



ACTIVITY REPORT

2020/2021



CULTURE & HERITAGE
ARCHITECTURE & URBAN DEVELOPMENT
TOURISM & HOSPITALITY
SECURITY & SAFETY
HUMAN CAPITAL
ENVIRONMENT & INFRASTRUCTURES
BOTANICAL PRODUCTS
AGRICULTURE
EQUESTRIAN PROJECTS
DEVELOPMENT

ACTIVITY REPORT

2020/2021

FRENCH
AGENCY
FOR ALULA
DEVELOPMENT

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EDITO

GÉRARD MESTRALLET,
AFALULA EXECUTIVE CHAIRMAN



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AFALULA TEAM

AFALULA



EDITO



Gérard Mestrallet
Afalula Executive Chairman

I am delighted to present to you the second Afalula Activity Report, which highlights the range of actions taken by the Agency with the Royal Commission for AlUla (RCU) over 2020/2021. Over the past year, we have been faced with a shared challenge: the fight against a global pandemic which had an impact on a number of sectors, and tourism in particular. Against this deteriorated backdrop, the Agency illustrated its speed of reaction, by quickly adapting its tools and work methods to the challenging situation. These adjustments enabled us to ensure fluid continuity of business, to strengthen our ties with our Saudi partners, increase our cooperation, to continue to jointly pursue the transformation of AlUla into a world-class cultural and tourist destination.

“ The international launch of the Journey Through Time Masterplan announce the transition from the design to implementation phases of development of the central zone of AlUla, and constitutes a major step in the development of the region. ”

This year saw the international launch of the Journey Through Time Masterplan on 7 April 2021, the result of close cooperation between the Agency and the Royal Commission. This high point announced the transition from the design to implementation phases of development of the central zone of AlUla, and constitutes a major step in the development of the region. Based on a sustainable development approach and including a zero-carbon strategy, the Masterplan was designed as a respectful approach to the region combining environmental preservation, respect of its history and inclusion of local communities.

Now more than ever, the ecosystem of French companies (micro businesses, SMEs and large companies) is actively mobilised to contribute to ensuring progress on this project. In particular, this year, cultural, hotel, restaurant, agriculture and security sectors were able to implement, in their respective areas, world-recognised expertise.



“As the development of the destination accelerates, the partnerships between Afalula and RCU has become stronger and more fecund than ever. It is the pride of our teams to mobilize daily the best private and public expertise, and thus support the delivery of an ambitious, inclusive and visionary Masterplan for AIUla.”

Laura KWIATOWSKI

Secretary General
Director Institutional Relations
& Public Affairs



“The Journey Through Time Masterplan marks an important step in the AIUla project, putting sustainability at the heart of its development. More than ever, Afalula’s teams are mobilized to deliver this unique and innovative project with our partners from the Royal Commission for AIUla.”

Mathias CURNIER

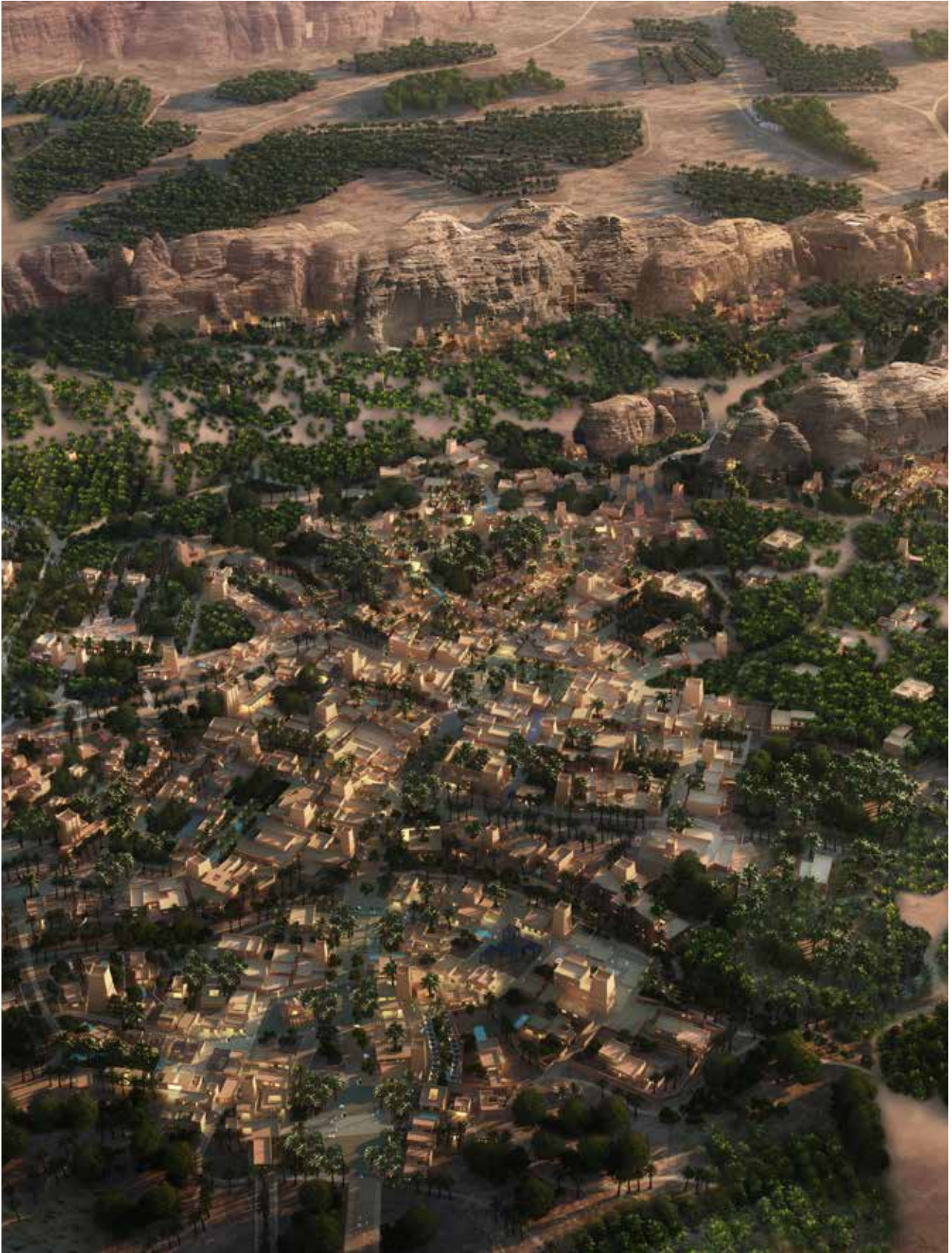
Chief of Staff
Director Communications,
Marketing, Innovation
& Public Relations

“ Based on a sustainable development approach and including a zero-carbon strategy, the Masterplan was designed as a respectful approach to the region combining environmental preservation, respect of its history and inclusion of local communities. ”

The Afalula report summarises the pilot projects steered by the Agency and its areas of expertise. Right from its maiden edition last year, this report has become a key communication tool which, beyond specific expertise, will focus on synergistic projects. The strength of our Agency lies in our ability to unite these unique areas of expertise.

I would like to thank the Afalula teams for all the work they have achieved and welcome the strong ties we have forged with our Saudi partners. I would also like to share my pride in the close relationships we have built between French companies and the Royal Commission. It is our desire to continue to leverage this area of excellence to offer visitors to AIUla a unique experience of its exceptional heritage.

It is therefore with confidence and great enthusiasm that we embark on the next stages of the international development of AIUla.



// INTRODUCTION

BOARD OF DIRECTORS

CHRISTOPHE FARNAUD

Director for
Middle East & North Africa,
*French Ministry for Europe
and Foreign Affairs*

**NICOLAS SEJOUR**

Head of Office Turkey, Balkans,
CIS and Middle East, General
Directorate of the Treasury,
*French Ministry for
Economy and Finance*

**CYRILLE PIERRE**

Deputy Director General
for Globalization,
*French Ministry for Europe
and Foreign Affairs*

**ARISTIDE GASANGWA**

Deputy-Head
for Middle East countries,
*French Ministry for
Economy and Finance*

**GÉRARD MESTRALLET**

Executive Chairman
of the French Agency
for AIUla Development
(Afalula)

ORGANIZATION CHART

2020/2021





MASTERPLAN

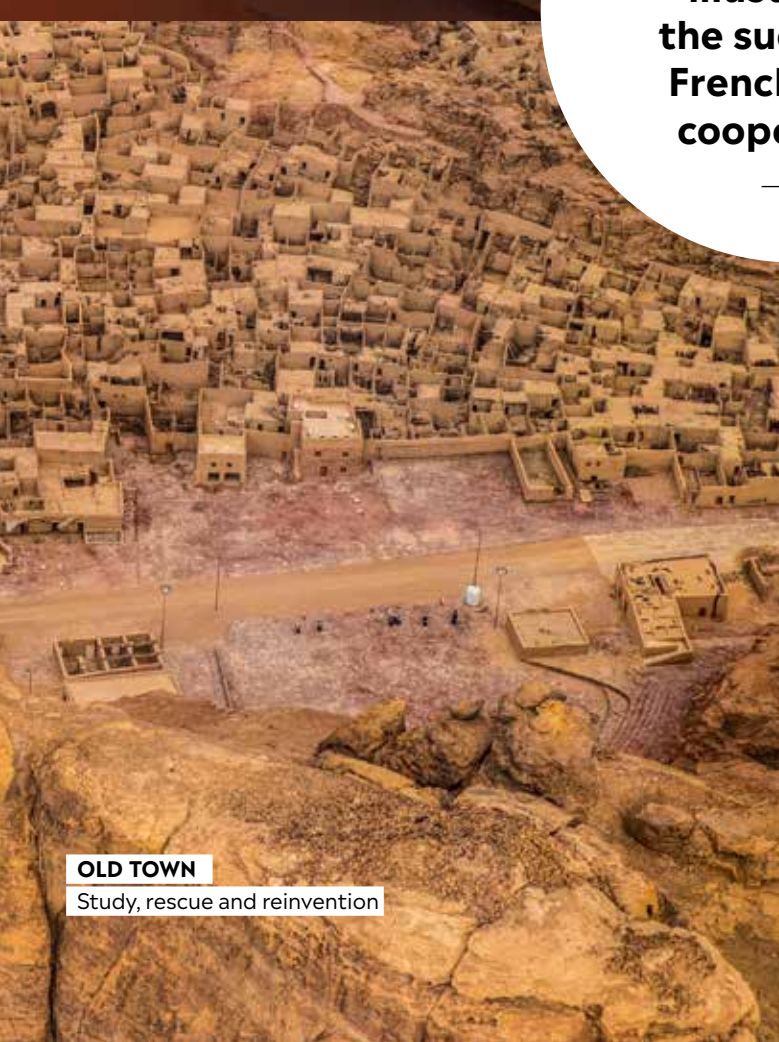
Zoning, planning & design support



ARABIAN HORSE

Develop “horse-related” concepts
in collaboration with RCU

Some flagship
projects
illustrating
the successful
French-Saudi
cooperation



OLD TOWN

Study, rescue and reinvention



MORINGA ACTION PLAN

Provide technical expertise and commercial lead

MORINGA RESEARCH LAB

// INTRODUCTION

AFALULA DEDICATED TO ALULA

A TWOFOLD MISSION

TO CO-DEVELOP AND TO MOBILIZE

The Agency's mission is two-fold: co-develop the project with the Royal Commission for AlUla (RCU), located in Riyadh and AlUla, and mobilize the full breadth of French expertise (specialists, operators, companies) regarding the project's key fields. Founded in July 2017 and headed by H.R.H. Crown Prince of the Kingdom Mohammed bin Salman, the RCU aims at protecting and developing AlUla and promoting its cultural and natural heritage, and its population.

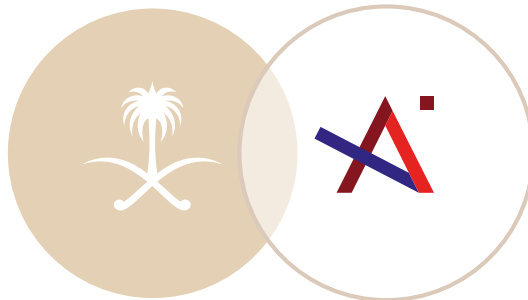


Eng. Amr Saleh Almadani
Chief Executive Officer of the
Royal Commission for AlUla (RCU)



THE BEST OF FRENCH AND INTERNATIONAL KNOW-HOW

The Agency gathers a full range of leading experts in the project's key fields: cultural engineering, archaeology, architecture and urban planning, agriculture and botany, tourism, education, security, water and sustainable environment management.



The Royal
Commission
for AlUla
(RCU)

The French
Agency for AlUla
Development
(Afalula)

// INTRODUCTION

SUSTAINABILITY AT THE CORE OF THE ALULA PROJECT

AlUla aims to become the number one iconic project of the region in terms of sustainability ambition

KEY SUSTAINABILITY TOPICS IN ALULA:

- Water conservation
- Carbon footprint
- Biodiversity protection
- Communities' empowerment
- Sustainable socio-economic development

ALULA'S 12 STRATEGIC PRINCIPLES

- Safeguard the natural and cultural landscape
- Heritage, cultural and arts global destination
- Sustaining ecosystems & wildlife
- Balanced agriculture
- Light touch tourism
- Subtle connectivity
- Revitalization, restoration and regeneration
- Local community development
- Imaginative infrastructure
- Invisible security
- Safe and healthy places, products and systems within the circular economy
- Practice anticipatory design





“ This project will be innovative, sustainable and respectful of the historical, archaeological and natural heritage of the governorate and of its local culture (...). ”

Bilateral agreement, April 2018
Article I - General objectives of the agreement

MASTERPLAN KEY FIGURES

> The Journey Through Time Masterplan includes:

5 distinctive Districts

5 key heritage sites
(Old Town, the Cultural Oasis,
Dadan, Jabal Ikmah, Hegra)

5 major and targeted
archaeological excavation
programmes

3 conservation surveys and
stabilisation programmes

15 cultural assets based
on 3 pillars: knowledge,
immersion, creativity

+5000 hotel keys

9km rejuvenated Cultural Oasis

A state-of-the-art plant nursery
with over **200** native species in
AIUla

10 million m² of green
and open spaces

A 20km public realm, the Wadi of
Hospitality

A 46 km low-carbon
tram system



➤ Once completed in 2035, the Alula development programme will:

Welcome **2 million** people annually

offer **9,400 hotel** unit keys

Create more than **38,000 jobs**

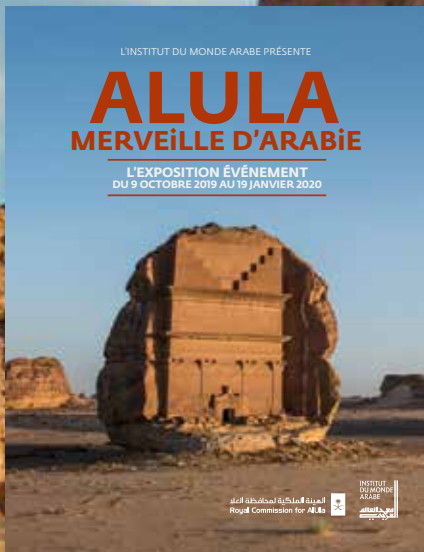
Contribute **120 billion SAR** overall to the Kingdom's GDP

Grow a diversified multi-sector economy

Increase population growth to **130,000**

Protect 80 percent of the county as natural reserve areas

AFALULA ACHIEVEMENTS 2020





In the context of a global pandemic, the Agency illustrated its speed of reaction, by quickly adapting its tools and work methods to the challenging situation. These adjustments enabled us to ensure fluid continuity of business, to strengthen our ties with our Saudi partners, increase our cooperation, to continue to jointly pursue the transformation of AlUla into a world-class cultural and tourist destination.

AFALULA ACHIEVEMENTS 2020 SNAPSHOT

CULTURE & HERITAGE

DADAN

Launch of the pluriannual archaeological mission, scientific study combined with training of students



-
PARTNER:
CNRS

OLD TOWN STUDY

Second year of the Heritage assessment study of the urban settlement combined with building archaeology

-
PARTNERS:
CRATERRE,
EVEHA INTERNATIONNAL,
ARCHAIOS

CULTURAL OASIS

Annual campaign ground surveys for the reconstruction of AlUla oasis history; combined with training of students

-
PARTNER:
ARCHAIOS

HEGRA

Support to the materiel study of the archaeological mission (pottery)



-
PARTNER:
CNRS

KHAYBAR

First mission on the ground for archaeological mapping (from pre-history to modern times)

-
PARTNER:
CNRS

GRAFFITI REMOVAL

61 graves treated, 11 locations in Jabal Ithlib, 3 at the Hijaz station, 1 on the Nabataean well



-
PARTNER:
INDEPENDANT
CONSERVATORS



MUSEUMS AND CULTURAL ASSETS PLANNING

Completed RIBAO study for 15 assets - 70-80 stakeholders involved (RCU, Afalula, external consultants)

-
PARTNERS:
ASG, MANIFESTO, + GROUP OF
FRENCH AND INTERNATIONAL
CONTENT EXPERTS

ALULA, WONDER OF ARABIA

Showcase the heritage of AlUla through an international exhibition "AlUla, Wonder of Arabia" at the Institute of the Arab World in Paris (Oct 2019- Mar 2020)



-
PARTNER:
INSTITUT DU MONDE ARABE

ARCHITECTURE & URBAN DEVELOPMENT

MASTERPLAN 1 & MASTERPLAN 2

Support to produce MP1 and MP2

-

PARTNERS:

MP1: AGENCE TER, RCHERITAGE, AETC, ENSAMBLE STUDIO, CONCEPTO, FRANCK BOUTTÉ CONSULTANTS, PROJECTILES, SETEC, HORWARTH HTL

MP2: GILLESPIES, WSP, MEINHARDT, CBRE, WOOD, ANGLIN, FAITHFUL & GOULD, AMARANTE

JOURNEY THROUGH TIME

Support to produce Journey Through Time exhibition to HRH Crown Prince of the Kingdom Mohammed bin Salman (including maquette displays, panels, booklets, artists views, etc.)

-

PARTNER:
PRIORS

HERITAGE SITES

Heritage sites spatial planning study

-

PARTNER:
INCA

UDS (ALULA DESIGN STUDIO)

Staffing, Guidelines produced, Yellow zone masterplanning tested, Building Permit assessments, Farms Regeneration -> AlHijr analysis, AlHijr masterplanning,

-

PARTNER:
ARCHITECTURE STUDIO

ASHAR

Masterplan
Design for new tented resort

-

PARTNER:
ALGOE CONSULTANT, AW2 (ARCHITECT), MICHEL DESVIGNE (LANDSCAPING), EGIS (ENGINEERING)



OLD HOUSE

Schematic concept design

-

PARTNERS:
DETRY-LEVY (ARCHITECT), JOUIN-MANKU (DESIGNER), ATELIER TAKT (LANDSCAPE), RC HERITAGE, VESSI RE (ENGINEERING), KERNOU (DEVELOPMENT)

TRAMWAY

Tramway feasibility study completed

LOCAL BUILDING MATERIALS

Earth: advisory, project support, samples, production unit business case

Stone: business model and RfP drafted for quarry

-

PARTNERS:
BRGM (GEOLOGISTS), MICA ENVIRONNEMENT (CONSULTANTS), CRATERRE, RCC



-

PARTNER:
RAILCONCEPT

AFALULA ACHIEVEMENTS 2020 SNAPSHOT

TOURISM & HOSPITALITY

LEAD EFFORTS FOR PROMOTION OF ALULA DESTINATION IN FRANCE

Interface Tourism agency on-boarded. Media event for Assouline book launch / The Good Life media partnership / Preparation for ILTM trade fair / Le Point media partnership / Training for TO teams preparation and participation to ILTM trade show

-
PARTNER:
INTERFACE TOURISM

BELVEDERE FEASIBILITY STUDY

Scope, design and develop a belvedere on top of Harrat Uwayrid (incl. View points, F&B, offers, cable car, etc.)



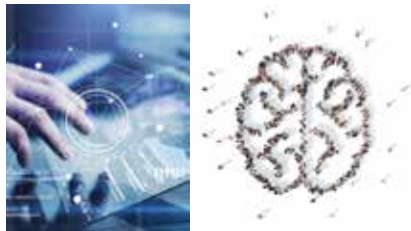
-
PARTNER:
POMA



TOURIST INFORMATION STUDY AND RECOMMENDATIONS

Afalula commissioned the company Places to complete a study and benchmark of the best practices regarding tourist information around the world, leading to recommendations for Alula and the development of its new communication tools

BUSINESS INTELLIGENCE (CONTRIBUTION FOR TOURISM)



- Support to RCU's Tourism business intelligence design
- Benchmark and analyze Alula versus other competitor destinations
- Introduce 3rd party partner to develop a pilot and tests (TCI Research, belgian company) with real data analysis

-
PARTNER:
TCI RESEARCH

SECURITY & SAFETY

THROUGHOUT THE YEAR:

- Support to different RCU Security and Threat Management operations
- Support to RCU COVID-response plans, including coordination for return of Afalula missions
- Constitution and mobilization of a consortium of two companies to develop Security & Safety masterplan as part of the "Journey Through Time" and "Urban Communities & Supporting Areas" comprehensive masterplans

-
PARTNERS:
AMARANTE,
CRONOS CONSEIL



HUMAN CAPITAL

SCHOLARSHIP PROGRAMME

Support to scholarship programme (close to 100 students from AIUla studying in France): French classes, assistance during COVID-19 crisis



- PARTNER:
CAMPUS FRANCE

ECOTRAIL 2020:

Facilitate the organisation of a sport/environment event during W@T



- PARTNER:
RUN FOR YOU



FERRANDI'S ALULA CHEFS' INTENSIVE TRAINING PROGRAMME

High-level cooking training at Ferrandi School of Hospitality and Culinary Arts in Paris - finishing with cooking at Winter at Tantora's Awna Restaurant

- PARTNER:
FERRANDI PARIS



MICHELIN STARRED CHEFS DINNERS (AWNA EXPERIENCE)

Assist Havas Event, Potel & Chabot and Ferrandi in the execution of 10 high end culinary arts weekends by 10 Michelin Starred Chefs (Hélène Darroze, Adeline Grattard, Guy Martin, Akrame Benallal, Yannick Alleno, Anne-Sophie Pic, Emmanuel Renaut, Régis Marcon, Sylvestre Wahid, Arnaud Donckele)

- PARTNERS:
POTEL & CHABOT, HAVAS EVENTS,
+ MICHELIN STARRED CHEFS



ENVIRONMENT & INFRASTRUCTURES

WATER RESOURCE STUDY

Ground water resources evaluation in AIUla

- PARTNERS:
BUREAU DE RECHERCHES
GÉOLOGIQUES ET MINIÈRES
(BRGM)



ALULA'S CARBON AMBITION

Design of a quantified ambition and numerical targets for AIUla

AFALULA ACHIEVEMENTS 2020 SNAPSHOT

BOTANICAL PRODUCTS

WILDLIFE

Native plant catalogue 2nd version
(Revised version with additions)
80 native plants published for
landscaping and remediation of
natural landscapes
Version approved for presentation
to HRH Crown Prince in NEOM



-
PARTNER:
VALORHIZ

Pilot regeneration project in Shaaran royal reserve

Expertise support to the project
set up
RFP launched

Expertise support to nature
research department projects
(project charter contents)



MORINGA

Moringa/peregrina laboratory
opened. First trainings of farmers
and oil producers performed
Production of premium oil started
in AlUla with Quality Insurance
performed locally
9 local employees, 7 of which
women trained to operate lab
3 patents and two brands
registered
Initiation of commercial leads with
all documentation



-
PARTNERS:
CARE BUSINESS DEVELOPMENT,
EPHYLA

AGRICULTURE**DATES**

Dates value-chain analysis, from the farms (agronomic practices and soils) to the processing and marketing

-
PARTNER:
VALHORIZ

Study to understand distribution and market channels of imported dates in France; interest from importers to buy AIUla dates assessed and documented

-
PARTNER:
AND INTERNATIONAL

ALULA DATES FESTIVAL

Concept study completed, leading to actual festival

-
PARTNER:
VALHORIZ

CITRUS PLAN

3-years citrus value-chain implementation plan approved

-
PARTNERS:
CIRAD, INRAE,
AGROPROSPECTIVE,
MAS BACHÈS

**AGRICULTURE SECTOR IN KSA**

Identification and mapping of existing support mechanisms to the agriculture sector in KSA (TA, subsidies, loans, etc.), and implications for AIUla

-
PARTNER:
APEXAGRI

SECRETARY GENERAL**OFFICIAL VISITS:**

2 French senior ministers (Foreign Affairs, Economy & Finance), new French Ambassador

FACILITATED BUSINESS EXCHANGES:

Visit of circa 60 business representatives to AIUla (with MEDEF International), strong content contribution to Business France/MISA conference in Paris (over 100 participants)



AFALULA ACHIEVEMENTS 2020 SNAPSHOT

RCU/AFALULA
TASK FORCE

INNOVATION & CREATION

MADRASAT ADDEERA

Define the programmatic approach and support the concept design

-
PARTNER:
MANIFESTO



DESERT X ALULA 2020:

Support RCU in delivering the programme and setting up the opening ceremony

-
PARTNER:
HAVAS EVENT



COMMUNICATIONS & PUBLIC RELATIONS

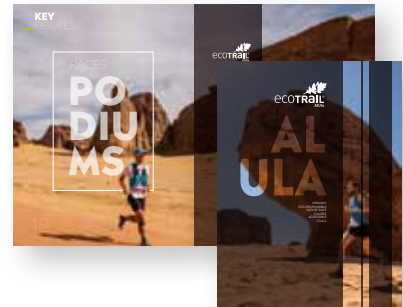
AFALULA ACTIVITY REPORT 2019/2020

Publication of Afalula Activity Report 2019/2020 - 1000 printed copies

MAGAZINE ON ECOTRAIL 2020

Publication of a high-end Magazine on Ecotrail 2020 edition - 500 printed copies

-
PARTNERS:
RUN FOR YOU
PUBLICIS CONSULTANTS



ALULA COFFEE TABLE BOOK

Publication of "AlUla", a coffee table book showcasing photographs by Robert Polidori and paintings by Ignasi Monreal including 2 exclusive XXL editions with limited copies. 4 versions - Ultimate/XXL in sand cover // Ultimate/XXL in blue cover.

International promotion for launch of the book: 14 promotional video teasers produced in 5 languages (577K views on social medias)

-
PARTNER:
ASSOULINE,
STUDIO
KETCHUP MAYO





A DREAM OF ALULA

Publication of "A Dream of AlUla", a coffee table book showcasing 191 photographs by Gilles Bensimon - 500 printed copies (limited edition)

PARTNER:
CASSI EDITION

A TASTE OF ALULA

Publication of "A Taste of AlUla" culinary book presenting 30 recipes signed by FERRANDI Paris and inspired by AlUla. 5000 printed copies in 3 languages (Arabic/English/French).

Sales points: 131 (France)/1200 (international). Distributed in more than 70 countries (across Europe, US, Canada, India, Japan, China, South Africa, etc.)

PARTNER:
RIZZOLI

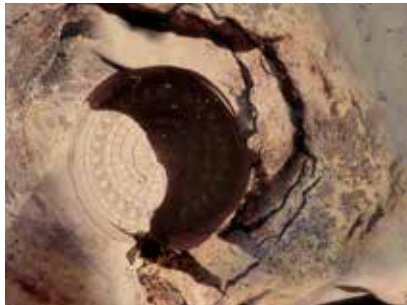


JEAN NOUVEL'S PROJECT AT SHAARAN

Production of 2 films presenting Jean Nouvel's project at Shaaran: 1 teaser + 1 Jean Nouvel interview

1.8M views on social medias / 1.2B people reached through the world via press, internet, etc.

PARTNER:
STUDIO KETCHUP MAYO



PROMOTION OF THE PARTNERSHIP

Promotion of the partnership, AlUla, cooperation with RCU, through the press, social networks, corporate videos production, social media and newsletter



FRENCH-SAUDI INTERCULTURAL DIALOGUE

Production of a 25' Making of Documentary on French-Saudi intercultural dialogue - Follows the entire conception of the culinary book "A Taste of AlUla"



CULINARY TRAINING

Documentary:

Production of a 60' culinary training documentary showcasing the training of the local population from top French chefs

Webseries:

Showcasing the culinary training of local population from top French chefs - 17x2.20' episodes

Portraits:

Ferrandi students portraits: 19 x 2' videos

PARTNER:
STUDIO KETCHUP MAYO





ALULA COFFEE TABLE BOOK



AFALULA ACHIEVEMENTS 2020 SNAPSHOT



ASHAR TENTED RESORT



**A TASTE OF ALULA
CULINARY BOOK**



MORINGA PEREGRINA

AFALULA PROJECTS 2021



This year saw the international launch of the **Journey Through Time Masterplan** on 7 April 2021, the result of close cooperation between the Agency and the Royal Commission. This high point announced the transition from the design to implementation phases of development of the central zone of AlUla, and constitutes a major step in the development of the region.

AFALULA PROJECTS 2021 SNAPSHOT

SECRETARY GENERAL

SENIOR LIAISON OFFICER

PARTNERSHIP GOVERNANCE

- Co-produce partnership governance with RCU
- Share regular reporting and update
- Communicate on-going operational information



SENIOR LIAISON OFFICER

CORPORATE RELATIONS

Liaison with Saudi stakeholders, including the French Embassy (Riyadh) and business leaders and representatives



CULTURE & HERITAGE

DADAN ARCHAEOLOGICAL PROJECT Project leadership

Pluriannual research programme on Pre-Islamic times of the Arabian Peninsula; combined with training of students (selection, onboarding, scientific and admin, piloting, financing)



-
PARTNERS:
CNRS, SORBONNE UNIVERSITY

OLD TOWN STUDY, RESCUE AND REINVENTION

Several missions, including:

- Old Town study, rescue and reinvention (with CRATerre). Includes conservation guidelines
- Understand cultural traditions (Mudud)
- Understand the evolution of the urban settlement since the origin until its abandonment. Historical and archaeological research, combining building archaeology, epigraphical study and soundings
- Interactive awareness programmes for locals and tourists (includes Earthen architecture workshops, site mediation, etc.)



-
PARTNERS:
CRATERRE (ARCHITECTURE)
MUDUD (ARCHAEOLOGY AND HISTORY)

GRAFFITI REMOVAL PROJECT 2020/21

Cleaning of the facades of the tombs in Hegra and of petroglyphs in AlUla area - combined with training of students

-
PARTNERS:
DANIEL IBLED
NATHALIE BRUHIÈRE
+TEAM

HEGRA ARCHAEOLOGICAL MISSION

Analysis and publication of nabataean pottery from Hegra. Includes publishing of Arabic and English versions of the guide



-
PARTNER:
CNRS

KHAYBAR ARCHAEOLOGICAL PROJECT

Project leadership

Pluriannual research programme on Khaybar on long term history; combined with training of students. Includes selection, onboarding, scientific and admin, piloting, financing

-
PARTNER:
CNRS





CULTURAL ASSETS RIBA STG 0

Cultural Assets planning (RIBA 0)

Co-construct programming of Cultural assets throughout AIUla (constellation, heritage sites, culture sites, etc.). Leads to a RIBA 0 planning document and BoD presentation - 70-80 stakeholders involved (RCU, Afalula, external consultants)

Cultural Assets content brief development

Elaboration of curatorial notes for RIBA 0 content briefs

-

PARTNERS:

ASG, MANIFESTO, + GROUP OF FRENCH AND INTERNATIONAL CONTENT EXPERTS

DEVELOP PARTNERSHIPS WITH FRENCH INSTITUTIONS IN THE FIELDS OF CULTURE, ART, HERITAGE, CONSERVATION

- Develop partnerships with French institutions in the fields of culture, art, heritage, conservation

- Includes identification, contact brokering, support to discuss and conclude partnership, etc.
- Scope includes partners for cultural assets, curatorial guidance, lending of artwork/ artefacts to and from France, capacity building, etc.

-

INCLUDES:

LOUVRE
POMPIDOU
ECOLE DU LOUVRE
ETC...

CULTURAL ASSETS RIBA STG 1

Cultural Assets planning (RIBA 1)

Co-construct programming of Cultural assets throughout AIUla (cultural assets, museums, heritage sites, culture sites, etc.). Leads to a RIBA 1 planning document and BoD presentation - 70-80 stakeholders involved (RCU, Afalula, external consultants)

-

PARTNER:
TBC

SITE MANAGEMENT

CULTURAL ASSETS

Contribution and support to Site Management

- Mediation content for Old Town, Hegra, Dadan, Jabal Ikamah, Oasis
- Signage approach for all sites
- Digital Mediation definition
- Lion tombs revisit
- Short term solution to remove 50-seater buses from Hegra
- Staff training programme

EXHIBITION

ALULA, WONDER OF ARABIA

Production role/ project management
Curatorial and content production including publications

- AIUla, Wonder of Arabia exhibition at Hermitage Museum
- Touring AWOA exhibition

-

PARTNERS:

IMA / HERMITAGE

AFALULA PROJECTS 2021 SNAPSHOT

ARCHITECTURE & URBAN DEVELOPMENT

ZONING, PLANNING & DESIGN SUPPORT

Support MP1 & MP2
implementation plan
(Development plan, Guidelines,
LUSCA process)
Support to Heritage sites
activation strategy
Specific masterplans and projects
design management

-
PARTNER:
CBRE

UDS (ALULA DESIGN STUDIO)

French and Saudi architects to
provide design services and public
initiatives in urban regeneration



-
PARTNER:
ARCHITECTURE STUDIO

RAIL

Tramway: Phase 1 Tramway project
management

NW Saudi network: support to
study the role of AlUla in the Saudi
national rail development

-
PARTNER:
RAIL CONCEPT

LOCAL BUILDING MATERIALS

Resources identification &
characterization to enable quarries
Sampling & expert support in earthen
architecture
LBM Knowledge Centre
conceptualisation



-
PARTNERS:
BRGM,
CRATERRE,
LOOK FACADE

ASHAR NEW TENTED RESORT

Design management of the new tented
resort



-
PARTNERS:
ALGOE,
AW2,
MICHEL DESVIGNE,
EGIS,
AR-ARCHITECTES





TOURISM & HOSPITALITY

DEVELOPMENT OF ALULA PROMOTION PROGRAMME AND PARTNERSHIPS WITH TRAVEL TRADE IN FRANCE

- Afalula with the support of Interface Tourism is the marketing agency for RCU in France since September 2020
- They lead promotional activities for Alula destination in France (promotion and marketing activities towards TO and media, organise events, visits, etc.)
- Objectives have been set to increase the destination's reputation in the industry and the media, raise interests of tour operators and media, and integration in catalogues

PARTNER:
INTERFACE TOURISM

SUPPORT TO TOURISM QUALITY MANAGEMENT SYSTEM DESIGN AND DEVELOPMENT FOR ALULA

Assist RCU in the development of relevant quality management procedures and actions for tourism products and services; and in the implementation of a customized tourism regulation for Alula



SECURITY & SAFETY

- Support in upgrading and maintenance of existing security and safety infrastructure within different heritage sites and RCU assets
- Mobilization of the French expertise and companies to support the deployment by RCU of public video surveillance and security communication systems in Alula

PARTNERS:
THALES, ETC.

AFALULA PROJECTS 2021 SNAPSHOT

HUMAN CAPITAL

SCHOLARSHIP PROGRAMME

Support to scholarship programme

Assist RCU in the training and follow-up of students from AIUla in France



PARTNERS:
CAMPUS FRANCE
ALLIANCE FRANÇAISE

LANGUAGE CENTRE

Support RCU in the activation of a Language Centre, for scholarship and professional training programmes

PARTNERS:
CCI PARIS DISTRICT, ALLIANCE FRANÇAISE IN SAUDI ARABIA

SUPPORT TO SPORT STRATEGY

Objectives: development of Elite, community and women football in AIUla



PARTNER:
FRENCH FOOTBALL FEDERATION

SET UP HERITAGE SITES STAFF TRAINING

Tailor-made training programmes for site managers, guides and rangers



PARTNERS:
CENTRE DES MONUMENTS NATIONAUX

ENVIRONMENT & INFRASTRUCTURES

WATER RESOURCE STUDY

Complementary studies on water-soil-plant transfers in relation with the presence of natural radionuclides in specific areas (Results expected in Q12021)
Design of piezometric network with the objective to monitor and manage groundwater resource availability and quality



PARTNER:
BRGM, CEREGE

NET ZERO CARBON STRATEGY

Selection and programming of priority initiatives and projects to achieve the Net Zero Carbon Ambition for AIUla



BOTANICAL PRODUCTS

MORINGA ACTION PLAN

Technical expertise and commercial lead

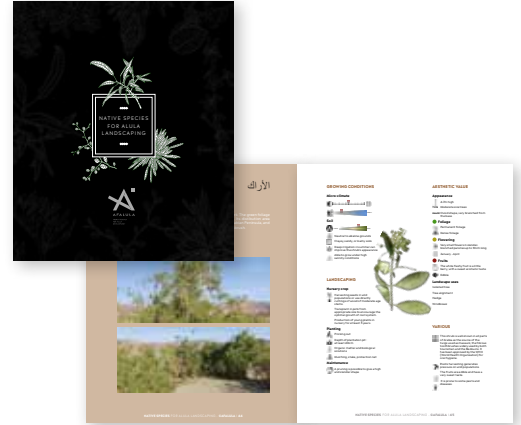
- Patent follow up and international deployment
- Business plan ready and approved
- Trading company set up with board approval; business plan finetuning
- Explore new patent and commercial applications
- Follow up of international commercial leads, until deals signed; initiate new commercial leads with hotels in AIUla and deploy extract selling strategy

- Transfer skills to local teams; upgrade equipment and new trainings for extract production and further analyses
- Two recruitments: GM for trading, & Technical project manager put in charge of Peregrina lab
- Initiate contacts for registration with KSA SFDA
- Branding strategy

PARTNER:
CARE BUSINESS DEVELOPMENT,
EPHYLA,
HAVAS

WILDLIFE

Native plants catalogue v2 Printed (500 copies)



PARTNERS:
VALORHIZ,
PUBLICIS CONSULTANTS

Expertise support

- Continuing expertise support to RCU Nature Horticulture department for remediation and regeneration actions
- Continuing expertise support to RCU Nature Research department for inventories, setting up of wildlife DB & GIS and training



AFALULA PROJECTS 2021 SNAPSHOT



AGRICULTURE

HIGH VALUE CITRUS TECHNICAL ASSISTANCE PROGRAMME

High Value Citrus technical assistance programme
3-years technical assistance to support the implementation of the citrus value-chain implementation plan

PARTNERS:
CIRAD,
INRAE,
AGROPROSPECTIVE,
MAS BACHÈS,
ANSES

PILOT FARMS

Support RCU in implementing pilot farms project (Agriculture, Innovation)

Review of deliverables, ongoing technical assistance

FARMERS MARKET

Support RCU in:

- Technical assistance to the benchmarking, design, feasibility study of the farmers market
- Carrying out demand projection for fruits and vegetable by 2035 (market study)

PARTNER:
APEXAGRI

ASSESSMENT OF THE CURRENT ORGANIZATION OF FARMERS

Survey to understand how farmers are organized (groups, associations) and recommendations on the way forward

PARTNER:
APEXAGRI

EQUESTRIAN PROJECTS

ARABIAN HORSE

Develop "horse-related" concepts for the RCU-CEO : position AIUla at an international equestrian level, associate the Saudi Equestrian Federation to the strategy, create events with high added value in terms of image, become an example of organization and attractiveness in the standards of the International Equestrian Federation

Develop operational models, marketing, partnership proposals, business plans, implementation

EQUESTRIAN CLASSES

Develop training courses in horse riding, its practice, spreading the cultural heritage of the Arabian horse and offering to the visitors a unique experience

EQUESTRIAN STRATEGY

In collaboration with
ARCHITECTURE & URBAN DEVELOPMENT
Concept & design support to the Equestrian Strategy working group, between RCU, the Saudi Equestrian Federation SAEF, and Afalula



COMMUNICATION & PUBLIC RELATIONS

BOOK LAUNCH IMPLEMENTATION PLAN RCU/AFALULA TASK FORCE

Promotion of 4 Coffee table books on AIUla

Communication campaign to launch commercialisation of 4 Coffee table books on Alula

Production of 6 video teasers to support the book launches



- PARTNERS:
CASSI EDITION,
RIZZOLI,
ASSOULINE,
STUDIO KETCHUP MAYO

PROMOTE ALULA THROUGH THE PARTNERSHIP

Media Relations

On-going management of media relations and strategic approach for stakeholders. Includes social media and public relations management

Social Networks

Afalula Newsletter

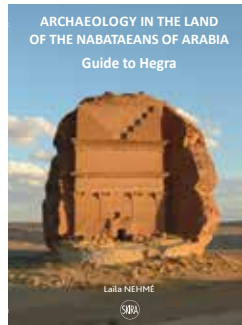
Quarterly e-mail newsletter sent to a broad range of stakeholders, promoting the project, Afalula and RCU

Portrait of French experts working in AIUla

Shoot and create short video portraits of French experts working on AIUla project. Aiming at promoting the project, Afalula and RCU

HEGRA GUIDE

In collaboration with
CULTURE & HERITAGE



English and Arabic editions of the Hegra Guide, by Laïla Nehmé (Skira).
Translations, improve the layout, etc.

The very first guide dedicated to Hegra, a UNESCO heritage site since 2008, by the leading expert of the Nabataean civilization, for visitors from all over the world

- PARTNER:
SKIRA

INNOVATION & CREATION

- Proposals for Afalula participation within the Innovation Centre shared.
Participation in all the "Scan" sessions.
Agency Innovation strategy and vision developed

- Supporting RCU in finding opportunities to register patents and achieve commercialization targets / open new markets

DUBAI EXPO

In collaboration with
CULTURE & HERITAGE

Ensure visibility of the project during Dubai 2020

Presence of Afalula on the French Pavilion (booth, conferences)
Twined with presence of RCU on the KSA pavilion



AFALULA PROJECTS 2021 SNAPSHOT



NATIVE PLANTS CATALOGUE



KHAYBAR ARCHAEOLOGICAL PROJECT



WATER RESOURCE STUDY



ALULA DESIGN STUDIO (UDS)

AFALULA

AFALULA
PROJECTS
2020/2021

CROSS DIVISION PROJECTS

OASIS RESEARCH PROGRAMME

AGRICULTURE

CULTURE & HERITAGE

ENVIRONMENT & INFRASTRUCTURES

BOTANICAL PRODUCTS

Cultural oasis project

Pluriannual ground surveys for the reconstruction of AIUla oasis history; combined with training of students

Oasis landscape

Pluriannual geo-archaeological study of the oasis and of the evolution of hydro-agriculture techniques; combined with training of students. They have focused their research on mud brick buildings, water management systems to assess their archaeological relevance for the future development plans of AIUla

Archaeo-botanical project

Pluriannual research study with analysis on oasis plant resources and Holocene ecology to understand the evolution of past ecosystems and plant dynamics

Anthropological survey of AIUla farming, practices and oasis systems

First year campaign completed, including reports and presentation
PhD field work started in AIUla on the anthropology and ethnobotany

Ethnographic, genetic and morphometric analyses of the date palm agrobiodiversity

First year campaign (5 months)
Samples of plam-date leaves collected and analysed
Barni identified genetically as a true-to-type original cultivar

Knowing soil for better understanding of its functioning to improve land uses and preservation at AIUla

Full campaign of soil health cartography survey carried out
First analyses performed

Water in AIUla Oasis

Extensive programme of field investigations, data collection, satellite imagery processing, mathematical modelling, for an in-depth assessment and forecast of water resources evolution in the oasis intervention)

-

PARTNERS:

ARCHAIOS
NYU IN ABU DHABI
CNRS/MNHN
CIRAD MONTPELLIER
MHN MUSEUM IN PARIS
VALORHIZ
IRD
CEREGE



DATE PALM

AGRICULTURE

BOTANICAL PRODUCTS

ARCHITECTURE & URBAN DEVELOPMENT

DATE-PALM VALUE CHAIN DEVELOPMENT PLAN

Dates value-chain analysis, from the farms (agronomic practices and soils) to the processing and marketing to propose value-chain development plan
Pillar 1 (by AFALULA) completed
Pillars 2-4 (RCU) completed

SENSORY ANALYSIS OF ALULA DATE

Provide a profile of Alula dates in terms of senses, in order to characterise flavours and other physical-chemical - to ease enable marketing and commercialisation

- PARTNERS:
VALORHIZ
ASFO (GRASSE INSTITUTE OF PERFUMES)
AND INTERNATIONAL



DATE-PALM BY-PRODUCTS

Study to identify and assess alternative uses of local resources (by-products and waste from date-palms) for potential industries and high-end craftsmanship in the field of architecture

- PARTNERS:
LOOK FAÇADE AND SCALE

NATIVE PLANTS NURSERY

BOTANICAL PRODUCTS

AGRICULTURE

ENVIRONMENT & INFRASTRUCTURES

ARCHITECTURE & URBAN DEVELOPMENT

NATIVE PLANTS NURSERY

Native plants nursery planning

Expertise support to build and operate the temporary nursery and for developing RIBA 0 to 3 phases for the permanent nursery

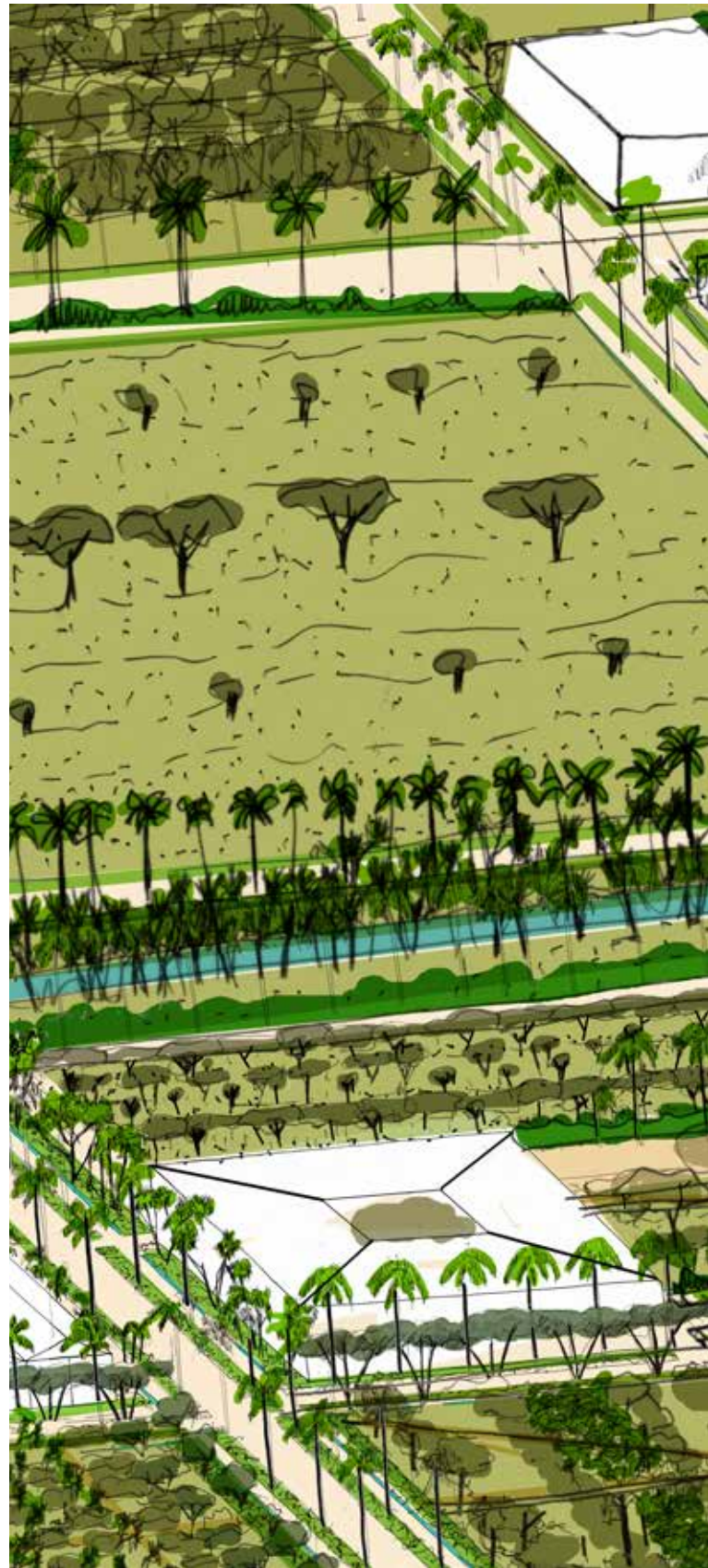
Finalization of modelling and sign-off of Masterplans' needs and revision of business model

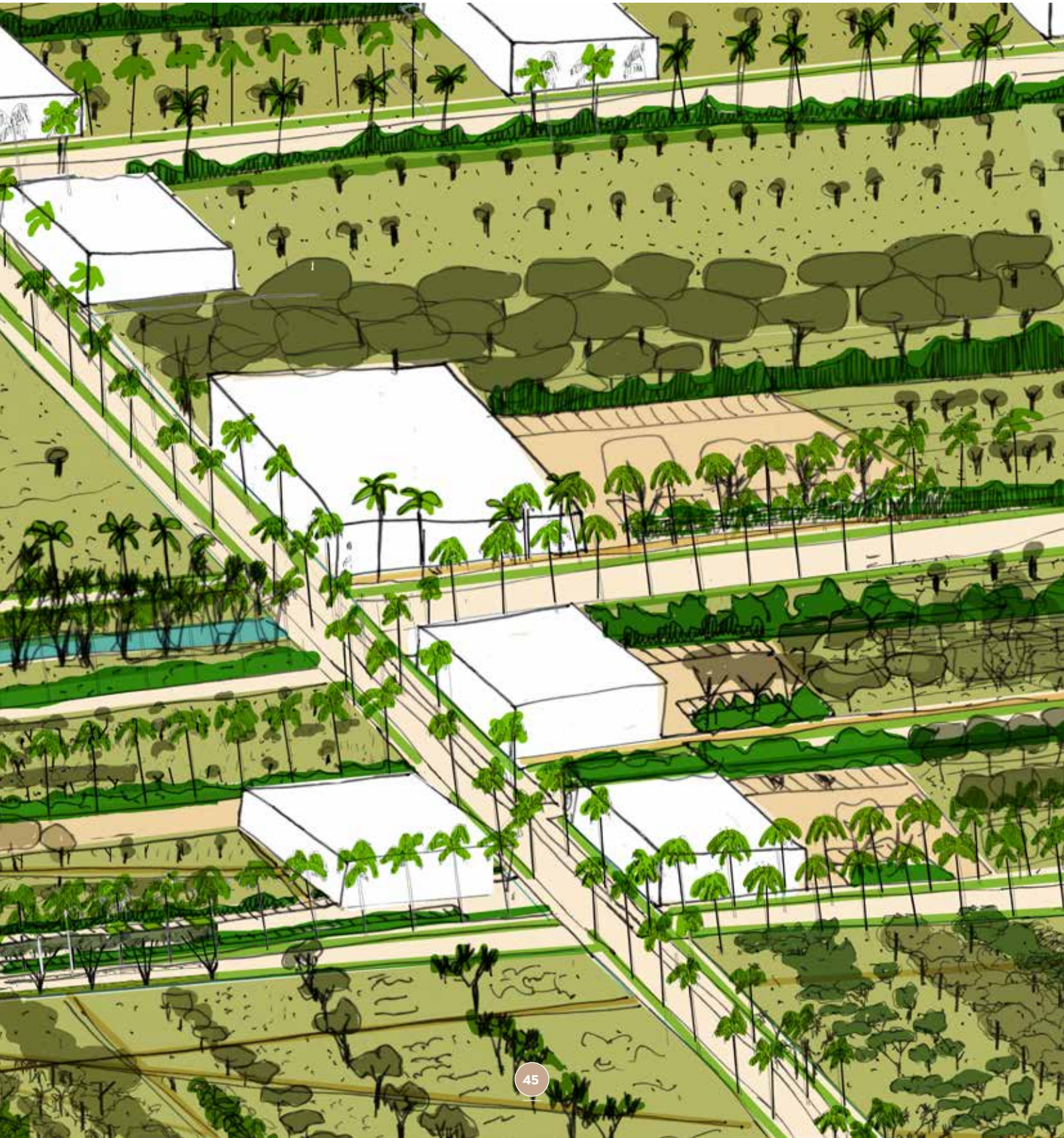
Technical specifications for the agriculture component

Evaluate remediation, native tree planting and agriculture as a contribution to Sustainability, carbon offsetting and

Nature conservation

-
PARTNERS:
VALORHIZ
APEXAGRI
DOMAINES AGRICOLES





AFALULA PROJECTS 2020/2021

CROSS-DIVISION PROJECTS

AFALULA





INNOVATION IN AGRICULTURE DEVELOPMENT

AGRICULTURE

INNOVATION & CREATION

Define the strategy of new technology integration into the Agriculture development plan and vision (IoT / smart irrigation / monitoring etc.) and work on their adoption & implementation by local farmers. Phase 1 launched and carried out

-

PARTNERS:
ITK
TRIESSE GRESSARD
VALEUR TECH



MASSIVE OPEN ONLINE COURSE ON WORLD HERITAGE SITE (MOOC)

TOURISM & HOSPITALITY

HUMAN CAPITAL

CULTURE & HERITAGE

TOURISM MANAGEMENT AT UNESCO WORLD HERITAGE SITES (MOOC)

Develop a MOOC on the management of WHS (world heritage sites), for all relevant RCU staff and beyond

-

PARTNERS:

PARIS I PANTHÉON SORBONNE UNIVERSITY
UNESCO UNITWIN NETWORK



INTERNATIONAL COLLEGE FOR TOURISM AND HOSPITALITY (ICTH)

HUMAN CAPITAL

TOURISM & HOSPITALITY

DEVELOPMENT

INTERNATIONAL COLLEGE FOR TOURISM AND HOSPITALITY, AS A MAJOR COMPONENT OF VILLA HEGRA CLUSTER

AIUla College of Hospitality and Tourism - study and launch (ICTH)

Support the negotiation process to establish a state-of-art College for Tourism & Hospitality in AIUla. Help define operating model

-

PARTNER:
FERRANDI PARIS

FIXED ASSETS FRAMEWORK

PROJECT FINANCE

ENVIRONMENT & INFRASTRUCTURES

**Governance Procurement Finance
Operations of essential public
services**

Build-up of scenarios to deliver
performing local public services
(electricity, water & sanitation, waste
management, local mobility)
Design of a tailored infrastructure
financing strategy

Infrastructure Committee

Steering of infrastructures strategy
to ensure timely delivery







MADRASAT ADDEERA

INNOVATION & CREATION

CULTURE & HERITAGE

BOTANICAL PRODUCTS

HUMAN CAPITAL

ARCHITECTURE & URBAN DEVELOPMENT

Finalize the pre-opening work and determine programmes, operational model, partnerships of Madrasat AdDeera with RCU

Deliver the pilote programmes of Madrasat AdDeera:

Artists-in-Residency:

a high-end bespoke prefiguration programme with several artists around the theme of the "Oasis Reborn", in dialogue with scientists such as archaeologists, botanists, for a unique collaboration on ground involving the local community

Perfume:

a tailor-made perfume & sensory training programme for AlUla Community, exploring 7 themes and divided between theoretical and practical sessions

Community engagement & public programmes:

work on the early stages to be ready once the building renovation is fully completed in 2022. Coordination with the founding partners of the Madrasat (Prince's Foundation School of Traditional Arts and Turquoise Mountain)

PARTNER:
MANIFESTO



_CONTEMPORARY ART _ARTS SEASON _DIGITAL MEDIATION

CULTURE & HERITAGE

INNOVATION & CREATION

Contemporary Art

Support the delivery of Contemporary Art Vision through Cultural Asset Development (Perspective Gallery / Wadi AlFann)

Arts Season

Support RCU in developing Creative programmes for 2021/2022 Arts Season (AlUla Cultural Forum, other activations...)
Take part in the curatorial process of Desert X further editions and in the delivery of the programme-

Digital mediation

Support RCU in developing its digital mediation strategy: mobile application / signage etc.





ALULA ENTREPRENEURIAL ENABLEMENT HUB

INNOVATION & CREATION

HUMAN CAPITAL

AlUla Entrepreneurial hub activation
Support for activation of AlUla
entrepreneurial enablement hub -
with a focus on training and events

LARGE EVENTS

TOURISM & HOSPITALITY



EcoTrail

Advise on the organisation of the second sport/environment event (2022) and facilitate the dialogue with the organizers

-

PARTNER:
RUN FOR YOU

One hour in AIUla Event

Organisation of the “une heure à AIUla” event (June 2021, Paris) dedicated to French medias and Tour operators. An immersive experience of AIUla through stunning films and pictures (including some by Yann Arthus-Bertrand), sounds and scent and one to one interviews with AIUla experts from Afalula

-

PARTNERS:
AUDITOIRE,
INTERFACE TOURISM





VILLA HEGRA & CLUSTER

EXECUTIVE CHAIRMAN

DEVELOPMENT

HUMAN CAPITAL

TOURISM & HOSPITALITY

PROJECT FINANCE

ARCHITECTURE & URBAN DEVELOPMENT

INNOVATION & CREATION

CULTURE & HERITAGE

SECRETARY GENERAL

CONCEPT

Definition of the founding values of Villa Hegra around the concepts encounter, dialogue and co-creations in Art and Culture that bring together creators from Saudi Arabia, France and around the world to symbolize the partnership between two leading nation which represent beating hearts of their respective regions

PROJECT DEVELOPMENT

- Development of an Art and Culture high level programme allowing Villa Hegra to fulfil its vocation as an official French - Saudi cultural institution that aspires to global notoriety while totally fitting within the RCU art and Culture strategy

- Strong interweaving between the Art and Culture programme of Villa Hegra and its community-oriented cultural skills and education programme
- 2021/2022 Pre-opening events proposition development

PROJECT DELIVERY MODEL

Timeline and project management structure proposition
CAPEX & OPEX and Asset structuring discussion

INSTITUTIONAL AND CONVENTIONAL FRAMEWORK

Development of high Level model for structure and legal entity
MoU / bilateral Agreement
Development

ALLIANCE FRANÇAISE BRANCH IN ALULA

Support discussions to start Alliance Française activities in AlUla, joint collaboration between Afalula, RCU and the Embassy of France in Saudi Arabia

CHARACTER APART'HOTEL

Positionning, sizing and high level Capex / Opex business model, in line with RCU hospitality development plan







OASIS



MADRASAT ADDEERA



AFALULA TEAM FULLY DEDICATED TO ALULA PROJECT DELIVERY



SECRETARY GENERAL

- **Secretary General
Public Affairs & Institutional
Relations**
Laura Kwiatowski
- **Controlling & Compliance**
Sophie Rateau
- **Accounting & Finance**
Bruno Dreuillet
- **Project Finance**
William Le Bec
- **Corporate Relations**
Franck Staub
- **Exploitation**
Baidi Sy
Khalid Amine

EXECUTIVE CHAIRMAN OFFICE

- **Executive Chairman**
Gérard Mestrallet
- **Office Manager**
Lucie Aubeaux
- **Assitant to Laura Kwiatowski
& Mathias Curnier**
Murielle Johnson
- **Senior Liaison Officer (Riyadh)**
Frank Barbaro

COMMUNICATIONS, MARKETING, INNOVATION & PUBLIC RELATIONS

- **Chief of Staff
Communications, Marketing,
Innovation & Public Relations**
Mathias Curnier
- **Content Manager**
Jeanne Garcin
- **Innovation & Creation**
Arnaud Morand

CULTURE & HERITAGE

- **Scientific Director**
Jean-François Charnier
- **Archaeology & Cultural Heritage**
Ingrid Périssé
- **Museums**
Tehzeeb Sandhu
- **Museums Architecture & Design**
Jean-Valère Arifont
- **Exhibitions**
Claire Pinault

ARCHITECTURE & URBAN DEVELOPMENT

- **Director**
Étienne Tricaud
- **Design Director**
Waleed Shaalan
- **Planning & Urban Development**
Jérémy Moles
- **Planning & Urban Devt Advisor**
Andreas Heym
- **Senior Architect & Urban Planner**
Najate Abouali
- **Junior Architect-Urbanist**
Flora-Lou Leclair
- **Architect**
Clara O'Neill
- **Project Manager Ashar**
Rhita Alaoui

TOURISM & HOSPITALITY

- **Director**
Nicolas Lefebvre
- **Project Manager**
Fiona Ered

SECURITY & SAFETY

- **Director**
Bernard Petit
- **Security**
Younes Benabdelouahed

HUMAN CAPITAL

- **Director**
Guilhem Constans
- **Project Manager**
Maxime Bos

ENVIRONMENT & INFRASTRUCTURES

- **Director**
Anne Lardoux de Pazzis

BOTANICAL PRODUCTS

- **Director**
Elisabeth Dodinet
- **Ingredients and Beauty Project**
Nicolas Levron
- **Natural Ingredients Project & Expertise Manager**
Emilie Truche

AGRICULTURE

- **Director**
Stéphane Forman
- **Agricultural & Botanical Project Manager**
Sophia Lyamouri

DEVELOPMENT

- **Director**
Youssef Safouane
- **Development Manager**
Aicha Mbarki
- **Project & Design Manager**
Neil Hammouni

EQUESTRIAN PROJECTS

- **Director**
Antoine Sinniger

CROSS-DIVISION ASSISTANTS

Audrey Veyrie
Isabelle Patti



VALUES

OUR

SHARING
GOODWILL
COHESION
PERFORMANCE

THE FRENCH AGENCY FOR
ALULA DEVELOPMENT IS
DEFINED BY FUNDAMENTAL
VALUES, WHICH WE SHARE,
WHICH WE IDENTIFY WITH,
AND WHICH CHARACTERISE
OUR WORK EACH DAY.

SHARING

From multiple disciplines and diverse backgrounds, we promote the qualities of listening and openness. Our strength lies in the harmonious blend of our multiple areas of expertise. Exchanging and sharing are inseparable from the pleasure we take in working together to support our shared project.

GOODWILL

Mutual respect is firmly established as the core value guiding our relationships with others. This goodwill enables us to work with others in a spirit of trust, both within the Agency and with our partners. Listening, availability and empathy make our everyday contacts particularly rewarding.

COHESION

United by a sense of solidarity that gives us strength and that we actively cultivate, we work hand-in-hand to successfully achieve our goals as part of our project, in an atmosphere of trust and team spirit.

PERFORMANCE

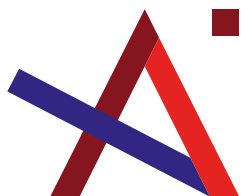
Our mission to jointly build the AIUIa project drives us each day to surpass ourselves, to be more daring, in order to continue raising performance levels. Our team's commitment to a shared goal is aligned with deep ethical and environmental convictions. Driven by a common goal, our collective success is the result of an ambition that is shared by all.





OUR VALUES

SHARING
GOODWILL
COHESION
PERFORMANCE



AFALULA

FRENCH AGENCY
FOR ALULA
DEVELOPMENT

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