



“Medinas 2030” Initiative

Orientation and Following Steps

Following the presentation of the final report of the Documentary study on the 22nd of November, the following actions of the “Medinas 2030” Initiative are now much more clear, specifically as concerns the objectives of the pre-operational study and the Scientific Committee.

Before all, the 16 sites that have been shortlisted by the documentary study are the result of a first analysis and will act as points of reference for subsequent actions (the complete list is in the appendix). However, the list is far from definitive and members of the Scientific Committee are encouraged to propose sites or operations, bearing in mind that only projects with an integrated development strategy, an identified promoter and where there exists an opportunity to put in place a financial engineering system to support the projects will be eligible for consideration.

The “Medinas 2030” Pre-operational Study

The pre-operational study, charged with analysing these shortlisted sites, will have as objectives:

- ❖ To estimate **the potential value added** of an intervention in the sites.
In terms of:
 - a. Economic and Social
 - b. Cultural and heritage
 - c. Sustainability

❖ **Identification of projects**

Of the 16 projects selected by the documentary study, the pre-operational study should establish whether there is a potential intervention for the programme. Two types of projects:

- “mature” projects, those identified for their exemplarity, for which complementary operations are possible;
- projects in progress, which represent a potential for intervention in line with the pre-cited criteria.

It will be necessary to identify the different challenges faced by the medina and establish a set of categories for those projects sharing common characteristics. Technical assistance needs will equally be identified. This may be both in terms of the general legal and regulatory intervention as well as assistance to the project.

It will be necessary to identify specific projects and produce guidelines for the different types of rehabilitation operations, and associated interventions based on the perceived categories. The pre-operational study should deepen the match between the current state of the medina (urban and socio-economic study), the targets set by the decision marker(s) of the project, the EIB (and co-funders) and the corresponding resources which can be mobilized.

Several points should be tackled with particular attention:

- The true willingness of the local authorities to engage, over time, in the rehabilitation process (identification of project operators and the quality and sustainability of their involvement)
- The competency of the operators (project promoters, representatives of project promoters and project management) in charge of the project and their ability to monitor projects over the long-term.
- Identifying the actual financial needs of the project and the recovery time frames

Following a precise inventory of the medina, the research team should define the overall attractiveness of potential sites (tourism, residential, economic).

Ultimately, a greater importance must be accorded to the potential and advantages of the project rather than its original content. The pre-operational study's team must equally produce a refined analytical grid, enriched with qualitative and quantitative indicators that allows the interventions to be prioritised.

❖ **Financial Mechanisms**

To estimate the investment that will be needed, analyse potential financial flows for the different categories of medina and adapt financial mechanisms, to complement loans and grants, that can later be used to finance rehabilitation projects in the framework of a "Medinas 2030" Investment Programme.

The main objective of the pre-operational study, which should be emphasized, is to identify and establish the financial framework and financial engineering that should be put into place to support the identified rehabilitation projects. Therefore, priority will be given to projects where there is both a need and an opportunity to develop an innovative adapted financial mechanism.

❖ **Calendar and monitoring**

To design a road map, including a proposed timeline, and key indicators that can later be used to effectively monitor the progress of the Medinas 2030 Investment Programme

The Proposed Calendar for the pre-operational study is as follows:

Launching of call to tenders:	February 2011
Selection of a team:	May 2011
Start of the Study:	June 2011
First phase and intermediary report:	November 2011
Second phase and intermediary report:	March 2012
Draft of final report:	July 2012
Presentation of final report:	October/November 2012 (Venice Biennale and final conference of the "Medinas 2030" Initiative)

Hence the study is expected to have a duration of around 12/14 months.

Conferences and seminars

- Conference with the support of the Arab Towns Organisation at the end of 2011, updating members on the first half of the programme
- Conference at the Biennale in Venice, at the end of 2012, presenting the final results of the program
- Technical workshops, in partnership with UNESCO

The Scientific Committee

The Scientific Committee is composed of representatives from the Mediterranean Partner Countries (Egypt, Lebanon, Morocco, Syria and Tunisia- contact with other countries is still underway), the representatives of national and international financial institutions and urban experts. The complete list of members can be found in the appendix of this note.

It is envisaged that the role of the Scientific Committee is:

- Test the different proposed hypotheses and validate the different implementation phases of the pre-operational study
- Offer advice and useful information pertaining to a potential intervention in the partner countries, in the case of national policy makers, or in their domain of expertise, in the case of IFI representatives or experts.
- Propose different sites or “integrated rehabilitation” projects which could fall under the framework of a “Medinas 2030” Investment Programme.
- Promote awareness in the Mediterranean Partner Countries
- Form strong partnerships in the partner countries and between international donors to support investment projects following the end of the pre-operational study.

Programme of Scientific Committee meetings:

It is proposed that the Scientific Committee meet for a second time at the **end of 2011** during a first conference organised in partnership with the Arab Towns Organisation in a partner country (and at which the first results of Meknes will be presented).

The third and final meeting of the Scientific Committee is proposed for **September 2012** to validate the final results of the pre-operational study and offer feedback.

G. Fleuret

Annexe 1

La liste des Projets Retenus par l'Étude Documentaire/ List of Projects Shortlisted by the Documentary Study

- Égypte : - Démarche prospective « Le Caire 2050 » et Programme de la fondation Aga Khan pour la réhabilitation du quartier Darb al-Ahmar
- Jordanie : - Karak et l'héritage des Croisés
- Jerash aux portes d'un site antique majeur
- Liban - La vieille ville de Tripoli réhabilitée
- Réhabilitation du centre ancien de Baalbeck
- Réhabilitation du centre ancien de Tyr (Sour)
- Maroc - Réhabilitation de l'ancienne médina de Casablanca
- Réhabilitation de la médina (1999-2005) et réhabilitation du Triangle historique de Fès
- Interventions dans la médina de Meknès
- Réhabilitation de la médina de Tétouan
- Syrie - Réhabilitation de la vieille ville d'Alep
- Damas : Interventions stratégiques dans la vieille ville
- Hama, Projet de réhabilitation de la vieille ville
- Tunisie - Projet de requalification de la médina de Kairouan
- Réhabilitation de la médina de Sfax
- Réhabilitation de la médina de Sousse
- Réhabilitation du quartier d'Hafsia et réhabilitation des Oukalas » à Tunis

Annexe 2

Membres du Comité Scientifique/ Members of the Scientific Committee

Présidée par/ Presided by:

Assistant Director-General for Culture at the UNESCO and Acting Director of the World Heritage Centre, Professor Francesco Bandarin.

Les représentants des pays partenaires méditerranéens/ **Representatives from Mediterranean Partner Countries**

M. Abouhani Abdelghani

Directeur Général de l'Urbanisme, de l'Architecture et de l'Aménagement du Territoire (Maroc)
(Ministère de l'Habitat, de l'Urbanisme et de l'Aménagement de l'Espace)

Mr. Erfan Ali

President of the Regional Planning Commission (Syria)

M. Mokhtar Hammami

Directeur des Finances des Collectivités Locales à la Direction Générale des Collectivités Publiques Locales (Tunisie)
(Ministère de l'Intérieur et du Développement Local)

Mr. Nabil el-Jisr

President of the Council for Development and Reconstruction (Lebanon)

Dr. Mostapha Madbouly

Director of the General Organisation for Physical Planning (Egypt)

Les représentants des institutions nationales et internationales, des associations de villes et experts/ **Representatives from national and international institutions, town associations and urban experts**

Mr. Ahmad al-Adsani

Deputy Secretary-General
Arab Towns Organisation

Mme. Sémia Akrouit-Yaïche

Directrice Générale
Association pour le Sauvegarde de la Médina de Tunis (Tunisie)

M. André Azoulay

Conseiller de S.M. Mohammed VI, Roi du Maroc

Prof. Marcello Balbo

Professeur
Università Iuav di Venezia

Mr. Anthony Bigio

Senior Urban Specialist in charge of Sustainable Development
World Bank

Mme. Pascale Chabrilat

Conseillère développement international
Caisse des Dépôts et Consignations

M. Abderrahmane Chorfi

Expert

M. Guy Clause

Director of Convergence and Environment, Projects Directorate
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M. Nils Devernois

Responsable du Développement urbain durable
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M. Daniel Drocourt

Coordinateur du Programme « Les 100 Sites Historiques Méditerranéens »
Programme des Nations Unies pour l'Environnement

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The Marseille Centre for Mediterranean Integration

M. Jean-Louis Luxen

Expert Juriste
EuroMed Héritage (Commission Européenne)

Mr. Joan Parpal

Secretary General
Medcities

M. Christian Masset

Directeur Général Globalisation, Développement et Partenariats
Ministère des Affaires Étrangères et Européennes

M. Christian Mourisard

Président
Association des Villes Européennes de Culture

M. Mateu Turro

Professor
Universitat Politècnica de Catalunya

La coordination du Comité Scientifique est assurée par/ The coordination of the
Scientific Committee is ensured by :

Mario Aymerich, Guy Fleuret and Yasmine Wazzi