AT-TURAIF DISTRICT IN AD-DIR’IYAH

NOMINATION DOCUMENT
FOR THE INSCRIPTION ON THE
UNESCO WORLD HERITAGE LIST

MANAGEMENT PLAN
VOLUME 2
AT-TURAIF DISTRICT IN AD-DIR’IYAH

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VOLUME 2 — MANAGEMENT PLAN / January 2009
FOREWORD BY:

Dr. Ali al-Moghannam
Site Manager of at-Turaif District in ad-Dir’iyah
Saudi Commission for Tourism and Antiquities

The Kingdom of Saudi Arabia is conscious of the importance of the preservation of its cultural heritage and is responsible in front of the international community and UNESCO of the preservation of the site.

This Management Plan has been prepared jointly by the Saudi Commission for Tourism and Antiquities and Ar-Riyadh Development Authority and with the collaboration of the Local authorities of ad-Dir’iyah and all the concerned stakeholders.

At-Turaif District in ad-Dir’iyah heritage is a unique, extremely valuable and non-renewable resource. This Plan aims at ensuring the protection and the preservation of this precious cultural heritage as much as to promote social and economic development. It aims at achieving equilibrium between preservation and tourist development to make the site of at-Turaif District in ad-Dir’iyah a focal point in the cultural, economic and social development of the residents of Riyadh and of the whole Kingdom.

The Management Plan describes how the historic elements within the proposed World Heritage Site will be conserved and managed. This will ensure that the importance of the site to world history is not lost and that as many people as possible can understand and share the site’s outstanding historic environment.

In my capacity as site-manager of at-Turaif District in ad-Dir’iyah, I believe that this Management Plan offers a sound basis for the development of a project putting history, heritage and culture at the heart of the Kingdom’s life.

I am especially pleased of the positive cooperation developed between the Saudi Commission for Tourism and Antiquities and Ar-Riyadh Development Authority on the implementation of this unique project.
FOREWORD BY:

Eng. Abdullah Arrukban  
Director of Historic Addir'iyah Program  
Ar-Riyadh Development Authority

The Management Plan details how monuments, ruins, archaeological sites and their surrounding wadi landscape will be preserved; it ensures that its unique significance be preserved and its history and material vestiges become accessible and known to Riyadh, Saudi and foreigner visitors alike.

According to contemporary vision for the sustainability of heritage sites, it is important to ensure an economic role to the site. This means that historic buildings do not lie empty and that funds are available for their upkeep and repair. Ancient buildings will be used for cultural and tourism-related activities while in the vicinity of the site there will also be new buildings and redevelopment. It is crucially important to ensure that these are of superb quality to complement and enhance at-Turaif District in ad-Dir’iyah.

Ar-Riyadh Development Authority via the Historic Addir’iyah Development Program is in charge of the implementation of the works aiming at developing and revitalizing the whole sector of Historic ad-Dir’iyah and at transforming at-Turaif District in ad-Dir’iyah into a vibrant and unique Living Heritage Museum. It is assisted in this exceptional endeavour by SCTA and all the concerned stakeholders.

Much work still needs to be done to achieve a full understanding of the site of at-Turaif District in ad-Dir’iyah, to set up the didactic presentation, to support the site managers in their everyday work, to take care of the surrounding natural setting and achieve a complete preservation and re-development plan. This Management Plan sets the principles and the guidelines that will be followed and further developed in the coming years.

The goals set by the Management Plan are ambitious and the Governorate of Riyadh, the Saudi Commission for Tourism and Antiquities and Ar-Riyadh Development Authority are ready to meet this challenge.
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Part One - Preliminary Overview

1.1 INTRODUCTION

Cultural heritage is the memory of the living culture of a people and a vector of dialogue with other cultures and peoples; it embodies the symbolic value of cultural identities. Heritage places are per definition finite, scarce, valuable and non-renewable. As reminded by UNESCO:

“[...] cultural property is the product and witness of the different traditions and of the spiritual achievements of the past and thus an essential element in the personality of the peoples of the world. [...] it is the duty of Government to ensure the protection and the preservation of the cultural heritage of mankind as much as to promote social and economic development.”

Protecting cultural heritage values permits to share, promote and present them to the public, whether national or foreigner, through a process of inter-cultural dialogue.

Heritage site management is the control of the elements that make up the physical and social environment of a site. Management is a complex process, which involves the ensemble of the activities aiming at protecting and preserving the values of a place and at having a positive impact on the heritage resource on the long term. Planning process is not an end in itself, it is the beginning of a continuous an interactive process.

1.2 BACKGROUND

1.2.1 Saudi Arabia and the World Heritage Convention


On 07/08/1978, the Kingdom of Saudi Arabia was among the first countries to ratify also the 1972 Convention concerning the Protection of the World Cultural and Natural Heritage.

The Kingdom submitted to the World Heritage Centre a Tentative List, including the three sites of al-Hijr, at-Turaif/ad-Dir’iyah and Old City of Jeddah, on 25/09/06.

The Nomination Document for the inscription of al-Hijr Archaeological Site (Madinah Salih), the first ever submitted by the Kingdom to the World Heritage Centre, was presented in January 2007 and completed by a detailed Management Plan submitted in December 2007. The site of al-Hijr was inscribed on the World Heritage List in July 2008 at the World Heritage Committee at Quebec.

The Government of Saudi Arabia aims at inscribing these three sites on the World Heritage List to underline the significance of its rich cultural heritage – ranging from extraordinary archaeological sites dating to the pre-Islamic period, to major Islamic monuments, sites and cities – and to strengthen its protection within a general policy planning the development of the tourism sector in the Kingdom.

1.2.2 The Structure of Saudi Cultural Heritage Institutions

The Kingdom of Saudi Arabia has recently approved a political strategy aiming at the development of tourism in the country. In the year 2000, a new, young and dynamic organization, the Supreme Commission for Tourism (SCT), was created...
and entrusted with the double goal to develop this sector for the benefit of Saudi economy and to manage and protect the national cultural heritage.

SCT has identified Cultural Heritage as a major asset for the country. Realizing the specificity, importance and fragility of Cultural Heritage, SCT has prepared a draft Sustainable Tourism Development Plan to guide its actions. In the meantime, it has launched in-depth studies for the analysis of the characteristics of the tourism sector in Saudi Arabia.

Since its creation in 2000, SCT has already initiated a number of key actions to reorganize and strengthen the Cultural Heritage sector’s institutional and legal structure, and to lay the groundwork for strengthening both fiscal and human resources capacity. The major actions include notably:

- **Drafting of new legislation** that will extend protection to all national heritage and cultural resources (immoveable, moveable and intangible), and put in place an institutional structure to plan and implement regulations, policies and programs that will give force to the legislation;
- **Re-organization of the Deputy Ministry of Antiquities and Museums** to function as a unit within the SCT. This re-organization includes the new organizational structure and will lead to significant human resources changes to establish capacity needed to implement the ambitious plan for the future development of the country’s heritage;
- **Provision of substantially increased budgets** to support the strengthening of the organization and the initiation of the proposed program;
- **External consultation with important stakeholders**, both within the private and public sectors. Without broad public understanding and support for the preservation and development of heritage and cultural resources the proposed program will be still-born. This requires a continuing commitment to community consultation at every level.

In the year 2007, the merger with Antiquities Department became effective and SCT became the Saudi Commission for Tourism and Antiquities (SCTA). From the political/administrative point of view, SCTA is not subordinated to a ministry, but combines the functions of Ministry of Tourism and a statutory agency responsible for the development and promotion of the tourism industry. It reports directly to the prime Minister. Its status is further reinforced by the fact that its Board of Directors includes members of the Council of Ministers. The current structure of the body in charge of the protection and development of Saudi Heritage is presented hereafter.

1.2.2.1 **SCTA Organizational Chart**

Following the creation of SCTA, a new organizational chart of this structure has been approved. The Charts of SCTA (see chart page 11), and of the Antiquity and Museums Department (see chart page 12) are presented in the next pages.
Organizational chart of the Antiquities and Museums Department - SCTA, 2007
1.2.2 Legal Framework for the Protection of Saudi Cultural Heritage

The current Antiquities Law, issued by Royal Decree No 26/M in 23/6/1392 H, defines and protects as antiquities moveable and immovable properties older than two hundred years. More recent properties might be considered as antiquities following a resolution by the Ministry of Education (art. 5). The responsibility for preservation and registration of antiquities lies within the Directorate of Antiquities (art. 6).

The law fully guarantees the protection of all archaeological sites within the Kingdom, yet it does not take enough into consideration concepts like urban heritage and historic centres.

The Saudi government is aware that existing laws concerning heritage in the country are in need of strengthening as they are difficult to enforce and leave many important resources without protection.

The Supreme Commission for Tourism drafted a new Draft Antiquities and Museums Law currently under review by the Saudi government. This new legislation includes various chapters covering: provisions and general provisions; archaeological historical and urban sites; underwater antiquities; trading in antiquities; surveys and excavations; urban heritage; museums; penalties for non-compliance and effectiveness. Furthermore, it foresees also regulations to cover all the detail requirements for implementation of the law. These will be subject to the authority of Government departments and Ministerial control, and where required will be ratified by the Council of Ministers.

The law-making and law-approving process in Saudi Arabia, as elsewhere, is long and complex. There are a number of steps to be followed whose exact duration is difficult to assess, yet it is expected that the final approval of the new Antiquity Law will take place in the year 2009.

For the scope of this Management Plan it has been considered that, whenever the provisions of the current law do not guarantee sufficient protection, the new (yet non-approved) Law is applied.

At the site, the Antiquities Law and the other legal protection systems (agriculture law, local regulations, etc.) are enforced by the local police, by the Governor of the region and, as far as Antiquity Law is concerned, by the antiquities staff and local museum administrators.

1.2.3 Scope of the Management Plan

The present Management Plan is a National Project aiming at the conservation and tourist development of at-Turaif District in ad-Dir’iyah to be implemented in three successive phases.

The project makes full application of the international principles of “integrated conservation”, considering tourist regeneration and heritage conservation only as particular aspects of a holistic economic and environmental development plan.

The Management Plan is based on the assumption that such a large scale operation needs to be driven by the public sector, but should include an economic strategy capable to guarantee its sustainability.

The management plan is therefore run by SCTA in collaboration with ADA. The public sector is behind the revitalization programme that aims not only at safeguarding the vestiges and preserving the extraordinary natural setting of the site, but also at the economic development of this zone that is slowly being integrated into Riyadh metropolitan area. At the larger scale, an ambitious traffic review (this revision is meant to be completed by the end of 2008). Finally, once the text reviewed and eventually amended, it will be sent to the “Shura Council” (Parliament) that will transmit its remarks to the Council of Ministries that will approve the Law.
and urban planning policy is related to the project whose impact on the urban development of the capital will soon be apparent. Following a long phase of extraordinarily rapid growth, the city of Riyadh needs to determine new strategies for its development and to set new objectives for the coming 20 years. The use of the Wadi Hanifah as a cultural recreational zone in the periphery of the Kingdom’s capital constitutes a strategic planning option whose implications go far beyond the conservation of the national cultural heritage.

The Management Plan contains the strategic options and the official guidelines for heritage conservation, tourist development and urban management within the World Heritage perimeter and in the buffer zone, to be observed by all stakeholders: public authorities (State, Region, Governorate, and Municipality), private sector and local community. It defines a policy planning and an institutional framework, in the view of meeting the requirements of UNESCO for the nomination of at-Turaif District in ad-Dir‘iyah as a World Heritage Site, and is to be considered as part of a larger environmental and urban project for the future development of the capital of the Kingdom.

In adopting the present Management Plan, the Saudi authorities express their determination to restore and develop at-Turaif District in ad-Dir‘iyah as a Living Heritage Museum presenting and celebrating the very essence of the national cultural heritage.

### 1.2.4 Status of the Management Plan

The Management Plan defines additional strategic objectives for at-Turaif District in ad-Dir‘iyah, which will be implemented through complementary concrete norms and operational steps to be adopted by the all concerned parties. Detailed measures are to be taken in order to translate the strategic objectives into operational steps, in an on-going process. A regular monitoring, with assessment of the realisations on the field, will lead to the appropriate corrective measures.
1.3 SITE MANAGEMENT

1.3.1 Site Management in Saudi Arabia

The Kingdom of Saudi Arabia takes an active part in all international organizations and institutions dealing with the protection of cultural heritage. Saudi Arabia has been associated, through the Department of Antiquities within the Ministry of Education at first, and later through the Supreme Commission for Tourism and now with the Saudi Commission for Tourism and Antiquities, to the international programmes developing the knowledge and the practice of site management in the Arab Region.

Yet, apart from a core group of high-profile researchers with academic background directing the Department of Antiquities, Saudi Arabian Antiquities personnel has been relatively isolated from the international scene in the past, being only marginally involved in international training courses devoted to conservation and management of cultural properties.

Indeed, because of the specific characteristics of the Kingdom and because of the difficulty of access to the country and to its unique heritage sites, the modern management of the cultural heritage sites remains a new issue and very few comprehensive management plans have been produced in the country.

The vision underlying the strategy designed by SCTA has identified site management among the priorities for the overall re-organization of the cultural heritage sector in the Kingdom. At the time being, however, there are not yet Saudi internationally-trained experts in cultural site management. Therefore, the training and development of key staff in the SCTA, particularly in terms of the management and marketing of heritage properties including museums, have been set among the major priorities of the SCTA.

In the last years, employees from the Department of Antiquities and Museums have already taken part to conferences, meetings and workshops related to World Cultural Heritage Sites within the country and abroad.
Jeddah’s plan is based on a carefully balanced private sector/public sector partnership, where local entrepreneurs and businessmen are called to play an active role in the regeneration of the central sector of the city and its historic core; at-Turaif District in ad-Dir’iyah plan, on the contrary, though taking into account economic concerns, is based on a state-driven approach to which the private sector is asked to adhere to guarantee its long term sustainability.

1.3.2 Site Management at ad-Dir’iyah

Pending the formal approval of this management plan, at-Turaif District in ad-Dir’iyah is still run by the administrative structure that used to be in place under the Department of Antiquities and Museums, as its recent merge with the Supreme Commission for Tourism (SCT) to create the SCTA did not bring about yet a formally approved change in the local system of management.

1.3.2.1 The Existing Management System of the Site

The site is owned and cared for by the Antiquity Department. The department, that was once depending from the Ministry of Education, is now officially a branch of the SCTA.

The ongoing works and the project in-the-making make the presentation of the actual management of the site rather complex. We should in fact detail two systems:

- the management system that used to run the site before the beginning of the development project
- the actual “intermediate” system during the implementation of the site works

Before the launch of the development project the site was managed by a site department depending from the General Administration of Antiquities.

At its head was an archaeologist, directing a team of 9 people: 4 archaeologists, 1 Site supervisor, 2 attendants, 1 Administrative staff, 1 Tourist guide; to this group should be added 4 guards patrolling the site.

The site department was officially in charge of the reception of the visitors, of their security and of the protection of the heritage of at-Turaif. All what relates to land use and property within the zone depended from this office, according to a special legislation.

The site was open every day from morning to sunset prayer; however, apart from the personnel salaries, the budget of the department was minimal.

The Site Office depended from the central SCTA structure, but was also in direct relation with ad-Dir’iyah Municipality notably for all issues relative to the Old City walls that were rebuilt in the early 1980s by the Department of Antiquities. It also established a connection with Ad-Dir’iyah Governorate office, notably for the preparation of official visits of VIPs to the site and whenever problems arise with the private owners that still own the surrounding parcels.

At a higher level, the overall strategy for the site is decided by the Executive Committee for ad-Dir’iyah Development, composed of the executive members of the concerned organizations such as Riyadh Governorate, SCTA, ADA, ad-Dir’iyah Governorate, etc. This body, chaired by the HRH prince Salman bin Abulaziz, the Governor of Riyadh, materializes the high-level political interest and support for ad-Dir’iyah, and assures the adequate protection of the site.

Before reviewing the new management scheme, we will briefly present the current situation while site works are ongoing. The organization of the works has been carefully planned by ADA to assure the quality of the final result, and is presented in the following pages.

The new management system proposed for the site is meant to answer to the new needs and challenges related to the overall SCTA policies, to ADA development and re-use plan and to the nomination of the site for the inscription on the World Heritage List. (detailed in § 3.1.1) The full support of the higher echelons of the SCTA, the commitment of the Saudi government to the sustainable tourism policy developed by SCTA, and the Royal Decree for ad-Dir’iyah, guarantee that the steps outlined in this report will be soon transformed into practical legal and administrative blueprints.
1.3.2.2 Preliminary Actions in View of a New Management at at-Turaif District in ad-Dir‘iyah

The Operational Guidelines issued by the World Heritage Committee strongly recommend that all State Parties have management frameworks and adequate legal protection suitable for securing the long-term conservation of WH Sites. The guidelines emphasize the importance of management plans as an effective way of achieving this aim.

The Kingdom of Saudi Arabia actively supports the development of Management Plans for all Candidate World Heritage Sites. The need for a Management Plan stems not only from international guidance, but also from the reality of the situation within the Site and its environs. At-Turaif District in ad-Dir‘iyah candidate site is the focus of a major national cultural endeavour. To achieve the Convention’s aims of sustaining the outstanding universal value of World Heritage Sites, there is a need to develop a co-ordinated and consensual framework for the long-term management and development of the Site. This management plan forms a core component of that framework.

A series of successive Master Plans for the re-development of the area has been drawn by the Strategic Development Authority for the City of Riyadh (ADA) with the support of international consultants. These plans have been continuously up-dated and modified to take into account the conservation need of the site and UNESCO-set standards for restoration. The last version, the Operations Master Plan – September 2008, constitutes an essential reference for this management plan.

One of the major results achieved in the last two years has been the coordination between the authority in charge of the re-development of the site (ADA) and the authority in charge of the preservation of national Heritage (SCT then SCTA). Through intense debate between the two agencies and their international consultants a common approach, capable of integrating the two visions, has been achieved.

The project for the development of at-Turaif District in ad-Dir‘iyah has profited of the growing attention payed to the origins of national identity and to traditional crafts and techniques. In this regard, the activities of the National Museum in Riyadh and of the Turath Foundation have played an important pioneering role bringing to the attention of the national elites the rich heritage of the Kingdom. Furthermore, the historic and continuous presence of the Royal Family in the area of ad-Dir‘iyah, where royal princes have private estates and where traditional palaces and farms have been restored and upgraded, might be an example for other wealthy Riyadh families that have began reconsidering the significance and the value of their possessions where traditional agricultural methods and residential patterns can still be found.

Finally, the project for the creation of a Living Heritage Museum in at-Turaif District in ad-Dir‘iyah is included within a larger national plan aiming at the improvement of the ecological and hydraulic environment of the Wadi Hanifah, developed since the late 1990s by the Governorate of Riyadh and ADA.

The preparation of this Management Plan comes as a second step in this ongoing project. The preparation and the submission of a Nomination File for the inscription of at-Turaif District in ad-Dir‘iyah on the World Heritage List constitutes an intimately-connected third phase in this process.

1.3.3 Management Plan Principles

The proposed management principles are meant to achieve higher standards of protection and sustainable development for the site. The principles directing the plan are based on similar experiences developed throughout the world and particularly in the Arab region, and on the in-depth understanding of the specificities and characteristics of the Saudi situation. Raising the awareness and the interest towards national cultural heritage in the Saudi public at large, and in Riyadh population in particular, constitutes the backbone of the future development plans for the area.
The overall goals and objectives set by SCTA for the development of the tourism sector in Saudi Arabia have been integrated in this document. The management plan of at-Turaif District in ad-Dir’iyah participates to the overall vision put forth in previous SCT plans and reports and summarized hereafter:

“The Kingdom of Saudi Arabia, as the cradle of Islam, seeks to conserve and to present its cultural heritage as a most important element of the nation’s civilization and cultural identity, and to develop compatible uses, and cultural, social and economic benefits, within the context of the nation’s Islamic values.”

This plan adds to a number of other plans already designed, or in the process of being elaborated, by SCTA; notably to the General Strategy for the Development and Promotion of Tourism Industry and the Sustainable Tourism Development Plan. It is also part of a larger cultural strategy for the capital of Kingdom that has already led to the creation of King Abulaziz Historic Centre with the National Museum developed by ADA.

The tourism policy suggested in these guidelines follows the recommendations of the international charters and is based on a sustainable development approach to comply with the modern perception of the significance of cultural heritage sites for the country and its citizens.

It is understood that, in case of inscription on the World Heritage List, all new development proposed for the site will be submitted for approval to the World Heritage Secretariat before being implemented.

1.3.4 Elaboration and Structure of the Management Plan

The Management Plan was commissioned by SCTA. It was drafted by Simone Ricca in collaboration with François Cristofoli and Mahmoud Bendakir; and it has been amended, following a thorough consultation process, by SCTA and ADA and approved by SCTA. It draws upon the Master Plans prepared by ADA for the Wadi Hanifah National Park, ad-Dir’iyah Historic Precinct and at-Turaif Living Heritage Museum.

It will be submitted to ICOMOS and UNESCO World Heritage Committee as evidence of governmental commitment to at-Turaif District in ad-Dir’iyah nomination, and it represents a consensus on the future conservation and management of the Nominated site.

1.3.4.1 Previous Studies

In the last years, several studies and plans have been commissioned in order to analyse the ruins and identify a suitable re-use strategy. These studies, carried out on behalf of the Saudi Authorities by highly-qualified international consultants, have analyzed the site within its larger regional ecological environment, have designed an array of tourism programmes and scenarios and have identified a set of priorities for the development of the site that focused on the strategic choice to look for UNESCO recognition. This latter element has played a fundamental role in narrowing the options to achieve an overall plan for at-Turaif District in ad-Dir’iyah that fully respects its authenticity and its Outstanding Universal Value.

Following the Royal Order (Cf. translation in the Appendix) supporting the inscription of Saudi heritage sites on the World Heritage List, the preservation and development of at-Turaif District in ad-Dir’iyah has become a national priority. Workshops have been organised with a multi-disciplinary participation and numerous reports have been prepared in order to allow the Authorities to adopt a long term programme of urban regeneration and of heritage conservation respectful of the site uniqueness and fragility.

The new management system builds upon many previous studies. The area of at-Turaif District in ad-Dir’iyah is in fact included within the large study area of the Wadi Hanifah, whose overall ecological revitalization plan has been studied by ADA since 2002. It is also part of the larger area of Historic ad-Dir’iyah currently being investigated by Happold Consulting for ADA.
The list of the earlier studies includes notably:

- ADA, October 2002, Wadi Hanifah Comprehensive Development Plan;
- LORD CULTURAL RESOURCES, 2004, Al Turaif District of Addiriyah Phase I Strategy;
- GLOBAL ESTUDIOS, 2005, Ad Diriyyah Implementation Plan and Tourism Development Plan;
- SAUDI CONSULTING SERVICES & BW&P ABROAD, 2006, Infrastructure plans;
- ADA, 2006, Atturaif Living Museum in Addiriyah Implementation Strategy;
- ADA, 2008/09 Integrated Development Plan for Addiri’iyah Historical District;
- … and many more technical and planning documents elaborated by ADA.

1.3.4.2 Elaboration of the Management Plan

The present Management Plan has been prepared jointly by the Saudi Commission for Tourism and Antiquities (SCTA) and Al-Riyadh Development Authority (ADA), from Mid-November 2007 to December 2008. It takes into consideration the last available studies and reports, as well as the development projects still in the making.

This document notably takes into account the Operations Master Plan prepared by LORD Cultural Resources on behalf of ADA in July 2008, the planning documents for Wadi Hanifah and ad-Dir’iyah area by Happold Consulting and the previous reports by Simone Ricca (with François Cristofoli and Mahmoud Bendakir) for SCTA presented during the period 2007-8.

1.3.5 Limitation of the Work

A “management plan” is a coherent instrument that takes into consideration the specific characteristics not only of a site but also of the area around it; it should serve as a development coordination tool and it is meant to be a sustainable development tool integrated into the environment.

At-Turaif District in ad-Dir’iyah Management Plan, builds upon the detailed environmental measures foreseen by the Wadi Hanifah Development Plan and on the Environment & Sustainability Report prepared for ADA as part of the Integrated Development Plan for Addiri’iyah Historical District. The attention to a sustainable and ecologically-sensitive development of the whole Wadi Hanifah and the preservation of the environment of ad-Dir’iyah is inextricably bound up with the heritage preservation of the area as at-Turaif would not have been the thriving settlement it became, without the environmental conditions of Wadi Hanifah. The implementation of the measures foreseen by these plans is currently ongoing.

Following the daily evolution of the situation on the ground, the long-term arrangements formalizing the relationship between the new Site Management Unit established for at-Turaif District in ad-Dir’iyah, the regular administrative chain of command of SCTA and the Governorates of Riyadh will be developed, updated and adapted.

The Governorate of Riyadh is, via ADA, the administrative body in charge of the planning and implementation of the revitalization and redevelopment programme for at-Turaif District in ad-Dir’iyah; while the ownership of the site, the protection of the ruins and the overall tourist strategies depend from SCTA.

The Governorate of ad-Dir’iyah, whose seat is within ad-Dir’iyah Historic District, is in charge of planning and development control at a more local level and will be instrumental in the day-to-day planning control operations within the area.

The management scheme that is proposed in this plan foresees the passage of responsibility over at-Turaif District in ad-Dir’iyah from the implementing agency ADA to the site owner SCTA. This passage will take place over the next years with the progressive completion of the site development works.

The realization of the management scheme described in this document will take time and sensitivity to fully profit of ADA know-how and to develop a positive synergy, which might profit to the site and to both parties, between the two
bodies. Areas where difficulties might arise concern notably the definition of the overall tourist strategy for the site and long-term site maintenance and conservation.

It is obvious that the effective coordination between the two institutions will depend, beyond and besides what proposed in the organizational schemes, mainly on the personal and working relations that will be established by the Site Manager with the ensemble of the local stakeholders and with ADA. From this perspective, the recent appointment of Dr. Ali al-Moghannam to the post of Site Manager, besides confirming the importance of the site for the Saudi Government (Dr. al-Moghannam is a leading Saudi expert with vast national and international experience), is particularly positive because, throughout his career, he has been collaborating on the professional level with both agencies.

The extraordinary value and significance of at-Turaif District in ad-Dir’iyah, that will become even more than today the showcase of the Kingdom, and the direct involvement of the Royal Family in the project, guarantee that all difficulties will be overcome for the superior needs of the site.

1.4 DESCRIPTION AND SIGNIFICANCE OF THE SITE

1.4.1 Significance of the Site

This section summarizes some of the issues detailed in the Volume I of the Nomination File for the Inscription of at-Turaif District in ad-Dir’iyah on the World Heritage List.

The content of this section draws upon the work carried out by ADA consultants in the preliminary phases of the project and on SCTA own experience gained during the preparation of the nomination file for the inscription of al-Hijr Archaeological Site (Madain Salîh) in January 2007.

1.4.1.1 Outstanding Universal Value

The Management Plan aims at elaborating a conservation and tourist development plan for at-Turaif District in ad-Dir’iyah respectful of the outstanding universal values of the site. These values need therefore to be understood and shared by all the stakeholders.

The site is considered of Outstanding Universal Value for the following reasons:

1) Its architectural significance as major example of the great earthen architectural tradition of central Arabia. In at-Turaif District in ad-Dir’iyah, traditional constructive know-how developed to create unique palaces and city pattern where many different mud constructive techniques have been skillfully used to realize the ensemble, from defensive walls and towers to residential palaces. At-Turaif is home to the earliest and best surviving examples of the Najdi style of architecture, a regionally significant architectural style;

2) Its historic significance as a unique urban and architectural monument to the culture and lifestyle of the First Saudi State – direct ancestor of the modern Kingdom of Saudi Arabia;
3) Its **historic importance** as the battleground of an internationally significant military event that involved international forces and powers and had a lasting impact on the geopolitics of the whole region;

4) Its **religious universal significance** as the birthplace of the Reform Movement – led by the Shaikh Mohammed Bin Abdul Wahab in alliance with Imam Mohammad Bin Saud – that has since had an extraordinary impact on the Islamic world and beyond.

5) Its **natural significance** as an oasis settlement intimately connected to the specific eco-system of the Wadi Hanifah that the city contributed to create developing palm groves and agricultural plantation on the model of oasis settlements.

### 1.4.1.2 Brief Historical Overview

Ad-Dir’iyah is located in Wadi Hanifah a short distance north west of the city of Riyadh. The low-lying lands along the wadi are the most fertile in the area due to the accumulation of rich deposits of fine soil by water flowing from the Tuwayq escarpment over many thousands of years beginning in the Late Pliocene. The climate of the area in recent times is classified as semi-arid with an average annual rainfall of 117 mm, although it is highly variable, with some years experiencing almost no precipitation and others over twice the long-term average. Although the climate no longer supports continuous flow of surface water in the wadi system, shallow aquifers, recharged by seasonal winter rains, supported oasis agriculture and the development of a populous agriculturally-based settlement along the wadi.

Ad-Dir’iyah owed its success to the fertile and well-watered fields along the wadi and its tributaries, as well as long-established trading relationships with Al-Hasa to the East and southern Arabia.

By the time of its greatest development in the time of Imam Saud the Great, it consisted of a series of towns extending from at-Turaif and al-Bujeiri in the south to al-Ghasibah and al-Awda to the north. Other residential quarters were Sahl, Zuhairah, Malwi, Naqib and Suraihah.

The first historical evidence for settlement of the ad-Dir’iyah area refers to the emergence of the Bani Hanifah as the dominant power in the area before the emergence of Islam. They continued to be the leading power in the area with their seat of power in Hajr al-Yamamah after they embraced Islam. Control over the rich area changed hands a number of times over ensuing centuries as successive waves of immigrants from other parts of Arabia came to settle in the area.

Ad-Dir’iyah was founded in 850 A.H. (AD 1446) by the clan of Muradah led by Mani al-Murayda and, in subsequent centuries, ad-Dir’iyah had emerged as the most powerful settlement along the fertile Wadi Hanifah in central Arabia. By the time of Emir Muqrin Bin Murkhan, 1100 A.H. (AD 1682), it became the capital of a powerful emirate and it subsequently fulfilled that role throughout the time of the First Saudi State up until its defeat in 1233 A.H. (AD 1818).

In about 1720 Saud bin Muhammad of the then ruling Muqrin clan assumed the role of ruler in ad-Dir’iyah, founding a dynasty since known as the House of Saud. It was his son, Mohammad Bin Saud, who formed the historic alliance with Shaikh Mohammad Bin Abdul Wahab that initiated the foundation of the First Saudi State which at its greatest extent held sway over most of the lands now included in the Kingdom of Saudi Arabia.

At-Turaif quarter became the centre of the first Saudi State as it developed during the last half of the 18th century and the first quarter of the 19th century. Increasing revenues allowed the development and expansion across the Wadi Hanifah from the existing ad-Dir’iyah quarters and the construction of the administrative centre, a treasury and the palaces of the Saudi Princes. From at-Turaif, the Emirs and Imams lived and governed an increasingly significant Kingdom that was to eventually include most of the Arabian peninsular and neighbouring Emirates and territories.

The Salwa Palace was the first area developed in at-Turaif where, in addition to the administrative buildings and the palaces, certain structures were used for educational purposes for scholars who were supported by the Imams of the Saud
The Palace was constructed over a period of time from ca. 1750 to 1818. It is considered to be the largest palace in the Najd region. The footprint of the palace covers approximately 10,000 m² and consists of seven main units.

The Reform Movement initiated by Shaikh Mohammad bin Abdul Wahab in alliance with Imam Mohammad bin Saud, inspired a renewal of Islam that swept across the Arabian Peninsula and, despite the setback of the fall of the First Saudi State that initially nurtured it, has spread across the Islamic world and continues to be a major force in the world today. On a national level, it is the foundation for the Kingdom’s distinctive culture and way of life.

The capture of the Holy Cities by the armies of the First Saudi State confirmed a lasting determination by the Ottoman Empire to crush the emerging influence and power of the Saudis and the Reform based in the heart of Arabia. The military campaigns that ensued lasted for from 1811 until 1818, culminating in an epic 6 month siege of ad-Dir’iyah. The story of the fall and subsequent destruction of the city is still evident in the ruined quarters of al-Ghasibah and at-Turaif.

After the destruction, the House of Al-Saud was centred in Riyadh and the mud brick and stone structures that remained at at-Turaif began 125 years of neglect and decay. The site remained unoccupied until the mid-20th century when approximately 200 families resettled the eastern part of the site, building new houses on the debris and the ruins of the First Saudi State capital.

The destruction of the site and the years of abandonment took a heavy toll. The reoccupation of the site and the associated constructions necessary for habitation also took a toll on the integrity of the structures and the site of the centre of the First Saudi State.

1.4.2 Borders of the Site

The perimeter of the Nominated Property includes the entire walled neighbourhood of at-Turaif, taking into consideration the logical approach of the UNESCO Guidelines.

The present Management Plan aims at safeguarding and restoring the authenticity and the integrity of at-Turaif District in ad-Dir’iyah over a multi-annual programme of urban rehabilitation.

The borders of the Nominated Property and of the Buffer Zones have been defined during a long phase of stakeholders’ consultation and debate on the meaning and implications of the concepts of Outstanding Universal Value. A preliminary decision, with evident implications on the definition of the protected perimeters, was to propose the inscription as a monumental site and not as a cultural landscape (a concept not yet integrated within the Saudi legal and planning system).

1.4.2.1 Buffer Zone

To achieve a comprehensive protection, a Buffer Zone has been identified to act as an intermediate element marking the transition between the World Heritage Site and its surroundings. According to the World Heritage Convention Operational Guidelines, the Buffer Zone is:

“… an area surrounding the nominated property which has complementary legal and/or customary restrictions placed on its use and development to give an added layer of protection to the property. This should include the immediate setting of the nominated property, important views and other areas or attributes that are functionally important as a support to the property and its protection. The area constituting the buffer zone should be determined in each case through appropriate mechanisms.”
Its delimitation on the ground has been reached on the basis of the intimate understanding/knowledge of the site, through regular site visits and with the support of site maps at different scales and satellite pictures. The perimeter proposed for inscription has been approved as a result of brainstorming sessions with the stakeholders during the preparatory phases of the Management Plan and Nomination File.

The Buffer Zone has been developed to ensure that future development in the setting of the nominated site respects the values of the nominated site.

The selected perimeter is coherent and presents a relatively regular shape surrounding the Nominated Property on every side with a ‘ring’. The limits include the main visual cones towards and from the site, the wadi area and its palm groves, the desert areas in the West, the historic neighbourhoods of al-Bujeiri and historic ad-Dir’iyah, and the archaeological protected perimeter of al-Ghasibah. Though the Buffer Zone does not incorporate the whole area once enclosed by ad-Dir’iyah defensive walls, it does take into consideration the wider historic setting of at-Turaif neighbourhood and its extraordinary natural setting.

Its actual effectiveness in protecting at-Turaif District in ad-Dir’iyah will essentially depend on the definition of the restrictions to the uses of the land in the Buffer Zone and on their actual implementation on the ground.

The Buffer Zone is to be managed as an accompanying area. It is divided into two sectors materializing two levels of protection:

Zone 1: where, in order to ensure the highest level of protection in the immediate vicinity of the Nominated Property, a “first ring” Buffer Zone is created to protect the external side of the city walls and preserve the soil for future archaeological investigations. All building activity is frozen in this zone that contains both state-owned and private-owned land.

Zone 2: where development is possible only under precise criteria. This larger, yet realistic, area is conceived to ensure standard World Heritage Site protection for green and desert lands. Buffer Zone 2 is designed considering the protection of visual cones: cones towards the site (from the access ways and from surrounding heights) and views from the site towards its surroundings (wadi, palm tree groves, old ad-Dir’iyah, desert areas, etc.).

Within this second zone are included also the neighbourhood of al-Bujeiri and urban sectors of Modern ad-Dir’iyah that respect specific plans and regulations.

The formal approval of this perimeter is under way and the official notification has not yet been transmitted to SCTA.

For the protection of the natural setting, in both sub-zones industrial activities are forbidden, particularly mining and quarrying activities and disposing of solid and liquid wastes. To protect the natural environment hunting and collecting flora and rocks, planting of exotic species, and lighting fires are also forbidden.

Economic activities and urban development are defined and controlled by the overall development plan; new roads, new buildings, and the creation of commercial activities are forbidden if not foreseen in the general plan. Agricultural activities within the buffer zone, on the contrary, are favoured, as they are part of the traditional use of the land and contribute to the maintenance and protection of the wadi landscape. Yet, agriculture development should be monitored to avoid that unsuitable developments might jeopardize the integrity of the site, alter the existing natural setting of the area and modify views from and towards at-Turaif District in ad-Dir’iyah. Among these risks should be quoted the recent phenomenon of the erosion of palm plantations and erection of tall walls on property boundaries reducing their impact on public areas.

The Site Management Unit should see to it that these recommendations are transformed into formal documents and planning regulations that will be regularly verified and updated.

The Buffer Zone limits might eventually be modified at a later stage if and when a natural park for Wadi Hanifah will be established. The Monitoring and updating
mechanisms foreseen by this plan allow for an enlargement (or even a reduction) of the perimeter to adapt it to an evolving legal and planning situation.

Finally, to achieve an effective management and control of the area, it is essential that all the stakeholders become familiar with the Buffer Zone borders. The Site Management Unit will be in charge of explaining and presenting the limits and the criteria for their delimitation, to the population and to the local authorities.

1.4.2.2 Nominated Property

The Nominated Property perimeter has been set by the Saudi Authorities in view of achieving a balance between conservation needs on the one side, and economic revitalization plans for the area on the other, and in full coherence with UNESCO guidelines that remind that:

« Boundaries should be drawn to ensure the full expression of the outstanding universal value and the integrity and/or authenticity of the property. »

Only the area of at-Turaif, one of the original ‘quarters’ of historic ad-Dir’iyah, is proposed for inscription on the World Heritage List.

The site is owned and cared for by the SCTA. The borders of the Nominated Zone include the whole perimeter of at-Turaif city walls plus a narrow band to protect the outer face of the city walls. The sub-wadi that enters the neighbourhood, and is still mostly in private hands, has been included partially in the Nominated Property and partially in the Buffer Zone 1 to respect private property laws and regulations.
1.4.3 Ownership and Legal Framework

The Buffer Zone lies entirely within ad-Dir’iyah municipal borders, where specific agricultural and landownership rules are enforced. Land ownership is mixed, with large public estates, belonging to different bodies covering some 30% - 35% of the area, small and large private parcels and waqf properties.

Within the Buffer Zone, and beyond in the whole wadi area, ad-Dir’iyah Governorate established a law to control agricultural use and limit construction in the wadi and sub-wadi farms area (Cf. Appendix 3). According to this regulation, parcels of land cannot be subdivided into units smaller than 5 hectares and construction in these parcels is allowed only as far as it is connected to agricultural use.

This regulation plays a positive role reducing the risk of fragmentation of the parcels and speculative investments and will continue to be enforced within the Buffer Zone.

The Nominated Property is entirely public-owned, with the property in the hands of the SCTA. The whole sector was bought some 25 years ago when the village that grew inside the ruins was evacuated.

The cemeteries belong to the Waqf administration and are protected by the law (they are included in the first Buffer Zone), while only minor parcels along the sub-wadi that enters the neighbourhood are still in private hands. There are ongoing negotiations to acquire these parcels and the parcel in front of at-Turaif where currently stands a renewed farm building (included in Buffer Zone 1).

Public ownership of the entire Nominated Property is an essential element for the implementation of a management plan in the site as long as the Saudi legal system gives private owners almost complete control over their properties limiting the impact of planning regulations.

In parallel to the definition of the UNESCO Buffer Zone, the development plans for the entire ad-Dir’iyah municipality are being designed by ADA. These plans concern a large area surrounding the Buffer Zone that will act as a sort of ‘third’ protective ring completing the two-level UNESCO Buffer Zone protection system.

Finally, there are ongoing discussions concerning the establishment of a natural and cultural park along the whole length of Wadi Hanifah. The Park will reinforce current protective regulations applied to the segments of the outer city wall of ad-Dir’iyah that are not included in the Buffer Zone.

The creation of such an entity would allow inserting the World Heritage candidate Site within a larger protective planning system reinforcing its protection and the national significance of the site; however, the process leading to the establishment of the Park follows a parallel track with its own timeframe and an agreement between the various bodies concerned has not yet been reached.

1.4.4 Administrations Concerned

Before this Management Plan is approved and becomes effective, the Nominated Property and its Buffer Zone are still managed by a number of independent bodies with different responsibilities and levels of authority.

The Nominated Property belongs to the SCTA, but ADA is currently implementing the renovation and conservation works and supervising and financing the archaeological excavations.

The situation of the areas included in the World Heritage candidate site Buffer Zone is more complex. Indeed, it doesn’t exist as a separate entity, but only as part of the Municipality and Governorate of ad-Dir’iyah. Ownership of the land is mixed public/private, while planning policies and regulations depend on the Governorate, the Municipality, ADA and SCTA.

The development areas foreseen in the Buffer Zone, and notably al-Bujeiri development area, owned by ADA, and the Mohammad Bin Abdul Wahab
Foundation, will have their own management systems. They will coordinate their plans and activities with the local authorities and with the Historic ad-Dir’iyah Development Program of Ar-Riyadh Development Authority in charge of implementing the overall strategy designed for the area.

Once the new Management system will be active, all these entities, to which should be added representatives of private land-owners and of the business community involved in the area, will regularly meet with the Site Manager of the World Heritage Nominated Property to review the proposed development and receive his approval.
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Part Two - Management Plan for at-Turaif District in ad-Dir’iyyah

2.1 INTRODUCTION

2.1.1 Planning Approach and General Strategy

The plan for the revitalization of the ruins of at-Turaif District in ad-Dir’iyyah is a comprehensive development plan that integrates the conservation of the vestiges into a much larger design aiming at preserving and developing the symbolic site where in 1745 was signed the covenant between the Shaikh Mohammad bin Abdul Wahab and Imam Mohammad bin Saud, the ruler of the House of Saud, that still holds and forms the basis of the modern Saudi state.

The overall plan prepared by the Governorate of Riyadh and implemented by Ar-Riyadh Development Authority (ADA), concerns not only the neighbourhood of at-Turaif, the site nominated for the inscription on the World Heritage List, but also the ensemble of the city of ad-Dir’iyyah and part of the Wadi Hanifah.

The plan foresees the creation of a cultural and religious centre in the area that saw the birth of the Saudi power. The vestiges of at-Turaif District in ad-Dir’iyyah are being transformed into a Living Heritage Museum presenting, in a preserved authentic architectural and urban setting, the fundamental elements of Saudi national identity and culture.

The nearby area, where once stood the historic neighbourhood of al-Bujeiri, is scheduled to become a recreational and commercial area where preserved architectural elements mingle with modern constructions built in a style that technically and aesthetically reconnects with the traditional Najdi architecture.

Besides these two focal points, the historic/cultural and the commercial/cultural, a third element completes the revitalization of the area: the construction of a high-quality modern architectural ensemble (designed by a renowned Jordanian architect) that will host the Foundation devoted to the religious heritage of Shaikh Mohammed Bin Abdul Wahab.

Furthermore, the ancient neighbourhood of al-Ghasibah, likely the oldest nucleus of the historic settlement of ad-Dir’iyyah, will be preserved and protected and will profit of the dynamics created for the conservation of at-Turaif District in ad-Dir’iyyah.

The Management Plan is the result of a year-long process of debate and discussion between the authority in charge of the preservation of the national cultural heritage (SCTA), the local authorities and the team working on the revitalization and development plan (ADA). Through dialogue and exchange the needs of the different stakeholders have melted into a coherent preservation and development plan.

The following key themes/principles have been identified to guide the plan and the sustainable development and regeneration of the Site:

1) The outstanding universal value of at-Turaif District in ad-Dir’iyyah unique heritage should be conserved;
2) Heritage, and at-Turaif District in ad-Dir’iyyah, can be a positive force in sustainable regeneration and can contribute much to Riyadh’s future;
3) Sustainable new development and the re-use of historic buildings can be compatible with conserving the outstanding universal value of the Site;
4) At-Turaif District in ad-Dir’iyyah reuse plan is central to ensuring the long-term conservation of the Site and should be supported;
5) Awareness and appreciation of the heritage resource should be encouraged.

The preservation of these extraordinary – yet ruined and emptied – vestiges is possible only if joined to an ambitious plan aiming at underlining the importance of Cultural Heritage for modern Saudi Arabia through state-of-the-art museum
techniques and cultural “attractions” that could meet people’s expectations and offer a lively interpretation of the nation origins and evolution.

The strategy designed for the revitalization of the site aims at developing the area as a major cultural and recreational destination for Riyadh residents. Once the development plan completed, historic ad-Dir’iyah with at its heart at-Turaif neighbourhood, will offer to the visitors not only the unique remains of its past grandeur, but also modern cultural attractions, selected commercial activities, urban parks and religious institutions.

The driving principle to confront the ruins of the ancient capital of the First Saudi State has been its transformation into a Living Heritage Museum. Three alternative options have been considered in the preliminary phases of the project:

1) Living City
   The idea to bring back a regular urban life to the site of at-Turaif has been considered unrealistic in view of the profound transformation of the Saudi society during the last century. The creation of contemporary facilities and services adapted to modern needs would have had a disruptive effect on the authenticity of a site that lies in ruin and has been completely abandoned.

2) Open Air Museum
   It is a static exhibition presenting the buildings, consolidated or restored, with the help of original furniture and decorations. In Europe, Open Air Museums often developed as collection of original buildings re-built in a different location after the demolition of their urban or rural fabric. In at-Turai, this approach could lead to recreating rulers’ palaces and servants’ houses to show everyday life at specific historic moments. In an Open Air Museum, however, the visitors will not have an active role but only rely on the didactic apparatus to learn about past habits and traditions.

3) Living Museum
   A Living Museum is a modern ‘reuse’ of a site that aims at re-creating staged sceneries of ‘life’. People, animals and buildings jointly contribute to re-act events and bygone lifestyles.

   In at-Turaif, the Living Museum option favours, besides restoring the architectural structures, the addition of a series of cultural and recreational activities involving craftsmen. Living museums are built around the concept of ‘experience’ where learning about the past passes through first hand re-created experiences. There is a large spectrum of possibilities ranging from re-enactment of historical events with actors to recreation of traditional crafts and workshops meant to transmit the ‘feeling’ of the past life that used to take place inside the city, to museums/exhibitions devoted to traditional lifestyles and skills, guest-houses offering a ‘traditional’ accommodation for the night, ‘traditional’ restaurants where ‘original’ food might be cooked according to ancient recipes, guided and animated tours of the site, etc.

This last option has been selected and considered as the only viable and realistic approach to the revitalization of the ruined city. The revitalization plan designed by ADA and its consultants is detailed in the next sections that will review the proposed conservation and re-use plans proposed for each sector of the city.

To direct the design of the Living Museum, ADA and its consultants have formulated a series of “governance assumptions” that act as founding strategy for the design and constitute an essential basis for this site management plan:

“Governance of the Atturaif Living Museum will be vested with the national Antiquities and Museums section of the Saudi Commission for Tourism and Antiquities (SCTA).

1) The Living Museum will operate as a museum under the general regulations of the Act that governs designated sites and that it shall receive in addition to any earned revenue, an annual operating grant in support of the missions of the Museum.
b) The Living Museum may operate some for-profit enterprises including but not limited to bookshops, activity programs and others endeavors at its sole discretion, and that the Museum may, within the guidelines of the Act, retain these earnings for the purposes for which the Museum was created.

c) The Living Museum will lease at varying rates and under varying conditions, the rights to utilize built properties for public, private or commercial purposes, the right to custom build properties (within approved guidelines) on the site, the rights to carry on commercial activities on the site, among other leasable rights.

d) It is assumed that no land will be sold and that all will be held in perpetuity for the people of Saudi Arabia.

e) The Living Museum will operate and maintain all services on the site, providing such services to lessees as the Museum shall deem appropriate, and at rates the Museum shall set.

f) The Management of the Living Museum shall ensure full compliance by lessees with all regulations and guidelines for the site in perpetuity and that the Management will from time-to-time review these documents to ensure that they represent the best in museology and site conservation practice.”

2.1.2 SCTA and ADA, a Joint Management System

Effective management involves a cycle of long-term and day-to-day actions to protect, conserve and present the Nominated Property. At-Turaif District in ad-Dir‘iyah candidate site is the focus of a major development and restoration programme implemented by ADA. To achieve the Convention’s aims of sustaining the outstanding universal value of World Heritage Sites, there is a need to develop a coordinated framework for the long-term management and development of the Site agreed upon by all the stakeholders.

This plan foresees a solution in which ADA keeps a larger role while works are being implemented but relinquishes most of its prerogatives once the reconstruction and conservation works are over. This strategy is based upon the conviction that it is preferable that the upper hand remains with the National authority in charge of Antiquities that is also the legal owner of the area.

ADA and SCTA, the two bodies directly involved in the conservation and development of the site, have achieved a common vision of the needs of the site, overcoming partially different views concerning the relative role and strength of the public and private sectors to guarantee the long term sustainability of the re-development project.

ADA – the executive arm of the High Commission for the Development of ar-Riyadh, chaired by HRH Prince Salman Bin Abdulaziz, the Governor of Riyadh – considered, on the basis of preliminary economic studies and business plans, that such a large scale and innovative project for the Kingdom can prove to be viable only if there is a strong and continuous, financial and political support from the government;

SCTA has elaborated a global strategy for the development of the cultural tourism sector in the Kingdom based on the involvement of the private sector to which strong opportunities for investments should be guaranteed in order to reduce the need of government funding. SCTA considered that its global strategy should be reflected in at-Turaif District in ad-Dir‘iyah as well, and supported therefore options that gave the private sector a larger role.

The overarching national objective of achieving a World Heritage status for at-Turaif District in ad-Dir‘iyah – a priority clearly expressed by the Government and agreed upon by all stakeholders – has allowed reaching a compromise solution between these two partially competing visions.

This Management Plan recognizes the value of the two approaches, and foresees a two-phase development where private sector initiatives will be encouraged and supported to allow for an economically sound management once the machine has begun to roll on with the necessary public funding.
To comply with UNESCO recommendations, guarantee the quality of the experience and direct the development, a culturally-driven public-supported strategy has been designed where private sector investments – a key element for the success of the operation – are framed into a clearly defined general policy and are not allowed setting the standards and the rules of the game.

SCTA is in charge of the marketing and development of the economic activities and the relationship with the private sector within the WH candidate site and its Buffer Zone. It will look for private investors, sponsoring, and elaborate the Terms of Reference of the private/public joint activities, check the respect of the agreements and monitor their actual impact and their effectiveness.

2.1.2.1 The Role of the Private Sector

At-Turaif District in ad-Dir'iyyah and its Buffer Zone offer important opportunities for the establishment of income-generating activities related to the development of Cultural tourism at the national and international scales.

Beside the entrance fees that will be directly administered by the Living Museum, a number of private activities will be hosted within the site and in its immediate surroundings:

- Inside the site itself, the “Demonstration Area” with retail shops and craft demonstration areas, restaurants and cafeterias serving traditional Najdi food and, at a later stage, home-stay facilities in adapted heritage structures providing a first-hand experience of the past way of living, will be leased to the private sector;
- In the buffer zone: the renewed al-Bujeiri neighbourhood will provide room for a high-quality small-scale modern commercial development. Activities in this commercial area, however, will be recreation and tourism-based and will include various tourist related outlets as well as refreshment areas and cafes. The visible bulk of the commercial development has been planned in a manner that will be in keeping with the domestic scale of the area. Beyond the Buffer Zone limits, recreational activities will be developed in the wadi farms (including accommodation).

It is essential therefore, before defining the Terms of References for the leasing contracts to the private sector, to set an overall framework for these activities based on the principles defined in the previous paragraph.

From an abstract point of view, two options might be conceived: one fundamentally Mission-driven and one mainly Market-driven.

<table>
<thead>
<tr>
<th>Mission-Driven</th>
<th>Market-Driven</th>
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<tbody>
<tr>
<td>Less focus on strategies to maximize earned revenue; usually secure sources of contributed and grant income exist</td>
<td>Earned revenue generation a key focus; contributed and grant sources less secure</td>
</tr>
<tr>
<td>Exhibitions and programs chosen to maximize public benefit</td>
<td>Exhibitions and programs geared to maximizing popular appeal</td>
</tr>
<tr>
<td>Tend to undertake research for education, preservation, restoration and display purposes.</td>
<td>Tend to control costs of research; research focused on restoration function related to revenue generation opportunities.</td>
</tr>
<tr>
<td>May be charged or free admission</td>
<td>Tend to charge admission</td>
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The table presented above, prepared by Lord Cultural Resources for ADA, outlines the main characteristics of these two approaches.

The strategic choice to look for UNESCO recognition and the inscription on the World Heritage List implies necessarily that the development plan for at-Turaif District in ad-Dir'iyyah should be a Mission-Driven project, where income-generating activities should be restricted to activities complementary to the preservation/conservation functions.

As noted by Lord Cultural Resources, the management system should be such that “…government will take the lead role in managing the site under the Saudi Commission for Tourism and Antiquities, with other stakeholders represented on an advisory committee.”

Therefore, commercial and retail activities will be integrated as program elements and will not be just market-driven. This last point is important as it might even
happen that, at least in a preliminary phase, these commercial activities (food, craft sales, suq, etc.) may need subsidies or incentive.

As a general principle, contradicting again a purely business-oriented approach: “The most important sites or buildings in at-Turaif District in ad-Dir’iyah (will) be preserved and presented to the public as part of an overall program of interpretation and education, some of lesser importance may be purpose-adapted for commercial uses such as day rent houses, shops and restaurants or workshops, and some areas may be preserved as archaeological reserves. While fully commercial activities, such as a resort or a boutique Hotel, will be established off-site (and off-Buffer Zone).”

2.2 MANAGEMENT PLAN OUTLINE

2.2.1 Introduction

The management Plan for at-Turaif District in ad-Dir’iyah draws upon a comprehensive redevelopment and conservation plan that has been prepared by ADA in collaboration with SCTA. This plan, currently already in its implementation phase, foresees a complete transformation of the entire area to be realized throughout the next 5-10 years.

The elaboration of this plan developed initially separately from the proposal of inscription on the World Heritage List of at-Turaif District in ad-Dir’iyah, but the two plans quickly merged to propose a development plan that respects the vestiges and is compatible with UNESCO World Heritage Sites.

In at-Turaif therefore, differently from most sites, management issues have been taken into account since the very beginning of the project as the plan was drawn by an experienced agency already in charge of the urban management of vast enclosed sectors of the Saudi capital Riyadh.

ADA, Ar-Riyadh Development Authority, in fact, currently manages two of the most sensitive, important and well-known sectors of the Saudi capital: the Diplomatic Quarter where are situated the foreign embassies, and the King Abdulaziz Historical Centre with the National Museum. ADA was in charge of the town planning, the architectural design and the construction of the buildings and is still in charge of the maintenance, cleaning and security of these two large urban zones.

Furthermore, King Abdulaziz Centre was already established with an aim similar to the one underlying at-Turaif District in ad-Dir’iyah development plan; i.e. “to acquaint future generations of Saudi citizens with the history of their state and of their land, and with the great Message of Islam.”
This Management Plan is designed for a site that is no more a living city, but a preserved monument transformed into a Living Museum. This implies that management solutions and needs are geared essentially to the management of the tourist fluxes and to the conservation and maintenance of the site. The social aspects and the involvement of the local population, essential aspects of a UNESCO-oriented Management Plan and of all sustainable plan, do not concern in this case the ‘inhabitants’ of the site, but the communities living around it that will benefit, directly and indirectly, from the development of the site.

The correct Management of the site is “the” major concern of ADA. The Management Plan aims at defining the relationship with the body in charge of the preservation of the site, SCTA, and at defining the guidelines for management of the scientific and archaeological researches that will take place in the coming years.

It builds, therefore, upon the experience gained at al-Hijr, the first Saudi site to be inscribed on the World Heritage List, where modern management and preservation methods have been developed for the first time within the Kingdom; and upon the extraordinary know-how and experience of the body in charge of the development of the site, ADA, which has proven its capacities in Riyadh carrying out complex construction and maintenance projects at the urban scale.

Issues like visitors’ safety and security, accessibility for handicapped people, fire security, public spaces maintenance, cleaning, management of caretakers and security guards, etc. are fully mastered by ADA that has set up an impressive task force to prepare the executive drawings and plans for at-Turaif District in ad-Dir’iyah.

In the fields where ADA staff felt that the support of external experts was needed, consultants have been sought to produce the necessary documentation and studies. In the specific domain of earthen architecture conservation, a sector developed by ADA since the 1980s, it was decided, in view of the complexity of the site of at-Turaif District in ad-Dir’iyah, to call in Egyptians, American and French experts to devise, jointly with the Saudi team, the best strategy.

The final result is a comprehensive plan and an impressive amount of work that meets the most selective quality and safety standards and respects the criteria for inscription on the World Heritage List. Some of the technical documents prepared for ADA are presented in Volume 3 Annexes.

2.2.1.1 National and International Significance of the Plan

The development of Saudi cities, that have witnessed an incredibly rapid evolution during the last 50 years, has often taken place without respecting the ancient city cores that have mostly been abandoned and have since suffered from a rapid decline.

Modernity and modern comforts have almost completely erased the traces of an age-long know-how that created a built environment capable to resist the extreme climatic conditions of the Arabian Peninsula.

Only in the last 10 years, Saudi society has begun to realize the quality and the specificities of its rich architectural tradition and a new attention has developed throughout the Kingdom to the preservation of the rapidly vanishing vestiges of the past.

The pioneering efforts of HRH Prince Sultan Bin Salman Bin Abdulaziz Al-Saud, of Al-Turath Foundation, of ADA and of a growing number of national organizations and individuals, have led to the definition of new urban strategies and to the development of a new policy for the management and care of Cultural Heritage in the Kingdom.

This strategic option is reflected in the presentation to UNESCO World Heritage Centre of a national Tentative List in view of the inscription of the most prestigious Saudi sites on the World Heritage List that includes ad-Dir’iyah among the three sites selected to represent the national heritage in front of the world community.

The conservation plan is coupled with an ambitious redevelopment plan aiming at recreating the link between modern Saudi people and their national heritage. The economic aspects of the plan represent a positive element and an essential aspect for the long-time sustainability of the site.
At-Turaif District in ad-Dir’iyah can become a case-study for the modern management of historic sites as long as economic considerations, that are always an implicit aspect of revitalization and restoration plans, have not been hidden but, on the contrary have been a positive engine in the elaboration of the conservation and development plan.

The choice of re-developing at-Turaif District in ad-Dir’iyah as a Living Heritage Museum has been made in order to save the remains whose very survival was jeopardized.

Ad-Dir’iyah was the most important city in the Najd region during the 18th century. The remains of the other urban centres of this region have mostly disappeared in the last 30 years. The extreme climatic conditions and the impact of modernization have emptied these historical centres paving the way for their rapid decay and destruction. The development plan for ad-Dir’iyah aims at preserving traces of the great Najdi earthen architectural tradition. The symbolic city that saw the birth of the alliance between the House of Saud and the Reform Movement though lying in ruin since the beginning of the 19th century, still preserves unique traces of the technical constructive excellence that characterizes the earthen architecture in the central areas of the Arabic Peninsula and deserves therefore to be protected and preserved.

At the international level, the development plan for at-Turaif District in ad-Dir’iyah, also offers interesting opportunities. Unfortunately, the preservation of earthen architectural heritage around the world is often threatened by the limited funds made available by the governments for its preservation — a large number of sites inscribed on the World Heritage List in Danger are earthen architectural sites. Ad-Dir’iyah, on the contrary, can become a showcase where innovative solutions are tested thanks to the full political commitment and the generous financial support that the Kingdom of Saudi Arabia has decided to allocate for its preservation and restoration.

In at-Turaif District in ad-Dir’iyah state-of-the-art technologies have been made available to the planners for the precise record of the vestiges (likely for the first time in the world, a 3D scanning of a large sector of a mud brick city has been carried out) and a mixed Saudi/foreign expert team in earthen architecture conservation has set the conservation principles and collaborated to the elaboration of the reuse project (Cf. Volume 3 Annexes).

The result of these efforts is a preservation and development plan unique in its genre. A city that was lying abandoned and was slowly but inexorably vanishing under the harsh climatic conditions of the Arabian Peninsula will get a new life and will be able to withstand and play again a major symbolic role in the country. What used to be known only to few specialists as the ancient and ruined capital of the First Saudi State, will now become familiar to the new generations of Saudi citizens who will learn about their origins and their culture; what used to be just a deserted witness of a bygone age will become again a living source of pride and of inspiration for the whole country.

The redevelopment plan for at-Turaif District in ad-Dir’iyah preserves the vestiges and in the meantime blows new life into the ruins to help bridging the gap between Modern Saudi Arabia and its unique and rich cultural roots.

2.2.2 Riyadh, Wadi Hanifah and ad-Dir’iyah Development Plans

The conservation and development project for at-Turaif District in ad-Dir’iyah is part of a large scale planning and development strategy for the capital Riyadh and its region. The Nomination Document (Chapter 5) presents the regional and local plans being implemented, and notably:

- Riyadh Master Plan
- Wadi Hanifah Environmental Plan
- ad-Dir’iyah Development Plan

The “vision” underlining the plan for ad-Dir’iyah – the most intimately connected to the World Heritage candidate site – is based upon three components:

- A fully preserved at-Turaif District in ad-Dir’iyah open to the public, well maintained, co-coordinated with the Saudi national curriculum, subject to
high heritage standards, and a beacon to other heritage sites worldwide, as good practice: a heritage site of international significance and a world-class living museum.

- A rehabilitated Wadi system offering a beautiful, authentic desert oasis environment, which is well maintained, and accessible to all.
- A regenerated ad-Dir’iyah District with a mixed-use, vibrant, neighbourhood peppered with historic sites for public enjoyment, supporting a bustling economy with at-Turaif and al-Bujeiri at its heart. This district will act as a buffer between the wider Riyadh suburbs, and the World Heritage Site.

2.2.3 The Buffer Zone and the Nominated Property

The World Heritage Site Buffer Zone has been defined according to the criteria set by UNESCO in its operational guidelines (Cf. § I.4.2). This special zone is inserted into an existing net of planning studies and plans currently at different stages of implementation and presented in Volume 1.

The plan for ad-Dir’iyah concerns, besides the zones comprised in the Buffer zone, the modern village of ad-Dir’iyah and the area between Riyadh highway and the village (the so-called ‘gateway area’).

The map presented hereafter shows the areas concerned by the other plans (map from Happold Consulting) compared with the World Heritage candidate site Buffer Zone (superimposed in red), highlighting the different scale of the areas concerned.

Within the Buffer Zone, the prominent historic element is the neighbourhood of al-Bujeiri where resided the Shaikh Mohammed Bin Abdul-Wahab in the 18th century. Few ancient mud brick buildings are still standing, but the whole area has witnessed a great deal of changes and transformations in the last 20-30 years. In the 1990s a large modern religious complex, built in traditional style, has been constructed where stood the structure of the mosque where the Sheikh used to teach and pray. Its outline refers to the traditional Najdi architecture with its typical minarets, though in a much larger scale. Most of the remaining parts of the ancient neighbourhood had already vanished before the new plan was conceived.

According to the new programme, this sector is meant to become a modern recreational, cultural and commercial area and to host a large religious complex devoted to the message of the Shaikh, The Mohammed Bin Abdul-Wahab Foundation.

The land of al-Bujeiri belongs to ADA that has prepared a development plan foreseeing a large underground parking, a number of small-scale modern constructions in stabilized mud, hosting commercial facilities and a Visitors’ Centre, and a large religious and cultural centre designed by the renowned Jordanian architect Rasem Badran. The whole area is being landscaped and transformed into a pleasant garden overlooking at-Turaif District in ad-Dir’iyah.

The remaining traditional constructions in adobe have been preserved and protected under a large metal canopy providing shade. The site has been designed as a complementary commercial area to increase the appeal of the historic remains. From al-Bujeiri start the pedestrian circuits leading to at-Turaif passing through al-Wahhab Foundation and the circuit of the people-mover.

The management system for this zone is intimately connected to the one of the Nominated Property and includes within its steering committee the director of the The Mohammed Bin Abdul-Wahab Foundation and the responsible for the management of al-Bujeiri. SCTA will be in charge of the overall marketing plan for the project. ADA will manage the area in coordination with SCTA and the Site Manager.

The rationale behind the plan has been the idea that income-generating activities area necessary for the sustainability of the overall project and that the Saudi public is not yet used to purely cultural-oriented visits.

The Nominated Property is the object of the comprehensive conservation and development plan designed for ADA by large team of consultants and aiming at transforming the ruins of the city into a Living Museum.
The conservation and management solutions proposed in this plan are presented in the sections 2.3 and 2.4; the “vision”, defined since the earlier phases of the project, that has directed ADA approach to the site needs to be briefly remembered:

“The overall vision for the At-Turaif Museum at Addiniyah is for a world-class open-air museum that adheres to the highest international management, museology and conservation standards. The Museum will provide visitors with an educational and engaging experience delivered via a variety of techniques. Key aspects of the overall vision include:

- A key point is that the entire Atturaif site should be understood as the “Museum”. This means that the various experiences on the site should be understood as the “galleries” of the overall Museum.

- Patterns of use will vary throughout the Atturaif Museum. For example, there may be areas dedicated to the interpretation of historic themes (the life and times of the Saud ruling family in the Salwa Palace, for example, or the story of the 20th century reoccupation in the eastern parts of the site), areas which can be described as “living historic quarters” (the Atturaif Souq, for example), and some parts of the site may be left as essentially archaeological sites (as with the western end of the site).

- There is scope for private sector involvement within the area known as the Atturaif Museum. However, private sector operators would carry out their activities under license from the Site Manager to ensure that such activities are consistent with the overall Mission and Mandate of the Museum.

- Achievement of UNESCO World Heritage Status is a priority. In this respect, the requirements of UNESCO with regard to such status will need to be observed. In particular, the international relevance of the site needs to be highlighted in its Vision Statement, as we have endeavored to do in the proposed Foundation Statements as presented below. Great care will also need to be taken with respect to accepted standards of conservation as well as protection of “buffer” areas around the site in terms of potential commercial uses.”

2.3 AD-DIR’IYAH CONSERVATION STRATEGY AND APPROACH

2.3.1 General Principles and Overall Strategy

The conservation of mud architecture is always a highly complex task that appears even more difficult in the case of At-Turaif, a neighbourhood that was largely destroyed by the Ottoman Army and remained in ruins for more than a century making the planning and the implementation of an urban restoration and consolidation campaign in this site a major challenge of a scope rarely attempted before.

ADA, in charge of the planning and implementation of the project, has been, since the early phases of the project, fully aware of the importance and complexity of this aspect of the plan and has sought international aid to achieve and to adopt good conservation practice. Good conservation practice requires professional skills to find a balance between conservation and development needs. The conservation strategy has been designed by ADA and its international consultants giving the priority to the studies, to the assessment of the general site conditions, to the monuments that were surveyed by 3D scanning, and to documentation. Once a high level of understanding has been reached, it becomes possible to implement conservation treatments.

In the preliminary phases of the development, were fixed the general principles concerning the acceptable degree of reconstruction, the areas to be fully preserved and the ones where re-use were possible. These principles, identified and described by Anthony Crosby, are presented in the Volume 1 and are based on international views on conservation and on UNESCO recommendations. According to these principles has been drawn the development plan.

Furthermore, an extraordinary amount of studies and surveys, including 3D scanning of the street facades and of some of the most important ruins have been carried out by ADA and its consultants. These data have produced a state-of-art survey of the ancient neighbourhood that offers a unique opportunity for
the monitoring of the future evolution of the entire city in the coming years and certainly constitutes a unique example in the field of earthen architecture conservation. In parallel with the study phase, a preventive conservation program has been implemented using temporary consolidation techniques: propping, cleanings and sand bags, to slow down the erosion action and create safer conditions and emergency stabilization for the most endangered structures on the site.

The strategic choice to seek UNESCO recognition for the site of at-Turaif District in ad-Dir’iyyah has played an essential role in continuous re-assessment of the overall strategy, that fully respects the values of the site and takes into consideration all the issues related to the specificities of earthen architecture conservation.

2.3.2 Earthen Architecture Conservation in Saudi Arabia

Earthen architecture has been identified among the foremost specificities of Saudi Arabia and has been studied and presented, in the region and abroad, since the 1980s.

SCTA and ADA, notably, have already carried out projects focusing on earthen architectural heritage (conservation, reconstructions, reuse, researches, etc.) and have developed a certain experience in the preservation and restoration of urban centres and earthen architectural heritage. Among the major initiatives that took place in the Kingdom we can quote:

- **Al-Murabba palaces and Al-Masmak fortress**: they were restored by ADA according to international standards and using traditional techniques and materials within the King Abdulaziz Historical Center project.
- **Al-Riyadh old city wall**: Based on the study of the conservation needs of the Historical Center of Riyadh, a portion of the old city wall as well as the Dirah Tower and two of the historic gates of the old city, Thumairi and Dukhna, were rebuilt as the original.
- **Ad-Dir’iyyah palaces and city wall**: (1980s reconstructions carried out by the Department of Antiquities).
- **Incorporation of traditional architecture in new development projects**: Two examples are particularly meaningful to present the link between contemporary architecture on the one hand and mud, traditional style and design motives on the other:
  - The Pavilion presented at the National Folk Festival in Janadriyah, constructed in 1988 using traditional forms, earthen compressed bricks, and new technologies (project by arch. Ibrahim Aba Al-Khail in collaboration with CRATerre);
  - Al-Madi Mosque in the King Abdulaziz Historical Center, reconstructed using local architectural style and materials.
- **Specialized heritage studies and research**: A specialized centre for Heritage Conservation Program and Earthen Construction was created by ADA to promote studies, publications and dissemination of knowledge about traditional architecture and urban design. In 1988, a Mud Building Exhibition was organised by ADA (in cooperation with the George Pompidou Centre in Paris, CRATerre, and the French Embassy in Riyadh) focusing on mud as a traditional and an alternative building material especially for Saudi Arabia.
- **Al Ghat restoration project**: (SCTA project 2007-ongoing).

To these earlier examples should now be added the studies carried out within at-Turaif project and notably:

- **Wadi Hanifah mud heritage sites survey**: among the priorities of Wadi Hanifah Plan is also the preservation and upgrading of heritage resources of the wadi. A comprehensive survey has permitted to record the heritage sites in the area. About 600 mud and stone buildings and heritage structures have been identified between al-Alab Dam in the north and Hijr in the South. All these significant heritage structures: villages and settlements, isolated buildings, mosques, watch towers, defensive walls, wells and water channels have been mapped, registered and documented. According to their relative historical importance, a list of priorities has been dressed in order to preserve and protect this valuable heritage.
2.3.3 At-Turaif and ad-Dir’iyah

2.3.3.1 Architectural Description and Characteristics

Traditional Najdi architecture is based on the use of mud brick as a primary material for walls, covered with a protective and sometimes ornamented layer of protective mud plaster inside and out. In more substantial buildings, like the mud palaces of ad-Dir’iyah, the mud walls often rested on several courses of cut stone. In earlier times, as exemplified in at-Turaif, the basic wall structure was sometimes of stone, covered by mud plaster. The roofs of rooms, or upper galleries were spanned by tamarisk beams overlaid by palm matting. The larger rooms beams were often supported by pillars or columns constructed of stone drums coated with mud plaster. There are examples in at-Turaif of triangular or even arched pediments. Doors were usually made of wooden planks decorated with geometric designs. (a comprehensive photographic survey of ad-Dir’iyah doors has been carried out under the direction of dr. Ali al-Moghannam in 2008).

Najdi structures are generally simple in plan and compact in design, with special attention given to internal courtyards and the reception room (majlis). Most houses have two storeys with additional living space on the roof. Although Najdi architecture is plain and often un-ornamented, its simple lines have their own powerful aesthetic.

The surviving structures of at-Turaif include some of the earliest surviving examples of the Najdi style, and notably unique examples of early mud palace and mosque architecture. Although most of the structures are fragmentary, due to the impacts of time and acts of war; taken together they constitute a unique archive of this regionally significant style of architecture.

Although it had been protected from foreign invasion for centuries by the surrounding deserts and escarpments, as ad-Dir’iyah and the First Saudi State grew in wealth and power they began to attract the hostile attention of surrounding powers. As hostile forces gathered, the Saudi rulers erected a formidable wall surrounding the entire area of the community, with fortified towers and gates. At-Turaif had its own wall providing extra protection for the administrative heart of the state.

Most of ad-Dir’iyah wall has been rebuilt by the Department of Antiquities over a number of years, providing a distinctive frame containing the historic districts of ad-Dir’iyah. Constructed in the main with authentic materials, it establishes the historic character of the area. It is also in need of constant maintenance. Parts of the inner wall around at-Turaif have also been reconstructed, although most of its remains are still un-restored. Of particular interest is the Faisal Tower, a special strong point constructed to oppose the invading forces in 1818, and rebuilt by the Deputy Ministry of Antiquities and Museums.

2.3.3.2 Conservation

At-Turaif is a unique site, as it constitutes an exceptional open-air laboratory for studying and understanding the decay processes affecting structures made of earthen materials. The multitude of monuments, belonging to diverse periods in history, the various configurations of the structures and the homogeneity of the materials represent great assets to understand the different erosion processes. On the same site, buildings in use stand next to ruined structures. While certain monuments have been restored or reconstructed, others have been neglected for ages, and some others are currently being excavated by archaeologists. This variety
of situations represents a significant research potential and has to be exploited to carry out a comparative study of the erosion processes and their results, and to test several conservation concepts and methods adapted to each specific situation.

The examination and the study of the remaining earthen structures on the site, and of their environmental conditions, have allowed the identification of the main problems causing the degradation of mud brick structures in at-Turaif.

The observation and diagnosis studies realised by different experts have enabled to gather a great amount of data, including: the study of the architectural evolution processes that took place over two centuries, the materials and techniques that were used, the evolving natural habitat, the processes and factors of degradation. These data have allowed understanding the site condition and the network of interacting mechanisms that led to its degradation.

It is important to state exactly the origin of the degradation and its mechanism before deciding the technique(s) and the method(s) of treatment. The development of treatments for the conservation of this impressive architecture has to be based on the understanding of the causes, mechanisms and effects of degradation.

The existing studies cover all aspects, from investigation, survey, evaluation, to the design of solutions that pay a special attention to the compatibility between the original structures and the new treatment, between restoration materials and the new functions, finishes, services, and desirable modern commodities.

A scientific and technical database for the development of this project has been set and a considerable number of information collected, including:

- Climatic and geomorphologic conditions;
- Topography of the site;
- Archives;
- Architectural documentation;
- Assessment of site condition;
- Degradation processes expertise;
- Typology of degradation factors;
- Risk-mapping and types of intervention throughout the studied areas;
- Proposition of a set of technical recommendations;
- Technical specifications.

The correct methodological approach to the conservation of mud structures to be applied in at-Turaif District in ad-Dir‘iyah has been defined by the experts and agreed upon by all stakeholders. It respects the highest scientific standards and foresees a series of successive steps:

1. Documentation
2. Monitoring
3. Condition survey
4. Definition of the restoration / re-use: concept, methods and specifications
5. Experimental program “Pilot conservation project”
6. Training program: skills, capacity building and research
7. Phasing and definition of the implementation phase

For at-Turaif District in ad-Dir‘iyah project three specific issues have been designed and will be dealt with in the coming months by the implementing agency:

1) The elaboration of technical "passports" to fix the individual memory of each entity by giving precise information and detailed description. These documents will notably record: Name, register number of the entity and date of the listing; Precise location in the neighbourhood; Brief historical description (different construction phases); Function (total surface, levels, phases of occupation...); Organization (internal layout); Physical description; Construction system and building materials (foundation, floors, walls, columns, ceiling, roof, towers...); Special features; Decorative elements.

These "passports" will constitute on the long term a major tool for the understanding, maintenance and preservation of the neighbourhood.
2) A monitoring program of the general conditions (physical, natural, environmental, human) of the site. Approved by ADA, the implementing agency, monitoring will provide a much needed database for the elaboration of conservation methods and treatments. Its main objective is to enlarge our understanding of the general conditions of the site and to establish a scientific interpretation of all the decay processes affecting the historical structures. The constitution of a scientific database is necessary to develop a comprehensive intervention strategy and plan.

3) The launch of an experimental program “Pilot conservation project”. All the partners of at-Turaif project recommended performing small-scale tests of the possible solutions and conservation techniques to verify their actual impact and suitability. The main objectives of this training workshop are to:

- Share experience
- Train the local conservation staff (architects, contractors, conservators, masters, mason…)
- Build capacities and skills
- Improve capabilities of all the stakeholders involved to answer the mud brick conservation, preservation, and reconstruction methods and needs;
- Define an area within Atturaif “practical workshop” for training and experimental programs;
- Upgrade traditional building materials and techniques
- Improve conservation methods
- Experiment the proposed methods and solutions on a small scale first
- Select adapted equipments

The work on the more prestigious and ancient remains of the site, like the palaces of the Imams, will not be started before evaluating the quality of the works experimented on less sensitive structures.

A series of preliminary studies have already been carried out aiming at:

- Identifying the characteristics of the local building materials to be used in the conservation works;
- Testing and producing adobe blocs to be used in the restoration, and defining their composition;
- Identifying the suitable soil for adobe production, composition and preparation of the mixture, production, drying process, storage and transportation, etc.);
- Identifying the local resources and skills in the field of earthen construction and conservation.

### 2.3.3.3 The Pilot Projects

A pilot conservation project will be conducted in different areas of the site under the supervision of national and international consultants and experts. It will permit to test the conservation techniques in a real setting, in view of adapting the old structures to new uses depending on requirements and needs in terms of comfort, safety and use.

This specific “pilot” program was proposed by different experts as a model to be executed immediately by all the partners of the project and will answer the need for a proper conservation of earthen architectural vestiges. It will also serve to fine-tune the proposed specifications, phasing, schedules and budgets and adjust the conservation techniques and the mode of operation, as well as to define more precisely the prerequisite and conditions required for ensuring quality work (climate, equipment...). It will lead to first immediate results that will be paramount for the success of the planned conservation/restoration/reuse process and help setting “quality standards”. Besides, it will identify an area within at-Turaif itself where regular workshops and training programs might take place in the coming years.

The conservation works will associate SCTA staff, ADA staff, International consultants, local contractors, craftsmen and experienced master builders, and local entrepreneurs. To guarantee the quality of the training, a number of national and international experts (ADA Centre for Heritage Conservation Program and
Earthen Construction, CRATerre, Islamic Centre, Turath Foundation…) will supervise the whole implementation phase. In a second phase, the pilot project will include also training sessions for architects, conservators, technicians and contractors involved in the implementation of this project.

### 2.3.3.4 Training Program: Skills, Capacity-building and Research

To ensure the sustainability of the conservation project a wide spectrum of competencies is needed in the fields of World Heritage Site management, conservation, expertise, capacity building in earthen architectural heritage… The development of skills in the field of traditional mud-brick conservation and construction has been identified as a priority for the implementation of restoration and re-use projects.

An important role in this field will be played by a new centre focusing on these issues that will be established within at-Turaif, where the site Master Plan proposes to create a Museum of mud architecture. This institution should be designed in such a way that it could provide an educational program and an engaging exploration of the unique architecture of at-Turaif, of the result of archaeological studies underway, and of the conservation efforts currently in place. Furthermore, the museum will also contribute to promote earthen material as an alternative solution for sustainable housing and increase the awareness of the significance of historic sites.

### 2.4 AT-TURAIF REVITALIZATION PROJECT

#### 2.4.1 The Site

The site development strategy proposed by Atturaif Operations Master Plan aims at developing the site as a major tourist attraction and destination of local, national and international significance.

At-Turaif District in ad-Dir’iyah and its authentic remains will be preserved, developed and interpreted as a living museum providing a powerful and unique experience that takes the visitor back in time to the era of the First Saudi State. The proposed statements of purpose of the Museum are:

- To introduce the public to the history of the site and its national and international importance;
- To protect the historical and archaeological integrity of the site as a heritage monument of national and international significance;
- To show visitors what has been accomplished in the preservation and development of the site;
- To bring life back to the historic quarter of at-Turaif District in ad-Dir’iyah;
- To become a place of family education and entertainment;
- To become a major tourist destination for the Kingdom and the region;
- To benefit the local community through employment and economic regeneration.

To achieve this vision the First Phase of the project proposes the division of the site into four separate zones and provides site use recommendations for each zone:

- Zone 1: part of core site that was reoccupied after 19th century;
- Zone 2: part of core site that was never reoccupied;
- Zone 3: land within walls without significant archaeological remains;
Zone 4: peripheral areas where development is to be controlled in order to protect heritage value of core site.

The main objective of the site zoning is to organise the different functions of the site with respect to the specificities of distinctive areas, and to indicate related land usage.

Zone 1 includes the most impressive structures of the site. These structures have undergone adaptive reuse after the fall of the city in 1818 AD, with a redevelopment of the majority of the buildings in the late part of the 19th century and in the beginning of the 20th century. This zone comprises a number of important structures and notably the Salwa Palace Complex, the centre of power of the First Saudi State located at the current main entry to the site, likely the most valuable ruin of at-Turaif.

Zone 1 includes 7 monuments representing the most prominent structures on the site:

1. Salwa Palace Complex
2. Sabala Moudhi
3. Fahd bin Saud Palace
4. Abdullah bin Saud Palace
5. Turki bin Saud Palace
6. Thunnayan bin Saud Palace
7. Mishari bin Saud Palace

Zone 2 includes structures of the site that were not re-occupation. In this zone the structures are, for the most part, the original buildings dating from the First Saudi State and have been affected only by natural erosion processes. The ruins, however, include a number of restored buildings that are partially accessible to visitors. Zone 2 includes:

8. At-Turaif Bath and Guest House (already reconstructed)
9. Nasir bin Saud palace (already reconstructed)
10. Saad bin Saud Palace (already reconstructed)
11. Farhan bin Saud Palace (mostly in ruins)
12. Omar bin Saud Palace (partially standing)

Zones 3 includes ruined structures with minimal visible architectural elements and without specific archaeological significance.

Zone 4 is a separated area that will serve as a protective zone against future development on the site.

2.4.2 The Buildings

The site specific uses have been planned according to the general development strategy designed for the at-Turaif District in ad-Dir’iyah Living Museum, taking into consideration circulation on site, accessibility for specific functions as well as circulation patterns based on visitor, staff and services uses.

The site specific usages propose:

- Interpreted buildings with visitor access
- Interpreted and adaptive reuse buildings with artefact displays
- Adaptive reuse buildings with handicraft and shop functions
- Stabilized and reconstructed mosques
- Adaptive reuse for visitor interaction and day use
- Stabilized structures with no adaptive reuse

Four main categories of monuments can be identified and each category requires specific conservation approach, and adapted treatments.

- Standing monuments (zone 1)

This category of monuments is still standing but has lost some structural elements or structural integrity which ensured its protection. Without a roof and without a resistant base, the walls are prone to a slow but continuous decay process and suffer from direct weathering and structural problems threatening their stability.
These monuments require a longer period of study and experimentation. Proposed conservation techniques must be tested first before being applied on a large scale. Urgent intervention is required.

This category of monuments is represented by 10 palaces that are key structures on the site. All these monuments were documented using high-standards techniques as 3D scanning. An impressive documentation prepared by ADA is actually available to develop historical, architectural and technical studies and researches. The condition of these monuments was also assessed to understand the degradation processes and to propose technical specifications and methods for their long term conservation.

- The 20th century residential quarter (zone 1)
A part of the residential quarter was identified to develop an adaptive reuse project of existing 20th century buildings. The “demonstration area” (previously referred to as the Traditional Souk in the planning documents) has been divided into four zones:
  - Zone A: located at the west end of the demonstration area extends from the Salwa Palace to the proposed Life Style area. It forms a coherent and contiguous block separated by the Salwa palace from the proposed extension to the east.
  - Zone B: incorporates food-related functions clustered around the open courtyard east of the palace of Abdullah and south of the Salwa Palace.
Phase One development project includes Zone A and Zone B for the reuse of the existing buildings (Cf. Volume 3, Annexes). Zones C and D will be reserved for future development pending input from experience gained in operating the Phase One Demonstration Zone. In the meantime it is proposed that the buildings in Zones C and D be documented and stabilized without modification in order to retain flexibility, as they may be developed and used in different ways. Two options were proposed for the reuse and the conservation of these areas:

- **Option 1:** proposes adaptive reuse with complete restoration and partial reconstruction of the collapsed part of the buildings. This approach is justifiable only with a reuse program.
- **Option 2:** proposes to develop the concept of stabilization in area C and D preserving the buildings as they are with minimal intervention. Only exterior walls and facades will be stabilized; inside the units, preventive conservation techniques only should be applied to maintain the walls and the roofs and slow down the erosion processes.

The objective is to establish a situation reducing further decay. The conservation of these two areas should be implemented during the first phase of the project and can be developed and followed in the future by an adaptive reuse project. This option would be an opportunity to develop the necessary expertise and skills by providing training and education programs for the technical site staff in the field of preventive conservation. The variety of approaches, methods and techniques of conservation is an essential issue according to the variety of situation on the site.

The remaining structures in this area, and the buildings that have not been identified for adaptive reuse in the First Phase of the project, will be stabilized in their original state to preserve a safe streetscape environment accessible to visitors.

**Ruined sector (zone 2)**

According to the zoning map most of zone 2, and the eastern sector of zone 1, are designated to be managed as a “restricted access area” within the First Phase of the development of the site.

It is recommended during the initial phase of site operation to focus in this area on research, experimentation and documentation to develop the understanding of the history of these areas and to test different conservation methods and techniques. This sector includes important buildings such as the Master Builder’s House, the Palace of Turki and the Palace of Farhan, buildings that will require stabilization to prevent further collapse.

On the practical level, a series of functions need to be provided on site and will be partially hosted by existing buildings, partially located in new structures.

**- Administrative Headquarters**

This administrative body will be located in a purposed rebuilt and adapted cluster of historical buildings, which elevations will be preserved, providing for modern facilities inside.

**- Ad-Dir’iyah Museum Administration**

This administrative body will be located in a purposed rebuilt and adapted cluster of historical buildings, which elevations will be preserved, providing for modern facilities inside.

**- Ad-Dir’iyah Documentation Centre (King Abdulaziz Foundation)**

This research body will be located in a purposely rebuilt and adapted cluster of historical buildings – with preserved façades – providing for modern facilities inside. The plan, developed by a Saudi firm, foresees the reconstruction of Ibrahim Palace. The foundation walls of this palace have been uncovered by the recent archaeological excavations carried out by the SCTA site team jointly with ADA in 2008. The recent mud houses built above the foundations of the palace will be demolished to uncover the original remains. Over these walls a new mud building will be built.
In addition to these institutional facilities, the operational needs of the site will be supported by office space for Visitor Services personnel to be located in the new Visitors Reception Centre. Offices and support facilities for educational program and other programming staff will be accommodated in the proposed Education Centre within the restored Saad Palace; site service staff will be located in other renovated or adaptive use buildings yet to be designated.

- The Reception Centre
The same American firm that developed the plans for the ruins of Salwa Palace (Cf. Volume 3, Annexes) has designed the new reception centre located in front of at-Turaif city walls. This building will mark the beginning and the end of the visit and offer a critical orientation to the visitors. Its architecture is meant to be modern and in the meantime to remind of the wadi stone walls; it will not compete with the old city mud brick environment.

2.4.3 Restoration and Re-use Criteria
The preliminary guidelines set by Anthony Crosby for LORD Cultural Resources have evolved into a set of separate in-depth studies and manuals for different sites within the city.

In Volume 3, Annexes, are presented some of these technical documents to underline the quality and the complexity of the studies undertaken.

2.5 TOURISM MANAGEMENT & SUSTAINABLE DEVELOPMENT

2.5.1 Introduction

2.5.1.1 Background Information
The tourist strategy for the development of the Living Heritage Museum at at-Turaif District in ad-Dir’iyah has been designed by ADA and its consultants and is briefly summarized in the following pages.

The plan has profited of the studies, put forth by SCT (now SCTA) since the year 2000, aiming at developing the tourism sector in the Kingdom with a specific attention to Cultural Tourism. These studies have highlighted the main difficulties to be encountered when planning the revitalization of the cultural sector and notably that:

- By any measure, awareness of antiquities, historical sites and museums in Saudi Arabia is low, and they are little visited.
- Many sites, especially those that predate Islam, are not valued by many Saudis, and in some cases are actively feared or felt to be dangerous or places to be avoided. In general, old buildings or sites, especially if seen to be in disrepair, are seen to have no further use and are therefore not respected.
- Traditional crafts and markets no longer serve the same functions, as from a utilitarian perspective they have been replaced by mass-produced products and new ways of shopping.

They have also provided the necessary statistics that, interpreted, offer the key for the definition of suitable tourist strategy for the site.

Saudi population is young, with 60 % below 25 years of age, a class of age usually little attracted by Museum-related activities. This fact favours an approach that aims at making the site attractive for a population that does not regularly visits cultural sites.
On the other side, Saudi young generations have a relatively high level of education (especially the male population) and the school “market” should therefore acquire a particular importance with the development of exhibitions and school programs purposely designed for them in at-Turaif. At the time being, however, education still focuses on traditional religious studies, with an increasing emphasis on vocationally-oriented knowledge and skills. Little time is given to developing a broad appreciation of history or developing a language of comparative cultural and social values. However, access to international cultures through the media has begun to change attitudes to, and understandings of, heritage although the core curricula in schools and universities do not yet place real value on the lessons to be learned from the past.

2.5.1.2 Strategy

By definition, cultural tourism is based upon providing visitors or tourists with culturally-based experiences such as visits to historical or archaeological sites, museums, cultural festivals or events, and distinctive cultural landscapes or environments.

Tourists motivated primarily by an interest in cultural experiences (cultural tourists) are a relatively small proportion of the market – typically fewer than 5% internationally – yet a majority of tourists will normally take part into some cultural activities during a visit.

Recommended Principles for Cultural Tourism are set out in the Cultural Tourism Charter of ICOMOS stating that:

- “A primary objective for managing heritage is to communicate its significance and need for its conservation to its host community and to visitors. Reasonable and well-managed physical, intellectual and/or emotive access to heritage and cultural development is both a right and a privilege. It brings with it a duty of respect for the heritage values, interests and equity of the present-day host community, indigenous custodians or owners of historic property and for the landscapes and cultures from which that evolved.”

- “Domestic and international tourism continues to be among the foremost vehicles for cultural exchange, providing a personal experience, not only of that which has survived from the past, but of the contemporary life and society of others. It is increasingly appreciated as a positive force for natural and cultural conservation. Tourism can capture the economic characteristics of the heritage and harness these for conservation by generating funding, educating the community and influencing policy. It is an essential part of many national and regional economies, and can be an important factor in development, when managed successfully.”

- “Tourism itself has become an increasingly complex phenomenon, with political, economic, social, cultural, educational, bio-physical, ecological and aesthetic dimensions. The achievement of a beneficial inter-action between the potentially conflicting expectations and aspirations of visitors and host or local communities, presents many challenges and opportunities.”

- “The natural and cultural heritage, diversities and living cultures are major tourism attractions. Excessive or poorly-managed tourism and tourism related development can threaten their physical nature, integrity and significant characteristics […]”

The International recommendations on the one hand, and the data concerning the local situation on the other hand, have provided the foundations for the elaboration of the tourist strategy for at-Turaif District in ad-Dir’iyah.

The implication for the planning of at-Turaif Living Museum is that domestic marketing for at-Turaif District in ad-Dir’iyah should emphasize the entertainment-oriented aspects of the proposed visitor experience rather than its historic significance. Yet historic significance should not be ignored, since the site’s status as the birthplace of the Reform Movement is likely to motivate at least some of
those with a solid grounding in traditional religious studies to visit the site and
learn about the history of the First Saudi State. However, though Saudi Arabia is the birthplace of Islam, and the preservation
and presentation of the national cultural heritage is inseparable from its roots in
Islam, it is also important to consider that the Reform, and traditional religious
values and practices, discourage the commemoration of specific individuals and
sites that may encourage un-Islamic practices.

Finally, the plan has taken into consideration the fact that open spaces and parks
are particularly important to the Saudi population (as it can be witnessed at Salam
Park in Riyadh). Local recreational patterns are reflected in the design of large
open spaces and landscaped areas in al-Bujeiri, which will likely become a very
popular area for general recreation for the local people. It is expected that this
public will also provide a basis for the visitation and appreciation of at-Turaif District
in ad-Dir’iyah.

The objectives of the Master Plan put forth by Lord Cultural Resources for ADA are:

- To ensure sustainable use of the heritage resources in tourism
development.
- To minimize the impact tourism development may have on cultural
heritage preservation.
- To offer a diversity of tourism attractions, programs and events on the
site.
- To develop a range of visitor amenities to increase visitor satisfaction,
with a particular emphasis on value for money for any paid services or
attractions.
- To encourage the visitor to stay longer with more in-depth site
experiences.
- To inform tour operators of the range of attractions available at the site
and surrounding neighbourhoods, and to provide tour operator services
that encourage visitation, such as tour bus parking.

2.5.2 Site Carrying Capacity and Estimate of the Visitors

The site carrying capacity of at-Turaif District in ad-Dir’iyah has not been calculated
yet. The overall surface of the areas opened for the visitors at the opening of the
site in 2010 being still undefined.

However, the very size of the area, the relatively low attendance foreseen in the
first years, and the high-standards management system for at-Turaif Living Museum
guarantee that the opening of at-Turaif to the visitors will not affect the
conservation of the site. Furthermore, the development plan foresees an
emergency plan to allow the rapid and safe evacuation of the visitors in case of
trouble.

Based upon the analysis of the Saudi market and the estimates of growth of
national, regional and international tourism in the Kingdom, it is estimated that at-
Turaif Living Museum will attract, in a first phase, approximately 200,000 visitors
per year.

On the basis of this estimate have been calculated the Operating Expenses (for
the following categories: Staff, Exhibition, Educational programmes, General and
Administrative, Marketing, Collections and curatorial costs, others) and the
expected Earned Revenues (for: Tickets, Retail sales, Educational programmes,
events, food Service Concessions, etc.). Expenses are estimated at 26.25 million
SR; revenues at 5.15 million SR

Government sources (and eventual private sponsors) should still cover about 21
million SR per year (4 million Euros). On a percentage basis earned income levels
are about 19.5% of expenses per year.
2.5.3 Circulation and Tourist Fluxes Management

2.5.3.1 Access and Parking

Accesses
Access to at-Turaif District in ad-Dir’iyah will be possible for the public through a single entrance to facilitate control and ticketing. The staff working on site will use a different access.

In view of the exceptional significance of the site and of the role it will be called to play at the national and international levels, a separate access is foreseen for VIP guests and visitors.

The narrow streets of at-Turaif provide challenges to the provision of emergency services on the site, yet emergency and general service access are provided within the general planning scheme.

Parking
The country’s reliance on the car as the sole mode of transport provides indication that car access and parking on site are a major planning concern.

The strategy proposed is therefore one that includes good parking provision in combination with a set of procedural access rules, innovative signage and dedicated transfer and locomotion means, all exclusive to the site.

At-Turaif’s delicate condition and high preservation standards preclude the use of vehicles on site, circulation is therefore mainly conceived for pedestrians. Small karts will be available for general visitor circulation, circulation of disabled visitors, maintenance activities, and to provide emergency services.

Any larger vehicles that would be required to circulate on at-Turaif, though only in exceptional cases, will only be able to make use of the following paths, all others being too narrow.
2.5.4 Ticketing and Charging Policy

It has been agreed that the revenues produced by the entrance tickets (and by the other money-generating activities) will be directly managed by the Site Management Unit and contribute to the overall financing of the site. At-Turaif Living Museum will be issuing tickets for every visitor to establish precise statistics concerning the characteristics and the timing of the visits.

Admission charges need to respond to the very different nature of market segments that are likely to visit at-Turaif District in ad-Dir’iyah at various times of day. During mornings, it is likely that most visitors will be school children visiting as part of a group, or adults visiting as part of a bus tour. Evenings will likely see a much larger proportion of Saudi families. Since the early phases of the planning the issue of the pricing policy has been pondered aiming to:

1) Establish a pricing policy based upon limited charge to maximize public access;
2) Have a “one charge” admission ticket for entrance to all the museums;
3) Have a variable price for the “one charge” admission ticket, which favours young children, seniors and family groups.

On these bases, a pricing strategy has been defined: it foresees 3 kinds of admission tickets (Mornings, Evenings and Special events) with separate prices for adults, senior/students, children and groups. The Adult ticket prices will range from 15 SR (3 €) to 25 SR (5 €).

2.5.5 Equipment & Facilities

The design for at-Turaif District in ad-Dir’iyah Living Heritage Museum proposes a complete range of services and equipments for the visitors within and around the site. Outside the Nominated Property, in al-Bujeiri neighbourhood, are located the car parking, the information centre, toilets and commercial heritage-related activities; in front of the Salwa Palace, is located the Visitors’ Reception Centre with ticket counters, information desk, toilets and a small exhibition hall. The VRC also host facilities for VIP guests, and a privileged position to profit of the evening Light & Sounds shows.

2.5.6 Site Museums

The plans for at-Turaif Heritage Museum foresee the creation of a series of structures for the visitors and notably seven interactive site museums, whose didactic and museographic content has been designed for the Saudi public to includes the most up-to-date presentation techniques. These museums are:

- Salwa Palace, Museum of the History of at-Turaif
- Historic Farm experience (Najdi agriculture)
- Palace of Omar, Museum of Palace Life
- Lifestyle Museum
- Palace of Mishari, Architecture and Technology Museum
- Bath House, Museum of Public Bath
- Palace of Thunnayan, Military Museum and Arabian Horses Museum

Furthermore, besides the exhibition areas, the visitors will have the possibility to profit of the renewed souq area, located within a group of re-used 20th century mud houses where they might buy traditional objects and food, and of the weekend market.

2.5.7 Didactic Material

The visit to at-Turaif Living Heritage Museum will be accompanied also by more “traditional” didactic tools that are commonly found at major world heritage sites: flyers, guidebooks and audio-guides.
Audio-guides will be provided to the visitors that buy the ‘full’ ticket for the site and will be distributed/collected at the entrance of at-Turaif District in ad-Dir’iyah.

A colour flyer in Arabic and English (likely a 6-page folded document) will be given to each visitor at the entrance. It will include:
- A brief historical presentation;
- A site map locating the main buildings (museums) with a brief presentation and pictures;
- A map with the visit circuits (and the safety exits) to favour the tourist fluxes and increase the visitors’ security;
- Practical data (visiting hours/days, price, website, etc.).

The preparation of a complete site guidebook is a priority, yet it will not be possible to prepare this document before the overall plan is fully implemented. During the First phase, while development works are still ongoing, a shorter (and cheaper) “intermediate level” guidebook will be prepared, completing the information of the flyer. It will be in Arabic and English and will be sold at a reasonable price on site, in the libraries and at tourist information points.

At a later stage, a series of scientifically-correct thematic guidebooks (detailing for instance, the history of the site, the development project, Najdi architecture, First Saudi State, etc.) will be prepared by the Research & Publication Department. Existing literature in Arabic and foreign languages on these topics, will be inventoried and sold at the site.

Signage and information panels for the visitors will be prepared by the designers of the museums. Their graphic design (fonts, colours, etc.) should be coordinated with the flyer and guidebooks. Information panels should not be too visible and need to be integrated in the cityscape of at-Turaif. Their content will be decided by the museographic team and approved by the Site Manager. A purposely designed at-Turaif District in ad-Dir’iyah Living Heritage Museum logo and, in case of inscription of the site on the World Heritage List, the World Heritage logo will be displayed on the panels.

A daily screen or board posted in the Reception Centre presents information on the day’s programs and events in the various museums and site components. Security signage (safety escape-ways, fire extinguishers, inaccessible areas, etc.) will also be found within at-Turaif District in ad-Dir’iyah.

Traditional didactic documents will be completed by a welcoming, upbeat and user-friendly website adding value to communication with audiences. The website should cater for all audiences and project an up-to-date, dynamic and visually driven presentation of at-Turaif District in ad-Dir’iyah site and Living Museum. It should be in both Arabic and English.

2.5.8 Marketing Campaigns

How attractive to visitors will at-Turaif District in ad-Dir’iyah become, and how can a high-quality destination be sustained?

This is a key question that depends in part on the quality of the infrastructure, architecture and planning and in part on how at-Turaif District in ad-Dir’iyah is promoted to domestic, regional and international visitors and how successful other recreational activities become in drawing visitors to the wider ad-Dir’iyah environment again and again.

Viewed in investment terms, the unique combination of a natural wadi environment, the historic heritage of at-Turaif and the proximity to Riyadh has sufficient ingredients to make ad-Dir’iyah an attractive prospect.

The World Heritage Status of the site will also greatly contribute to the appeal and world-wide reconnaissance of the site existence and quality. Yet it will also impose that a clear approach to the role of private business in the site is defined and that control mechanisms are in place to safeguard public interest in heritage, local community and the at-Turaif District in ad-Dir’iyah brand-image. The creation of a graphically convincing site logo will further contribute to the success of the brand-image of the site.
The private sector should be encouraged to supply and operate retail, accommodation and catering, but also other types of recreational activity and offering products such as adventure/nature trails, mountain biking, earth building, arts and crafts etc.

The public sector involvement is about setting benchmark quality and establishing guidelines.

Private sponsorship and various types of paid promotion will be essential to generate a viable financial basis for the new museum and publicly operated recreational activities. For this reason, the creation of an overall brand-identity and program management structure should be considered. The focus should be on establishing at-Turaif District in ad-Diri’iyah, in the mind of the visitor, as a well-defined brand-identity representing the finest possible Saudi traditions, values and pedigree.

The aim will be to focus on authentic heritage experiences and making multiple visits the norm. In this way, the natural assets around at-Turaif District in ad-Diri’iyah can be managed and evolved to become synonymous with high quality cultural and recreational activities situated around the town and linked to the wadi.

### 2.6 RISK PREPAREDNESS

#### 2.6.1 Risk Assessment

It is the first step of risk management, with the aim to give clear answer to these preliminary questions:

- What could go wrong and with what consequences?
- What are the uncertainties in the plan?
- What if the plan fails to meet the objectives?
- What is the risk that it will not address the key issues?

ADA has a large experience in the management of large urban sectors in Riyadh. Its know-how, and the high-standards set for the Living Heritage Museum, have led to the establishment of a comprehensive risk management system taking into consideration all possible threats and risks the site might face.

#### 2.6.2 Threats and Vulnerability

Risk is an inherently dynamic measure and may relate directly to increases in the national threat, a VIP visit or temporary artifact collection. All possible threats to the site should be accurately assessed, quantified and documented – they should be agreed and accepted by all parties as the foundation for security planning.

It should be considered, however, that the characteristics of the Kingdom of Saudi Arabia and the specificities of the site of at-Turaif District in ad-Diri’iyah make the level of current threat to site relatively low.

The security strategy for the site is based upon the guidelines elaborated by Lobo Consulting Services in September 2008. Three main types of threats have been taken into consideration:

- International: Terrorism, artifact theft, archaeological theft;
- National: Robbery, other organised crime;
- Local: Trespass, theft, burglary, arson, vandalism, antisocial behaviour.
Security should be designed to protect the people visiting the site but also to protect the site from its visitors.

The main security objective is to enable controlled and authorised access to the site and deny unauthorized access. Key to achieving this in the principle of keeping the number of entry points to a minimum as it is the case with at-Turaif District in ad-Dir’iyah, with access points separated by function: separate entrances for pedestrian visitors, staff, vehicle deliveries, emergency vehicles and VIPs etc.

To increase security management it is also important to divide the site into zones depending upon who should be able to gain access for example: Visitors have unrestricted access; Visitors have restricted access; Visitors are denied access (Staff access only).

Visitors’ security requires adequate evacuation measures in response to a building fire to enable the visitors and staff to escape from both fire and smoke. Designated assembly points, located a safe distance from buildings, should be provided and alternative means of escape should be made available, particularly from the overall site.

2.6.3 Evacuation Plan

Risk planning imposes the preparation of scenarios for the site evacuation in case of troubles. For at-Turaif District in ad-Dir’iyah, the management team will need a plan to respond to unexpected incidents/events such as: fire, site wide power loss, wadi flooding.

The common response to such event is evacuation. The number of people involved and the extent of evacuation required will depend on the actual threat. The different modes of evacuation could result from:

- building fire incident;
- building non fire incident;
- external building fire;
- partial evacuation of site / venue;
- total evacuation of site / venue.

The non-fire threats may affect an area with many buildings and large numbers of people may be at risk. Additionally the threat may prohibit the use of certain evacuation routes and therefore the operational plans must reflect this.

The means of escape philosophy is that the occupants of a building, site or venue, should be able to turn their backs on fire and escape via the nearest available exit without assistance from other occupants or fire fighters (except for some disabled occupants who may need assistance).

Internal escape provisions from both the individual buildings and the overall site must be assessed to ensure that they are adequate in width, location and number to accommodate the occupants.

For historic restored premises these openings will be limited to the existing doors giving access to the buildings. Where there is a single entrance/exit this will limit the number of people permitted inside.

On a large site such as at-Turaif District in ad-Dir’iyah, a combination of potentially large numbers of people unfamiliar with the surroundings, and a perceived lack of management or information following an evacuation, can leave the occupants confused and at risk. To aid people to move away from buildings they need to be encouraged to do so by members of staff who will direct them to safe assembly areas, locations of which require careful consideration. In general a large open space well away from any buildings is a safe assembly area. Ensuring occupants are moved away from the built up areas of the site is imperative for occupant safety as there is a high potential that fire could spread between buildings (due to the close proximity and nature of the external fabric constructions).

2.6.4 Fire Protection Plan

The actual risk of fire is relatively limited and mainly associated with the dry palm leaves and the timber used in roof construction.
The risk of fire in the site museums has been taken into consideration in the planning of the site infrastructures. A net of water pipes carrying water to stop fires has been created covering the whole site. It is evident, though, that watering down the site to stop the fire will have a negative impact on the fragile mud architecture of at-Turaif District in ad-Dir’iyah. Fire extinguishers will be available in each reused, restored or reconstructed building and the personnel will be trained in their use and in emergency procedures to follow in case of fire.
3.1 MANAGEMENT STRUCTURE
3.1.1 The Role and Significance of the Organizational Chart
3.1.2 High Level and Local Level Coordination Mechanisms
3.1.3 The Scientific Committee
3.1.4 The Site Manager
3.1.4.1 Coordination and Strategic Planning
3.1.4.2 Heritage Planning
3.1.4.3 Visitors Safety

3.2 LIVING HERITAGE MUSEUM STRUCTURE
3.2.1 Site Management Section
3.2.1.1 Publicity and Communication
3.2.2 Administration Section
3.2.2.1 Human Resources Policy
3.2.2.2 Contract and Lease Administration
3.2.3 Site Operation Section
3.2.3.1 Visitors services
3.2.3.2 Site Maintenance and Conservation Services
3.2.3.3 Site Services
3.2.3.4 Security
3.2.4 Heritage Management and Interpretation Section
3.2.4.1 Collections and Research
3.2.4.2 Public Programs
3.2.4.3 Conservation Activities
3.2.5 Special Projects Coordination Section

3.3 STAFFING LIST AND POSITION DESCRIPTIONS
3.1 MANAGEMENT STRUCTURE

This chapter presents the organizational structure of the Living Heritage Museum. It draws heavily upon the Lord Cultural Resources’ Operations Master Plan – Chapter 9 of September 2008 prepared for ADA, detailing the staffing of the site management unit and briefly describing each position.

3.1.1 The Role and Significance of the Organizational Chart

In the following pages are proposed the Organizational Charts of the Site Management Unit that will be in charge of the daily management of at-Turaif District in ad-Dir’iyah.

Organizational Charts are a schematic representation of the functional, hierarchical and organizational links within the site administration; they visualize the tasks within the unit in charge of the site defining precisely functions and level of responsibility of the staff. To the OC should be added the specifications for each function that should be regularly updated by the Site Manager.

These charts, need to be further discussed with all the stakeholders and might therefore be further modified according to the needs during the implementation phase. Three charts describe the proposed management system:

Chart 1 presents the new SCTA organisation approved in November 2008 following the nomination of Dr. Ali al-Moghannam to the position of Site Manager of the site. The new SCTA chart states that the Vice-President for Antiquities and Museums is the direct key reference for the WHS Manager (similarly to what done with the site of Al-Hijr), thus up-grading the site department of ad-Dir’iyah (Cf. old SCTA chart in chapter 1).

Chart 2 presents the overall institutional framework directing the site and the development programme. Because of the unique relevance of the site within the Kingdom, the High Executive Committee for ad-Diriyah Development (that includes among its members both SCTA President and ADA president), plays a role in the definition of the major strategic issues relating to the site development and management. SCTA is in charge of the site management and ADA of the planning and implementation of the site works. The necessary coordination between these two bodies takes place at two distinct levels: within the High Committee for the definition of the overall strategy, at the site level through a regular and active cooperation between the Site Manager and the Head of the Historic ad-Dir’iyah Development Program that is responsible of the planning of the whole area.

The other concerned stakeholders at the local level, including the Governor of ad-Dir’iyah, the Mayor of ad-Dir’iyah, and other local personalities, will play an important role, being partners of the overall planning system and coordinating with the WHS director in his everyday activity.

Chart 3 details the management scheme foreseen for the Living Heritage Museum. The management responsibility lies with SCTA, the owner of the site, while ADA plays a role providing technical support. The Site Management unit leads a three-section organization. When researches or new excavations will be needed, the other departments of the Antiquities and Museums of SCTA will create an ad hoc temporary structure that will be coordinating its activities with the Site Manager.

Finally, according to what is done in many major sites across the world, it is suggested to create a Scientific Advisory Committee that might meet once a year (or randomly at special occasions) to assist the WHS director on purely technical and scientific issues.
Vice President for A&M

V.P Office

Advisory Groups

Antiquity Office in Al-Hijr

Support Services

Provincial Antiquity
Offices Coordinator

Antiquity Office in
ad-Dir'iyah

National Museum

Museums

Projects &
Development

Studies &
Research

Antiquities

Exhibition Hall
Supervisors

Visitor Relations
Dep.

Programs &
Visitors Dept.

Maximal
Museum
Dep.

Collections
Dep.

Museums
Dep.

Urban
Heritage Dept.

Site
Reservation &
Development

Archeological
Excavation &
Survey Dept.

Studies
Dep.

Media &
Publication
Dept.

Preservation
Dept.

Registration
Dep.

Chart 1 New organizational chart of the Antiquities and Museums Department — SCTA, 2008
MANAGEMENT

SCTA

Saudi Commission for Tourism & Antiquities

Antiquities & Museums

Site Manager for ad-Dir‘iyah

Admin.  Operation  Heritage

IMPLEMENTATION

High Commission for Development of Riyadh

High Executive Committee for ad-Dir‘iyah Development

ArRiyadh Development Authority

Vice-President

Historic ad-Dir‘iyah Development Program

Chart 2  Institutional framework — SCTA-ADA, 2008
3.1.2 **High Level and Local Level coordination mechanisms**

The **High Executive Committee for ad-Dir’iyah Development** is a strategic body supporting SCTA President in the definition of the medium and long term plans for **at-Turaif District in ad-Dir’iyah**. It was created to direct and control the planning operations since the beginning of the work. The High Committee includes among his members:

- The Governor of Riyadh
- The President of SCTA
- SCTA Vice-President for Antiquities and Museums
- The Director of ADA
- The World Heritage Site Manager
- The Governor of ad-Dir’iyah
- High-rank official from the Ministry of Interior
- High-rank official from the Ministry of Municipalities and Rural Affairs (MOMRA)
- High-rank official from the Ministry of Agriculture.

At the local level, the coordination of the various entities responsible of the area included in the Buffer Zone is essential for the success of the development plan. Every time a development is planned or proposed within the Buffer Zone, the heads of the concerned body should meet with the World Heritage Site Manager to verify the impact of the proposal on the Nominated Property and to jointly review the plans before communicating them to the World Heritage Centre (in case of inscription on the WHL).

The planning authorities in charge of the Wadi Hanifah and of ad-Dir’iyah development plans (chiefly ADA, but also ad-Dir’iyah Governorate and ad-Dir’iyah Municipality) should organize regular working sessions with the Site Manager to discuss the interaction between the site and its surroundings and guarantee the harmonization and coordination of the plans concerning these areas with the World Heritage Site. All local and national plans concerning the site and its surroundings should be presented to the attention of the Site Manager. In case of competing goals and diverging conceptions that might jeopardize the integrity of the World Heritage Site, the Site Manager should immediately inform the central SCTA board and suggest possible solutions to the SCTA Vice-President for Antiquities and Museums from whom he directly depends.

On the other hand, it will be the duty of the Site Manager to organize regular meetings with all concerned stakeholders to present the ongoing activities taking place at **at-Turaif District in ad-Dir’iyah** and to explain the reasons of the decisions taken concerning the development of the Buffer Zone.

The comprehensive and sustainable approach to Cultural Heritage Sites at the basis of UNESCO World Heritage listing process, aims at rooting the development of the Nominated Property within the overall development of the region. To achieve this goal, many yet partially unsolved issues need to be tackled in the coming years by the Site Management Unit in a spirit of collaboration with the local stakeholders. The management system for the site of **at-Turaif District in ad-Dir’iyah** will inevitably face a series of difficulties that might be solved only through an effective interaction at the field level with all departments and structures involved in the planning and management of the region. Such issues will relate notably to:

- The regulations to be applied in the private-owned parcels in the wadi and in Old Dir’iyah;
- The application of the provisions foreseen by the new Antiquity and Museum Law;
- The definition of regulations detailing the activities forbidden inside the Buffer Zone and, further on, in the entire Wadi Hanifah area;
- The approval/implementation of the planning scheme prepared by ADA for the area.

The areas beyond and around the Buffer Zone should be managed keeping in mind their proximity with a major heritage site. Notably their urban and agricultural development should take place along guidelines and regulations that need to be agreed upon by the new Site Management Unit that should ideally have a sort of “veto” power in dealing with local administration planning.
It is understood that other bodies, whose activities might concern directly or indirectly the development of the site, could be invited to take part in the meetings whenever needed (like, for instance the Administration of Wadi Hanifah Park, once it will be created). The Site Manager has also the possibility to invite external experts and organizations to present their plans and activities to all the stakeholders (like Riyadh University researchers working on traditional architecture preservation, nature preservations, etc.).

Finally, it is paramount that a privileged relationship be established between the site manager and the other SCTA departments. The “special projects coordination section” materializes the management system foreseen for activities of the SCTA that do not directly refer to the Living Heritage Museum management. The development of joint activities between the WHS and SCTA – notably with respect to the restoration and presentation of the other archaeological and mud brick sites in the region within the framework of a global cultural and tourist strategy aiming at the development of the region – is an example of the possible role of this section and of the activities that might be developed through an effective collaboration with SCTA and the local stakeholders.

3.1.3 The Scientific Committee

The complexity and multiplicity of issues related to the development, management and preservation of at-Turaif District in ad-Dir’iyah and its surroundings, suggest the possibility to create a technical/scientific support committee, the Advisory Scientific Committee, to advise the Site Manager on scientific issues. The Committee is composed of Saudi and foreign experts, it includes experts from many distinct disciplines, ranging from geology to history, from archaeology to nature preservation. It has an advisory role, it will review scientifically the programs elaborated by the SMU and submit new ideas to the Site Manager concerning the management of research activities. The Advisory Scientific Committee meets on a yearly basis.

3.1.4 The Site Manager

3.1.4.1 Coordination and strategic planning

The proposal put forth in this World Heritage Site Management Plan, refers to international best practice, and identifies in the creation of a purposely-dedicated site team – a Site Management Unit bringing together all related know-hows and acting on site on a day-by-day programme according to a regular full-time schedule – the only realistic solution for the correct management of the property.

The management of a site like at-Turaif District in ad-Dir’iyah is indeed an ‘activity’ that requires the continuous presence of a qualified manager on site to coordinate and deal with the many responsibilities related to the everyday running of the site.

UNESCO recommendations insist that the management of such sites should be attributed to a qualified professional. UNESCO and other International Organizations set up training programmes and seminars to develop site management skills and regularly organize meetings where the managers of world heritage sites can exchange their experiences and achievements.

Indeed, the Site Manager of a property registered on the World Heritage List is a key figure with great responsibilities. His function cumulates the roles of site director, of site administrator and of site conservationist. The Site Manager is not just a ‘caretaker’ running the day-by-day management of the site. Its official title ‘Site Manager’ defines a function and not an administrative echelon, confirming that he should be under the direct control of the higher authorities in charge of Cultural Heritage in the Kingdom, which entrust him with the highest possible degree of responsibility and assure him all the necessary technical and financial support.
The Site Manager should follow the day-by-day implementation of the enhancement and development plans for the site in relation to a wide range of activities:

1) The conservation of the site and its environment;
2) The development of scientific research;
3) The management of the personnel and of the site equipments;
4) The management, reception and security of the tourists;
5) The promotion of the site at the national, regional and international levels;
6) The establishment of effective cooperation with the private tourism sector;
7) The establishment of an intense and active relationship with the population.

The effective management of the site will depend, obviously, not only on the efforts of the Site Manager, but on the joint efforts of the whole Site Management Unit personnel. The Site Manager will therefore see to it that the tasks of each staff member are precisely defined and that the responsibility concerning these tasks is delegated to the Heads of the Site Departments.

The Management Plan foresees, within the at-Turaif District in ad-Dir'iyah Management Unit, two levels of responsibility – Heads of Department (HD) and Technical Staff (TS). The workers will deal exclusively with the execution of the work, while national and international consultants will assist the Site Manager and the Heads of Departments in their activity.

In the case of Atturaif, where a large development plan is being implemented by a Development Agency external to the Department of Tourism and Antiquities, the appointment of a Site Manager since the beginning of the implementation phase is particularly important to guarantee that heritage and conservation exigencies are taken into consideration at each stage of the work. The Site Manager becomes the essential reference for ADA and its international consultants with whom he interacts on a daily basis, and therefore it is evident that the earlier the Site Manager is nominated the stronger his actual impact on the plans will be. Furthermore, an early nomination will permit him to take part into training programmes to build up site management capacities in order to be able to assume its full responsibilities as soon as the site will be opened to the public and hopefully registered on the World Heritage List.

The importance of such an early nomination of a Site Manager for at-Turaif District in ad-Dir'iyah has been fully understood by SCTA that has officially appointed to this position dr. Ali al-Moghannam on 18/11/1429 AH - 17 November 2008 AD (Cf. official notification in the appendix – Arabic and English).

During the first year, while the site management team will not yet be fully operational, the Site Manager will have the time to get fully acquainted with the site, its history, its architectural and archaeological richness and its long-term needs in conservation and restoration. He will, notably, begin to elaborate in close collaboration with SCTA and ADA, a common strategy for the regular maintenance of the site after the end of the rehabilitation works.

By working side by side with ADA, the Site Manager will achieve two major results:

- Continue building trust between the two parts;
- Get a precise picture of the techniques applied in the rehabilitation and restoration works by the various technical teams.

The site Manager is a qualified and experienced professional with a strong academic and archaeological background, possessing the technical skills necessary to follow the works and eventually intervene with respect to technical or managerial aspects.

He has a clear understanding of the international organizations and regulations dealing with conservation and a thorough knowledge of the heritage administration in the Kingdom. Finally, he has a good knowledge and practice of English, that permits him to collaborate with the international consultants working on the project and that will, in the eventuality of the inscription on the World
Heritage List, allow him to profit of international programs and exchanges with other World Heritage Sites Directors.

3.1.4.2 Heritage Planning
The Site Manager is in charge of the coordination of the conservation working sites opened in at-Turaif and of the definition of the long-term strategy for the preservation, maintenance and conservation of the ruins and palaces. He will notably follow up closely the work of the heads of the Site Operation and Heritage Management and Interpretation sections and all the activities in the fields of archaeology and earthen architecture.

The Site Manager will attend international meetings and see to it that part of his staff can get specialised training abroad in conservation. He will also, with the support of the Heritage Management and Interpretation section, be in charge of the organization of seminars, conferences and workshops focusing on the conservation and restoration of earthen architectural sites.

Finally, being the key person on site, he will closely follow-up and monitor the activities of the consultants and international experts that will continue to assist the Site Management Unit, SCTA and ADA.

3.1.4.3 Visitors Safety
Though the preliminary assessments consider that the level of threats at at-Turaif District in ad-Dir’iyah site (at the international, national and local levels) is relatively low, the utmost care and attention should be paid to guarantee the visitors’ security.

The Site Manager is officially responsible for the smooth running of the Living Heritage Museum and particularly of the safety and security of the visitors. He will liaise with the local Police Department and supervise the Site Guards work on site. He will coordinate with the Human Resources Director the training of the guards and organize regular exercises to test the effectiveness of the security arrangements.

Taking part into both the meeting of the High Committee for ad-Dir’iyah Development and into the meetings with the local stakeholders, he will verify that security and safety concerns are duly taken into consideration at all levels.

Finally, as official representative of the World Heritage Site of at-Turaif District in ad-Dir’iyah, he will be requested to coordinate with the Police and to be on duty in the occasion of special events and official visits by high-rank national and international personalities.
3.2 LIVING HERITAGE MUSEUM STRUCTURE

In the following pages are presented the sections of the Living Heritage Museum organizational chart (shown in § 3.1.1), prepared by Lord Cultural Services for ADA and included in the Operations Master Plan of September 2008.

Heads of Department should have a university diploma (architect, conservationist, engineer, researcher, etc.) They are in charge of a department taking into consideration the overall priorities of the site, its economic dimension and its cultural, scientific and social significance;

Heads of Departments should demonstrate managerial qualities in the running of a team, should be able to delegate and distribute the work within the team, should regularly evaluate the results achieved and implement corrective measures whenever necessary. They should be creative and capable to make proposals and should keep in touch with the evolution of knowledge in their specific field of competencies.

3.2.1 Site Management Section

This section, that directs the three others according to the organizational chart presented above, is composed of two departments, the Corporate Relations, i.e. the office of the Site Manager, and Publicity and Communication. The Site Manager will act to guarantee:

To the public:
1) The visitors’ satisfaction thanks to the quality of the visitors’ reception, of the products available at the site and of the cultural offer proposed.

To the Saudi society:
1) A well-planned and controlled growth of the number of visitors according to the general strategy defined for the site by SCTA and ADA.
2) The strengthening of the significance and visibility of at-Turaif District in ad-Dir’iyah at the national level and, in general, of the image of the Kingdom at the international level.

3.2.1.1 Publicity and Communication

Publicity and marketing activities are critical to the success of Atturaif. The Manager of Publicity and Communications will oversee this section playing a vital role in raising awareness about the site to the general public and more specifically
to the target audiences. Marketing efforts are driven by the programs, exhibitions and mission of the institution and therefore Marketing works closely with the Public Programs and Education staff. He collects and elaborates the data concerning the attendance to the site, to the shows and to the special events and elaborates the statistics that are essential for the fine tuning of the overall project. This Department will closely liaise with SCTA Tourism section, as it is expected that the site will become the largest cultural attraction within the Kingdom. National and foreign visitors, from the Gulf Area, but also from other Muslim countries and from the expatriate community are also expected to come in large numbers to the site. Each of these groups requires a tailor-made advertisement and marketing campaign.

3.2.2 Administration Section

The Head of Administration will direct staff responsible for finance, accounting, human resources and training, information systems management and liaising with the Site Operations responsible for maintenance of site, buildings, security and contract administration for services such as the food service operation, retail and parking which includes the retail and facilities rental management contract. The department will have a lead role in managing institutional assets and the annual budget.

3.2.2.1 Human Resources Policy

The Manager of Human Resources is responsible for preparation of job descriptions and all staffing matters, including the training programs operating on the site, and information management systems. He will ensure that staff:

- have appropriate training matching their responsibilities;
- have written job descriptions, with a clear statement of annual performance objectives;
- are familiar with a museology code of ethics and standards applicable to managing a world heritage site in a sustainable manner.

3.2.2.2 Contract and Lease Administration

The Manager of Contract and Lease Administration manages the outsourcing of site operations, as well as the contracts and leases for all commercial operations, and any outside cultural programs such as festivals and events.

3.2.3 Site Operation Section

The Director of Site Operations is responsible for maintenance of the site, buildings, security, site services and visitor services. This also includes oversight of the conservation and restoration work, in close consultation with the Heritage Management and Interpretation section.

3.2.3.1 Visitors services

Creating and managing a welcoming visitor experience is important. The Manager of Visitor Services is responsible for the front of house operations: that is, staff interacting with visitors to the site, including, ticketing, hosts and guides. Visitor service staff will ensure that all visitors are welcomed, and that they receive any additional information that will enhance their visit. There is close cooperation with the Manager of Public Programs to ensure efficient service for ongoing and special programs and activities.

3.2.3.2 Site Maintenance and Conservation Services

The Manager of Site Maintenance is a senior technical position usually occupied by a professional engineer or architect. For Atturaf this would likely be a Heritage Architect in keeping with the on-going requirements of the site and all buildings. He manages regular site maintenance as well as extraordinary conservation and restoration work.

3.2.3.3 Site Services

The Manager of Site Services is responsible for technical services at the site such as roads, water and power supply, as well as multi-media and technology. Specialized staff is required to support this function, particularly with regard to the sound and light show. The section would be responsible for assisting the
marketing, education and curatorial sections with the back-end functions of the website as well as any technological aspects of the exhibitions.

3.2.3.4 Security
The Manager of Security is responsible for 24 hours site security during public and closed hours, as well as of the Security and Emergency Measures procedures. Duties may include the supervision of outside security contracts and staff. Security should conduct regular meetings with local civil defence authorities to ensure that site management is coordinated within the context of any special activities in the area such as VIP visits, road closings, etc. Conversely, it will be critical for local authorities to have a clear understanding of the activities of the site and any special programmes and/or risk factors pertaining to Atturaif. This is particularly true in the case of events and VIP visits.

3.2.4 Heritage Management and Interpretation Section
The Head of Heritage Management and Interpretation, besides having senior administration functions has a dual responsibility as Chief Curator of the site. The range of duties includes: collections and research, including archaeological works; public program design and delivery, including the museum exhibitions and site interpretation; and the education programs which are both formal (linked to the education system) and informal (available to the general public).

3.2.4.1 Collections and Research
The Manager of Collections and Research will lead staff responsible for developing the intellectual content, managing collections, communicating the main messages of the mission through exhibitions, education and public programs offered at the site. He will also liaise closely with Site Maintenance to ensure that integrity and authenticity of work on the heritage components of the site and buildings.

3.2.4.2 Public Programs
The Manager of Public Programs is responsible for the design and delivery of exhibitions and interpretive programs, as well as the supervision of outside specialists who may be contracted to undertake such works.

3.2.4.3 Conservation Activities
The Manager of Education is responsible for the design and delivery of the education programs which are both formal (linked to the education system) and informal (available to the general public). This is primarily on-site, but might include off-site activity in schools or via the Internet.

3.2.5 Special Projects Coordination Section
Besides the Living Museum Departments, a temporary section, directly depending from the Antiquity Department of SCTA will be created to follow specific ad hoc projects. This temporary section will be in charge of scientific and archaeological long-term projects that do not relate directly with the Living Museum management. It will coordinate its activities with the Site Manager according to scheme proposed in chart n° 3.

The relationship with the private sector, a key element of the management system, both inside and around the World Heritage candidate site is directly handled at the central SCTA level. A comprehensive tourist and economic policy aiming at attracting private sector investments in at-Turaif, in the Buffer Zone and in the areas beyond the World Heritage candidate site limits, is currently being elaborated. It will be developed in close collaboration with the Site Manager and the Contract and Lease Administration department that prepares and follows-up the contracts made with the private sector.

According to the general strategy designed for the Living Heritage Museum, the money collected from sponsors and income-generating activities within at-Turaif will be entirely re-invested on the site.
3.3 STAFFING LIST AND POSITION DESCRIPTIONS

The site staff will count some 211 employees. The list of the staff is included in the Nomination File and is not reproduced in this Management Plan.

The position descriptions of the personnel have been defined precisely in the Lord Cultural Resources study that forms the basis of the revitalization plan. Inevitably, the profile of the staff will be adapted to the possibilities offered by the Saudi job market; however, it is essential that the highest possible level is attained in each sector for the success of the whole revitalization plan.

While a number of staff positions will be full-time employees of government, it is also anticipated that a number of services can be contracted out, according to the current practice in the Kingdom and to the strategy of SCTA.

The description of the positions presented in the Operations Master Plan (Chapter 9), includes the role, the responsibility and a summary of the qualifications that the individual engaged in the capacity should have.
4.1 MONITORING OF THE IMPLEMENTATION WORKS
4.2 MANAGEMENT PLAN MONITORING AND UP-DATING
   Visitors Statistics and Tracking
4.3 ADMINISTRATIVE MECHANISMS
   Staff Motivation and Control
4.1 MONITORING OF THE IMPLEMENTATION WORKS

The Management Plan for at-Turaif District in ad-Dir‘iyah is different from the standard Management Plans prepared for World Heritage Site because it developed as a parallel exercise accompanying the preparation of an architectural development project. Throughout the year 2007-08, mechanisms have been set to integrate ADA and SCTA teams and elaborate jointly the strategy for the site. Furthermore, the elaboration of the Management Plan has permitted to involve the local authorities (Municipality and Governorate of ad-Dir‘iyah) in the planning process.

The role of the Management Plan, therefore, has been to coordinate the stakeholders in the planning phase, and to direct the stakeholders’ efforts towards a plan that respects the site’s Outstanding Universal Values.

The document proposed to UNESCO, however, does concern not just the past, nor the ongoing works, but mainly the future of the site. The vision agreed upon by the various stakeholders and implemented on site by ADA, is clearly presented in this volume that sets the blueprints for all future activity on the site.

The Management Plan aims, therefore, at “verifying” that the implementation works respect the programme and that new data (about archaeology, conservation, re-use, management, etc.) are smoothly integrated in the plan. Furthermore, the Management Plan aims also at “controlling” the quality of the intervention and at verifying the respect of the timetable scheduled for the implementation phases.

At another level, the management plan offers also a unique opportunity to assess long-term objectives and to present them in a synthetic and complete manner to all the stakeholders involved in the project. The agreement on the principles and objectives guarantees that whenever a problem arises, now or in the coming years, the criteria to solve it take into consideration UNESCO principles.

The monitoring of the implementation works lies within the competencies of ADA, the body in charge of the development project. ADA has set up effective mechanisms for the quality control of the work sites based on the highest international standards and upon their previous experience as project managers in the Kingdom.

The operational dimension of the programme, whose planning has involved hundreds of specialised firms from all over the world, has imposed the respect of precise technical specifications that have been designed jointly with ADA supervisors and controlled, as far as they concern the preservation, consolidation and reuse of the earthen architectural monuments, by the heritage experts of the SCTA.

The Site Management Unit and the Site Manager will verify the congruence of the on-site arrangements with World Heritage criteria and regulations and see to it that the site Outstanding Universal Values of at-Turaif District in ad-Dir‘iyah are protected and preserved.
4.2 MANAGEMENT PLAN MONITORING AND UP-DATING

Besides the control of the implementation of the works and of the program of the Living Heritage Museum, monitoring should concern also the management system defined for the running of the site. According to the overall scheme, the management is SCTA’s duty and falls therefore fully under the Site Manager’s authority.

The monitoring of the management system implies that administrative mechanisms are set to control and verify the performances of the site staff, but also that the impact of the strategic choices and the coherence between goals and reality on site are regularly checked. In case of discrepancies, the strategy should be re-assessed and eventually modified.

Visitors Statistics and Tracking

Data collection and statistics concerning the visitors will be collected by the site staff and processed by Site Management Unit. Among the tools for the analyses of the tourists’ expectations and characteristics, standard questionnaires, to be submitted to the attention of the visitors, are probably the easiest and simpler to method of enquiry. Questionnaires, which should be filled in at the end of the visit, could be submitted to the public by volunteers at regular intervals (each season, most likely). They allow the regular check of the degree of satisfaction of the visitors and offer some insights on their motivations. They should be short and concise and answering to the questionnaire should not take more than 1-2 minutes to the visitors in order to have the largest possible number of answers.

Questionnaires should be printed in English and Arabic. They are conceived as a tool for the planning of the tourism development of the site and could evolve into a more complete/complex form at a later stage. Their actual capacity to identify the public needs should be tested over a year period and their content can evolve according to the answers obtained. The questionnaire content should be elaborated with the support of a tourism expert.

For the correct management of the visitors, the precise monitoring of their actual number and of their expectations is essential. The effectiveness of the solutions already proposed should be monitored regularly in order to plan modifications whenever necessary (paying a particular attention to the evolution of the number and characteristics of the groups).

The reactive monitoring of the tourists expectations through questionnaires and statistics, will allow the fine tuning of the tourist offer in view of the sustainable development of the site.
4.3 ADMINISTRATIVE MECHANISMS

Staff Motivation and Control
An annual plan for setting departmental and personal goals should be set. This process should be tied to performance evaluations so that accomplishments from prior years can be evaluated in the context of new goals. Although organizations handle this in various ways, it is recommended that these processes be disconnected from salary increases by a period of 6 months. The impetus for this is to allow an underperforming employee to improve without losing the hope of a raise due to a poor evaluation.

Training initiatives will also be a critical part of the start-up process. They should include sessions on operating procedures, introduction to the technology set-up/e-mail, history and future of Atturaif, what it means to work in a heritage program, assisting visitors with special needs, etc.

Satisfied staff and volunteers are more likely to be flexible with job duties and schedules. They will also have a more positive attitude when assisting visitors. If not already available, consider a formal compensation program for employees who pick up shifts, stay late, have perfect attendance, etc. Also ensure that all staff are recognized for their contribution and receive praise and thanks – in an official setting.

Visitor Services should prepare a Checklist to be completed before opening each day. This checklist will help ensure that the site is ready to receive visitors each day. The checklist should require appropriate staff to check everything from cleanliness of restroom facilities, to supplies in activity areas, to the stock of visitor brochures.
Appendix 1

Law of Antiquity (Royal Decree n° 26/M 23/6/1392 AH)

Kingdom Of Saudi Arabia
Ministry of Finance and National Economy

Law of Antiquity

Issued by Royal Decree No:26/M in 23/6/1392H

Second Edition

Price: 2 SR

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1399H
The Law of Antiquity
Chapter One
Definition and General Provision

Article (1) The Higher Council of Antiquity

To form the Higher Council of Antiquity of the following:

1. The Minister of Education
2. Deputy Ministry of Education
3. Representative of The Ministry of Finance and National Economy
4. Representative of The Ministry of Interior
5. Representative of The Ministry of Education
6. Representative of The Ministry of Hajj and Endowment
7. Representative of The Ministry of Information
7a. Representative of The Ministry of Municipality and Rural Affairs
8. The Director of Antiquity Directorate.
9. Three members chosen by Chairman of the Council among individuals known for their prominent scientific status and interest in culture and heritage. The period of their membership shall not be less than two years subject to renewal. The Council may be reformed by a ministerial resolution based on the recommendation of the Minister of

Education and the Chairman of the Higher Council of Antiquity.

Article 2: The aim of establishing the Higher Council of Antiquity is to gather as much expertise as possible in order to reach the desired objective. The Council shall deal with the issues hereunder:

1) Propose the general policy of The Antiquity department in the field of maintenance, restoration, renovation and excavation of archeological sites.
2) Propose the amendments of the Law of Antiquity and the issued Ministerial resolutions for implementation thereof.
3) Sell, gift, exchange, loan and accept donation antiquity.
4) Study the annual report set by the director of Antiquity regarding tasks thereto and recommend his perception regarding the issues therein.
5) Propose the establishment of new museums.
6) Practice authorities thereto indicated in the law of Antiquity.
7) Deal with the other issues in regard to antiquities delegated to it as seen by the Minister of Education and recommended by the director of antiquity.

Article 3: The Higher Council of Antiquity shall have at least two meetings annually. The meetings shall be considered valid if attended by half of the members and the Council shall issue resolution thereto by majority and in case of a tie the president side shall overrule. The director of antiquity shall implement the Council’s resolutions after being approved by the Chairman.

Article (4): The Minister of Education shall have the right to call for an exceptional meeting if needed and based on the request of two third of the Council’s members and for the general well fare.

*The paragraph herein was added and the article (3) undersigned was amended based on the Royal Decree No 67M in 26/3/1398H.*
Article (4°): A reward shall be paid for the Chairman and the members of the Higher Council of Antiquity in return to their attendance determined by a Ministerial resolution.

Article (5): Movable and immovable properties built, made, produced, modeled or drawn by humane being 200 years ago; or had acquired archeological characteristics due to old natural factors shall be considered as antiquities. The Antiquity Directorate may consider moveable and immovable properties of recent decades as antiquities, if acquiring artistic and historical characteristics and it shall be approved by a resolution from the Minister of Education based in a recommendation from the Antiquity Directorate.

Article (6): The Antiquity Directorate in association with other governmental bodies each in the field of profession thereto shall be responsible for preservation of antiquities and archeological sites. It shall also estimate the history of each antiquity. The registration of each antiquity means the government’s approval of its historical and artistic importance and the government’s efforts on maintaining and studying it in order to present it in a suitable appearance according to the regulation hereby.

Article (7): Antiquities are two kinds: moveable antiquities and immovable antiquities:

a) Immovable antiquities are the fixed antiquities as natural caves or engraved antiquities used for ancient man needs. Rocks which was engraved with pictures, patterns and scripts; the remains of cities and buildings buried in hills and historical establishments built for several purposes like; mosques, temples, palaces, infirmary, schools, castles, fences, forts, playground, Hamamat, cemeteries, tunnels, dams and the remains of buildings therein and the related tools like doors, windows, pillars, balconies, ceilings, cornice and crowns... etc.
b) Moveable antiquities are antiquities made to be separated from the ground or historical buildings which can be moved as sculptures, engravings, scripts, textiles and manufactures of any substance and the purpose of production and means of usages thereof.

Article (8): Moveable and immovable antiquities and archeological sites existing in the Kingdom shall be considered of the government property except the following:

a) Immovable antiquities owned by individuals
b) Moveable registered by their owners at the antiquity directorate.
c) Moveable antiquities stated by Antiquity Directorate not necessarily be registered.

Article (9): The Antiquity Directorate with the association of the government relevant bodies shall have the right to drive out commissions or individuals occupying historical buildings or archeological sites. If their occupation of the buildings or locations prove to be done with no violation to regulations hereby, they shall be compensated according to article (21) of the Law herein.

Article (10): The land owner shall not change the moveable or immovable antiquities found in the surface or in depth and he shall not excavate for antiquities.

Article (11): Immovable and movable antiquities shall not be damaged, changed or deformed by writing or drawing on it or change its features. It is also forbidden for citizens to hang posters or signposts on archeological sites or registered historical buildings.

Article (12): When planning development, expansion and improving villages and cities, preserving archeological sites shall be considered. Planning project in archeological sites shall not be approved unless having the approval of Antiquity Directorate which shall determine the archeological areas and inform the city planning body thereof.

Article (13): Municipality shall not issue restoration or building license in locations close to archeological sites and historical buildings unless approved by the Antiquity Directorate to assure achieving harmony between the new buildings and the traditional style.
Article (14): The Antiquity Directorate in association with relevant departments of land surveys shall determine archeological hills, buildings and sites close to populated areas in order to secure it from being inhabited.

Article (15): The Antiquity Directorate shall work within the scope of the agreements, treaties and recommendations of international institutions to return the smuggled antiques from the Kingdom and help in returning the foreign antiquities entered into the Kingdom.

Chapter Two
Immovable Antiquities

Article (16): The Antiquity Directorate shall determine the historical buildings and archeological sites and old neighborhood to be preserved and maintained. The Antiquity Directorate shall register the specified antiques in the record of historical buildings and archeological sites after the approval of the Higher Council for Antiquity and the issuing of the Ministerial resolution of registration. The registration record shall state rights of contiguity concerning the neighboring buildings. Owners and managers of the properties, the governmental bodies and relevant municipalities shall be informed of the Resolution.

Article 17: Ministries, directorates, special committees shall consider rights of contiguity when organizing and planning cities and villages containing historical buildings, and archeological sites owner shall also consider the rights of contiguity determined by the Antiquity Directorate which require specifying an empty area surrounding the historical buildings and archeological site and determining the style, height, color and building materials of the new buildings in order to match the ancient ones.

Article 18: The Antiquity Directorate shall permits dealing with the historical buildings and archeological sites which are not necessarily registered.

Article 19: Based on a recommendation of the Higher Council of Antiquity, some historical building or archeological sites may be removed from the record. A Ministerial resolution shall be issued in regard and shall be published in a gazette.

Article 20: Individuals who own registered historical buildings may remain their ownership to their properties.
Article 21: The Antiquity Directorate shall have the right to own archeological sites or historical buildings provided that ownership process according to expropriation principles and for public welfare. The Antiquity Directorate shall also have the right to own buildings and lands surrounding the registered immovable antiquities in order to highlight these monuments. An ownership compensation shall be issued regardless of the historical, artistic and archeological value for buildings and occupied sites.

Article 22: The Antiquity Directorate alone shall be responsible for maintaining and restoring registered immovable antiquities in order to preserve them. The owner shall not have the right to object.

Article 23: The registered archeological land shall not be used as storages. No cemeteries, buildings or irrigation system shall be placed land or planting or any removing any trees which cause a change in the land’s feature without a license of the Antiquity Directorate. Remains of historical buildings and ancient ruins shall not be used nor any sands or rocks shall be taken from archeological sites without written approval from the Antiquity Directorate.

Article 24: Whoever discover an archeological site or was informed of a discovery shall inform the closest authorities. The authority in its part shall inform the Antiquity Directorate immediately to overtake the proper action. The discoverer shall be entitled for a reward after an approval from the Ministry of Education and a recommendation of the Antiquity Directorate.

Article 25: Each individual occupying archeological sites or historical buildings shall permit the antiquity employees to investigate the location; study, draw and take photograph.

Article 26: If the owner of the registered immovable property are in demand of settling the property by assignment, he shall state in the contract that his property is registered and shall inform the Antiquity Directorate within one week from holding the agreement.

Chapter Three
Moveable Antiquities

Article 27: Moveable antiquities owned by the government shall not be sold or gifted. Other unimportant antiquities which have many copies may be sold after having a ministerial resolution and the approval of the Higher Council of Antiquity.

Article 28: Exchanging moveable antiquities or models thereof shall be permitted among scientific institutions and museums if it is beneficial. The exchange shall be issued by a ministerial resolution after the approval of the Higher Council of Antiquity.

Article 29: Commissions and individuals shall have the right to obtain moveable antiquities and preserve it in special collections provided that it shall be presented to the Antiquity Directorate in order to be registered. The owner of the relic shall be responsible to preserve it in its original state. If any changes or damages occur the owner of the relic shall inform the Antiquity Directorate immediately. Those restrictions are applicable to all antiquities that were not presented to the Antiquity Directorate in order to be registered.

Article 30: The owner of a moveable antiquity shall inform the Antiquity Directorate or registration in a four-month period from the date of the implementation of the law hereby. If any antiquity where found after the date stated, the antiquity shall be seized and penalties shall be enforced.

Article 31: Commissions and individuals who have movable antiquities shall have the right to keep records for the antiquities they acquire. The Antiquity Directorate shall have the right to check those records as required.
Commission and individuals shall have the right to inform the Antiquity Directorate of any new items.

**Article 32:** Registered movable antiquities may be transferred to other owner after the original owner inform the Antiquity Directorate of the new owner's name and place of residence within a year from assignment. If the new owner is a foreigner who is interested in exporting the antiquity to other countries the contract of assignment shall be held after acquiring the exporting license.

**Article 33:** If any one find a moveable antiquity by a chance, he shall inform the nearest authority as soon as possible. The authority shall inform the Antiquity Directorate. If the Antiquity Directorate decides to keep the antiquity they shall pay a reward to the person who found the antiquity suitable to the value of the antiquities. If the antiquity is of precious stone or account for more than a thousand SR, the approval of the Higher Council of Antiquity is required. The reward shall be issued by a Ministerial resolution. If the Antiquity Directorate decides on leaving the antiquity with the one who found it, it shall be registered and returned with a written record containing the numb of the record.

**Article 34:** Any one who find or hareed about a discovered unregistered antiquity shall inform the Antiquity Directorate, and the Directorate in its part shall offer the person a suitable reward determined by the Ministry of Education.

**Article 35:** The Antiquity Directorate by a resolution from the Ministry of Education and the approval of the Higher Council of Antiquity shall be able to buy the registered moveable antiquities acquired by individuals or commissions or movable antiquities detached from immovable antiquities which does not belong to recorded archeological or historical buildings for the general welfare.

**Article 36:** The Antiquity Directorate shall ask individuals who have registered antiquities for any antiquity to be studied or projected in any exhibition for a temporary period of time. It shall return it in good state as soon as the task is over.

**Article 37:** Registered movable antiquities owned by individuals or commissions shall not be moved from one place to another without a license from the Antiquity Directorate. The Directorate shall offer expertise to transfer these antiquities in special technical ways if necessary.

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**Chapter Four**

**Antiquity Business**

**Article 38:** Antiquity business shall be permitted within the boundaries of the law hereby permitted by an official license from the Antiquity Directorate for one year period subject to renewal in return for an annual fee determined by a resolution from the Minister of Education.

**Article 39:** Antiquities which are subject to commercial exchange are antiquities which are registered at the Antiquity Directorate or the one that the Directorate indicate that they shall not be registered. The traders shall have the right to own other antiquities however they shall present them to the Antiquity Directorate within a week from date of acquisition and present a valid information about the source of purchases.

**Article 40:** The license of practicing Antiquity’s business shall include the name of the trader, title and place of residence as well as the location of his business.

**Article 41:** Each licensee shall consider the following conditions and any other conditions the Antiquity Directorate finds it necessary to be added:

- a. Hold official records provided by the Antiquity Directorate for the purpose thereof indicating the content of his storage with details in addition to trade transactions on daily basis. These records shall be presented to the Antiquity Directorate employees whenever requested.
- b. Present any acquired antiquity to the antiquity employees when investigating his place and offer the facilities required.
- c. Provide the Antiquity Directorate with a photograph of each acquired antiquity and allow the Directorate to take a photograph thereto.
d. Submit a monthly statement to the Antiquity Directorate about each sold and purchased with details regarding the description of the antiquity and the identity of the owner and the new purchasers.

e. Hang a poster indicating that he is entitled of practicing antiquity trading. Hang a sign indicating that exporting antiquities shall be admitted by the Antiquity Directorate approval written in both Arabic and English language and placed in a visible location.

**Article 42:** Professional Antiquity's employees shall have the right to investigate any antiquities shops and examine records thereto which include the residential right for antiquity trader whether the resident is for storing antiquities according to the offered license.

**Article 43:** Antiquity trader shall not push someone to excavate for antiquities without having a license, if such act is proved his license shall be canceled.

**Article 44:** The Antiquity Directorate shall have the right to cancel or refuse to renew the license offered to the antiquity trader if he violates regulations hereby or conditions stated in article (41).

**Article 45:** If the Antiquity Directorate canceled the license of practicing antiquity business or refuse to renew, the trader shall stop buying antiquities and shall sell what is within his acquisition within a year subject to renewal in return to the indicated fees in article (38) if he still have some antiquities they shall be treated as registered antiquities owned by individuals according to article (29).

In the previous cases, the trader shall not be offered a license before at least one year of settling his antiquity trading practice.

**Chapter Five**

**Exporting Antiquities**

**Article 46:** Exporting antiquities are subject to acquiring a license by the Antiquity Directorate according to the regulations hereby. Directorate herein shall have the right to refuse the exporting of antiquity if proved to be affecting the cultural heritage of the country.

**Article 47:** Individual with interest in exporting antiquities shall submit an application to the Antiquity Directorate including information hereunder:

a. The name, title, profession, place of residence and nationality of the licensee.

b. Port, station or border center the antiquity shall be exported to.

c. The location in which the antiquity will be exported and the name of the received person.

d. The method of acquiring the antiquities to be exported.

e. The description of the antiquities with a list including number, type, measurements and estimated value thereto. The licensee shall present the antiquities to the Antiquity Directorate before exporting them.

**Article 48:** The Antiquity Directorate, after examining the exported antiquities, shall have the right to permit or refuse the exporting of the antiquities or purchase whatever desired with the amount estimated in the exporting application unless the Directorate find big difference between the price in the application form and the price estimated by the Directorate, in that case the Directorate shall adopt the latest provided that a resolution of the Minister of Education shall be issued.

**Article 49:** The antiquities to be exported are subject to the following:
a. If the price of the antiquity to be exported is more than 1000 SR, an
approval of the Higher Council of Antiquity shall be acquired
according to the Antiquity Director recommendation.
b. If the price of the antiquity to be exported is more than 5000 SR, an
approval from the Minister of Education based on a recommendation
of the Higher Council of Antiquities shall be required. In both cases,
the Antiquity Directorate shall be responsible for estimating the real
value of the piece.

Article 50:- If the Antiquity Directorate approves exporting an antiquity
the licensee shall be provided with a license from the relevant
Administration. The licensee shall pay exporting fees determined as
follow:
15% of the piece value which is estimated to be less than 500 SR
25% of the piece value when it is more than 500 SR

The estimated value determined by the licensee in the application thereto
is a basic to complete the fees unless the Antiquity Directorate finds big
difference between the indicated price and the actual price for the piece.
In this case, the fees shall be completed with the price determined by the
Directorate.

Article 51:- The Antiquity Directorate shall issue exporting license for
the following items without completing fees:

a. Antiquity sold to individuals and associations by the directorate.
b. Antiquities to be exchanged with museums and scientific
commission inside and outside the Kingdom.
c. Antiquities dedicated to a commission or scientific association as
a result of official excavation done.

Article 52:- The licensee on his expense shall wrap the licensed antiquities
to be exported. The Directorate shall seal and stick an official statement
indicating No and date of the license.

Article 53:- The exporter shall submit the exporting license to the customs,
postal, security officers and others if requested. Those officials shall seize
any unlicensed antiquity for exporting and recorded in an official minute
and submit the seized items to the Antiquity Directorate.

Chapter Six
Excavation of Antiquities

Article 54:-

a) Excavation means all process undertaken in order to dig and
investigate the existence of moveable or immovable antiquities inside
the earth or on the surface of the earth, in water flows, lagoons and
regional waters.
b) Excavating graves shall not be practiced in order to find antiquities
assumed to be buried there.

Article 55:- The Antiquity Directorate is the only body which shall have the
right to excavate and investigate for antiquities in the Kingdom.
Commission, scientific association and archeological delegations shall have
the right to undertake excavation process with a license according to the
regulations hereby.

Article 56:- The Antiquity Directorate, commission, association or
delegation which are licensed to practice excavation process shall have the
right to excavate the government, commissions and individuals properties
provided that properties which do not belong to the government shall be
returned to its original state. The excavator shall compensate the owners of
the properties for caused damages, the amount shall be determined by a
resolution issued by the Minister of Education after completing the
excavation season based on a recommendation of a special committee
formed for this purpose. The licensed commission, association or
delegations for excavating in institution and individual properties shall have
the right to buy the land in which excavation process are taking place. The
area shall be of the government properties as soon as being purchased, and
shall be registered in the record for such properties.
Article 57: Excavation license shall not be issued for associations and scientific commission unless proved to be qualified both financially and academically.

Article 58: The application shall be addressed to the director of antiquity and the following data shall be included:

a) The name and description of the scientific commission or delegation and former experience and the number of employees and qualifications provided that delegation must include surveyor, painter and photographer.
b) The archeological site to be excavated shall be accompanied with a map indicating the border of the excavated area.
c) The excavation program and time

Excavation license shall be signed by the Minister of Education and the director of antiquity.

Article 59: Commissions, associations and delegations licensed to practice excavation process shall comply with the following:

a) Consider taking photographs and drawing the archeological sites and all discovered antiquities according to the common standards and prepare collection of photographs of excavation process and the important discoveries.
b) Consider registering the antiquities on daily basis in a special record provided by the Antiquity Directorate to be returned at the end of the season.
c) Not to remove any part of the archeological building unless approved by the Antiquity Directorate.
d) Provide the Antiquity Directorate with the required information about the excavation process in approximately every 15 days. The Antiquity Directorate shall have the right to publish the news of excavation process while commissions, associations or delegations shall not have the right to do so unless informing the Directorate in the first place.
e) Present a brief report at the end of each season accompanied with excavation planning. The excavator shall provide data, paintings and photographs about the discovered antiquities and any required information by the Directorate.
f) Provide detailed scientific report valid for publication regarding the results of excavation process in one year period at the end of each season.
g) Accept a representative of the Directorate to completely supervise the excavation process and discoveries to be found as well as checking the antiquity’s record. The representative expenses shall be of the licensee responsibilities.
h) Submit the discovered movable antiquities at the end of each season to the Antiquity Directorate and undertake the expenses of warping and transporting it to the specified location provided that antiquities not to be moved from the excavation location without an approval of the Antiquity Directorate.

Article 60: The licensed commissions, associations and delegations shall permit the visit of representatives of the Antiquity Directorate whenever requested, they shall also permit the visits of archeologists provided that copyrights shall be preserved to excavator.

Article 61: If the licensed commission, associations or delegations violate any of the provisions included in article 59, the Antiquity Directorate shall stop excavation process immediately. If the violation is sever the Directorate shall cancel the license by a resolution of the Minister of Education.

Article 62: If the licensed commission, associations or delegations stopped excavation process for two seasons with no proper excuse excepted by the Directorate, the Minister of Education shall have the right to cancel the license and a license may be issued for other delegation to undertake excavation process at the same area.

Article 63: The Antiquity Directorate shall have the right to stop excavation process if effecting the delegation’s safety provided that a Ministerial resolution shall be issued in regard.

Article 65: All discovered antiquities found by the commissions, associations or delegations shall be of the government properties and shall not be transferred to others especially which can be formed into collections representing the country’s industry, art and history. However the Antiquity
directorate, the associations or delegation shall have the right to be granted some of the discovered movable antiquity as a kind of advertisement of the country’s culture and to encourage foreign researchers on archaeological studies and to facilitate this grant after presenting the scientific report indicated in paragraph (f) of article (59). The commission, association or delegation shall present the granted antiquities within a year in one of the public museums or museums associated with scientific institutions.

Article 66:- The Antiquity Directorate shall cooperate with the scientific commission in excavation process provided that conditions governing this process shall be determined in regards to financial, technical and scientific level in excavation license as well as special license.

Chapter Seven
Penalties

Article 67:- Whoever seize, transformed, damaged or draw on immovable antiquity without a license or a movable antiquity that is not permitted by the Directorate to be settled either of the government or individuals properties shall be subject to one month to 3 years in prison and a financial penalties counting for 250 SR to 10000 SR financial penalties.

Article 68:- Whoever steal an antiquity either owned by the government or individual shall be subject 2 to 3 years in prison and a financial penalty from 500 to 1000 SR as well as regaining the stolen antiquity.

Article 69:- Whoever commit the following is subject to one of these penalties either from a month to 2 years in prison and financial penalty from 100 to 1000 SR:

a) Undertake excavation process or assist without having a license.
b) Practice antiquity’s trade without a license.
c) Practice antiquity trade without following the determined conditions indicated in article (41).
d) Export or assist in exporting antiquities without license.

Article 70:- Whoever build on a location of registered archaeological sites, or violate conditions and rights of contiguity of neighboring archaeological sites and historical buildings with the penalty stated in article (69) in addition to enforcing the violator to remove the additional parts and restore the site to its original state.
Article 71: Whoever commits the following shall be subject to 15 days to a month in prison and financial penalties from 50 to 500 SR:

a) Acquire a registered antiquity.
   b) Transfer the antiquity from one place to the other without a license.
   c) Obtain remains, rocks and dust of an archeological site without a license.

Article 72: Whoever commits the following shall be subject for one week to one month in prison and financial penalties from 10 to 100 SR:

a) Deformed an antiquity by writing, painting, posting or sticking posters thereof.
   b) Entering archeological locations and museums without a license or without paying the required fees.
   c) Violate any of the regulations hereby.

Article 73: Violators in all cases shall remove all violating reasons and return the antiquity to its original state within a period determined by the Directorate on his expenses.

Article 74: Any moveable antiquity shall be seized if the owner violates any of the regulations stated in article (29-33-37-38-39-46-55).

Article 75: Any antiquity seized in regards to regulation hereby shall be submitted to the Antiquity Directorate.

Article 76: Common executive authorities based on the Directorate demand shall takeover the responsibility of pursuing violators of regulations hereby, investigate the charges, accuse them of committing violations and file a lawsuit against them.

Article 77: Violators of the regulations hereby shall be judged by a committee consisting of three members issued by a resolution of the Council of Ministers. Resolutions issued by the committee shall be final after being approved by the Prime Minister.

Article 78: The Minister of Education shall issue the executive charter.

Article 79: The Council of Ministers shall explain the law herein.
With God’s Help
We King Khaled bin Abdul Aziz
King of Saudi Arabia

After viewing clause (20) of the Law of the Council of Ministers issued by the Royal Decree No (38) in 22/10/1377H.

And after viewing the Law of Antiquity issued by the Royal Decree No 26/M in 23/6/1392H.

And after viewing the Ministerial Resolution No (235) in 21/1/1398H.

Determined the following:

First: the text hereunder shall be added at the end of article (1) of the Law of Antiquity:

(The Higher Council For Antiquity may be reformed by a ministerial resolution based on the Minister of Education, Chairman of The Higher Council of Antiquity’s recommendation).

Second- the Deputy Prime Minister, the Minister of Education, Chairman of The Higher Council of Antiquity shall execute our resolution herein.

Royal Signature
Khaled

Resolution No 235 in 21/2/1398H

The Council of Ministers

After viewing the correspondence herewith including the letter of HE the Minister of Education, Chairman of The Higher Council of Antiquity No 36/1/15/1029/43 in 3/4/1397H which highlights clause (1) of the Law of Antiquity issued by Royal Decree No 26/M in 23/6/1392H based on the Ministerial resolution No 534 in 8/6/1392H where the article states the formation of the Higher Council of Antiquity as follow:

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Based on the proposed memo submitted to the Higher Council of Antiquity in its seventh session in 1/3/1379H in regard to considering the assignment of an additional member among the Council’s members representing The
Ministry of Municipality and Rural Affairs regarding city planning due to the close relation between the responsibilities of city planning and archeological and historical sites all over the world.

Worth mentioning, the former representative of The Ministry of Interior in the Higher Council of Antiquity is the general manager of city planning prior to the establishment of The Ministry of Municipality and Rural Affairs.

Upon this, the Council of Antiquity, according to the enclosed recommendation of the minutes, has agreed on the request of appointing an additional member among the Council's members representing The Ministry of Municipality and Rural Affairs-city planning- adding to that the Council proposed additional members with experiences of individuals according to article (9) of the Law of Antiquity as explained above and have 3 members instead of 2, due to the benefit gained through citizens with experiences who are familiar with cultural and heritage issues. The Council proposed the submission of the request to the Council of Ministers.

Therefore HE seeks the approval of the following:

First– adding new paragraph after paragraph (7) of article (1) of the Law of Antiquity as follow:
(17-representative of The Ministry of Municipality and Rural Affairs)

Second–amending article (9) of the Law of Antiquity as follow:
(3 members chosen by the Chairman of the Council... etc)

after viewing the memo of The Bureau of Experts No 100/5 in 4/7/1397H in the subject.

The following shall be issued:

1. To add the following text to at the end of article (1) of the Law of Antiquity issued by Royal Decree No 26/M in 23/6.

   The Higher Council of Antiquity may be reformed by a Ministerial Resolution based on a recommendation from HE The Minister of Education and the Chairman of the Higher Council of Antiquity./1392H.
Appendix 2

Draft Antiquities & Museums Law
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Chapter 1: (Definitions & General Provisions)

Article 1

For the purpose of this law, the following words and phrases shall have the meaning ascribed to them unless otherwise stated:

The Commission: The Supreme Commission For Tourism and Antiquity.
The Board (BoD): The Supreme Commission For Tourism and Antiquity Board of Directors.

Antiquities: moveable, immovable, buried and sunken properties which are built, produced, accommodated and painted by humane being, or acquired archeological characteristics by humane being interaction in ancient ages.

Under the title antiquities come historical and archeological sites, architectural heritage, traditional culture and sites.

Immoveable Antiquities: immovable antiquities which are fixed on earth like natural or excavated caves used by Man and rocks which was painted, engraved with pictures and scripts. Remains of cities and buried establishment as well as cities, villages, old neighborhoods and buildings build for various reasons etc; mosques, palaces, homes, hospitals, schools,
castles, forts, fences, hamamat, cemeteries, tunnels, damps and the remains of these places as well as doors, windows, pillars, verandas, ceilings, friezes, crown and ornamentation thereto.

**Movable Antiquities**: Archeological pieces made to be separated from the earth or from immovable antiquities which can be removed from its original location ex; sculptures, scripts, textiles and other industries and the materials, reason of manufacturing and ways of usages used thereof.

Traditional tools which represent national heritage in terms of traditional, artistic, aesthetic, scientific, historical features or priority of usage thereto ex; Hijaz railroad and first elevator used in the Kingdom.

**Urban Heritage**: cities, villages, neighborhoods and buildings built by human beings with the included spaces, establishments, irrigation tunnels, roads and plazas which have historical, scientific and cultural values even their period extended to the recent decades yet it must not be less than 50 years, although the Commission have the right to consider heritage belonging to recent ages as urban heritage.

**Historical sites**: locations witnessed famous important historical events unnecessarily including visible or sunken antiquities.

**Sites of Traditional Heritage**: areas in which social and handicrafts activities related to traditional heritage are practiced, such as; sites of honey production by traditional means, traditional agricultural terraces, sesame seeds mills, ship manufacturing and locations for seasonal and sustainable social events.

**Collections of Traditional Heritage**: all tools used or produced by Man in ancient time in any of the Kingdom’s areas to practice daily lifestyle ex; accommodation, food, clothes, education, self-defense, health care and entertainment means.

**Museum**: all collection of pieces temporarily or permanently projected in a suitable place open for public in fixed opening hours in which projection thereof shall achieve the desired entertainment, educational and cultural objectives, other pieces shall be called special collection.

**Excavation**: all excavation, exploring and diving processes aiming at finding moveable or immovable antiquities under or above the surface of the earth, valleys, lakes and regional water.

**Archeological Survey**: all exploring processes executed above the surface or under sea of the earth in order to discover antiquities.

**Excavator**: individual or individuals scientifically or technically qualified for practicing excavating and searching for antiquities.

**General Provisions**

**Article 2**

All types of antiquities moveable and immovable are public property of the State, except for private properties that are proven by the documents accepted by specialized authorities in the government.

**Article 3**

a. The Commission shall have the right to evacuate individuals or commissions occupying archeological buildings or historical sites in cooperation and coordination with the relevant authorities. If the occupiers commit no violation to the regulations hereby, they shall be compensated for their buildings and properties thereto according to the Disposition of Ownership for Public Welfare.
b. Archeological buildings and sites may remain in the custody of owners and beneficiaries by virtue of a license issued from the Commission and according to its regulations.

Article 4
Ownership of the land does not vest its owner with the right to deal with existing moveable or immovable antiquities thereon or buried therein. Excavation for antiquities shall not be carried out in therein. The Commission may carry out the excavation itself or authorize other bodies. Discovered antiquities are a property of the State, and the Commission may relinquish immovable antiquities if deemed necessary after ascertaining their significance and classification, and after documenting and registering them according to this law and its regulations.

Article 5
Any natural person or legal entity occupying an archeological site or historical building shall allow the Commission’s employees access to the site or building.

Article 6
It is prohibited to destroy, damage, disfigure or cause any harm to moveable and immovable antiquities, including causing change in features by writing or drawing or sticking advertisements on them. It is also prohibited to put signs and commercial advertising posters with the Commission’s approval.

Article 7
The Commission shall determine the (chronological) age of antiquities and what antiquities to be registered. Registration of an antiquity means the government acknowledges the national, historical, cultural, and technical significance of antiquities. Registered antiquities shall be studied, maintained, presented and exhibited properly according to the provisions of this law.

Article 8
1. Maintenance of archeological, historical and cultural sites shall be considered when planning, improving and expanding projects for cities and villages. The rights of contiguity shall be considered by providing an protection area surrounding sites and monuments. Planning projects shall not be approved in areas with historical or archeological sites or traditional and urban heritages locations without the Commission’s approval.

2. The Commission shall identify archeological and historical sites, sites of urban and traditional heritage, and shall notify the Department for planning cities at the Ministry of Municipality and Rural Affairs about these sites. License for construction or restoration shall not be issued for locations close to historical or archeological sites or traditional and urban heritages locations without coordination with the Commission to ensure that style of new buildings will harmonize with the ancient style.

Article 9
The Commission must be consulted in every petition and request for title deeds, and it shall not be permitted, in any case, to grant petitions resolutions and title deeds of historical and archeological sites, urban and traditional sites.

Article 10
The Ministry of Municipality and Rural Affairs, Ministry of Agriculture, Ministry of Oil, The Ministry of Transportation or any other relevant
authority shall coordinate with the Commission before implementing any filed work.
The permission of the Commission must be obtained before licensing mining and crusher projects and other similar projects. This does not relieve the body working at the site from preserving the existing antiquities.

**Article 11**
The Commission shall coordinate with the Ministry of Interior and relevant security bodies in order to create a mechanism for protecting archeological sites. The Authorities in Provinces and subordinated districts and administration shall support in protecting antiquities when necessary.

**Article 12**
Heavy and dangerous industry shall not be permitted close to moveable and immovable antiquities and shall be not less than 500 m away.

**Article 13**
The Commission shall set investment regulations for archeological and historical sites and urban heritage locations.

**Article 14**
It is prohibited to organize auctions to sell archeological or cultural objects without a license from the Commission.

**Article 15**
The Commission shall work towards retuning antiquities smuggled outside the Kingdom, and shall assist on giving back foreign antiquities smuggled to the Kingdom in accordance to international treaties and conventions in this regard.

**Article 16**

The Commission shall have the right to own any registered archeological site or historical building provided that ownership procedures follow regulations of dispossession for the public welfare. The Commission shall also have the right to own lands and buildings near registered immovable antiquities.

**Article 17**
A Board of Consultant shall be established in the Commission chaired by the SG and the membership of a number of members chosen by the SG among specialist, people with interest and from relevant bodies. Membership term shall be two years subject to renewal. Professional Consultative group shall also be formed chaired by the Deputy SG for Antiquity and Museum. Rewards shall be paid for members of the Board of Consultant and the consultative group according to the executive regulations under this law.

**Article 18**
1. The Commission shall establish a register for national antiquities both moveable and immovable antiquities whether owned by the State, individuals or private museums. The register shall be called the Antiquities Register for documenting each moveable or immovable antiquity approved by the BoD as a national antiquity to be protected for its scientific, artistic, cultural and historical value. The Antiquities register includes the following
   - List (a): moveable or immovable antiquities of great historical, cultural, scientific, or national value and the Commission considers the preservation of such antiquities a public benefit.
7. The owner shall not restore or operate his registered cultural building without obtaining a license from the Ministry of Municipality and Rural Affairs and the Commission’s prior consent.

Article 19
The Commission may allow dealings with archeological areas and historical buildings which do not necessarily need to be registered. The Commission may, upon a resolution from its Board, register any archeological site or building based upon a recommendation by the SG.

Article 20
A fund shall be established at the Commission entitled The Antiquities Protection and Development Fund to finance the preservation, maintenance and utilization of antiquities and to support the private sector efforts as individuals, legal entities, institutions and private associations aiming at achieving the desired objectives indicated in the Law herein. Financial resources includes the following:

- Contributions, donations, subsidies and grants offered by individuals, public and private institutions and international, regional, Arab and private commissions. The BoD of the Commission shall approve foreign donations.
- Special allocations for the fund from revenues of projects managed by the Commission.
- The Commission shall issue the rules and regulations regarding managing, spending, and depositing money in the Fund.

- List (B): moveable or immovable antiquities of medium importance in the historical, cultural, scientific, or national field.
- List (C): moveable or immovable antiquities of low importance in historical, cultural, scientific, or national fields in addition to sites where there are strong indications of sunken or buried antiquities.

2. Resolutions registering or (fully or partially) canceling the registration of an antiquity shall be published in the Official Gazette.

3. Partial or full registration of an antiquity may be canceled based upon valid reasons from the owner or by an initiative from the Commission. The BoD shall issue the resolution of cancellation.

4. The Commission shall set classification and registration lists to be approved by its Board of Directors.

5. The Commission’s Board may accept the ownership of archeological, historical, or cultural Real Estates or archeological objects through granting or selling by basic price and placed under the Commission’s responsibility.

6. All government bodies and owners of private properties shall preserve and maintain the registered antiquity owned by them, under their authority or operate, maintain, restore and utilize the property properly approved by the Commission. They may receive revenues resulting from public visits to the registered antiquity in order to cover maintenance expenses. Fees may not be collected from government bodies or similar organization.
Article 21
The Commission may establish non-profitable associations (groups) for friends of heritage and antiquities with the right to benefit from the Fund. The executive regulations under this law shall set out the provisions related to these associations.

Chapter 2: (Archaeological & Historical Sites and Urban Heritage Sites)

Article 22
It is prohibited to trespass to archeological sites in any form including changing features of the site, using the existing remains, taking rocks, soil or any other material from the site without a license from the Commission.

Article 23
Whoever discovers or hears about a discovery of an antiquity shall inform the closest relevant authority as soon as possible. The authority shall inform the Commission immediately. The discoverer or the informer of an unregistered important antiquity may receive an appropriate reward according to the executive regulations under this law.

Article 24
The following works within the boundaries of archeological sites shall be subject to the Commission’s prior approval. Response to the request shall be issued within a period of two months as of the date of application. The same works shall also be subject to the technical supervision by the Commission during implementation:

- Partial and full demolishing works for any building within the boundaries of archeological sites.
- Roads, gas, electricity and water network supplies and whatever might deform the features of buildings and antiquities sites or disturb the archeological layers.

Article 25
Registered historical sites and urban heritage sites in the Antiquities Register shall be governed by protection regulations related to archeological sites set out in this law.

Chapter 3: (Underwater Antiquities)

Article 26
Underwater (sunk) antiquities both moveable and immovable whether discovered or undiscovered in Regional and Interior waters shall be are properties of the State. The Commission reserves the right to reclaim underwater antiquities—whether in the custody of individuals or institutions—through appropriate means and in accordance to this law and its regulations.

Article 27
a) Whoever discovers an archeological site under water, wreckage of a drowned ship or moveable antiquity objects shall keep them in their original locations without causing damages or changes, and immediately notify the Commission or the closest authority in order to inform the Commission.
b) Whoever accidentally captures an antiquity object out of water shall notify the Commission, or submit the object to the Commission or the nearest authority within one week of capture. The discoverer may receive a reward according to the executive regulations under this law.

Article 28
If antiquity objects under sea are subject to damages or endangered, the Commission shall take the necessary precautions to rescue the antiquities as it sees fit.

Article 29
The Commission shall coordinate with the General Authority for Ports, National Commission for Wildlife Protection and development, and the Public Administration of Border Guards and other relevant bodies to form a mechanism the guarantees the protection of underwater antiquities. These authorities shall inform the Commission of any discovered antiquities or about intruders who are caught with antiquities extracted from the sea.

Article 30
The Commission shall have the right to offer other commissions, scientific associations and foreign missions the permission to excavate underwater antiquities after coordinating with the concerned bodies according to special conditions set for this purpose set out in the executive under this law.

Chapter 4: (Trading of Archaeological Objects & Urban Heritage Objects)

Article 31
1. It is permitted, upon a resolution by the Commission’s Board, to exchange duplicated moveable antiquities or replicas that belong to the Commission with museums, scientific institutions inside and outside the Kingdom. The executive regulations under this law shall set out the procedures organizing the exchange.

2. It is permitted, upon a resolution by the Commission’s Board, to lend moveable antiquities to be exhibited in international museums and exhibitions for a period that does not exceed a year subject to renewal. The executive regulation under this law shall set out procedures organizing this.

3. The Commission may organize exhibitions for antiquities inside and outside the Kingdom.

Article 32
The Commission may accept archaeological objects offered as gifts or permanent or temporary loans. The Commission keeps these antiquities and records the name of presenter. These objects may be exhibited in the Commission’s museums or other museums under the name of the owner.

Article 33
The Commission may pay to whoever accidentally discovers an important moveable antiquity a reward (if he/she wants). The reward shall be proportionate to the value of the antiquity. The Commission shall set the regulation for this.

Article 34
The Commission may leave the antiquity accidentally discovered in the custody of the discoverer after registration. The discoverer may not deal with the antiquity without the Commission’s approval.

Article 35
Restoration of archaeological objects may not be carried out without a license from the Commission.
Article 36
Urban heritage objects classified as national heritage (national antiquities) are subject to special protection, and the Commission shall assist in the documenting, studying, and exhibiting these objects. The Commission shall also support efforts of individuals and institutions interested in the documentation and scientific research.

Article 37
A license shall be obtained from the Commission to repair, maintain, or restore registered moveable heritage objects owned by the private sector.

Article 38
Registered moveable antiquities owned by the State may not be sold or gifted except after an order from the Chairman of Council of Ministers.

Article 39
1. Any kind of ownership of archeological is not permitted unless legally verified.
2. Commissions and individuals may—without contradicting the provisions of this law—own and preserve moveable antiquities after registration at the Commission. Owner registered antiquities is responsible for preserving and maintaining the antiquities. If the antiquities are lost or damaged it shall notify the Commission immediately according to the procedures specified in the regulations.

Article 40
The Commission may—upon a resolution from the SG—purchase or exchange a moveable antiquity in the custody (care) of individuals or commissions.

Article 41
It is permitted to trade with and import moveable antiquities represented in artistic, porcelain objects, paintings, coins, and collections of urban heritage, and heritage tools after obtaining a license from the Commission according to the terms and provisions set out in the executive regulations under this law.

Article 42
With a license from the Commission, it is permitted to exchange archeological objects and collections of urban heritage registered at the Commission as national heritage or owned by individuals or private institutions within the boundaries of the Kingdom only. The individual who sells or gifts an archeological object shall notify the Commission about the deal, and shall inform the purchaser or receiver about the registration and protection resolution. The Commission shall have priority to purchase any archeological object.

Article 43
Any who enter the Kingdom with an archeological or heritage object shall comply with international rules and regulations organizing this, notify Custom Officers about the object, and register the object at the Commission or any of its branches in the Provinces within three weeks of entering the Kingdom. The owner shall have the right to take the object out of the Kingdom after obtaining permission from the Commission.

Article 44
Prior approval from the Commission shall be obtained when wishing to copy (duplicate) an archeological object for commercial purposes.
Chapter 5: (Surveying and Excavating for Antiquities)

Article 45
The Commission only has the right to excavate, dig, survey, or dive in search for antiquities. National scientific commissions, institutions, and association, individuals interested, or foreign exhibitions may carry out such works with a license issued according to the provisions of this law and its executive regulations.

Article 46
Licensed scientific commissions and associations or institutions have the right to excavate in public and private properties after notifying the owners. If there is a necessity to reserve (maintain) the discovered immovable antiquities, private owners shall be compensated for the land value where the antiquity is discovered according to disposition law for public welfare. If there is no intention to own the land, compensation shall be paid for any damages caused when excavation works end.

Article 47
If an excavation licensee violates any of the provisions of this law or its executive regulations, the Commission shall have the right to stop excavation works immediately until the violation is removed or rectified. The Commission may also cancel the license by a resolution from the SG.

Article 48
All discovered antiquities—discovered by the Commission, a foreign association or exhibition, or individuals—are properties of the State, and they may not be relinquished. The Commission Secretary-General may grant (offer) the excavating party or individuals linked to a scientific organization some moveable antiquities similar to what have been discovered in the same excavation area according to the executive regulations under this law.

Chapter 6: (Urban Heritage)

Article 49
Urban heritage sites are classified in the National Antiquities Register as A, B, C of high, medium and low level of importance in national, scientific, artistic, cultural and historical fields. The classification shall include:
- Building or site or part of them including moveable antiquities related to them
- Urban areas consisting of several buildings and forming an urban texture of cities, villages and neighborhoods including areas surrounding the registered sites which are necessary to preserve, present or use the registered building or site.
- Natural areas surrounding urban sites or the integrated area completing the planned environment such as parkas and gardens.

Article 50
1. Protection area shall be 200 m immediately surrounding the immovable urban and archeological heritage of a registered site or building. It shall extend until the areas viewing the building in order to maintain the visual environment of the registered antiquity. The area may be extended or reduced by a resolution from the Commission.
2. Protection requirements shall be canceled if already located within a preserved area of urban heritage development.
3. Protection area may be altered under the supervision of the Commission and by a resolution from it within the regulations of the protection of architectural heritage, planning preliminary architectural structures or detailed architectural designs provided that the requirements of protection areas are included in the documents mentioned.

**Article 51**
Construction regulations shall not be applied on classified urban heritage buildings and sites if application of those regulations contradict protection and classification requirements.

**Article 52**
Classified immovable antiquities in the National Antiquities Register (A, B, C) and their protection areas shall be included in plans for organizing cities structure and details, and in the plans for the protection and development of urban heritage.

**Article 53**
By classifying urban heritage sites or buildings within the National Antiquity Register as (a, b, c) the government shall be responsible for preserving and protecting them if owned by the government and shall contribute in the process if owned by the private sector. It shall be expropriated by the government according to regulations hereby if preservation conditions are not available as being owned by the private sector.

**Article 54**

(A) By classifying urban heritage sites or buildings within the National Antiquity Register as (a, b, c), it shall be preserved, maintained, restored and appropriately operated provided that no alteration will be done to the features of the classified building or the site unless it were necessary for the purposes of operation.

(B) No operation or utilization process shall be undertaken without the Commission’s permission and supervision provided that the Commission is notified three months in advance before the work commencement and also including a clarification of the nature of the work.

(C) No alteration shall be done to the preservation area that will cause any harm or disfigure the classified building or site or obstruct operation or use.

**Article 55**
The Commission or the Ministry of Municipality and Rural Affairs or both parties shall contribute 50% of restoration, fixing and maintenance expenses for the urban heritage site or building or area classified as (B) class in the National Antiquity Register. This percentage may reach 100% if the owner was absolutely unable to provide any amount specified for this purpose.
The Commission or the Ministry of Municipality and Rural Affairs participating in the efforts to preserve buildings listed in class (B) in the National Antiquity Register may contribute in maintaining and developing it by providing 30% of maintenance expenses and 50% of restoration expenses.

**Article 56**
Notwithstanding the relevant regulations, it is prohibited to sell or transfer the ownership of any urban heritage site or building classified under the National Antiquity Register (A, B) and owned by the government to the private sector unless the Commission approves so. The buyer or new owner shall comply with the classification conditions stipulated in the Law.

Article 57
The preparation of detailed structural urban plans and designs shall comply with the preservation requirements for buildings and sites classified under the National Antiquity Register class (C). In case it were necessary to review this classification the matter has to be transferred to the Commission. The Commission then reaches a resolution in regards to this matter within 90 days or else the classification will be void.

Article 58
By classifying a building under class (C) of the National Antiquity Register the government shall contribute in maintenance with no more than 30% of maintenance fees in case being owned by the private sector.

Article 59
"The preservation area for urban heritage" shall be identified in cities and villages if the Commission considers it significant from scientific, artistic, cultural and historical aspects that justify its preservation. A resolution from the Commission BoD shall be issued and the Commission shall issue a resolution in regard to classifying these areas in association with the Ministry of Municipality and Rural Affairs and the Ministry of Interior. The resolution includes the plan for urban heritage preservation and development. The full or partial classification for the protection area may be canceled in virtue of a resolution issued by the Commission BoD.

Article 60
The Commission in coordination with the relevant sectors shall develop a plan for urban heritage preservation and development corresponding with an overall comprehensive and integrated program for the development and protection of the specified area. The plan for urban heritage protection shall identify the classified locations and buildings as well as protection requirements and implications, intervention method guidelines including: urban restoration, rehabilitation and revitalization, construction regulations, parameters for land, intervention methods regarding buildings and height limitations, transportation, traffic and service plans etc.

Article 61
As a result of issuing the resolution that identifies a "protected area for urban heritage preservation and development", the urban heritage protection plans shall be integrated with the detailed organizational and structural urban plans and replace them in regards to the classified area.

Article 62
Any amendments to the urban heritage protection and development plans shall not be allowed without the Commission’s approval.

Article 63
Construction, maintenance, restorations work as well as the division of classified and protected urban heritage buildings; villages and neighborhoods shall obtain an approval from the Commission. These operations are subject to the technical and scientific supervision and monitoring of the Commission during execution according to regulations set by the Commission in association with the relevant bodies.
Article 64
It is not allowed to work in the restoration and maintenance filed for heritage buildings without obtaining a license and classification from the Commission according to the executive regulations under this law.

Chapter 7: (Museums)

Article 65
Individuals or establishments may establish private cultural, scientific or traditional museums or others regarding them as a cultural or investment project or both.

Article 66
Museums shall be established according to conditions, regulations and procedures stipulated in the executive regulation of the law herein under the supervision of the Commission.

Article 67
"Saudi Museum" symbols shall be approved by the Commission to be a distinguished title given to individuals, institutions, commissions and associations by a resolution from the Commission BoD and based on the recommendation of the SG. The symbol shall also be transferred with the museum, if ownership is transferred. The executive regulations stipulate the conditions of granting, canceling and withdrawing the symbol by a resolution from the Commission BoD, if the museum owner requested withdrawal, or if the museum violated one of the conditions listed above and the Commission notified the owner of the museum and he did not rectify the situation within two years after notification.

Article 68

Museums that hold the Saudi museum symbol shall be divided into three types A, B and C according to the exhibitions standard and diversification of activities. Other than that, they will be considered collections not museums according to the executive regulations of this law.

Article 69
A museum holding the Saudi museum symbol shall undertake the following tasks and responsibilities:
1. To preserve, restore, maintain, study and enrich the collections the museum owns.
2. To display its collections and make accessible to the biggest number of visitors.
3. To implement cultural and scientific activities in coordination with relevant bodies.
4. To participate in scientific research and contribute in the development and dissemination of knowledge and information.

Article 70
The Commission holds the right to visit and inspect the museum holding a Saudi museum symbol.

Article 71
Any museum carrying the Saudi museum symbol shall have the right to benefit from the Commission’s experience, receive its scientific and technical support in the fields of: exhibitions, preservation, maintenance, and restoration of exhibition items, operation and management. It shall also have the right to benefit from international experts in these fields within the frame of a joint cooperation program between the Commission, international museums, and specialized international organizations. The Commission will
also support the museum and provide it with required governmental and private funding resources in order to receive loans and endowments to help develop and improve the museum.

**Article 72**

Admission fees for museums may be set and determined in order to attract the biggest number of visitors and encourage them to visit the museum.

**Article 73**

Any museum carrying the Saudi museum symbol shall not be permitted to acquire (obtain) any antiquity items whether by purchase, gift, grant, or exchange without verifying legitimacy of ownership.

**Article 74**

The Commission may register the exhibition items in the museum that comply with the specifications of an national antiquity item in the National Antiquities Register. No museum shall offer registered items for sale or take these items outside the Kingdom without a prior approval from the Commission.

**Article 75**

Museums that carry the Saudi museum symbol may participate in exhibitions organized outside the Kingdom, and in joint activities with other international museums after obtaining prior approval from the Commission.

**Article 76**

Museums that carry the Saudi museum symbol may accept financial grants and gifts that are given in kind and presented by individuals, commissions, institutions, and private or public companies working in the Kingdom.

Similar gifts and grants offered from outside the Kingdom may be accepted after obtaining an approval from the Commission.

**Article 77**

Museums Friends Association (MFA) shall be established on the national level in each Province in the Kingdom. Membership shall be available for all citizens and residents who are interested and pay the annual membership fee according to the Association’s regulations.

**Article 78**

A Saudi Museum Fund shall be established at the Commission. The financial resource of this Fund shall be from the support provided by the Commission, donations presented by individuals as well as local institutions and companies, and foreign companies working in the Kingdom. Amounts may be paid from this Fund to establish new museums, and support existing governmental and private museums holding the Saudi museum symbol.

**Article 79**

The National Museum shall establish a Board of Trustees chaired by the General Secretary of the Commission and with the membership of a number of specialists and interested individuals from relevant bodies in both private and public sectors assigned by the Commission upon the recommendation of the SG. This Board shall propose programs to operate the museum and follow-up on all its affairs and different scientific activities and cooperation areas with museums inside and outside the Kingdom subject to the SG’s approval.

**Article 80**

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Individuals, institutions and companies working in the Kingdom may fund the purchase of antique or heritage items and collections for museums that hold the Saudi museum symbol. In return, the companies will receive discounts when paying due taxes to the government according to relevant set regulations.

Article 81
All governmental and private museums carrying the Saudi museum symbol shall have to coordinate in advance with the Commission if the museum is transferred to another location, or if any dramatic changes occur in the exhibits.

Article 82
If a governmental or private museum wants to terminate its activity or suspend it for an extended period of time, then the Commission shall have a right to present its point of view regarding the future plans for the museums exhibit items and may also object if these plans may endanger the safety of these items.

Article 83
Any restoration to an antique item registered in the National Heritage list and owned by the museum shall not be allowed except after consulting the Commission. The relevant rules and regulations shall also be determined.

Chapter 8: (Penalties)

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Article 84
Notwithstanding any harsher penalties set out in other laws, the penalties for violating any provisions of this law shall be as follows:

1. A fine not exceeding (5000 S.R) for anyone who:
   A- Does not provide the Commission with a statement about the antiquities he/she owns after two years from enforcing this law.
   B- Possesses an original antique item without a registration or license.
   C- Possesses an antique item with no certificate of origin according to provisions of this law.
   D- Does not notify the Commission of any sale for registered and protected movable or immovable antiquities.
   E- Obstructs the work of the Commission task forces in archeological and historical sites, and in traditional and urban heritage sites owned by individuals.

2. A fine not exceeding (15,000 S.R) for any one who:
   A- Makes antiquity models or replicas and uses them for commercial purposes without a license from the Commission.
   B- Refrain from delivering antiquities that were discovered or found to the Commission whether or not he carries a license for survey or excavation.
   C- Exports a movable antique or deals with it in methods that violate the provisions of this law.

3. A fine not exceeding (20,000 S.R):
   A- for anyone who builds in a registered archeological site with proof that the person knew that the land is a registered archeological site, or
if a person violates the rights of custody set on surrounding lands adjacent to archeological sites, in addition to enforencing the violator to remove what he built and return the site to its original status on his personal expense and under the supervision of the Commission.

B- Any one who violates the licensing terms for construction and restoration of archeological and heritage buildings and the relevant provisions.

4. Imprisonment for a period not exceeding one month, or a fine not exceeding (20,000 S.R), or both if one of the following violations are committed:
   A- Move remains, rocks, or sand from an archeological site without a license.
   B- Dispose of waste or litter in archeological sites.

5. A fine not exceeding (25,000 S.R) for anyone who:
   A- Forges or intended to forge an antique deliberately.
   B- Provides false information or documents to obtain a license or a permit by virtue of this law.
   C- Changes, sells, grants a building or a classified site or changes the surrounding environment that might cause harm without notifying the Commission. The Commission may claim compensation for any loses or resulting damages based on an amount estimated by a committee formed according to the executive regulations, and force the violator to rebuild the site or building on his own expenses and implement the penalty stipulated in paragraph 4/C of this article.

6. Imprisonment for at least six months, or a fine not exceeding (50,000 S.R), or both for changing, damaging, destroying, or demolishing an immovable antique or part of it, or a movable antique which the Commission does not permit dealing with it whether owned by individuals or the government.

7. Imprisonment for at least 2 years, or a fine not exceeding (100,000 S.R), or both for any one who steals an antique owned by the government and force the person to return the stolen antique.

8. Imprisonment for at least 3 years, or a fine not exceeding (150,000 S.R), or both for any of the following violations:
   A- Excavation with no license.
   B- Smuggling antiquities outside the Kingdom.

Article 85
Any sold antiquities may be confiscated (seized) by power of a court order if the owner violates any of the provisions in this law or its regulation, and shall be delivered to the Commission.

Article 86
Violations shall be cited by authorized employees from the Commission. As for urban heritage, Municipality employees are in charge of this task along with Commission employees. Violations must be reported to the Commission.

Article 87
Investigation and Public Prosecution Corporation shall be in charge of investigating violations that impose penalties according to this law and present a claim before the committee specialized in reaching verdicts regarding violation cases.

**Article 88**
In case of violating trading regulations, the license shall be terminated permanently or temporarily according to regulations of this law.

**Article 89**
Notwithstanding other penalties set out in this law, anyone who causes irreparable damage to a protected archaeological or historical site or traditional and urban heritage site shall be forced to pay compensation estimated according to the damages.

**Article 90**
A- A special committee shall be formed by a resolution from the Commission’s BoD to look into violations, transgressions and enforcing penalties according to this law. The committee shall be chaired by a judge from the Ministry of Justice with the membership of a representative from the Board of Grievance and another representative from the Commission as well as a specialist.
B- The penalty order shall be approved by the Commission’s SG and the violator shall be informed about the verdict in a period of no more than 30 days.
C- The violator has the right to appeal to the Board of Grievance within 30 days from the time he was informed about the verdict.
D- The executive regulations of this law stipulate the working procedures of this committee and the method of issuing orders and rewards to members.

**Article 91**
According to the executive regulations of this law, financial rewards shall be granted to anyone who:
- Helps in seizing an antique item found or dealt with among individual(s) or bodies in a way that violates the provisions of this law or its regulations.
- Provided information that led to the discovery of any violations to this law or its regulations.

**Chapter 9: (Final Provisions)**

**Article 92**
The law herein shall replace the Law of Antiquity issued by the Royal Decree No. 26/M in 23-6-1392 H and shall overrule any contradicting regulations.

**Article 93**
The Commission shall issue the executive regulations for the Law herein.

**Article 94**
This law shall hereby be enforced within 90 days from publication date in the official gazette.

**Article 95**
Individuals who are subject to the law herein and its executive regulations shall amend their positions in accordance with regulations hereby within two years from publication date in the Official Gazette.
Appendix 3

**Agricultural Regulations of the Governorate of ad-Dir’iyah**

**Notification of the Ministry of Agriculture for the Organization of Buildings and Distribution of Farms**

<table>
<thead>
<tr>
<th>Date of Notification</th>
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<tbody>
<tr>
<td>25/6/1399H</td>
<td>11/22764</td>
<td>1. It is necessary to obtain permission for the Ministry of Agriculture to transfer the agricultural land into residential land inside or outside the borders of the cities on the basis that the required land is not capable of farming and whether the agricultural land belonged to the Ministry of Agriculture or is a private property.</td>
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<td>2. Regarding the need for the establishment of special services such as Petrol Station or Rest Houses on the highways or main roads, it must be thoroughly studied by the town planning and fixed the land required and obtain permission from the Ministry of Agriculture to transfer the land for the required purpose.</td>
</tr>
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</table>
3. It is strictly prohibited to cut the trees inside the cities either these are located on the private or government land. If the owner of the land wants to build on the land with trees, it must be studied and following points must be taken into consideration by the Ministry of Water and the Directorate of Town Planning or the Main Municipality:

   a. To fixed the area of large trees and their total number on the site.
   b. To study the possibility of benefiting part of the land with trees to establish a public garden if the number and their volume is appropriate for this purpose.
   c. If the area with trees is not appropriate for developing it as a garden then it must be studied to see the possibility of building on it with minimum harming or damaging the existing trees.

4. Regarding the buildings inside the agricultural land it must be only for the owner of the land and the actual workers on the farm. The concerned municipalities must be take into consideration the following points before granting permission.

   a. The building should be built on suitable land approved by the concerned municipality and that it should not be used for commercial purpose.
   b. The land for the building should be more than 10% of its original size.
   c. The building should be of two floors or no more then 8 meters in high.
The transfer of agricultural land for residential purpose:

**Firstly:** Transfer of the farming land into residential area will be part of the town planning (phase 1, phase 2 and three) which is already fixed now and has been approved according to the prescribed rules and regulations. Applications must be submitted for transfer as residential area according to the following conditions:

Notification of the Ministry 1600/1  8/8/1417H

4- Absence of any basic establishments to use the land for commercial purpose.

5. Not suitable for farming

6. Lack of enough water for farming or agricultural purpose.

**Secondly:**

There is no demand or need and it does not fall in any future development structure or program of the municipality.
Regulations for the distribution of agricultural land:

Firstly – It is not appropriate to distribute the following land:

1. The land owned according to the distribution system of waste or fallow land for the purpose of investment in agricultural or animal husbandry.
2. The land specially reserved for the project of food and agricultural and animal development.
3. The land located besides water projects and its resources.
4. The land located in the area for continued destruction by the level of water and its resources.
5. The land located in the town planning, plans of the city and town structures should be distributed in coordination with the municipalities and its approved plans.

900 / 1 dated 1/5/1418H
Circular of the Ministry

Secondly: The Minister of Agriculture and Water should agree for the acquiring the owned land for the development under the following conditions:

1. The agricultural properties transferred to its owners by heritance that is not less that the share allotted to them according to the Shariya for each heir, while it should not be allowed to dig new wells if the distance between each well is not according to the regulations of the Ministry.
2. The agricultural properties based on rain water only and no wells should be allowed to dig if the distance between each well is not according to the prescribed regulations of the Ministry.

3. The agricultural properties with limited water resources based on underground water and holes in the calcareous porous rocks and the distance between each part is less than 10,000 sq. meter could be allowed to dig with the condition that the soil should be fertile and good for farming.

4. The land located in the agricultural regions of good and fertile soil and the possibilities of water availability is medium and based on underground, porous and open calcareous rocks covering an area of 35,000 sq. meters could be transformed into model farms using modern irrigation resources.

5. The land located in the agricultural areas of good fertile soil withy good water resources could be allotted with the condition that area of each part is not less than 50,000 sq. meters.

6037 dated 22/1/1422H

The distribution of land in the hilly areas (depending on rain water)
The area of each part of which should not be less than 200 meter.
While for other land the area of each part of which should not be less than 10,000 sq. meters.
Royal Order Supporting the Inscription of the Saudi Sites on the World Heritage List

With reference to the order no. 17997 dated 7/9/1422H regarding the suggestions of the Council of Ministers, very few number of Ministers studied and asked HE the Minister of Education to send the first list of important archaeological sites in the Kingdom to send them to the organization of UNESCO in Paris to study the possibility of registering these sites on the World Heritage List. With reference to your Highness telegram no.1/1/4/5603 dated 16/11/1426H regarding the report of the Committee of the Minister's meeting deputed to study this matter and according to the telegram of HRH the Head of the Bureau of the Council of Ministers no.12303 dated 20/3/1427 and with reference to the letter of His Excellency Secretary General of the Council of Minister letter no. 514 dated 18/3/1427H that the General Committee of the Council of Ministers restudied the subject in the presence of HE the Minister of Education as per advise of the Council of Ministers, the General Committee of the Council of Ministers decided to postponed the discussion on the subject. Also with reference to your Highness telegram no.1/1/4/1943 dated 4/5/1427 regarding detailed and comprehensive study conducted on this subject, and according to the letter of HRH Secretary General for the Supreme Commission for tourism, the matter was resubmitted to the Council of Ministers with the suggestion to shorten the registration at this stage to three sites only that are Madain Saleh, Dir'iyyah and Historic Jeddah. The Secretary General of the Council of Ministers vide letter no.1406 dated 14/7/1427 H informed that the Council of Ministers reviewed in its meeting held on 13/7/1427 the recommendations of the General Committee on this subject and the Council approves the registration of the sites of Madain Saleh, Dir'iyyah and historic Jeddah on the World Heritage List of UNESCO.

We wish you to execute the matter and take necessary steps in this regard and process the matter accordingly.

Abdullah Bin Abdulaziz
President of the Council of Ministers
Appendix 5

Official Appointment of the Site Manager of at-Turaif district in ad-Dir’iyah

No. 6374/2
Dated 18/11/1429H
Saudi Commission for Tourism and Antiquities

(NOTIFICATION)

The Secretary General of Saudi Commission for Tourism and Antiquities according to the powers vested on him, as per the regulations and with reference to the letter of Assistant Secretary General of Antiquities and Museums about the need of people of high qualifications and experience

It is hereby notified

Firstly: To appoint Dr. Ali bin Saleh al-Moghannam Director of the World Heritage candidate site in Muhafizat Dir’iyah from 13/11/1429 in the Antiquities and Museums Unit.

Secondly: To circulate this notification to all concerned and to follow it according to this notification.

Secretary General
Sultan bin Salman bin Abdulaziz