

**Table of Actions for the Recovery of the Ancient City of Aleppo**  
**Following the Technical and Coordination Meeting for the Ancient City of Aleppo**  
**UNESCO Office in Beirut, 2-3 March 2017**

*(to be completed by Syrian Stakeholders)*

Actions / Projects (WHAT?)	Main actors/Partners (WHO?)	Timeline (WHEN?)				Estimated Budget required	Ongoing initiatives	Actions foreseen/Source of funding
		short	mediu m	long	Potential start date			
<b>I. Strategic Planning / Coordination</b>								
1	Develop a shared vision on the future of Aleppo city <i>Putting populations at the heart of the recovery process and considering cultural heritage as a key driver for a living city</i>	Syrian stakeholders and other invited entities	X			First quarter of 2017		
2	Develop an integrated strategy for the recovery of Aleppo <i>Including the return of populations, the revival of their cultural heritage and development concerns</i>	Syrian stakeholders and other invited entities Following World Heritage Committee guidelines	X			First quarter of 2017		
3	Develop local and international coordination mechanisms <i>Envisage flexible mechanisms to adapt to the evolution of the situation on the ground</i>	Syrian stakeholders and other invited entities International coordination under the umbrella of UNESCO	X			First quarter of 2017		- Meeting organized by the Ministry of Tourism (15 March 2017) /funded by the UNESCO Heritage Emergency Fund - UNESCO to establish a coordination unit in Aleppo
4	Develop methodological guidelines and establish priorities for actions	International coordination under the umbrella of UNESCO	X	X		First/second quarter 2017		
5	Develop an intergrated plan that harnesses the World Heritage Value, for the sustainable development of Aleppo, including: - Social cohesion - Job creation - Recovery of the urban fabric (reassessing the Master Plan) - Sustainable tourism development of Aleppo and its region <i>Maintain regular communication with the UNESCO World Heritage Centre and ICOMOS on any development in the World Heritage property</i>	Coordinated by the concerned Syrian stakeholders with partners Guidance from UNESCO DGAM to communicate to UNESCO	X	X	X	2017/2018		
6	Re-establish a comprehensive management system for Aleppo at central/Regional/local levels	Syrian stakeholders Guidance from UNESCO			X	2018		
<b>Strategic Planning / Legal framework</b>								
7	Re-examine, establish and enforce regulations that favour cultural heritage protection within a sustainable development approach <i>land ownership and use, tax reduction, financial supports for reconstruction, stronger cultural heritage guidelines application, bidding regulations, etc.</i>	Concerned ministries and stakeholders with the support of UNESCO		X		Second/third quarter 2017		
8	Connect cultural heritage plans with housing, public services and other social and administrative needs	Concerned ministries and stakeholders with the support of UNESCO and UN-HABITAT		X		2018		
9	Address the challenges of development projects relating to the private sector <i>constructions permits, property regulations, etc.</i>	Concerned ministries and stakeholders with the support of UNESCO	X					

II. Damage Assessment, Documentation, Archives and Mapping									
1	Identify, collect, harmonize, share, and make damage assessment data, documentation and archives compatible and centralized <i>Avoid duplication of actions, identify gaps and complete damage assessment/documentation</i> <i>Define a common baseline</i>	Syrian stakeholders and international institutions Guidance from UNESCO	X	X		First/second quarter 2017			
2	Map and establish a shared roster of expertise (Architects/engineers/craftmen/tradition bearers and practitioners, etc.) <i>Identify gaps</i>	Syrian stakeholders and international institutions	X	X		2017/2018		- UNESCO Observatory of Syrian cultural heritage, Roster and information sharing platforms ( <a href="https://en.unesco.org/syrian-observatory/">https://en.unesco.org/syrian-observatory/</a> ) - Update of the roster of architects and engineers specialized in the built heritage conservation by the Syrian Syndicate of Engineers	
3	Assess human and financial resources needed	Syrian stakeholders	X	X		First/second quarter 2017			
III. Capacity building									
1	Identify needs in capacity building and technical assistance in: - First Aid measures (debris management, consolidations, etc) - Damage assessment - Need assessment - Best practices for databases, documentation and archives - Revitalization of intangible heritage practices - legal frameworks, international charters - Conservation, restoration, construction techniques, preventive archaeology - sustainable urban development	Syrian stakeholders and partners	X	X		First/second quarter of 2017		- Training and workshops on First Aid measures, damage assessment and documentation and archives provided by UNESCO, ICOMOS, ICCROM and DAI	
2	Develop training/capacity building strategy adapted to the needs	Syrian stakeholders, UNESCO, ICCROM, ICOMOS, other partners	X	X		Second/third quarter of 2017			
3	Review university curricula to include heritage conservation, disaster risk management, etc. and/or create complementary short term courses	Concerned ministries, syrian universities and stakeholders, DGAM, with the support of UNESCO Culture and Education sectors		X		Second/third quarter 2017			
4	Ensure that the training/knowledge acquired is transmitted to a wider range of beneficiaries	Syrian stakeholders	X	X					
5	Involve Syrian students in the recovery works	Universities, Syrian stakeholders and other partners	X	X	X			Surveys and projects undertaken by students	
6	Provide training on debris management	Syrian stakeholders, UNESCO, ICCROM, ICOMOS, other partners	X			First/second quarter of 2017			
7	Revitalize handicraft/training for traditional practices and traditional construction techniques	Syrian stakeholders with the support of UNESCO		X		2017/2018			
8	Develop 'training by doing' initiatives (Chantiers Ecoles)	DGAM, Syria Trust for Development, AKTC, and invited partners with the support of UNESCO	X	X	X	2017/2018			

IV. Awareness raising									
1	Raise the awareness of policy makers about the World Heritage status of the site	Syrian stakeholders, UNESCO and other partners	X	X		First quarter 2017			
2	Raise awareness of local communities on the importance and value of cultural heritage in Aleppo and involve them in a recovery process harnessing this value	Syrian stakeholders and partners	X	X		First/second quarter of 2017			
3	Raise the awareness of the international community and reach out to donors	Syrian stakeholders, UNESCO and other partners	X	X	X	First/second quarter of 2017			
V. Emergency works and restoration									
1	Protect by fencing damaged elements/historic buildings including debris, evaluate the stability of structures before cleaning rubbles and consolidate where needed with adequate shoring systems	DGAM, the Aleppo City Council, the Ministry of Awqaf with the support of UNESCO and other partners	X			First quarter of 2017			
2	Create teams for debris identification, documentation and risk management <i>Aleppo DGAM Staff reinforcement and temporary deployment to Aleppo is required</i> <i>Involve students and the civil society as volunteers</i>	DGAM, the Aleppo City Council, the Al-Adiyat, heritage NGO, national and international heritage professionals, local communities, with the support of UNESCO	X			First quarter of 2017			Temporary deployment of DGAM staff/UNESCO-Heritage Emergency Fund
3	Create a bank of appropriate materials	Syrian stakeholders and partners	X	X		2017/2018		Initiative started	
4	Identify restorations works to be carried out on a symbolic entity in the city to create a positive dynamic (catalyzer effect)	Syrian stakeholders with the support of UNESCO and other partners	X			First quarter 2017			
5	Launch consolidation/restoration campaigns at the Great Umayyad Mosque, Citadel and the surrounding Suqs, at the Museum of Arts and Popular Traditions of Aleppo (Beit Ajiqbash), the Memory Museum of the City of Aleppo (Beit Ghazaleh), etc.	Coordinated by the DGAM with the support of UNESCO and other partners	X	X	X	2017/...			AKTC (partial financing)