

2021

Annual Review

Entrusted with an Enduring Heritage
Leading the Study of the Present
Pioneering in the Foresight of the Future





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Annual Review

Entrusted with an Enduring Heritage
Leading the Study of the Present
Pioneering in the Foresight of the Future

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على تراث عريق

في دراسة الحاضر

في استشراف المستقبل

قيادة



Introduction



“We want this Kingdom, now and fifty years from now, God willing, to be a source of emanation for humanity and peace” – King Faisal bin Abdulaziz (1975)

In 1983/1403AH, eight years after the martyrdom of King Faisal (May God have mercy on him), King Faisal Center for Research and Islamic Studies (KFCRIS) was established by King Faisal Foundation (KFF) with the aim to continue with the mission of late King to transmit knowledge between the Kingdom of Saudi Arabia and the rest of the world. Since then, KFCRIS has been serving as a leading academic, intellectual and cultural hub.

The Center's main role is to provide a knowledge platform, bringing together local, regional, and global researchers and research organizations to produce original research in the humanities and social sciences and engage in intellectual discussion and intercultural dialogues. Moreover, its missions are not only limited to research, but the Center fulfills diverse roles ranging from publishing house and library to archives and museum.

Al-Faisal Cultural House, the Center's publication arm, publishes books and periodicals that explore themes and topics important to the Kingdom, Arab and Muslim societies, and the world. King Faisal Center Library offers various services to assist researchers. Faisal Family Archives preserves and raises awareness of the legacies of late King Faisal and his family. Al-Faisal Museum for Arab-Islamic Art conserves and showcases the valuable collections of Arab Islamic arts, rare manuscripts, and the memory of late King Faisal.



Vision

To be a wellspring of academic, intellectual, and cultural knowledge for humanity



Message

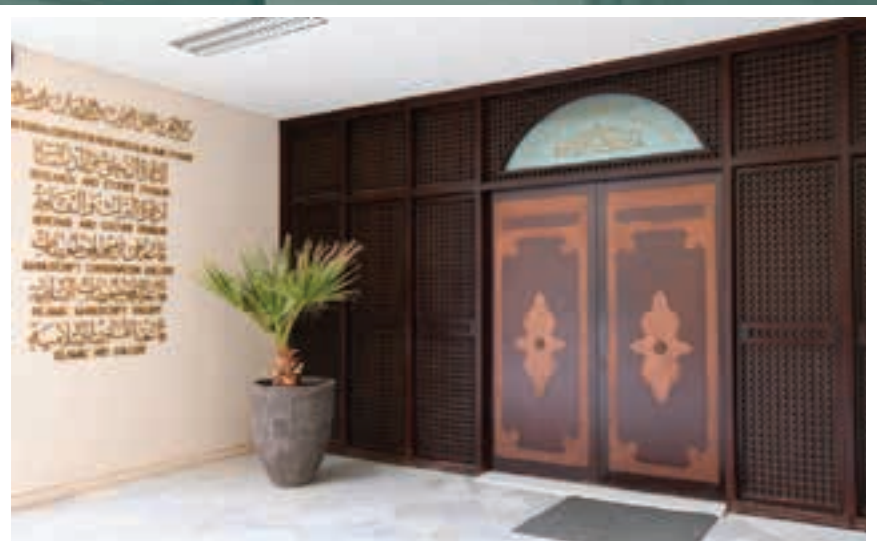
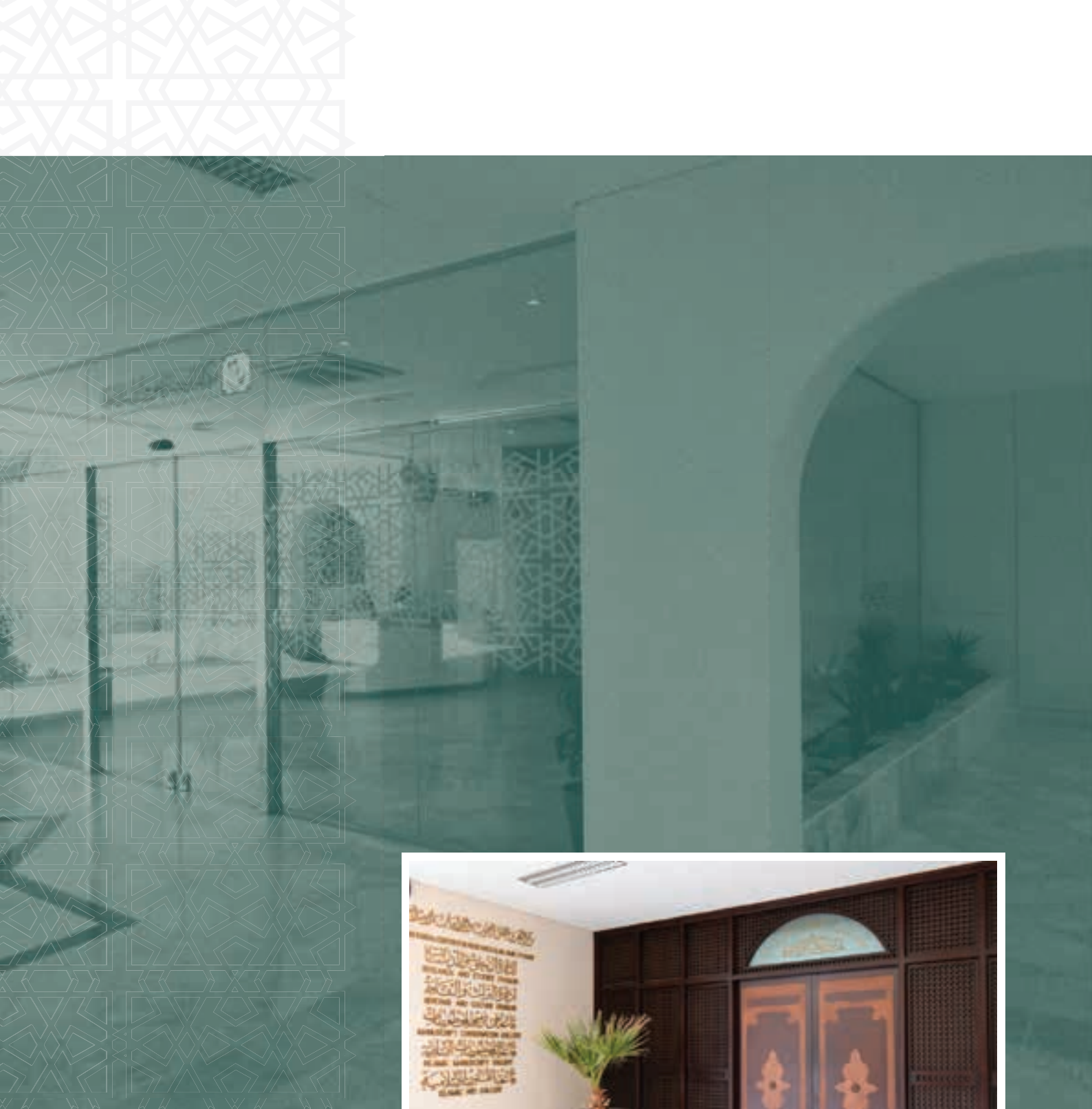
To enrich the local and global academic and cultural scenes with original research, excellent resources, and unique experiences



Values

To disseminate knowledge, facilitate academic research, and preserve our human heritage





Five-Year Strategic Goals

2021-25

HRH Prince Turki AlFaisal, Chairman of the Board of Directors of the King Faisal Center for Research and Islamic Studies, affirmed that the 2021-25 strategic plan constitutes a roadmap for the Center for the coming five years, developed in collaboration with the Center's various departments and their constituent sections. This plan has been developed with the aim of furthering the Center's objectives of enriching the local and global cultural and intellectual scenes with original research and unique resources and expertise.

The last six months have been preoccupied with evaluating what has been accomplished in the period since the last five-year plan was adopted. Both the opportunities and the obstacles that have confronted the Center in meeting its strategic goals have been studied using a fourfold method of analysis. This has been done to enhance the current five-year plan so that the Center may continue to enjoy its position of leadership in the fields of academic research and cultural studies, as well as in the preservation and raising of awareness of our heritage.

The new strategic plan focuses on the communication and further strengthening of the Center's threefold mission, so that it may continue to foster the legacy of the late King Faisal (God have mercy on him) and his sons. The plan will help to ensure that the Center retains its premier status as a platform for knowledge and cultural exchange, so that it remains a constant and ever-renewing site for the preservation and dissemination of awareness of the riches of our heritage.

In terms of the Center's mission and its execution, the new strategic plan has addressed a number of fundamental points for the immediate future. In terms of clients, the plan focuses on enhancing the Center's intellectual and cultural output, as well as continuing to increase its strategic partnerships and opportunities for collaboration and knowledge exchange. In terms of business procedures and remaining abreast of current technical developments, the strategic plan has addressed the need to optimize the work environment and to expand digitalization. The most important element of this goal is the continued professional development and capacity-enhancement of employees.

The strategic plan has further emphasized, from the financial perspective, the importance of maximizing budgetary and operational efficiency, as well as continuing the careful investment of the Center's material and knowledge resources with the aim of ensuring healthy returns.





Looking back over 2021

HRH Prince Turki AlFaisal Chairman

This year marks the fortieth anniversary of the establishment of the King Faisal Center for Research and Islamic Studies, presenting us with a number of challenging questions about the Center's progress: namely, has it achieved its founding objective? Has it stood firm amidst the fierce competition between research centers across the world? How has it met the challenges posed by the ongoing pandemic, given that many institutions have in this context proved unable to fulfil their missions?



The following Review, which we present to the reader, answers these questions (among others), questions which researchers interested in the Center will be keen to have answers to. It informs the reader about how the Center has continued to move forward, notwithstanding various challenges, and how it has contributed—by dint of considerable effort—to our country's continued cultural and intellectual development.

In the course of 2021:

Prince Turki published a new book entitled *The Afghanistan File*. The book recalls his service as Director-General of the General Intelligence Directorate (GID), Saudi Arabia's main foreign intelligence organization, and tells the story of Saudi-Afghan relations from the time of the Soviet invasion in 1979 to the 9/11 incident in 2001. Beginning with the Saudi Arabian backing of the Mujahideen in their fight against Soviet occupation, the story looks into the peace initiatives made in vain. It also addresses the Taliban rise to power and the shelter given to Osama Bin Laden. The book came in a timely manner in the wake of the Taliban's return to power in Afghanistan in August 2021. The book was originally published in English with Arabian Publishing based in the United Kingdom and the KFCRIS (Al-Faisal Cultural House) published its Arabic version in the Kingdom of Saudi Arabia.



Book Launch of *The Afghanistan File* (English version)

Royal Society for Asian Affairs, London - 22 September 2021



Book Launch of *The Afghanistan File* (Arabic translation)

Riyadh International Book Fair - 7 October 2021



Conversation about the book, *The Afghanistan File*

Georgetown University - 17 November 2021

A sure approach and an unyielding resolve

Mr Turki Al-Shuwaier Acting Secretary-General

Perhaps the most important thing distinguishing the King Faisal Center for Research and Islamic Studies in its journey to fulfil its vision is its possession of a sure approach in pursuit of that end. Thus, its plans do not change with the change of its personnel; rather, it continues to pursue its vision with an unyielding resolve. Its method is one of intellectual innovation and performative creativity. The Center's human capital enjoys unparalleled concord, in circumstances of unprecedented intellectual, cultural and technical development. It is these circumstances that have allowed the Center to take its rightful place among the eminent research institutions of the world, which adopt a clear mission, carefully defined goals, and a sure vision.

This Review that we present to the reader for the year 2021 is the first to be issued as part of the strategic plan that will unfold over the next five years (2021–25), which the Center will implement to fulfil the vision for which it was established. This Review



represents the tip of the proverbial iceberg in terms of what the Center hopes to work to achieve in the coming years, by virtue of our collective effort and the outstanding talent on which the Center draws. The renaissance which we ardently wish our country to achieve deserves nothing less than our very best efforts, which we gladly offer for the sake of our dear nation.



Signing an MoU with the Islamic Military Counter Terrorism Center (IMCTC)

2 June 2021



Receiving HE Permanent Representative of Saudi Arabia to the United Nations

8 August 2021



Receiving the Iraqi Minister of Culture at the KFCRIS booth at the Riyadh International Book Fair

3 October 2021



Receiving the delegation of the United Nations Center for Counter-Terrorism (UNCCT)

1 November 2021



أمانتي

على تراث عريق

في دراسة الحاضر

في استشراف المستقبل

قيادتي



The background is a dark teal color. It features a large, white wireframe mesh of a hand, palm facing up, positioned diagonally from the bottom left towards the center. To the left of the hand, there are several horizontal, semi-transparent rectangular bars of varying lengths, stacked vertically. The word "Projects" is written in a white, sans-serif font, centered horizontally and partially overlaid by the hand's mesh. A thin white horizontal line extends from the end of the word "Projects" across the entire width of the image.

Projects

In 2021

The KFCRIS ran the following research, publication, and policy projects:



Cultural Studies Program

Report on the state of culture in Saudi Arabia 2020: the digitalization of culture

An annual report conducted in collaboration with the Ministry of Culture into the state of Saudi culture. The report monitors general trends in culture across sixteen sectors and evaluates various aspects of cultural development in the Kingdom of Saudi Arabia in the course of one year, in addition to analyzing general indicators of cultural growth. The report collects data from more than 80 government and private agencies, in addition to 18 discussion groups comprised of 138 participants (who are active contributors to national culture), as well as a representative survey of 3,000 citizens and residents from across the Kingdom.



Socioeconomics Program

Vision 2030 and Reform in Saudi Arabia

A series of podcasts updating listeners on the progress of Saudi Vision 2030 in collaboration with the Conservative Middle East Council (CMEC) in the UK, based on the KFCRIS Special Report in 2021 "Vision 2030 and Reform in Saudi Arabia: Facts and Figures (April 2015 - April 2021)."

Social Safety Nets in the MENA Region

This project seeks to understand how ineffective social safety nets in Saudi Arabia, Algeria, and Egypt can be transformed to increase economic and social resilience and justice. The socioeconomic program at KFCRIS is responsible for the Saudi Arabia component of the project in collaboration with Chatham House.

Society, Education, and Employment in Saudi Arabia

This project aims to examine the critical issues of educational reform and the relevance of these reforms in facilitating entry to the Saudi labor market, given the demographics of Saudi Arabia and the fact that employment is considered the key issue for young Saudis of both genders.





African Studies Program

Africa Followups

A monthly report edited by Dr Mohamed Al-Sbitli. It discusses political, economic, and security issues in the African continent and issues of interest to those in and from the continent from a multidisciplinary perspective, in addition to exploring the regional and international implications of these issues.



Asian Studies Program

Translation Project

Translation of Chinese-language archival material on the Arab world from the Tang and Song eras, overseen by Dr WAN Lei.

ChinaMed Research Project

A joint research project conducted with ChinaMed. The project is operated by the Center for Mediterranean Area Studies of Peking University in collaboration with the Torino World Affairs Institute. The project is part of the TOChina Hub developed by the University of Torino to exchange data, analyze trends and developments, and to help produce research on various aspects of China's engagement with the Middle East and broader Mediterranean region.



Policy Initiative

Insights from Global Tourism Policies and Practices

This project examines global tourism policies and practices with the aim of providing ideas for the development of the Saudi tourism sector. In 2021, it issued a policy proposal titled "Crowds on the Horizon: Is Saudi Arabia Prepared to Tackle Over-tourism, A Downside of Tourism in the Digital Era?" (Principal Researcher: Maha Fallatah)





على تراث عريق

في دراسة الحاضر

في استشراف المستقبل



An abstract geometric pattern of interconnected lines and dots, resembling a network or a complex polygon, is centered on a dark green background. The pattern is composed of numerous small, light-colored dots connected by thin, light-colored lines, forming a complex, web-like structure. The overall shape of the pattern is roughly circular but with many irregular edges and internal connections.

Agreements

In 2021

The KFCRIS signed six new agreements with external organizations



Center of Islamic Civilization in Uzbekistan

This MoU was signed during the Saudi-Uzbek Investment Forum. The two centers agreed to build a collaborative, strategic, and sustainable research partnership to serve their common Islamic cultural heritage.





Feb



UNESCO Regional Center for Quality and Excellence in Education (UNESCO-RCQE)

This MoU aims to strengthen cooperation between the two parties by exchanging information, data and experience, conducting joint projects and supporting programs and initiatives to achieve the objectives of Vision 2030.



March



Ministry of Education, Kingdom of Saudi Arabia

The KFCRIS Policy Initiative and MoE Center for Research on Education Policy have agreed to enhance research collaboration in the field of education policy.



April



Institute for International and Area Studies, Tsinghua University

This MoU aims to strengthen research cooperation between the two parties, and to work toward the realization of shared goals.



June



Islamic Military Counter Terrorism Coalition (IMCTC)

This MoU aims to strengthen research collaboration in the field of Counter-terrorism.



أمانتي

على تراث عريق

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في استشراف المستقبل

في



The background is a dark teal color. A large, white wireframe letter 'C' is positioned on the left side, composed of many small dots connected by thin lines. Scattered across the upper right portion of the image are numerous small, white, three-dimensional wireframe triangles, some of which appear to be floating or falling.

Research Programs

Research Programs

The KFCRIS conducts in-house research and attracts contributions from external researchers. At the end of 2021, it hosted five research programs (called “units” until October 2021): Cultural Studies, Socioeconomics, African Studies, Asian Studies, and Yemen Studies. The Yemen Studies Program is a new program established in 2021.



Cultural Studies Program



The Cultural Studies Program advances research that focuses on culture and cultural policies and the way they interact with broader social and political contexts. It adopts a broad definition of culture that includes identity, discourses, and cultural practices as well as creative cultural production. It aims to contribute to a deeper understanding of cultural change at the local, regional, and global levels, and to raise the quality of public debates concerning cultural policies. The Program is currently focusing on its work for the Ministry of Culture’s “Report on the State of Culture in the Kingdom of Saudi Arabia” project.



Socioeconomics Program

The Socioeconomics Program highlights the development of contemporary socioeconomic issues, concepts, and theories. In addition, it aims to study the significance of socioeconomic issues for specific societies and/or constituencies, with emphasis on Saudi Arabia, the Gulf states and the wider Arab and Muslim worlds. The Unit encourages interdisciplinary approaches, encompassing socioeconomic, sociopolitical, and sociocultural topics and issues in order to provide a broader picture as well as a nuanced analysis of the questions arising from the intersection between economies and societies.



African Studies Program

The African Studies Program specializes in affairs in the African continent. The Program examines political, strategic, cultural, economic, and social issues by bringing together multiple specializations and analyzing domestic dynamics and intra-regional relations.



Asian Studies Program

The Asian Studies Program is dedicated to the study of Asia and Asian societies. As one of the regionally-specialized programs, it aims to promote greater understanding of Asia within the Gulf and the wider Arab world. It also seeks to enhance the quality of academic, journalistic, and policy-making coverage and discussions surrounding Asia and its complex relationships with Saudi Arabia and the broader Middle East (alternatively identified as West Asia). It is also intended to build connections with other Asia-focused research institutions and think-tanks around the world.



Yemen Studies Program

The Yemen Studies Program is academically oriented, focusing on promoting interdisciplinary, in-depth, and critical research on Yemen's politics, society, art, culture, and history. The Program also seeks to promote the understanding of peacebuilding approaches in a post-war Yemen and to contribute to advancing effective strategies for achieving long-lasting peace, through dialogue and critical conversations between peacebuilding and conflict-resolution experts, Yemeni civil society actors and experts, as well as organizations involved in Yemen.

Researchers

Ahmed Alowfi, Head of the Cultural Studies Program

Faisal Abualhassan, Research Fellow at the Cultural Studies Program

KFCRIS Publications in 2021:

"What is Laïcité? A History of French Understandings of Secularism vis-à-vis the French Muslim Question," *Commentary*.

Marwa Ehsan Fakh, Research Fellow at the Cultural Studies Program

Hamza Kashgari, Research Fellow at the Cultural Studies Program

KFCRIS Publications in 2021:

"The Parade of Mummies: A Symbolic Reading of Simulation in Historical Events," *Commentary*.



Lojain Alyamani, Research Fellow at the Cultural Studies Program

Dr Mark C. Thompson, Head of the Socioeconomics Program

KFCRIS Publications in 2021:

- "'Good Jobs and Bad Jobs': Employment Attitudes, Perceptions, and Priorities in Saudi Arabia," *Dirasat* (KFCRIS Paper), co-authored with Hanaa Almoaided.

External Publications in 2021:

- "The Impact of Vision 2030 on Saudi Youth Mindsets," *Asian Affairs*.
- "Saudi Youth Concerns Post-Covid-19," Middle East Institute, National University of Singapore.

Dr Fahad Alsharif, Senior Research Fellow at the Socioeconomics Program

KFCRIS Publications in 2021:

- "Kafala Sponsorship Reforms in Saudi Arabia: Converging Toward International Labor Standards," *Commentary*.

External Publications in 2021:

- *Saudi Policies towards Migrants and Refugees: A Sacred Duty* (Sussex Academic Press), co-authored with Joseph A. Kéchichian.
- "Crowdsourcing Facts in Conflicts: towards a Truth-Telling Mechanism to Counter Fake News," *The International Journal of Humanitarian Studies*, co-authored with Manuel Schubert.
- "Undocumented Migrants in Saudi Arabia: COVID-19 and Amnesty Reforms," *International Migration*.



Dr Hanaa Almoaibed, Research Fellow at the Socioeconomics Program

KFCRIS Publications in 2021:

- "'Good Jobs and Bad Jobs': Employment Attitudes, Perceptions, and Priorities in Saudi Arabia," *Dirasat* (KFCRIS Paper), co-authored with Mark C. Thompson.

External Publications in 2021:

- "Transplanting Failures: The Role of the Global Education Industry in Saudi Arabia," in Alexander W. Wiseman (ed.), *Annual Review of Comparative and International Education 2020* (West Yorkshire: Emerald Publishing).
- "Tailoring a Local Approach: Extending EU Policy Objectives to Facilitate Technical and Vocational Education to Work Transitions in Saudi Arabia," in Adel Abdel Ghafar and Silvia Colombo (eds.), *The European Union and the Gulf Cooperation Council: towards a New Path* (Singapore: Palgrave Macmillan).

Dr Mohamed Al-Sbitli, Head of the African Studies Program

KFCRIS Publications in 2021:

- "Turkish Munitions in Africa: Marketing Motivations and Models of Collaboration," Special Report (Arabic only).
- "Perspectives on the Conakry Coup," *Commentary* (Arabic only).
- "Algeria: Legislative Elections and the Return of the Conservatives," *Commentary* (Arabic only).
- "Chad After Idriss Déby: Regime Crisis and Regional Instability," *Special Report* (Arabic only).
- "Ethiopia: The Tigray Crisis, or War in a Time of Peace and Reform," *Commentary* (Arabic only).
- Edited *Africa Followups*, issues 9-20 (Arabic only).

External Publications in 2021:

- "'The Theory of Necessity': Is Tunisia Heading towards Early Parliamentary and Presidential Elections?" *Inter-Regional for Strategic Analysis* (Arabic only).
- "Senegal: Ousmane Sonko vs Macky Sall and the Race for the 2024 Presidential Elections," *Pharos Center for Consultation and Strategic Studies* (Arabic only).
- "The 'Corona' Generation: The Political Messages of the 'Night-time Protests' in Tunisia," *Future Center for Advanced Research and Studies* (Arabic only).

Sarah Aljishi, Junior Research Fellow at the African Studies Program

KFCRIS Publications in 2021:

- "The Politics of Water: GERD Dilemma in Africa," *Commentary*.

Hifa Almutawa, Junior Research Fellow at the African Studies Program



Dr Mohammed Al-Sudairi, Head of the Asian Studies Program

KFCRIS Publications in 2021:

- "The Prophet's Dao along the Yalu: Muslim Histories in Northeast Asia," *Dirasat* (KFCRIS Paper).

External Publications in 2021:

- "Traditions of Māturīdism and anti-Wahhābism in China: an account of the Yihewani hard-liners of the Northwest," *Journal of Islamic Studies* 32(3).
- "Sino-Omani Relations," in Jonathan Fulton (ed.), *Routledge Handbook on China–Middle East Relations* (New York: Routledge).



Faris Al-Sulayman, Research Fellow at the Asian Studies Program

KFCRIS Publications in 2021:

- "Rethinking State Capitalism in the Gulf States: Insights from the China-focused Literature," *Special Report*.

External Publications in 2021:

- "The Rise of Renewables in the Gulf States: Is the 'Rentier Effect' Still Holding Back the Energy Transition?" in Robin Mills and Li-Chen Sim (eds.), *Low Carbon Energy in the Middle East and North Africa* (London: Palgrave Macmillan).

Mohammed Alrmizan, Research Fellow at the Asian Studies Program

KFCRIS Publications in 2021:

- "Georgia–Saudi Relations: Bilateral Motivations and Regional Challenges," *Special Report*.

External Publications in 2021:

- Book Review of *Turkish-Saudi Relations, Cooperation and Competition in the Middle East* by Sinem Cengiz (2020), *Turkish Studies*.
- Book Review of *Turkey and China: Political, Economic, and Strategic Aspects of the Relationship* by Selçuk Çolakoğlu (2021), *Asian Affairs*.
- Book Review of *Turkey, the EU and the Middle East: Foreign Policy Cooperation and the Arab Uprisings* by Buğra Süsle (2020), *Journal of Contemporary European Studies*.
- Book Review of *The Remaking of Republican Turkey: memory and modernity since the fall of the Ottoman Empire* by Nicholas Danforth (2021), *Turkish Studies*.
- Book Review of *Television in Turkey: Local Production, Transnational Expansion and Political Aspirations* by Yeşim Kaptan and Ece Algan (eds.), (2020), *Contemporary Review of the Middle East*.
- Book Review of *The Decline of the Ottoman Empire and the Rise of the Turkish Republic: Observations of an American Diplomat, 1919–1927* by Hakan Özoğlu (2021), *European Journal of American studies*.
- Book Review of *The Ottoman Twilight in the Arab Lands: Turkish Memoirs and Testimonies of the Great War* by Selim Deringil (2019), *Bosphorus Review of Books*.
- Book Review of *Diaspora from the Middle East and North Africa: communities, architecture, neighborhoods* by Ahmed and Rashid bin Shabib (eds.), (2019), *British Journal of Middle Eastern Studies*.



Dr Abdullah Hamidaddin, Head of the Yemen Studies Program

KFCRIS Publications in 2021:

- "Yemen's Peace Process: A Path to Conflict?" *Special Report*.

External Publications in 2021:

- "Yemen's Peace Process: A Path to Conflict?" *Cairo Review*.

Ayael Alqarni, Research Fellow at the Yemen Studies Program

Dr Joseph A. Kéchichian, Senior Research Fellow

KFCRIS Publications in 2021:

- "Strategic Choices Facing the Lebanese Armed Forces in the Twenty-first Century," *Special Report*, co-authored with Francisco Salvador Barroso Cortés.

External Publications in 2021:

- *Sa'udi Policies towards Migrants and Refugees: A Sacred Duty* (Sussex Academic Press), co-authored with Fahad L. Alsharif.
- "Uncovering a Global Reputation: The ROK's Stabilization Policy and Development Model in the Middle East and North Africa," *The Asan Institute for Policy Studies*, co-authored with Jang Ji-Hyang.
- "Middle Eastern Perceptions, Prospects, and Strategies towards the US-China Tech Competition," in Jungmi Cha (ed.), *The Future of US-China Tech Competition: Global Perception, Prospect, and Strategy* (Seoul: National Assembly Futures Institute).
- Book review of *From the Kur to the Aras: A Military History of Russia's Move into the South Caucasus and the First Russo-Iranian War, 1801-1813* by George A. Bournoutian (2021), *Journal of the Society for Armenian Studies*.
- Book review of *Quagmire in Civil War* by Jonah Schulhofer-Wohl (2020), *Contemporary Review of the Middle East*.
- "The Practice of Corruption in Lebanon," *Middle East Policy*, co-authored with Francisco Salvador Barroso Cortés.



Sarah Alotaibi, Research Fellow

Hanin Alsudais, Research Fellow

KFCRIS Publications in 2021:

- "Saudi Periodicals: Al-Da'wa Magazine in the Context of the Islamic Awakening," *Special Report*.

Kameal Al-Ahmad, Junior Research Fellow

KFCRIS Publications in 2021:

- "The Uncertain Road Facing Afghanistan," *Special Report*.
- "The US-Saudi Economic Relationship: More than Arms and Oil," *Special Report*, co-authored with David Kenner.



Faisal Meaigel, Junior Research Fellow

KFCRIS Publications in 2021:

- "The Voting Behavior of the Kingdom of Saudi Arabia in the United Nations General Assembly (2017-2021)," *Special Report*.

Associate Fellows

Dr Paul Sullivan (Distinguished International Fellow at the National Council on US-Arab Relations)

External Publications in 2021:

- "GCC Energy Transition Poses a Strategic Challenge and some more," *Arab News*.
- "You Need to Worry about your Virtual Water Consumption," *The National* (UAE).
- "Under the Volcano: Geothermal is Key to Saudi Arabia's Energy Future," *Arab Gulf States Institute in Washington*.
- "Rapid Response: The Energy Crisis," Atlantic Council Global Energy Center, co-authored Reed Blakemore *et al*.
- "No Country is an Energy Island," *The Hill*.
- "The U.S. Desperately Needs to Rethink its Middle East Strategy," Oilprice.com.
- "Why Australia Could (and Should) Become A Major Nuclear Power," Yahoo Business.

Dr Louis Blin (Centre for Analysis, Planning and Strategy, French Ministry of Foreign Affairs)

KFCRIS Publications in 2021:

"France and the First Saudi State," *Qira'at*.

External Publications in 2021:

- *La Ville D'Eve. Djeddah dans L'iconographie Française Jusqu'en 1940*, Paris [Eve's Town. Jeddah in French Iconography to 1940], Geuthner.
- *L'Arabie Saoudite, de l'or Noir à la mer Rouge*, Paris [Saudi Arabia, from Black Gold to the Red Sea], IRIS/Eyrolles.
- *Le Monde Arabe dans les Albums de Tintin* [The Arab World in Tintin's Comics], (3rd edition), Paris, L'Harmattan, Arabic translation issued by the Arab Center for Research and Policy Studies, Doha/Beirut.
- "Is 'Salmani Arabia' post-Wahhabi?" in Théo Blanc and Olivier Roy (eds.), *Salafism: Challenged by Radicalization? Violence, Politics, and the Advent of Post-Salafism* (Florence: European University Institute).

Dr WANG Tingyi (Assistant Professor, Tsinghua University), Asian Studies Program

External Publications in 2021:

- 沙特公共投资基金重组与“2030愿景”进展 [Saudi Public Investment Fund Reform and Vision 2030] 世界知识 [World Affairs], 2021.
- 美沙关系调整搅动能源市场 [Saudi-US Relations Stir the Energy Market] 世界知识 [World Affairs], 2021.
- 巴以冲突“硝烟再起与地区国家反应” [Flames of Israeli-Palestinian Conflict and Reactions of Regional States] 区域观察 [Area Observation], 2021.
- The Arab Gulf States in Transition: Power Centralization, Economy Transformation and Neo-Nationalism, 2nd Tsinghua Area Studies Forum, 2021.



Dr Neil Quilliam (Associate Fellow, Chatham House)

Dr WAN Lei (Professor, Xinyang Agriculture and Forestry University), Asian Studies Program

Dr Heba Albeity (Senior Associate Fellow), Asian Studies Program

External Publications in 2021:

- "Social Change through Power of Imagination in Arabic Theatre: How the Raḥbānī Brothers' Works Empowered their Audiences," Ph.D. Thesis, SOAS, University of London.

Dr HUNG Tak Wai (Postdoctoral Fellow, Chinese University of Hong Kong), Asian Studies Program

Umer Karim (Doctoral Researcher, University of Birmingham), Asian Studies Program

External Publications in 2021:

- "Qatar, Turkey and Pakistan: A Strategic Triad in the Making," *Al Jazeera Center for Studies*.

Latifa Abdullah Al Saud (Associate Fellow), Asian Studies Program

Visiting Fellows

Dr Amal Sachedina (Lecturer, American University) - American

Research Topic: Living Memories of Jeddah: Study of the Oral Histories in a World Heritage Site

Jeremy Lucky (Student, Sciences Po) - French

Research Topic: Social and Economic Change in the Arab Gulf: What Future for the French?

Faris Almaari (Research Assistant, Johns Hopkins University) - Saudi

Research Topic: Saudi Nationals' Opinions about Banking as it Relates to Religion

Oliver McPherson-Smith (Doctoral Researcher, University of Oxford) - British

Research Topic: Regulating Entrepreneurship in Nigeria and Saudi Arabia

Dr Charlotte Lysa (Postdoctoral Researcher, University of Oslo) - Norwegian

Research Topic: Saudi Arabia and the International Refugee Regime: The Case of the Rafha Refugee Camp (1991-2009)



على تراث عريق

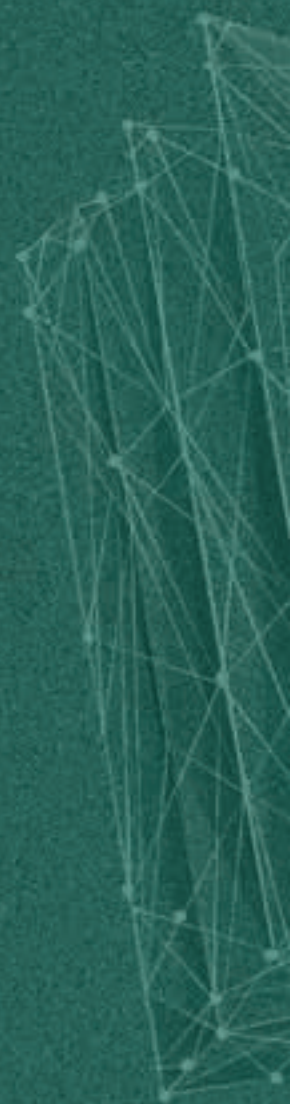
أصالة

في دراسة الحاضر

فائدة

في استشراف المستقبل

قيادة





Research Papers

Research Papers

Dirasat (KFCRIS Papers)

Dirasat papers are research papers of at least 5,000 words. In 2021, four *Dirasat* were published:

No.
63

"Saudi Arabia and Intellectual Property: Learning from China's Approach"
by Noura AlZaid

No.
62

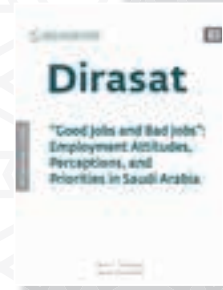
"The Prophet's Dao along the Yalu: Muslim Histories in Northeast Asia"
by Mohammed Al-Sudairi

No.
61

"'Good Jobs and Bad Jobs': Employment Attitudes, Perceptions, and Priorities in Saudi Arabia"
by Mark C. Thompson and Hanaa Almoaibed

No.
60

"Saudi Arabia's Place in French Foreign Policy Since the Arab Uprisings"
by Jeremy Lucky



Qira'at (KFCRIS Humanities Papers)

Qira'at papers are research papers focusing on the humanities of at least 5,000 words. In 2021, three *Qira'at* were published:

No.
15

"Al-Ḍabb (Spiny-Tailed Lizard): Rock Drawings from Taymā': Saudi Arabia"
by Solaiman Abdulrahman Al-Theeb

No.
14

"France and the First Saudi State"
by Louis Blin

No.
13

"In Moroccan Pilgrims' Own Words: The Hajj Journeys (1321 AH [1903-4]) of Muhammad bin 'Abd al-Kabīr Al-Kattānī and Muhammad bin Ja'far Al-Kattānī in an Age of Steam, Imperialism and Globalization"
by Ammeke Kateman



Special Reports



Special Reports are analytical pieces of at least 2,000 words. In 2021, 14 Special Reports were published:

December	"Turkish Munitions in Africa: Marketing Motivations and Models of Collaboration" by Mohamed Al-Sbitli
December	"Yemen's Peace Process: A Path to Conflict?" by Abdullah Hamidaddin
November	"Rethinking State Capitalism in the Gulf States: Insights from the China-focused Literature" by Faris Al-Sulayman
September	"The Uncertain Road Facing Afghanistan" by Kameal Al-Ahmad
September	"The Voting Behavior of the Kingdom of Saudi Arabia in the United Nations General Assembly (2017-2021)" by Faisal Meaigel
July	"Islam and French Identity Politics: The Evolution of Political Discourses" by Faisal Abualhassan
July	"The 1988 Executions: Ebrahim Raisi a Member of the Death Commission"
July	"Saudi Periodicals: Al-Da'wa Magazine in the Context of the Islamic Awakening" by Hanin Alsudais
June	"Revolutionary Iran's Africa Policy" by Banafsheh Keynoush
June	"Chad After Idriss Déby: Regime Crisis and Regional Instability" by Mohamed Al-Sbitli
May	"Vision 2030 and Reform in Saudi Arabia: Facts and Figures (April 2015 - April 2021)," with a foreword by Saud Al-Sarhan
April	"Georgia-Saudi Relations: Bilateral Motivations and Regional Challenges" by Mohammed Alrmizan
March	"The US-Saudi Economic Relationship: More than Arms and Oil" by David Kenner and Kameal Al-Ahmad
January	"Strategic Choices Facing the Lebanese Armed Forces in the Twenty-first Century" by Francisco Salvador Barroso Cortés and Joseph A. Kéchichian



Commentaries

→ Commentaries are analytical pieces of between 1,500 and 2,000 words.
In 2021, 10 Commentaries were published:

November	"Saudi Arabia and the Paris Climate Agreement" by Aisha Al-Sarihi
November	"'Arabic Style' Mosques and Sinicization of Islam in China's Hui Communities" by David R. Stroup
September	"Perspectives on the Conakry Coup" by Mohamed Al-Sbitli
August	"The Parade of Mummies: A Symbolic Reading of the Simulation of An Historical Event" by Hamza Kashgari
July	"Algeria: Legislative Elections and the Return of the Conservatives" by Mohamed Al-Sbitli
April	"The Politics of Water: GERD Dilemma in Africa" by Sarah Aljishi
February	"Kafala Sponsorship Reforms in Saudi Arabia: Converging Toward International Labor Standards" by Fahad L. Alsharif
February	"What is Laïcité? A History of French Understandings of Secularism vis-à-vis the French Muslim Question" by Faisal Abualhassan
February	"Gulf Security Architectures: Process and Structure" by Joshua Yaphe
January	"Ethiopia: The Tigray Crisis, or War in a Time of Peace and Reform" by Mohamed Al-Sbitli



Africa Followups

→ *Africa Followups* is a monthly report edited by Dr Mohamed Al-Sbitli. It discusses political, economic, and security issues in the African continent and issues of interest to those in and from the continent, in addition to the regional and international implications of these issues, from a multidisciplinary perspective. In 2021, 12 issues were published (issues 9-20).







امانة

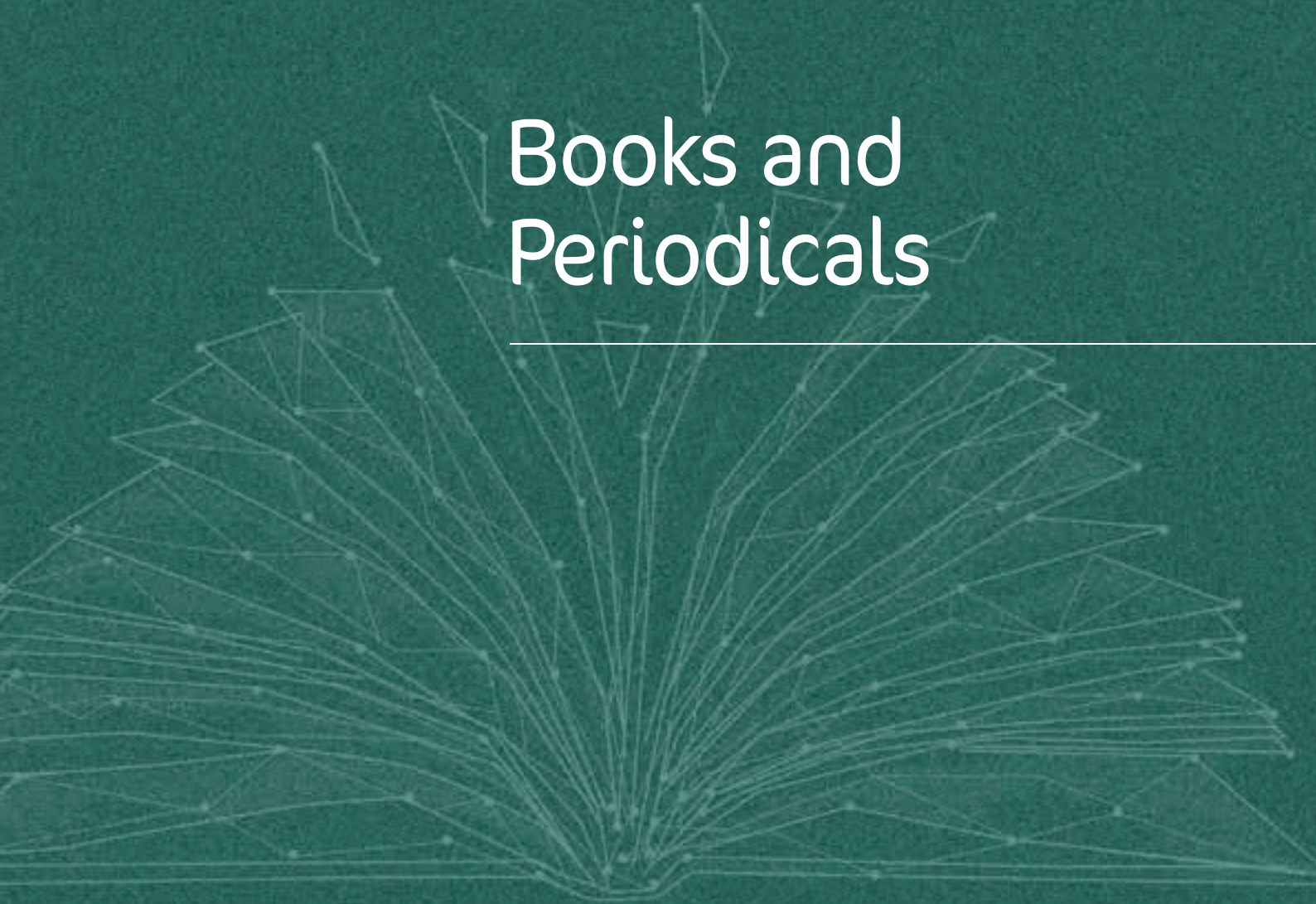
على تراث عريق

في دراسة الحاضر

في استشراف المستقبل

قيادته

Books and Periodicals



Books and Periodicals

Books

→ The Al-Faisal Cultural House (*Dar Al Faisal al-Thaqafiya*), the publishing arm of the KFCRIS, published the following books in 2021:

General Books

Shaker Mana Abu Rasin
Persian-Islamic Ceramic Artifacts: From the 3rd-13th Century AH / 9th-19th Century AD Preserved at the King Faisal Center for Research and Islamic Studies (Arabic only).

HRH Prince Turki AlFaisal Al Saud
The Afghanistan File

Catalogue of Manuscripts on Qur'ānic Commentary and Sciences Preserved at the King Faisal Center for Research and Islamic Studies (Arabic only).



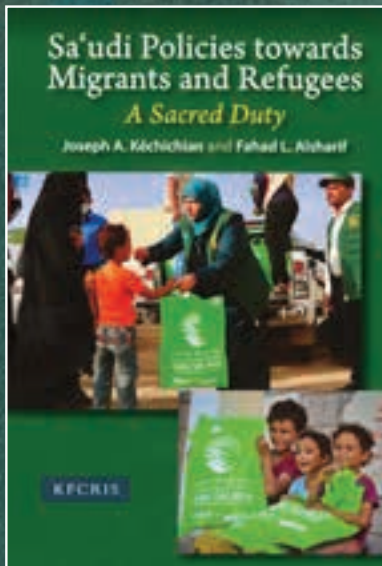
Heritage Studies (Tahqiq al-Turath) Series

Abū I-'Abbās al-Faql bin Shādhān bin 'Īsā al-Rāzī,
al-Mukhtār min Kitāb 'Adad āy al-Qur'ān mimmā aṭbaqa 'alayhi ahl al-buldān
(Arabic only).

Abū 'Abd Allāh Ḍiyā' al-Dīn Muḥammad bin 'Alī Ibn al-'Ilj al-Ishbīlī
al-Basīṭ fī l-naḥū (Arabic only).

Abū Muḥammad al-Ḥasan bin 'Alī bin Wakī' al-Tinnīsī
al-Munṣif li-l-sarīq wa-l-masrūq minhu: fī iẓhār sariqaṭ Abī al-Ṭayyib al-Mutanabbī
(Arabic only).





English Books

Joseph A. Kéchichian and Fahad L. Alsharif

Sa'udi Policies towards Migrants and Refugees: A Sacred Duty.

Periodicals

The Al-Faisal Cultural House (*Dar Al Faisal al-Thaqafiya*), the publishing arm of the KFCRIS, published the following periodical issues in 2021:

Journal of Linguistic Studies

Journal of Linguistic Studies is a quarterly peer-reviewed journal on studies of the Arabic language. The journal was launched in 1999. In 2021, 24 papers were published in total.



Vol.
23
No. 2

Vol.
23
No. 3

Vol.
23
No. 4

Vol.
24
No. 1



International Journal of Humanitarian Studies

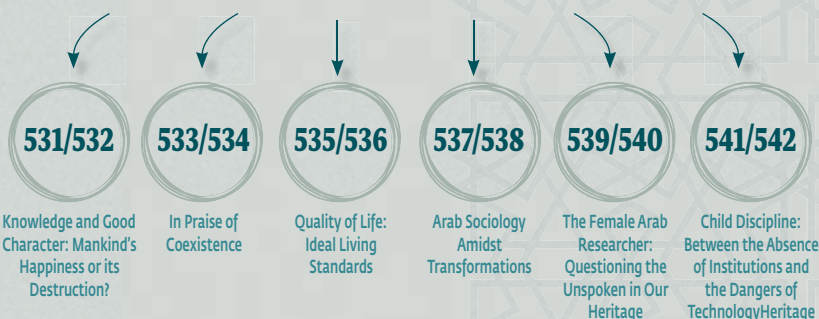
Al-Faisal Cultural House publishes the *International Journal of Humanitarian Studies* for the King Salman Humanitarian Aid and Relief Center every four months. The Journal is peer-reviewed and bi-lingual.

مركز الملك سلمان للإغاثة
والأعمال الإنسانية
KING SALMAN HUMANITARIAN
AID & RELIEF CENTRE



Al-Faisal Magazine

Al-Faisal Magazine is published every two months. The magazine was launched in 1977 and later came under the remit of the KFCRIS.



Magazines'
subscription
in 2021

Al-Faisal Magazine

Number
of copies
208

Journal of Linguistic Studies

Number
of copies
146



Faisal Cultural House

Headed by Dr Habbas Al-Harbi

- The Al-Faisal Cultural House (*Dar Al Faisal al-Thaqafiya*) was established in March 1977 and published the first issue of *Al-Faisal Magazine* in June 1977. The decision was made to merge Al-Faisal Cultural House with the KFCRIS in 1988. The Al-Faisal Cultural House became the publishing arm of the Center in 1991. In 2021 the Al-Faisal Cultural House signed two agreements with Saudi publishing houses and published seven books. In addition to publishing books and periodicals, Al-Faisal Cultural House is responsible for all of the Center's design, printing, editing, and translation work.



دار الفَيْضِ الثقافية

Al Faisal Cultural House



أمانة

على تراث عريق

في دراسة الحاضر

في استشراف المستقبل

في



An abstract graphic on a dark teal background. It features a complex network of white dots connected by thin white lines, forming a shape that resembles a stylized 'S' or a flowing path. The network is denser on the left and tapers off towards the right. A horizontal white line is positioned below the text.

Research Events

Research Events

In 2021,
the KFCRIS hosted
34 research events:
5 in-person and 29 online.



Language	Type		Date	Title (Co-organizer)
Arabic	Online	Public Lecture	20 January	The Naqab and Bir al-Saba Bedouins: A Century of Politics and Resistance
English	Online	Public Lecture	16 February	Urban Development in Japan (in collaboration with the Embassy of Japan)
English	Online	Discussion	22 February	Iran Reframed: Anxieties of Power in the Islamic Republic
English	Online	Conversation	24 February	The Loss of Hindustan and the Invention of India: A Conversation with Manan Ahmed Asif
English	Online	Panel Discussion	3 March	Documenting Saudi Food Patterns and Styles of Local Consumption (in collaboration with the National Nutrition Committee - SFDA)
Arabic	Online	Conversation	9 March	On Arab Sinology: A Conversation with Loubna El Amine
English	Online	Panel Discussion	16 March	Driving Investment and Entrepreneurship in the Middle East (in collaboration with the Atlantic Council)
English	Online	Panel Discussion	22 March	Ancient Greece and Arab Civilizations: Historical Encounters (in collaboration with the Embassy of Greece)
Arabic	Online	Public Lecture	24 March	Saudi-Iraqi Cultural Relations: Mutual Interests and Opportunities for Cooperation (in collaboration with the Saudi-Iraqi Coordination Council)
English	Online	Discussion	31 March	The US-Saudi Economic Relationship: More than Arms and Oil
English	Online	Panel Discussion	5 April	The Effect of COVID-19 on Social Life in Riyadh (in collaboration with the Deanship of Graduate Studies and Research - Dar Al Uloom University)
English	Online	Panel Discussion	7 April	The Afterlives of Revolutionary Ideas in Africa and Asia
Arabic	Online	Panel Discussion	11 April	Challenges Facing the Libyan National Unity Government
English	Online	Panel Discussion	26 May	New Uzbekistan – A New Foreign Policy (in collaboration with the ISRS under the office of the President of the Republic of Uzbekistan)
English	Online	Panel Discussion	2 June	China and MENA: New Interests and New Approaches (in collaboration with Chatham House)
English	Online	Panel Discussion	17 June	Have Different Experiences of Economic Development in the Maghreb Impacted Regional Integration?



Language	Type		Date	Title (Co-organizer)
English	Online	Discussion	21 June	The Saudi Education System: Changes and Reforms
English	Online	Panel Discussion	29 July	Saudi Arabia's Linkages with Afghanistan and Its Role as a Peace-broker
English	Online	Conversation	23 August	Zheng He and Indian Ocean Connections
English	Online	Conversation	13 September	""Good Jobs and Bad Jobs': Employment Attitudes, Perceptions, and Priorities in Saudi Arabia""
Arabic	Online	Panel Discussion	20 September	Discussion: ""Good Jobs and Bad Jobs"" in Saudi Arabia
English	In-person	Invitation-only Discussion	4 October	Promoting International Cooperation in Cyberspace: Opportunities and Challenges
English	In-person	Invitation-only Discussion	5 October	Piercing Through the Fogs of War: What Other Conflicts Can Teach Us About End State Options in Yemen
English	In-person	Public Lecture	11 October	Contemporary Great Power Competition
English	Online	Lecture	19 October	Contemporary Turkey and Neo-Ottomanism
English	Online	Lecture	24 October	Impact of the Energy-Water-Food Nexus on the Kingdom of Saudi Arabia
English	In-person	Invitation-only Discussion	25 October	Social Safety Nets in Saudi Arabia Post-Covid
English	In-person	Public Lecture	25 October	Reconsidering Regional Security
English	Online	Lecture	9 November	State Building in China and Taiwan: Bureaucracy, Campaigns and Performance in the early 1950s
English	Online	Discussion	1 December	Post-pandemic Economic Perspectives in Latin America
English	Online	Webinar	7 December	Resilience to Violent Extremism through Strategic Communications (in collaboration with the UNCTD)
Arabic	Online	Lecture	7 December	Is Islam Still Relevant to India-Gulf Relations?
English	Online	Lecture	15 December	Spanish Silver in Yemen and Yemeni Coins in New England in the 17th Century
English	Online	Panel Discussion	16 December	Global Energy Transition and Saudi Arabia: Opportunities and Challenges



على تراث عريق

امانة

في دراسة الحاضر

فائدة

في استشراف المستقبل

فائدة





Faisal Family Archives

Faisal Family Archives

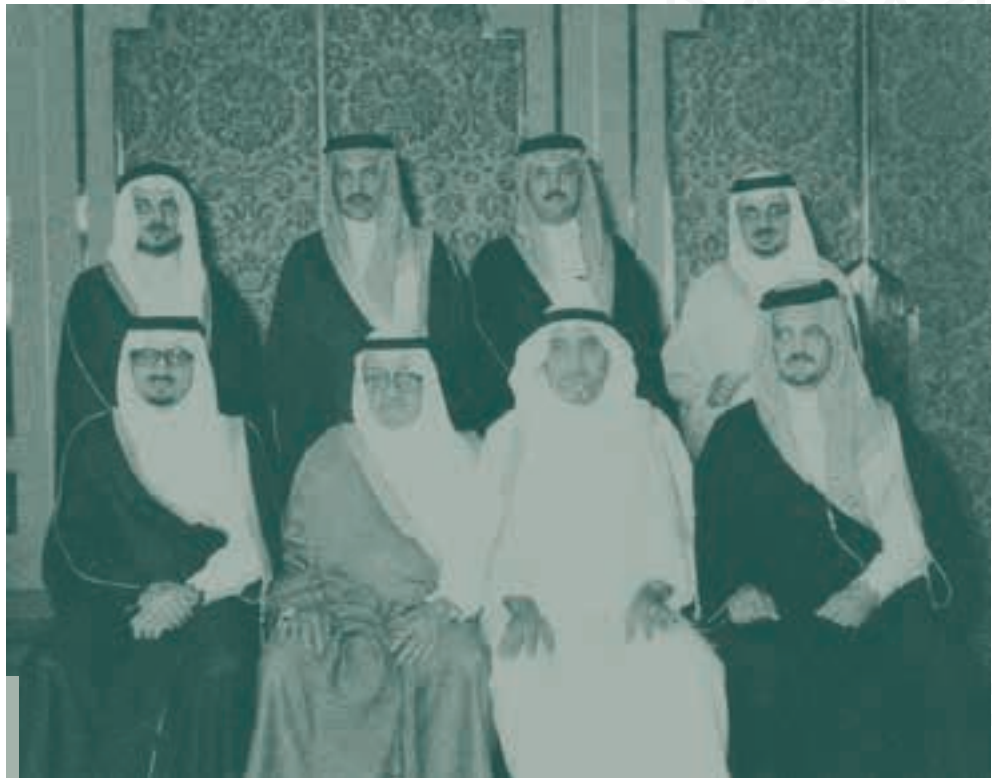
In the course of 2021, the Faisal Family Archives (Darat Al Faisal) completed cataloguing its repository of materials relating to the late King Faisal and his family. The number of images owned by the Darat Al Faisal totaled 20,913 by the end of the year. A further 74 items of video material were catalogued and transcribed and are now stored in the audio-visual section of the collection. The collections team have also finished indexing the magazines containing pictures and news about the late King Faisal and some of his sons. The number of magazines so catalogued now exceeds 1,400 Arab and foreign publications.



King Faisal Family tree, with sons and daughters listed by age from eldest to youngest.

King Faisal's sons:
Standing from right:
Prince Turki,
Prince Bandar,
Prince Abdulrahman,
Prince Saad

Sitting from right:
Prince Saud,
Prince Mohammed,
Prince Abdullah,
Prince Khalid.



The Darat Al Faisal further sought to establish separate collections for the sons and daughters of the late King Faisal, and to this end began the collection and preservation of materials relating to each prince and princess. The staff of the Darat Al Faisal completed their training in the MuseumPlus program, a globally-recognized program for the indexing and documentation of museum materials according to the most developed archival standards, facilitating the task of conservation and maximizing researcher access to archived materials. In order to further preserve the materials presented to the museum by the sons and daughters of the late King Faisal, the staff of the Darat Al Faisal sought the assistance of a British company specializing in the supply of high-quality equipment for the storage of individual museum pieces for long periods of time.





أمانتي

على تراث عريق

في دراسة الحاضر

في استشراف المستقبل

قيادتي

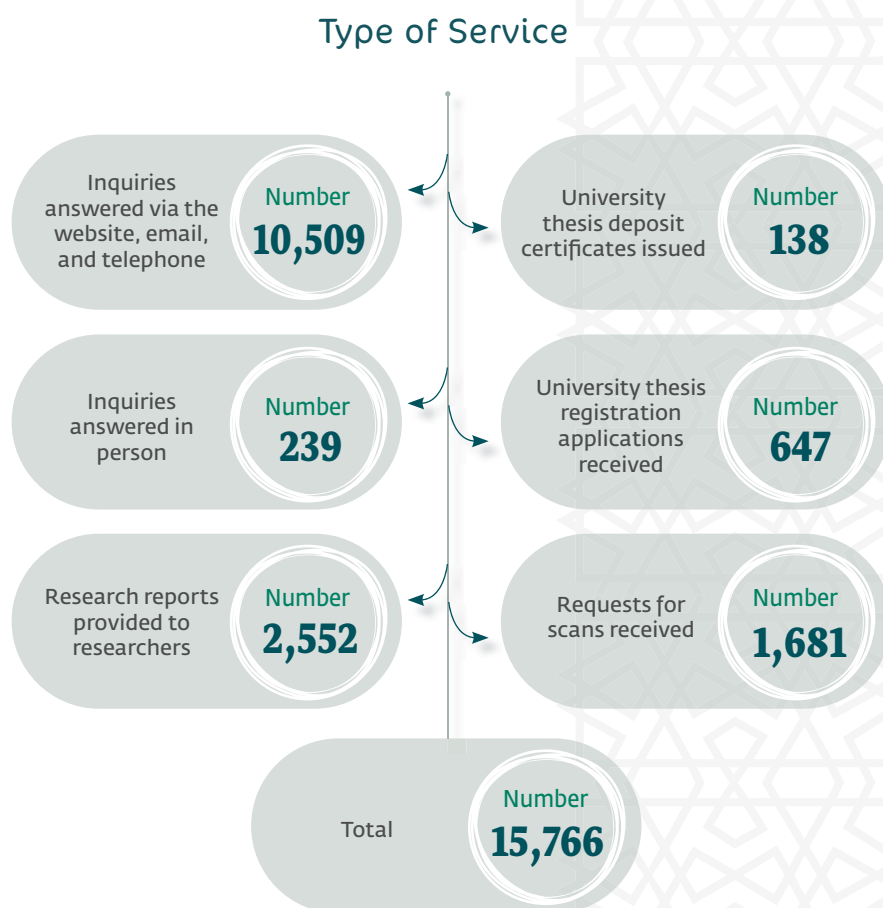


Library

Library

Director: **Dr Mosbah Bouznif**

In 2021, the Library of the King Faisal Center offered a range of services to researchers, from surveying bibliographical information to the acquisition of new materials, the digitization of documents, the issuing of research reports (e.g., on whether a particular topic has been researched before), the depositing of university theses and the issuing of certificates for their deposit, the answering of various inquiries and the general assistance of researchers with everything that might help them to complete their research. The following table details the forms of service provided to researchers by the Library in the course of 2021:





In 2021, the Library continued to develop its various collections through indexing and organizing in order to make them more readily available to researchers. The following table indicates the number of items acquired, indexed and catalogued in 2021:

ACQUISITIONS				
	2021		total	
	Arabic	Latin script	Arabic	Latin script
Books	804	12	146,466	42,418
Periodicals	14	-	2,571	3,044
University theses	88	83	25,621	1,696
Manuscripts	81	-	28,594	-
Digitized manuscripts	49	-	140,000	-
Documents	-	-	40,000	-
Total	1,131		430,410	

INDEXING AND CATALOGUING				
	2021		Total	
	Arabic	Latin	Arabic	Latin
Books	674	15	146,466	42,418
Journal Articles	1,165	26	483,255	23,485
Seminar papers	845	-	59,228	-
University theses	3,578	83	158,609	1,696
Manuscripts	1,750	-	19,875	-
Digitized manuscripts	49	43,321	-	-
Documents	656	-	18,645	-
Edited and published primary sources			36,628	
Total	8,841		1,033,625	



على تراث عريق

في دراسة الحاضر

في استشراف المستقبل





Museum

Museum

Director: **Rasha AlFawaz**

Major Achievements in 2021:

Treatment and Restoration Section

◆ Sterilization

The first stage of preserving historical materials is the elimination of insects and fungi from the pages of documents and manuscripts and their leather bindings, failing which—with the passage of time—their total deterioration may ensue, and other materials stored in close proximity may also be damaged. We conduct this process periodically using the the Al-Faisal Sterilization Device, which uses dry cooling to reduce temperatures to -30°C .

In 2021, the following materials were sterilized:

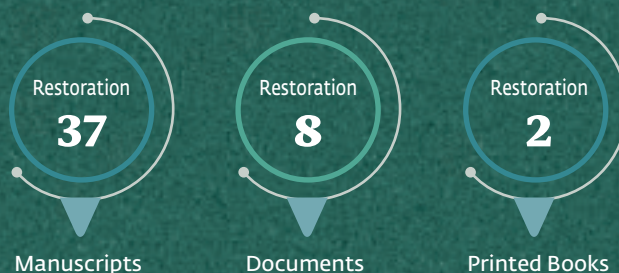




Conservation

The King Faisal Center for Research and Islamic Studies takes especial care of manuscripts and documents, whether during their acquisition and storage or preservation generally. The Center is justly famous for its expertise in the restoration of paper and for its care for Islamic manuscripts more specifically and has been so since the establishment of a section for manuscript restoration in 1986 under the supervision of a team of British specialists. The staff of the restoration section have undergone extensive specialized training in various aspects of manuscript preservation and restoration.

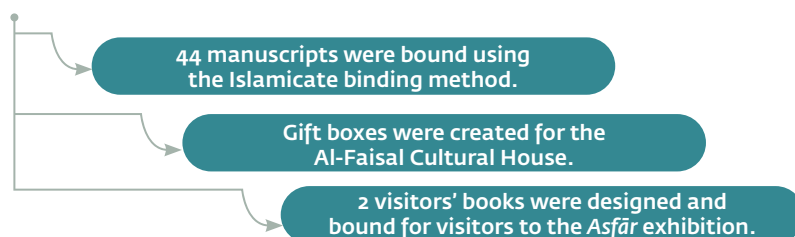
In 2021, the following materials were restored:



Binding

This is one of the procedures used for preserving manuscripts and printed books following their initial treatment and restoration. The binding department undertakes to re-bind manuscript and books with natural leather and to decorate them with gilt inscriptions.

In 2021:



Collection Management Section

◆ Archiving

The archiving process is based on the collection, digitization and archiving of all documents relating to museum pieces, as well as the numbering of all historical items according to each museum collection and the provision of correct descriptions for museum pieces, as per the international guidelines established by the International Council of Museums (ICOM).

In 2021:

- The globally-recognized MuseumPlus electronic archival program was purchased and calibrated to ensure it met the requirements of the Center's museum collections. Staff from the Museum, the Faisal Family Archive and the IT department were trained to use the software.
- 283 audio items were archived.
- 160 items from the King Faisal Memorial Collection were registered and documented.
- A borrowing form was made for requesting items from the former library of Dr Saad Sowayan.



Acquisition

- A model of an oil tanker gifted to King Faisal by a Japanese manufacturing company in 1975 was received from the College of Engineering at King Saud University on February 15, 2021 and was added to the King Faisal Memorial Collection.
- The following items were graciously donated by HRH Princess Sara Al-Faisal on October 19, 2021:
 - Two sheets of paper containing handwritten prayers and remembrance of God.
 - A page from a Hijri calendar for 1 Muharram 1385.
 - A Qur'an copied by al-Sayyid Mustafa Nazif, widely known as Qadrughli.
 - Sections from the prayer manual *Dala'il al-khayrat*.
 - A calendar for the Hijri year 1342.

Storage

In 2021:

- A storage depot was established in the Saudi Memory Unit for storing audio cassettes in appropriate environmental conditions, so that they are correctly preserved (as opposed to keeping them in wooden drawers, as happened in the past).
- We worked toward achieving best practice in preservation and storage of museum pieces by creating 31 boxes for the storage of audio cassettes in the Saudi Memory Unit, as well as 65 boxes for storing museum items generally.
- 93 volumes of the library of Dr Saad Sowayan were sterilized.

Expert Advice

Expert advice was provided to the Prince Talal bin Abdulaziz Foundation on the storage, preservation and organization of museum items, for the specific purpose of preparing a number of such items for display in the Prince Talal exhibition (God have mercy on him).



Exhibitions and Events

Virtual Exhibits

- The *Wahj* Exhibition
- Number of visitors: 7,422



Events and Participation in External Events

- Participation in the International Day of Museums 2021 through the online *Wahj* exhibition, putting it on the proverbial map by commemorating this event.
- Participation in the *Story of Writing and Calligraphy* exhibition by lending 6 museum pieces and 15 manuscripts, in collaboration with the Ministry of Culture, to be held by the National Museum from 14 June 2021 to 22 August 2022.
- Participation in the exhibition accompanying the *al-Burda* festival in the UAE/Dubai Expo from 19-21 December 2021.



◆ Museum Works

After closing the Museum for renovation and maintenance in March 2021, and implementing the following changes:

- Increasing the size of the Museum: this was done by adding a new exhibit on glassware which now occupies the entrance to the Museum.
- Maintaining the Museum display cabinets.
- Replacing the existing flooring with marble tiles, re-painting the walls and maintaining the woodwork of *mashrabiyyas* and doors.
- Preparing for the *Asfār* exhibition by selecting the appropriate museum pieces for display and writing the required descriptions. The exhibition was inaugurated on February 27, 2022.

Volunteering and Training

◆ In the course of 2021, the training of 16 persons was completed:

- 7 students from King Saud University's College of Tourism and Antiquities, from the Department of Heritage Management in the Museum's administration.
- 5 male and female trainees in the Department for Treatment and Restoration.
- 3 female trainees in the Department for Binding.
- The engineer Abdulrahman al-Duways volunteered with us for six months while the exhibition halls were undergoing restoration to plan the layout of the Museum.



على تراث عريق

أصالة

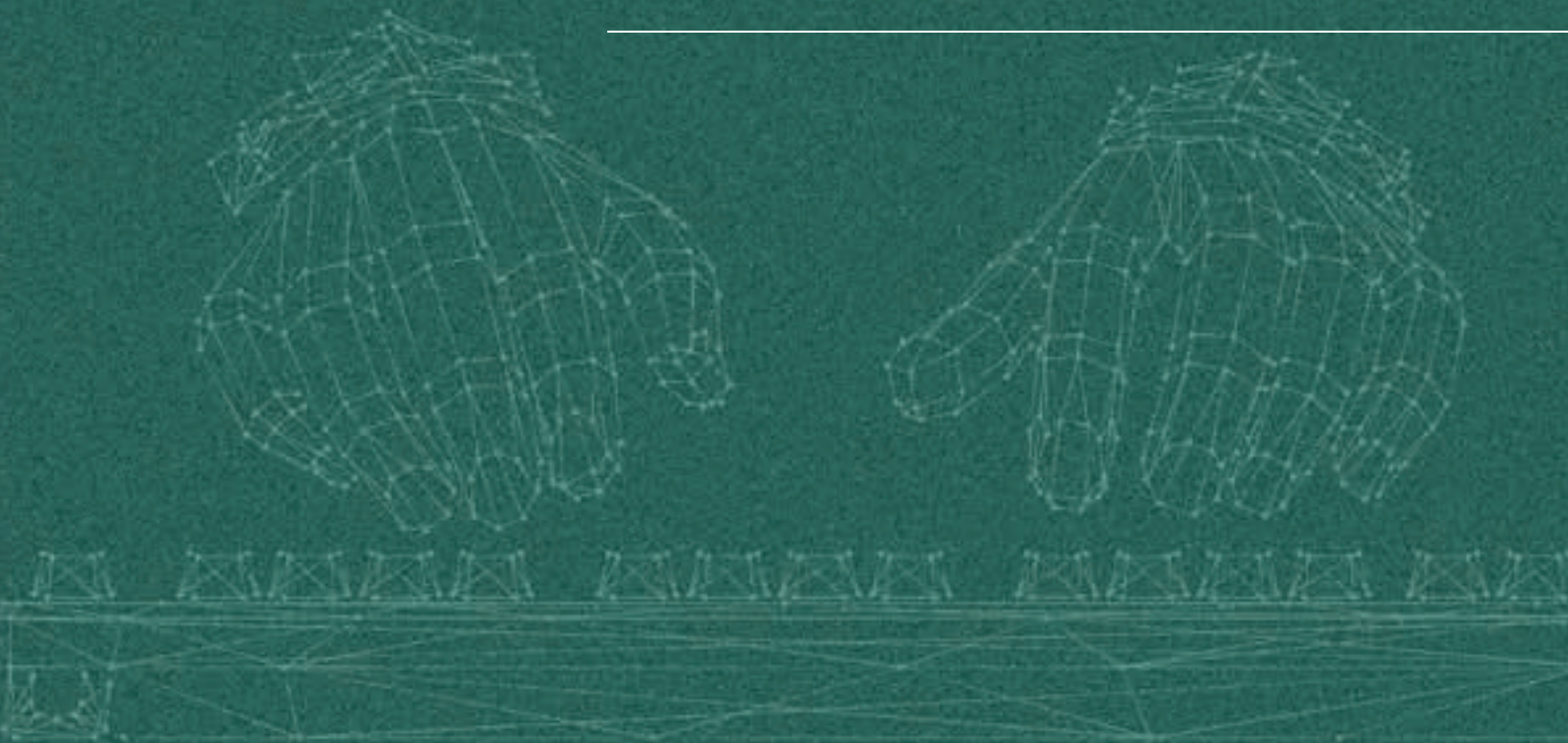
في دراسة الحاضر

فائدة

في استشراف المستقبل

قيادة

Administrative Support



Administrative Support

◆ The Administration and Finance Department

Headed by **Saleh Al-Shamrani**

The Administration and Finance Department provides support for the Center's activities in a wide range of fields including administration, finance, human resources, information technology, safety, security, maintenance, infrastructure, and for the reception of visitors.



The Project and Development Department

Headed by Ibrahim Al-Deghaither

The Project and Development Department follows up the implementation of the Center's projects, in addition to serving as the point of contact for various external agencies, with the aim of attracting further projects. The Department also compiles reports on beneficiaries' satisfaction to ensure that our partners are satisfied with the quality of outputs in the projects we undertake. The Department has conducted a review of some of the services provided by the Center, both internal and those involving external partners, in order to ensure that correct procedures are in place and that the required development reports are submitted to senior management. The Department has also worked closely with the various departments of the Center to prepare a comprehensive guide to the Center's work policies and procedures. Work on this guide remains ongoing.

The Department has played a key role in evaluating the achievements of the Center as envisioned in the 2016-20 strategic plan. It has compiled a list of objectives achieved, has completed a business analysis model (using the SWOT method) in collaboration with the Center's various departments, and has assessed the work submitted in light of the Center's strategic plan. These contributions have had a considerable role in shaping the Center's strategic plan for the 2021-25 period.

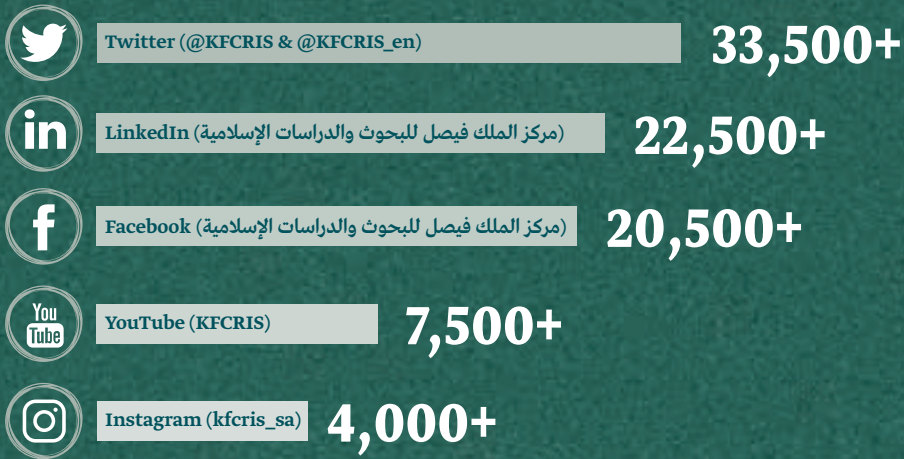


The Corporate Communication Department

Headed by Bandar Aljohani

The Corporate Communications Department is responsible for the efficient coordination of the Center's internal and external communications and the establishment and maintenance of the Center's institutional reputation among stakeholders and those involved in the work of the Center in any capacity. Additionally, the Department undertakes the work of developing protocols that facilitate internal communication within the Center and with external partners. The Corporate Communications Department is responsible for organizing and coordinating internal and external meetings, as well as events, conferences, seminars, exhibitions and social gatherings hosted by the Center, providing logistical support for official delegations and visits and cooperating with local and international news media to ensure adequate press coverage of the Center's various activities and events. The Department documents and archives press coverage, drafts press communiqués and produces reports on media coverage generally.

◆ The number of followers of the KFCRIS on its various social media accounts



King Faisal Center for Research and Islamic Studies

PO Box 51049 – Riyadh – 11543
Kingdom of Saudi Arabia
Telephone: +966 11 455 5504
Fax: +966 11 465 9993
www.kfcris.com/en

أمانتي في دراسة الحاضر في استشراف المستقبل في دراسة