



SIXTEENTH ISSUE
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ARTIFICIAL INTELLIGENCE FOR MORE EFFICIENT CITY OPERATION

THE INTERVIEW

Mayor of the Eastern Province H.E. Eng. Fahad bin Mohammed Al-Jubair Shares Insights on the Role of Artificial Intelligence in Advancing City Management

URBAN INSIGHTS

Expert Perspectives on Governance and Artificial Intelligence Concept Toolkits on Artificial Intelligence for Urban Governance

CITIES IN ACTION

Artificial Intelligence for Urban Governance Projects and Initiatives across Arab cities

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SIXTEENTH ISSUE

ARTIFICIAL INTELLIGENCE FOR MORE EFFICIENT CITY OPERATION

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EDITORIAL

ARTIFICIAL INTELLIGENCE FOR SMARTER GOVERNANCE IN ARAB CITIES

By Dr. Ziad Alameddine- Editor in Chief

Arab cities are witnessing a turning point in digital transformation, with artificial intelligence (AI) moving from experimentation to practical application in urban development, planning, and governance across Arab cities. Its role now extends beyond improving procedures and services to support decision-making. This requires viewing AI not simply as a technological tool, but as an integral part of governance and institutional capacity building. Its effectiveness depends on the quality of municipal data, leadership efficiency, staff capabilities, and their ability to use these technologies responsibly.

AI offers Arab cities opportunities for applications in municipal service management and management, including licensing, infrastructure development and management, smart public transportation, environmental monitoring, community engagement, and municipal administration. It can help cities address resource scarcity, monitor rapid urban changes, respond to service-quality challenges, and strengthen data-driven decision-making. AI can also enhance efficiency, anticipate challenges, develop and implement solutions, and improve service distribution, supporting the goal of building sustainable and resilient cities.

At the same time, governance and the risks of irresponsible technology use remain critical challenges, particularly concerning data quality and ownership, cybersecurity, privacy, freedom of information,

accountability, and the digital divide. This raises a fundamental question: who is responsible for AI-based decisions, and how can their quality and efficiency be verified? This highlights the importance of sound governance frameworks. Moving from experimentation to responsible use requires clear policies, reliable data, qualified personnel, and responsibilities, while drawing on global and regional best practices and adapting them to local needs and contexts.

This issue of Mudununa supports the dissemination of knowledge and expertise on the transition of Arab cities from adopting AI to governing its use while preserving human intelligence and strengthening public trust. The question is no longer whether cities will use AI, but how it can be employed to benefit cities and residents, improve service efficiency and quality of life, and support decision-making while protecting privacy, strengthening transparency, and consolidating community trust.

In an exclusive interview with Mudununa, H.E. Eng. Fahd bin Mohammed Al-Jubair, Mayor of the Eastern Province, outlines the municipality's vision for leveraging AI in city management and municipal service development. He emphasizes that AI is not an end, but a tool for enabling proactive management by harnessing data and smart technologies to improve residents' quality of life, enhance sustainability, and prepare for the future.

Urban Insights showcases experiences confirming that AI's success in Arab cities depends not only on technology, but also on governance quality, data management, defined responsibilities, transparency, and human intervention. Prof. Adel bin Yousef believes institutions must build their capabilities before expanding AI use, while Prof. Tan Yigitkanlar emphasizes that AI's future relies mainly on the quality of governance guiding its use and balancing efficiency, fairness, and transparency. Eng. Etizaz Abdulrahman Mohammedani indicates that Arab cities can move from the concept of smart cities toward urban governance centered on human needs, using AI to transform data into better decisions and more equitable and flexible services.

The issue also includes four international toolkits on using AI in municipal urban governance. They provide a framework for moving from principles to application through selecting appropriate uses, assessing risks, strengthening institutional readiness, managing data, and handling procurement and supplier relationships. This supports the responsible, transparent, and secure adoption of AI technologies that respond to cities and residents.

The Cities in Action section highlights Arab experiences reflecting growing AI use in municipal work. In Doha and Abu Dhabi, smart technologies develop building permit systems by automating plan reviews, integrating data, and leveraging building information modeling, accelerating procedures and oversight. In Egypt's New Administrative Capital and Medina in Saudi Arabia, AI connects services and reporting channels with operational systems, turning data into insights that support decisions and enable rapid responses to need.

Applications also extend to waste management in Amman and Al Wakra through automated classification and routing of reports, container monitoring, and optimization of collection vehicle routes, making the service more responsive and efficient. In municipal oversight, Saudi Arabia and Egypt employ risk-based monitoring, dynamic scene analysis, drones, and remote sensing, while decision-making and enforcement remain the responsibility of authorities.

In transportation, the experiences of Mecca, Doha, and Kuwait show AI's potential to predict crowd and traffic flows, simulate mobility patterns, coordinate

movement during major events, and monitor traffic violations, making transportation more efficient, safer, and responsive to change.

As these applications expand and directly affect residents' lives, clear governance and accountability frameworks become essential. The experiences of Saudi Arabia, the UAE, Egypt, and Jordan offer AI governance models focused on data protection, transparency, accountability, risk management, and human oversight. The fundamental message for Arab cities is that the success of a digital city is measured not only by technology adoption, but also by its ability to use technology responsibly, equitably, and securely in ways that serve humanity and promote the public good.

Finally, this newsletter highlights AUDI's activities supporting Arab and international urban cooperation. AUDI intensified preparations for the 2027 Arab European Cities Dialogue Forum in Madrid through a Steering Committee meeting, chaired by His Royal Highness Prince Dr. Faisal bin Abdulaziz bin Ayyaf, Mayor of Riyadh and President of AUDI. It also signed a memorandum of understanding with the Eurocities Network and completed meetings of its thematic clusters. AUDI Director General Dr. Anas Mofarreh Almughairy discussed cooperation with a Damascus Governorate delegation visiting AUDI's headquarters.

AUDI also launched a participatory neighborhood greening project in Nouakchott with local stakeholders, funded by the Arab Fund for Economic and Social Development. The Director General participated in the United Cities and Local Governments (UCLG) World Congress in Tangier, reflecting his commitment to knowledge exchange, urban partnerships, and translating dialogue into sustainable initiatives serving residents. In addition, AUDI concluded its Municipal Innovation Program, bringing together 85 leaders from 29 Arab cities to strengthen municipal capacities and develop innovative solutions to urban challenges.

INTERVIEW

MAYOR OF THE EASTERN PROVINCE H.E. ENG. FAHAD BIN MOHAMMED AL-JUBAIR

Shares Insights on Using Artificial Intelligence for Urban Governance in the Eastern Province

H.E. Eng. Fahad bin Mohammed Al-Jubair, Mayor of the Eastern Province, is a civil engineer with a BSc in Civil Engineering from King Saud University (1982) and a Diploma in Project Management from the University of Arizona, USA (1984). With more than four decades of experience in municipal administration and engineering, he has held several senior leadership positions, including Head of Unaizah Municipality, Director General of Operations and Maintenance at the Ministry of Municipal and Rural Affairs, and Mayor of Al-Ahsa Municipality. He has served as Mayor of the Eastern Province since 2013 and is a member and chairman of several specialized engineering, municipal, transportation, and energy associations and committees.



H.E. Eng. Fahad bin Mohammed Al-Jubair

In this interview, Mudununa speaks with H.E. Eng. Fahad bin Mohammed Al-Jubair, Mayor of the Eastern Province, to explore how artificial intelligence is being integrated into urban governance across the region. The discussion examines the Municipality's wider vision for AI, its use in planning and service delivery, and the role of data, automation and smart monitoring in improving municipal operations. It also considers the Municipality's smart monitoring platform as one practical example, while looking beyond a single project to future priorities, institutional capacity and lessons for other Arab cities.

What is the Municipality's vision for using artificial intelligence to improve urban governance and quality of life across the Eastern Province?

The Eastern Province Municipality views artificial intelligence (AI) as a key enabler of municipal development and the transition from traditional management approaches to a more proactive and intelligent model of city management. AI is not regarded simply as an advanced technology or a tool for automating specific processes, but as a strategic component that can support decision-making, enhance operational efficiency and service quality, and strengthen the Municipality's ability to anticipate and respond to the city's needs more quickly and accurately.

This approach is based on the importance of urban data as the foundation for modern decision-making.

By integrating data, AI, automation, geographic information systems (GIS), and smart monitoring technologies, the Municipality can develop a more comprehensive and accurate understanding of the city, monitor changes, identify priorities, and allocate resources to areas of greatest need.

We also believe that AI applications should be directly linked to improving residents' quality of life, rather than simply adopting new technologies. Accordingly, the Municipality focuses on applications that deliver tangible benefits to residents and the business sector, whether through improving municipal services, accelerating responses to feedback, supporting urban planning, enhancing facility and asset management, or increasing operational efficiency.

We believe that future cities will become increasingly data-driven and better equipped to anticipate and respond to emerging needs. Accordingly, the Eastern Province Municipality is working towards an integrated system in which artificial intelligence is embedded into the urban governance and management framework, supporting the Saudi Arabia's digital transformation objectives and its efforts to develop smart, sustainable cities that are resilient to future changes.

Which municipal services currently benefit most from AI and digital technologies, and which areas does the Municipality plan to prioritize next?

The Eastern Province Municipality is focusing on deploying artificial intelligence (AI) in areas that deliver direct and tangible value to municipal services, the city, and its residents. Key areas include smart monitoring, urban data analysis, planning and decision support, process automation, and enhancing the efficiency of assets, facility, and municipal service management.

Smart monitoring is at the forefront of this approach. It uses digital technologies, geographic information systems (GIS), and other advanced monitoring tools to track conditions across the city and identify issues and problems at public sites and facilities. This enables a gradual shift from a reactive model that detects problems after they occur to a more proactive approach based on continuous monitoring and intelligent analysis.

The Municipality also places significant emphasis on using AI for data analysis and decision support. As its capacity to collect, integrate, and analyze data grows, it becomes better equipped to identify patterns and trends, understand the city's needs, set priorities, and allocate resources more efficiently.

In the next phase, the focus will also be on expanding AI applications across municipal operations and services, strengthening the integration of systems and platforms, and leveraging advanced analytics and automation to improve performance and reduce operational time and effort, while maintaining service



Public Transport Analysis System: Analyzing transport movements, stations, and user density to optimize trip distribution, improve network efficiency, and reduce travel time.

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quality and reliability. The goal is to build a more efficient and responsive municipal system, ensuring that technology serves as a means of achieving better outcomes for residents and the business sector, rather than an end in itself.

How is the Municipality using AI and process automation to make municipal services faster, easier to access and more responsive to residents and businesses?

Urban data has become one of the most important assets on which modern cities depend for planning, resource management, and decision-making. Based on this premise, the Eastern Province Municipality is working to strengthen the use of data and artificial intelligence to understand urban realities, analyze challenges and opportunities, and make evidence-based decisions.

Integrating urban data with geographic information systems (GIS) and artificial intelligence technologies enables more accurate analysis of urban phenomena and a deeper understanding of the spatial and temporal relationships between different elements of the city. This, in turn, supports urban planning and enhances the allocation of resources and services.

Smart analytics can also help identify recurring patterns in observations and problems, pinpoint locations that require greater intervention or monitoring, and assess levels of demand for services. This contributes to better prioritization of needs and more efficient resource allocation.

It is essential for us that data form part of an integrated decision-making cycle, beginning with data collection and quality improvement, followed by organization, integration, analysis, and transformation, and ultimately translating analytical findings into measurable and monitorable operational decisions and procedures. We aspire to contribute to a more proactive model of urban planning—one that not only addresses existing challenges but also anticipates future changes and needs and prepares for them at an early stage.

Furthermore, improving municipal services is not simply a matter of delivering them faster, but also of ensuring that they respond to the actual needs of residents and the business sector. Data and artificial intelligence therefore provide a significant opportunity to understand these needs more accurately and design more efficient and effective interventions and services.

The Municipality's smart monitoring platform combines technologies such as computer vision, drones and GIS. How has this changed the way municipal teams identify and respond to issues in roads, parks, public spaces and other urban assets?

The smart monitoring platform is a practical example of how modern technologies can be leveraged to improve city management. It integrates digital technologies, geographic information systems (GIS), and AI-enhanced cameras, strengthening the Municipality's ability to monitor urban conditions and identify issues and problems on roads, in parks and public spaces, and across other facilities.

The importance of this system lies in shifting from traditional monitoring to an approach based on continuous observation and the use of data, images, and spatial information. This gives the Municipality a more comprehensive view of different sites, enables issues to be accurately identified and located, and supports the deployment of work teams to address them.

Integrating field monitoring with digital systems also helps streamline the feedback processing cycle. Once a problem is detected and its location identified, the relevant data can be transferred to the departments and teams concerned, supporting rapid response, follow-up, and updates.

The value of smart monitoring extends beyond simply identifying urban challenges. It also helps build a cumulative spatial database that can be used to analyze patterns, identify areas most in need of intervention, examine recurring problems, and support the planning of future maintenance and improvement projects. Integrating smart monitoring, data, analysis, and operational processes is an important element in developing a modern city management model based on real-time information and strengthening the Municipality's ability to respond more quickly and efficiently.

What measures are in place to ensure data quality, privacy, cybersecurity and human oversight in municipal AI systems? What skills and partnerships are needed to manage these technologies effectively?

At the Eastern Province Municipality, we recognize that the success of artificial intelligence (AI) depends not only on the technology itself, but also on an integrated system encompassing governance, data,

human resources, systems, policies, and partnerships. Therefore, expanding the use of AI must be accompanied by a clear framework that ensures these technologies are used responsibly, safely, and effectively.

Data quality is among the most important requirements, as the quality of AI system outputs largely depends on the quality of the data on which they are based. Accordingly, strengthening data management practices, improving data quality, and regulating data collection, exchange, and use are essential to the success of smart applications.

We also place great importance on privacy, data protection, and cybersecurity. Data and modern technologies are managed within clear institutional frameworks that take into account relevant regulatory and security requirements, ensuring information is protected and minimizing the risks associated with the use of digital technologies and AI.

At the same time, we emphasize the importance of human oversight. AI should serve as a tool to support decision-making, not replace human and institutional responsibility. Accordingly, decisions requiring human judgment or organizational responsibility must remain subject to appropriate review and oversight. Building national expertise is also a cornerstone of the system's sustainability. Investment in technology must be accompanied by investment in human capital through the development of skills in data, artificial intelligence, analytics, geographic information systems, digital product management, governance, and cybersecurity.

Partnerships with government entities, the private sector, and academic and technological institutions are also essential for accelerating knowledge transfer and leveraging specialized expertise. This, in turn, strengthens the Secretariat's ability to develop practical and sustainable solutions that meet the needs of the cities of the Eastern Province.

Looking ahead, how does the Municipality plan to expand successful AI applications across the Eastern Province, and what lessons could its experience offer other Arab cities?

At the Eastern Province Municipality, we aspire to move from isolated AI applications towards a more integrated system spanning different cities, services, and municipal operations. The next phase will build on

and expand current successes while developing a replicable institutional model that can be applied across cities in the region, tailored to the specific needs and characteristics of each city.

One of our key priorities for the future is to strengthen the integration of data, systems, and platforms, ensuring that smart applications operate as part of a cohesive system rather than in isolation. This will provide a more comprehensive view of the city and support decision-making at both strategic and operational levels.

We also aim to expand the use of AI in predictive and proactive analysis, enabling us to anticipate needs and challenges before they arise, prioritize them at an early stage, and improve resource efficiency.

Furthermore, we will leverage the accumulated data from smart monitoring systems and municipal services to develop more advanced analytical capabilities. This will transform data from merely recording the past into a tool for forecasting the future and supporting future decisions. One of the most important lessons we can offer other cities is that becoming a smart city does not begin with purchasing technology, but with identifying the real urban challenges we seek to address, then building the data, governance, and capabilities needed to use technology to achieve tangible results.

The successful adoption of artificial intelligence also requires a phased approach: starting with clearly valuable use cases, measuring their results, learning from them, and then scaling successful applications. This must be accompanied by building human capacity, strengthening data governance, protecting privacy, enhancing cybersecurity, and ensuring responsible human oversight.

At the Eastern Province Municipality, we believe that a smart city is not simply one that relies on technology, but one that uses technology and data to improve people's lives, enhance service efficiency, achieve sustainability, and strengthen its ability to respond to change. From this perspective, artificial intelligence will remain a key enabler in the development of the Eastern Province's cities towards a smarter, more sustainable, and higher-quality future.

URBAN INSIGHTS

THE REAL CHALLENGE OF AI IN CITIES IS GOVERNANCE



Tan Yigitcanlar

Professor at Queensland University of Technology, Australia, and Distinguished Visiting Professor at the University of Johannesburg, South Africa. An internationally recognised scholar in urban studies, sustainability, technology, and planning, he leads the QUT Urban AI Hub and serves on the Australian Research Council College of Experts. He advises government agencies in Australia and internationally, and collaborates with leading organisations and professional networks to advance urban innovation and responsible AI. Ranked among the world's leading researchers in urban and regional planning, he has been recognised as an Australian Research Superstar, Australian Research Field Leader, and Clarivate Highly Cited Researcher.

AI is reshaping how cities are planned and managed

AI is quietly finding its way into the everyday workings of cities. It is helping governments plan neighbourhoods, manage infrastructure, respond to climate risks, improve public services, and communicate with residents. The real challenge is no longer whether cities will use AI, but whether they can use it in ways that genuinely serve the public interest.

Cities have always adapted to new technologies. The rise of e-government moved many public services online. The smart city movement introduced sensors, connected devices, and real-time data monitoring. AI is the next step in that journey. What makes it different is its ability not just to collect information, but to interpret it, learn from it, and help governments anticipate future challenges.

Urban AI covers a wide range of tools, including

machine learning, geospatial analytics, digital twins, and decision-support systems. While these terms can sound technical, their purpose is straightforward: helping governments make sense of large and complex datasets. Cities generate enormous amounts of information every day through transport systems, public services, mobile devices, sensors, and digital platforms. AI can uncover patterns within that information that would otherwise go unnoticed, providing insights that support better decision-making.

The opportunities are considerable. In transport, AI can help reduce congestion by predicting traffic patterns and improving signal timing. Infrastructure managers can identify assets that are likely to fail before costly disruptions occur. Environmental agencies can use AI to monitor air quality, map urban

heat hotspots, and strengthen climate adaptation strategies. Digital twins, which create virtual models of urban environments using real-time data, allow decision-makers to explore the likely consequences of policies before implementing them in the real world.

One of AI's greatest strengths is its ability to help governments move from reacting to problems towards anticipating them. Traditionally, many policy responses occur after a problem has already emerged. AI offers the possibility of identifying risks earlier, whether related to flooding, energy demand, housing shortages, or rapid population growth. As cities face mounting pressures from climate change, urbanisation, and limited resources, this predictive capacity becomes increasingly valuable.

AI also has the potential to improve the way governments interact with citizens. Digital assistants and chatbots can provide quicker access to information and services. Automating routine administrative tasks can reduce workloads and free up public servants to focus on complex issues that require human judgement, local knowledge, and community engagement. Used wisely, AI can make government more responsive and accessible.

Enthusiasm for AI should not blind us to its risks

One of the most significant concerns is bias. AI learns from existing data, and those data often reflect historical inequalities. If unchecked, AI systems can reproduce or even worsen patterns of disadvantage in areas such as planning, policing, and public service delivery. A technology intended to improve efficiency may inadvertently reinforce unfair outcomes for already vulnerable communities.

Privacy presents another challenge. AI relies heavily on data collected through sensors, cameras, smartphones, and online platforms. While these data can help cities operate more effectively, they also raise important questions about surveillance, consent, and trust. Residents are increasingly aware of how much information is being collected about their lives and are right to ask how it is used, who controls it, and whether adequate protections are in place.

Accountability is equally important. Many AI systems operate in ways that are difficult for non-experts, and sometimes even their creators, to fully explain. If an algorithm influences planning approvals, determines eligibility for services, or supports public safety

decisions, citizens deserve to understand how those outcomes were reached. Public institutions cannot expect trust if their decision-making processes become opaque.

There are practical concerns as well. Successful AI implementation requires quality data, skilled staff, strong cybersecurity, and robust institutional capacity. Many local governments struggle with limited resources and technical expertise. Without sufficient capability, cities may become overly dependent on technology providers and lose the ability to govern these systems effectively on behalf of their communities.

"The real challenge is no longer whether cities will use AI, but whether they can use it in ways that genuinely serve the public interest"

Responsible AI must become the guiding principle of urban innovation

This means ensuring fairness, transparency, accountability, privacy, and meaningful human oversight. AI should support human decision-making, not replace it. Elected officials and public institutions must remain accountable for decisions, regardless of how sophisticated the technology involved may be.

Public participation is just as important. Residents should have a say in how AI is used in their cities, not simply experience the outcomes. Community consultation, independent oversight, and open discussion about risks and benefits can help build trust and legitimacy.

Local governments have a particularly important role because they are where people encounter AI most directly, from planning approvals and waste collection to transport services and community programs. Their leadership will be critical in ensuring that technological innovation remains aligned with local needs and public values.

Good governance will determine whether urban AI succeeds

AI is more than another digital tool. It is becoming part of the machinery through which cities are governed. Whether it improves urban life will depend less on the sophistication of the algorithms and more on the quality of the institutions that oversee them. The cities that succeed will be those that combine innovation with transparency, ethics, and strong community engagement. They will not only be smarter cities, but better governed ones.

GOVERNING ARTIFICIAL INTELLIGENCE IN ARAB CITIES: THE INSTITUTIONAL QUESTION



Adel Ben Youssef

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Somewhere in an Arab city this morning, an application for a building permit will join a queue. Whether it is examined this week or next month may already have been settled by a system nobody in the room can fully explain, procured two budget cycles ago and configured by a supplier who has never seen the neighbourhood. Nobody decided it should work this way. It happened while attention was elsewhere.

The strange part is how well governed this is supposed to be by now. Nearly every advanced administration now holds a strategy for artificial intelligence in government and an institution to oversee its use, yet the conditions that would let any of it work at scale, data governance chief among them, remain unmet [1]. A review of two hundred

government deployments found the same pattern: ambition arriving in quantity, initiatives stalling at the pilot stage [2]. If that is the record of the best-resourced states, a municipality's difficulties are not a failure of will.

Cities are the hard case here, not the easy one. They are where these systems meet people most directly, and where the day-to-day decisions about them are actually taken [3]. A ministry adopts a framework. A municipality must apply it to a particular permit and a particular resident. Governance is decided in that translation, and the translation is rarely resourced.

What a City Must Settle First

Artificial intelligence does not compensate for weak

information, it amplifies what already exists. Where records sit in departmental silos, where definitions differ between offices and no one owns the address registry, every system built above it inherits those faults and lends them the authority of a machine.

Consider next what these systems do. Most rank, prioritise and triage: which streets are resurfaced, which buildings are inspected, which applications move to the front. Every ranking encodes a judgement about whose need counts more, and that judgement belongs to accountable authority rather than to a supplier's default configuration. In the region's tourism cities the same logic governs visitor flows and pressure on infrastructure, where systems built to optimise the visitor experience also determine how much of that pressure residents absorb [4].

"Artificial intelligence does not compensate for weak information, it amplifies what already exists"

Three questions need answers before deployment, not after. Who holds the decision right. What recourse a resident has when the system errs. Which decisions require a human being as a matter of policy. A public record of the systems a city uses, of what each decides and on what basis, turns those answers into something a resident can rely on. Amsterdam and Helsinki built such registers in 2020, listing for each system its data, its use and how it was checked for bias [5]. Coverage has stayed modest, which is instructive: transparency is a practice, not a document published once.

The scarce competency, meanwhile, is not data science. It is the ability to define a problem, procure against it and hold a supplier to outcomes rather than to milestones. A city that can operate a system but cannot evaluate, modify or replace it has rented a capability rather than acquired one. Which digital skills an administration actually needs, as distinct from those its suppliers hold, deserves closer attention than it receives [6].

The Regional Dimension

There is a further requirement here with no equivalent elsewhere. These systems must work in

Arabic, in the registers and dialects residents actually use when they report a fault or contest a fee. Those developed and evaluated primarily in English do not, and the people they fail are the ones least able to escalate. Building culturally grounded systems rather than only importing global ones has been identified as a strategic pathway for the region [7]. Abu Dhabi's TAMM platform shows what that can look like: services from more than thirty government entities in a single channel, with an assistant answering in Arabic and English through an Arabic language model developed in the region [8]. The harder achievement was not the model but the agreement among those entities to present one front door.

Scale is the last piece. A single city negotiating alone against global suppliers has little leverage over price, over terms, or over the standards embedded in what it buys. Shared specifications and pooled procurement across Arab cities would turn that weakness into collective strength, work only regional institutions can do.

None of this counsels hesitation. It counsels order: institutions before instruments, outcomes rather than deployments. Return to the application in the queue. The resident waiting on it does not experience an algorithm. They experience whether the permit arrived, whether anyone answered when they asked why, and whether the office behaved the same way this month as last. Artificial intelligence can extend the reach of a city that knows what it is trying to do. It cannot supply that knowledge, and no supplier sells it.

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TOOLKITS ON AI IN URBAN GOVERNANCE

Artificial intelligence is creating new opportunities for cities to improve public services, strengthen urban management, and support better decision-making. At the same time, its use raises concerns about privacy, bias, transparency, accountability, procurement, data governance, and institutional readiness. Municipalities therefore need practical guidance to identify suitable applications, assess risks, work responsibly with technology providers, and build the capacity needed for accountable AI adoption.

To facilitate knowledge sharing on this topic, this issue of Mudununa features a selection of toolkits and guidance resources developed by international organizations and public-sector networks. They cover key areas such as urban applications, risk assessment, procurement, governance, readiness, and implementation. Together, these resources help municipalities translate broad principles into practical action and adapt AI governance approaches to diverse regulatory and institutional contexts across Arab cities.

1

Toolkit 1:
GovAI Coalition: Templates & Resources

2

Toolkit 2:
AI & Cities: Risks, Applications and Governance

3

Toolkit 3:
AI Procurement in a Box: AI Government Procurement Guidelines

4

Toolkit 4:
Artificial Intelligence in the Public Sector: Maximizing Opportunities, Managing Risks



GovAI Coalition, led by the City of San José, ©2024-ongoing

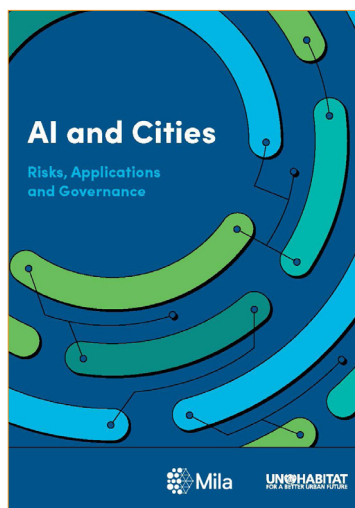
<https://www.sanjoseca.gov/your-government/departments-offices/information-technology/artificial-intelligence-inventory/govai-coalition/templates-resources>

Toolkit 1: GovAI Coalition: Templates & Resources

The GovAI Coalition: Templates & Resources is not a static publication, but a growing collection of practical tools created by public-sector practitioners for governments adopting and governing AI. Launched by the City of San José in 2023, it released its first public resources in March 2024 to support municipal, regional, and national authorities in setting responsible AI policies, assessing proposed systems, and managing technology providers.

The collection includes editable templates, guidance documents, repositories, and implementation tools. These cover AI policy, governance handbooks, algorithmic impact assessments, incident response, data-sharing agreements, staff training, community engagement, vendor factsheets, procurement use cases, contract language, and enterprise generative-AI assessment. A starter framework connects these tools across governance, procurement, implementation, monitoring, and incident management, while aligning them with the NIST AI Risk Management Framework.

For cities, the value lies in translating responsible-AI principles into usable documents. Municipalities can adapt the templates to local laws, data-protection rules, Arabic-language systems, and existing administrative structures.



United Nations Human Settlements Program (UN-Habitat) and Mila – Quebec Artificial Intelligence Institute, ©2022

<https://unhabitat.org/ai-cities-risks-applications-and-governance>

Toolkit 2: AI & Cities: Risks, Applications and Governance

AI & Cities: Risks, Applications and Governance was jointly prepared by UN-Habitat and Mila as a white paper for municipal decision-makers, urban planners, policymakers, and public-sector practitioners seeking to understand and govern artificial intelligence. It shows how AI can strengthen urban management and public services while highlighting risks related to inequality, privacy, discrimination, accountability, and human rights. The paper supports city administrations in adopting responsible AI practices and shaping suitable governance frameworks and municipal strategies. Rather than focusing on one sector, the toolkit brings together conceptual guidance, urban applications, case examples, and practical governance recommendations. It explores AI use across energy, mobility, healthcare, public safety, and water and waste management. A central feature is its lifecycle-based risk-assessment framework, which uses guiding questions and examples to help cities identify potential harms before and during implementation. The closing sections address institutional governance arrangements and responsible municipal AI strategies. The paper is especially useful as smart-city programs and data-driven municipal services expand. Its lifecycle perspective can help review proposed systems before procurement, define institutional responsibilities, and put safeguards in place for residents. Municipalities can adapt its principles to their regulatory frameworks, digital capacity, local priorities, Arabic-language services, local datasets, unequal digital access, and varied governance structures.



World Economic Forum, ©2020

https://www3.weforum.org/docs/WEF_AI_Procurement_in_a_Box_AI_Government_Procurement_Guidelines_2020.pdf

Toolkit 3:

AI Procurement in a Box: AI Government Procurement Guidelines

AI Procurement in a Box: AI Government Procurement Guidelines is a hands-on resource for public authorities purchasing artificial intelligence systems. Developed by the World Economic Forum, it supports policymakers, procurement officials, technical specialists, legal teams, and public service managers.

The guidance helps them define needs, communicate with suppliers, and balance innovation with ethical, legal, and operational considerations throughout procurement. At its core is a set of procurement principles with practical explanations. The guidance covers the full lifecycle, from deciding whether AI is suitable and preparing tender requirements to evaluating suppliers, managing data, allocating responsibilities, and monitoring systems after deployment. It also addresses transparency, fairness, explainability, privacy, security, and testing. The wider AI Procurement in a Box package includes a workbook, implementation guidance, and pilot case studies to help public bodies turn principles into procurement documents and procedures.

This resource is especially useful for cities that buy AI solutions from external providers without extensive in-house expertise. Its principles can inform municipal RFPs, vendor evaluation criteria, contract clauses, and monitoring arrangements, while being adapted to national procurement laws, Arabic-language systems, local data-governance needs, and different institutional capacities.



World Bank, ©2020

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/809611616042736565>

Toolkit 4:

Artificial Intelligence in the Public Sector: Maximizing Opportunities, Managing Risks

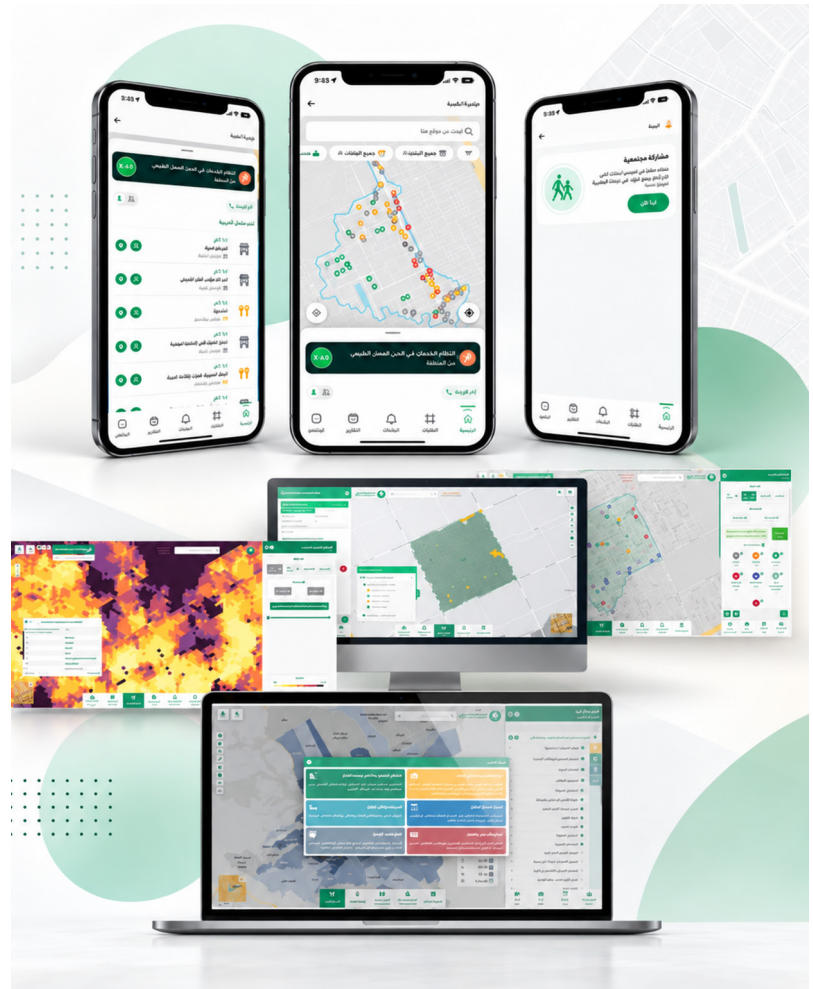
Artificial Intelligence in the Public Sector: Maximizing Opportunities, Managing Risks offers a strategic view of how governments can integrate AI into wider public-sector modernization. Prepared by the World Bank for policymakers, government leaders, public-sector managers, and technical practitioners, it examines AI's opportunities alongside the ethical, institutional, and operational risks that accompany adoption.

The publication helps public institutions identify possible applications, assess readiness, and establish governance arrangements for responsible and sustainable use. The discussion moves from AI opportunities to the risks that must be managed and the institutional responses required. It covers ethical principles, governance arrangements, national policy considerations, and the building blocks of a long-term public-sector AI strategy. Supporting appendices provide technical explanations, resources, and practical examples of AI architecture and applications.

At the municipal level, the publication can help cities place individual AI projects within a broader institutional framework. Municipalities can use its building blocks to assess data readiness, staff capacity, leadership, legal safeguards, and coordination before investing in new systems.

**CITIES IN
ACTION**

Project 1



Urban Data Center, Riyadh, Kingdom of Saudi Arabia
© 2026 Riyadh Region Municipality

Transforming Municipal Operations Through AI Experiences from Riyadh and Doha

Artificial intelligence (AI)-enhanced data is reshaping municipal operations, creating opportunities to improve planning efficiency, accelerate services, and strengthen urban decision-making. Doha and Riyadh offer distinct examples. Doha is using AI to modernize building permits by reviewing engineering plans and linking them with land and infrastructure data. Riyadh is developing a broader urban intelligence ecosystem integrating geographic data, indicators, analytics, and digital platforms for city planning and management. Together, these experiences show that successful digital transformation depends not only on technology, but also on reliable data, integrated systems, institutional coordination, and sustained government

oversight.

In October 2025, Qatar's Ministry of Municipality launched an AI-powered building permit system as part of its digital transformation program. Its impact is directly felt in Doha and other municipalities by changing how applications are prepared, reviewed, and approved. The system serves engineering and consultancy firms, investors, municipal visitors, and applicants, initially targeting electronic processing of up to 70% of engineering plans.

A key feature is the system's ability to analyze engineering drawings and identify building footprints, setbacks, heights, floor areas, and room dimensions. These elements are compared with consultancy

submissions and the site's geographic characteristics. The review covers three stages: verifying structural integrity, identifying discrepancies between drawings and recorded data, and detecting design violations. Consultants receive a list of comments and corrections before final submission, reducing repeated revisions and improving application quality from the outset.

The system is strengthened by integration with geographic databases of Qatar General Electricity & Water Corporation (Kahramaa), the Public Works Authority (Ashghal), and Qatar's Centre for GIS. Plans can therefore be assessed alongside site-specific information and surrounding utility and infrastructure networks. According to the Government Communications Office, the Ministry expects the system to reduce building permit issuance time from approximately 30 days to 120 minutes.

Despite automation, human and regulatory oversight remains central. The Ministry sets standards, manages the platform, and oversees approval procedures. AI serves as an assistive tool that accelerates audits, identifies inconsistencies, and allows reviewers to

focus on complex cases. Accumulated data can identify recurring violations, improve guidance, and make licensing requirements more predictable. This helps standardize review criteria, reduce procedural inconsistencies, and enable consultants to address comments before final submission.

In Riyadh, Riyadh Municipality has established the Urban Data Center as an integrated platform supporting urban development through advanced technologies and geospatial information systems. The center operates within an urban development vision and is built on a database comprising more than 20 datasets, 165 GIS and descriptive layers, 4,500 fields, and approximately 1.8 billion data records.

The center focuses on a centralized urban and spatial database; urban development studies; specialized applications and performance dashboards; reports for departments and agencies; and technical capacity building. Users include decision-makers, government entities, the private sector, communities, universities, research centers, researchers, and academics.

The center brings together four interconnected systems covering data, urban analytics and studies,

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دولة قطر • State of Qatar

وزارة البلدية
Ministry of Municipality
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QATAR LAUNCHES AI-POWERED BUILDING PERMIT SYSTEM

Building Permits in Qatar:
From **30 Days ▶ 2 Hours**

- 1 Part of the Ministry of Municipality's digital transformation programme
- 2 Enables faster online processing of building plans
- 3 Unifies technical standards and boosts efficiency
- 4 Achieved **70% completion** in its first phase

AI-Powered Building Permit System, Doha, Qatar
©2025 International Media Office, State of Qatar

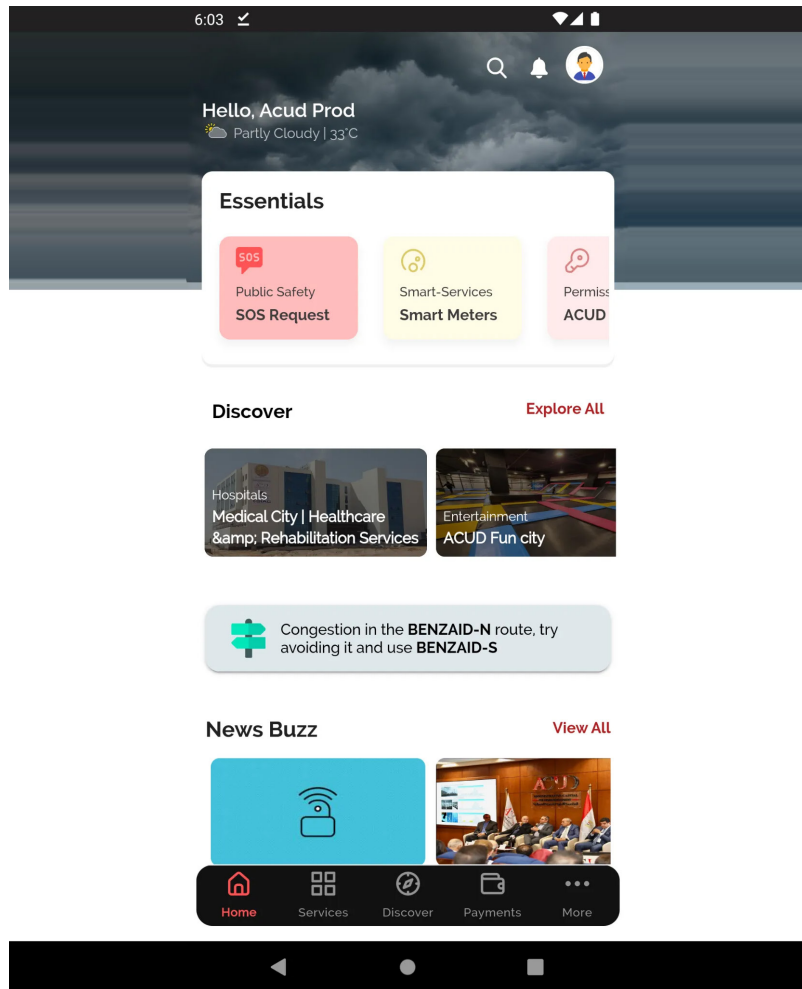
digital solutions and platforms, and decision-making empowerment. Over three years, it has evolved from establishing its data ecosystem, infrastructure, and platform to developing advanced indicators, analytics, and interactive platforms. Achievements include more than 350 indicators, over 15 applied studies and methodologies, five interactive tools and platforms, an urban data and indicators dashboard, 20 active partnerships, and more than 60 introductory sessions.

Its outputs include current situation analyses and needs assessments, methodologies and assessment criteria, regulatory and legislative compliance assessments, statistical presentations, and maps and atlases, generating more than 15, 12, 10, 250, and 300 outputs, respectively. These capabilities come together through a unified digital platform incorporating AI technologies such as UrbanGPT, enabling users to access information and analytics. Analytical and predictive models support the study of future trends and proactive responses to emerging challenges. The center also uses AI to analyze satellite and aerial imagery, classify and detect urban changes, and provide an intelligent urban data assistant offering instant answers supported by maps, statistics, charts, and spatial analyses derived from platform data.

Through this ecosystem, the center streamlines decision-making, connecting the initial question and data acquisition with analysis, comparison, and evaluation of alternatives before the final decision. Its role extends beyond collecting and displaying data to transforming fragmented information into actionable knowledge for policies and projects. Satellite and aerial imagery help monitor urban growth and identify areas requiring early intervention, while shared indicators strengthen coordination among departments and support outcome measurement. These capabilities contribute to proactive planning and more effective direction of urban investments.

The experiences of Doha and Riyadh illustrate complementary approaches to AI-enabled urban management. Doha demonstrates how AI can enhance a high-demand municipal service by automating inspections and linking plans with site and utility data, reducing processing time and errors while strengthening compliance. Riyadh demonstrates how institutional data infrastructure can integrate AI into

city-level planning and decision-making. In both cases, sustainable impact depends on reliable data, clear standards, skilled professionals, and effective inter-agency coordination. Together, these elements enable digital technologies to improve services, reduce administrative burdens, and support more efficient and transparent urban growth.



ACUD Citizen App for Services in Egypt's New Administrative Capital
© Administrative Capital for Urban Development

AI-Enabled Services Egypt's New Capital and Madinah

For residents, the quality of a municipal service is often judged by what happens after they ask a question or report a problem. A digital platform may make submission easier, but the real test is whether the authority can understand the request, send it to the right department, track the response, and learn from the information collected. Egypt's New Administrative Capital and the city of Madinah in Saudi Arabia show two ways of strengthening this process. The New Capital links a resident-facing application with urban operations, while Madinah uses AI to analyze municipal data. Saudi Arabia's Balady Smart Assistant adds a national layer.

Egypt's New Administrative Capital offers an official ACUD Citizen App that gives residents and business owners one digital entry point for city services. Users

can pay bills, receive updates, submit complaints, and report problems. Instead of contacting several departments, they can begin through one shared channel.

The responsible organization is the Administrative Capital for Urban Development (ACUD), the company leading the development and operation of Egypt's New Administrative Capital. ACUD oversees infrastructure, urban facilities, and public services with specialized agencies and providers. The app serves as a central channel connecting residents with those responsible for operations.

Behind the app is a smart-city system combining artificial intelligence, sensors, cameras, video analytics, and Internet of Things technologies. A command-and-control center monitors activity, identifies incidents,

follows traffic and crowd movement, and supports emergency responses. Technical teams also analyze fault reports so repeated problems can be identified.

This connection between the public interface and the city's operational systems is important. A complaint becomes more useful when linked to a location, infrastructure data, and the department responsible for responding. The New Capital therefore shows how a digital channel can become part of case management rather than remain a separate complaint form. Because the city was developed with digital infrastructure from the beginning, these links could be built into its management model instead of added later.

The same infrastructure also raises concerns. The New Capital uses a large camera network and AI-supported monitoring tools, including facial recognition. These systems may support safety and incident management, but they also raise questions about privacy and personal data. Clear rules are needed on what is collected, how long it is stored, who can access it, and how residents can challenge misuse.

Madinah approaches citizen services from the internal side of municipal operations. Madinah Regional Municipality launched Sabr in August 2025 during the Digital Saudi event at Taibah University. Sabr uses artificial intelligence to turn municipal data into information that can support better services and operations.

Unlike a chatbot, Sabr is not mainly designed to communicate directly with residents. Its purpose is to help municipal teams understand information produced through daily work. It can identify repeated service problems, changes in performance, and areas where procedures or resources may need attention. In this way, it strengthens what happens after complaints, requests, or operational data enter the system.

Sabr operates within Madinah's wider smart-city environment. The Al Madinah Smart City program has developed Raseel, an interoperable platform that supports data exchange for government organizations. It helps public bodies manage services, facilities, and urban assets through a connected information environment. This matters because AI cannot identify useful patterns when data remains scattered across departments.

The municipality's role extends beyond introducing technology. As the authority overseeing local services, Madinah Regional Municipality remains responsible for interpreting Sabr's findings and deciding how they inform municipal work. The platform can support decision-making by presenting patterns and insights, while issues such as data quality, privacy, access, appropriate use, and continued management remain important considerations in the platform's operation.

Saudi Arabia's Balady Smart Assistant adds a national service layer. Introduced by the Ministry of Municipalities and Housing during the 2024 Global AI



Sabr AI-Powered Analytical Platform, Madinah, Saudi Arabia
©2025 Saudi Press Agency

Summit, the assistant is available through the Balady application and the Ministry's website. It provides round-the-clock information about municipal services, procedures, regulations, and requirements.

Balady is not an internal or city-specific application; rather, it serves municipalities across Saudi Arabia by providing residents with consistent information regardless of location. Madinah's Sabr, by contrast, supports local analysis and decision-making. Together, they illustrate how national and city-level systems can serve different but complementary municipal functions in practice.

The two city cases cover different parts of the same service chain. Egypt's New Capital provides a public digital gateway connected to urban operations. Madinah strengthens the analysis behind municipal services and case management. Balady adds a shared national information service. Cities need both an accessible front door and a capable system behind it: simple ways for residents to report problems and reliable processes for authorities to route, resolve, and learn from each case.



AI-Powered Complaints System for Sanitation and Waste Services, Amman, Jordan
©2026 Amman Vision Treatment and Recycling

Intelligent Waste Operations Lessons from Amman and Al Wakrah

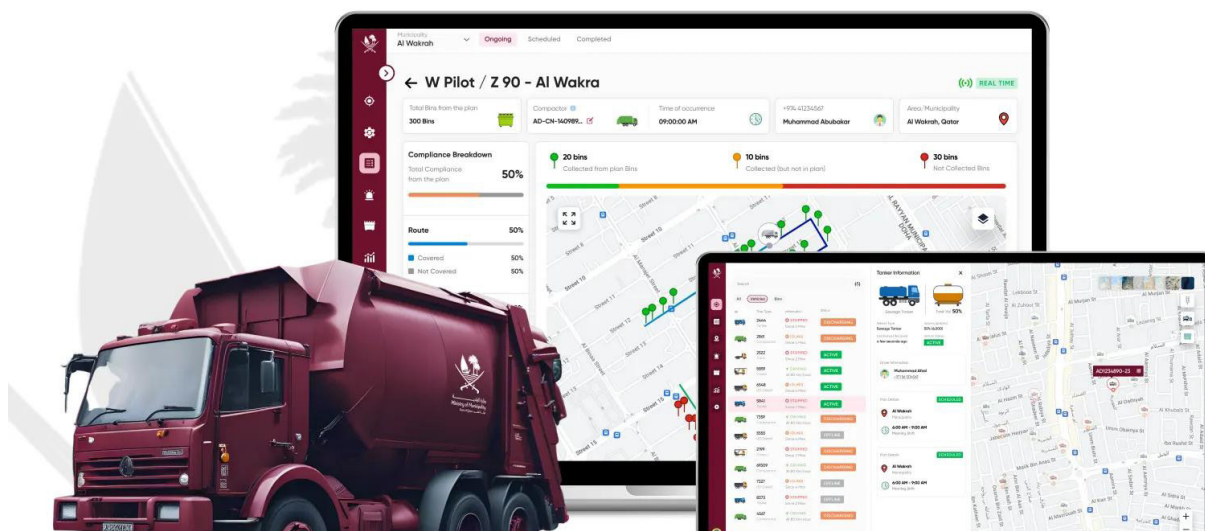
Waste collection is one of the most visible municipal services. Residents quickly notice overflowing containers, missed streets, delayed responses, and vehicles making unnecessary trips. Yet managing the service requires constant coordination between complaints, collection crews, contractors, vehicles, containers, and municipal control rooms. Amman and Al Wakrah are applying artificial intelligence at different points in this chain. Amman uses AI to receive, analyze, and direct sanitation complaints, while Al Wakrah combines AI, big-data analytics, sensors, and automated route planning to manage collection operations across the city. Together, the cases show how municipal waste services can shift from fixed routines and fragmented

reporting towards responsive, data-led operations.

In July 2026, Amman Vision Treatment and Recycling launched an AI-powered complaints system for waste-management and sanitation services. The company is an executive arm of Greater Amman Municipality and forms part of the municipality's wider reform of collection, treatment, and recycling. The system gives residents a structured way to report accumulated waste, street-cleaning problems, and related service failures, while allowing the city's operators to manage each complaint as a traceable case rather than an informal message.

Residents begin by contacting a dedicated hotline and then receive an SMS link through which they can upload a photograph and share the precise location of

Revolutionizing Municipal Services for Qatar MM



Smart Waste-Management System Interface, Al Wakrah Municipality, Qatar
©2024 Minahil Awan

the problem. Complaints can also be submitted and followed through an online portal. Location data is particularly important because waste collection in Amman is delivered through different service providers working across designated areas. The system uses AI to receive and analyze each report and automatically route it to the provider responsible, reducing the need for staff to manually read, classify, and redirect every complaint.

The platform also introduces clearer accountability into the service chain. Each case is managed according to defined standards and performance indicators, while service providers are expected to resolve reports within specified time frames. Residents can monitor the status of their complaints until closure. This connects a public-facing reporting channel with contractor management and operational follow-up. Amman's model therefore uses AI not to identify waste directly on the street, but to organize the flow of information between residents, the municipal company, and cleaning operators. Because the platform was launched only in July 2026, published evidence on response-time reductions or complaint-resolution rates is not yet available.

Al Wakrah, on the other hand, uses AI in the gathering process. In June 2024, the Ministry of Municipality in Qatar launched the first phase of its

Smart Cities Solutions Project, starting with job distribution, smart garbage management, and vehicle monitoring in Al Wakrah Municipality. With intentions to extend the concept to other towns, the system was implemented across 39 trash-transport trucks and 7,571 garbage containers. The Ministry oversees the initiative and connects fleet management, central information systems, and a single operations platform to the municipality's public cleaning activities.

Sensors connected through an Internet of Things network monitor container levels, temperature, physical stability, geographic position, and condition. Collection vehicles are also tracked, allowing the central platform to follow movements and operational performance. The platform then uses artificial intelligence and big-data analytics to interpret the incoming information. Intelligent optimization algorithms identify full containers, assign them to collection plans according to size, and calculate the shortest collection and transport route for each vehicle using current and historical data.

This creates a different operating model from conventional fixed-route collection. Instead of sending vehicles to every container according to a standard timetable, the system can prioritize containers that require attention and generate tasks automatically. The Ministry reported that the wider vehicle-

management component initially covered more than 1,000 government vehicles and pieces of equipment, including waste trucks, compactors, tankers, and sewage vehicles. By reducing unnecessary journeys, the project is intended to lower fuel consumption, maintenance costs, road wear, congestion, and emissions. However, the available official and credible sources describe expected operational benefits rather than independently verified reductions in distance, fuel use, or expenditure.

Different shortcomings in municipal garbage management are addressed in the two cases. Beginning with the resident, Amman uses AI to categorize reports, route them to the appropriate operator, and facilitate case responsibility. Al Wakrah starts with physical assets, determining which containers should be collected and how trucks should effectively approach them using sensor data and optimization algorithms. Their combined lesson for other Arab cities is that AI functions best when it integrates the whole operational loop, including automated planning, recorded closure, real-time asset information, precise location data, unambiguous roles, and dependable public reporting. Establishing service standards, keeping an eye on contractors, safeguarding resident data, and making sure that efficiency improvements result in cleaner streets and more reliable services all depend on municipal leadership.



AI-powered drones for environmental and field monitoring, Egypt
©2026 Dragos Condrea / iStock | TV BRICS

AI-Powered Municipal Inspection in Saudi Arabia's Eastern Province and Egypt

Municipal inspection is often treated as a question of workforce: more inspectors, patrols, and site visits. Yet the scale of contemporary cities makes this difficult to sustain. Commercial activities, construction sites, streets, parks, waste systems, and public assets generate thousands of possible cases, while teams must decide where intervention is most urgent. Saudi Arabia's national risk-based inspection system, the Eastern Province Municipality's AI-powered monitoring platform, and Egypt's new aerial initiative illustrate a shift from fixed schedules towards data-led targeting, automated detection, and more proactive enforcement.

Saudi Arabia's Ministry of Municipal, Rural Affairs and Housing developed its Risk-Based Inspection

model to address the gap between the size of municipal operations and the number of available inspectors. The ministry oversees more than 500,000 commercial licenses and extensive urban assets, but an OECD case study records fewer than 7,000 inspectors serving this system. The Baladi platform also expanded public reporting, reaching more than three million municipal cases in 2021, including approximately 1.5 million visual-pollution reports.

The ministry's Digital Transformation and Smart Cities Deputyship formed the Clear Vision team to apply advanced analytics, artificial intelligence, and machine learning to inspection workflows. Case Clustering groups reports that are geographically close or similar, helping inspectors address several cases during one visit. Case Prioritization combines more

than ten datasets—including population, points of interest, and clustered reports—to identify cases needing faster attention. Risk-Based Dispatching divides cities into grids, gives each a risk score, and identifies locations likely to experience visual-pollution problems before additional complaints are submitted.

According to the OECD report, clustering reduced inspector visits by up to 30 percent, prioritization identified the 20 percent of cases requiring the fastest response, and risk-based dispatching identified more than 1,200 priority areas[M11.1]. Integrating the system into daily work took around nine months and required improvements to data quality, procedures, organizational responsibilities, and model management. The approach began with visual pollution and was later extended towards retail, health, excavation, and other inspection categories. Its national significance lies in giving municipalities a shared method for directing limited resources according to risk.

The Eastern Province Municipality shows how this national logic can be translated into city-scale operations. Serving Dammam, Dhahran, and Khobar, the municipality launched its Smart Video Analytics

Platform city-wide in April 2025 after an eight-month development and testing cycle. The platform combines computer-vision AI, drones, and GIS analytics to monitor 11,400 kilometers of roads, 6,200 parks and public spaces, and 58 critical facilities. A municipal team of engineers, data specialists, and enforcement officers operates the system with private technology partners.

Rather than requiring an entirely new camera network, the platform connects more than 11,000 existing CCTV streams. Staff can configure detection tools for litter, graffiti, potholes, vehicles, and other objects, while drones provide aerial audits beyond fixed-camera coverage. A 15-minute drone flight can reportedly map around two square kilometers of visual-pollution hotspots, with results entering the same dashboard as camera alerts. Arabic interfaces support field teams, while a steering committee directs findings to the departments responsible.

During its February–April 2025 pilot, the municipality reported detecting 1,324 visual-pollution incidents and reducing average rectification time from 15 days to three. It also stated that 57 percent of manual inspection tasks were automated. These figures come



Lake Mariout, Alexandria
©2020 Lake Mariout | Facebook



from the municipality's award submission and should therefore be understood as reported results rather than an independent evaluation. The case shows that automated detection becomes useful when connected to escalation, performance indicators, and follow-up action.

Egypt is developing a third model through a national system planned for phased deployment across governorates. In April 2026, the Ministry of Local Development and Environment signed an agreement with Drone Tech to deploy AI-supported drones and geospatial analysis for real-time field monitoring. The system is intended to identify building violations, waste accumulation, pollution sources, agricultural burning, and encroachments on natural reserves, while also supporting afforestation monitoring.

Captured imagery is expected to be processed through trained analytical models and converted into structured information for regional oversight offices. Egypt's initiative is still at the rollout stage and has not yet published measurable inspection outcomes. Its relevance lies in the planned connection between national technology and governorate-level enforcement. Local authorities will need to verify findings, connect them to legal procedures, and establish safeguards for data accuracy, access, retention, and appeals.

Together, the three models show that intelligent inspection is not simply about observing more of the city. Saudi Arabia's risk-based system improves prioritization, the Eastern Province adds continuous visual detection and operational escalation, and Egypt seeks to extend aerial intelligence across governorates. For Arab municipalities, AI becomes effective only when embedded in clear rules, reliable data, trained teams, and accountable enforcement procedures. Technology can identify where attention is needed, but municipal leadership must determine what action is lawful, proportionate, and effective.



AI-powered cameras for traffic violation detection,
Kuwait
©2024 Gulf News Archives | Gulf News

Reading the City in Motion: AI for Mobility Operations in Makkah, Doha, and Kuwait

Urban mobility is not only about building roads or adding buses. It also depends on how quickly authorities can understand movement, anticipate congestion, and respond when conditions change. This challenge becomes particularly demanding during major events, religious seasons, and periods of rapid urban growth. Makkah, Doha, and Kuwait illustrate three different uses of artificial intelligence in mobility operations: predicting crowd and vehicle flows, coordinating transport through digital twins, and automatically detecting dangerous driving behavior. Although the systems are led mainly by national or metropolitan authorities rather than conventional municipalities, each operates at city scale and directly affects how urban movement is managed.

Makkah faces one of the region's most complex mobility environments. During Hajj, large numbers of pilgrims, buses, service vehicles, and emergency teams move through limited corridors and tightly scheduled routes. In June 2025, the Royal Commission for Makkah City and Holy Sites and King Abdulaziz City for Science and Technology used high-resolution satellite imagery, real-time data, and geospatial artificial intelligence to monitor human and traffic movements. The analysis covered vehicle flows and peak periods at Makkah's entry points, crowd density around the Grand Mosque, and movement along routes connecting the holy sites. GeoAI was also used to forecast congestion and provide operational teams with a more complete picture of conditions across the city.

This spatial layer is reinforced by the Baseer platform, developed by the Saudi Data and Artificial Intelligence Authority with the Ministry of Interior. It applies computer vision and real-time data-processing algorithms to analyze the movement and density of visitors around the Grand Mosque. It supports the early identification of crowding, helps authorities allocate resources, and assists in locating missing people. The Smart Makkah Operations Center connects these analytical tools with surveillance feeds and operational coordination. Makkah's example is therefore not a single camera project, but an AI-enabled mobility ecosystem that links satellite observation, computer vision, entry-point monitoring, and field decision-making.

Doha offers a second model through Qatar's Real-Time Crowd and Transport Management solution. Developed through the Ministry of Communications and Information Technology's TASMU program, the platform was implemented to coordinate movement during large events and was documented in a 2025 case study prepared with HEC Paris in Doha. It combines big data, artificial intelligence, and digital-twin technology to integrate information from public and private sources into a shared operational environment.

The platform can model crowd and transport conditions in real time, allowing operators to identify movement patterns, anticipate pressure points, and coordinate responses across transport services and event locations. TASMU describes the system as using AI-based predictive modeling to support seamless mobility. At the same time, its related traffic-management tools provide city operators and law-enforcement agencies with real-time insights for proactive intervention. Doha's experience is important because congestion during major events rarely belongs to one agency. Metro services, roads, event venues, police, transport operators, and emergency teams must work from the same information. The platform's value lies in creating this common operating picture rather than treating each mode separately.

Kuwait's approach is narrower but more directly focused on road compliance. In 2024, the Ministry of Interior began installing 252 AI-enabled cameras on roads and at intersections. The cameras automatically analyze images to detect offenses such as drivers using mobile phones or failing to wear seat belts. Additional point-to-point systems calculate travel times between locations to identify speeding, while later-generation cameras support the detection of illegal turns and other violations.



Control centre monitoring crowd movement, transport routes, and real-time data during Hajj, Makkah, Saudi Arabia
©2025 Hazem Bader / Getty Images | France 24

AI lessens the need for an officer to watch each car in this situation. It is capable of producing evidence for law enforcement, identifying suspected violations, and screening vast amounts of road footage. The system is urban in effect but national in authority, especially on Kuwait City's busy roadways. Instead of optimizing signal timings or rerouting traffic like in Doha or Makkah, its goal is to increase safety by influencing driver behavior through regular automated monitoring. This distinction is important: AI traffic enforcement should be evaluated based not just on the quantity of infractions found but also on whether unsafe conduct decreases and whether review and appeal processes shield drivers from inaccurate classifications.

Together, the three cases show that AI can support mobility at different stages of the operational chain. Makkah uses spatial intelligence and computer vision to anticipate extreme crowd and traffic pressures. Doha creates a predictive, multi-agency platform for coordinating transport and major-event movement. Kuwait automates the detection of road-safety violations. For other Arab cities, the lesson is not to copy one technology, but to define the mobility problem clearly before selecting the tool. Municipal and metropolitan leaders must also establish data-sharing rules, human review, performance indicators, and privacy safeguards. AI becomes valuable when it strengthens coordinated public action and helps people move through the city more safely, efficiently, and predictably.



TASMU Real-Time Crowd and Transportation Management System, Doha, Qatar
©2021 TASMUPlatform | YouTube

**ابدأ رحلتك مع التقييم الذاتي
لأخلاقيات الذكاء الاصطناعي**

الآن يمكنك تقييم منتجك في الذكاء الاصطناعي واستكشاف مدى تطابقه مع أخلاقيات الذكاء الاصطناعي من خلال التقييم الذاتي في منصة حوكمة البيانات الوطنية.

يمكن عمل التقييم بعدد لا محدود | يتضمن التقييم تقريراً مفصلاً لمستوى النضج

قيم منتجك الآن

63.47% ملخص النتائج (غير مدققة)

SDAIA

AI Ethics Self-Assessment through the National Data Governance Platform, Saudi Arabia
©2024 SDAIA_SA | SDAIA

Guardrails for the Digital City: Responsible AI Lessons from Saudi Arabia, the United Arab Emirates, Egypt, and Jordan

The systems that influence urban life are beginning to include artificial intelligence. It can manage traffic, review permits, categorize complaints, identify infractions, and support local decisions. However, the same techniques have the potential to replicate prejudice, reveal private information, or provide results that locals are unable to comprehend or contest. Saudi Arabia, the United Arab Emirates, Egypt, and Jordan are developing national governance approaches to address these risks. Although their frameworks are not limited to municipalities, they influence how local authorities assess AI systems, procure technology, manage data, assign responsibility, and protect the public.

Saudi Arabia has created a wide range of useful instruments for implementation. Stakeholders who

create, develop, deploy, utilize, or are impacted by AI systems in the Kingdom are subject to the AI Ethics Principles of the Saudi Data and Artificial Intelligence Authority. Fairness, privacy and security, humanism, safety and dependability, explainability and openness, and responsibility are all covered. The principles mandate that enterprises protect personal information, monitor systems after deployment, account for bias during design and testing, and implement stronger controls where automated decisions may affect people or communities.

Additionally, Saudi Arabia has incorporated these ideas into an operational evaluation procedure. Organizations can determine an AI model's degree of ethical compliance by comparing their actions with predetermined criteria using the National Data

By creating Chief AI Officer positions throughout federal departments and organizations, the UAE has strengthened this trend. These representatives are meant to facilitate the integration and governance of AI in government operations, encourage best practices, and direct strategic planning. The charter establishes uniform expectations for authorities at the municipal

Because municipal applications have different outcomes, this strategy is directly applicable to urban governance. A system that affects permits, inspections, public safety, or service access should not be controlled in the same way as a chatbot that provides service information. Egypt demands lifecycle risk

The UAE Charter for the Development and Use of Artificial Intelligence, United Arab Emirates
©2024 UAE Legislation

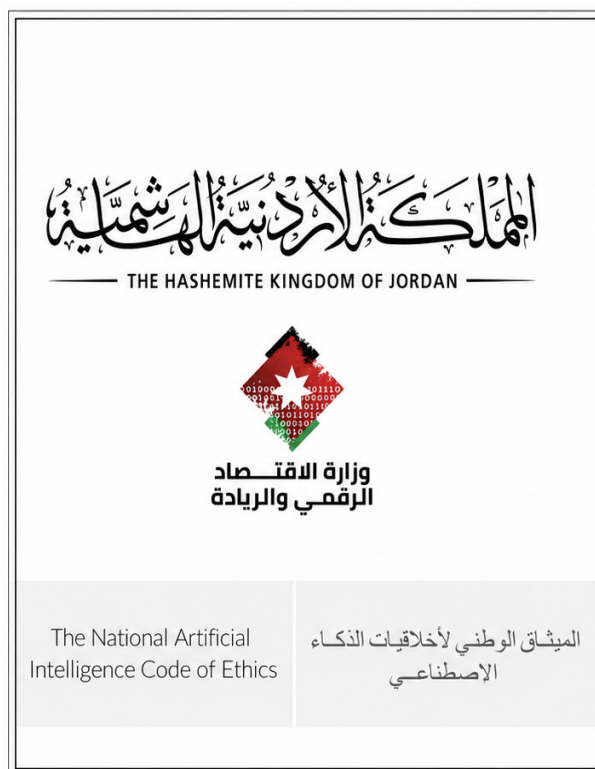
management, data governance, explainability, accountability, and channels for individuals to contest unjust results. It also relates supervision to context and impact. Therefore, systems that could have more severe legal or social repercussions may be subject to stricter scrutiny by municipalities.

Public redress and institutional responsibility are very important in Jordan. Fairness, transparency, privacy, security, accountability, human rights, and social values are all covered under the National Artificial Intelligence Code of Ethics, which was created under the 2020 AI Policy and is mirrored in the 2023–2027 AI Strategy. It mandates that businesses assign accountability for ethical compliance, evaluate any risks and repercussions, keep an eye on systems once they are put into use, and set up avenues for complaints from those who think an AI system has hurt them.

Jordan is also making the connection between procurement, execution, and ethical values. Participating technology businesses and academics must adhere to the national ethical code in order to meet government proof-of-concept standards for AI initiatives. This is important for municipalities because it increases the effectiveness of responsible AI pledges when they are included in contracts, tenders, validation processes, and project

management. The method helps transform ethics from a policy declaration into a requirement that controls the conduct of AI experiments in the public sector.

When taken as a whole, the four examples show that competent municipal AI needs several complementary layers. Jordan links accountability and public recourse with procurement practices; Egypt modifies requirements based on risk and effect; the UAE sets national standards and leadership positions; and Saudi Arabia offers evaluation and adoption tools. Establishing governance before expanding deployment is a common lesson for Arab cities. This includes defining responsibility, testing systems before use, protecting personal data, continuously monitoring performance, maintaining meaningful human control, and providing residents with clear ways to challenge automated decisions.



Guide to Egypt's National AI Governance Framework, Egypt and The National Artificial Intelligence Code of Ethics, Jordan
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**OUR
NEWS**

CHAIRD BY HH. MAYOR OF RIYADH AND PRESIDENT OF AUDI, AECD STEERING COMMITTEE REVIEWS PREPARATIONS FOR SECOND FORUM IN MADRID

The Steering Committee of the Arab-European Cities Dialogue Forum (AECD), chaired by Mayor of Riyadh and President of the Arab Urban Development Institute Prince Dr. Faisal bin Abdulaziz bin Ayyaf, met in Madrid to review preparations for the forum's second edition, scheduled to be held in the Spanish capital, Madrid, in January 2027.

The meeting brought together Mayor of Madrid José Luis Martínez-Almeida, co-chair of the forum; Mayor of Rabat Fatiha El Moudni; and Mayor of Athens Dr. Haris Doukas, both members of the Steering Committee.

At the outset, the committee stressed the importance of building on the success of the inaugural edition,



AECD Steering Committee Reviews Preparations for Second Forum in Madrid
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hosted by Riyadh, by strengthening cooperation between Arab and European cities, expanding urban partnerships, promoting the exchange of expertise, and advancing innovative solutions to shared urban challenges.

The committee reviewed the latest organizational preparations for the second edition. Members also discussed reports and recommendations submitted by the forum's member city working groups, which are expected to enhance the forum's effectiveness and long-term impact.

The meeting further examined the proposed framework and key themes of the 2027 forum, intending to establish a shared vision that reinforces the AECD's role as a leading international platform for urban dialogue, knowledge exchange, and cooperation between Arab and European cities.

Madrid will host the second edition following the successful inaugural forum held in Riyadh, which brought together representatives from more than 100 Arab and European cities, 45 international organizations, and over 300 mayors and urban leaders under the theme "City Partnerships for a Better Future."

The forum is a strategic initiative of the Arab Urban Development Institute that seeks to strengthen cooperation between Arab and European municipalities, promote the exchange of expertise, and foster urban partnerships that support sustainable development and improve the quality of life.

AUDI CONCLUDES PARTICIPATION IN UCLG WORLD CONGRESS WITH PANEL DISCUSSION ON FUTURE OF ARAB EUROPEAN CITY COOPERATION

The Arab Urban Development Institute (AUDI) concluded its participation in the 8th UCLG World Congress, hosted in Tangier, Morocco, under the theme "Advancing a New Generation of Universal Local Public Services." The congress brought together approximately 3,000 ministers, mayors, experts, and business leaders from around the world.

On the sidelines of the congress, AUDI's Director General, His Excellency Dr. Anas Mofarreh Almughairy, held a series of bilateral meetings. In his first official meeting with the Mayor of Ramallah, Mr. Yaqoub Saadeh, since the latter assumed office, Dr. Almughairy

reviewed AUDI's programs in urban policy, the Arab Cities Academy, the Arab European Cities Dialogue Forum, and the online training programs the Institute plans to launch. H.E. also emphasized the importance of strengthening cooperation between AUDI and the municipality and invited the mayor to participate in the Arab European Cities Dialogue Forum (AECD), scheduled to be held in Madrid in 2027.

Dr. Almughairy also met with the Mayor of Rabat, Ms. Fatiha El Moudni, to review the Arab Cities Academy's programs and training initiatives, highlighting the importance of expanding cooperation with the city of



AUDI Concludes Participation in UCLG World Congress with Panel Discussion on Future of Arab European City Cooperation
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Rabat. In a separate meeting, he discussed with the Mayor of Baghdad, Eng. Ammar Moussa, mechanisms for cooperation between AUDI and the Baghdad Municipality in training programs, municipal meetings, and human resource development.

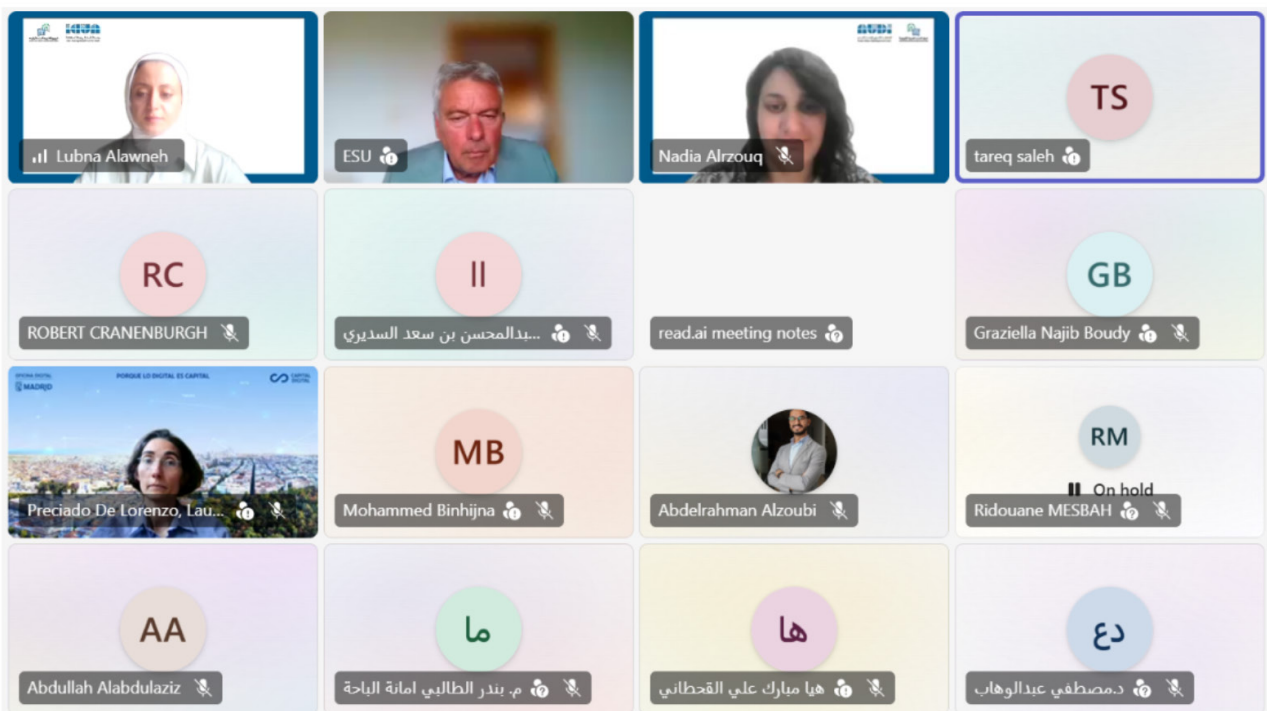
In addition, AUDI Director General met with Mr. Fabrizio Rossi, Secretary General of the Council of European Municipalities and Regions (CEMR), and Mr. Ton Hauser, Director of the PLATFORMA. During the meeting, he reviewed AUDI's programs under its new strategy and discussed the latest developments related to AECD. The participants also explored opportunities to develop training programs in partnership with accredited European institutions and proposed specialized programs to support young, elected officials in the municipal sector.

AUDI also co-hosted a panel discussion titled "Arab European Cities Dialogue 2027: The Next Chapter in Cooperation Between Arab and European Cities," focusing on the future of Arab European city cooperation and preparations for the Arab European Cities Dialogue Forum (AECD2027) set to take place in Madrid in 2027. Representatives from Madrid, Rabat, Ramallah, and Turin explored ways to turn dialogue into action, strengthen city-to-city partnerships, and address shared urban challenges. Furthermore, the discussion highlighted priorities for the next phase and opportunities to translate Arab European cooperation into initiatives with tangible local impact.

AUDI CONCLUDES SECOND ROUND OF THEMATIC CLUSTERS MEETINGS IN PREPARATIONS FOR AECD

The Arab Urban Development Institute (AUDI) concluded the second round of interactive sessions of the Thematic Clusters as part of the Arab European Cities Dialogue Forum (AECD) activities in June 2026. The sessions brought together representatives from Arab and European cities, as well as international organizations, as part of the ongoing series of meetings organized by AUDI in preparation for the forum, which is set to be held in Madrid, Spain, January 2027. The second round featured four interactive sessions organized to cover the thematic tracks of Quality of Life and Community Development, Local Economic Development and Prosperity, Climate Action and Urban Resilience, and Digital Transformation and Technology.

During these sessions, participating cities discussed the priority of urban issues related to each thematic track. This round of thematic clusters focused on moving beyond identifying urban challenges toward examining the systemic factors and root causes behind the issues facing cities. The objective was to develop a deeper understanding of the common patterns shared by Arab and European cities. The second round also laid the foundation for the next phase of the dialogue by shifting the focus from identifying challenges to exploring solutions and exchanging experiences, with the aim of developing practical, implementable solutions and identifying urban policy approaches capable of addressing these challenges more effectively.



AUDI Concludes Second Round of Thematic Clusters Meetings in preparations for AECD
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AUDI, EUROCITIES SIGN MEMORANDUM OF UNDERSTANDING TO STRENGTHEN COOPERATION FOR AECD 2027

The Arab Urban Development Institute (AUDI) and Eurocities, Europe's leading network of cities, have signed a Memorandum of Understanding (MoU) to strengthen cooperation in organizing the 2027 Arab European Cities Dialogue Forum (AECD), set to be held in Madrid next year. The agreement was signed by AUDI Director General H.E. Dr. Anas Mofarreh Almughairy and Eurocities Secretary General Mr. André Sobczak.

The MoU supports preparations for the Forum's next edition, following its successful launch in Riyadh in 2025. The 2027 edition will be the first to take place in Europe, marking a significant milestone in expanding Arab European municipal cooperation.

Under the agreement, the two organizations will collaborate to enhance the participation of European cities by mobilizing mayors and municipal

representatives, engaging relevant European institutions and urban stakeholders, and jointly designing a dedicated session as part of the forum's program while contributing to its thematic discussions.

The partnership also includes promoting the forum through coordinated media efforts, strengthening knowledge and experience exchange between Arab and European cities, and encouraging joint research and knowledge initiatives on shared urban priorities and municipal challenges.

The agreement underscores the forum's growing role as a platform for fostering dialogue, collaboration, and knowledge exchange, while advancing partnerships that support sustainable urban development across Arab and European cities.



AUDI LAUNCHES GREEN ACTIVITIES IN ARAB CITIES PROJECT – PARTICIPATORY NEIGHBORHOOD GREENING IN NOUAKCHOTT

The Arab Urban Development Institute (AUDI), in collaboration with the Nouakchott Region, the University of Nouakchott, and the Mauritanian Order of Architects (MOA), launched the Participatory Neighborhood Greening project in Nouakchott, Mauritania, from 20–23 July 2026. The initiative is implemented under the Green Activities in Arab Cities Project with funding from the Arab Fund for Economic and Social Development (the Arab Fund).

The project is part of a regional initiative led by AUDI in Nouakchott, Amman, and Tunis to promote green activities and participatory greening across Arab cities. It aims to enhance the urban environment by involving

local communities in the planning, development, and management of public spaces.

During the opening workshop, H.E. Ms. Fatima bint Abdelmalek, President of the Nouakchott, of the Nouakchott Region, described the initiative as a successful model of partnership for addressing urban and environmental challenges. She emphasized that the project supports the reintegration of nature into the city through the development of selected public spaces while fostering local community participation in their planning and long-term management.

The project will establish new “green lungs” by converting underutilized areas into public gardens



AUDI Launches Green Activities in Arab Cities Project – Participatory Neighborhood Greening in Nouakchott
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and parks, implementing greening interventions and measures based on the Miyawaki method, delivering specialized theoretical and practical training, and documenting leading experiences and best practices in urban greening.

The launch workshop included remarks by partner organizations, followed by a presentation introducing the project, its objectives, methodology, and implementation phases. Participants also reviewed the multi-day training program, which combines academic sessions, practical workshops, and field visits. The program will conclude with the preparation of a preliminary action plan for implementing the project in the Sebkha district, facilitating knowledge transfer to local personnel and supporting the long-term sustainability of the project's outcomes.

The workshop builds on the cooperation agreement signed between AUDI and the Nouakchott Region on the sidelines of the World Urban Forum (WUF13) in Baku, Azerbaijan. The agreement supports the adoption of sustainable urban solutions, strengthens regional cooperation in urban development, and advances participatory greening initiatives that improve the quality of life in Arab cities.

DAMASCUS GOVERNORATE DELEGATION VISITS AUDI HEADQUARTERS TO EXPLORE COOPERATION

A delegation from the Damascus Governorate, the Syrian Arab Republic, led by Mr. Musab Ahmed Badawi, Deputy Governor for Relations and Foreign Affairs, visited the headquarters of the Arab Urban Development Institute (AUDI) in Riyadh as part of a program hosted by the Riyadh Municipality. The delegation was received by H.E. Dr. Anas Mofarreh Almughairy, AUDI Director General and several Institute senior officials.

During the visit, the delegation was briefed on AUDI's role in supporting Arab cities, its work mechanisms, and its key urban development programs and initiatives, in addition to its efforts to strengthen communication and promote the exchange of expertise among Arab cities and institutions engaged in urban development.

Dr. Almughairy highlighted AUDI's areas of work and programs, emphasizing its role in providing platforms



Damascus Governorate Delegation Visits AUDI Headquarters to Explore Cooperation
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for dialogue, facilitating the exchange of expertise, and building partnerships that help Arab cities address development priorities and urban challenges. He also reviewed AUDI's initiatives and projects implemented in collaboration with cities and relevant entities.

Further, the two sides discussed opportunities for cooperation between AUDI and the Damascus Governorate in areas of mutual interest, including benefiting from the Institute's programs and expertise, exchanging knowledge and best practices in municipal processes and urban development, and exploring the Governorate's participation in AUDI's programs and events. The delegation also outlined the Governorate's key areas of work and urban priorities in Damascus and the Syrian Arab Republic, as well as its aspiration to expand cooperation and benefit from the experiences of Arab cities and institutions.

The visit formed part of a program organized by the Riyadh Municipality for the Damascus Governorate delegation, which included meetings and field visits to explore municipal and urban development projects in Riyadh and exchange expertise in city management and urban development.

AUDI AND BLOOMBERG CENTER FOR PUBLIC INNOVATION LAUNCH MUNICIPAL INNOVATION TRAINING PROGRAM FOR SPECIALISTS FROM 29 ARAB CITIES

The Arab Urban Development Institute (AUDI), in partnership with the Bloomberg Center for Public Sector Innovation at Johns Hopkins University, has launched an executive training program for Arab municipal leaders. The program is tailored to equip participants with innovation methodologies to address urban challenges and develop viable project proposals.

Delivered through virtual sessions over seven weeks, the program brings together 85 municipal leaders from 29 cities across 10 Arab countries. It aims to strengthen the capacity of city leaders with innovative

tools to tackle urban challenges, support municipal institutions in leading change and developing effective, sustainable public policies, and enable participants to design practical solutions for the challenges facing their cities.

Upon completion of this training program, participants will receive a Johns Hopkins University-accredited training certificate and gain access to the Global Municipal Innovation Network, providing broader opportunities to exchange knowledge and learn from cities' experiences in developing viable urban solutions.

The screenshot shows a virtual training session interface. At the top, there are five participant video feeds with names: Nadia Alrzuq, Raed AlMadanat, محمد الأسمرى, Fatima Sultan Alkuwari, and fatima AZMARKOU. Below the feeds is a presentation slide titled "أمثلة من مدننا العربية" (Examples from our Arab cities). The slide is divided into three columns:

- الغلا - تنمية مرحلية قائمة على الأثر** (Ghla - Phased development based on impact): Discusses the role of the Ghla Foundation in supporting urban development and the impact of the Ghla Foundation on the community.
- عمان - المشاركة المجتمعية** (Oman - Community participation): Discusses the role of the Oman Municipality in supporting community participation and the impact of the Oman Municipality on the community.
- الرياض - الخدمات البلدية الذكية** (Riyadh - Smart municipal services): Discusses the role of the Riyadh Municipality in supporting smart municipal services and the impact of the Riyadh Municipality on the community.

The bottom of the slide features a "WINNER" badge for Amman Jordan and a "Listening" graphic.

AUDI and Bloomberg Center for Public Innovation Launch Municipal Innovation Training Program for Specialists from 29 Arab Cities
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AUDI AND ERNST & YOUNG SIGN MOU TO ADVANCE URBAN KNOWLEDGE AND MUNICIPAL CAPACITY BUILDING

The Arab Urban Development Institute (AUDI) and EY Business Services have signed a Memorandum of Understanding (MoU) to strengthen knowledge sharing in urban development, municipal institutional development, and capacity building, while promoting the exchange of expertise.

The agreement was signed by AUDI's Director General, H.E. Dr. Anas Mofarreh Almughairy, and EY Chief Executive Officer Mr. Naif bin Ahmed Al Fureeh, establishing a three-year framework for cooperation.

The MoU supports the AUDI's strategic focus on advancing policies, programs, capacity building, and international relations, while aligning with EY's regional strategy to expand its impact and strengthen engagement with regional city networks and their leaders. The collaboration will focus on exchanging knowledge and perspectives on priority areas, including municipal institutional development, public-private knowledge sharing, municipal financial sustainability, local development planning, urban competitiveness, and social value and sustainable



AUDI and Ernst & Young Sign MoU to Advance Urban Knowledge and Municipal Capacity Building
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impact. It also covers knowledge development, thought leadership, and participation in regional and international events.

The 2026 knowledge exchange plan outlines several areas of cooperation, including supporting dialogues on local economic development in preparation for the 2027 Arab European Cities Dialogue Forum (AECD), delivering capacity-building workshops, producing knowledge resources on urban renewal, and exploring stakeholder integration and its socio-economic impact.

At the signing ceremony, Dr. Almughairy described the memorandum as an important step toward strengthening knowledge and professional exchange in support of Arab cities and municipalities. He said, "Through this knowledge exchange, we look forward to developing practical initiatives and knowledge outputs that contribute to capacity building and expand dialogue on urban development priorities across the region."

For his part, Mr. Omar Ouda, Head of Consulting at EY MENA, said, "This knowledge exchange with AUDI marks an important step toward enabling Arab cities to address rapidly evolving urban challenges and capitalize on opportunities for sustainable growth. By combining technical expertise, specialized knowledge, and regional insights, we aim to help develop innovative solutions that strengthen municipal capabilities and improve the quality of services delivered to communities, supporting the region's long-term development goals."

Mr. Mohammad Haddara, EY MENA Consulting Services Partner, indicated that cities today are undergoing rapid transformation, requiring the adoption of new models for urban planning and development based on sustainability, resilience, and maximizing socio-economic impact. This partnership seeks to promote knowledge exchange and develop practical initiatives that enhance city competitiveness, strengthen the capacities of municipal leaders, and empower local authorities to deliver sustainable value for their communities.

The Memorandum of Understanding underscores the commitment of both parties to establishing a practical framework for collaboration on urban development and municipal priorities, supporting the evolving needs of Arab cities in the years ahead.

AUDI DIRECTOR GENERAL VISITS KUWAIT AND MEETS WITH MINISTER OF STATE FOR MUNICIPAL AFFAIRS, DIRECTOR GENERAL OF KUWAIT MUNICIPALITY, AND SECRETARY-GENERAL OF ATO

His Excellency Dr. Anas Mofarreh Almughairy, Director General of the Arab Urban Development Institute (AUDI), visited the State of Kuwait, where he met with several senior officials from development and municipal authorities to discuss opportunities to strengthen cooperation and develop partnerships in urban development and municipal services.

During the visit, AUDI Director General met with H.E. Eng. Abdul Latif Al-Mishari, Minister of State for Municipal Affairs. The meeting discussed opportunities to strengthen cooperation between AUDI and Kuwaiti municipalities in consultancy services, training and capacity building, urban partnerships, and the exchange of expertise with member cities and municipalities of the Arab Towns Organization.



AUDI Director General meets with the Minister of State for Municipal Affairs to explore cooperation in training, capacity building, consulting services, and urban partnerships.

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AUDI Director General meets with the Director General of Kuwait Municipality to discuss urban development challenges and strengthen municipal action, capacity building, and leadership.
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Dr. Almughairy and his accompanying delegation also met with H.E. Eng. Manal Al-Asfour, Director General of Kuwait Municipality. Discussions focused on the urban development challenges facing Municipality and AUDI's role in supporting efforts to advance municipal action through capacity-building programs, leadership development, and delivery of consultancy services.

AUDI Director General also visited the Arab Fund for Economic and Social Development (AFESD), where he met with Mr. Fawzi Yousef Alhunaif, AFESD Director General and Chairman of the Board of Directors. The meeting reviewed progress on the Participatory Greening in Arab Cities project, which AUDI is implementing with funding from AFESD and explored opportunities to utilize the Fund's financing options to support urban development efforts.



AUDI Director General meets with the AFESD Director General and Chairman of the Board of Directors to follow up on the Participatory Greening Project and explore opportunities to support urban development efforts.
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Concluding the visit, Dr. Almughairy met with H.E. Mr. Badr bin Wael Alaljeel Al-Askar, Secretary General of the Arab Towns Organization. The meeting

addressed preparations for the Organization's General Conference and Executive Council session, scheduled to take place in Salalah, Sultanate of Oman, in September 2026.

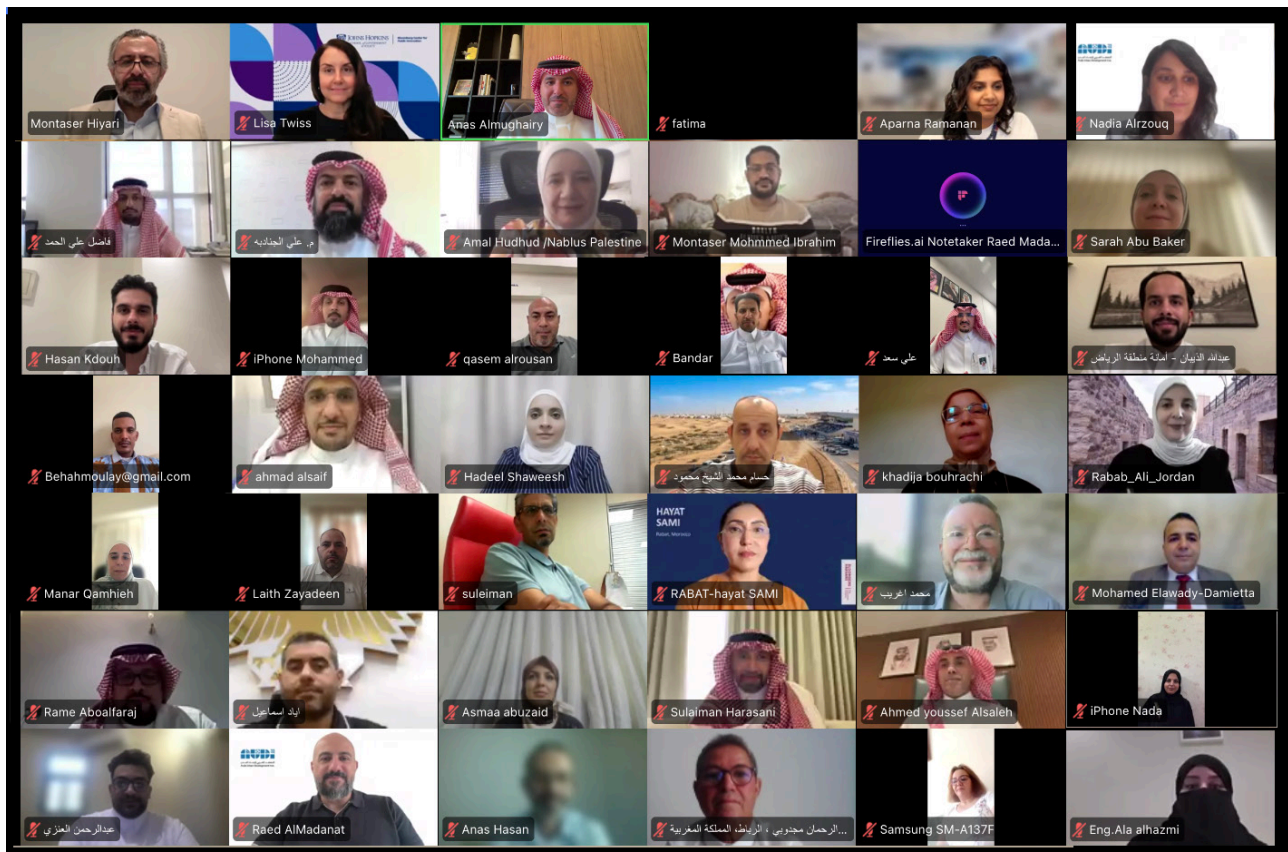


AUDI Director General meets with the Secretary General of ATO to discuss preparations for the Organization's General Assembly and Executive Council meeting in Salalah.
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AUDI CONCLUDES MUNICIPAL INNOVATION PROGRAM WITH 85 SPECIALISTS FROM 29 ARAB CITIES

The Arab Urban Development Institute (AUDI) has concluded a training program on municipal innovation for municipal leaders, delivered in partnership with the Bloomberg Center for Public Sector Innovation - Johns Hopkins University, in the United States. The seven-week program brought together 85 leaders from 29 Arab cities, providing them with exposure to leading practices in managing the global innovation ecosystem.

Throughout the program, participants worked through a structured innovation process that included analyzing challenges, collecting data, redefining problems, generating ideas, and testing solutions. The program culminated in presentations where participants showcased innovative solutions and ideas developed to address challenges facing their cities and municipalities, highlighting key lessons learned and their potential application in municipal work.



AUDI Concludes Municipal Innovation Program with 85 Specialists from 29 Arab Cities
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During the closing session, AUDI Director General H.E. Dr. Anas Mofarreh Almughairy, underscored the program's importance as a foundation for strengthening urban and institutional innovation across Arab municipalities. AUDI also announced plans to establish a Municipal Innovation Group bringing together participating Arab cities to exchange tools, methodologies, and best practices while fostering collaboration and peer learning.

Representing Bloomberg Center, Aparna Ramanan commended the participants for their active engagement and their acquisition of innovation methodologies and tools. She highlighted the importance of translating these practices into practical applications, addressing real-world urban challenges, and leveraging the relationships and expertise developed through the program.

Dr. Lisa Twes, Training and Learning Specialist at the Bloomberg Center for Public Innovation, emphasized the importance of sustaining collaboration and building on the program's achievements. She praised the participants' commitment to advancing their cities and highlighted their collaboration with AUDI in developing tools and content tailored to the needs of Arab cities.

Of note, the program reflects AUDI's continued efforts to strengthen the capacities of leaders and practitioners in Arab cities, facilitate knowledge and experience exchange, and support municipalities in applying innovation methodologies to develop practical solutions to urban challenges.



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