Institution: Loyola Marymount University

Course: SELP 695 Integrative Project

Oppression of Women in the Islamic World, and the Gender Inequality in Saudi Arabia

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Background: Religious Context

Where does Islam stand on Gender Equity?

Some Evidence that Gender Equality is Consistent with Quran

قاستنجاب لهم ونعلم أن لا أضيع عمل عيلين تبكم من ذكر أو أنتم بعضكم من بعض

Formal Translation
And their lord responded to them, “Never will I allow any worker among you to be lost, you are of one another”

- Al-Imran-195
Background: Islamic Perspective

Dispelling a Widespread Misconception

- Contrary to the common belief, Islam is not the basis for gender inequality.
- Gender segregation is attributed to culture and not religion.

Hadith Represents the Teaching of Prophet Muhammad

- No difference between sins committed by man or woman, and therefore shall receive equal punishment.
- Men and women have equal rights in
  - The pursuit of knowledge and education.
  - Participation in public activities, includes national leadership positions.

Gender inequity in Islamic societies is a cultural phenomenon.
Background: Historical Origin of Gender Segregation

In many Islamic societies:
- Women are viewed as an inferior gender.
- Voiceless in the social and political arena.
- Subjugated, segregated and secluded.

Origin of Gender Segregation dates back to the fall of the Ottoman Empire.

Ottoman Empire (1299 – 1923)
- Women played a significant role in society and had an elevated status.
- Women had freedom to own land and to work.
- Women controlled wealth and managed business.
- “Sultanate of Women” had enormous power over the affairs of status.
Background: The Fall of the Ottoman Empire

- Reasons for the fall of the Ottoman Empire (1299 – 1923)
  - Overexpansion into Middle East
  - The Arab Nationalist Revolution in 1923

- After the fall of the Ottoman Empire
  - The single massive area controlled by the empire immediately is divided by colonialist empires
  - Many small Arab states emerge
  - Rule by dictatorship
  - Dictators' use discrimination, racism and sectarianism for purposes of exhibiting power and control
Literature Review:
Movement for Women’s Rights in Islamic States

- The subjugation of women and the struggle for equality and justice is common among the Islamic states. This often includes:
  - Women being deprived of autonomy, liberties/freedoms and certain privileges
  - Banned from certain activities, opportunities, and participation in politics

- Women are often victimized and subjected to various forms of mistreatment.
  - Domestic and sexual violence even from their husbands
  - Sexual harassment
  - Sexual abuse and rape
  - Discrimination
  - Forced marriage and child marriage
  - Kidnapping and human trafficking
  - Assault and homicide
  - Acid attacks, disfiguration and female genital mutilation (FGM)
Literature Review: Turkish Movement

- 40% of women suffer from violent abuse, greater than the global average of 30%.
- 1 in 10 are subjected to sexual violence by their husband.
- Women are often uneducated and illiterate, and women’s labor participation is low at 28%.
- Women face discrimination and the threat of forced child marriage.
- Although women can participate in politics, representation by women is only 14% in Parliament.
- Murder of women has risen exponentially in the last 2 years.

Pushed to address the issue, Turkey has taken actions to protect women:
- Punished perpetrators
- Provided rehabilitation for women
- Implemented laws against gender-based violence
- Lifted bans on wearing headscarves
Literature Review: Comoros Movement

- Although women can participate in politics, only 3% of seats in the national parliament are held by women.

- Labor participation is low and unemployment is high for women, as only 35% of adult women have jobs.

- Compared to other Islamic societies, Comorian women have comparably more social freedom.

- Sexual abuse is punished.

Gender Equity (Sources: World Bank, U.N. Development Program, U.S. State Department)
Literature Review: Iraq

- In a ranking by Freedom House, Iraq is ranked among the worst, 136th out of 137 countries in conditions for women.

- These conditions have deteriorated significantly following the war and displacement.

- Mass displacement has resulted in rampant human trafficking and sexual violence, and many women have been forced into exile in neighboring countries.

- The Iraqi penal code allows men who kill their wives to serve a maximum of three years in prison rather than a life sentence.

- Poverty is pervasive with high unemployment and since many women are widowed:
  - Only 14.5% of women have jobs.
  - As much as 1.6 million women are widows.

*Gender Equity* (Sources: World Bank, Refugees International, Freedom House)
Literature Review:

Tunisia is considered one of the Arab world's most progressive states

- Women in Tunisia are succeeding in challenging cultural and religious norms that limit the rights of women, success is attributed to some feminist movements.
  - The world’s first "Arab Muslim female president was Tunisian.
  - The landmark Abortion is legal since 1965.
  - Women can pass citizenship to husbands.
  - As of 2011, 61 out of the 217 Constituent Assembly are women.
  - Women have workplace protections and labor rights, such as being entitled to 30 days maternity leave at 67% of full wages.

- Despite Tunisia’s progress on women’s rights, domestic abuse and marital rape laws are rarely enforced.

- Additionally, women’s rights face the threat of conservatives pushing for Islamic values to be enforced.

Gender Equity (Sources: U.S. State Department, World Bank, Freedom House)
Literature Review:
Egypt "The Worst" ranked by Freedom House

- The 2011 revolution has resulted in a breakdown of security.

- Women face the threat of being subjected to sexual harassment, violence and human trafficking.

- 99.3% of females have experienced sexual harassment!

- The issue of female genital mutilation (FGM) for young girls is prevalent. According to statistics, 91% of females in Egypt are victims of (FGM).

- Only 63% of women are literate.

Gender Equity (Sources: U.N. Women, UNICEF, World Bank)
"We removed the Mubarak from our presidential palace, but we still have to remove the Mubarak who lives in our minds and in our bedrooms," Egyptian columnist Mona Eltahawy said, referring to Egypt's toppled dictator, Hosni Mubarak.
Literature Review: Iran

- The rights of women have declined following the Iranian Revolution, despite the efforts of activists and advocates.
- Women activists pushing to improve women’s rights risk persecution and being arrested.
- The rate of unemployment is high for women in Iran.

Injustice and crimes against women have been committed with impunity.

- 13 acid attacks were carried out against women drivers, targeted for being “badly veiled”. Attackers inflicted injury with permanent disfigurement, and sometimes even death.
- Reyhaneh Jabbari, an Iranian Sunni woman, killed her rapist in self-defense. Executed publicly, the case caught international attention as an unfair trial, during which she was tortured and not given access to her lawyer.
Literature Review: Morocco

- Women in Morocco have a degree of independence and autonomy compared to other Islamic States.
- However, the legal code still lacks many protections for women.
- Domestic abuse is common and laws protecting women from domestic violence or marital rape are non-existent.
- The Penal Code criminalizes anyone who harbors a woman who has left her husband.
- 17,000 incidents of violence against women in just the first 3 months of 2008.
- Only 44% of women age 15-49 are literate.

Child Prostitution is a Major Issue in Morocco

- Many Moroccan girls begin as maids in homes and are later trafficked as prostitutes.
- Displaced and homeless children are prevalent.
- Maids often suffer sexual abuse without any means for recourse.

Gender Equity (Sources: Freedom House, World Bank, Human Rights Watch)
Literature Review:

Oman Movement

- Omani women benefit from better social protection than in other Arab countries.
- In some regions, females face the threat of Female Genital Mutilation (FGM).
- Gender discrimination in the workplace is common, and woman can often only fill jobs in traditional roles.
- Sexual assaults, including rape or attempted rate, totaled 227 in 2010.
- In December 2011, 4 women were elected to provisional councils out of 192 seats.
- Women can't transfer citizenship to foreign-born spouses or children.

Gender Equity (Sources: U.S. State Department, UNICEF)
Literature Review:
Kingdom of Saudi Arabia

- Saudi women have struggled to launch a feminist movement.

**Efforts have been hindered by:**

- Laws which prohibit demonstrations.
- Women’s face being viewed unfavorably as defiant.

- Women face obstacles to work opportunities and economic independence due to oppressive rules and gender inequity.

- Since women are prohibited from driving, they struggle when they commute to their work.
  - For the past 3 years, the national traffic accidents’ average rate for female students commuting to their workplace was **4.5 per 100** students, while the rate for female teachers was **6.2 accidents per 100** teachers. This rate is higher than the national rate which was **4 accidents per 100** citizens.
  - **56%** of buses are not deemed safe.
Literature Review:
Women Rights in Saudi Arabia

Saudi Arabia ranked 3rd worst overall in women's rights after Egypt and Iraq.

1. Employment
   - Cultural views - primary role of girls is to do the houses chore and raise children.
   - Limited access to job opportunities; and women workers face abuses and mistreatment due to employer control.

2. Male Guardian Requirement
   - Guardian consent required to work, study, travel, undertake health care procedures, and to peruse legal actions.

3. Dress Code
   - Women are required to cover their whole body apart from their eyes.

4. Education
   - Women not allowed to take certain courses at the university, which include engineering, political science and architecture.

5. Mobility
   - Saudi Arabia is the only country in the world where women are prohibited from driving.
Literature Review:
Female Unemployment & Labor Participation

- Female unemployment consistently at least twice that of men.
- Saudi Arabia has highest unemployment rate of highly educated women at about 80%, compared with other countries.
- Women with secondary level education are unemployed at a rate of about 30%.
- Labor force participation is low for women, despite high levels of education.
Problem Statement
Gender Equity in The Workplace and Labor Market

- Gender Equity in the workplace is a major problem faced by Saudi women.
- Saudi women comprise a highly educated population segment with high literacy rate.
- At the same time, the low labor participation rate and high unemployment indicate a capable workforce which is underutilized.
- The average unemployment rate for Saudi females is about 60.1%.
- Despite robust generation of jobs, most jobs in private sector go to foreign workers.
- With the growing size of the Saudi labor force, unemployment rates have been trending upwards, with the greatest impact to women and youth.

Concept Solution: Using a systems approach, propose a system solution to address the problem and improve gender equity and women’s rights in the Saudi labor market,

✓ Saudi women should become economically independent.
✓ Saudi Arabia’s economy should be more diversified and sustainable in the future!
The System "As-Is"

- Saudi workers are better educated on average than non-Saudi workers and are primarily employed in the public sector
- The private sector is dominated by foreign workers
- Private sector discriminates against Saudis
- Saudi workers make up only 20% of private sector employment
- Female labor participation has slightly increased, but is low compared to other countries
- Private sector employers are incentivized to hire foreign workers
  - Wage differentials between Saudi and foreign workers and between Saudi male & female
  - Foreign workers have fewer workplace protections
- Availability of government jobs with generous compensation attract Saudi’s to the public sector
- Cultural factors reduce female labor participation, despite falling fertility rates and higher education levels
- Lack of private sector oversight and enforcement creates systemic labor issues
Project Objectives

1. Provide women with workplace protections and ensure gender equity in the KSA labor market.

2. Educate the public to enhance community awareness and promote the importance of women rights in achieving national economic and societal advancement.

3. Increase the rate of female labor participation.

4. Increase education levels of Saudi women.

5. Empower Saudi women through labor participation to stimulate further public discussion to establish equal rights for women.

6. Produce national economic benefits through a diversified labor force, by increasing employment by women.

7. Generate momentum in social progress and advancement towards the liberation of Saudi women.
Identification of Stakeholders

- KSA Society-at-Large
- Female Saudi Citizens (Users)
- Additional Labor Participants
  - Male Saudi Citizens
  - Employed Foreigners
- Private Sector Employers
- KSA Government (Actors)
  - Ministry of Education
  - Ministry of Labor
  - Ministry of Justice
  - Ministry of Economy and Planning
  - Ministry of Commerce and Industry
  - Ministry of Culture and Information
Documenting Stakeholder Needs

Female & Male Saudi Citizens

- System shall provide equal employment opportunities and equitable pay.
- System shall provide professional development, training and education opportunities.
- System shall provide equitable workplace protections from harassment and discrimination and promote a safe and pleasant (non-hostile) work environment.
- System shall provide a method to file complaints and voice concerns, without intimidation or fear of retaliation.
- System shall implement policies that facilitate female labor participation and incentivize the private sector to hire domestic Saudi Citizens.
- System shall provide a safety net for periods of unemployment.

Private Sector

- System shall be implemented in phases to allow employers ample time for compliance.

Employed KSA Foreigners

- System shall maintain fair treatment and basic rights of foreign workers.

KSA Government

- System shall be implemented and operated by the KSA Government.
- System shall provide national economic benefits, reduce poverty and improve quality of life for female citizens.
System Solution (Hierarchy): High Level Overview (OV-1)

**TOP-LEVEL SYSTEM**

**KSA NATIONAL PROGRAM: EQUAL WOMEN'S RIGHTS IN THE LABOR MARKET**

**ELEMENTS**

**PHASE I:** MEDIA & STAKEHOLDER ENGAGEMENT (1 Year)

**PHASE II:** REGULATION & SUPPORT PROGRAMS (2 Years)

**PHASE III:** IMPLEMENTATION, & ENFORCEMENT (5 Years)

**COMPONENTS**

- MEDIA CAMPAIGN
- GOVERNMENT COMMISSION
- PROGRAM WEBSITE
- EMPLOYMENT & WORKPLACE REGULATIONS
- PERSONAL & FINANCIAL SUPPORT SYSTEMS
- REPORTING VIOLATIONS & INVESTIGATION
- FINES, PENALTIES & SANCTIONS
- PERIODIC EMPLOYER COMPLIANCE AUDIT

*Gender Equity*
System Requirements

Top-Level System Requirements

1. The system shall be a comprehensive program implemented and operated by the KSA Government.

2. The system shall be implemented nationally across all regions of KSA.

3. The system shall be comprised of three distinct phases.

4. The system shall integrate and coordinate activities of multiple government ministries within each phase.

- Phase I (1 Year): Media & Public Education
- Phase II (2 Years): Regulation
- Phase III (5 Years): Implementation
Phase I Requirements: (Media & Education)

1. The system shall implement a national media campaign to promote equal women’s rights through public education.

2. The system shall establish a fund of at least $500,000,000 to allocate towards personal and financial support services for Saudi women, that include:
   a. Training workshops and seminars teaching entrepreneurial skills and personal financial management.
   b. Fund allocation of at least $100,000,000 to provide business financing via low-interest loans.
   c. Financial, job search and professional training support for unemployed Saudi women.
   d. Subsidized daycare for working mothers.

3. The system shall establish a commission in charge of managing the media campaign, public education.

4. Within six months, the system shall organize a commission in charge of establishing new policies and regulations.

5. The system shall require KSA citizens to take one day course on the national and societal benefits of gender equality and equal rights for women.

6. The system shall integrate the lessons on women’s rights and gender equality in high school and primary education, with at least 10 hours of classes per year.

7. Within three months, the system shall establish an official website that serves as a central resource for the program.

Gender Equity
Phase II Requirements: (Regulation)

1. Within 2 years, the system shall establish policies and regulations based on commission recommendations.

2. Within 2 years, the system shall establish regulations applicable to all employers, which at a minimum include the following:
   
a. Workplace protections to protect women from workplace violence, misconduct and sexual harassment.
   
b. Equal opportunity, non-discrimination, and reasonable workplace accommodations for workers with disabilities.
   
c. Recruitment practices that include at least (30%-50%) of women candidates.
   
d. Maternity leave, emergency leave and medical leave, during which time a woman's job will be protected.
   
e. Mandatory sexual harassment, workplace safety and non-discrimination training on an annual basis.
   
f. Whistleblower protections to protect women from retaliation for reporting misconduct.

3. Within 2 years, the system shall begin operating personal and financial support programs and initiate payments to applicants of financial support programs that meet established support criteria.

4. Within 2 years, the system shall evaluate the personal support and financial support programs and make appropriate increases to allocated funding based on the number of participants. At a minimum, allocated funding must be increased to keep up with growing costs and normal inflation.
Phase II Requirements: (Regulation)

5. The system shall establish effective tax incentives for employers to hire Saudi women.

6. The system shall establish penalties, fines and sanctions for non-compliance with policies and regulations.

7. The system shall provide an effective method, via the program website, to file complaints and report misconduct and/or noncompliance.

8. The system shall modify education policy for gender equity in education, allowing women to take courses in all academic disciplines.

9. The system shall increase the Saudi female participation in the labor market by at least (50%-70%) that includes an establishment of a quota system for hiring females, similar to the quota system to address “Saudization”.

10. The system shall implement best practices and standards in government workplaces, providing a benchmark for the private sector.
Phase III Requirements: (Implementation)

1. Within 5 years, the system shall enforce established policies and regulations.

2. Within 5 years, the system shall impose fines, penalties and sanctions against individuals who commit violations of workplace misconduct.

3. Within 5 years, the system shall require all employers with 10 or more employees to establish and implement internal controls to ensure company compliance with established policies and regulations.

4. Within 5 years, the system shall require all employers with 10 or more employees to pass an annual government inspection and audit of company internal controls ensuring compliance with established policies and regulations. Failure of audit may subject the company to fines, penalties and sanctions.

5. Within 5 years, the system shall actively investigate 100% of misconduct and noncompliance complaints within 30 days of being reported.
System Architecture: Heuristics

Learning from Advanced Systems: U.S. Employment Protections

Equal Employment Opportunity is THE LAW

Equal Employment Opportunity Commission (EEOC):

Family and Medical Leave Act of 1993 (FMLA):
A U.S. federal law requiring employers to provide employees job-protected and unpaid leave for medical and family reasons.

Americans with Disabilities Act (ADA)
U.S. comprehensive civil rights law enacted in 1993, addressing the needs of people with disabilities, prohibiting discrimination in employment, public services, and public accommodations.

Occupational Safety and Health Act (OSHA):
U.S. federal law which governs occupational health and safety in the private sector.
System Solution Elements:
KSA Government Ministries & Government Commission

Ministry of Labor
A.1) Policies & Regulations
A.2) Penalties & Fines for Non-Compliance
A.3) Financial aid & Unemployment Compensation
A.4) Human Resource Development Division
A.5) Labor Participation & Workforce Development

Ministry of Education
B.1) Policies & Regulations in Education
B.2) Internal & external Scholarship
B.3) Student Career Development Division
B.4) Personal Skills and Awareness Workshops

Ministry of Justice
C.1) Penalties & Financial Sanctions for Misconduct
C.2) Enforcement & Oversight of Employers
C.3) Investigation & Surveillance
C.4) Periodic Auditing of Employer Internal System Controls

Government Commission
Structure:
E.1) At least 10 Members
E.2) At least 5 Female Members
E.3) At least 2 Officials from each Ministry

Purpose:
F.1) Research the problem
F.2) Develop policy and regulatory solutions
F.3) Provide recommendations to ministries
F.4) Provide support and consult ministries
F.5) Develop metrics to measure performance
F.5) Verification of system meeting objectives
F.5) Continuous Improvement of the System

Other Participating Government Ministries
D.1) Ministry of Economy and Planning
D.2) Ministry of Commerce & Industry
D.3) Ministry of Culture and Information

Gender Equity
Operational Node Connectivity (OV-2)

KSA GOVERNMENT
- MINISTRY OF EDUCATION
- MINISTRY OF LABOR
- MINISTRY OF JUSTICE

GOVERNMENT PROGRAM COMMISSION

SYSTEM
- MEDIA CAMPAIGN
- WEBSITE
- POLICY & REGULATION
- SUPPORT SYSTEMS

KSA SOCIETY-AT-LARGE
- FEMALE SAUDI CITIZENS
- MALE SAUDI CITIZENS

PRIVATE SECTOR EMPLOYERS
- FOREIGN WORKERS

Gender Equity
System Solution Elements

Phase One: (Media Campaign, Public Education & Civic Engagement)

Media is a key avenue for spreading messages and educating the public about the importance of preventing Saudi women's right and self-expression for female citizens.

- **Public Education & Media Campaign (Print & Digital):** The media should conduct campaigns to create public service announcements aimed to change the traditional gender stereotypes of Saudi women that hinder their involvement in the workforce and economy.

- **Civic Engagement & Government Commission:** The fundamental message of the critical role of women should be conveyed through feminist movements and conferences, stated that:

  *Saudi women can and must play a significant role in the Saudi labor market and economy.*
System Solution Elements
Phase Two: (Policies & Regulation)

Workplace Protections
K.1) Sexual Harassment Protection
K.2) Non-Hostile Work Environment
K.3) Whistleblower Protections

Job Protections
L.1) Maternity Leave
L.2) Family & Medical Leave

Equal Opportunity
M.1) Gender Equity in Pay
M.2) Hiring Practices
M.3) Non-Discrimination
M.4) Reasonable Accommodations for Disabilities

Employer Mandates
N.1) Female Candidate Requirement
N.2) Incentives for Hiring Saudi Women
N.3) Required Annual Training
N.4) Equal Opportunity Employer Requirement
N.5) Periodic Audit of Internal Controls
N.6) Penalties & Fines for Non-Compliance

Other Support Programs:

Financial Support Systems
O.1) Unemployment Financial Support
O.2) Financing for Female Entrepreneurs
O.3) Subsidized Properties for Female Entrepreneurs
O.4) Subsidized Daycare for Working Mothers

Personal Support Systems
P.1) Unemployment Job-Search Support
P.2) Professional Development Support
P.3) Career Workshops & Training
P.4) Business & Entrepreneurial Training
P.5) Personal Financial Management Courses
P.6) Personal Talents, Art, Sport and Cultural Development Support Program
System Solution Elements

Phase Three: Implementation (Website Overview)

Information Resources
- Literature
- The Media Campaign
- Public Service Announcements
- Development Opportunities
- Training and Workshops
- Rules, Policies & Regulations
- Employer Compliance Requirements
- Employee Rights
- Workplace Protections
- Frequently Asked Questions

Complaints & Violations
- File a Complaint
- Report Violations
- Personal Misconduct
- Employer Non-Compliance

Support Programs
- Register & Sign-up
- Unemployment Services
- Unemployment Compensation
- Job Search Assistance
- Career Development
- Female Entrepreneurs
- Apply for Start-Up Funds
- Low-interest Loan Program
- Subsidized Business Properties
- Working Mothers
- Apply for Subsidized Daycare

Dropdown List
- Info Resources
- Complaints & Violations
- Public Forum
- Support Programs

External Links to
Affiliated Websites

Social Media Feed

Slideshow
Announcements & Developments

Government Ministries
Measures of Effectiveness (MoEs) are used to analyze the effectiveness of a system by outlining the important criteria for effectiveness and analyzing how well the system may perform against those criteria. Based on the needs of stakeholders and the problem statement, an optimal system is determined by the following measures of effectiveness:

- **Cost** – Evaluates the overall cost of the system, including time and opportunity cost of resources.
- **Gender Equity** – Evaluates how well the system produces gender equity in pay and employment.
- **Enforcement** – Evaluates the system’s ability to enforce its policies, investigate complaints and provide oversight.
- **Labor Participation** – Evaluates the system’s ability to influence labor participation rates of women.
- **Equal Opportunity** – Evaluates the system’s ability to expand female access to employment opportunities.
- **Social Impact** – Evaluates the system’s overall impact on society, including crime, quality of life and poverty.
- **Economic Impact** – Evaluates the system’s overall impact on the national economy, measured by its effect on poverty, job creation, unemployment and level of foreign investment.
- **Sustainability** – Evaluates the sustainability of the system’s over time and its impact on the environment.
## Summary: Measures of Effectiveness

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<thead>
<tr>
<th>Measure of Effectiveness</th>
<th>Phase I Media &amp; Education</th>
<th>Phase II Regulation</th>
<th>Phase III Implementation</th>
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<td>Sustainability</td>
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Project Management

SYSTEM ENGINEERING PLAN

<table>
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<th>IMPLEMENTATION PERIOD</th>
<th>OPERATIONS PERIOD</th>
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<td>USER REQUIREMENTS PHASE</td>
<td>DEVELOPMENT PHASE</td>
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<td>CONCEPT DEFINITION PHASE</td>
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<td>OPERATIONS AND MAINTENANCE</td>
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PROJECT MANAGEMENT

<table>
<thead>
<tr>
<th>PHASE I: MEDIA &amp; EDUCATION</th>
<th>PHASE II: POLICIES &amp; REGULATION</th>
<th>PHASE III: IMPLEMENTATION &amp; COMPLIANCE</th>
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<td>PLANNING</td>
<td>EXECUTING</td>
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<td>VERIFICATION</td>
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TIMELINE (YEARS)

Source: INCOSE SE Handbook
Integration, Verification & Validation (IV&V)

- Integration, Verification and Validation (IV&V) activities are conducted following system design.

- Integration is part of the total system approach and ensures that the system elements interface together and work in harmony.

- Verification ensures that the system elements meet stakeholder requirements, displaying that the system was "built right".

- Validation ensures that the top-level system achieves the stated objectives and satisfies stakeholder requirements, displaying the "right system was built".
Integration

- The program will be implemented and operated by the KSA Government.
- The program involves coordination, collaboration and integration of the efforts of multiple government ministries:
  - Ministry of Education
  - Ministry of Labor
  - Ministry of Justice
  - Ministry of Economy and Planning
  - Ministry of Commerce and Industry
  - Ministry of Culture and Information
- The Relationship diagram will display how the system components interface with each other, ensuring the system is integrated and the components will function in harmony.
# Traceability Matrix (SV-5)

<table>
<thead>
<tr>
<th>Stakeholder Requirements</th>
<th>Phase I: Media &amp; Public Education Campaign</th>
<th>Phase II: Policies &amp; Regulation</th>
<th>Phase III: Implementation</th>
<th>Verification</th>
<th>Validation</th>
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**Gender Equity**

The system is validated as it meets user requirements.
Risk Management:
Culture Acceptance & Participation

- **Risk:** System stakeholders’ rejecting and not actively participating in system.

- **Biggest Challenges:** Non-participation of any major stakeholder group severely impacts system performance and may even result in system failure.

- **Strategic Actions:**
  - Detailed documentation of stakeholder needs and engagement of all stakeholders
  - Media Campaign, Public Education & Civic Engagement

**RISK PROFILE**

- **Likelihood:** Very High – 5
- **Consequence:** Very High – 5

**RISK MITIGATION**

- **Likelihood:** Medium – 3
- **Consequence:** Very High – 5
Risk Management:
Coordination Among Government Ministries

- **Risk**: This system is implemented and operated by KSA government through multiple ministries. Performance would be hindered by limited coordination, since system requires coordination of activities among multiple agencies to complete processes.

- **Biggest Challenges**: Severely impact system performance or result in complete system failure.

- **Strategic Actions**:
  - Integration Plan
  - Training & Professional Development of Government Ministry Employees

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**RISK PROFILE**

**LIKELIHOOD**: MEDIUM – 3  
**CONSEQUENCE**: HIGH – 4

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**RISK MITIGATION**

**LIKELIHOOD**: LOW - 1  
**CONSEQUENCE**: HIGH – 4
Risk Management: Government Priorities

- **Risk:** Program delayed or terminated due to other government priorities:
  - War (For example, current war with Yemen)
  - Economic Recession
  - Oil Production & Global Economy

- ** Biggest Challenges:** Attention to other priorities may result in delay in implementation or possibly termination of program.

- **Strategic Actions:**
  - Ensure that King is enthusiastic and committed to the program
  - Establish a long-term allocation of resources required for system operation

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**RISK PROFILE**

| LIKELIHOOD: | MEDIUM – 3 |
| CONSEQUENCE: | VERY HIGH – 5 |

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**RISK MITIGATION**

| LIKELIHOOD: | LOW – 2 |
| CONSEQUENCE: | VERY HIGH – 5 |
Risk Management: Cost

- **Risk:** The risk of the cost of expenditures in implementing and operating the system exceeding the budgeted cost allocated for the program.

- **Biggest Challenges:** Exceeding the budgeted costs will result running out of funds to keep system operating. This can cause delays to scheduled implementation and temporary shutdown of system components until adequate funds are secured to continue operation.

- **Strategic Actions:**
  - Develop a budget with adequate funding allocated for all parts of program.
  - Secure funding allocation and prepare budget that allows for potential variances.
  - Periodic review and audit of expense to ensure proper spending of resources.
Application of Lean in the Workplace

**Main problem** → Thousands of delayed orders due to lack of internal communication, which results of male and female segregation at work.

**Result:** Large amount of miscommunication inside the departments; which causes all seven waste categories:

1. Rework
2. Unnecessary movement
3. Unclear requirements
4. Poor coordination
5. Incomplete information & documents
6. Transportation for approvals
7. Multiple and wrong recourses
Application of Lean in the Workplace

Value delivered to Customers

➢ Efficient Order Processing (Minimization of Time and Cost) and Timely Payment.
➢ Customer Satisfaction.

Flow

➢ Build culture mutual trust, open communication and coordination among all employees.
➢ Male and female working together.

Pull

➢ Just in Time Processing and Delivery crossing gender boundaries.

Perfection

➢ Enable quick, direct and open information between male and female workers within the mission life cycle in order to eliminate future problems.

Respect for People

➢ Equal treatment, promotion and pay based on performance and merits.
➢ Reduce turnover of women employees by promoting gender equity.
Application of Lean in the Workplace: VSM

**Current Flow Chart**

1. Procurement Department
2. Receive PR from the end-user
3. 4 days
4. Contact the end-user to clear the requirement & issue PO
5. 3 days
6. Waiting for approvals through 5 top levels purchasing managers
7. 2 days
8. Send PO to the supplier & negotiate the order

**End-user**

- No GRN
- Ensure that GRN is issued at the delivery location
- Local= 1-2 days
- Overseas= 3-7 days
- Missing information about the product's requirement
- Authorize supply
- 5 days
- Contact the payment dep. To clear previous payment
- 2 days
- Waiting for confirmation and developed invoice from supplier

**Future Flow Chart**

1. Procurement Department
2. Receive PR from the end-user & issue PO
3. 1 day
4. Waiting for approvals: Orders with less than 5000$ should be approved by supervisor More than that should be approved by purchasing manager
5. 1 day
6. Send PO to the supplier & receive confirmation online
7. Same day
8. Clear payment automatically

**Cycle Time**

- **Total Delivery lead time:**
  - Local= 18 Days
  - Overseas= 23 days
  - Total number of people involved in each PO= 8

- **18-23 days**

- **Total Delivery lead time:**
  - Local= 4 Days
  - Overseas= 9 Days
  - Total number of people involved in each PO= 3

- **4-9 days**

**Gender Equity**
Four Ethical Lenses

1. Rights:
   Equal rights of men and women.

2. Virtue:
   Ethical value based judgment of character, should be judged by deeds, not gender.

3. Utility:
   Value based on utility, including the economic benefits to individuals and society.

4. Justice:
   Value based on balance of right and wrong, including punishment breaking law.
Conclusion: Closing Remarks

- The Arab world presents a highly complex environment for social change.
- Strong cultural values of conservatism and traditionalism makes any attempt to at social change an enormous undertaking.
- Given the complexity of the issue, the system solution proposed in this project incorporates multiple components to address different aspects of the problem.
- The last century has seen steady progress in women’s rights and gender equity across the developed world, with the exception of the Kingdom of Saudi Arabia.
- The cultural, social, legal and political system frameworks make any attempt at mobilizing support or public demonstration nearly impossible.
- A systematic change of this magnitude requires a strong commitment from leadership, as changes must engage major stakeholders and actors in the system’s operational environment.
- Therefore, it is absolutely essential that the King of Saudi Arabia to garner his support not only for success in achieving objectives, but merely for effective implement and operate the system.
- In order to move this project from concept to production, a formal plea to KSA’s King is a necessary next step.
Conceptual Design

King

Support Decision

Yes

Phase I
- Media Campaign
- Website
- Policy & Regulation
- Support Systems

Proceed To Phase II & Phase III

Message

Modify Approach

No

High Social Influence

Low Social Influence
Lessons Learned

1. A system’s approach was used to solve a significant problem impacting Saudi women.

2. Identifying all key stakeholders and documenting their needs are essential to ensuring development of an optimal system solution.

3. Imagination must supplement knowledge to successfully innovate a creative solution, so it is key to “think outside of the box.”

4. A major change that impacts society must consider the cultural perspective and attitudes of stakeholders, and be gradually implemented with a well defined plan in order to transform society.

5. Knowledge of cultural traditions, customs and social structure in the Arab world is vital to deep understanding of the needs of stakeholders, such as which social changes identify with women.

6. The legal, social and political framework in Saudi Arabia systematically treats women as perpetual minors and infringe on their natural rights and freedoms; therefore a systematic approach is needed to solve the problem. “Systematic Problem = Systematic Solution”
My Message to the Custodian of the Two Holy Mosques

“In the name of Allah,

I am confident that improving the well-being and quality of life of all Saudi citizens and ensuring long-term economic growth of the nation, are main concerns as the Father of the Nation. To see these great national benefits for your people, we should carefully consider enhancing the nation’s workforce...

...This plan will bear other fruits, which include favorable responses from other nations, a reduction to poverty, and a sustainable economy that will provide prosperity to the children of future generations. To bear these fruits, only you as the Father of the Nation, have the sole power to enact. I beg you to carefully consider this plan and deliver the benefits it provides.”
References