

Arab Urban **Development Institute**

Business Profile



Arab Urban Development Institute

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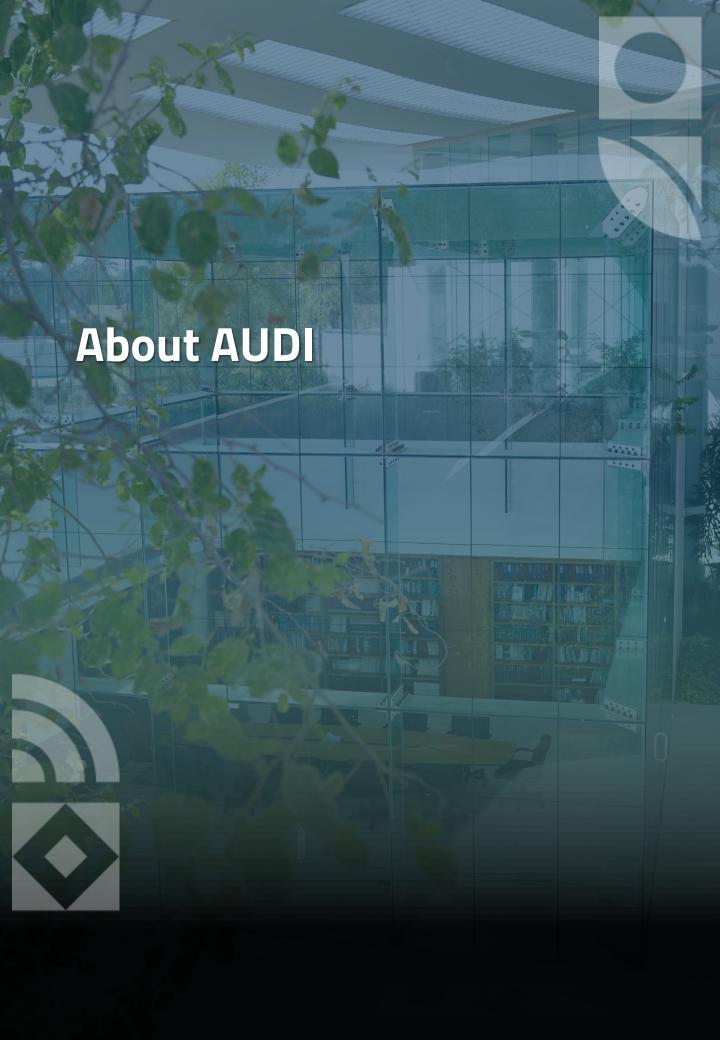
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Table of Contents

1.	Abou	It AUDI	
	0	Overview of AUDI	1
	0	AUDI History	
	0	Our Strategy	2
	0	Vision and Mission	2
	0	Core Values	3
	0	Strategic Objectives	. 3
	0	Action Lines	3
	0	Strategy House Diagram	4
2.	Gove	ernance	
	0	Advisory Board	5
	0	Executive Management Team	6
	0	Organizational Structure	7
3.	Prog	rams & Activities	
		Urban Policy Research	8
	0	Arab Urban Development Portal	9
	0	Practice Reports And Policy Briefs	9
	0	Arab Cities Urban Living Lab	10
	0	Newsletter: MUDUNUNA	12
	0	Webinar: CITIES IN ACTION	13
		Capacity Development & Training	14
	0	Executive Training Program	15
	0	Training Program	
	0	Advisory & Knowledge Sharing	19
		Networking	21
	0	Arab Europe Cities Dialog (AECD)	22
	0	Global Presence	23
4.	Our	Partners	
	0	Partnerships	25
			25



Overview of AUDI

The Arab Urban Development Institute (AUDI) is a non-governmental organization (NGO). AUDI is the first large-scale pan- Arab institute dedicated to urban development and municipal cooperation, and it remains unsurpassed in this role.

Technical Support through dedicated training and advisory programs

Strengthen The Relations between Arab cities through conferences and meetings

Better Urban Development In Arab Cities Through Qualitative Research

Mediatize Arab urban development through written and audiovisual output formats

Memory Through urban documentation and knowledge sharing in the Arab region

Preserve the

AUDI History

AUDI was founded in 1980 by Arab cities mayors as a regional organization. AUDI works across 22 Arab countries, with headquarter in Riyadh, Saudi Arabia. It operates as a non-governmental, non-profit organization. Specializing in research and training in urban development and municipal affairs. AUDI focuses on the economic, environmental, and social development of Arab cities.

Across its 45 years of existence, it has brought together municipalities, urban researchers, donors, and international organizations. Its network of 650+ municipalities, affiliated with the Arab Towns Organization, represents the largest in the Arab region.





Our Strategy

In previous years, the scope and impact of AUDI's work remained relatively limited in the face of multiple internal and external challenges. To address this situation, AUDI's President and Director General have determined that an important transformation is needed.

The AUDI Strategy 2025 is a cornerstone of this transformation effort. It charts a path for AUDI, as an influential actor, to support cities in the Arab region in their efforts to deal with multi-faceted urban challenges.

The strategy, along with proposed programs and activities, was created from information gathered from an envisioning workshop with the advisory board, benchmarking exercise, and interviews held with key informants throughout the process.

Vision And Mission

Vision



A leading institution that contributes to a better global urban future through innovative partnerships and collaborative

learning.

Mission



Support municipalities and cities in the Arab region in addressing their urban development challenges, by providing credible and impactful policy research products and training programs and by instigating a culture of collaboration and collective learning.



Core Values

01 Credibility 02 Impact 03 Collaboration 04 Innovation

Strategic Objectives

Policy research

To engage in highquality policy research on priority urban development issues faced by municipalities and cities in the Arab region

Responsive programming

To diversify activities and outputs, and align them with the needs and aspirations of stakeholders

Training platforms

To contribute to the capacity development of municipalities through quality training and leadership programs

Strengthened network

To build a strong network of Arab cities and municipalities and international urban development organizations

Action Lines

Urban Policy Research 02

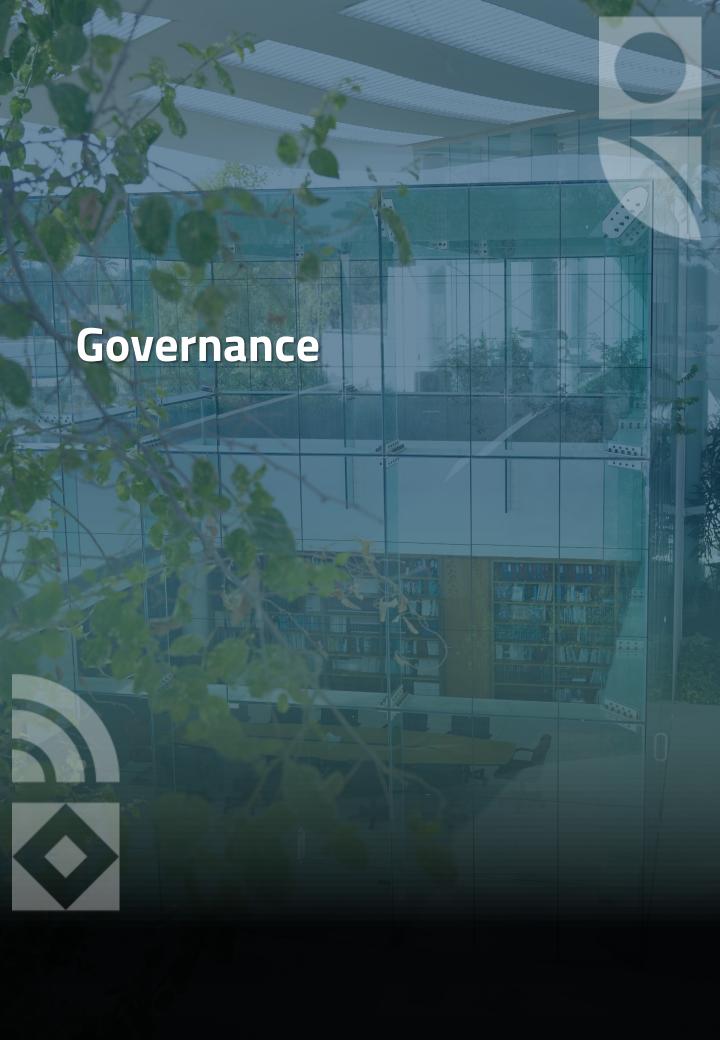
Capacity Development 03

Networking

VISION

A leading institution that contributes to a better global urban future through innovative partnerships and collaborative learning

INSTITUTIONAL ENABLERS	ACTIONS	FOUNDATIONAL	Livable Cities	Local Economic Development	Urban Resilience	Municipal Institutional Development	FOCUS AREAS	OBJECTIVES	VALUES	MISSION		
Reorganization of AUDI's structure and bylaws	Address book	Policy research advisory group	Arab Urban Development Portal Arab Urban Development Barometer Practice Reports and Policy Briefs Arab Cities Urban Living Lab		URBAN POLICY		To engage in high- quality policy research on priority urban development issues faced by municipalities and cities in the Arab region		Support municipalities and cities in the Arab region in addressing their urban development challenges, by providing credible and impactful policy research products and training programs and by instigating a culture of collaboration and collective learning			
Capacity development and performance management	Road show	AUDI affiliates network A	Tra	Newslet Webina	ar	ıs	AC:	To diversify activities and outputs, and align them with the needs and aspirations of stakeholders	Credibility Impact	s in the Arab region in addressi cts and training programs and		
d Rebranding	Communication plan	Communication plan	Col	AUDI roster of experts	Kno	Advisory wledge \$	Sharir	ELOPMENT	ACTION LINES	nd To contribute to the capacity development of municipalities through quality training and leadership programs	Credibility Impact Collaboration Innovation	ng their urban developme by instigating a culture of
Business model			Meetings with r	A	cutive Pi rab Euro ities Dial	pean	m				ent challenges, by proceeds collaboration and c	
Development of lel financial resources		Meetings with relevant donors and international organizations	Urba Av	Mayor Ta an Develowards in Cities work Bro	opme Arab	NG		To build a strong network of Arab cities and municipalities and international urban development organizations		roviding credible and collective learning		



Advisory Board





Dr. Anas Almughairy
Director General

Dr. Anas, an urban policy expert, helped establish the Aseer Development Authority, advised the Regional Authority Support Center, and led an executive training program for municipal leaders with the Ministry of Municipalities and King Saud University.



Dr. Fuad Malkawi Member

A senior urban development specialist at the World Bank, Malkawi leads the Spatial Planning Community of Practice. He specializes in urban planning, management, and design, advising governments and organizations globally, and has developed revitalization plans for major cities and regions.



Dr. Neila Akrimi Member

Akrimi, with a doctorate in European Law, has over 20 years of experience in public administration reforms, contract management, and development projects. A former lawyer and diplomat, she is an expert in Euro-Mediterranean policies, governance, migration, and gender equity.



Thomas Murphy

Member

A former three-term Pittsburgh mayor, known for securing \$1 billion to revitalize over 1,000 acres of industrial areas into commercial and public spaces. He also served eight terms in the Pennsylvania State General Assembly and worked with the Peace Corps in Paraguay.



Prof. Yasser Elsheshtawy

Member

An independent scholar and Adjunct Professor of Architecture at Columbia University's GSAPP, he is also a Non-Resident Fellow at the Arab Gulf States Institute. Previously, he was a Professor of Architecture at UAE University, leading the Urban Research Lab.



Prof. Robert Cervero

Member

Cervero, professor emeritus at UC Berkeley, specialized in sustainable transportation policy. From 1980 to 2016, he focused on the link between transportation and land-use planning, served as Department Chair, and directed the UC Transportation Center.

Executive Management Team



Dr. Anas Almughairy

Director General

Dr. Anas is an urban policy expert, coach, and leader with over 18 years of experience, during which he has worked for multiple private, public, and international organizations. Prior to joining AUDI in 2022, he managed the establishment of Aseer Development Authority and its regional development strategy, while serving as an advisor to the Regional Authority Support Center. In 2018, Dr. Anas led the efforts to design and manage the first executive program to train municipal leaders in a joint venture between the Ministry of Municipal and Rural Affairs and King Saud University. Dr. Anas has published multiple research and working papers in the domains of municipal institutional development, regional development strategy, and urban planning. He holds a doctorate in Metropolitan planning and Governance from the University Calgary.



Dr. Montaser Hiyari

Director of the Capacity Development and Training

An architect and urban planner. Ph.D holder in spatial planning from the Technical University of Dortmund, Germany. Worked as a project manager for urban planning and urban design projects in many countries. Provided consultancy in capacity building for international organizations working in urban and regional development. Dr. Hiyari contributed to the development of urban policies and framework in many countries.

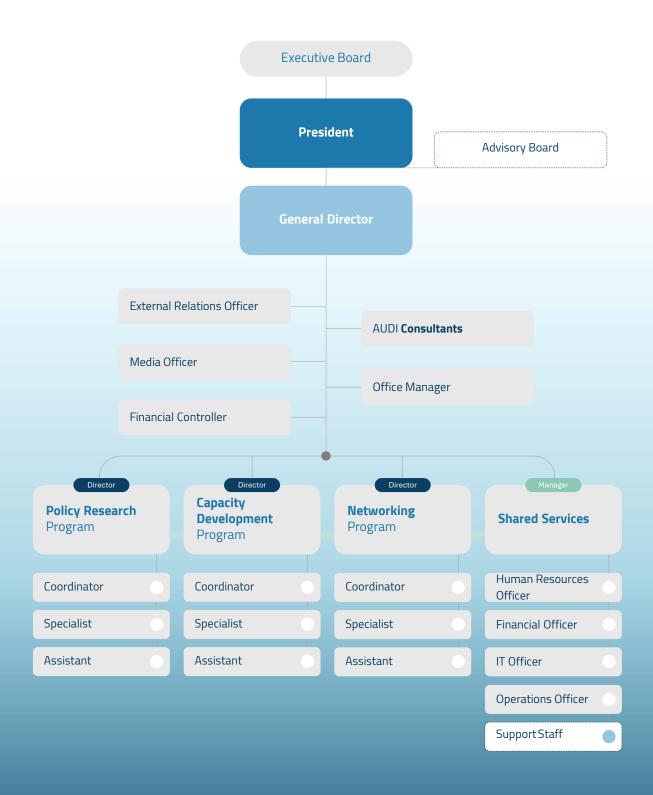


Dr. Ziad Alameddine

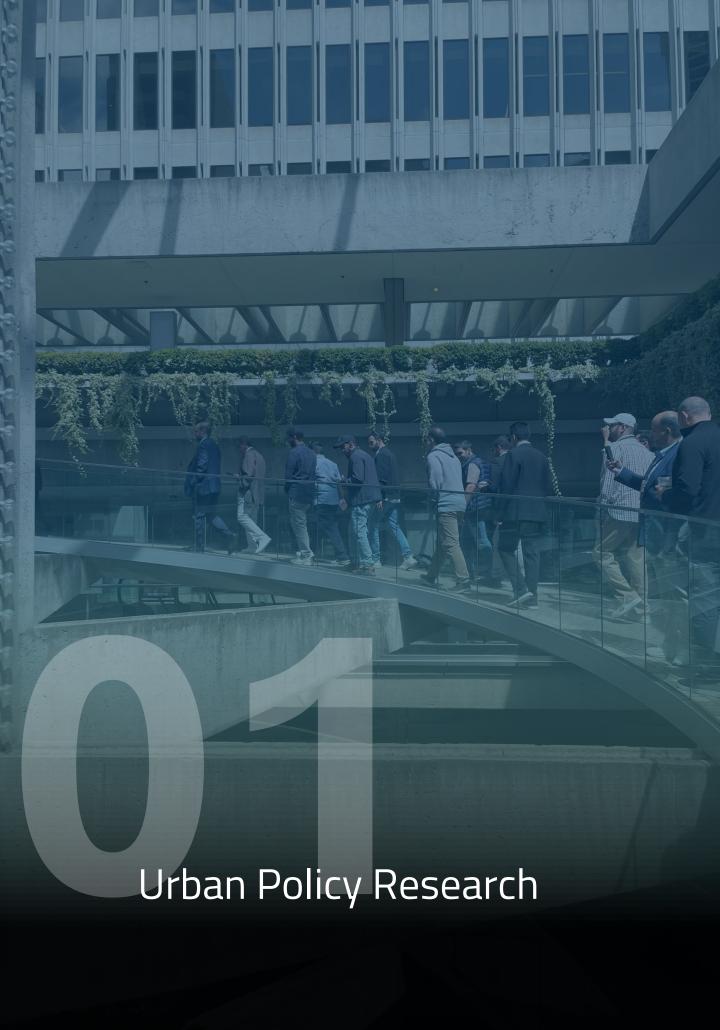
Director of the Urban Policy Research Program

Holds the position of Director of the Urban Policy Research Program at the Arab Urban Development Institute (AUDI). Joined AUDI in August 2024 and assumed responsibility for overseeing the implementation of the research program's activities and ensuring its ongoing alignment with AUDI's Vision 2025 while supporting the transition towards AUDI's progressive Vision 2030, "The LEAP". An Assistant Professor of Urban Planning and Design with over 26 years of academic experience. A Chartered Member of the Royal Town Planning Institute (MRTPI) since 2016 until now - the United Kingdom. Conducted numerous training workshops focused on enhancing the skills and capabilities of municipal staff in urban development areas related to improving the urban landscape and creating more human-centered environments across Saudi cities. Supervised several international training programs for municipal leaders in Saudi cities held in the United States, the Netherlands, Austria, and Sweden

Organizational Structure







01 Urban Policy Research

This program's activities are steered towards the production and dissemination of knowledge on Arab cities and urban development policies and practices. Research methods include document review, interviews, surveys, and roundtable discussions, resulting in the drafting of reports, summaries, and more. At the organizational level, a policy research advisory group will be created to identify priority themes and review outputs.

Arab Urban Development Portal



A comprehensive data library created for institutions, professionals, and the public. It gathers contributions from multiple sources to serve as the central repository for data and literature on urban development in the Arab region, featuring sections on Arab cities, urban development projects, organizations, and related publications.

The Arab Urban Development Barometer



The Arab Urban Development Barometer consists of a series of surveys that are conducted every 6 months, the analysis of which is published as consolidated report. The aim of this barometer is to map urban trends and the subsequent evolution of Arab cities over time.

Urban Development Reports and Briefs



The urban development reports and briefs by AUDI are developed through three different but interlinked activities, each with its own format of publication. These include practice reports, dialogue roundtables, and policy briefs and campaigns.

Arab cities urban living lab



The lab, organized by AUDI, comprises thematic learning groups of municipalities, researchers, practitioners, and nonprofits in the Arab region. It aims to tackle urban development challenges through knowledge exchange, applied research, and pilot projects.

Newsletter



AUDI's newsletter is a bilingual (Arabic and English) online publication released every one to two months, highlighting urban development policies, projects, and initiatives in the Arab region through reports and interviews. It serves as an effective communication tool, especially for connecting with AUDI's extensive network of cities.

Webinar



A monthly webinar led by the Arab Urban Development Institute (AUDI). It is held virtually and invites a representative of a project situated in the Arab region, to not only present the project but also discuss the process by which it was materialized.

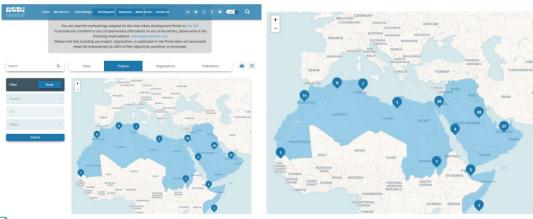
Arab Urban Development Portal

A digital portal consolidating all information regarding cities, Urban Development projects, organizations, and publications relevant to the Arab region. The portal serves as a central hub of information for the benefit of all stockholders working on urban development concerns in Arab cities.

+280 100 +150 +50 3

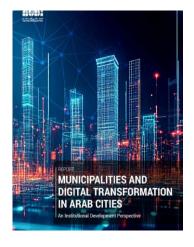
Projects published Organizations data uploaded publications data uploaded Publications Cities uploaded their data

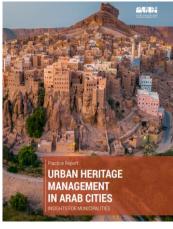
Reports

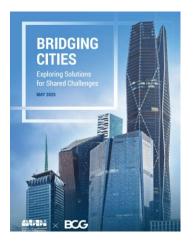


Practice Reports And Policy Briefs

Comprehensive 40–60-page reports are developed to analyze urban development approaches, policies, and practices in Arab cities. These are followed by a series of roundtables with strategic decision-makers and stakeholders, leading to policy briefs including recommendations for addressing urban development challenges and implementing effective policies.







Arab Cities Urban Living Lab

Thematic learning group of municipalities, researchers and practitioners in the Arab region, set and animated by AUDI, seeking to innovatively address a defined urban development challenge through exchanges and experimentation.

Supporting Green Activities in Selected Arab Cities- Participatory Neighborhood Greening

A pioneering initiative AUDI in partnership with the Arab Fund for Economic and Social Development.

The project aims to promote sustainable urban greening in selected Arab cities (Tunis, Amman, and Nouakchott) by empowering local communities and municipalities to lead and implement greening initiatives within residential neighborhoods.

It focuses on engaging residents, local associations, and the private sector in the planning, implementation, and maintenance of green spaces, thereby reducing the operational burden on municipalities and ensuring the sustainability of public open spaces.



The project has three main components:

- **1. Applied field track**, which uses interactive tools and strategic design techniques to co-create community-driven green infrastructure that reflects local needs and aspirations.
- **2. Practice Reports**, which are developing comparative analytical reports to explore key urban greening themes, leveraging data and insights available through the Arab Urban Development Portal.
- **3. Online educational and training track**, offering specialized content on participatory planning and tactical urban greening. It targets municipal staff, civil society actors, and urban development professionals.

01

60 Urban Greening Projects – Arab Cities' Path to Sustainability and Resilience

The report showcases sixty exemplary greening projects implemented across various Arab cities. It highlights the innovative approaches and best practices these cities are adopting to enhance sustainability and resilience in their urban environments. The report aims to inspire planners, and community policymakers, urban stakeholders by providing insights into successful participatory greening initiatives that contribute to healthier, more livable cities.



Participatory Greening of Neighborhoods in Arab Cities
The Case of "Al-Kherba" Tunis, Tunisia

02

Participatory Greening of Neighborhoods in Arab Cities – The Case Study of "Al-Kharba" Tunis, Tunis

This report explores the participatory greening project in Al-Kharba, Tunis, highlighting how residents, authorities, and community groups collaborated to create sustainable green spaces. It discusses challenges, innovative solutions, and the positive impact on the environment and social cohesion, serving as a model for similar initiatives in Arab cities.

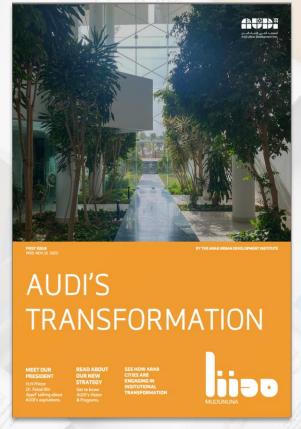


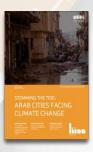
Newsletter: MUDUNUNA



MUDUNUA is a bi-monthly online publication that focuses on a different urban development theme for each issue. Each issue spans approximately 50 pages, covering various aspects of the selected theme through interviews, expert insights, and brief articles on urban development projects. The publication aims to provide valuable information and perspectives that can inform and stakeholders in the field. MUDUNUA is addressed to AUDI's network of cities, academia, and the public at large, promoting dialogue and knowledge sharing among urban practitioners, researchers, and community members. By highlighting innovative practices and successful case studies, MUDUNUA serves as a resource for those seeking to enhance urban development efforts in the Arab region.



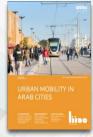




















Webinar: Cities In Action



The 'Cities in Action' webinar is a series of monthly meetings hosted by AUDI with the aim of enriching dialogue, knowledge and experiences exchanging between specialists in the field of urban and municipal development. The meeting is moderated by an industry expert and focuses on a presentation of a project in an arab city.





Greater Structure MUSCAT Plan



Mary Annual Property

Inscription of AS-SALT as a UNESCO





O2 Capacity Development & Training

This program provides municipalities – and anyone else interested in urban development in the Arab region – different levels of training and technical support through varied training formats and methodologies. While some of these activities could be externalized to specialized partners, others, such as the Training Center, require significant effort on AUDI's part, including the involvement of AUDI fellows.

Executive training program



This advanced training program, designed to lead to a diploma in urban development policies and management, is tailored specifically to the Arab region's context and will be developed and delivered by a globally recognized academic institution. AUDI will primarily serve as a facilitator, helping to ensure access and coordination. Through this high-quality program, promising young urban scholars in the Arab region can gain expertise that may enable them to make a transformative impact in their careers as urban specialists.

Training Program



The Training Programs aim to share knowledge and best practices in urban development with municipal and urban professionals. AUDI will create and customize training materials tailored to the Arab region's needs. Experienced AUDI trainers will deliver these sessions, either online or in person, to cities across the Arab world. Additionally, AUDI will collaborate with relevant organizations to provide accredited certifications for participants, ensuring the programs meet recognized standards.

Advisory & knowledge Sharing



This technical support initiative by AUDI is designed to assist municipalities by providing them with access to specialized expertise. Cities interested in improving their urban development practices can engage AUDI's roster of experts through formal agreements. Under these agreements, AUDI's experts act as technical advisors, offering guidance on a variety of urban projects and issues. This support includes developing project concepts, reviewing documents created by the cities or their consultants, and auditing services to ensure quality and compliance with best practices. This targeted support helps municipalities strengthen their project outcomes, improve service quality, and advance urban development goals more effectively.



International Program In Innovation & Urban Management

International programs empower municipal professionals with cutting-edge knowledge and skills to navigate the evolving landscape of Urban Development. EPIUM emphasizes digital transformation, data driven decision making, and the integration of AI to address the needs of urban planners.

In collaboration with

 $Berkeley \ {\it City \& Regional Planning} \\$

SALAR International **?**



EPIUM offers a comprehensive curriculum that combines theoretical instruction with practical experience. The program is divided into two phases:

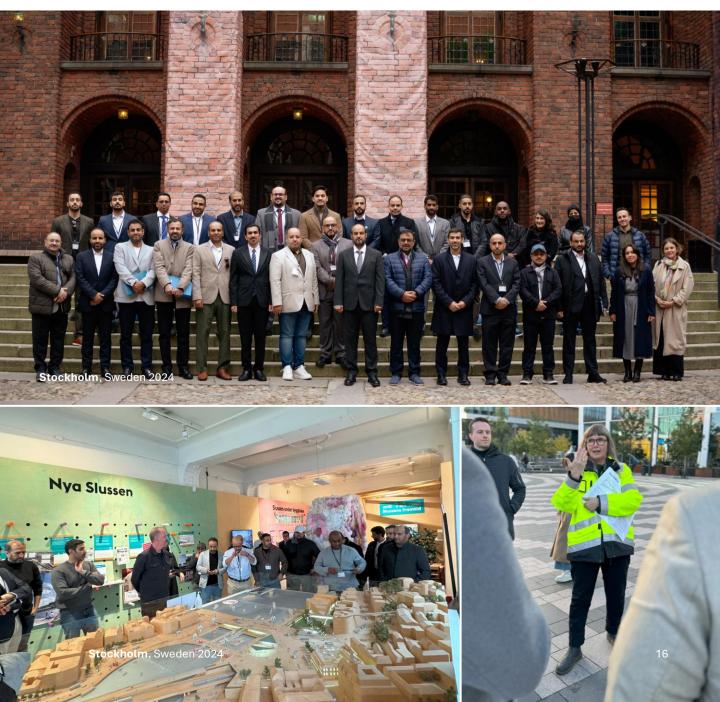


BEREKELY, California

Phase 01: The Avant-Garde (Global Urban Innovation) This 2-week training workshop, focus solely on theoretical knowledge that dive into the advanced urban solutions that will shape cities beyond 2030, took place at the UC Berkeley Campus, August 2024

STOCKHOLM, Sweden

Phase 02: **The Mastery (Global Municipal Visits),** October 2024, this phase provided participants with practical experience through a two-week study tour in Stockholm, Sweden. Participants delved into the methodologies of municipal management, explore the workings of Stockholm's municipal departments, and engage with city officials to discuss urban challenges, applications, and successful urban solutions.



TRAINING PROGRAM

TRAINING MANUALS

AUDI offers a range of specialized training manuals through a network of experts in urban development and management. These manuals focus on institutional development and capacity building to enhance competencies and support leadership development. They are available in both Arabic and English.



TRAINING PROGRAMS

The training programs aim to develop the skills in municipalities, enhance the innovation in solving problems by using the new trends and technologies. AUDI provides more than 30 specialized workshops featuring: experts specialized in municipal work, professional training content enhanced with applications from the municipal sector, and certificates accredited locally and internationally.

+500Professionals

Trained

+20

Participating Cities +13

Participating Countries 10

Partnerships





These programs aim to empower municipal practitioners with specialized skills and knowledge to drive effective urban development.

Urban Planning & Design
Principles and techniques of effective urban planning and design, to create sustainable and livable cities.

Preservation of Urban Heritage
Providing skills in heritage
management, urban renewal, and
integrating preservation into
modern urban planning.

Road Planning & Management
Essentials of road network
planning, maintenance, and safety
management to improve urban
mobility and infrastructure quality.

Digital Transformation
Strategies for adopting digital tools and improving digital governance to increase efficiency and public service quality.

Municipal Leadership
Development

Focusing on strategic planning, decision-making, & governance to improve municipal performance.

Municipal Projects Management
Equipping municipalities with tools
for effective project management,
including planning, budgeting, and
implementing urban projects.

Institutional Development in Municipality

Empowering municipal institutions through improving operational & organizational development.

ADVISORY & KNOWLEDGE SHARING

Leader's (Mayor) Coaching

A specialized remote training program was delivered by a renowned international expert in municipal governance with extensive global experience. The program comprised five focused sessions, each dedicated to a key area of municipal leadership and performance improvement. Designed to strengthen executive capabilities, the training fostered the exchange of international best practices and supported the adoption of innovative approaches in municipal management, aligned with global trends and local strategic priorities.

- Institutional Performance
 Improvement (Performance Evaluation and Human Resource Development)
- Fostering Collaborative Partnerships between the Municipality, Local Community, and Stakeholders
- Driving Investments through Asset
 Partnerships and Service Privatization
- Municipality's Presence Locally, Regionally, and Globally in International Organizations and Events
- Municipal Work Development Strategy

· Benchmarking

The benchmarking studies aim to support municipalities in enhancing the planning and implementation of their projects by learning from global best practices. These studies help identify successful approaches from around the world and analyze how they can be adapted to the local context.

Each study includes a comparative review between the municipal project and similar international projects, based on a project description provided by the municipality. The analysis highlights strengths, advantages, and areas for improvement.

The final report features:

- A presentation of relevant international projects and best practices.
- A comparative analysis outlining key similarities and differences.
- Identification of key success factors based on lessons from international experience.



Specialized Consultancy

By mobilizing world-class expertise, AUDI empowers Arab cities to lead with innovation, translate global know-how into local impact and set new benchmarks in urban excellence.

Urban Digital Twin Readiness

To support a partner city's journey toward a city-wide urban digital twin, AUDI conducted an inception visit in July 2025. The visit was led by AUID international digital transformation expert and focused on understanding the city's existing digital infrastructure, data availability, and institutional readiness. This collaborative effort engaged the municipality senior leadership and technical teams for key departments including urban planning, IT, GIS, Smart cities and Urban Observatory. It allowed the city to gain valuable insights from global best practices, while the AUDI team gathered firsthand information crucial for developing a customized roadmap moving forward.



AUDI-Bloomberg Philanthropies :Global Mayors Challenge in Arab Cities

Bloomberg Philanthropies drives impact in arts, education, environment, **government innovation**, and public health, reaching over 700 cities across 150 countries. Its flagship initiative, the **Global Mayors Challenge**, awards \$25 million to cities innovating in areas such as transportation, housing, and emergency response.



In partnership with Bloomberg Philanthropies, AUDI hosted a November 2024 webinar for 35+ Arab cities, providing advisory support and guidance through the application process. This collaboration helped **4 Arab cities** rank among the top 50 globally in the Mayors' Challenge 2025, highlighting their innovative potential and advancing sustainable urban development with support from the Arab Institute for Urban Development.





03 Networking

The program aims to promote collaboration among Arab cities by establishing partnerships between municipalities and various stakeholders at both regional and international levels. Networking opportunities are facilitated through direct interactions, events, and collaborative learning experiences. Certain activities will adopt a project-based model, supported by grant funding and dedicated teams responsible for implementation. Furthermore, AUDI associates in different countries play a crucial role in ensuring ongoing engagement and participation of municipalities in these initiatives, fostering a sense of community and shared purpose among urban leaders in the Arab region.

Arab-European Cities Dialogue



This annual event convenes mayors and practitioners from the Arab and European regions to share their experiences and develop partnerships to address issues of common interest. AUDI organizes it in partnership with relevant European organizations interested in municipal and urban development, and the location alternates between Arab and European cities.

Global Presence



AUDI's global presence is characterized by its extensive network of partnerships and active participation in international forums and initiatives. Through these collaborations, AUDI contributes to advancing urban development practices and policies in the Arab world and beyond



ARAB-EUROPEAN CITIES DIALOGUE (AECD)



pioneering inter-regional initiative promotes collaboration and exchange between mayors, city leaders, and representatives from Arab and European cities, in partnership with international and financial institutions. The initiative aims to strengthen Arab-European relations by harnessing the power of urban diplomacy and strategic partnerships advance resilient and sustainable urban development.



CONNECT

+120 Mayors of major cities from Arab and European regions

EXCHANGE

+50 Specialized organizations, innovative urban polices, and practices`

DISCOVER

+20 Large-scale projects in Riyadh, a city in transformation

ENGAGE

+25 To capture investment and development opportunities for cities



Global Presence

A strong global presence by actively connecting Arab cities to international urban networks and initiatives. Through its participation in major international platforms ncluding the World Urban Forum, the Smart City Expo World Congress, and the Arab-European Cities Dialogue Forum AUDI reinforces its role as a bridge between the Arab region and global best practices, ensuring that Arab municipalities are effectively represented in shaping the future of livable, resilient, and innovative cities worldwide.











World Urban Forum 2024 (WUF12)

At the 12th World Urban Forum (WUF12) held in Cairo in November 2024, the Arab Urban Development Institute (AUDI) reaffirmed its leadership in advancing sustainable and inclusive urban development in the Arab region. Through high-level sessions, strategic partnerships, and an engaging exhibition booth that drew over 1,500 visitors, AUDI showcased its flagship initiatives—from visionary planning and resilient city design to innovative financing and capacity-building. The Institute's presence underscored its pivotal role in shaping the future of Arab cities and strengthening urban governance across the region.

+1,500

Visitors

6

Partner-led events

3

MOUs Signing















Our Partners

Partners

International & Regional Organizations







































Knowledge Partners















Cities























