
brought into the
present realization
of the Cornerstone



1. Improving the quality of facilities and services



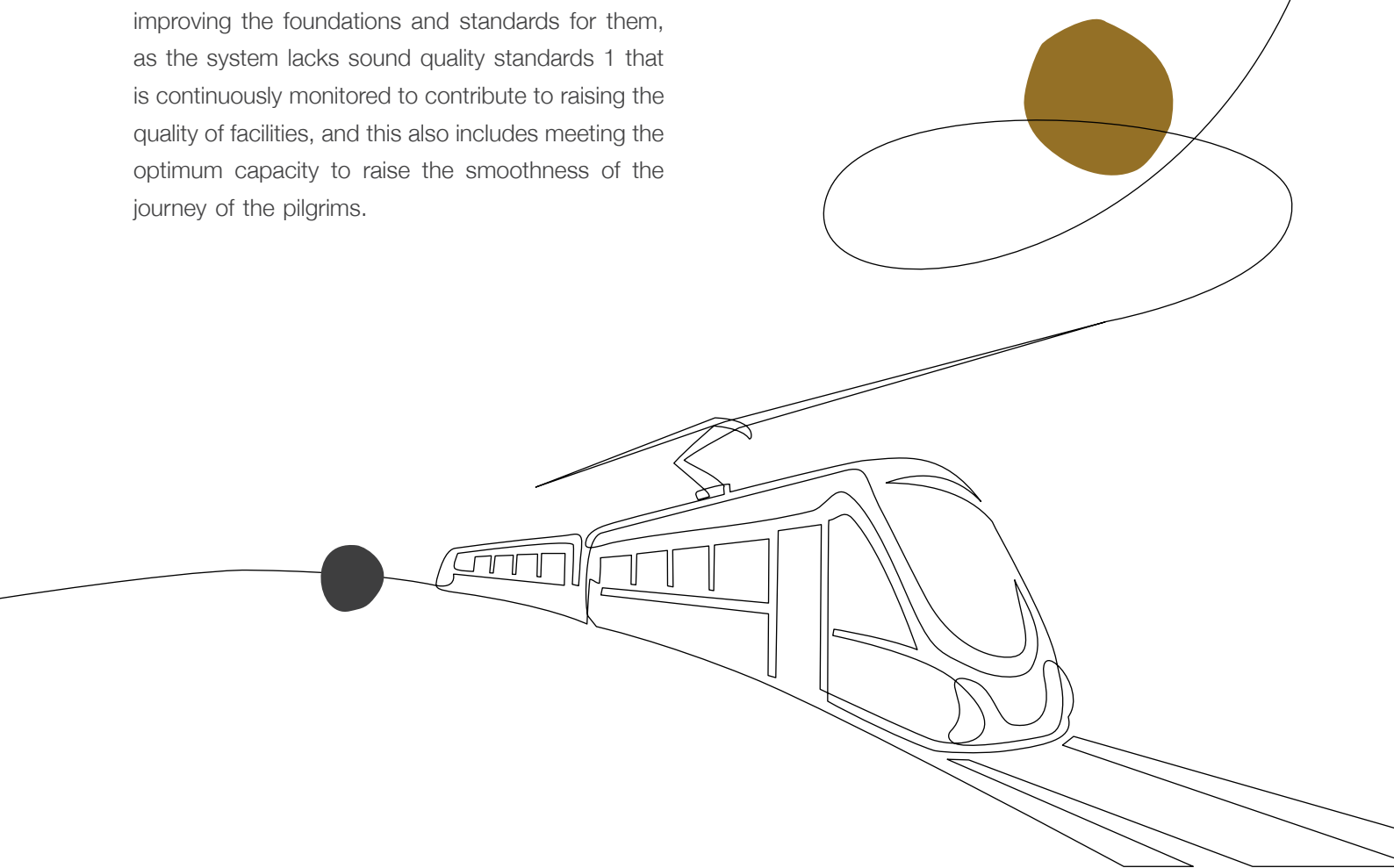
2. Expanding service options

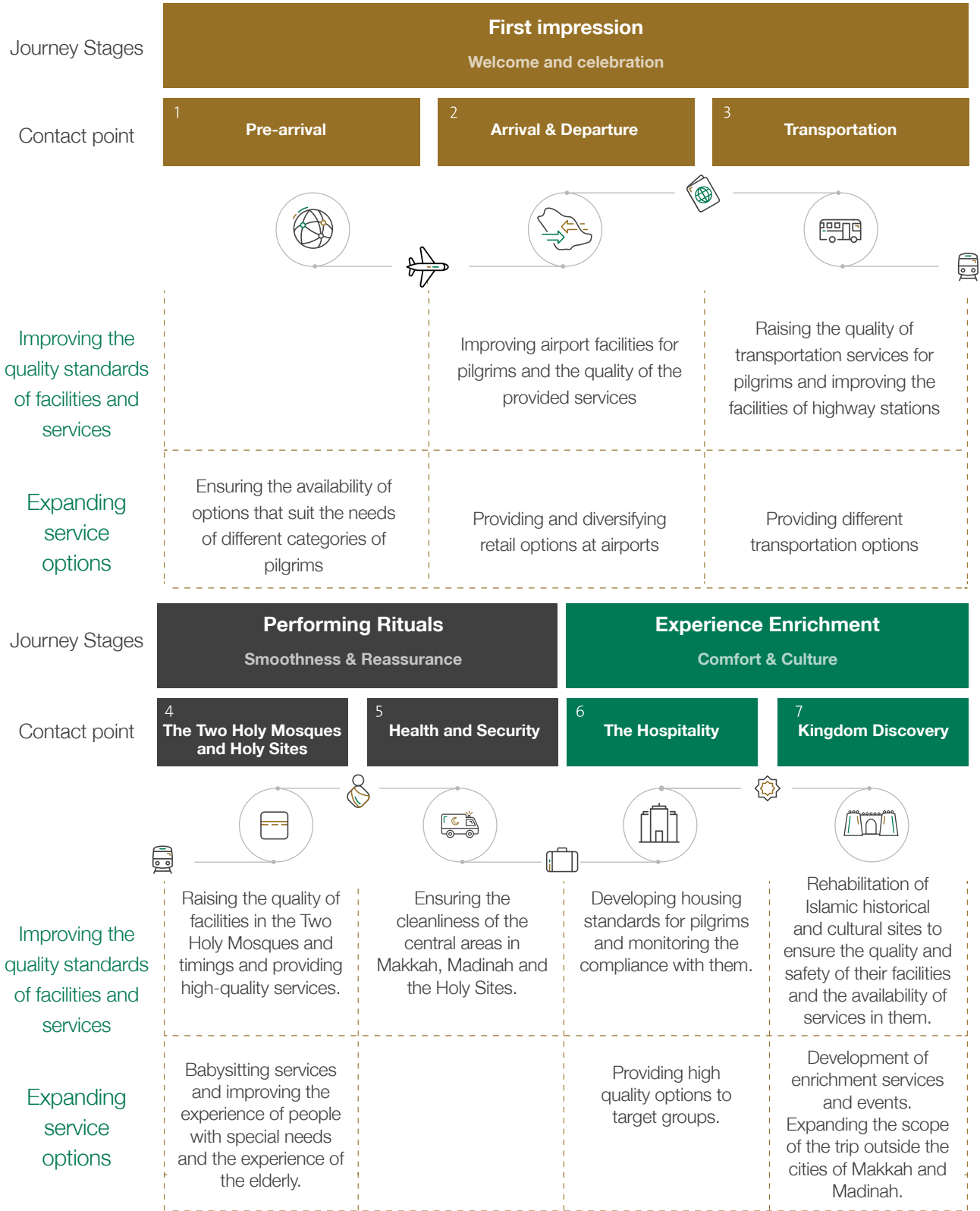
1. Improving the quality of facilities and services

As a step towards meeting the aspirations of pilgrims, and achieving the goals laid down in the Saudi Vision 2030 in the system of serving the pilgrims, work is underway to develop the current status of services, so the program puts the development of the quality of services and facilities during the pilgrim’s trip and improving the foundations and standards for them, as the system lacks sound quality standards 1 that is continuously monitored to contribute to raising the quality of facilities, and this also includes meeting the optimum capacity to raise the smoothness of the journey of the pilgrims.

2. Expanding service options

The program, in cooperation with the authorities and the private sector, will work to diversify and provide wider options for services to suit the different categories of pilgrims, to increase the chances of hosting a diverse spectrum of Muslim communities and provide them with a unique and rich experience.





4.2. Enhancing Procedures Smoothness

Given the multiple government and private entities that work in the system of serving pilgrims, and the value chain passing through many procedures, the program seeks to improve the efficiency of procedures to achieve a rich and smooth experience for pilgrims, while ensuring optimal utilization of the absorptive capacities of services during the trip, by reducing the time taken to complete procedures and facilitating Overcoming difficulties through two topics:

Strategic
cornerstone

Key Themes to be
brought into the
present realization
of the Cornerstone

4.2. Enhancing streamlined Procedures



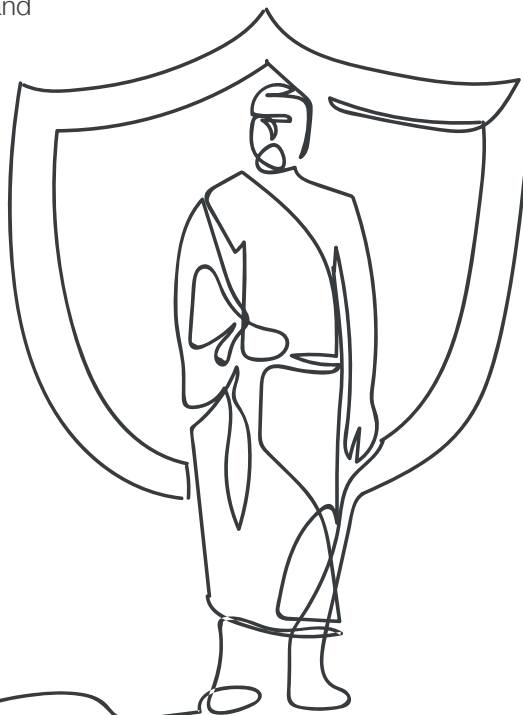
1. Speeding up and facilitating the procedures during the Pilgrim journey
2. Putting in place monitoring over the effectiveness of procedures

1. A. Speeding up and facilitating the procedures during the guests journey

Improving the efficiency of transactions at the points of contact that deal directly with pilgrims through the value chain, such as planning to come to the Kingdom, procedures for arrival and departure, crowd management operations, in addition to health requirements, by reducing repetition and pluralism in procedures and standardizing the channels of completion in cooperation with the authorities within a model Effective governance, in a way that facilitates the pilgrims' journey and reduces the repetition and waste of efforts between the parties.

2. Activating monitoring over the effectiveness of procedures

In view of the multiplicity of agencies serving the pilgrims during the trip and the multiplicity of procedures that the pilgrim goes through, work is underway to establish the foundations, indicators and systems that activate the control over the procedures during the pilgrims' journey, in order to ensure continuous improvement, address flaws and achieve sustainable improvements.

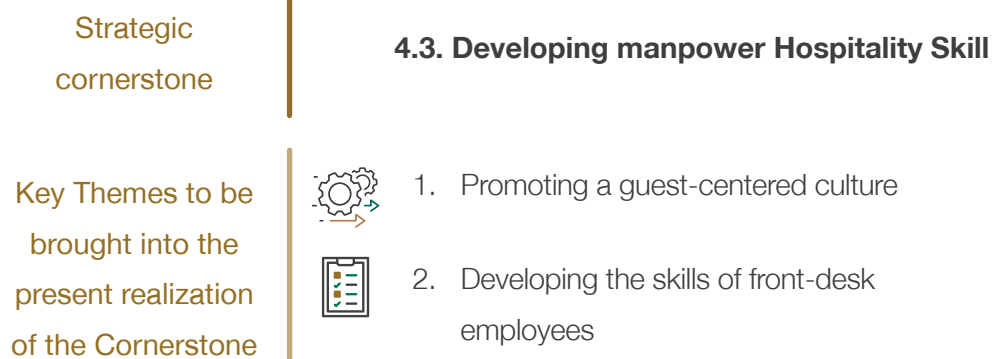




4.3. Developing manpower Hospitality Skill

The program mainly seeks to provide a transformational journey for the pilgrims and adopt everything that achieves it. Therefore, this pillar aims to enhance the guest-centric culture in the system by qualifying the sector's workers, especially those in the front lines, and providing the necessary tools from foundations, systems and standards to raise the level of dealing with pilgrims, as well as placing the needs of the pilgrims at the forefront in the various stages of design Services provided.

This pillar is based on the following topics:

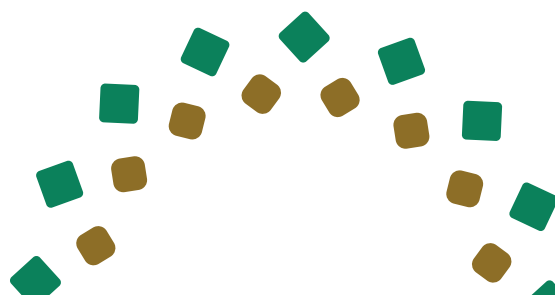


1. Promote a guest-centric culture

Work on creating an integrated system that focuses on providing the needs of the pilgrims and ensuring that this is enhanced through designing services and drawing up procedures in a way that serves the pilgrim and achieves simplified and facilitated procedures and services for him. This topic prompts all parties operating in the sector that directly or indirectly serve the pilgrims to direct their efforts to put the comfort of the pilgrims at the forefront of priorities.

2. Develop the skills of front-line workers

Work to raise the level of hospitality, reception and interaction among workers in the front lines, as they are an essential element in forming the first impression of the pilgrims. This work includes setting standards and foundations and activating the tools and educational programs necessary to achieve the desired level of interaction. This will result in a sector managed by qualified national cadres with high professional specifications that serve the pilgrims to the fullest.



4.4. Employing Technology to facilitate the Journey

With a focus on keeping abreast with the latest developments, achieving the optimum sustainable sector and delivering a smooth and digitally enabled journey, it is necessary to make best use of technology and digital solutions to provide the best innovative services with a view to improving the experience of the pilgrim and leaving a good impression on all visitors. Enabling technology is reflected in the following themes:

Strategic
cornerstone

4.4. harnessing Technology to facilitate the Journey

Key Themes to be
brought into the
present realization
of the Cornerstone



1. Developing digital services for pilgrims throughout the journey



2. Linking procedures between various stakeholders and elements of the sector

1. Developing digital services for pilgrims throughout the journey

With an emphasis on upgrading digital solutions throughout the trip, which aims to offer a full range of services specifically designed for the target groups of pilgrims in response to their needs.

2. Linking up procedures between various stakeholders and the sector

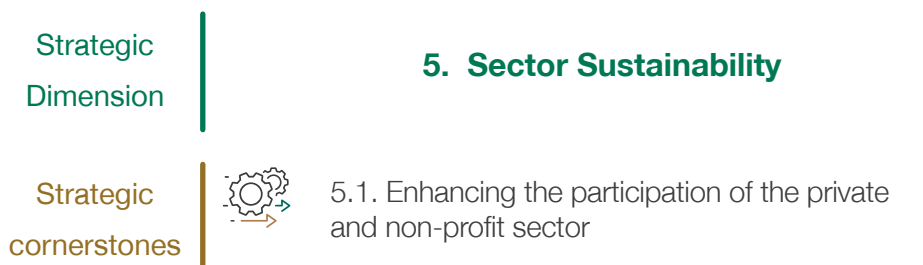
In conjunction with partners operating in the technical sectors, the Program seeks to achieve the sustainable digitization in the Umrah sector, improve its operational efficiency by adopting digital process solutions, especially for the agencies operating in the relevant industry. These solutions can help reducing the processing time for the applications of the pilgrims and harness the potential of the relevant stakeholders in particular and the sector in general by attracting a significant number of pilgrims. Also, linking procedures serves as a catalyst for data monitoring and management, which is an essential enabler for the ongoing workflow of the sector and the decision-making process.



4.A. | 5. Sector Sustainability

The government of our country, from the era of the founding King Abdulaziz bin Abdulrahman until the prosperous era of the Custodian of the Two Holy Mosques King Salman bin Abdulaziz, has given primary importance to caring for the Two Holy Mosques, the holy sites and the pilgrims over the years. This had a great impact on providing a safe journey free from health challenges and security risks in a manner that preserves the safety of pilgrims and the homeland. The Program aspires to put in place the role of the private and non-profit sector in serving the pilgrims.

This theme includes a dimension and strategic cornerstone:



5.1. Enhancing the participation of the private and non-profit sector

The Program seeks to enhance the participation of the private and non-profit sector in respect of serving the pilgrims due to their strategic role in achieving the objectives of Vision 2030. This cornerstone is being put in place through two themes:



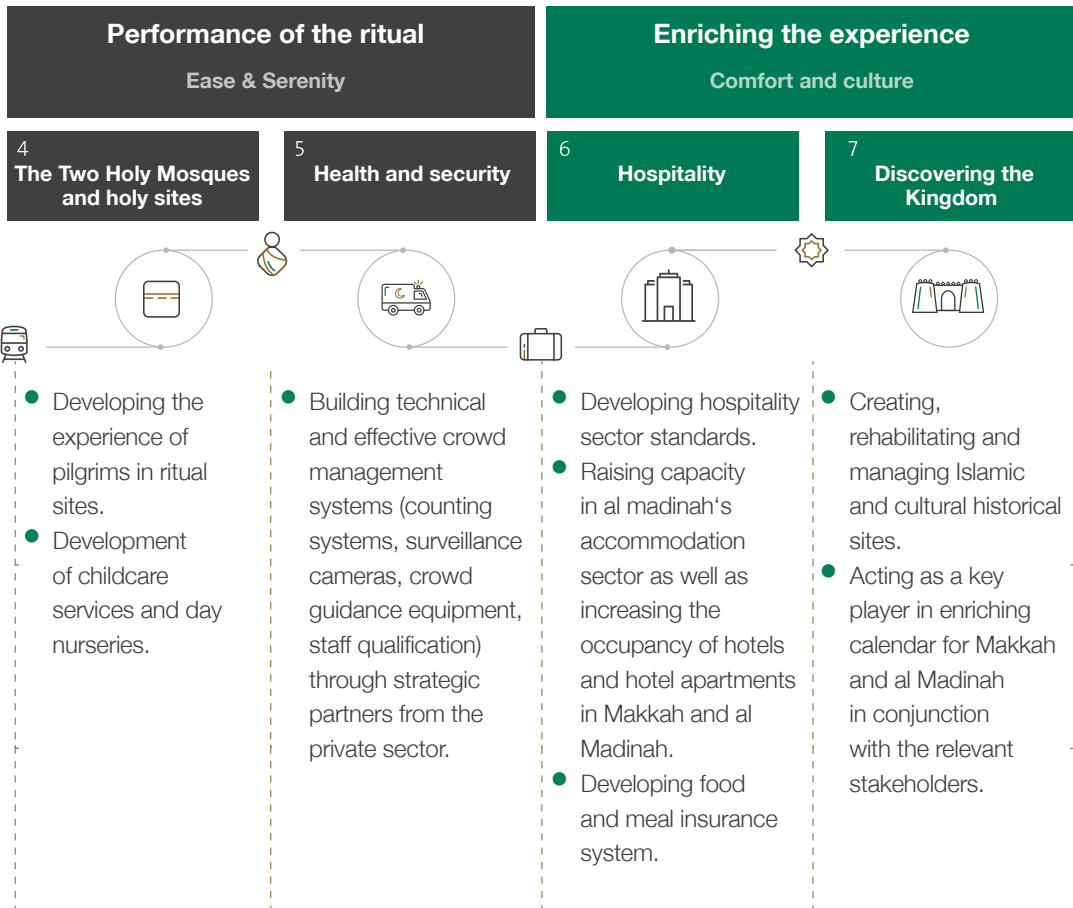
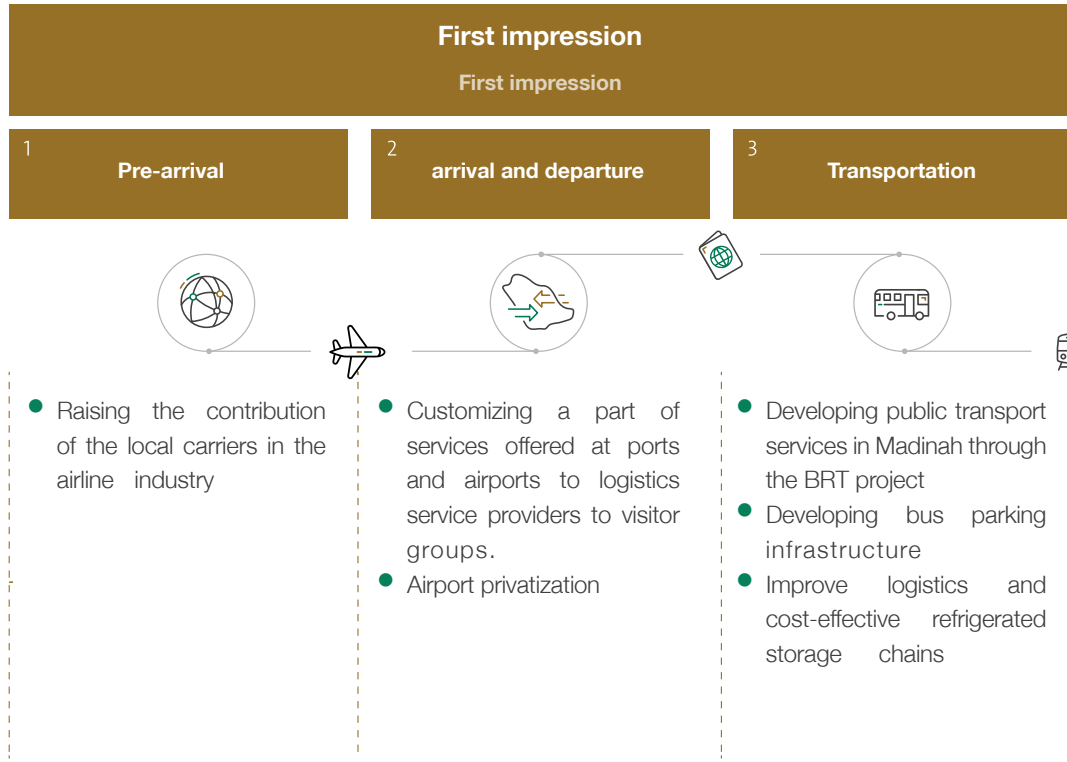
1. Mitigating legislative constraints to enable private sector participation.

The Program seeks to make a qualitative leap by fostering the role of the private sector in terms of serving the pilgrims through three main channels such as developing laws to unlock the potential of the sector, forging partnerships between the public and private sector in some projects and initiatives, and offering investment opportunities that can be of benefit to the private sector.

2. Channeling funds of the non-profit sector to finance projects in charge of serving the pilgrims.

The Pilgrim Service Program seeks to enhance the role of the non-profit sector in Hajj, Umrah and visits in order to attract inflows of Umrah pilgrims through Islamic endowments, which are financial institutions that contribute to maintaining the sustainable sector. Makkah and Madinah are the largest global incubator for endowments. Therefore, the Program, in collaboration with the General Authority for Awqaf and related parties, will help setting up an endowment investment fund to activate Islamic dormant endowments, or low-income endowments due to obsolescence.

Examples of opportunities for the Participation and Development of the Private and Non-profit Sectors



4.A. | 6.Enablers

In addition to the strategic dimensions through which the Program seeks to achieve its objectives, three enablers have been identified that may primarily affect the experience of pilgrims, but they do not fall directly under strategic dimensions. The purpose of the Program is to offer strategic support and follow-up of implementation and commitment carried out by the relevant stakeholders bolstering the program and operate on the scopes of these enablers.

6.1. Service network infrastructure (water, energy, roads, communications)

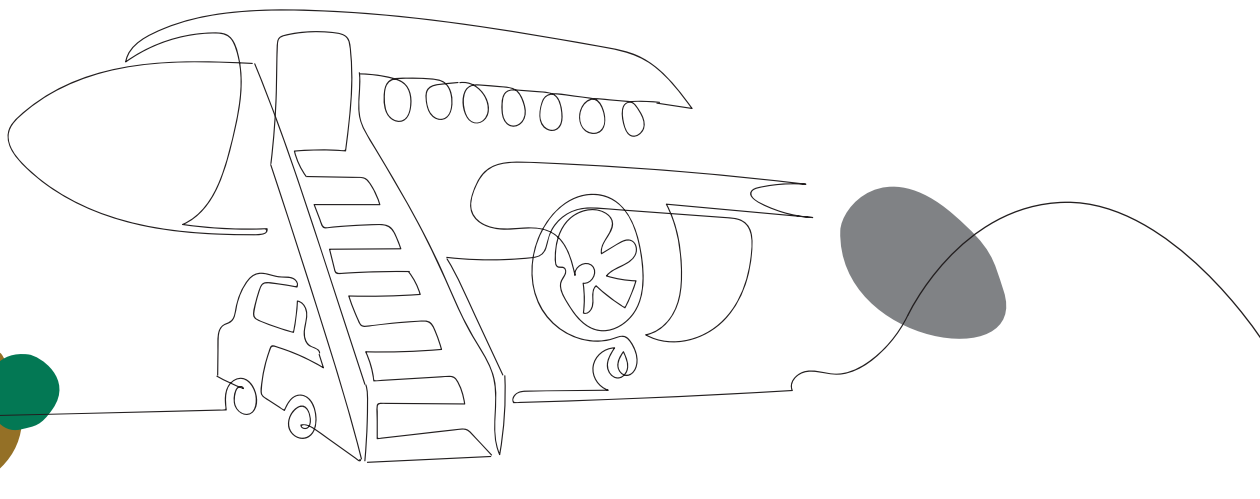
As a key towards attaining the objectives of the Program and meeting the objectives of delivering basic services throughout the journey of the pilgrims such as water, energy, intercity road network, communications etc. These services and capacity should be perfectly aligned with the Program's targets to ensure that the experience of pilgrims is not adversely affected during their journey and that the increasing numbers of pilgrims are carried out at various points of contact.

6.2. Data and information technology

The Pilgrim Service Program focuses on ensuring that the pilgrims experience is smooth and digitally enabled, which requires developing data management and IT infrastructure in the workplace in order that the Program can upgrade the Pilgrim journey in support of its overall strategy and can be in particular a key to «harnessing technology to streamline the journey».

6.3. Capacity –building and competencies

With a focus on fostering the hospitality of the front-desk employees, the Program is a part of the « Developing manpower Hospitality Skill « Cornerstone, However, the development of the sector also requires harnessing the necessary human resources by the relevant stakeholders, each in his sphere of competence, in the light of the available human resources or the talent pool to carry out their duties across various types of jobs. This helps creating a smooth journey for pilgrims and leveraging a sustainable sector, while promoting a spirit of pride in the religious and national duty in serving pilgrims.



05

Initiatives



5.A. | Portfolio of initiatives

With a core focus on meeting the Program’s aspirations and commitments, the Program and the Implementers have sought to develop initiatives that are perfectly aligned with its relevant strategic directions and priorities, and have been tied to the Program’s strategy and dimensions, as set out in this section:



Strategic Dimension: Categories of Pilgrims

Cornerstone: offering Optimum Capacity

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Increasing the seat capacity by aiding additional flights for the benefit of pilgrims	General Authority of Civil Aviation (GACA)	Increasing the seating capacity by aiding additional flights, attracting and paving the way for new airlines or destinations with a view to facilitating the arrival of overseas Umrah pilgrims, in particular from countries where a projected deficit is observed in the upcoming years.	<ul style="list-style-type: none"> Number of visitors coming from abroad who performed the Umrah.
Diversity of accommodation options in Makkah and Madinah	Ministry of Tourism	Enabling the provision of the optimal capacity for housing in Makkah and Madinah and providing the necessary needs for the aspirations of demand for the pilgrims of various categories.	<ul style="list-style-type: none"> The number of visitors coming from abroad who performed the Umrah.

Cornerstone: fostering Umrah opportunities to cover the full spectrum of Muslim communities

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
The launch of programs designed to increase Umrah opportunities to cover the full spectrum of Muslim communities	Saudi Tourism Authority (STA)	Facilitating inflows of pilgrims from abroad and offering the requisite information on their arrival in the Kingdom, and showcasing a full range of services options.	<ul style="list-style-type: none"> The number of visitors coming from abroad who performed the Umrah.

Cornerstone: Facilitating the arrivals of Pilgrims to perform Rituals

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Awareness –raising ePlatform designed for the benefit of Pilgrims	Ministry of Hajj and Umrah	Raising awareness and providing guidance for those wishing to perform the Hajj and Umrah, about the government requirements, procedures, services and facilities, together with the basic information related to the performance of the Hajj and Umrah.	<ul style="list-style-type: none"> The number of visitors coming from abroad who performed the Umrah.



Strategic Dimension: Destinations

Cornerstone: Developing and Upgrading the Two Holy Mosques, Holy Sites and Designated Places (Mawaqeeet)

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Shading the roof of the Prophet's Mosque	Al Madinah Region Development Authority	Reducing the temperature of the worshipers, accommodating a larger number, and reducing crowding and scrambling on the roof of the Prophet's Mosque while performing all prayers.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Improving the experience of the elderly and people with disabilities in the courtyards of the Prophet's Mosque	General Presidency of the Grand Mosque and the Prophet's Mosque	Providing dedicated elevators for the elderly and people with disabilities, waiting chairs, and toilets designed for their needs, facilitating access and providing a smooth and easy experience according to their needs.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Construction and development Project for Monitoring and Control systems in the Two Holy Mosques and the holy Places	Ministry of Interior	Enhancing the safety and security of visitors, pilgrims and Umrah and providing a safe, secure and accessible environment for the pilgrim.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Developing and updating the Custodian of the Two Holy Mosques' project for simultaneous translation of the speeches of the Two Holy Mosques and scientific lessons.	General Presidency of the Grand Mosque and the Prophet's Mosque	Simultaneous translation of sermons and scientific lessons presented into 10 different languages and providing them in a unified platform for all visitors, which enriches their religious experience and enhances and supports the service of the pilgrim in the diversity and difference of cultures and languages.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
The comprehensive service centers project in the courtyards of the Prophet's Mosque	General Presidency of the Grand Mosque and the Prophet's Mosque	Clarity and facilitation of access to information and services for visitors and worshipers of the Prophet's Mosque and raising the level of cooperation between service providers in the Prophet's Mosque.	<ul style="list-style-type: none"> • Umrah pilgrims experience indicator. • Pilgrim Experience indicator.

Cornerstone: Rehabilitation and Upgrading of Islamic historical sites

Initiative Name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Demarcation of the boundaries of land ownership in Islamic historical and cultural sites and resolving their underlying complexities	Ministry of Culture	Demarcation of the geographical boundaries of 40 historical sites and resolving the underlying complexities of land ownership, facilitating the rehabilitation and development of Islamic and cultural heritage sites to enrich the pilgrim's experience.	<ul style="list-style-type: none"> The number of rehabilitated Islamic and cultural heritage sites.
Content development for Islamic historical and cultural sites in Madinah and Makkah	Ministry of Culture	Developing tailor-made cultural and historical content in an attractive manner in several languages in terms of serving the largest segment of pilgrims coupled with a rich experience during their visit to these sites.	<ul style="list-style-type: none"> Umrah Pilgrim Experience Indicator. Hajj Pilgrim Experience Indicator.
Development Initiative for the site of the battle of the Trench also known as Ghazwa e Khandaq, and its surrounding squares	Al Madinah Region Development Authority (MMDA)	Upgrading and fit-out of the battle of the Trench site with all services according to international standards, which help enriching the visitors' experience.	<ul style="list-style-type: none"> The number of rehabilitated Islamic and cultural heritage sites. Umrah Pilgrim Experience Indicator. Hajj Pilgrim Experience Indicator.
infrastructure fit-outs, enhancement and upgrade of the historical Islamic and cultural heritage sites that are disincentive to investment in Madinah	Al Madinah Region Development Authority (MMDA)	Rehabilitation and upgrading of the historical Islamic and cultural sites in Al-Madinah region by ensuring infrastructure development and fit-outs to offer the necessary services to the pilgrims and allow them to visit these sites.	<ul style="list-style-type: none"> The number of rehabilitated Islamic and cultural heritage sites. Umrah Pilgrim Experience Indicator. Hajj Pilgrim Experience Indicator.
Infrastructure fit-outs, enhancement and upgrade of the historical Islamic and cultural heritage sites that are disincentive to investment in Makkah.	The Royal Commission for Makkah City and Holy Sites (RCMC)	Rehabilitation and upgrading of the historical Islamic and cultural sites in Makkah region by ensuring infrastructure development and fit-outs to offer the necessary services to the pilgrims and allow them to visit these sites.	<ul style="list-style-type: none"> The number of rehabilitated Islamic and cultural heritage sites. Umrah Pilgrim Experience Indicator. Hajj Pilgrim Experience Indicator.



Initiative Name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Path of the Prophet's emigration	The Royal Commission for Makkah City and Holy Sites (RCMC)	Developing the Islamic historical and cultural heritage sites that the Prophet and his companion passed through during the migration journey, which help enriching the visitors' experience.	<ul style="list-style-type: none"> The number of rehabilitated Islamic and cultural heritage sites. Umrah Pilgrim Experience Indicator. Hajj Pilgrim Experience Indicator.
Development of historical sites in the holy Places	The Royal Commission for Makkah City and Holy Sites (RCMC)	Allowing those wishing to visit Islamic historical and cultural heritage sites in the Holy Places to access and visit them by providing the basic requirements that enable them to have a smooth experience.	<ul style="list-style-type: none"> The number of rehabilitated Islamic and cultural heritage sites. Umrah Pilgrim Experience Indicator. Hajj Pilgrim Experience Indicator.
Development of the Site of the Battle of Uhud (Master of Martyrs)	Al Madinah Region Development Authority (MMDA)	Development of the Site of the Battle of Uhud (Master of Martyrs) with all services according to international standards, which help enriching the experience of visitors.	<ul style="list-style-type: none"> The number of rehabilitated Islamic and cultural heritage sites. Umrah Pilgrim Experience Indicator. Hajj Pilgrim Experience Indicator.

Cornerstone: Development of Enrichment and Cultural Events

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
The initiative of the cultural events square in the central area of al-Madinah	Al Madinah Region Development Authority (MMDA)	Allowing the holding of various events throughout the year in the central area of Madinah and offering the necessary spaces and services for this, which in turn helps raising awareness about various destination options for pilgrims and the increased eagerness of various enriching and cultural events.	<ul style="list-style-type: none"> Umrah Pilgrim Experience Indicator. Hajj Pilgrim Experience Indicator.

Strategic dimension: Services

Cornerstone: Enhancing the quality of services and facilities

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Study and development of crowd management for pilgrims	Ministry of Interior	Fostering streamlined procedures in crowd management services by improving the experience of pilgrims, raising the level of safety, reducing risks of large clusters of people, and raising the smooth movement of crowds in line with international practices.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Development and Improvement Project at Prince Mohammad Bin Abdulaziz International Airport(MED)	General Authority of Civil Aviation (GACA)	Raising quality standards and improving services and facilities at Prince Mohammad Bin Abdulaziz International Airport(MED), with regard to screens, toilets, and lounge chairs.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Implementation of the infrastructure for bus lanes and stations for the bus project, the first phase of the bus transport network in Makkah	The Royal Commission for Makkah City and Holy Sites (RCMC)	Transport Infrastructure Development in Makkah, which helps reducing bottlenecks and increasing the smooth movement in line with the increased number of pilgrims.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Supervising the contract for the infrastructure implementation of the bus project in Makkah	The Royal Commission for the Holy City of Makkah and the Holy Sites	Increasing the quality and streamlined serving of pilgrims while supervising the bus infrastructure contracts and the supply, installation, maintenance and operation of buses in the Holy City of Makkah.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Implementation of BRT (2+2A) Bus Rapid Transit Line	Al Madinah Region Development Authority (MMDA)	Raising quality standards and enhancing the capacity and options of public transportation in Madinah, in order to facilitate access to various destinations and gain easy access to the movement of pilgrims in Madinah.	<ul style="list-style-type: none"> • Umrah pilgrims experience indicator. • Pilgrim Experience indicator.



Cornerstone: Enhancing the quality of services and facilities

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Developing the guidance system in the central region of Madinah	Al Madinah Region Development Authority (MMDA)	Improving the mobility experience for vehicles and pedestrians and facilitating access in the central area while developing and enriching the experience in line with the identity of Madinah, and improving and upgrading pedestrian and vehicle lanes through the design of a guidance system.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
roadway improvement Initiative in the Central District of Madinah	Al Madinah Region Development Authority (MMDA)	Raising the quality of services for the pilgrims through the planned roadway improvement of the central area of Madinah for pedestrians, setting up a notice board and lighting poles, while maintaining a homogenous identity.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Study and development of pedestrian services in the central area in Makkah	The Royal Commission for Makkah City and Holy Sites (RCMC)	Improving the movement quality in the central area of Makkah to facilitate pedestrian movement and to raise the smooth flow of vehicles to the areas surrounding the Grand Mosque.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Parking facilities services and the use of public transport (first stage: Kudai parking area)	The Royal Commission for Makkah City and Holy Sites (RCMC)	Facilitating and improving the experience of vehicle access to the Grand Mosque by setting a comprehensive development plan for services and facilities in the Kudai parking areas in Makkah, in order to raise their quality and make optimal use of them.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Organizing and developing bus stations located around the campus	The Royal Commission for Makkah City and Holy Sites (RCMC)	Facilitating and improving the experience of vehicle access to the Grand Mosque by setting a comprehensive development plan for services and facilities at 5 bus stations in Makkah, in order to raise their quality and make optimal use of them.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Children's nursery project in the perimeter of the Prophet's Mosque	General Presidency of the Grand Mosque and the Prophet's Mosque	Facilitate the families' visit of the pilgrims to the Prophet's Mosque by providing the necessary childcare services for the pilgrims.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.

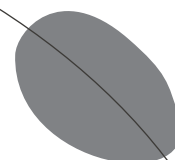
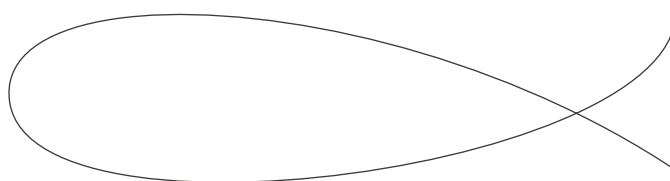
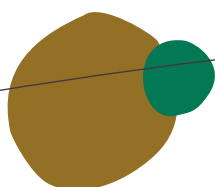
Cornerstone: enhancing streamlined Procedures

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Facilitating security procedures at airports	Ministry of Interior	Reducing waiting time, reducing the risk of spreading epidemics and diseases, and enabling airports to accommodate a larger number of pilgrims in a shorter period of time, coinciding with the increasing target numbers of pilgrims.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Makkah Route Initiative	Ministry of Interior	Facilitating the entry procedures for pilgrims by setting up centers at their airports to finalize entry procedures prior to arrival in the Kingdom, which might be useful for shortening waiting times for pilgrims at the arrival airport as a step to raise the smooth arrival procedures at these airports.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Finalizing check-out procedures for pilgrims from their points of origin	General Authority of Civil Aviation (GACA)	Facilitating procedures for the benefit of pilgrims upon the completion of travel procedures for pilgrims from their residences. It also provides the pilgrim with the possibility to issue the boarding pass from their residence and check-in their departure automatically before arrival at the airport.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Re-engineering procedures, modernizing air transport systems, and studying the development of the joint management system for ports related to pilgrims	General Authority of Civil Aviation (GACA)	Enhancing the smooth procedures at airports serving the pilgrims, improving the procedures that the pilgrim goes through, and raising the level of coordination and integration between the bodies operating in the airports to receive pilgrims.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Developing the digital system to manage and follow up the movement of pilgrims at the airport contact points	General Authority of Civil Aviation (GACA)	Improving the smooth procedures and the quality of services by empowering decision makers at airports to identify the locations of bottlenecks and take the necessary corrective measures, while displaying the expected wait times for passengers at the various stages of the journey at the airport sections.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Getting pilgrims for Hajj and Umrah more physically fit before arriving in the KSA	Ministry of Health	Allowing the delivery of optimal health services to the pilgrims. Reducing waiting times for health procedures at the ports, and promoting integration in linking data between the Ministry of Foreign Affairs, the Ministry of Health and the Ministry of Hajj and Umrah.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.



Cornerstone: fostering the spirit of Hospitality among employees

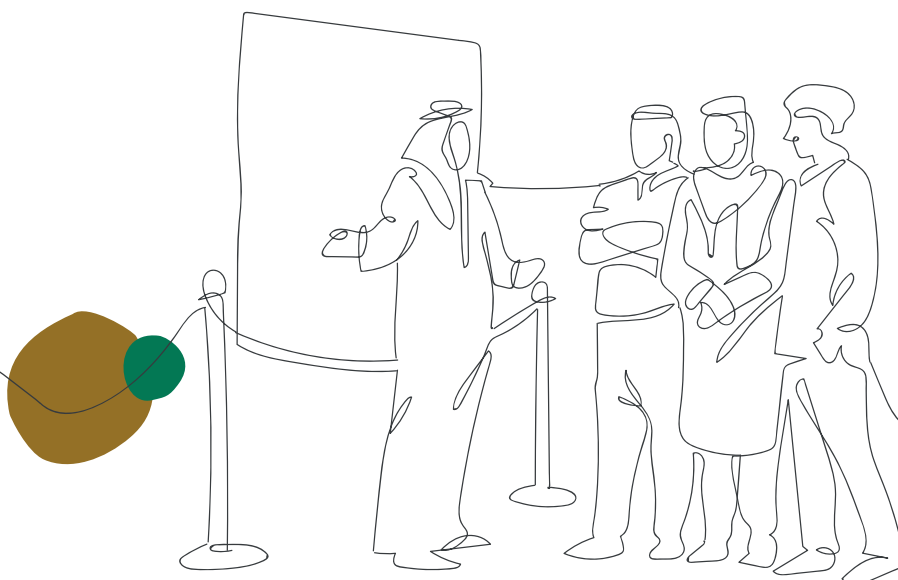
Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Setting the target groups of front desk employees in terms of serving pilgrims and analyzing the capacity-building programs to develop the interpersonal skills and hospitality	Ministry of Tourism	Empowering stakeholders associated with serving the pilgrims to raise the quality of services delivered for pilgrims, and fostering interpersonal skills and hospitality for front desk employees to serve pilgrims.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
offering online training for employees operating in the Hajj and Umrah sector	Custodian of the Two Holy Mosques Institute for Hajj and Umrah Research	Developing the culture of Hospitality and promoting welcome as a Way of Life in terms of delivery and Development of Human Resources Competencies operating in the Sector and fostering Skills That Drive Performance among employees in Hajj and Umrah.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
offering Training center for employees operating in the Umrah sector	Ministry of Hajj and Umrah	Improving manpower efficiency, with a core focus on enhancing practices throughout the Pilgrim journey to raise the quality of services and the level of satisfaction.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator



Strategic Dimension: Sector Sustainability

Cornerstone: Improving the participation of the private and non-profit sectors

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
The initiative of building the information platform and the national statistical guide for the tertiary sector for pilgrims	General Authority for Statistics (GaStat)	Improving and delivering diversified services for the pilgrims and paving the way for increased contribution of the private and non-profit sector, government agencies, individuals and organizations by facilitating access to investment data in the sector and the requisite statistics for decision-making.	<ul style="list-style-type: none"> • A potential initiative to put in place financing and forge partnerships with the private sector.
Developing investment opportunities for investors in the Umrah sector	The Ministry of Investment	Fostering the role of the private sector to act as a partner in the implementation of Projects and Initiatives that serve the pilgrim and achieve spending efficiency by making optimal use of partnerships with the private sector and developing potential investment opportunities in the relevant sector.	<ul style="list-style-type: none"> • A potential initiative to put in place financing and forge partnerships with the private sector and contribute to macroeconomic indicators.
developing human capacity-building in the non-profit sector and enhancing coordination and integration	Ministry of Human Resources and Social Development (MHRSD)	Enhancing and developing human capacity-building for non-profit organizations in terms of serving the pilgrims, building optimal employment standards and qualification of employees.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.

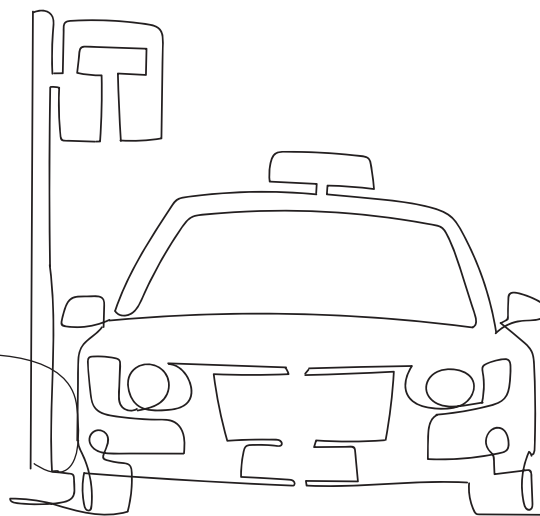




Strategic dimension: Enablers

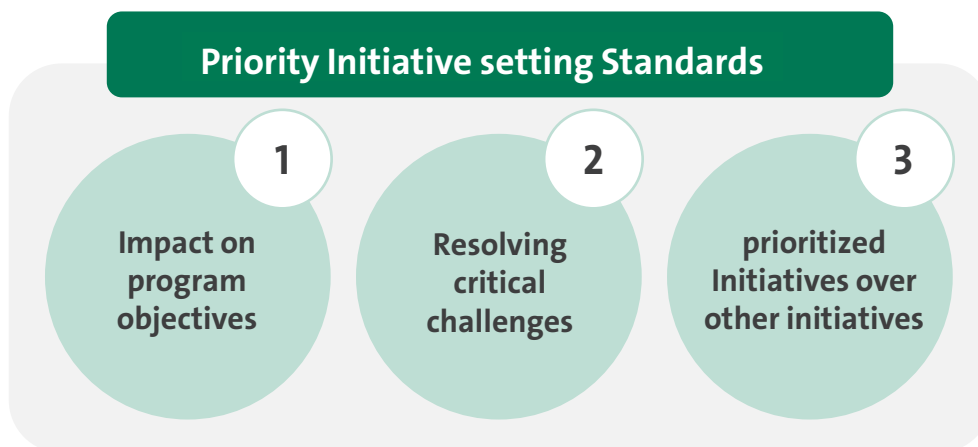
Possible initiatives

Initiative name	Initiative Owner	Initiative Impact	Related Key Performance Indicators (KPIs)
Completion of the direct highway linking King Abdulaziz Airport and Makkah	Ministry Of Transport And Logistics Services.	Reducing travel time to Makkah and facilitating access to the Grand Mosque and the holy sites from the main port of arrival for pilgrims.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Completion of the highway linking Makkah with Taif, Riyadh and the east of the Kingdom	Ministry Of Transport And Logistics Services.	Reducing travel time to Makkah and facilitating access to the Grand Mosque and the holy sites.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.
Completion of the road separating the movement of trucks from the main highway for the pilgrims from Jeddah to Makkah	Ministry Of Transport And Logistics Services.	Reducing bottlenecks and increasing the smooth movement on the main road leading to Makkah.	<ul style="list-style-type: none"> • Umrah Pilgrim Experience Indicator. • Hajj Pilgrim Experience Indicator.



Prioritized Initiatives

The Program identified 26 priority initiatives according to the following criteria:



The Program is designed to assess all initiatives according to the above criteria, identify the impact on the targets, and learn whether the initiative covers or resolves a critical priority challenge for the Program that requires quick response or offers more opportunities for impact.

Dimension	Initiative Name	Initiative Owner
Pilgrim Categories	Launching programs to increase Umrah opportunities for a large spectrum of Muslim communities	Saudi Tourism Authority
	The awareness raising e-platform for pilgrims	Ministry of Hajj and Umrah
	Increasing the capacity of air transport flights available to pilgrims	General Authority of Civil Aviation (GACA)
Sector Sustainability	The initiative to build the information platform and the national statistical guide for the service system for pilgrims.	General Authority for Statistics (GaStat)
	Enabling and organizing volunteering for the benefit of pilgrims in Makkah and Madinah	Ministry of Human Resources and Social Development (MHRSD)
	Developing the capabilities of the non-profit organization and enhancing coordination and integration.	
Destinations	The infrastructure fit-outs, improvement and upgrade of the historical Islamic and cultural heritage sites that are disincentive to investment in Madinah.	Al Madinah Region Development Authority (MMDA)
	The infrastructure fit-outs, improvement and upgrade of the historical Islamic and cultural heritage sites that are disincentive to investment in Makkah.	The Royal Commission for Makkah City and Holy Sites (RCMC)



Dimension	Initiative Name	Initiative Owner
Destinations	The initiative to develop the site of the Battle of the Trench and its surrounding area.	Al Madinah Region Development Authority (MMDA)
	Development of the Battle of Uhud Site (Master of Martyrs)	
	The Prophet's Migration Path	The Royal Commission for Makkah City and Holy Sites (RCMC)
	The development of Islamic historical and cultural sites in the holy Places.	
	Project to improve the experience of the older people and persons with disabilities at the courtyards of the Prophet's Mosque.	General Presidency of the Grand Mosque and the Prophet's Mosque
	Develop content for Islamic historical and cultural heritage sites in Madinah and Makkah.	Ministry of Culture
Services	The Construction and development of monitoring and control systems in the Two Holy Mosques and the holy Places.	Ministry of Interior
	Re-engineering procedures, modernizing air transport systems, and studying the development of a joint management system for ports related to pilgrims.	General Authority of Civil Aviation (GACA)
	Study and development of crowd management for pilgrims.	Ministry of Interior
	Implementation of the infrastructure for bus lanes and stations for the bus project, the first phase of the bus transport network in Makkah.	The Royal Commission for Makkah City and Holy Sites (RCMC)
	Implementation of BRT (2+2A) Bus Rapid Transit Line	Al Madinah Region Development Authority (MMDA)
	Determining the target groups of workers in the front lines in the service of the pilgrims and analyzing the rehabilitation programs to develop the skills of dealing and hospitality.	Ministry of Tourism
	Study and development of pedestrian services in the central area in Makkah.	The Royal Commission for Makkah City and Holy Sites (RCMC)
	Makkah Route Initiative	Ministry of Interior
	Parking facilities services and the use of public transport (first Phase: Kudai parking Area)	The Royal Commission for Makkah City and Holy Sites (RCMC)
	Organizing and developing bus stations located around the Grand Mosque	The Royal Commission for Makkah City and Holy Sites (RCMC)
Carrying out the contract supervision for the infrastructure implementation of the Bus Project in Makkah	The Royal Commission for Makkah City and Holy Sites (RCMC)	
Facilitating security procedures at airports	Ministry of Interior	

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Pilgrim Experience
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