

INSTITUTIONAL AND HUMAN RESOURCES CAPACITY NEEDS IN SAUDI CITIES: results of a rapid training needs assessment.

FUTURE SAUDI CITIES PROGRAMME



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‘Without strong institutions and well-trained and capacitated staff, who is equipped with knowledge, skills, know-how and urban management instruments to respond adequately to the challenges derived from urbanization and the demands of cities and its citizens, it is nearly impossible to assure that cities become a sustainable place to live and work in dignity and peace’. (C. Acioly, UN-Habitat, 2013).

‘With the human capital and financial resources that are available in the country, there is no reason why the Kingdom of Saudi Arabia should not be able to create the institutional capacity and the incentives to attract the brightest and the best of its national technical and professional cadres, strengthen the institutional and human resources capacity and turn Saudi cities into vibrant, innovative, inclusive and sustainable places to live and work, cities that are governed by effective organizations led by competent and well-trained urban managers and planners. (C. Acioly, TNA, 2015).

INSTITUTIONAL AND HUMAN RESOURCES CAPACITY NEEDS IN SAUDI CITIES: results of a rapid training needs assessment¹

1. Introduction

Simply said, a Training Needs Assessment, commonly referred to as TNA, sheds light on **(1) why training is needed, (2) who is to be trained and (3) in what subject or competences should these people be trained.** Answering the questions WHY, WHO, WHAT, WHEN and HOW is an important task when undertaking a TNA in a national government agency, city government or any organization that aims at excelling in its core mission. Different reasons trigger the decision to undertake a TNA such as the awareness of shortcomings in programme and product delivery, inefficiency in resource utilization, client dissatisfaction and loss of market share, just to mention a few. The belief that training can effectively address these issues leads to the decision to undertake a TNA. There are also different methods and approaches to conduct a TNA. And each situation and conditions will determine the rationale for opting for a TNA and the most suitable approach to carry out this diagnosis in organizations that range from focus group meetings, site visits, questionnaires and interviews to assessment of current and required competences vis-à-vis policy goals, etc. Combining approaches and methodologies will enhance the results of the TNA.

Why training is needed? A new policy or new approaches adopted by a government or organization requires new competences, skills and knowledge that might not exist amongst its cadre. A new programme dealing with infrastructure, urban planning, or any other area that is introducing new approaches or seeking for more efficiency in delivery or planning might demand different capacities to accomplish the expected results. Training can be a response to resolve this. Performance shortcomings and the manifestation of clients' dissatisfaction lead organizations, local governments and central government agencies to pursue training as a way to improve their human resources capacities, improve their competences and develop new skills which are likely to improve the institutional and organizational capacity of the organization where they work and overall improve careers' perspectives of the personnel involved in this effort. Training can help improve institutional response. There must be a reason clearly identified for when designing training as a response to institutional, organizational and individual performance shortcomings. But if this is taken in isolation and neglect the close relation between training and organizational and institutional development it is likely that training will fall short in delivering the expected changes in organizational behaviour and institutional efficiency. Therefore, a capacity building strategy is desirable and necessary to address both individual and institutional related performance issues.

Who should be trained? Because shifts in policies, approaches and strategies influence changes in and actually require different attitude from those involved in the planning, management, implementation and monitoring of the processes and outcomes of new policies, programmes and projects, it is those who hold any level of responsibility who will be automatically identified as potential target group for training. Senior decision makers, managers, project staff, planners, operational managers, elected officials are all amongst the target group of training when it comes to local governments and city planning and management.

What should they be trained at? Defining what these target groups need to learn, develop, acquire and be informed of is another important task of the TNA given that training is designed to tackle

¹ Report prepared by Claudio Acioly, head of the Capacity Development Unit of UN-Habitat. It draws on conversations and interviews with key stakeholders in the urban sector as well as site visits to different cities in the Kingdom of Saudi Arabia and orientation workshops conducted in 3 different cities. These are conclusions and testimonies based on participant's observations.

shortcomings in skills, knowledge and attitude. It is assumed that those who are trained will improve their performance that are likely to impact on improvements in clients' satisfaction, efficiency in the use of resources, improved delivery of programmes and projects and the overall organizational performance of their institutions.

In Saudi Arabia, the Ministry of Municipality and Rural Affairs, herein refer to as MoMRA, is partnering with UN-Habitat in the development and implementation of the Future Saudi Cities Programme. The Programme aims at the development of a new vision for the Saudi cities, one that seeks a sustainable urbanisation path and provides useful guidelines to increase their sustainability, prosperity, inclusion, productivity and economic growth. The programme also aims at providing opportunities for Saudi cities and their technical cadre, Saudi professionals, officials and decision makers to strengthen their capacity to manage and plan their cities towards these goals. The programme stimulates a reflection about Saudi practices in urban planning, urban management and monitoring of urbanization. It does so by providing opportunities for analysing existing trends, urban legislation, urban plans and results in a rigorous manner that utilizes contemporary methods, applied research, data and indicators via the development and deployment of the City Prosperity Index – CPI.

If the partnership MoMRA-UN Habitat is to be successful, at the end of the Future Saudi Cities Programme, it is expected that national, regional and local policy making will be better informed and strategic plans and projects will be better coordinated at the local level. MoMRA has expressed its intention to decentralize responsibilities from central to local level and empower the local level of 'amanats' and 'baladias' to plan, design, implement and manage different levels of urban development plans in line with the sustainable urbanization path outlined above. The Future Saudi Cities Programme is expected to strengthen this capability through different types of capacity building activities since this policy will require shifts in various levels of urban planning and urban management practice. It will demand a sustained capacity building process to enable those working at that level to assume the new tasks and responsibilities and acquire the necessary skills and know-how to meet MoMRA's expectations.

The TNA is undertaken in response to these shifts in policy and it is part and parcel of the Future Saudi Cities Programme. It takes into account current policies of the Saudi Government, the goals and ambitions of the National Development Plan, the needs of the Saudi Future Cities Programme and the shortcomings identified through the meetings held with staff from MoMRA and different cities as well as bilateral discussions with individuals from different organizations. This report also draws on the analysis of policy documents and the observations and conclusions drawn from these encounters and reading materials.

This TNA was undertaken during an intermittent period from September 2015 to April 2015. It comprised of meetings with different senior staff from MoMRA, conversations and meetings with different institutions and individuals working in different types of organizations in the urban sector, field visits to the cities of Buraydah, Anyzah, Dammam, Qatif, Jeddah and Riyadh (ADA) Jeddah. During the months of February and April, orientation workshops were conducted in Dammam, Buraydah and Riyadh (ADA) and this was coupled with in-situ questions and answers and bilateral discussions with large groups of government officials. Some of the visits carried out to these cities were accompanied by Abdulelah Alsheikh, senior advisor of the Future Saudi Cities Programme, and Khaled Al-Nefae, Director of Research and Studies, MoMRA.

The TNA mission acquired a broad view and first insight of the capacity development challenges in the Kingdom drawn on site visits and interviews but faced different obstacles and was hindered in many ways. The individuals and organizations with whom the TNA mission met during this period

welcome UN-Habitat and the TNA initiative of the programme. They shared their views and experiences and expressed areas of concern about the broad theme of urban development in Saudi Arabia as well as in terms of available institutional and human resources capacity. This provided a rich and wealth of information for the TNA. However, the TNA mission was significantly hindered by the absence of an official letter introducing UN-Habitat and its staff in charge of the TNA. Such official letter of introduction was demanded by all organizations and individuals of the public sector who were contacted by the TNA mission. This proved to be essential for the organization of the work and scheduling of the visits to different organizations and cities and for confirming meetings with government institutions. An English & Arabic letter was later produced by the senior advisor of UN-Habitat, Abdulelah Alsheikh, who used his professional contacts to arrange for visits and meetings. This letter in English and Arabic served the purpose in most of the cases except in the city of Abha when the TNA mission was compelled to divert travel back to Riyadh because the authorities declined to receive UN-Habitat until an official letter from MoMRA would be received. Furthermore, time and duration of the meetings were compressed and shortened due to agendas and practices of our interlocutors which inevitably decreased the depth of the interviews and in-situ analysis.

2. Capacity Building and the Urban Development Context: why training is needed.

The urban population of the Kingdom of Saudi Arabia has doubled in size during the last 20 years. This remarkable urbanization has been accompanied by a significant investment in infrastructure and the consolidation of an oil-based economy that has boosted the overall national development in the Kingdom. Cities have played an important role in the diversification of the economy where concentration of people, business and a growing service economy has concentrated, many in support to the oil and petrochemical industry. The population of the 10 major cities experienced high annual growth rates during the last two decades, above 2 %, with Riyadh, Buraydah and Dammam growing nearly 5% per annum during this period. Since 1970, this growth has been guided by 5-year national development plans-NDP's. The total number of urban centres has more than quadrupled during the last 30 years. The 9th NDP (2010-2014) and 10th NDP (2015-2019) lay down the vision for the urban future of the Kingdom.

The analysis of these plans reveals the need of particular skills, knowledge and know-how of those in charge of its implementation both at the national and local levels, especially when considering the emphasis on achieving a balanced development that can minimize the risk of concentration of rapid urbanization only on a few cities. The NDP's promote the diversification of the economy, growing support to the development of a knowledge and informational economy, with strong private sector participation. One of the main concerns of the NDP's is to reduce regional disparities within the country, decelerate internal migration towards the major cities and share the benefits of economic and social development amongst all the regions in the country. This will enable the Kingdom to reduce regional disparities in infrastructure, social services, living standards and job opportunities. The de-concentration of population growth and economic activities with the promotion of development corridors are spatially defined in the 2001 National Spatial Strategy which has been regularly reviewed and updated. Thus a more prominent role for cities and particularly intermediate cities (medium and small sized) to absorb population and economic growth calls for active role of urban policy makers, planners, urban managers and decision makers.

Thus the planning and management of the territory and the preparation of the urban landscape to accommodate emerging social, economic, cultural and demographic demands becomes critical for a sustainable urban future of the Kingdom. This requires a mix of spatial, economic, social and environmental planning knowledge and the type of skills that combines the ability to strategize, involve different stakeholders and disciplines, and anticipate economic, social and spatial needs while predicting possible risks derived from an increasingly volatile globalized economy. Training can help in creating the pragmatic, practical and problem-solving skills amongst the human resources placed in national and local government agencies that are responsible for these tasks. But it is equally important to analyse the organizational and institutional capacity to respond to these challenges and new ways of working in the future. One might consider tackling training needs simultaneously with the re-organization of municipal/local governments in the way the Municipality of Jeddah is currently undertaking. It is worth noting that the Municipality of Dammam is also undertaking an organizational review in order to restructure its organizational and institutional structure and achieve excellence in service provision. It was not clear whether training and competence assessments were included as in the case of Jeddah. Nevertheless, an incremental and sustained approach to human resources development and the strengthening of institutional capacity is desirable.

From Habitat I (1996) to Habitat II (2016), the Kingdom of Saudi Arabia witnessed the development of significant number of plans, statutory and normative plans, coupled with land use ordinance and detailed plans. These have been produced by national and local governments (by MoMRA alone and/or in cooperation with the major municipalities in the Kingdom) in a rather centralized,

normative and physical planning-oriented manner. These plans overemphasized the design of urban structures and spatial plans with a strong influence of individual-motorized modes of transportation, showing influences of road engineering and conventional master planning.

Decentralization and empowering of local governments are relatively recent policies and strategies. MoMRA has the intention to decentralize urban planning and design to the local level but stumbles into the lack of capacity of the local technical and managerial cadre to fully undertake the tasks at hand. The delegation of authority in planning (detailed plans, land use, land subdivision) remains as intention. Often these plans are commissioned to consultants, national and foreign firms, and are submitted by the local governments (amanats/municipalities and local authorities/baladias) to MoMRA for approval. Thus MoMRA retains the responsibility to finalize and approve plans for large parts of the territory of the kingdom. However, MoMRA does not detain the sufficient capacity to respond adequately to the demand from the various parts of the kingdom for land-use planning, urban planning, urban design, detailed plans and all the associated norms and regulations. Submissions to MoMRA are reported to consume time for revision, amendment and final approval leading to a significant backlog of plans and reports to be approved and processed. This significantly delays the enactment of these plans and hinders the delivery of land use plans to enable urban development and consequently deters public and private investments. Therefore there is an overemphasis on submissions for land subdivisions, assuming that it is less complex, which is likely to increase dramatically when the multi-billion dollars housing policy becomes fully operational. The current 'housing crisis' is likely to upscale public and private investment in the housing and real estate sectors resulting in greater demand for urban expansion and quick land delivery for housing developments. It is likely to bring trickle down effects on prices and economic development in cities.

This scenario raises important elements for capacity building. One is about the need for institutional and policy coordination at the national and local levels and the required knowledge and know-how on housing and land markets that directly influence urban planning and urban management. Knowledge about locational theories, legal instruments, property rights and land management tools and instruments will be required by planners, urban managers and decision makers. Another is about the dual capacity challenge to be addressed in MoMRA. One aspect of this is about the quantity and profile of staff needed in MoMRA to enable quicker release of submissions for approval and the other aspect relates to the knowledge and skills of current and future staff (including short-term consultants) which needs to be assessed in view of the current demands of the work and the level of familiarity with contemporary theories and practice of spatial planning, urban planning and design.

Interviews carried out within the framework of this TNA assignment help to get a glance on the planning process in the Kingdom of Saudi Arabia. In retrospective, since the Doxiadis' physical plans of the 1960's, Saudi cities embarked into a phase of 'comprehensive development plans during the 80's and strategic plans in the 90's. This phasing in type of planning and plans reveals an intention to improve effectiveness and quality of the plans but the planning process remained centralized to date. The emphasis has been on the physical and spatial plan of the cities, land use plans and statutory plans that created a generation of plans that prioritized individual cars in their mobility and circulation foundations. Consultants are commissioned to prepare the master plans for the different cities, an outsourcing practice that began in the 1980's which reproduced similar plans and approaches. Local Authorities (Baladias) are commonly not involved in the making of the plans while the Municipalities (Amanats) commonly commission the preparation/design/formulation of the plans and the studies to support their decisions. The Municipalities do that on their own and with little coordination and consultation with MoMRA and other actors. In general, the approval process

takes into account the 3 years of plan making but apparently not many of these plans are ever approved and officially adopted in full.

Making land available for the realization of these plans on the ground is another bottleneck. Land ownership documentation seems to be a problem, resulting in multiple claims once a particular plan is announced and particular parcels of land are taken to realize the plan on the ground. Once these claims and conflict emerge, the government uses the Sharia law, gets permission to implement the plan, expropriate and compensate owners based on the principle of public interest. One can assume that this takes time. The relation between the preparation and formulation of an urban plan and land delivery for its realization deserve special attention for capacity building if a new generation of plans need to be developed. It is known that the urban planning profession does not pay sufficient attention to this important detail resulting in plans that are totally disconnected to land markets, land price formation and property rights associated to it. This should be addressed in capacity building in the Kingdom.

Many towns are confronted with the phenomenon of informal land subdivisions and multiple land claims. It is reported that the heads of 'Baladias' act on the assumption that land is available for their cities' plans and apparently overlook ownership rights until it emerges with objections and disputes raised by owners and land holders. This propels spatial fragmentation if plans avoid disputes and implements what is possible showing a disconnection between the urban plans (land use plans, land subdivisions, etc.) and the legal framework governing private property

As indicated above, the process of approval of land subdivisions takes a lot of time and usually faces significant delays. There are about 200 towns that develop their structure plans but the work force to review, improve and approve these plans is comprised of two urban planners, plus recently graduated professionals and technicians from the 'Baladias'. There are no resources for land surveying resulting into plans prepared without sufficient and rigorous site visits. This could be partly overcome by advanced remote sense mapping, satellite imagery analysis, GIS, and other contemporary tools to support planning and design.

Institutionally and organizationally, the management of cities in the Kingdom of Saudi Arabia faces challenges similar to those found in Eastern European countries where urban management inherited the problems of double subordination. Heads of thematic departments in the municipalities report to their mayor and to the respective line ministry. The executive part of the municipalities report to the Ministry of Interior and the elected ones to MoMRA. There are laws regulating their tasks and responsibilities, eg. Regional council law. This requires further research to build a better understanding of the business of running a municipal/local government which already reveal the need for particular capacity building programmes which needs to be necessarily aligned with the current structure and the policies that lead to more autonomy and delegated authorities.

Riyadh is a case of its own because the city enjoyed a particular development that led to the establishment of a High Commission for the Development of Riyadh (1976) led by a board (1982). The Commission has a technical arm, ADA-Riyahd Development Authority, which has delegated authority to manage the planning and envisioning of the city. The centre for planning and projects has something like 250-300 professionals, out of which 80% are Saudis. More research is required to better understand the relationship between the municipal government and ADA particularly in relation to the duties of urban planning, plan implementation and development control. This will likely provide sound examples of current practices, national examples of good practice, suggest elements for capacity building in other cities and unfold areas for further strengthening within ADA and the Municipality.

When it comes to making plans for the cities in the Kingdom, the Department of Local and Detail Plan of MOMRA, for example, has the mission to prepare land use plans, zoning, regulations, urban design, action areas and packages (terms of reference) to outsource these jobs to consultants. It works hand-in-hand with municipalities and local authorities. The department faces a huge challenge given that it has only 7 staff out of which only 2 are Saudi nationals. It has an annual budget of 20 Million SAR but faces a lot of problem to disburse it. According to this Department's experience, the consultants who work with the department and the municipalities are not adequately trained, do not bring cutting edge practices and approaches and deliver products with the quality that are considered below the standards set by the department.

Interviews show that municipalities and local authorities face similar problems. Not only don't they manage to attract top edge consultants but some don't even have a technical staff to prepare the terms of reference-TOR for the work to be commissioned. This results in Terms of Reference-TOR that are not adequately developed and by default result in poor outcomes such as plans and products that are partly or poorly developed although paradoxically meeting the requirements of the TOR. MoMRA has authorized the recruitment of international experts but also to attract Saudi professionals in order to improve the quality and quantity of the plans for the different cities in the Kingdom.

The presence of consultants in the public sector is another area of concern for capacity building and places critical questions about the strategies to strengthening municipalities and local authorities' urban planning and urban management capacity. During the visits to the different cities it became clear that far too many tasks and responsibilities in the municipal administration are taken by consultants², most of them of foreign origin and coming from Arab speaking countries. In a meeting organized with different departments in the municipality of Buraydah that was attended by 35 people, nearly 80% were consultants. Despite of the national policies and strategies to recruit and attract Saudi professionals to the public sector governing the cities in the Kingdom, the reality shows a different picture. There are little incentives for Saudis to join and remain in government. It was reported that the private sector offers double the salary for a young and recently graduated professional in addition to provide supplemental benefits for housing, car/transport and other social benefits. The Municipality of Jeddah through its 'Organizational Transformation Project' aims at addressing this problem and embarked into a thorough reorganization. It has reviewed its current structure, operations, personnel and current capacity and started addressing the discrepancy between duties, job descriptions and current competences of the labour force, the organizational requirements and the salary scales. It is a laudable initiative and the presentation to the TNA mission showed a top-notch analysis and propositions. This example shows a path that should be followed by the municipalities and receive full support from MoMRA as it will strengthen the ability of the cities to plan and manage its future with its own human resources, attracting the best and the brightest of Saudi professionals.

Capacity building and training of municipal staff stumbles into these three solid blocks: (1) the presence of large number of consultants in the municipal administration occupying key positions in the planning and management structure of local governments, (2) the quality and competence of consultants which affects the overall outcomes of plans, designs, solutions, approaches and

² A decision needs to be made about the inclusion or exclusion of consultants from the target groups for training. If consultants are on a long-term contract, and have acquired a sufficient institutional memory and knowledge of the institutions where they work, it might be desirable to include them as target of training and capacity building. This will ensure that new ideas, approaches and experiences are brought to their work as a cross-fertilization that can improve quality and content of their inputs. Cities and organizations may benefit from it despite of investment on an individual who is not a government staff. Training could become a certification for consultants to continue working in the programmes where they are commissioned to.

strategies, and (3) the lack of incentives for Saudi professionals to join and remain in service of the public administration in cities.

The Local Urban Observatories are faced with similar challenges. The large number of consultants involved in data collection, retrieval, analysis and reporting is noticeable. The Observatories carry out data collection on a regular basis and seem to utilize the UN-Habitat Urban Information Methodology and Guidelines for defining the indicators and their respective definitions and modes of collecting information. The impression is that there is neither a demand from local governments to whom they report to create new datasets and other information required for strategic planning of cities, nor exists an active attitude from within the Observatories to get out of the box with innovative surveys and approaches. It could be that they follow strictly their Terms of Reference defined in the contracts that commissioned the work. The impression is that they work reactive rather than pro-active. In Buraydah, for example, the Observatory carries out annual household surveys with a sample covering 5,000 households which provides a wealth of information but the dissemination and release of the results of each sample takes longer than desirable. This has to do with available capacity to analyse and report on large amounts of data and with the policies to make data and information available for all in the city. It became obvious that the Chamber of Commerce in that city knew virtually nothing about the data and information collected, analysed and reported by the Observatory. This is clearly a missing opportunity for both users and producers of strategic urban information which could have an impact on economic development in the city.

The Observatories report facing difficulties to collect data required for populating the data sheet of the City Prosperity Index covering environmental sustainability, urban governance and legislation, productivity, infrastructure development, quality of life, and equity and social inclusion. It is argued that there is lack of information at the city level and the tradition of data collection at the regional and national levels requires a lot of disaggregation. In Buraydah and Riyadh, for example, the Observatories reported facing difficulties to calculate and populate the CPI with economic data such as economic density, employment, city GDP, etc.

The analysis of the urban observatories provides insights on some capacity building needs. On the questions asked in Jeddah, Riyadh and Buraydah whether the Observatories of these cities had evidences that urban planners and urban managers of the municipality actually used their data and indicators for decision making, the responses revealed that the data and information was indeed supplied but there was no hard evidence about correlation with actions and decisions taken on planning and development strategy. Given that traditional planning is earmarked by lengthy data collection for diagnosis rather than using data and indicators for prognosis, forward and anticipative urban planning, it suggests that there is room for strengthening the capacity of planners and decision makers to actually use available indicators and data to support the development of a new generation of plans and associated planning and management processes. Although this requires further research and investigations, it is likely that training on the symbiosis of urban planning and CPI covering amongst other things the spatial analysis and urban design, assessment of the performance of spatial configurations that enable or restrict mobility, promote or demote effectiveness of infrastructure investment, and the analysis of economic and demographic densities for urban prosperity would make great impact on the users, potential users and producers of data.

3. Target Group: who should be trained.

The National Development Plan and the National Spatial Strategy place different levels of responsibilities on both the national and the city levels of government whose capacity need to be strengthened in order to amplify the chances of goals achievement. The regional level is not disregarded but priority is given to national and local levels in this TNA. Simultaneously, the role of MoMRA in local development planning and its current strategy to decentralize and delegate responsibilities in urban planning and management to the local levels indicate that both the capacity of MoMRA and the municipalities and local authorities need to be strengthened if a new way of work and more effective must be realized. **These important government strategies require competences, knowledge, skills and know-how from within its cadre at all levels.** It means that the competences of current staff and the needs for future competences in vital departments need to be carefully assessed, mapped, developed and feed into the design of training and capacity building activities. This competence-based analysis extrapolates the scope of the present TNA exercise but must be considered as a follow-up of this first approach to identify institutional and individual-related capacity gaps, strengths, weaknesses and opportunities.

The TNA mission met with a wide range of organizations and individuals in addition to undertake quizzes during the orientation workshops in three cities to assess participants' motivations, interests, self-analysis of required training and demand for knowledge and capacity building. "Participants' observations" was an important tool to unfold training needs. This does not eliminate a follow-up in depth competence-based TNA. It became clear that the increasing ambition of municipalities and local authorities to have greater saying in matters affecting their jurisdiction and spatial territory put alone significant responsibilities on a range of institutions, units, departments and individuals at the local level who are expected to play a role in the planning and implementation of actions associated to these policies. These must be targeted by capacity building and training initiatives in order to effectively respond to the new responsibilities derived from these policies.

In addition to this, the Future Saudi Cities Programme places a demand on the technical cadre and decision makers of the 17 participating cities, particularly those directly involved in the key development areas of the programme such as the (1) formulation of (well-informed) urban policies and monitoring and assessment of urban policies, (2) collection of data, retrieval and analysis in support to urban planning and design, (3) ; financial management and municipal investment planning, (4) inclusive planning and management vis-à-vis youth and women, (5) urban planning and land-use ordinances, (6) spatial analysis and spatial and territorial planning and (7) the organization and implementation of an overall urban management system.

Furthermore, in order to be accurate on defining the target groups, it would be recommended to review the entire decision chain on the management and planning of Saudi cities. This will help in the identification of the key organizations involved in the various stages and levels of this decision making chain which ultimately will shed light on which institution and who should be targeted and be subject to capacity building and training. The work currently being done by the ex-Institute of Local Government now renamed Prince Sultan Center for Innovative Government is an excellent initiative and provides a rich analysis of the urban institutions, their mandates, institutional history, responsibilities and levels of interfaces with others. The TNA mission got a very good presentation of the study/research being conducted by Saudi nationals with foreign technical assistance and learned a lot about institutional history of the government of the Kingdom of Saudi Arabia. Cooperation with these types of institutions is desirable and recommended. The national-regional-local relations are important elements to be considered for a comprehensive TNA. Different ministerial departments and their cadre should be considered as to maximize team building, strengthen understanding of each other's missions and bottlenecks, and collectively develop knowledge and

approaches to tackle the challenges identified in different levels and stages of national-local-regional development processes.

Specific departments of MoMRA play a critical role in this chain as well as the various departments of municipalities and local authorities, particularly those involved in urban planning, land management, investments and building/development permits that have a direct impact on the territory of cities. Some institutions like the urban observatories and general organizations for infrastructure provision are also involved at a certain stage in this chain and must be included in training and capacity building responses. Urban planners of the Ministry of Municipality and Rural Affairs-MOMRA and their partners are critical groups to be trained. Staff and departments involved in finance, planning, as well as academicians from universities, and practitioners working with and for municipalities are amongst those whose capacity, knowledge and skills should be strengthened. The TNA mission received recommendations from different interlocutors to consider involving staff from the Ministries of Finance, Planning and Housing. The latter has a sizeable budget and is under pressure to deliver a significant amount of housing that will have an enormous impact on cities and urban development in the Kingdom. The municipal councils, elected leaders, and the committees of the master plans, play an important role in the improvement of quality and effectiveness of urban plans in KSA. Thus they must be included as groups that need capacity development.

If the goal is to create a new generation of professionals, new ideas, new plans and out-of-the-box propositions that can help address effectively the challenges faced today and tomorrow by Saudi cities, one should consider targeting training to state and non-state stakeholders in order to mobilize the brightest and the best of Saudi professionals. Each target group and each level of responsibility, from senior decision makers to junior programme staff, will require a different modality of knowledge building and type of training and capacity building. Various forms should be considered such as peer-to-peer learning, technical visits to best practice cities abroad, knowledge exchange and policy dialogues, in-house workshops and urban dialogue sessions, in-class training courses, orientation workshops, problem-solving oriented and tailor-made courses.

Table 1: Target Groups for Training

Stakeholder	Who is to be trained ³
1. MoMRA	Heads of departments. First priority given to staff working in the Deputy Ministry of Land Management and Territory (property, surveying, mapping), Deputy Ministry of Planning and Programs (expropriation, compensation, statistics, investment, administration of planning), Deputy Ministry Technical Affairs (studies, operation, maintenance, building code, norms) and Deputy of Municipal Affairs (urban planning, urban studies, transportation, design). Consider the senior managers; urban planners, architects, urban designers, and engineers; staff from departments

³ For different reasons, target groups must be identified and selected in close cooperation with MoMRA. Different levels of seniority, responsibility, experience and levels of government will require different modalities and type of training as well as peer-to-peer learning. A decision needs to be made about the inclusion or exclusion of consultants as part of the target group.

	involved in municipal finance and budgeting, investment and land allocation; consultants ⁴ on a long-term contract working for and with the ministry.
2. Municipalities - Amanats	Heads of departments/mayors; priority should be given at the first stage to municipal staff working in the departments of municipal services such as town planning, infrastructure, construction and development permits, lands and property, environmental services, public transport. Municipal staff working in investment, urban heritage, and 'strategic projects' should be considered herein. Staff of sub-municipalities as well as their senior managers and decision makers should be included herein. The multi-disciplinary character of training should be considered when defining target groups.
3. Local Authorities - Baladias	The heads/mayor of Baladias. Senior and junior staff working on municipal services and departments dealing with the planning and management and operation of municipal services affecting directly the territory, public space and infrastructure.
4. Municipal Councils	City leaders advising, approving, discussing and analysing municipal projects and initiatives. Those working with interest groups such as youth, women, elderly, homeowners, property developers.
5. Development Authorities e.g. ADA	Specific groups of urban planners, technical and policy advisors, think tank members, and managers of large scale planning exercises.
6. Urban Observatories	Core team members of urban observatories comprised of statisticians, data analysts, rapporteurs, GIS experts.
7. Ministry of Housing	Housing policy makers, housing designers, engineers and construction managers, land development specialists, housing finance experts. Particularly those involved in actions in the 17 cities targeted by the Future Saudi Cities Programme.
8. Ministry of Interior	Technical cadre and decision makers of governorates, regional and local councils, Markaz and couties, particularly in those cities/regions where the Future Saudi Cities Programme is expected to target.
9. Universities	Coordinators of research and education on urban planning, design, architecture and environmental management and planning.

⁴ Consultants could be included as target group and participation in training becoming mandatory for getting contracts and extension of commissioned work. Participation in training could become a 'certification/eligibility criteria' to work with MoMRA and municipalities. This could be a transitory solution to strengthen local capacities, bring innovations and improve quality of technical assistance being provided by external parties working with and for different levels of government.

10. Training Centres	Teaching staff.
11. Participating Cities of the Future Saudi Cities Programme	Core team comprised of programme focal points, programme coordinators, core team of staff from vital departments.
12. High authorities	Special attention could be given to mayors, deputy ministers, minister and senior advisors to be part on specifically designed knowledge exchange and best practice analysis.
13. Private Sector/non State actors ⁵	Young professionals working independently in initiatives and projects dealing with improvement in quality of life, citizen engagement, accessibility to sports and cultural facilities, informal settlements, e-governance, etc. Women in general. Members of Chambers of Commerce and Federation of Building and Construction Industry and Real Estate Developers are also interesting groups for particular type of training, especially if their participation and contributions are expected. There are several national/local consulting ⁶ firms who are commissioned by government to undertake urban studies, develop projects, prepare designs, etc. These should be considered as potential target group.

⁵ The Future Saudi Cities Programme has mapped initiatives and identified individuals and organizations that are working in cities on a number of innovative initiatives for women, youth, and community groups that are worth to be considered in future training activities. This will enable local capacities to be strengthened and generate greater sense of ownership of the programme and its propositions amongst a generation of potential future urban managers. Training can give impulse to public-private partnership, public-community partnerships in area-based planning.

⁶ It seems that these private consulting firms are often owned by a Saudi national but are staffed by foreign professionals. Therefore, capacity building and training involving these firms must look at the advantages of transferring knowledge and building capacities of staff working in these organizations especially if they are foreign and their stay in the Kingdom is temporary. How to retain knowledge? How to ensure that the local and national government agencies benefit from this? If levels of commitment, certification, eligibility, contractual conditions can be assured, it might be worth to consider.

4. Themes, Subjects and Competences to be considered: in what should people be trained.

As mentioned in the introduction of this report, a new policy or new approaches adopted by a government or organization can be one of the main reasons to launch a training programme to develop the required competences, skills and knowledge that might not exist amongst its cadre which is one condition to achieve effective and successful implementation of the new approaches and policies. In this, there is a new set of policies and directives in addition to the Saudi Cities Programme that requires also a set of skills and competence for its achievement.

The shifts in policies embedded into the NDP's⁷, the incipient decentralization undertaken by MoMRA and the ambition of the government of the Kingdom of Saudi Arabia to create a sustainable urban future requires a capacity to carry out and hold on to the missions set by these policies. **It calls for efficient and result-based institutions but also individuals who hold a set of competences** and who are innovative, versatile, proactive and technically robust and knowledgeable of the contemporary practices of regional and city planning, urban economics, sustainability and city management. Competences also involve the ability to work across different disciplines, operate within multi-disciplinary teams and be capable to work in cooperation with different stakeholders at the national, regional and local levels.

Problems related to coordination, management and inclusion of other disciplines in the design and planning of urban development plans was commonly mentioned during the TNA mission in areas that include but not limited to land allocation, layout designs, land use planning and legal ordinances, spatial plans and designs and detailed actions and guidelines. Many of the plans focus on the technical dimensions, and these are technically very well formulated and well-presented but the impression is that the social, economic and political dimensions are not given the importance it deserves when compared to successful plans elsewhere in the world. The lack of coordination also translates the inability of different institutions and thematic areas to communicate well with each other within an institutional set-up. It was reported that departments function in a silo and have rare interfaces with others that have direct and complementary contributions to the work at hand. This has been identified during the orientation workshops as well.

Observations give the impression that urban development plans frequently rely on budgetary allocation from central government and on top-down decision making for their implementation and realization. Stakeholders participation is rarely mentioned, let alone consultation with those directly affected by these plans. Different forms of resource mobilization are rarely mentioned. The planning cycle seems to be conventional and dominated by a rather centralized and technocratic decision making process and plan implementation which misses potential contributions from other disciplines, views and insights. More efficiency in the utilization of resources and greater sense of ownership of the plans and their outcomes could be accomplished if these issues mentioned above could be surpassed within the legal, political, institutional and organizational frameworks of Saudi Arabia.

The tradition to commission third parties e.g. consulting firms to undertake the formulation of these plans results in strict time tables, tight budgetary allocation and specific TORs that often eliminate or diminish the opportunity for external consultation and some degree of experimentation. According to some experts from MoMRA, plans have been produced in a similar way and with little innovation for the last 20 years. One could even speak of a vicious cycle. The spatial plan of Jeddah could be an exception of this given the significant attention it gave to coordination with other policies and strategies of the city and the social and economic dimensions, including attempts to reach out to

⁷ Five-year National Development Plans

public consultation and dialogue with the citizenry through public space exhibitions and presentations in Malls in the city for both women and men. Thus, it shows that it is possible to engage with citizens within the cultural and social set-up of public spaces. Though it was not clear how the absorption of the plan by the municipality took place and whether it has been adopted and assumed by the municipal departments as a whole given that it was formulated by a consulting firm placed outside the premises of the municipal government. **Training and capacity building must target the issues of broad-based participation, consultation, and horizontal articulation combined with multi-disciplinary approaches to problem analysis and formulation of strategies and solutions, and innovative forms of resources mobilization** that consider other sources rather than national budget allocation such as land-based finance, fiscal instruments, public-private partnerships, catalytic funds, etc. Involving municipal teams in this type of training and using the city as a case study will ensure that the vision for the future of their city and plans and strategies to realize it can be absorbed and discussed by those who will be ultimately responsible for implementation. Creative solutions could be developed within the existing legal and fiscal framework of Saudi Arabia. This may help to get innovations, creative solutions and different outputs as desired by MoMRA. International and national case studies demonstrating the advantages and disadvantages of different approaches will serve as concrete illustration for enlarging target group's perception, knowledge and skills through in-class cross-fertilization learning tools.

The Kingdom has a national spatial strategy which envisages national development centres that act as growth centres and gateway for development, in addition to regional centres that act as hubs and local development centres. The strategy has an embedded element to consolidate development corridors at a larger territorial scale encompassing a regional development strategy to sustain the national ambitions. The gradual diversification of the economy, the de-concentration of people and economic activities towards intermediate urban centres will find its breeding ground on the spatial territory where economic and productive processes meet with social, economic, environmental and cultural demands. **Professionals involved in these processes must develop competences and acquire** analytical capacity and substantive knowledge on city competitiveness, productivity, prosperity and sustainability applied to urban development so that they can operate within a multi-disciplinary and multi-institutional environment.

The National Spatial Strategy unveils a number of questions that are relevant for capacity building, institutional development and strengthening of human capital: is there sufficient understanding about the roles of local and national levels amongst those individuals and institutions involved in the implementation of this national spatial strategy? Is it sufficiently understood? Are there the needed skills and institutional capacity to carry on and the job in a sustained manner? Do they have the ability to think out of the box and bring about non-conventional approaches to analyse and propose solutions? Are they equipped with the methodologies and tools to analyse, predict and propose development solutions that will maximize policy outcomes? It is not only about regional and local planning but also the economics of development corridors, the rationale of economic clusters, employment generation and the demographic and economic density of places. It is not only about the physical/spatial but the economic dimensions of cities. The outcome should be cities that are truly motors of economic development and social progress and that brings with it a progressive view on urban prosperity that is multi-dimensional and multi-disciplinary and where quality of life and quality of the urban space matter. **In order to understand the challenges and bring forward meaningful propositions and turn Saudi cities into a prosperous, socially inclusive, environmentally sustainable and economically viable, it is essential to develop different types of competences amongst the different target groups such as** the ability to work in multidisciplinary teams, to incorporate other dimensions beyond his/her own expertise, the capability to analyse space, economy and social development in an integrated manner, and bring in Saudi roots that are

embedded into the principles and values of Saudi society while being consistent with the contemporary theories and practice of urban planning, design and management.

Interlocutors of the TNA mission do not always stress land delivery for urban development as an area of concern for the future of Saudi cities which is surprising given that it dramatically affects urban growth, property markets, economic development and the overall development of cities in the Kingdom. It could be that one looks at housing more as a national issue and not as a local government matter though national-local relation is critical for adequate and efficient housing policy implementation. It is unthinkable in today's world to assume that housing delivery will be resolved by central governments alone and perhaps this might be one of the reasons why current housing policy of Saudi Arabia were caught under fire of criticism by the Shoura Council. **It is in the territory of cities, within jurisdictions of local governments, where huge investments in construction and infrastructure takes place, not mentioning the amount of land that must be allocated for this purpose.** Contemporary housing policies acknowledges the important role to be played by local governments which usually defines what is built, where it is built and how much can be built. If it is to succeed, Saudi housing policies should follow this trend. Housing problems can not be resolved by simply making sound plans and defining land for residential use and housing construction. More is needed and training can help develop competences, knowledge and skills in these areas.

It is indeed surprising that the issue is not underscored taking into account the critical housing needs and the huge housing backlog affecting a large part of the Saudi population. This has been recognized by the Saudi Government as a top priority. It has even caused the recent replacement of the minister of housing. Current plans and strategies announced by the government envisage not only multibillion dollars investment but implies the consumption of a sizeable land cover within the urban development boundaries of cities to be used for housing construction in the years to come. The need for basic infrastructure and investments to expand these services will dictated a lot where and when the urban landscape will start to change. All these will have a dramatic impact on Saudi cities in the years to come. The management and planning of this future needs to be addressed today.

This will create pressure for jobs, infrastructure, land, etc. and hit at the core areas of concern of the Future Saudi Cities Programme. The technical cadre, managers and decision makers working in local governments need to develop a good understanding about land and housing markets and how they determine the shape and structure of cities, particularly in places where there is shortage and compressed effective demand like in Saudi Arabia. Also those working in the Ministry of Housing and at the epicentre of the national housing policy should be encouraged to be capacitated and trained in areas that connect the physical planning and design of cities with the urban and land economics and housing and real estate markets. The outcome of this will be that individuals will acquire knowledge and skills that will enable them to formulate take well-informed decisions and formulate evidence-based policies that will bring cohesion and sustainable urban growth in Saudi cities.

Equally, land supply for urban development and housing and the pressure for greater accessibility to affordable housing have a tremendous impact on the future of Saudi cities. Yet, most interlocutors focus on planning and design, and to a certain degree urban management. Interviews and discussions held during the TNA mission reveal the existence of constraints in the existing land delivery system and in the process of supplying land for urban development. The process seems to be complex and this is not well known by urban planners and architects met by the TNA mission. Large tracts of land are being held by few individuals which creates pockets of vacant land in prime locations in Saudi cities which leads to inefficiency and costly urbanization; customary/traditional land ownership of land are respected by local governments while it coexists with Roman-based

property rights regime that are documented and recorded in title deeds. The sharia law provides that privately own land should not be taken for development unless adequate compensation and due process is followed. All these show that housing development is not an easy task in the Kingdom. Multiple interests and agencies, public and private interests, a line ministry under significant pressure to deliver, a huge demand of Saudi nationals currently living under rental housing regime and an increasing demand for housing by a young population are all part and parcel of the housing challenge with an inexorable impact on cities.

The urban population is significantly young and has a huge youth segment that wishes to engage productively in development, get opportunities to appropriate community spaces in the city and turn them into liveable and dynamic places for cultural development and exchange amongst their peers. Nearly half of the total population in the Kingdom is under 24 years of age. Addressing the needs and demands of youth in urban management and city development strategies is critical for inclusive, prosperous, environmentally sustainable and economically vibrant cities in Saudi Arabia. The 9th National Development Plan specifically calls for youth involvement in economic, social, cultural, and environmental affairs and promotes education, training, employment, health and recreation for young people. This policy enshrined in the National Youth Strategy involves multiple national and local institutions, government and non-governmental, for example the Ministry of Economy and Planning, General Presidency for Youth Welfare, Ministry of Social Affairs, Ministry of Culture and Information and the MoMRA have interfaces for the implementation of this policy.

It is clear that all this will take stage in cities where most youth is concentrated. What competences should individuals have to get this policy successfully implemented? What skills are needed? What institutional capacity is required? Human resources must be strengthened to develop skills and knowledge that will enable them to understand the specific needs of young adults in an era of digital information and increasing use of social media, smart phones and the internet by this specific social/demographic group. **Understanding the needs and demands of young adults for ‘virtual spaces’ and ‘physical spaces’ in the city will help to develop competences of urban managers, planners, technical cadre and policy makers** that will enable them to understand this ‘social group’ and undertake participatory and consultative processes to achieve greater inclusion in planning, design, implementation and management of urban development programmes that are fully demand-driven and cost-effective. One needs to think out of the box when thinking about youth and urban development. It is necessary to develop know-how in problem analysis affecting youth in the city, identification of barriers faced by youth disaggregated by male and female, project design and formulation of strategies that ultimately produces economic and social opportunities as well as economic emancipation of youth in cities. This relates to youth as beneficiary and recipient of public policies in the city as articulated in the National Youth Strategy. But one should consider youth as target group for training and capacity building, under the category of young professionals, recently graduated, who should be given opportunity for training and professional development as well.

Another national policy bringing about changes in the urban arena relates to inclusion of women in urban development. The increasing participation of women in the labour market and in the upcoming elections is an important development milestone in the Kingdom. This is consistent with the gradual and progressive participation of women in the urban arena both as recipient of public policies, as resident of neighbourhoods, and as users of public services and amenities in the city but also as active player in governance at the local/city level. **There is a clear policy to enhance women’s participation in municipal elections both as voters and as individuals standing for election as well as in society as a whole.** The 9th National Development Plan has a specific chapter on women in development. This game change is slowly but surely creating new challenges in terms of planning, design, management and operation of public spaces, access and use of public amenities in cities and other public activities. Engaging women in the public policy domain, both in the

formulation and implementation, requires the ability to understand emancipation, principles of gender equality, the modernity and deep roots of Islam in relation to women, the demands of women in the housing and urban planning domains, inclusion in urban management and economic opportunities for both women and men. **It is necessary to develop greater understanding about this complex area of gender equality in the urban space within the cultural context of Saudi Arabia**, the obstacles and opportunities to enable women to realize their right to adequate housing, their right to voice their views and their right to participate in urban plans and neighbourhood development plans; their roles in the home domain and in the neighbourhoods where they live altogether demand an attitude change in all disciplines. Training can be instrumental for this attitude change. How can women be part and parcel of prosperous, inclusive and sustainable cities? They represent nearly half of the population which is an enormous resources that can be used for prosperity of Saudi cities. It is necessary to develop know-how and analytical capabilities to analyse the feminization of urban development, capture differences between discriminatory processes and outcomes and development policies geared towards equality and equity of opportunities and results. This will help to create practitioners, urban planners and urban managers and decision makers who understand the specific needs of both women and men in Saudi cities.

This chapter attempted to briefly outline the ‘urban subjects’ on which people should be trained in Saudi Arabia and the skills and competences that should be developed. In summary, the table below illustrates them.

Table 2: Thematic Areas, Subjects and Competences to be addressed by Training sponsored by the Future Saudi Cities Programme

THEMATIC AREAS	SUBJECTS	TYPES OF COMPETENCE
Urban Management	The management, planning and operation of local governments. The responsibilities for managing and planning the city. The relation between the citizenry and local governments. Public service provision. Issues of efficiency, transparency, accountability in overall public service provision.	The ability to understand and analyse complex organizations and institutional frameworks where decisions (planning, management, operation) are taken. The ability to work across disciplines/sectors with multiple institutions. Develop skills to work cooperatively in multi-disciplinary teams.
	Municipal finance , sources of urban finance, property tax and land-based finance. Instruments to mobilize local/municipal finance for urban development, infrastructure investment.	The ability to understand urban finance from the local government perspective. Develop skills and knowledge in different fiscal tools practiced in the world and their level of adaptability and suitability to Saudi Arabia. Acquire practical skills in the design and application of land-based finance instruments, linking urban planning and municipal finance.
Urban Planning	Participatory urban planning and participatory urban design. Public participation in the planning and design of cities, neighbourhoods and area-based developments. Decision making processes and institutional arrangements for the planning, management and execution of urban plans. Strategies to involve social groups in envisioning, planning, deciding, designing, implementing and managing urban development processes.	Acquire knowledge in participatory urban planning and design and develop practical skills to analyse decision making chains and formulate and execute participatory, consultative and collaborative type of planning. Acquire knowledge about international experiences and their suitability and adaptability to Saudi Arabia.
	Planning and Designing for Prosperous Cities.	Ability to understand urban prosperity and its

	Methods to analyse and assess public policies and city development strategies and their outcomes through set of urban indicators. Use of urban information and indicators for project, programme and policy formulation. Integrated urban planning and design. Spatial, social, economic, inclusive and environmental planning and management for triggering social and economic prosperity and environmental sustainability in cities. Designing and implementing economic development strategies in cities. Urban productivity and social inclusion.	social, economic, environmental and spatial dimensions. Develop knowledge and skills to analyse and assess impact of public policies on the spatial, social, economic and environmental dimensions of cities. Ability to understand and use urban indicators and urban information for strategic decision making in urban planning and design.
Housing and Land Policies	Land Management and land delivery for urban development. Urban legislation for land subdivisions and for land use planning. Land management tools and instruments for inclusive and sustainable urban development. Land markets and land economics. Urban density, efficiency in urban configurations, land parcelling, land prices and land markets.	Ability to understand land delivery and mechanisms to make land available for urban development and urban expansion of cities. Develop understanding of land markets and the economic and legal dimensions of land. Develop the capacity to analyse institutional and legal frameworks governing land. Acquire know-how to formulate policies, plans and projects that consider the land component of urban planning and design.
	Housing policy and housing delivery systems for urban expansion and land development. The organization and functioning of the housing sector and its symbiosis with urban planning and design. Housing design, housing typologies, standards and residential densities in urban planning and design. Housing construction, land for housing, housing markets and finance, linkage housing policy and urban policies and urban planning and design.	Develop a better understanding of the organization of the housing sector and develop skills on how to integrate housing policies and strategies in the practice of urban planning and design. Ability to include housing economics and housing policies into the practice of planning and design. Develop skills and knowledge on planning for different residential densities and housing typologies.
Inclusive Urban Planning and Management	Youth engagement in urban development planning, design and management. Participatory and consultative planning and design. Responsive planning, design and urban management to virtual, social, economic and spatial/physical needs and demands of young urban population. Area-based and community-based action planning with youth organizations. Priority setting and strategic planning for youth engagement.	Ability to understand the needs and demands of youth in the urban arena. Develop methods to analyse youth-specific demands in cities. Acquire skills and knowledge on how to work with, communicate and involve young adults in the practice of urban planning, design and management of urban development plans.
	Women and leadership and women's participation in urban development planning and management. Policies for inclusion and empowerment of women and female leaders in community and neighbourhood development planning, design and implementation. Gender dimensions in housing and urban development.	Dual objectives as recipients of training and being subject of the training. To develop the ability to understand the various dimensions of women's participation in urban planning, design, management and implementation. Acquire skills to analyse policies from the perspectives of women and men. Develop skills, knowledge and know-how of female professionals and future/present female leaders to understand urban management and inclusive and sustainable cities, and be able to formulate policies and strategies.

5. Results of Quiz with Workshop Participants: desired subjects for training and capacity building

There are three ways to define capacity building needs and what needs to be trained. (1) The analysis and review of policies, strategies, and ongoing government programmes and the analysis of their success and shortcomings will determine to a certain degree shortcomings, strengths and weaknesses of institutions and human resources which will help to unpack in what one needs to be trained. (2) Assessing capacity gaps, institutional and individual related performance gaps and determining through a set of methodologies both the gaps in knowledge as well as competences will help to unfold areas for further capacity building and training. (3) One can ask a set of questions to a control group that relates to the potential target group of training and capacity building and come up with a series of thematic areas on which training and capacity building responses need to be designed.

It is useful to look at the opinions of participants attending the events organized by the Future Saudi Cities Programme. **Sixty two (62) participants attending the inaugural workshop of the Programme in Riyadh, May 2014, were asked to respond to an anonymous quiz and express their views on a number of subjects.** See some responses in Annex 1. The majority of this group belonged to the 17 municipalities targeted by the programme (74%) and comprised of heads of departments and senior managers, thus more than half of the group held positions with decision power, people with the ability to influence policies at the local level. Three thirds of the group were architects, urban planners and engineers, thus a strong technical background whose competences are not always compatible to the post (function and responsibilities) that they hold in their city (53% declared that their education and competences do not match the requirements of the job). They perceived the *'legal framework'* followed by *'lack of adequate staff in their municipality'* as the main obstacles faced by the programme in their city. This reveals barriers in the enabling environment where regulations, norms and laws hinders rather than facilitates development processes, and also bottlenecks in the human resources capacity of their municipality to carry out the shifts in approach that are advocated by the Future Saudi Cities Programme. Thus two types of externalities to institutional performance, one internal and another one external. This is reinforced when they are asked to respond to the major bottlenecks to implement the National Spatial Strategy: **lack of staff and staff who are not trained for the responsibilities expected for them (inadequate human resources).**

It is surprising that nearly one third of the group selected *'GIS'* as first priority to improve their skills and knowledge through training followed by *'new approaches to urban planning, urban design and urban management'*. As second priority, more than one third of the group chooses *'new forms of urban management'* followed by urban planning and design. It is revealing that decision makers tend to choose technical rather than soft and managerial type of subjects.

Another group who gathered for the orientation workshop in Dammam, April 2015, was comprised by a mix of 117 people belonging to local and national governments, private and academic institutions (see Annex 2). The great majority of the group were senior managers but also included the mayor and deputy mayor and the deputy minister from MoMRA amongst the respondents. Similarly, architects, urban planners and engineers comprised the great majority of the profile and educational background of this group. When asked about their views about the biggest barrier faced by the Future Saudi Cities Programme in their city, one third expressed the *'lack of coordination'* followed by *'lack of motivation of staff'*. Here we can point out issues of institutional performance, organizational and communication issues falling under the domain of urban management and shortcomings in the human resources dimension. When asked to choose what

priority should the Future Saudi Cities Programme give in its quick-start strategy, the nearly one third responded the '*development of the CPI*' and one quarter the '*start of training, field visits and knowledge development*'. The biggest bottleneck facing the National Spatial Strategy that was identified by nearly 40% of this group was that '*staff is not sufficiently trained to take up the responsibilities expected for them*' followed by '*complicated directives of the ministry*'. It is worth nothing that another 17% of the respondents highlighted '*insufficient staff*' to implement the strategy. **Thus, 56%, or more than half of this group, pinpoints problems related to human resources that are either insufficient or not sufficiently trained** for new jobs emerging from the National Spatial Strategy.

When asked about their number one priority for training, nearly one third chose '*urban information system to support decision making and CPI*' followed by '*new forms of urban planning*' and '*new forms of urban management*'. Many themes are selected as second choice with prominence for '*new forms of urban management*' followed by urban planning and GIS. **This group seems to point out towards the urban management of their city as an area of concern** which is consistent with their concern for the lack of coordination as serious bottleneck facing the implementation of new approaches and policies at the local level.

A third group was gathered in ADA, Riyadh in April 2015 for another orientation workshop (see Annex 3). **More than 80% of this group belonged to national government, with the great majority occupying senior management and project management positions which characterizes people who has decision making power at the project/programme level.** Nearly one third were urban planners and another third something else. It is remarkable that 67% of the group identified '*lack of coordination*' as the main obstacle to be faced by the Future Saudi Cities Programme in their city. This again points out to the urban management domain, communication, articulation, ability to work across the organization and competences to share and develop common principles and values. When asked about which first action should the Programme undertake in its quick-start phase, nearly a third chose '*start with training, field visits and knowledge exchange*' followed by the '*development of CPI indicators*'. Nearly half of the group (43%) stated that the biggest obstacles for the implementation of the National Spatial Strategy is the ministry's directives which are seen as too complicated followed by '*staff not being sufficiently trained*'.

When asked to choose about their priority number one for training, nearly a quarter chose '*urban information system to support decision making and CPI*', followed by new approaches to urban planning. **For the first time housing and land policies and urban legislation get significant attention** for training amongst these groups of participants in the orientation workshops. As second choice, more than one third of the respondents picked '*new forms of urban management*' followed by small groups choosing urban information and urban legislation.



6. The Supply Side of Capacity Building and Training

The TNA mission met with a few organizations that provide training and education in order to explore interest and possibilities to mobilize Saudi academic and knowledge-based institutions to support, develop and multiply the methodologies, knowledge and experiences brought by UN-Habitat to the Kingdom via the Future Saudi Cities Programme. There was a focus on urban research capacity and their interest to undertake research leading to indicators sustaining the city prosperity index and to new approaches to urban planning and design in the Kingdom.

It is important and strongly recommended to undertake an institutional assessment and map the entire market of training, education and capacity building in the Kingdom of Saudi Arabia. The TNA only touched this superficially given that it was interested in their participation in the orientation workshops and mobilize their involvement in the quick start of the Future Saudi Cities Programme. This mapping will provide a good basis for assessing their products and services in education and urban research but also their capacity to deliver part or fully the training and capacity building programmes identified in this TNA. It will also help to identify city-based institutions that can be tapped into the capacity building efforts promoted by the Future Saudi Cities Programme in the 17 cities. Here is where Training of Trainers (TOTs) make a difference.

The meeting with the University of Dammam, for example, provided evidences of not only the existing infrastructure and human resources to design and deliver training for the cities in the region and in the country but above all it revealed the interest and motivation of its senior staff to get involved in the capacity development effort of city/local governments in Saudi Arabia. Discussions revealed that there is a good basis to work with staff of the Departments of Architecture and Urban Planning in areas that complement ongoing academic programmes such as urban planning, urban indicators, urban research, urban design.

Similar conclusion is drawn from meetings with the King Saud University, College of Architecture and Planning. The infrastructure is excellent, there are graduate and postgraduate courses that have direct interface with the activities of the Future Saudi Cities Programme and the staff met by the TNA mission expressed their interest to engage with the Programme in various ways. Providing research services support, developing and delivering programmes on the topics of urban planning and design and work with the different cities to strengthen their capacities. Another possible avenue to explore is the development and conduct of training courses for students in cooperation with the academic staff. This could be the start of a process to create critical mass and new generation of young professionals who are conversant with the thematic areas and goals of the Programme.

The TNA mission also met with the Institute of Public Administration-IPA which proved to be an excellent platform for capacity building and tailor-made training for municipal officials and local government staff in the Kingdom. With a sizeable faculty and more than 500 regular courses offered annually for an increasingly unmet demand, IPA certainly qualifies for a potential partnership with the Future Saudi Cities Programme, MoMRA and UN-Habitat. Discussions with the senior management of IPA revealed interest and potentials for this to happen. All these meetings deserve a follow up from the Programme without delays.

Regarding the training programmes offered by MoMRA, overall, the majority of the participants attending the 3 orientation workshops in Riyadh (May 2015), Dammam, and ADA responded that the courses and programmes are not exactly meeting people's expectation and the themes and issues addressed by the curriculum do not meet their needs. 89% of the group attending the orientation workshop held in ADA, Riyadh, comprised of senior managers from different national government agencies, did not know about the content and quality of the courses offered by MoMRA. The

courses were not known to them. In Dammam, regarding the contents of the courses, out of a group of 117 respondents 48% assessed it from regular to very bad and 38% did not know about the contents of the courses while 35% of the respondents found that the courses did not meet their training needs and 31% expressed that sometimes the courses met their training needs. 47% of the group stated that the courses could be improved if they were consulted or other topics could be selected. See Annex 7. Overall the responses given by the participants reveal that MoMRA's training programme needs to refocus and be designed in a demand-driven and responsive manner if it wishes to remain relevant and result in impacts.

6. Conclusions and Recommendations

It is worrisome that basic functions in design, planning, management and public administration are performed by foreign consultants. How can an effective and transformative capacity building programme be implemented if there are no one to be trained at the local governments and municipal administrations? Unless we include consultants as part of the target groups otherwise training will be offered to only a very few Saudi officials and experts that are in the pay roll of municipalities and local authorities. This is a critical decision that needs to be taken by MoMRA.

If a comprehensive restructuring and reorganization of local governments is not carried out which includes but not limited to revision of salary scale, required competences and experience, etc. like the ones carried out in the municipalities of Jeddah and Dammam, it is likely that Saudi nationals will not find any incentives to join the local public sector. Furthermore, there will be little or no change in the quality and content of processes and outcomes of urban planning, design, management and implementation of urban development programmes and projects in Saudi cities. This is obviously a political and government decision because of the budgetary implications and the impacts on the civil servant career paths.

It is advisable to pursue a twin track approach to resolve this dilemma. That means promoting restructuring and reorganization of local governments in order to seek for effectiveness in institutional performance and create the types of incentives that attract Saudi nationals (long-term) while including consultants amongst the group of those who needs to be trained in order to improve the quality and content of work being commissioned to them (short-term). Attending and successfully completing a set of training programmes could be considered as one of the steps for certification of these consultants to enable them to work on projects, programmes and assignments commissioned by MoMRA in which they are expected to apply new concepts, approaches and knowledge developed and learned through training. This could be an intermediary solution until conditions are created in local governments to attract and retain the best and the brightest of Saudi experts.

Rec 1: *consider the training of consultants working on a long-term contract with local and national governments and advise government to pursue a comprehensive local government reform in order to create the types of incentives to attract young Saudi talents and experienced Saudi experts.*

The design and implementation of the first three orientation workshops revealed that neither MoMRA nor the Future Saudi Cities Programme are currently sufficiently equipped to organize or support the organization of the logistics⁸ from Riyadh in order to enable the realization of training programmes elsewhere in the 17 cities or selected/prioritized cities. This was made more difficult because the Programme does not have yet focal points appointed to support programme implementation in their cities and the city-based advisors (Amanat Advisors) are not yet recruited and in place. It is highly recommended to establish a core focal group in each city who will be responsible to support the development and implementation of training-related activities locally. MoMRA has an important role to play in the appointment of the city's focal point. The TNA can benefit enormously from this set up which can be organized around the city focal point and the amanat Advisor.

Rec 2: *establish a city-based core group to support training related activities and to become the in-situ focal point for the Programme.*

⁸ The logistics include amongst other things the preparation of official letters introducing the trainers/UN-Habitat to the host cities/institutions, prepare invitation letters/emails, pre-select participants, send out invitations, secure venue, prepare diploma's/certificates, translation and preparation of training package, contract catering and translation services, follow-up with invitees, etc. UN-Habitat is commissioning a company with experience in organizing events to take command of all these logistics for every training programme and/or activity that requires those logistics.

The TNA provided a good basis for identifying training, who should be trained and why they should be trained as reported herein. However, **it is advisable to continue the TNA, to include other cities, make an in-depth competence-based assessment and a TNA in selected number of cities and organizations.** Focus groups meeting should be organized in the form of workshops to assess views and exchange opinions using the ‘automatic response’ methodology. This proved to be a rather efficient way to capture people’s views and opinions about different processes and issues in a very quick manner. This could be combined with orientation workshops and/or formal training workshops on themes identified herein. These events should be organized and hosted elsewhere, outside the place of work and residence of the participants. This will increase focus and concentration of the participants.

Rec 3: *Identify and select a cluster of cities to be prioritized by the Programme and organize training events in these cities, combining TNA, orientation workshops and presentation of the Programme to a wider public. Consider the undertaking of an in-depth competence-based TNA.*

The TNA identified the following thematic areas for training (see Table 2, Chapter 4) under which specific courses, workshops and tailor-made training as well as peer-to-peer knowledge exchange, and site visits are to be organized:

1. Urban Management
2. Urban Planning
3. Housing and Land Policies
4. Inclusive Urban Planning and Management

Rec 4: *Prepare a training programme (comprised of workshops under these themes) closely associated with the other activities of the Programme in the selected cities so that the Programme and MoMRA can achieve a focused and concentrated buy-in of the programme activities by local partners, reach out and expose a larger public to new ideas and approaches and build capacities of selected local experts and institutions.*

An orientation workshop focusing on the senior directors and deputy ministers of MoMRA should be organized within short-term period in order to achieve a buy-in for the programme at the highest level. In this ways the Programme will be better known and synergies could be accomplished with the different departments of MoMRA and municipalities with whom they are working.

Rec 5: *Organize an executive orientation workshop for the senior management of MoMRA with the aim of exposing the overall programme and build synergies with the respective departments on the priority cities and possibly design a demand-driven approach vis-à-vis MoMRA-municipalities relation, and presenting and discussing relevant case studies on the focus areas of the programme.*

The curriculum, syllabus and training packs should be developed in Arabic and training of trainers workshops should be organized with the universities and training institutions once they have been fully developed and tested. This will help to multiply capacity building and strengthen in-country capacity building processes.

Rec 6: *Establish agreement of cooperation with universities and knowledge-based institutions with the goal of multiply capacity building and develop training programmes, educational modules and research activities via ToT programmes focusing on core areas of the Programme and priority themes identified by the TNA.*

In complement to this, the TNA also identified basic skills and competences that are required for the optimal implementation of the Future Saudi Cities Programme. Altogether, they help to identify and prioritize thematic areas for training.

Suggested steps and ways forward:

1. Select cities for targeting training and capacity building (build synergies with other activities of the Future Saudi Cities Programme)
2. Define the type of training (for first phase of the project it is desirable to conduct rapid orientation workshops combined with focus group meetings). At a later stage organize one-week problem solving oriented workshops to build specific skills and competences of target groups in selected cities.
3. Decide on the training theme (as indicated above) to meet the priority and schedule of activities of the Programme.
4. Appoint and organize local team to support training implementation. There must be a focal point, a person accountable to all preparatory works for the training events within the Programme.
5. Define dates and organize schedule with the local/focal point team and host organizations (municipalities) so that trainers and training delivery can be organized.
6. Prepare standard letter/email of invitation for the training courses;
7. Prepare short list of invitees, organizations, etc. and agree on who to invite (take into account the TNA activities and buy-in of the project).
8. Send out the invitations (decide who is sending out invitations)
9. Define venue, catering, equipment, etc.
10. Organize the syllabus, sessions, presentations, exercises and translate to Arabic
11. Organize and schedule focus groups meetings for TNA purposes
12. Prepare course/activity evaluation and reporting

ANNEXES

- Annex 1: Results of a Quiz in the Inaugural Workshop in MoMRA, May 2014, attended by representatives from the 17 cities participating in the Saudi Cities Programme
- Annex 2: Response by 117 Participants attending the Orientation Workshops in Dammam, April 2015
- Annex 3: Response by 40 Participants attending the Orientation Workshop in ADA, Riyadh, April 2015
- Annex 4: Table of Capacity Needs of the Saudi Cities Programme
- Annex 5: Snapshot of the Organigram of MoMRA
- Annex 6: Some Reflections on the Interviews and Discussions Carried out during TNA
- Annex 7: Names and contacts made during TNA

Annex 1: Results of a Quiz in the Inaugural Workshop in MoMRA, May 2014, attended by representatives from the 17 cities participating in the Saudi Cities Programme

I am a staff of the:

- A. Ministry of Municipal and Rural Affairs
- B. Municipality
- C. Other ministry

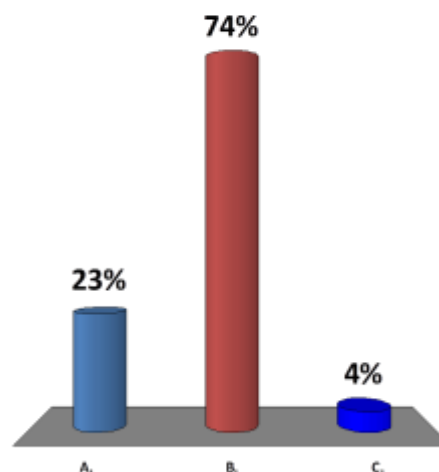


Figure 1: Response from 62 City Leaders from 17 Cities Attending Workshop in May 2014

What is your position in your organization?

- A. The mayor
- B. Head of department
- C. Senior Manager
- D. Project Manager
- E. Professional staff
- F. Administrative staff
- G. Other

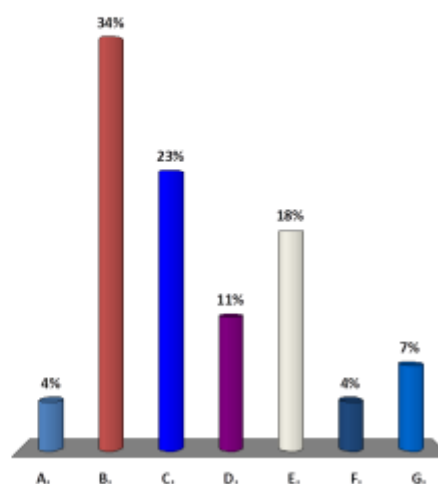


Figure 2: Response from City Leaders from 17 Cities Attending Workshop in May 2014

What is your background?

- A. Urban Planner
- B. Architect
- C. Economist
- D. Geographer
- E. Social Scientist
- F. Business & Administration
- G. Engineer
- H. Public Policy and Government
- I. Other

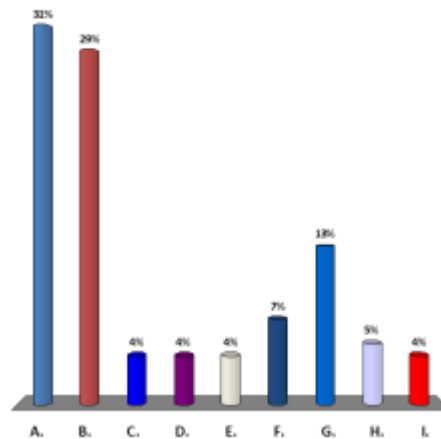


Figure 3: Response from 62 City Leaders from 17 Cities Attending Workshop in May 2014

What is the biggest obstacle to implement the Future Saudi Cities Programme in your city?

- A. There is no obstacle for this project.
- B. The legal framework of Saudi Arabia
- C. Lack of coordination
- D. Project is too ambitious
- E. Lack of adequate staff in my municipality
- F. Lack of motivation of staff to execute the project

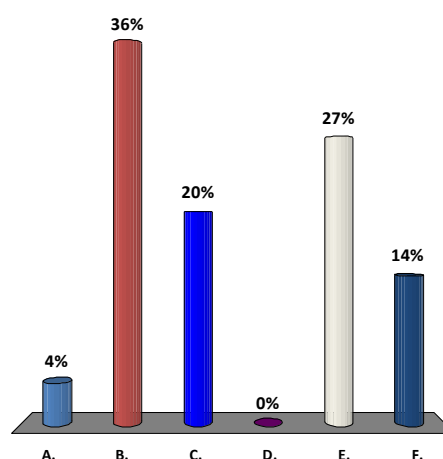


Figure 4 : Response of 62 City Leaders from 17 Cities Attending Workshop in May 2014

The biggest bottleneck for my city to implement the National Spatial Strategy is:

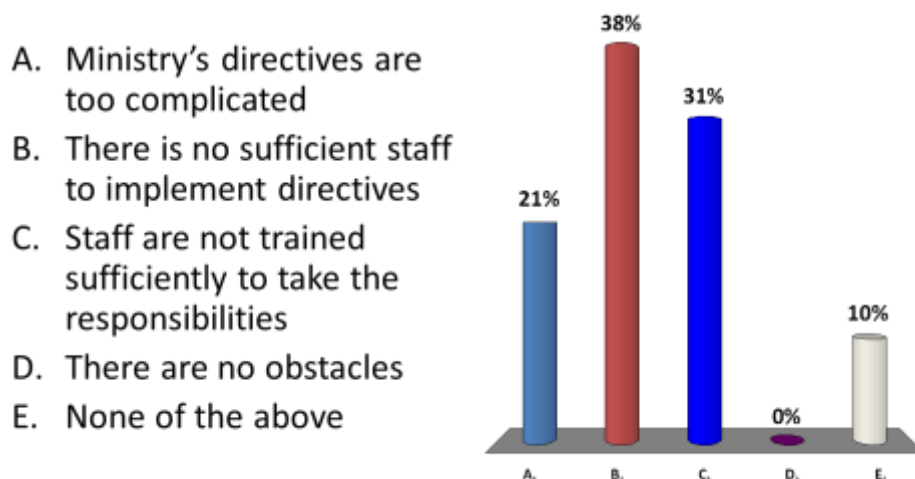


Figure 5: Responses from 62 City Leaders from 17 Cities attending workshop in May 2014

My education and the competences that I have developed are compatible with the function and responsibilities that I have in my city.

- A. True.
- B. False

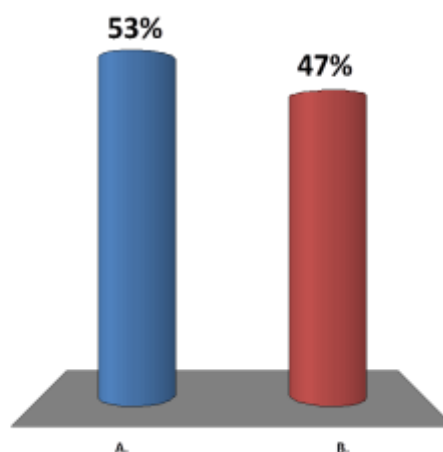


Figure 6: Response from 62 City Leaders from 17 cities attending Workshop in May 2014

My number **1** priority for training in order to improve my skills and knowledge is:

- A. New approaches to urban planning
- B. Urban approaches to urban design
- C. New forms of urban management
- D. GIS
- E. Urban information system to support decision making and CPI
- F. Design and formulation of urban legislation
- G. Participatory planning
- H. Gender equality and urban management and planning
- I. Youth Engagement in city planning and management
- J. Housing and Land Policies

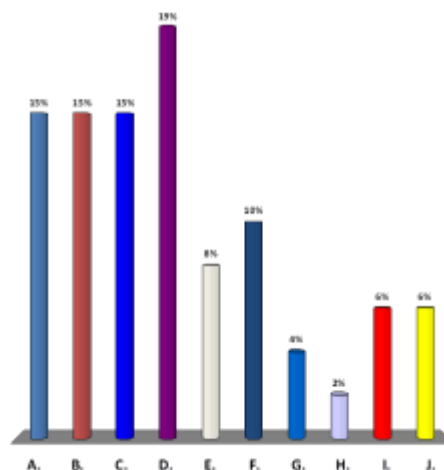


Figure 7: Response from 62 City Leaders from 17 Cities attending Workshop in May 2014

My number **2** priority for training in order to improve my skills and knowledge is:

- A. New approaches to urban planning
- B. Urban approaches to urban design
- C. New forms of urban management
- D. GIS
- E. Urban information system to support decision making and CPI
- F. Design and formulation of urban legislation
- G. Participatory planning
- H. Gender equality and urban management and planning
- I. Youth Engagement in city planning and management
- J. Housing and Land Policies

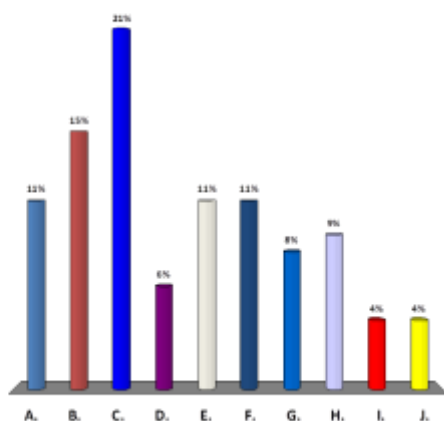


Figure 8: Response from 62 City Leaders from 17 Cities attending Workshop in May 2014

Annex 2: Response by 117 Participants Attending the Orientation Workshop in Dammam, April 2015.

I work for the:

- A. National Government
- B. Ministry of Municipal and Rural Affairs
- C. Municipality
- D. Private Sector
- E. University/Academic Institution
- F. NGO / Charity Org
- G. Self-employed

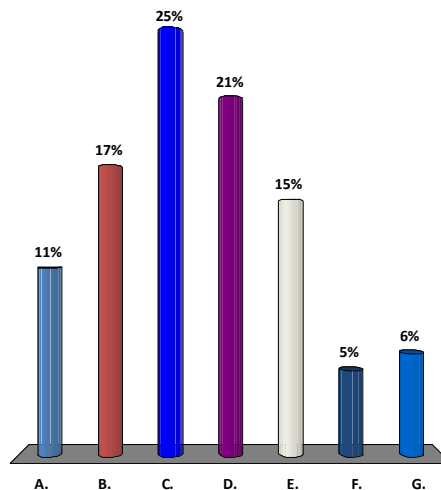


Figure 9: Response by 117 Participants Attending Orientation Workshop in Dammam, April 2015

In my organization, I am:

- A. The mayor
- B. The Deputy Mayor
- C. Head of department
- D. Deputy Head of Dept
- E. Senior Manager
- F. Project Manager
- G. Professional staff
- H. Administrative staff
- I. Consultant
- J. Other

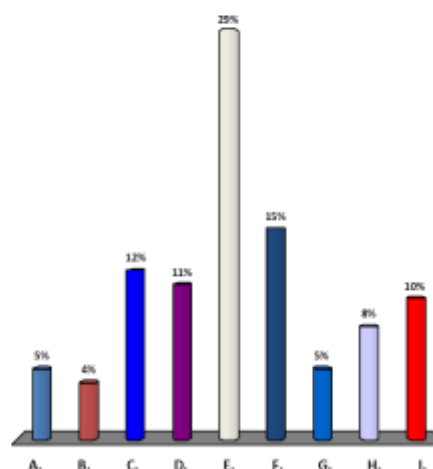


Figure 10 : Response from 117 Participants Attending Orientation Workshop in Dammam, April 2015

What is your background?

- A. Urban Planner
- B. Architect
- C. Economist
- D. Geographer
- E. Social Scientist
- F. Business & Administration
- G. Engineer
- H. Lawyer
- I. Public Policy and Government
- J. Other

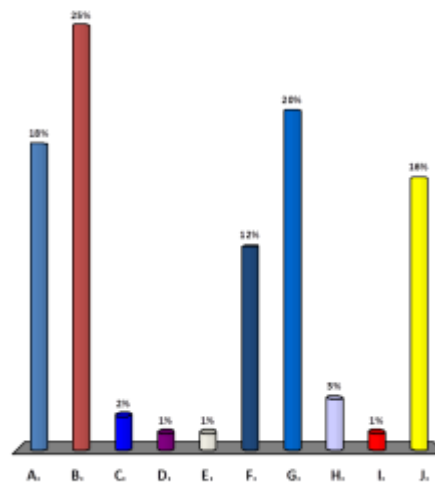


Figure 11: Response by 117 Participants Attending Orientation Workshop in Dammam, April 2015

What is the biggest obstacle to implement this project in your city?

- A. There is no obstacle .
- B. The legal framework of Saudi Arabia
- C. Lack of coordination
- D. Lack of Expertise
- E. Lack of adequate staff in my municipality
- F. Lack of motivation of staff to execute the project
- G. Not meeting the priority of municipalities
- H. Project is too ambitious

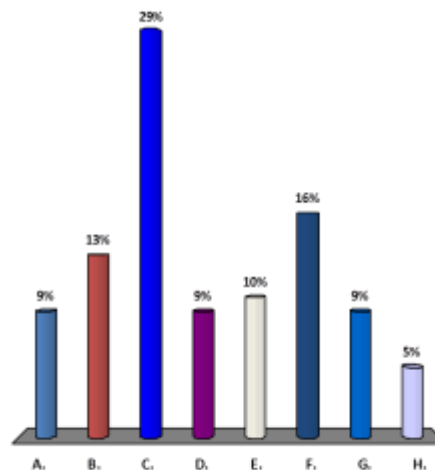


Figure 12: Response from 117 Participants Attending Orientation Workshop in Dammam, April 2015

If you are asked to choose the **FIRST** action of the project, what would you choose?

- A. Develop the CPI indicators
- B. Organize and involve women's network
- C. Organize and involve youth network
- D. Review the urban plans and advise way forward
- E. Review legislation and propose solutions
- F. Start with training, field visits and knowledge exchange
- G. Prepare and publish the State of Saudi Cities Report
- H. Prepare and finalize city profiles and action plans for the 17 cities

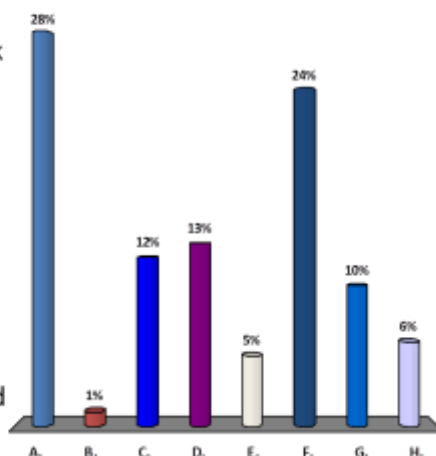


Figure 13: Response from 117 Participants Attending Orientation Workshop in Dammam, April 2015

The biggest bottleneck for my city to implement the National Spatial Strategy is:

- A. Ministry's directives are too complicated
- B. There is insufficient resources to implement it
- C. There is insufficient staff to implement directives
- D. Staff are not trained sufficiently to take the responsibilities
- E. There are no obstacles
- F. None of the above

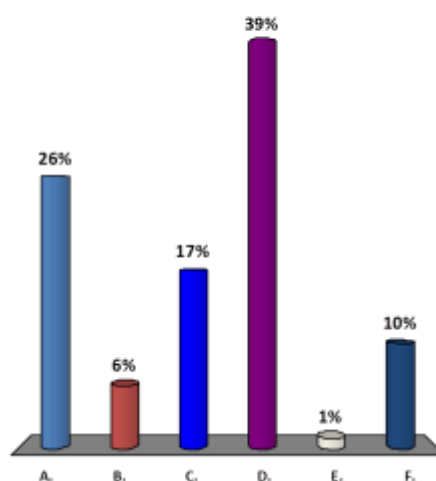


Figure 14: Response from 117 Participants Attending Orientation Workshop in Dammam, April 2015

In order to improve my skills and knowledge , my **1st** choice for training is:

- A. New approaches to urban planning
- B. New approaches to urban design
- C. New forms of urban management
- D. GIS
- E. Urban information system to support decision making and CPI
- F. Design and formulation of urban legislation
- G. Municipal finance
- H. Women participation in urban management and planning
- I. Youth Engagement in city planning and management
- J. Housing and Land Policies

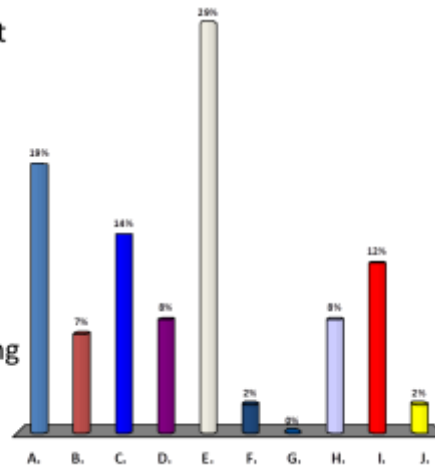


Figure 15: Response by 117 Participants Attending Orientation Workshop in Dammam, April 2015

In order to improve my skills and knowledge , my **2nd** choice for training is:

- A. New approaches to urban planning
- B. Urban approaches to urban design
- C. New forms of urban management
- D. GIS
- E. Urban information system to support decision making and CPI
- F. Design and formulation of urban legislation
- G. Municipal finance
- H. Women participation in urban management and planning
- I. Youth Engagement in city planning and management
- J. Housing and Land Policies

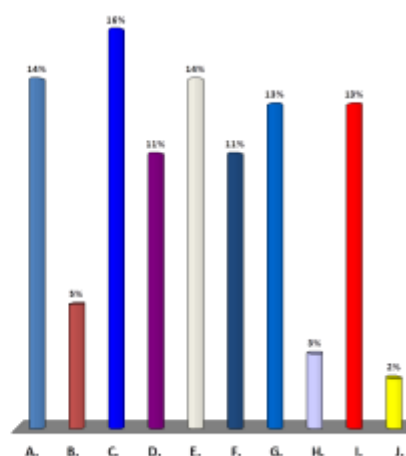


Figure 16: Response by 117 Participants Attending Orientation Workshop in Dammam, April 2015

Annex 3: Response by 40 Participants Attending Workshop in ADA, Riyadh, April 2015.

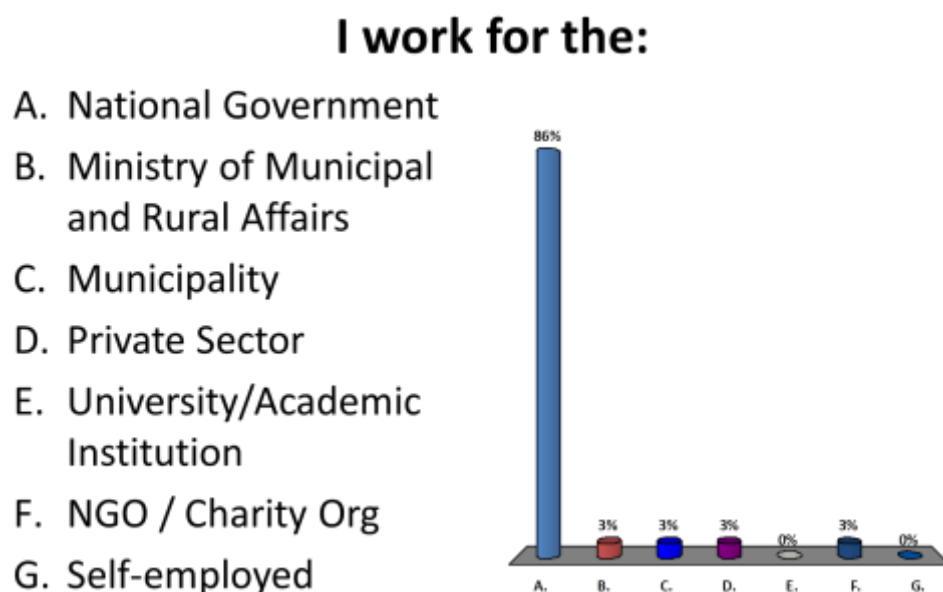


Figure 17: Responses by 40 Participants attending Workshop at ADA, Riyadh, April 2015



Figure 18: Responses by 40 Participants attending Orientation Workshop in ADA, Riyadh, April 2015

What is your background?

- A. Urban Planner
- B. Architect
- C. Economist
- D. Geographer
- E. Social Scientist
- F. Business & Administration
- G. Engineer
- H. Lawyer
- I. Public Policy and Government
- J. Other

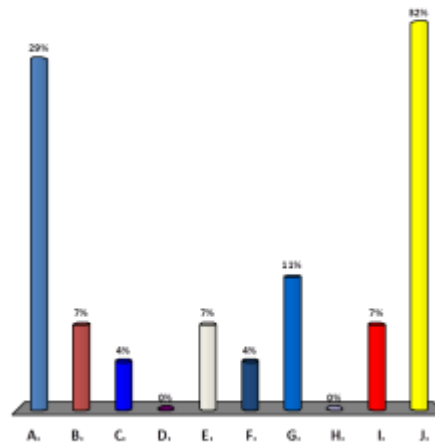


Figure 19: Response by 40 Participants attending Orientation Workshop at ADA, Riyadh, April 2015

What is the biggest obstacle to implement this project in your city?

- A. There is no obstacle .
- B. The legal framework of Saudi Arabia
- C. Lack of coordination
- D. Lack of Expertise
- E. Lack of adequate staff in my municipality
- F. Lack of motivation of staff to execute the project
- G. Not meeting the priority of municipalities
- H. Project is too ambitious

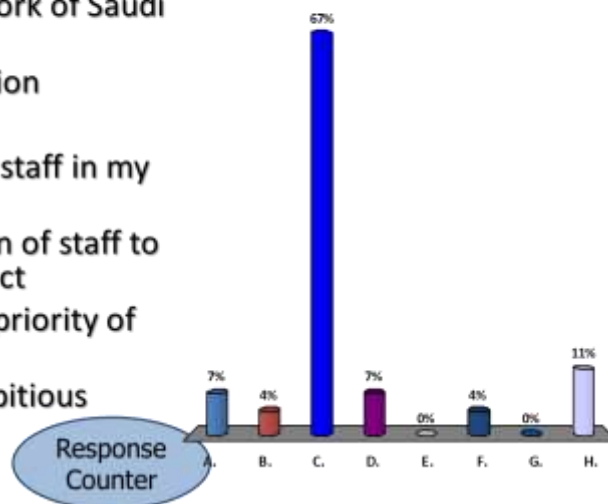


Figure 20: Responses from 40 Participants attending Orientation Workshop at ADA, Riyadh, April 2015

If you are asked to choose the **FIRST** action of the project, what would you choose?

- A. Develop the CPI indicators
- B. Organize and involve women's network
- C. Organize and involve youth network
- D. Review the urban plans and advise way forward
- E. Review legislation and propose solutions
- F. Start with training, field visits and knowledge exchange
- G. Prepare and publish the State of Saudi Cities Report
- H. Prepare and finalize city profiles and action plans for the 17 cities

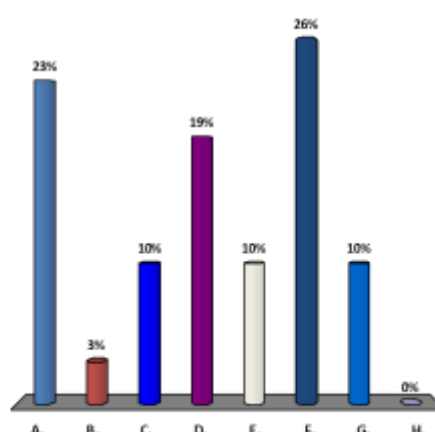


Figure 21: Responses by 40 Participants attending Orientation Workshop at ADA, Riyadh, 2015

The biggest bottleneck for my city to implement the National Spatial Strategy is:

- A. Ministry's directives are too complicated
- B. There is insufficient resources to implement it
- C. There is insufficient staff to implement directives
- D. Staff are not trained sufficiently to take the responsibilities
- E. There are no obstacles
- F. None of the above

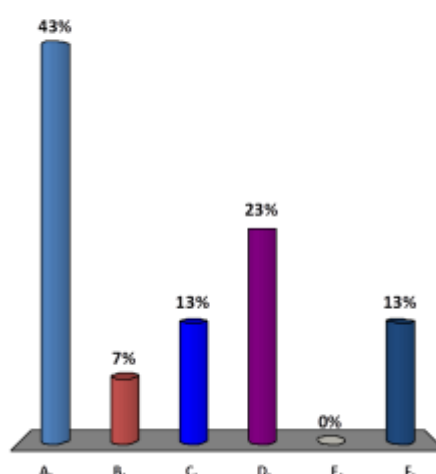


Figure 22: Responses by 40 Participants attending Orientation Workshop at ADA, Riyadh, April 2015

In order to improve my skills and knowledge , my **1st** choice for training is:

- A. New approaches to urban planning
- B. New approaches to urban design
- C. New forms of urban management
- D. GIS
- E. Urban information system to support decision making and CPI
- F. Design and formulation of urban legislation
- G. Municipal finance
- H. Women participation in urban management and planning
- I. Youth Engagement in city planning and management
- J. Housing and Land Policies

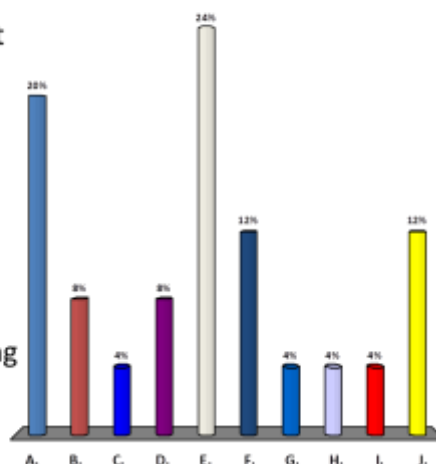


Figure 23: Response by 40 Participants attending Orientation Workshop at ADA, Riyadh, April 2015

In order to improve my skills and knowledge , my **2nd** choice for training is:

- A. New approaches to urban planning
- B. Urban approaches to urban design
- C. New forms of urban management
- D. GIS
- E. Urban information system to support decision making and CPI
- F. Design and formulation of urban legislation
- G. Municipal finance
- H. Women participation in urban management and planning
- I. Youth Engagement in city planning and management
- J. Housing and Land Policies

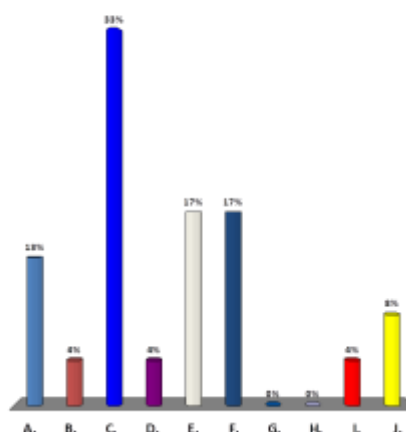


Figure 24: Responses from 40 Participants attending the Orientation Workshop at ADA, Riaydh, April 2015

Annex 4: Table on Capacity Needs for the Future Saudi Cities Programme

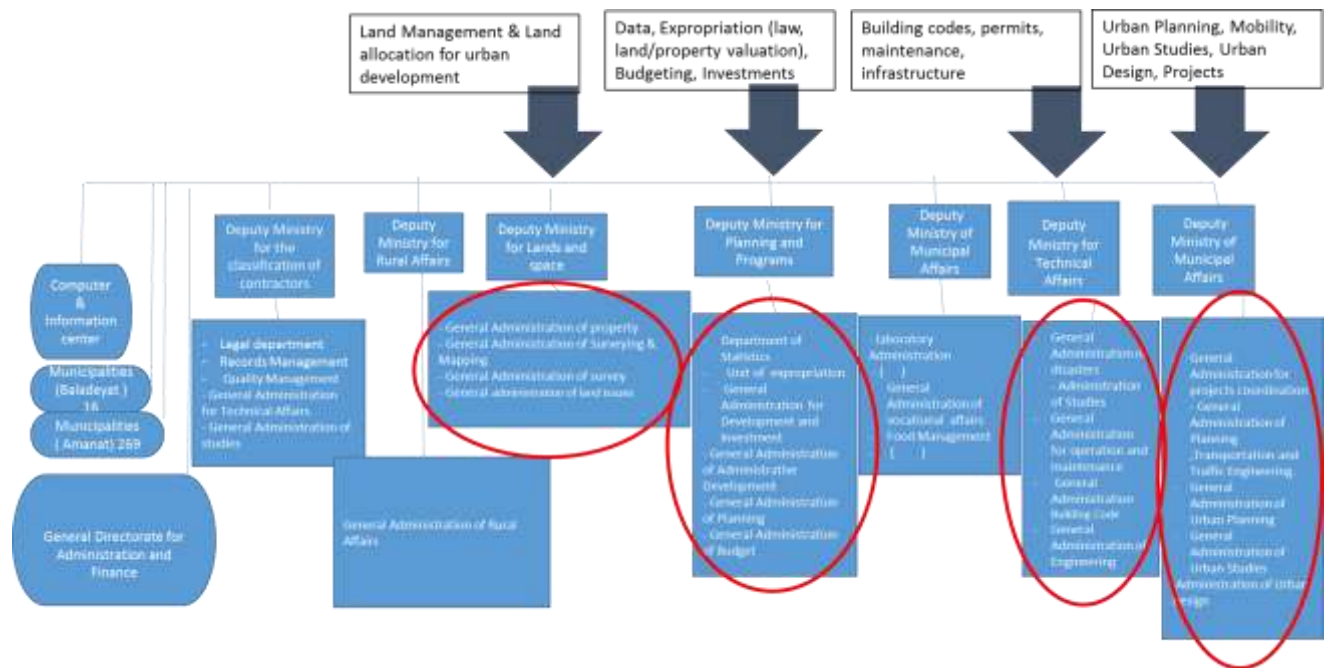
Table 3: Training Requirements for the Future Saudi Cities Programme

Future Saudi Cities Products & Project Outputs	TNA considerations
State of Saudi Cities Report	The ability to develop and apply methods of analysis of urban trends and global-national-local analysis. Develop and apply frameworks for analysing and comparing national-international development trends. Ability to design and use of performance indicators to assess public policy outcomes. Be able to organizing consultative and multi-party, multi-institutional coordination meetings and discussions. Know-how in integrated planning processes covering different dimensions.
Action Plans for 17 cities	The ability to undertake participatory planning and utilize participatory methods and techniques. Familiarity with envisioning methods, action planning and strategic planning methods. Familiarity with case studies illustrating action plans as well as spatial planning methods and practices. Organization, management and planning of multi-stakeholders consultation and reporting. Analytical frameworks for analysing national-local development strategies. Design and implementation of localization of the national spatial strategy.
City Profile and City Report	
CPI for 17 cities	Ability to collect, retrieve, analyse and report on urban information and extract data from secondary sources in order to design urban indicators. Understanding urban prosperity and its multiple dimensions and the indicators that help to measure the impact of city development strategies and public policies. Familiarity with best practices of urban and housing indicators. Knowledge of statistical analysis and analysis of policy implications. Familiarity with social, economic, environmental, spatial, legal and institutional dimensions of urban prosperity. Ability to analyse indicators and prepare solutions, strategies and decisions based on the information extracted from indicators.
Monitoring Tool/mechanism for Urban Observatories and Data Management Capacity installed.	
Better Information for Decision and Policy Making - systematization	
Urban Planning Practices	The ability to analyse spatial structure and urban plans. Develop an in-depth understanding of the functionality and performance of urban structures. Ability to analyse and understand urban land markets, land price formation and the economics of location and serviced land provision. Ability to understand spatial indicators in support to spatial analysis and propositions in urban planning. Know-how in analysing and proposing Urban Densities, performance of urban layouts, integrated planning, different modes of planning and case study comparisons. Action planning, strategic planning, normative and statutory planning, new

	urbanism, urban acupuncture. Better understanding of housing and real estate markets and their impact on urban structures and spatial configurations of cities. Develop skills and knowledge on urban economics, slum formation. Urban mobility issues.
Youth Network	The ability to understand the needs and demands of a particular segment of the Saudi population. Develop inclusive and participatory and consultative processes that include young adults during the various stages of the planning process. See Table 2.
Women's Network	The ability to understand women's needs and priorities in Saudi Arabia and the implications of ongoing policies that enable greater participation of women. See Table 3.
Report on Urban Laws and Legislation	Ability to analyse urban legislation, laws and Sharia laws governing housing and urban development.
Localized transparency and accountability framework in a Saudi city	Learn concepts of transparency and accountability through case studies and develop the ability to promote and propose different forms of dialogue between local/city governments and the citizenry. Develop skills in using indicators and information.
Public Information Campaign	Ability to organize urban campaigns, design verbal and visual spots and information for dissemination and easy reading and understanding. Ability to design strategies to change attitude .
Demonstration project based on new urban agenda in 3 cities	Ability to develop and organize an institutional, organizational and operational setup to carry out the implementation of a programme emerged out of the consultative workshops and discussions with partner cities.
Saudi Urban Forum	Ability to organize an urban dialogue session focusing on the progress in the urban sector since Habitat II (1996). Knowledge of the Saudi experiences.
Business Plan for Saudi National Urban Training Center	Ability to understand training and capacity building and the multiple ways that national capacity building and training can be carried out. Skills to prepare a business plan for a national urban training center.

Annex 5. Snapshot of the Organigram of MoMRA

Snapshot of MoMRA's Institutional and Organizational Structure



Annex 6. Some Reflections on the Interviews and Discussion Carried out during the TNA

There is not an established culture to monitor plan implementation. The implementation of plans lacks the required transparency resulting in inadequate public accountability about the fate and results of the plans. Planning performance standards and frameworks are not commonly used to adequately follow-up on the different dimensions of urban plans. Plans result into documents that are consulted when needed, hardly implemented in full, very often ending up in droors.

The community of practice in urban planning e.g. consultants, firms, nationals and internationals seems to be producing technically high quality designs with high level of visual and presentation quality but likely to be reproducing the conventional spatial plans comprised of the typical land use plans, growth corridors, areas for densification and specialization, and circulation schemes, with new centralities for the future. There seems to be little work on participatory, collaborative, performance-oriented type of planning and outcomes, urban revitalization strategies and shift from car/transit-based outcomes towards more human, public space, community space type of planning.

There is a need to do a reality check in the curricula of schools of urban planning and architecture as to verify whether new approaches and ideas of the new urbanism as well as different planning approaches are properly addressed e.g. strategic planning, action planning, structure planning, detailed plans, area-based planning, and urban management. There is a need to involve universities (specific departments/faculties/colleges) both as providers and recipients of knowledge and incorporate them into the capacity building process of cities and local governments in the Kingdom.

The urban management approach is not well embedded into the practice of urban development in the Kingdom of Saudi Arabia. There is a demand, there is a need, and there is need to develop endogenous capacity and promote these ideas and approaches in partnership with institutions like the Institute of Public Administration, the University of Dammam, King Saud University.

Plans are prepared, decisions are taken, and proposals are made and approved without necessarily have all the information and data required. According to staff from MoMRA there is no funding to undertake appropriate site investigation and in-situ analysis. Availability and analysis of data relevant for planning processes seems to be relevant and the question is how to integrate this element into the capacity building process.

Interviewees and interlocutors argue that planning is being dictated by and dominated by one strong stakeholder e.g. developers who seem to influence how and to where cities are growing. It is about where land is allocated for development. Many other issues emerge in this process, for example: low densities (50 inhab/ha; the sharia law/principle that associates the right to own with the right to build provides an interpretation used by land owners to build what they think and wish to in their plots.

Annex 7: Names and contacts made during TNA



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Municipal Councillor



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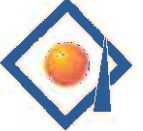
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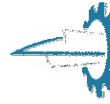
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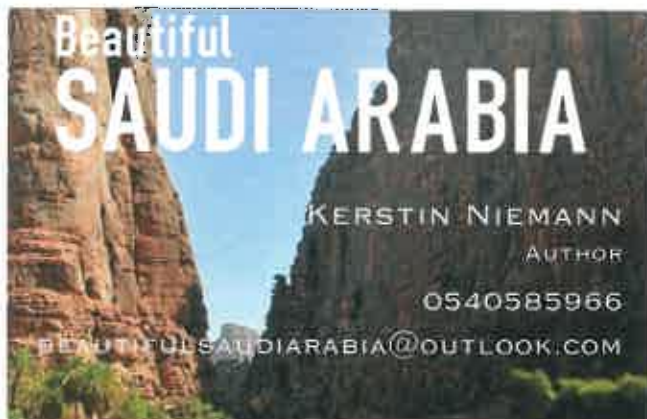
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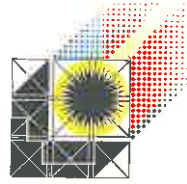
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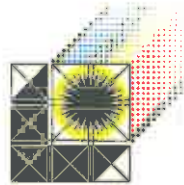


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