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Ministry of Municipal & Rural Affairs

CPI PROFILE
HAEL

UN HABITAT
FOR A BETTER URBAN FUTURE

مستقبل المدن السعودية
FUTURE SAUDI CITIES

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Introduction

The United Nations Human Settlements Programme (UN-HABITAT) and Ministry of Municipal and Rural Affairs (MOMRA) in the Kingdom of Saudi Arabia jointly launched the "Future Saudi Cities Programme (FSCP)". The UN-HABITAT Office has been providing technical support to the MOMRA and targets 17 key cities in the Kingdom of Saudi Arabia. The cities include Riyadh, Makkah, Jeddah, Taif, Medina, Tabouk, Dammam, Qatif, Al Ahsa, Abha, Najran, Jazan, Hail, Araar, AlBaha, Buraydah, and Sakaka, to respond to national and local urban challenges.

UN-Habitat provides a new approach for measuring urban prosperity: which is holistic, integrated and essential for the promotion and monitoring of socio-economic development, inclusion and progressive realization of the urban-related human rights for all. This new approach redirects cities to function towards an urban future that is economically, politically, socially and environmentally prosperous. The new approach or monitoring framework, The Cities Prosperity Index (CPI), is a multidimensional framework that integrates six carefully selected dimensions made up of several indicators that relate to factors and conditions necessary for a city to thrive and prosper. The six dimensions include productivity, infrastructure development, equity and social inclusion, quality of life, environmental sustainability, and urban governance and legislation. The CPI uses the concept of 'The Wheel of Urban Prosperity' and the 'Global Scale of Urban Prosperity' to enable stakeholders to assess achievements in their respective cities. The City Prosperity Index (CPI) not only provides indices and measurements relevant to cities, but it is also an assessment tool that enables city authorities, local and national stakeholders, and policy-makers to identify opportunities and potential areas of intervention for their cities to become more prosperous.

Under FSCP, the UN-HABITAT, MOMRA, and Hail Municipality together with its Local Urban Observatory has been working on developing urban statistics and spatial information (analyzed through Geographic Information System(GIS)) to provide relevant urban information that strongly supports evidence-based decision-making process on urban development and urban planning in the city.

This CPI Profile Report applies the CPI framework and provides a summary of the basic information and urban statistics about the City and gives an overview of the city's achievements, opportunities and potential areas that contribute to its prosperity in areas such productivity, infrastructure development, quality of life, equity and social inclusion, environmental sustainability, and urban governance and legislation.

Historical Background

Historically, Ha'il was a city known for its trading, and deriving its wealth from trade with the Hajj pilgrims. Being on the camel caravan route of the Hajj pilgrimage, the city was used to receiving many of the travelers that were bound to Mecca from Iraq and Syria. Being a city that relied a lot on trade with Hajj Pilgrimage. However, the construction of the Hejaz railway between Damascus and Medina, together with new inexpensive steamship routes to Jeddah, undermined the traditional camel caravan economy and slowed down the development of the city. However, with help from the government, Hail has been transformed into a modern city, having undergone comprehensive development. It is now linked via modern expressways to Riyadh, Makkah Al-Mukarramah, Al Madinah Al Munawarah, and Jeddah. Traditionally, the area is also rich in agricultural produce and the people living in the area are well known all over the Kingdom for their generosity.

Geography and Location

Hail city is the capital city of Hail Province located at the center of the Hail region. Hail Province lies in the North-central part of the Kingdom, surrounded by the provinces of Madinah (South), Tabouk (West), Northern Border (North), and Qassim (East). The city is within the Shammar mountain region, west of the Al-Odairie valley also known as the Hail valley. Hail city is located at 27°31'N, 41°43'E, and about 915 meters above sea level. The mean annual temperature is 21.7 °C and the annual precipitation average is 77 mm.

The city covers an area of about 630 square kilometers and the built-up area of the city extends to about 148 square kilometers.

Demographic Background

The population of Hail city is about 475000 people, it comprises about 21% of non-Saudi citizens. The population density of the city is about 3212 people per square kilometers. The average size of households in the city is estimated at 6.2 people per household.

Socio-economic Background

Hail region is known for its agricultural production, agriculture is still one of the most important economic sectors in the region. The city is in a valley, that has conditions that support agriculture. The area is among the leading in the production of wheat and dairy product among other agricultural products such as grains, vegetable, dates, and fruits. Livestock sub-sector produces a significant number of camels, cattle, goats, sheep and poultry and associated products.

The city has a history of trade due to its location along the pilgrimage route, trade is still one of the most important sectors in the city's economy, and it is supported by the commercial sector, agricultural sector, industrial sector, services sector and others.

Cities Prosperity Index (CPI) Assessment

Prosperity is about successfully meeting today's needs without compromising tomorrow's needs while working together for a smart, competitive economy, in a socially inclusive society and a

healthy, vibrant environment for individuals, families, and communities. In order to assess the current situation and determine future progress of cities along the path to prosperity, UN-Habitat introduced a monitoring framework, "The Cities Prosperity Index (CPI)". This index, along with a conceptual matrix, "The Wheel of Urban Prosperity", are intended to help decision-makers, partners, local and national stakeholders and policymakers to formulate evidence-based policy interventions for their cities. The CPI allows authorities and local groups to identify opportunities and potential areas for action or adjustments in order to make their cities more prosperous.

The CPI is a multidimensional measurement framework that integrates several dimensions and indicators that are not only related but have a direct or indirect influence on each other on and the prosperity in the cities. These components are embodied in the six dimensions of the CPI: Productivity, Infrastructure Development, Quality of life, Equity and social inclusion, Environmental Sustainability, and Urban Governance and legislation.

Each of the dimensions is comprised of indicators measured in different units, therefore, they are normalized into values ranging between 0 and 1[1] during the computation of scores; the normalized values are aggregated stepwise to create the single value called the City Prosperity Index. The chart below shows the six-point scale of urban prosperity.

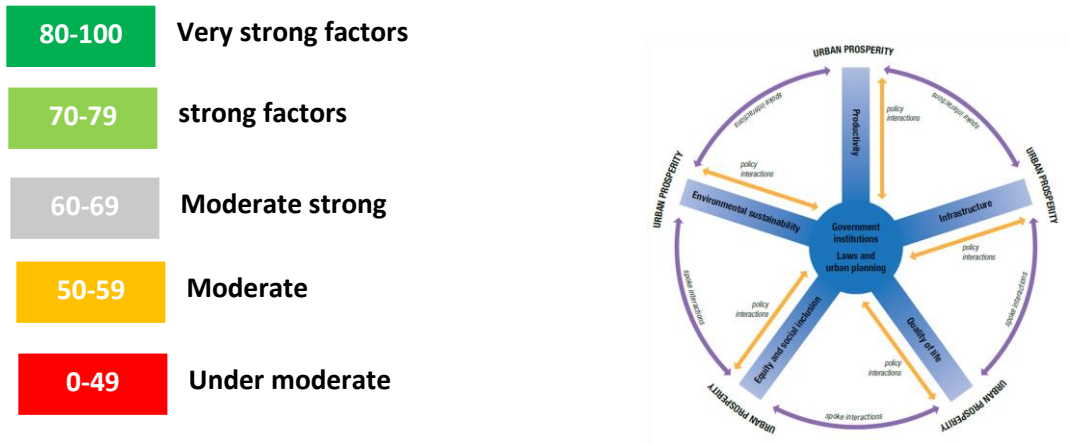


Figure 2: Scale of Urban Prosperity and the Wheel of Urban Prosperity

This assessment provides an examination of prosperity in the city of Hail, highlighting the strengths and weaknesses in the factors of prosperity using the scale of urban prosperity. It also provides an indication of the level of achievement towards the set prosperity goals based on the magnitude of the CPI scores indicating existing disparities between and within the six dimensions of prosperity.

[1] Can also be expressed in percentages so that values range between 0% and 100%, as used in this report.

Data Challenges and Solutions

The biggest challenge facing CPI implementation work is the unavailability of data disaggregated at the city level, a problem that is compounded by the fact that most statistics in the Kingdom of Saudi Arabia are produced at the national and regional level and there is no disaggregation by City, Rural or Urban. Additionally, CPI indicators include some unique indicators that are not part of the body of indicators that are officially collected and produced in the standard official government reports. For instance, the City GDP, the share of renewable energy consumption and length of mass transport system etc. are some of the indicators whose collection is not within the standard datasets available. In such situations, these indicators have not been included in the estimation of the CPI Similarly, indicators such as CO_2 emissions, Civic participation, PM10, PM2.5, Public space for youth were also excluded from the computation because sufficient data was not available, since very few cities had reliable data on these set of indicators. Due to variations in the type and number of indicators available for each city it presented difficulty in comparing the level of prosperity between cities, therefore, it is not advisable to compare with other cities. Collection of information and data on all these indicators will continue so that they can be included in future CPI estimations.

It is better to include few reliable and accurate indicators so that the result of the CPI can reliably be used in decision making, and policy formulation. And to avoid ending up with any form of misguided interventions. In this case, therefore, it is advisable that conclusions and recommendations be made based on the dimensional or sub-dimensional indices, not the overall CPI.

The Overall City Prosperity Index

The CPI for Hail was computed using five dimensions instead of six. It is one of the cities that were affected by the data unavailability problem as data on urban governance and legislation dimension was not available. The results of the overall CPI cannot be used to compare prosperity with the other cities in the country but can be reliably used in decision making, and policy formulation based on the dimensional and sub-dimensional indices.

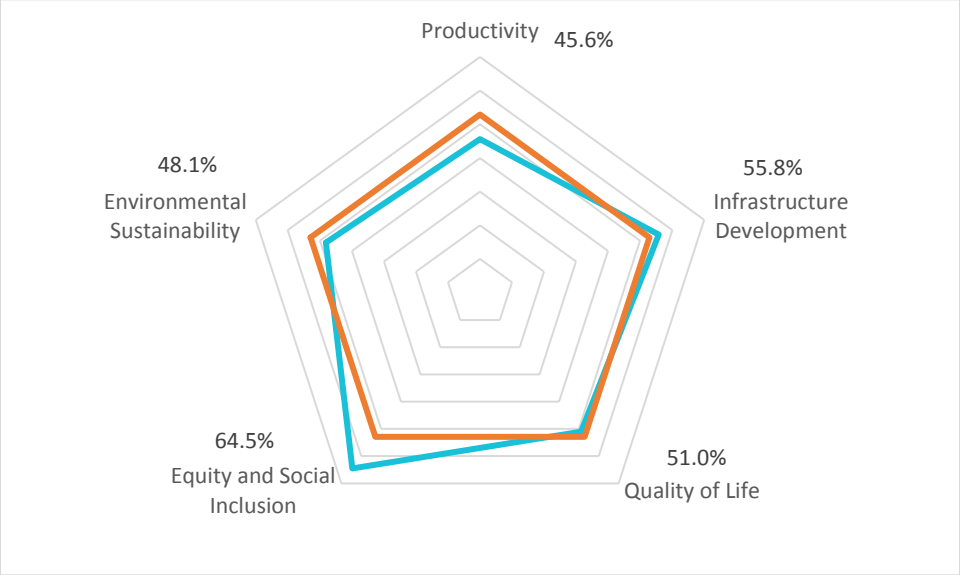
The index value being an aggregate of many indicators, to achieve a better understanding, one needs to analyze it stepwise back to the individual indicators. Based on the five dimensions, the finding shows that the overall CPI index for the city is 53%[2]. This ranks as moderate in the global scale of prosperity indicative of a need to strengthen existing urban policies to foster further prosperity. The five dimensions used in the index are shown in the radar chart, the blue line represents the dimensional indices and the orange line represent the mean or overall index. The chart shows that there is some semblance of balance between the dimensions, an indication that the various sectors in the city are growing at more or less the same rate, demonstrating the city's potential to achieve shared prosperity.

From the chart below the Quality of life dimension has a score of 51%Infrastructure development has 56%, and Equity and social inclusion has 64.5, on the global prosperity scale, this implies that these three dimensions have moderate or moderately strong factors of prosperity calling for the

[2] Due to the fewer number of dimensions, the overall CPI for Hail may appear higher or lower than cities with similar characteristics and sizes, most cities in Saudi scored low in the missing dimension therefore if it is added it may lower the overall index a little bit.

strengthening of existing urban policies and interventions regarding quality of life Infrastructure development, and Equity and social inclusion in the city of Hail. It is also important to find out the sub-dimensions or indicators within the dimensions that are under moderate and needs strengthening to increase the overall level of prosperity in the city. On the other hand, the dimensions of Productivity and Environmental sustainability have scores of 46% and 48% respectively which rank as under moderate on the global scale of prosperity indicative of feeble prosperity factors. Therefore, urban policies regarding productivity and environmental sustainability in the city should be prioritized for strengthening; urban policies and interventions regarding any sub-dimensions or indicators within these two dimensions should also be prioritized.

Figure 2: City Prosperity Index Dimensions



The subsequent sections following this analysis of the overall index will provide further analysis and examination of each of the dimensions highlighting and identifying areas of strengths and weaknesses so that appropriate policies and interventions can be formulated based on the findings.

The Productivity Dimension[3]

The productivity dimension measures the city's efficiency in the creation of wealth for its people. It is a measure of how cities contribute to economic growth and development, generate income, employment and provide equal opportunities and good living standards for its entire population. The figures in Table 1 below shows the standardized scores for all the indicators used to produce the Productivity Index.

[3] The productivity dimension contains three sub dimensions which are all included in this index, but due to data issues in Hail, one indicator called Economic Specialization was not included. The indicator is still very important to keep in the list for future computations of the CPI should reliable data become available.

Table 1: Productivity Index (45.6%)

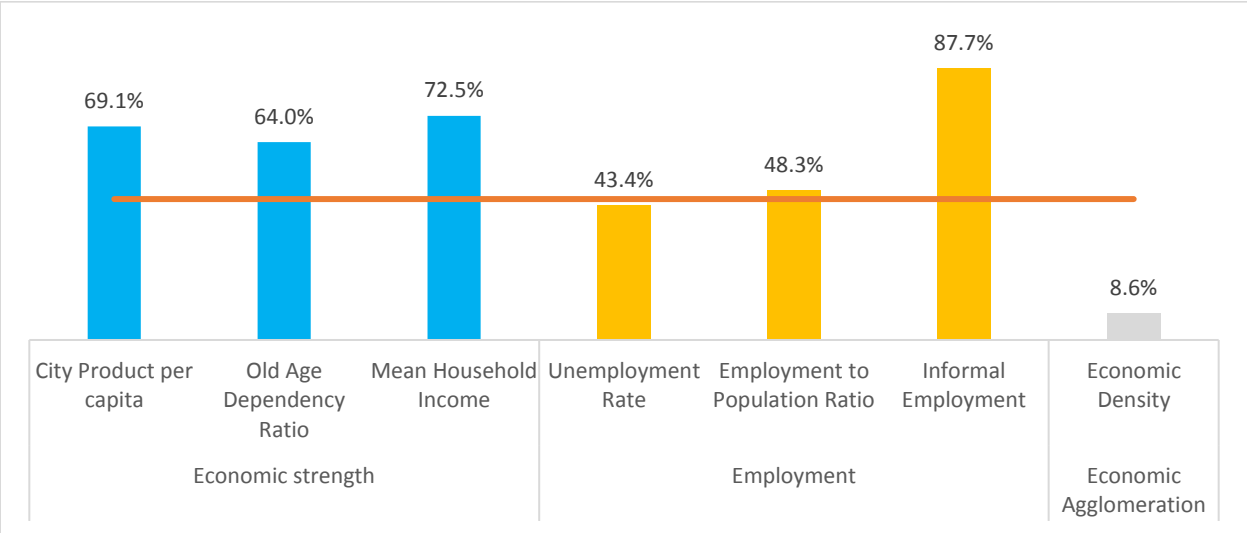
Sub-Dimension	Indicator	Actual	Units	Standardized	Comments
Economic Strength (68.5%)	City Product per Capita	23,061.33	USD (PPP) /Inhab	69.1%	M. Strong
	Mean Household Income	34,198.40	USD(PPP)	72.5%	Strong
	Old Age Dependency Ratio	7.52	%	64.0%	M. Strong
Employment (59.8%)	Employment to Population Ratio	51.97	%	48.3%	Under moderate
	Informal Employment	18.90	%	87.7%	V. Strong
	Unemployment Rate[4]	9.09	%	43.4%	Under moderata
Economic Agglomeration (8.6%)	Economic Density	74,065,238	USD (PPP) /km2	8.6%	Under moderate
	Economic Specialization	-	-	-	-

The findings show that the productivity index is low at 45.6%, ranking as under moderate in the global scale of prosperity, implying that the prosperity factors or existing policies and interventions relating to economic productivity in the city are not working as required and should be prioritized for review. The table shows that economic strength sub-dimension is moderately strong (68.5%). This can be attributed to low old-age dependency ratio which is a sign of low economic burden on the productive population; high mean household income which is indicative of high purchasing power; and moderately strong city product per capita which an indicator of efficiency in economic productivity. The factors of economic strength are good and need to be strengthened or consolidated depending on the level of strength of each sub-dimension.

The findings in the table also indicate that the employment subdimension or situation in the city is moderate with an index score of 59.8%. Attention should be focused on strengthening urban policies targeting the unemployment rate which currently stands at 9.09% and Employment to population ratio (51.97%) all show under moderate prosperity factors. These two indicators are important in showing how people access jobs and the ability of the city to create employment for its people, respectively – the strength of these two indicators is key for the economic development of the city.

[4] This indicator is approximated based on regional data

Figure 3: Productivity Indicators



The third measure of the level of productivity which has contributed allot in lowering the productivity index is the Economic agglomeration which has a score of 8.6%. Economic density is a measure of how economic productivity is distributed spatially, it is associated with the concentration of economic activities per unit area and has cost-saving benefits to businesses because of spatial proximity between suppliers, retailers, customers, service providers etc. Low economic densities may mean long distances between suppliers or providers and consumers leading to high unit costs in all production processes, hence inefficiency. Low economic agglomerations also imply lack of the benefits that come when firms and people are located together near one another in cities and industrial clusters (high densities of people and firms together).

The Infrastructure Development

Prosperous cities continue to improve the quality of infrastructure relating to housing, social, ICT, mobility, street network, health, and education etc. The infrastructure dimensional index helps to assess the level of achievements the city has regarding the provision of adequate infrastructure. The findings show that the overall index for the infrastructural development is 55.8%, classified as moderate on the global scale of city prosperity.

The housing infrastructure sub-dimensional index is 53.7%, this implies that the existing urban policies governing the housing sector in the city are moderate and needs to be strengthened. There are some indicators within the sub-dimension that are under moderate such as access to improved sanitation with 15.5%, and the residential population density which is extremely low (16.4%). They should be prioritized and urban policies and interventions relating to such indicators should be reviewed.

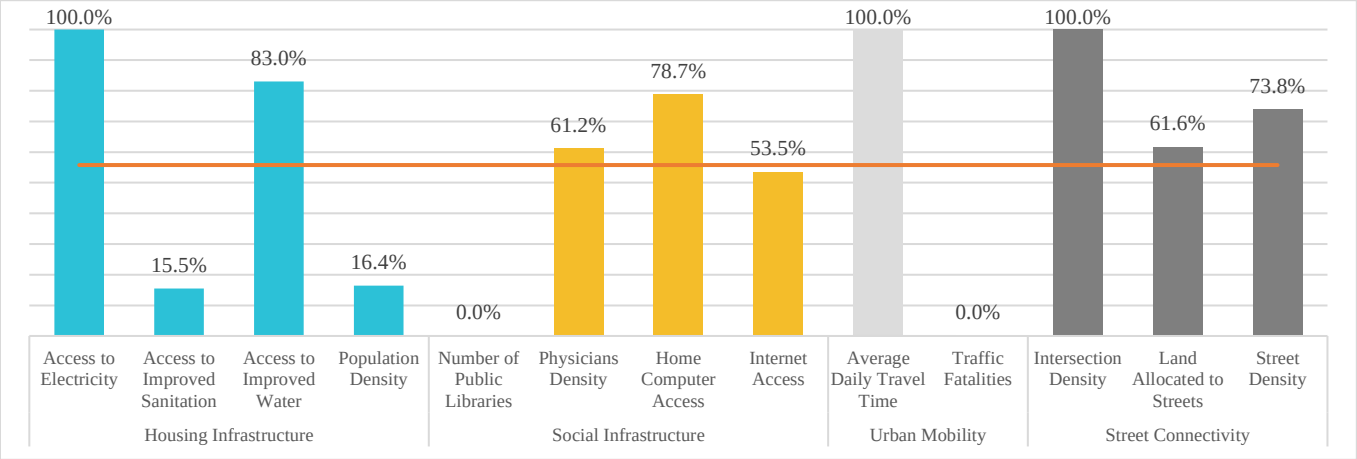
The social infrastructure dimensional index is also very low (30.6%), this weakness can be observed in all the associated indicators as well. It is therefore important to prioritize urban policies relating to social infrastructural development in the city.

Table 2: Infrastructure Development Index (55.8%)

Sub-Dimension	Indicator	Actual	Units	Standardized	Comments
Housing Infrastructure (53.7%)	Access to Electricity	100.00	%	100.0%	V. Strong
	Access to Improved Sanitation	15.53	%	15.5%	Under moderate
	Access to Improved Water	83.00	%	83.0%	V. Strong
	Access to Improved Shelter	-	%	-	-
	Population Density	2,457.64	Inhab /Km2	16.4%	Under moderate
	Sufficient Living Area	-	%	-	-
Social Infrastructure (30.6%)	Number of Public Libraries	0.28	#/100,000 inhab.	0.0%	Under moderate
	Physician Density	3.03	#/1,000 inhab.	61.2%	M. Strong
ICT (66.1%)	Average Broadband Speed	-	Mbps	-	-
	Home Computer Access	78.72	%	78.7%	M. Strong
	Internet Access	53.50	%	53.5%	moderate
Urban Mobility (50.0%)	Average Daily Travel Time	15.90	minutes	100.0%	V. Strong
	Affordability of Transport	-	%	-	-
	Length of Mass Transport Network	-	Km/1M Inhab	-	-
	Traffic fatalities	38.20	#/100,000 inhab.	0.0%	Under moderate
	Use of Public Transport	-	%	-	-
Street Connectivity (78.5%)	Intersection Density	110.90	#/km2	100.0%	v. Strong
	Land Allocated to Streets	24.49	%	61.6%	M. Strong
	Street Density	14.75	Km/KM2	73.8%	Strong

ICT plays a key role in driving the world economy through innovation which depends highly on knowledge and access to information; access to home computers and the internet become very important in this regard. The ICT sub-dimension measures the level of achievement in making an efficient and accessible ICT infrastructure available to the public. The ICT sub-dimensional index is 66.1%, meaning the available ICT infrastructure and associated policies are moderately good but needs to be strengthened or improved further. However, one indicator under the ICT sub-dimension, internet access, is moderate so there is need to increase the internet access in the city and strengthen the policies associated with it.

Figure 4: Infrastructure Development Indicators



Efficient urban mobility system with proper and adequate street network allows for timely and cost-effective movement of people, goods, and services, which is a very critical factor in commerce and industrial development as well as social interactions and exchanges within the city. Adequate and efficient infrastructure is one of the means of managing the adverse effects of rapid urbanization, which is key for the functioning of the city and its economic development. Most Urban mobility indicators for the city were not included due to data unavailability. Based on the available indicators, the sub-dimensional index for urban mobility is 50% and the index for street connectivity is 78.5%, which means that despite the city having strong prosperity factors in street connectivity, it still faces poor performance in an urban mobility driven mainly by the poor performance on the indicator on traffic fatalities. In addition, land allocated to streets and the use of public transport system needs to be prioritized and improved. In general, the street connectivity sub-dimension is strong and needs policy consolidation while urban mobility is moderate and needs policy review and strengthening.

The Quality of Life Dimension

The availability of better standards of living, access to basic services, better healthcare, safety and security, better education is a sign of a higher quality of life in urban areas that attracts people from the rural to urban areas. Cities striving for higher prosperity must ensure that all factors that contribute to the wellbeing and good standards of living such as health care, education, safety and security and public spaces are available and are easily accessible to all city dwellers. The quality of life dimensional index measures the level of availability vis-a-vis access to these services. Although due to data unavailability problems some indicators could not be included in the index, measures were taken to ensure that the available data gives a representative picture of the city's prosperity. Among the indicators excluded were under 5 mortalities rate, Life expectancy, Mean years of schooling, and Accessibility to open public spaces. The missing indicators remain very

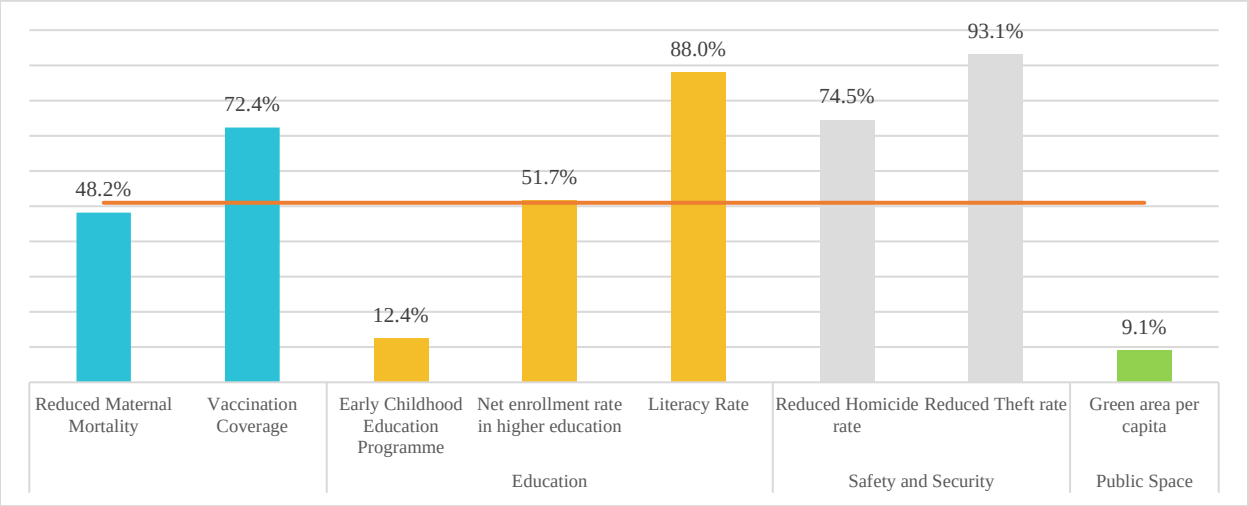
important, so efforts should be made to make them available so that they can be used in future CPI estimations. The finding shows that the overall quality of life index is 51.0%, according to the global scale of prosperity, this is moderate and indicates that generally, the city has the moderately low quality of life. This implies that urban policies and interventions that support a good quality of life are not effective - the strengthening of these policies need to be prioritized.

Table 3: Quality of Life Index (51.0%)

Sub-Dimension	**Indicator**	**Actual**	**Units**	**Standardized**	**Comments**
Health care (60.3%)	Life Expectancy at Birth	-	Years	-	-
	Maternal Mortality	37.69	#/100,000 live births	48.2%	Under moderate
	Under-5 Mortality	-	#/1000 live births	-	-
	Vaccination Coverage	72.35	%	72.4%	Strong
Education (50.7%)	Early Childhood Education	12.41	%	12.4%	Under moderate
	Net Enrolment in Higher Education	51.70	%	51.7%	moderate
	Literacy Rate	89.70	%	88.0%	V. Strong
	Mean Years of Schooling	-	%	-	-
Safety and Security (83.8%)	Homicide Rate	6.60	#/100,000 inhab.	74.5%	V. Strong
	Theft Rate	52.82	#/100,000 inhab.	93.1%	V. Strong
Public Space (9.1%)	Green Area per Capita	1.37	m2 / inhabitant	9.1%	Under moderate
	Accessibility to Open Public Space	-	%	-	-

Based on the available data, the table shows that the health care sub-dimensional index is 60.3%, this is moderately strong and implies that the city has moderately good health care policies that support availability and access to healthcare services. It is recommended that the policies should be consolidated and reinforced for continued improvements. The health care indicator of vaccination coverage is good (72.4%), but the Maternal mortality rate is still very high in the city(38 deaths per one hundred thousand live births), this indicator should be prioritized and addressed urgently.

Figure 5: The Quality of Life Indicators



The table also shows that education sub-dimension has an index score of 50.7% and according to the global scale of prosperity this is moderate. There is only one strong indicator in the education sub-dimension, the Literacy rate with 88%. The Early childhood enrolment rate with 12.4%, and enrolment in higher education with 52%, all contribute to the dismal performance in the education sub-dimension. From the ranking, the sub-dimension shows relatively under moderate prosperity factors calling for interventions such as review and strengthening of education policies. However,

special attention directed to prioritizing early childhood education programmes in the city. According to the findings, safety and security (83.8%) in the city is very good, therefore urban policies regarding safety and security in the city should be consolidated and reinforced for continued prosperity. However, there is evidence that the city has inadequate land allocated to public spaces, especially in the form of green area cover which according to the findings has a score of 9%.

The Equity and Social Inclusion Dimension

The concept of shared prosperity or balance requires that as cities move from one level to another up the ladder of prosperity, it should "carry" along with it the entire population of the city. No segment of the city population and place should remain behind in poverty or deprivation as the rest move up. Shared prosperity should cut across all sectors to ensure economic, social, gender and any other form of inclusion as well as ensuring the eradication of any form of exclusion. The equity and social inclusion dimension show how far the city has come towards achieving this goal.

In the city of Hail, data for some indicators such as Gini coefficient, Proportion of slum households, and Youth unemployment rate are still not available, these indicators are important for the estimation of Equity and social inclusion in the city, efforts to make the data available should continue. As a result, only onesub-dimension; gender inclusion has been used to estimate

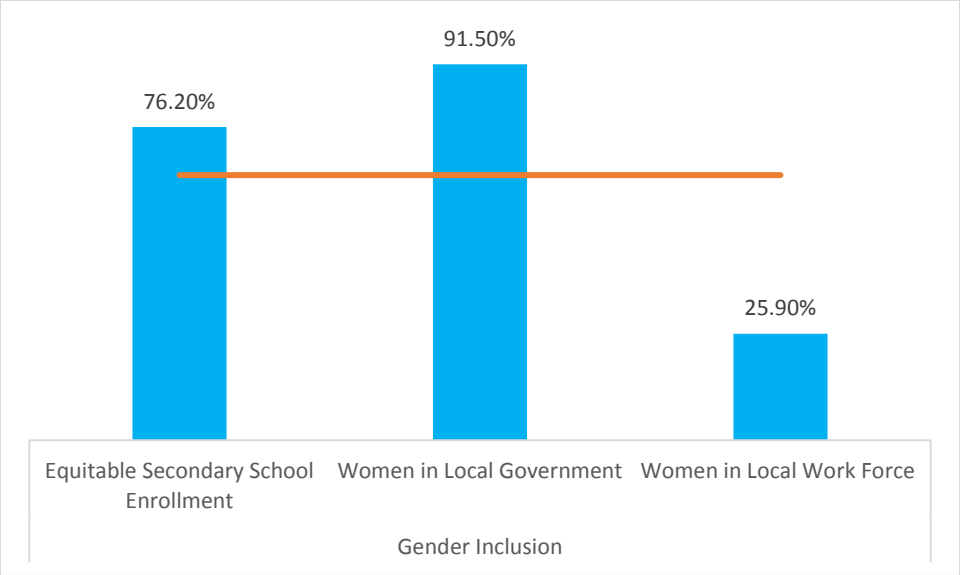
the overall Equity and social inclusion that has an index score of 64.5%. This ranks as moderately strong according to the global scale of city prosperity,.

Table 4: Equity and Social Inclusion Index (64.5%)

Sub-Dimension	Indicator	Actual	Units	Standardized	Comments
Gender Inclusion (64.5%)	Equitable Secondary School Enrollment	0.76	∞	76.2%	Strong
	Women in local government	45.75	%	91.5%	V. Strong
	Women in the workforce	12.97	%	25.9%	Under moderate

The fairly good performance in the gender sub-dimension could be associated with good gender parity in secondary school (76%) and high proportion of women working in the local government (92%), nevertheless, the number of women in the city's workforce is extremely low (26%), calling for prioritization of policies that promotes more participation of women in the workforce.

Figure 6: Equity and Social Inclusion Indicators



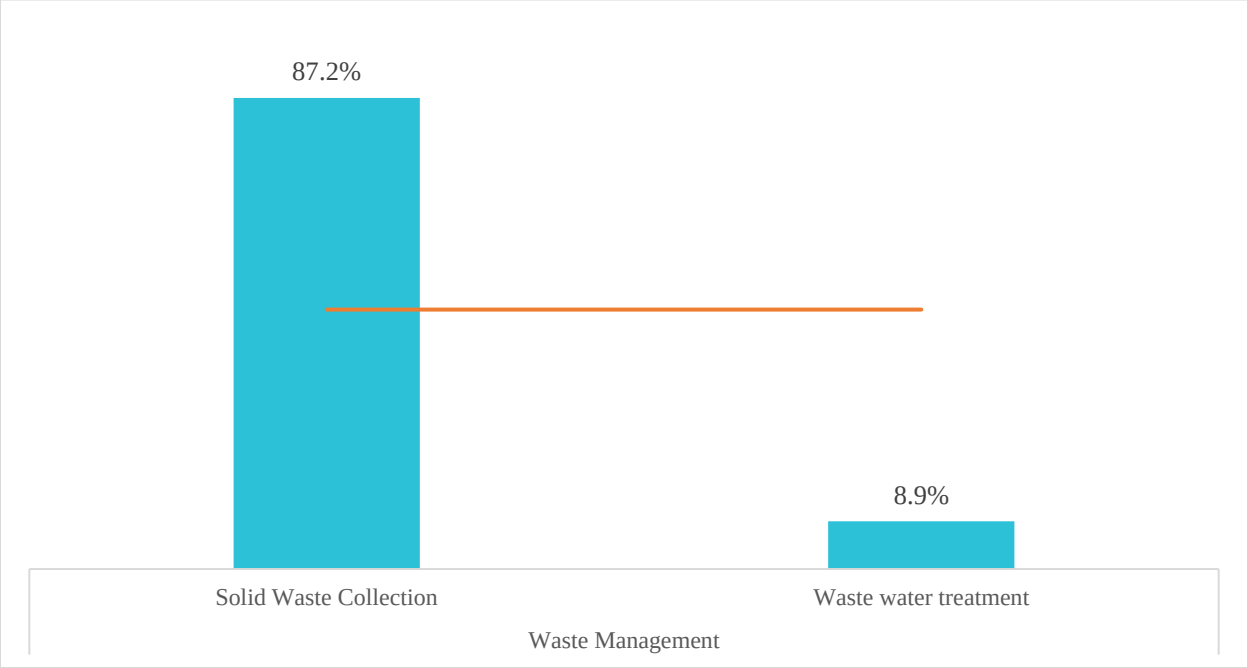
The Environmental Sustainability Dimension

As cities grow and develop they should ensure that the environment remains healthy and livable, its natural assets and resources should be well-conserved for posterity. Due to data unavailability problems, only one sub-dimension, the Waste management sub-dimension was used in the computation of the environmental sustainability dimensional index. Based on the available data, and from the findings, the city of Hail has a sub-dimension index score of 48%. Solid waste collection (87.2%) shows very strong prosperity factors according to the global scale of prosperity but this is diminished by the very poor performance on the indicator of waste water management in the city that scores 8.9%.

Table 5: Environmental Sustainability Index (48.0%)

Sub-Dimension	Indicator	Actual	Units	Standardized	Comments
Waste Management (48.0%)	Solid Waste Collection		%	87.2%	V. Strong
	Solid waste recycling share	-	%	-	-
	Waste water treatment		%	8.9%	Under moderate

Figure 7: Environmental Sustainability Indicators



SWOT Analysis based on City Prosperity Index

This section analyses the findings of the CPI to identify areas of Strength, Weaknesses or challenges, Opportunities, and possible Threats that the city faces in achieving prosperity so that appropriate recommendations and action plans can be considered.

Table 6: Summary table for SWOT Analysis

STRENGTH: List of Strong Indicators	WEAKNESSES: List of Weak Indicators
Productivity Dimension: • City Product per Capita • Old Age Dependency Ratio • Mean Household Income • Informal Employment **Infrastructure Development Dimension** • Access to Electricity • Home Computer Access • Access to Improved Water • Physician Density • Average Daily Travel Time • Intersection Density • Land Allocated to Streets • Street Density • Road Safety **Quality of Life Dimension** • Literacy Rate • Vaccination rate • Homicide Rate • Theft Rate **Equity and Social Inclusion Dimension** • Equitable Secondary School Enrolment • Women in local government **Environmental Sustainability** • Solid waste collection	**Productivity Dimension**: • Employment to Population Ratio • Economic Density • Unemployment Rate **Infrastructure Development Dimension** • Access to Improved Sanitation • Residential Density • Number of Public Libraries • Internet Access **Quality of Life Dimension** • Maternal Mortality Rate • Net Enrolment in Higher Education • Early childhood education • Green Area per Capita **Equity and Social Inclusion Dimension** • Poverty rate • Women in the workforce **Environmental Sustainability** • Wastewater treatment
OPPORTUNITIES: Indicators that creates an opportunity.	**THREATS: Indicator that can pose threat to prosperity**
• **Old Age Dependency Ratio** – low burden on the productive population promotes growth. • **Literacy Rate** – high literacy rate is consistent with high skilled manpower to be tapped particularly women and youth. • **Good safety and Security –**in the city provides a favorable environment for both domestic and direct foreign investment. • **Women in the workforce –** although this is a weakness it provides an opportunity to tap into the huge resource of educated and skill Saudi Women.	• **Low Employment to Population Ratio** – the city can't create enough job opportunities. • **Poor Access to Improved Sanitation** – is a huge health risk for city dwellers and housing sector. • **Small Number of Public Libraries** – city risk having a population without reading culture. • **Early Childhood Education** – the city risk having a large population of youth/people without education

Discussion of the SWOT Analysis

Strength

The city of Hail has low Old Age dependency ratio, the indicator is a measure of the burden the productive population must bear, with the low burden the per capita production should be higher. A low old-age dependency ratio means low burden and since Saudi has a young population.

The housing sector is also performing well in areas of access to basic services such as improved water and access electricity. These are services that go a long way in making life in the city more comfortable. The ICT sector is moderately strong as well especially in terms of access to or availability of home computers. Urban mobility system is like the bloodstream of a city through which people, goods, and services flow from one place to another. Although sufficient data was not available for a comprehensive analysis of this sector, the traffic flow in the city is still very good as indicated by the average time for commuting from house to workplace, it takes an average of about 16 minutes which should encourage the use of the available public transport system in the city. However, something should be done about safety and security on the roads. Coupled with the good street connectivity in the city the urban mobility system can be said to be working well. With increasing population this may not remain the same in the long run if nothing is done to make improvements, the current situation gives the city ample time to work towards more sustainable mass urban transport system that is affordable, safe and faster.

The high literacy rate is an indication of the success in efforts made to make education accessible to all adult population, increased level of literacy rate in a population has been shown to have a positive effect on productivity as well as health and life expectancy. The phenomenon of high crime rate generally compromises human dignity, creates a climate of fear and erodes the quality of life. Good safety and security in the city of Hail is both a source of strength for the economy since it helps to attract investment while at the same time safety and security increase the quality of life in the city by encouraging healthy activities such as walking in the streets, enjoying public spaces without worries. All these contribute to high productivity and development.

An important advantage of having the high proportion of women in the local government is that their contribution demonstrates how much more Saudi women can do when they are given the opportunity to work, both in the public sector and in the private sector. It is also an indication that if women employment is organized and managed well within the confines of religious guidelines

and culture then it works perfectly. It will go a long way to reduce the gender parity gap in the workplace. There is evidence that the city is working on gender inclusion by increasing gender parity in secondary schools and having a high proportion of women working in the local government. However, the number of women in the workforce is still extremely low.

Weaknesses

A city's economic strength is a very important factor of prosperity because it has a crosscutting effect on all aspects of development. The general productivity of the city of Hail still has areas that need to be improved, going by the low employment to population ratio in the city. Low employment to population ratio is an indication that the city of Hail is not able to create enough job for its people. This is supported by the fact that there is high unemployment rate, of about 9%, in the city. The city's employment to population ratio is weak. Moderately strong economic strength in the city is being affected by the poor performance of employment factors in the city. The low economic density is possibly due to urban sprawl leading to sparsely developed land, in a city economy that is not yet very strong, the spatial distribution of the benefits of economic growth becomes very minimal. This requires legislation to control sprawl and prioritize interventions that aim at increasing mixed-use and densification of economic or commercial activities within the commercial, industrial and even residential areas in the city. Cities are encouraged to provide adequate and affordable housing not only because shelter is a basic human need, but decent housing goes hand in hand with an improved standard of living as well as high quality of life as it also protects the health of the family. There are important attributes or minimum standards that make a housing unit acceptable for human habitation in a prosperous city. A significant proportion of houses in Hail do not have access to improved sanitation facilities. Lack of sanitation facilities such as connection to sewerage system can expose families to communicable diseases. Access to adequate sanitary facilities improves health, the lack of it, therefore, despite the availability of other conditions has a negative effect on the overall quality of life in the city.

Cities are developing in the era of knowledge-based economies mainly driven by information technology. Availability of and access to social infrastructures such as public libraries and internet access are very important. Public libraries encourage a reading culture in the society and help to increase the knowledge required for personal growth and development. Internet access in the city is low, as an information distribution system, the Internet, and its usage provide opportunities for

bringing information within the reach of many. It can significantly improve information access as well as open a new range of information resources thereby setting grounds for innovation in ICT particularly among the youthful population while playing a major role of driving the city into the era of knowledge-based economies mainly driven by information technology.

Data shows that education provision and policies in the city are average, however, some indicators such as early childhood education and enrolment in higher education are showing poor results.Poor performance in the early childhood education sector is a general problem that cuts across all the cities in Saudi Arabia requiring urgent action both at the local and national levels. Early childhood education is the entry point into the education system, cities with very low enrolment rates in the early stages of education risk having very low skilled labour force or low literacy rate in future.

In Hail like in the rest of the country, the number of women in the workforce is low despite the government's investment in the education of women; there are measures and interventions that have been put in place at national level to correct this situation. Therefore, all cities including Hail should increase the number of women working in all sectors. Studies have shown that a large proportion of Saudi women are well educated and have invaluable skills. The women population is a huge untapped resource which will contribute immensely and increase productivity nationwide, however, policies that have excluded women from the workforce.

Opportunities

As mentioned earlier, low Old age dependency ratio is a source of strength and also pose a great opportunity for growth. Since it’s a measure of the burden on the productive population, low Old age dependency ratio implies little burden on the working population so their output has more value resulting to more disposable income. Saudi generally has a young population and more people will eventually become old in the long run, so there is an opportunity now to create more job opportunities targeting the youth to further increase the size of the productive population and ensure higher prosperity as much as possible while it last, population structure is a dynamic phenomenon.

The Internet and its usage provide opportunities for bringing information and knowledge within the reach of the public. It can significantly shorten time lags as well as open up a new range of information resources. It also provides significant, new economic opportunities as well as possibilities for more environment-friendly options for the marketplace.

The number of women in the workforce has also been low across all cities, it is very favorable for the cities that there are interventions at the national level to correct this situation. Statistics show that a large proportion of Saudi women are well educated and have invaluable skills. Since productivity is a question of per capita, it means a significant amount of this unproductivity depends on types of existing policies. The woman population is a huge untapped resource. Although the low rating is a weakness, it points to the gap and provides an opportunity to make a start in the right direction.

The high level of safety and security in most of the cities in Saudi including Hail provides a huge opportunity to attract investors both from within the country and foreign investors. This is based on the reality that many cities across the world are threatened with insecurity, investors can only put their money where there are stability, safety, and security.

Threats

The employment-to-population ratio provides information on the ability of an economy to create job opportunities. Since it is just moderately strong it is important to find out the direction of its trend because a downward trend must be corrected as a matter of urgency. Employment-to-population ratios are of particular interest when broken down by age and sex, as they can provide information on gender and age differences in labor market activity, this is of particular interest in a country with youthful population and women population that need to be absorbed. So, a reducing trend in the rate at which cities create jobs is a big threat to prosperity.

A significant proportion of houses in the city of Hail do not have access to water and sanitation facilities, lack of sanitation facilities such as connection to sewerage system can expose families to communicable diseases such as cholera-making the housing unit substandard. Any risk to public health is not desirable in cities of the future.

Availability and access to public libraries help to promote a reading culture in the society and help to increase the knowledge required for personal growth and development. Lack of public libraries exposes the city to the risk of having a population without a reading culture, a people without the enthusiasm to have lifelong learning and acquisition of new knowledge is not progressive. Weak early childhood education program is a risk factor in that it can lead to higher illiteracy level among the youth in future.

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