Keios is a multidisciplinary consulting company, providing planning, design and technical assistance services in the fields of urban and regional development, cultural heritage and sustainable tourism.

Keios is an independent company established in 1984 in Rome, Italy. Since then, we have successfully undertaken a wide range of development projects in different countries, ranging from countrywide strategies to individual site planning and design. Throughout the world, we have delivered high quality services in many areas including countries of the Mediterranean, the Middle East, South Asia, Sub-Saharan Africa and the Caribbean.

Our services cover a full range of planning scales, from laws and policies, nation-wide masterplans, regional and urban plans, to urban upgrading and regeneration projects, destination development plans and feasibility studies. These activities are carried out in our leading sectors of sustainable tourism, urban development and cultural heritage, often with a holistic approach.

In our approach to design, we incorporate strong green building concepts and we aim at creating landmark projects that become "destinations" fully integrated within the surrounding contexts. We always aim at sustainability by integrating a strong participatory approach with environmental conservation and economic development.

Our permanent team is composed of architects, planners, designers, managers, technicians and administrative staff. We work in collaboration with a well-established network of international partners sharing values, approaches and working methods. We are able to quickly mobilize high-qualified, multi-disciplinary teams in a wide range of disciplines through a number of resources, including a trusted inner circle of permanent consultants and a wide roster of experts.

In all our work, we are committed to understanding the challenges of our clients and delivering excellence in professional services, with a specific focus on contributing to the achievement of the Sustainable Development Goals of the 2030 UN Agenda.

We deliver planning & design services on the global market, in our leading sectors of expertise, in line with the best international standards contributing to the achievement of the Sustainable Development Goals of the 2030 UN Agenda.
We ensure sound project management through a dedicated team providing continuous support from the home office to field operations. Backstopping services include organization, technical and financial management, detailed planning, management of changes, ICT services, logistics, site missions and document control.

Project management

We operate under an ISO 9001:2015 quality management system that applies to consulting services including technical assistance for development programmes, land and town planning, strategic and physical planning of development projects based on cultural heritage and sustainable tourism, architectural design of restoration, adaptive re-use and new buildings.

Quality management

We are able to design and implement participatory actions including public workshops, surveys and consultations aiming at encouraging community participation and raising public awareness. The participatory process is carried out in strict coordination with our clients/beneficiaries and is based on detailed stakeholders' analyses.

Participatory approach

35+ countries
150+ site missions
4 fields of specialisation
4 continents
Our expertise in the field covers a full range of services including policies and strategies, master planning, urban upgrading and regeneration projects.
In urban projects, we are committed to “make cities and human settlements inclusive, safe, resilient and sustainable”, according to the 2030 UN Agenda for sustainable development.

### OUR EXPERIENCE

**Sri Lanka.** Urban upgrading of Trincomalee, Dambulla, Kurungala and Ratnapura (Ministry of Megapolis and Western Development, 2019-underway)

**Djibouti.** Urban development plan for North Balbala (ARULoS, 2019-underway)

**Georgia.** Urban upgrading of Abastumani town (Municipal Development Fund, 2018-underway)

**Gabon.** Master plans of the cities of Port-Gentil, Lambaréné, Tchibanga and Mouila (National Commission of Works of Public Interest, 2018-underway)

**Albania.** Urban upgrading of the cities of Berat and Përmet (Albanian Development Fund, 2018-underway)

**Sri Lanka.** Urban upgrading of the city of Kandy (Ministry of Megapolis and Western Development, 2015-2018)

**Caribbean region.** Housing sector policy, strategy and operational guidelines (Caribbean Development Bank, 2018-2019)


**Caribbean region.** Urban sector policy, strategy and operational guidelines (Caribbean Development Bank, 2016-2018)

**Jordan.** Master plan of Wadi Araba region (Jordan Valley Authority, 2015-2016)

**Congo.** Master Plans of Brazzaville and Pointe Noire (Water, Electricity and Urban Development Project, 2014-2016)

**Morocco.** Urban regeneration of the area “Carrières Centrales” (Casablanca Urban Council, 2008-2016)

**Bhutan.** Spatial planning act and standards (Ministry of Human Settlement, 2015)

**Djibouti.** Detailed urban plans of some areas of Djibouti-city (Djibouti Social Development Agency, 2014-2015)

**Djibouti.** Master Plan of Djibouti-city (Djibouti Social Development Agency, 2012-2014)

**Cameroon.** Feasibility study for the preservation and development of Douala’s cultural heritage (Douala Urban Council, 2009)

**Gabon.** Revision of the master plan of the city of Libreville. (Ministry of Housing and Urban Development, 2008-2009)

**Mauritania.** Regeneration and modernization of the city of Boutilimit (“Ville Nouvelle de Boutilimit” Project, 2006-2009)

**Morocco.** New urban centre of Chwiter near Marrakech (Maremco, 2006-2007)

**Morocco.** New urban centre of Sidi Abdellah Ghiat near Marrakech (Riad Sultan, 2006-2007)

**Pakistan.** Feasibility study for the sustainable development of the Walled City of Lahore (The World Bank, 2005)

**Jordan.** Secondary cities urban revitalisation study (The World Bank, 2004-2005)

**Morocco.** Heritage trails in the Medina of Fez (Government of Morocco ADER-FES, 2001-2005)

### OUR SERVICES

Surveys, analyses and assessments at national, regional and local level

Policies, legal frameworks, strategies and action programmes

Regional planning, city planning, urban design

Environmental, social, and economic impact assessments

Pre-feasibility and feasibility studies

Digital mapping, thematic mapping, GIS services

Architectural design, building information modelling (BIM), 3D and 4D visualisation

Graphic design of visual materials
In 2015, Keios was awarded the consultancy for the preparation of the Master Plans of Brazzaville and Pointe-Noire, in the framework of the PEEDU project funded by the WB. Brazzaville and Pointe-Noire occupy privileged positions in the Central Africa region: Brazzaville, historic town on the banks of the Congo River, is a political and meeting hub in Central Africa; Pointe-Noire, located on the Atlantic coast, is an important port city for Central Africa and the economic capital of Congo. The objective of the mandate was to elaborate, through a participatory and cross-sectoral approach, two coherent and realistic master plans aimed at defining the framework of urban development of the cities in the short, medium and long terms. On 2nd May 2018, the Council of Ministers of the Republic of Congo adopted the two draft Decrees, respectively approving the two master plans.

The Caribbean is a highly urbanised region with roughly 52% of its total population living in urban areas. Its cities are very diversified in terms of size, growth rates, economic, social and environmental opportunities and vulnerabilities. Due to their historic development, many Caribbean cities are also influenced by their location in coastal zones subject to the vagaries of climate change. The objective of the assignment was to assist the Caribbean Development Bank in establishing a positive role in supporting its Member States in responding to their challenges. The activities included a review of key issues currently confronting urban development and drafting a new Urban Sector Policy and Strategy as well as the associated Operational Guidelines. A Regional Workshop on the urban challenges was also held for consultation and dissemination purposes, involving the nineteen Caribbean countries.

Wadi Araba is the part of the Jordan Valley that extends from the southern Ghors to the Gulf of Aqaba, with a total length of about 165 km and a width of 9-25 km. The project has delivered to the Jordan Valley Authority the Wadi Araba Integrated Development Master Plan, which will guide the development of the region in an efficient, balanced and sustainable way over the next 30 years for the benefit of Jordan and of the local communities. The master plan includes provisions for the sustainable use of land, investment needed to improve the quality of life of local communities, development of sustainable economic activities including strategies to attract investment, transport and infrastructure required to support the future development. A strong focus is placed on sustainability through environmental, social and economic assessments based on the principles of social progress, ecological balance and growth.
TOURISM DEVELOPMENT

Our experience in the sector ranges from national master plans to feasibility studies and design of specific tourism destinations.
A balance must be established between the environmental, economic, and socio-cultural dimensions of tourism development to guarantee its long-term sustainability.

**OUR EXPERIENCE**

**Sierra Leone.** Feasibility studies and destination development sub-projects (World Bank, 2019–underway)

**Lesotho.** National tourism master plan (Ministry of Tourism, Environment and Culture, 2017–underway)

**Saint Lucia.** Review and update the tourism strategy and action plan (Ministry of Tourism, 2019)

**Egypt.** Review of Porto Phoenice tourism resort planning & design (AMG, 2018–2019)

**Zimbabwe.** National tourism master plan (Ministry of Tourism and Hospitality Industry, 2015–2016)

**Pakistan.** Feasibility study for the development of sustainable tourism in the Gilgit-Baltistan region (The World Bank, 2008–2009)

**Morocco.** Heritage trails in the Medina of Fez (Government of Morocco ADER-FES, 2001–2005)

**Pakistan.** A study on the development of sustainable tourism in the Gilgit-Baltistan region (The World Bank, 2005)


**Ethiopia.** Feasibility study for Entoto city-view destination development in Addis Ababa (Ministry of Tourism, 2012)

**Egypt.** National sustainable tourism strategic plan (Tourism Development Authority, 2007–2009)

**Cameroon.** Feasibility study for the preservation and development of Douala’s cultural heritage (Douala Urban Council, 2009)

**OUR SERVICES**

Policies and legal frameworks

Strategic plans, master plans and action programmes

Site destination and physical development plans

Product development plans and marketing studies

Digital mapping, thematic mapping, and GIS services

Site presentation and signage systems

Environmental, social, and economic impact assessments

Pre-feasibility and feasibility studies

Architectural design, building information modelling (BIM), 3D and 4D visualisation

Graphic design of visual materials
TOURISM STRATEGY AND ACTION PLAN FOR SAINT LUCIA

Tourism is the single most significant economic sector in the Organization of the Eastern Caribbean States (OECS) of which the island-state of Saint Lucia is no exception. Recognizing the importance of ensuring a coordinated and strategic direction that is reflective of the priorities and aspirations of the people and Government of Saint Lucia, the Ministry of Tourism has chosen Keios to develop a review and update of the “Strategy & Action Plan for Saint Lucia’s Tourism sector” developed in 2013 in order to provide for a detailed, clear, sustainable, coordinated, practical and realistic plan as well as to articulate the appropriate institutional framework for efficient implementation, monitoring and evaluation.

The activities have been funded by the World Bank in the framework of the OECS Regional Tourism Competitiveness Project (ORTCP), whose aim is to ultimately enhance the competitiveness of the region’s tourism sector.

NATIONAL TOURISM MASTER PLAN FOR ZIMBABWE

Zimbabwe has been at the forefront of Southern African tourism for decades, with such iconic destinations as Victoria Falls being most visible. The country has been regarded as a ‘must see’ for international tourists, a highly regarded destination for regional leisure and business travel and an excellent domestic holiday destination.

The overall objective of the consultancy was to develop a clear and concise tourism master plan as the overarching guide to the development of tourism by providing direction to product development and diversification, spatial organization of tourism, infrastructure development, manpower development, community participation, preservation of nature, culture and heritage and marketing and promotion strategies. The master plan was completed by the preparation of Tourism Development Zones Plans for ten priority areas. The master plan has been officially launched on 19th May 2018.

FEASIBILITY STUDY FOR THE ENTOTO DESTINATION, ETHIOPIA

The Ethiopian Sustainable Tourism Development Project, supported by the World Bank, has been implemented recognizing the role of tourism in creating more job opportunities and alleviating poverty. In the northern outskirts of Addis Ababa lays the Entoto Mountain (3200 m). It includes a wide array of remarkable natural and cultural assets ready to emerge as a new eco-tourism destination.

The objective of the mandate was developing the Entoto Mountain and position it as a world class eco-friendly tourism destination. The feasibility study has determined a development scenario based on the cultural and natural assets, low-impact facilities and an innovative public-private partnership model. The Addis Ababa City Government is currently implementing the development project by means of the “Entoto and Surrounding Tourist Destination Development Project Office”. Tenders for detailed design and construction have been launched in 2017-2018.
HERITAGE AND DEVELOPMENT

Cultural and natural heritage are non-renewable resources and their use for economic development purposes must be seen also as an opportunity for their conservation.
RIYAD MOQRI

Situated in the heart of Fes el-Bali, this building is one of the finest examples of late-19th century Islamic architecture. It was built in 1890 by Moulay Abd al-Rahman, a member of the powerful Beni Ismail dynasty. The building is characterized by its intricate tilework, fine craftsmanship, and traditional Islamic design elements.

The house has two main courtyards, each with its own unique features. The larger courtyard is surrounded by a colonnade and features a large fountain in the center. The smaller courtyard, which is accessed via a narrow passage, is more private and includes a smaller fountain and a garden area.

The house is a fine example of the Moorish style of architecture, with its high ceilings, arched doorways, and intricate detail. It is a must-see for anyone interested in the history and culture of the region.

The building is currently used as a museum and is open to the public. It is a great place to learn about the rich history and culture of the region and to appreciate the beauty of Islamic architecture.
Our work has taken place in several sites inscribed in the UNESCO World Heritage List such as the Charterhouse of San Lorenzo at Padula (Italy), the cultural heritage of Niger, the Medina of Fez (Morocco), the Walled City of Lahore (Pakistan), and the cities of Kandy (Sri Lanka) and Berat (Albania).

**OUR EXPERIENCE**

**Sri Lanka.** Urban upgrading of Trincomalee, Dambulla, Kurungala and Ratnapura (Ministry of Megapolis and Western Development, 2019-underway)

**Georgia.** Urban upgrading of Abastumani town (Municipal Development Fund, 2018-underway)

**Albania.** Urban upgrading of the cities of Berat and Përmet (Albanian Development Fund, 2018-underway)

**Lesotho.** National tourism master plan (Ministry of Tourism, Environment and Culture, 2017-underway)

**Sri Lanka.** Urban upgrading of the city of Kandy (Ministry of Megapolis and Western Development, 2015-2018)

**Zimbabwe.** National tourism master plan (Ministry of Tourism and Hospitality Industry, 2015-2016)

**Rwanda.** Sustainable tourism master plan (Rwanda Development Board, 2013-2015)

**Rwanda.** Master plan and design of the Kigali Cultural Village (Rwanda Development Board, 2011-2013)

**Ethiopia.** Feasibility study for Entoto city-view destination development in Addis Ababa (Ministry of Tourism, 2012)

**Cameroon.** Feasibility study for the preservation and development of Douala's cultural heritage (Douala Urban Council, 2009)

**Morocco.** Feasibility study for the adaptive re-use of the Bab Makina ensemble in Fez (Agence du Partenariat pour le Progrès, 2008-2009)

**Egypt.** National sustainable tourism strategic plan (Tourism Development Authority, 2007-2009)

**Pakistan.** Feasibility study for the sustainable development of the Walled City of Lahore: cultural heritage and tourism (The World Bank, 2005)

**Jordan.** Secondary cities urban revitalisation study (The World Bank, 2004-2005)

**Morocco.** Heritage trails in the Medina of Fez (Government of Morocco ADER-FES, 2001-2005)

**Niger.** A study concerning the preservation and improvement of the cultural heritage (European Commission, 1995-1996)

**Italy.** Restoration of the ancient Castle of Monteverde (Ministry of Culture, 1995)

**OUR SERVICES**

Policies, strategic plans and action programmes

Historical investigations, context studies, socio-economic analyses

Topographic and architectural surveys

Digital mapping, thematic mapping, and GIS services

Pre-feasibility and feasibility studies

Design for restoration, rehabilitation and adaptive re-use projects

Site presentation, interpretation and signage systems

Graphic design of visual materials
Kandy is the main urban centre in the Central Province of Sri Lanka. It aspires to become a liveable and vibrant historic city encapsulating urban culture, identity and religious significance. Declared a UNESCO World Heritage site, it is home to the Temple of the Tooth which houses the Buddha’s tooth relic, thus making it one of the most revered cities in the country. The main objective of the assignment is to upgrade key urban areas that will contribute towards transforming this city in a vibrant tourism and economic centre. The project aims at improving liveability by protecting the environment and developing the urban centre, reorganizing city functions to increase investment attractiveness, enhancing public urban spaces and achieving significant urban transformation to respond to economic growth. The total cost of selected investment projects is around 25 million USD. Urban upgrading works are currently underway.

In the national context of Pakistan, the Walled City of Lahore stands out for the clashing contrast between the astounding cultural heritage and the poverty of the population. The purpose of the feasibility study was to identify a project for the sustainable development of the Walled City by ensuring the preservation of cultural heritage while exploiting it as a resource to alleviate poverty and improve the living conditions. The general concept included a pilot project, involving a portion of the Walled City, to showcase methods and benefits of the approach. The pilot area was the Royal Route, the trail that Moghul Emperors followed entering the Walled City to reach their Palace. The project is currently under implementation by the Provincial Government of Punjab with assistance of the Aga Khan Trust for Culture. As of 2016, a marked increase of nine to ten-fold of foreign tourists has been recorded during the last four to five years.

The outstanding value of the Fez Medina has been acknowledged by UNESCO since 1981 by inscribing it in the World Heritage List. The city is an environmental, urban and architectural continuum of outstanding charm, great complexity and extraordinary beauty, with a surface of about 350 hectares, entirely pedestrian. The WB funded an extensive program of rehabilitation of the Medina, including six thematic heritage trails of approximately 19.5 km, to support the visit of the historic medina. The project included urban restoration, visitors’ facilities, adaptive re-use of ruined buildings and rehabilitation of ten traditional ablutions. Our activities covered the concept and detail design, cost-benefit analysis, works supervision and the preparation of a guidebook and a Medina map. As per the WB official project completion report (2006), the project had a significant impact on the attractiveness of the Medina for cultural tourism.
Public facilities contribute to the improvement of the living standards and socio-economic inclusion of local communities.
We incorporate in our designs strong “green building” concepts, conceived not only as a high technology exercise: we believe that sustainability in design is achieved also by rediscovering and understanding traditional building concepts that can be re-proposed as founding elements in contemporary design.

**OUR EXPERIENCE**

**Sri Lanka.** Urban upgrading of Trincomalee, Dambulla, Kurungala and Ratnapura (Ministry of Megapolis and Western Development, 2019-underway)

**Georgia.** Urban upgrading of Abastumani Town (Municipal Development Fund, 2018-underway)

**Albania.** Urban upgrading of the cities of Berat and Përmet (Albanian Development Fund, 2018-underway)

**Sri Lanka.** Urban upgrading of the city of Kandy (Ministry of Urban Development, 2015-2018)

**Ivory Coast.** Master plan and design of the Free Zone of Grand-Bassam (African Development Bank, 2017)

**Ivory Coast.** Design of buildings in the framework of the ‘Support to Justice’ project (Politecnica, 2013-2014)

**Rwanda.** Master planning and design of the new Kigali Cultural Village (Rwanda Development Board, 2011-2013)

**Italy.** Common services buildings in the port of Taranto (Port Authority, 2003-2006)

**Italy.** New building of law and economics faculties (University of Cassino, 1997-2004)

**Italy.** Feasibility study for the realization of the Polytechnic of the Mediterranean (Sicily Region, 2002-2005)

**Nicaragua, Guatemala.** Identification of rehabilitation projects in the education sector (European Commission, 1999)

**Botswana.** Upgrading of the BRIDEC vocational training centre of Gaborone (Government of Botswana, 1998-1999)

**OUR SERVICES**

- Pre-feasibility and feasibility studies
- Topographic and architectural surveys
- Architectural design, building information modelling (BIM), 3D and 4D visualisation
- Graphic design of visual materials
**THE FREE-ZONE OF GRAND-BASSAM, IVORY COAST**

The first-ever Ivorian Free-zone, namely the Free-zone of Biotechnology and ICT (ZBTIC) has been launched in the framework of the new National Development Program 2016-2020, which aims at stimulating a sustained and inclusive growth, driven by the private sector, and structural transformation of the economy. The ZBTIC is supposed to host hi-tech industries with a high potential for growth and job creation. The ZBTIC is placed in proximity of the town of Grand-Bassam, a seaside destination and UNESCO World Heritage Site, not far from Abidjan. In this context, the African Development Bank supported the implementation of the ZBTIC through technical assistance to VITIB SA, a joint venture of the government with national and international private partners. Our services included urban, engineering and architectural studies for the development of the area and the preparation of 3D and 4D models of the whole project.

**NEW CULTURAL VILLAGE IN KIGALI, RWANDA**

The Government of Rwanda has been investing in tourism facilities to diversify the country’s tourism products and improve the experience of visitors. The establishment of the new Kigali Cultural Village (KCV) is part of this programme. The vision of the KCV is to be a landmark within the city of Kigali, showcasing traditional architecture, emphasizing Rwandan heritage and expressing the country’s social life and environment. The project concept rests on the idea of a low-density, multifunctional park, on approximately 30 ha, integrating a range of facilities, venues, programmes and services. Different thematic areas will guide visitors in the fruition of the site, letting them experience Rwanda’s nature, culture and history. Our activities included the overall master plan and architectural design of all the facilities. The project is currently under implementation.

**SECOND UNIVERSITY OF DAKAR, SENEGAL**

The Second University of Dakar aims to be an educational infrastructure delivering excellence in education and research. Particular emphasis will be placed on science, technology, business, economics, management and social science in connection with the labour market, contributing to national development and poverty reduction. The university will host 30,000 students, a third of these will be residents in the college. The university is established on several sites, with a total area of about 213 ha, in the new urban centre of Diamniadio, of which the university will become the distinctive activity. The activities included the preliminary studies, the development of the educational concept, the development of the urban and architectural concept, and the preparation of a business plan for the construction and maintenance of the campus as a PPP. The project is currently under implementation.