

Municipal Administration Modernisation Project

Case Study:
Old Damascus

David Michelmore
and
Elio Trusiani

16 August 2005

Case Study: Old Damascus

Introduction: Old Cities within the framework of the Project

In the context of the ToR, a separate Development Plan will be prepared for the Old Cities, but the historic cities are not separate from the modern cities for which they provide local identity and physically the core. Their management and the development of the Old Cities therefore represent a cross-cutting theme, relevant to a number of Action Plans: (6) Local Development; (7) the “Centre”, (8) Twinning; (9) Urban Planning; (11) Geographical Information Systems; (12) Public Private Partnerships; (13) Urban Transport; (14) Solid Waste Management; (15) Local Agenda 21; and (17) Visibility and Communications Strategy. The Old Cities are, in many cases, eminently suitable as the focus of priority actions, as they are manageable in size and will provide a high profile for project activities. We have therefore decided to make Old Damascus a case study in which such issues can be evaluated.

Context

Physical context

Damascus is claimed to be the oldest inhabited capital or the World, with an origin dating back to the first period when mankind lived in cities – possibly as early as 5,000 B.C. The Tel es-Samikeh in the centre of the city is thought to represent the original core, but it is not the only *tel* within the present city walls and the archaeological development of the city is not well presented. The earliest visible physical evidence dates to the Roman period – the extensive remains of the Temple of Jupiter, the remains of various gates and an impressive section of the Roman city walls displayed in a pedestrian underpass near Bab Sharqi. The city was the capital of the Umayyid Caliphate; apart from the incomparable Great Mosque, there is little visible from this important era of the city’s history. The present city walls, the Citadel, some mosques and tombs survive from the Middle Ages, but the greatest part of the built heritage of the city dates from after the Ottoman conquest of the early 16th century. The largest number of monuments are not mosques, *khans* or *hamams*, but private houses. Although some of the grander houses date from earlier periods and the later ones may contain early features, the majority of the ordinary houses appear to have been reconstructed from the second half of the 19th century onwards, when the *tanzimat* reforms in the Ottoman empire introduced a degree of liberalization into society which led to a burst of economic activities in the cities.

The flight of the well-to-do from such historic city centres is a world-wide phenomenon and Damascus is no exception. There is therefore a considerable problem of maintenance, not only because the present inhabitants may have restricted economic resources, but also because historic construction materials have become comparatively more expensive, particularly timber. This is particularly significant in the situation of Damascus, where the bottom storey of houses is generally constructed with solid walls, whether stone masonry or earth, while the upper floors are usually timber-framed, with mud-brick infill. Most floor structures and roofs are formed from closely spaced timber joists, although the use of fire-proof construction with iron rollings supporting jack arches can also be found. *Souqs* form a particularly important part of the urban fabric, both within the walls and in the adjoining ancient extra-mural suburbs. Most received their present form in the late 19th century and still, with major monuments such as the Great Mosque, form the heart of the life of the city. The economic vitality of the *souqs* has resulted in the shop fronts being continually updated without consideration to architectural design and signs and steel roller-shutters generally conceal the architectural form, except in the case of those *souqs* that have already been upgraded.

The historic urban tissue extends beyond the city walls, with important ancient suburbs lying to the north and south-west. The value of the urban fabric in these areas is no less than within the city walls.

The foetid condition of the Barada River, which serves as a moat to the northern city walls, serves as a barrier to the perception and development of this potentially attractive area. The river at present forms part of the city's sewage system rather than a water source. The inadequacy of sewage system and water system within the city walls present a potential hindrance to development and diversification of the economy of the historic core. The electricity system is above-ground and presents a negative visual impact in most historic areas. Television is received by individual satellite dishes rather than by cable.

Theoretically, a licensing system exists which restricts vehicular access into the walled city. In practice, such control appears to be completely ineffective and traffic is a problem both during the day and during the night. The Ecochard Master Plan of 1968 was fortunately never fully implemented, but nevertheless resulted in extensive damage to the urban fabric and still exerts a negative influence on city planning – for example, a huge traffic interchange conceived during this period is only now being constructed immediately outside the city walls at Bab Kissan. The massive structure of the overpass on Al Thawra Street cuts through Al Malik Faisal Street - a historic *souq* skirting the northern walls - and forms a visual and physical barrier between the Old City, its northern ancient suburbs and the historic area of Souq Sarouja. The proposed new monorail presents a considerable threat to the historic setting of the Old City and would, if implemented, tower over the city walls between Bab Kissan and well beyond Bab Sharqi. Traffic is therefore a problem both inside the city walls and in adjacent historic and more modern areas.

The administrative context

Damascus was inscribed on the UNESCO World Heritage List in 1979 - one of the earliest sites in the World to be so inscribed. At that time, the importance of management in safeguarding World-class cultural sites was not fully appreciated – it was thought that World Heritage status would in itself be sufficient. This is not the case and living cities are the most difficult and complex type of cultural site to manage, because they are inevitably subject to development and change. This change needs to be managed so that it is constructive rather than destructive – the inhabitants should be able to live more prosperous and more comfortable lives, without putting the authenticity of the site at risk. As a signatory to the *Convention Concerning the Protection of the World Cultural and Natural Heritage* (commonly known as the World Heritage Convention), the Syrian Arab Republic has a treaty obligation to safeguard the integrity and authenticity of the Old City of Damascus on behalf of the whole of humankind, which is exercised primarily by the Directorate of the Old City.

The Directorate of the Old City forms part of the Governorate of Damascus and is supported by other directorates with regard to issues such as the provision of services and traffic control, but the fragmentation of decision-making has hindered the development of holistic management policies. The Directorate has capacity in staffing, but effective management of the Old City is restricted by deficiencies in planning tools and lack of clarity about who holds real responsibility. In the case of Damascus, the failure to develop comprehensive strategies for the Old City is due to insufficient inter-sectoral coordination. Planning is seen in terms of land-use planning rather than a holistic plan for conservation, information and development, from the conservation of a single house to the whole Old City and its context within the wider city. The preparation of such a plan is now a requirement of the *Operational Guidelines for the Implementation of the World Heritage Convention*, but is, in any case, an essential prerequisite for sustainable management and development.

Documentation for the Old City exists in paper form and a digitized version of the cadastral map that has been extended to incorporate other information. A recent attempt to introduce GIS failed and the data was lost as a result of the lack of a back-up server.

The Old City, like many other early inscriptions, lacks a buffer zone. This is now a normal requirement for World Heritage Sites. The desire of the authorities to extend protection to the extra-mural ancient suburbs should be utilized to create a buffer zone outside the city walls, to protect the setting of the core area and to develop and regulate linkages with new city areas.

The professionals with custodial responsibility for the Old City are often unaware of successful initiatives to solve comparable problems in heritage cities in other parts of the World. New contacts could be successfully utilized to exchange and transfer know-how to Syria through training, study tours and twinning arrangements.

The economic and development context

The introduction of a Socialist Market System will inevitably result in accelerating economic change and pressures on the historic fabric of the Old City and the ancient extra-mural suburbs. This will be evidenced in an increasing gap between traditional construction techniques and those utilized in new build and pressures to transform historic housing to new uses and to accommodate new lifestyles. The risk to the ancient suburbs in the proposed buffer zone is complete destruction and to the Old City the risk is damaging transformation

The two major engines for change are recreation and cultural tourism. The Old City already contains some 45 restaurants, a large proportion in converted historic courtyard houses, which attract Syrians who go there to enjoy an evening meal or celebrate a birthday or wedding, in addition to foreign tourists who are interested in the city's heritage. At present, there is only one boutique hotel within the city walls – Al-Mamlouka Hotel. Souq Sarouja, in the proposed new heritage area outside the city walls, has four budget hotels in converted historic houses and visible investment is being made in converting historic structures to tourism use. The government has initiated a successful policy of attracting tourists from Western Europe which can be expected to bring increasing numbers of visitors to the city with a particular interest in cultural heritage – Japan, Korea, Australasia and North America are obvious markets into which this policy should be expanded.

There is no tourism information office in the Old City. Locally printed maps are available, privately prepared by Syrian experts, showing the location of monuments and other attractions, but most tourists are dependant on finding their way around by purchasing guidebooks published outside the country. There is no official system of directional signs to tourism attractions. No visitor routes have been prepared suggesting how tourists might walk from place to place within the city, whether between sites of religious or historic importance, between Damascene houses accessible to the public, or to the city's many craft workshops. In general, therefore, the city has hitherto made no special effort to welcome tourists and the government's efforts to promote cultural tourism has so far not been reflected on the development of an information system on the ground. The Directorate of the Old City has no tourism department and interpretation for visitors is weak. There is no apparent use of the proven potential of World Heritage status to promote the economic development of Damascus and the Damascus website is uninformative when compared with that of Aleppo.

Overall aims for the Old City

Achieving effective safeguarding of the Old City and its immediate setting, through conservation, regeneration and sustainable development, by:

1. Integrating a holistic Development Plan for the Old City and its new Buffer Zone into the overall planning and development policies of the City of Damascus, containing:
 - a) Development of a buffer zone through the identification of new Conservation Areas outside the city walls
 - b) Proposals for regeneration and repair of derelict buildings, including sustainable financial support for the owners
 - c) Interpretation and promotion of the city's archaeology
 - d) Realistic and implementable traffic plan
 - e) Tourism plan
 - f) Disaster preparedness plan
 - g) Plan for the staged improvement of services to be incorporated into the overall development plan for the City of Damascus

Supported by:

2. Initiation of a programme of capacity-building and training – “learning by doing”. Actors – Municipality of Damascus; Directorate of Old Damascus; State Planning Commission; Ministry of Local Administration and the Environment; Ministry of Culture; Ministry of Tourism; Ministry of Housing and Construction; Ministry of Transportation; UNESCO; national and foreign cultural organisations; the National Museum; related departments of local universities; NGOs; international NGOs and networks - ICOMOS, ICCROM etc., international donors - Aga Khan Foundation, etc. companies working in the field; Area Committees of the Old City and the new buffer zone (according to the topic of the training being offered):
 - a) Planning tools and methodologies for the conservation of the old city
Identifying the components and value of the different elements of local distinctiveness of Old Damascus and the new buffer zone - archaeology and history, standing monuments and buildings, urban form, architectural form and materials.
 - b) Documentation and the creation of a digital database (GIS etc.) - creation of a reactive documentation centre in the Directorate of Old Damascus; identification of risk; documentation as a management tool.
 - c) Conservation codes and specific building regulations for historic areas; monitoring; achieving compliance, etc..
 - d) Conservation and repair the old buildings and maintenance of authenticity - preparation of conservation proposals; levels of intervention; ordinary maintenance, etc. Practical conservation of historic buildings and ancient monuments – conservation of ruined structures and archaeological features; timber conservation; the use of finishes and infill materials (lime, earth, etc.). Conservation of archaeological sites – techniques of conservation, protection and valorisation.
 - e) Creation of a Heritage House for the Old City, which will be a centre for the craft training necessary to repair the houses, and serve as a “one-stop-shop, in which the inhabitants can receive technical advice and support on conservation and on planning procedures, and where planning applications will be able to be submitted.
 - f) Urban planning and urban design: regeneration, restoration and improvement of open space and the public realm – the design of pilot interventions.
 - g) Organisation of infrastructure and services - water, sewage, electricity, waste collection.

- h) Traffic planning for the Old City, buffer zones and adjacent areas – traffic regulation; pedestrianisation schemes; parking; access for deliveries and emergency services; provision of environmentally-friendly transport within pedestrianised areas (e.g. electric people-carriers), etc.
- i) The economics of conservation – identification of the “heritage dividend”; planning tools for compensation; microcredit and grant schemes; beneficial reuse of historic buildings – costs, compatibility of uses, regulation, technology for adaption, codes, etc.
- j) Strategic policies for site management, practical considerations for the *Operational Guidelines for the Implementation of the World Heritage Convention* in an urban context.
- k) Study tours to cities presenting examples of best practice in urban management, economic development through the utilisation of cultural assets and the generation of sustainable funding for conservation.

Priority actions required to achieve these results:

- 3. Implementing a programme of first-phase priority actions, for definite inclusion in the Annual Work Plan:

To initiate interventions to develop a *Vision for Old Damascus* and to promote the conservation of the Old City and its sustainable development through tourism by undertaking a study and regeneration plan for a pilot area already identified for priority action by the beneficiaries, to serve as an exemplar pilot action for replication on a wider scale in the Old City and the ancient extra-mural suburbs, and to utilize this pilot action to initiate development, conservation and crafts promotion activities through the historic areas as a whole, by:

[Note: In order to make effective use of short-term expert time, it is essential that first-phase priority actions are run concurrently and not sequentially]

- a) Preparing an area regeneration plan for Souq al-Atiq as a link between the new protected area of Souq Sarouja and the Old City, including a redesign of the linkages between the urban areas, and a comprehensive regeneration and tourism plan for Souq Sarouja itself.
 - *means*: provision of experience in survey and preparation of the development proposal, shared with stakeholders in Damascus and in other cities through a training workshop.
 - *outcome*: provision of practical training, hands-on experience and an example of best practice in the preparation of proposals for the rehabilitation of historic market areas, including: the analysis and documentation of historic structures – their historical development and value, their structure; their significance (material and immaterial) in the urban fabric; research and documentation – the uses of archival and topographical sources; economic and social analysis and financial tools for urban regeneration (tourism development, public-private partnership, etc.); beneficial reuse of historic structures; design of modern infill buildings; design of new public space and improvements to the public realm (including services and lighting); facade improvements (including signage, shop shutters, etc.); traffic management.

-Action Plan 9: Urban Planning 35 ISTE days, 22 NSTE days

-Action Plan 6: Local Development 10 ISTE days, 5 NSTE days

Timetable for initial support by the Project:

Activity	Duration of Priority Action				Total days	STES				
	Wk 1	Wk 2	Wk3	Wk 4		Urban Planning				
Site analysis in the context of best practice					72	Historic City Planning & Development Area				
Evaluation of site analysis						15	20	22	National STE for Historic Cities	
Workshop for presentation and sharing of conclusions						Urban Planning			Tourism & Heritage Expert	5
						5	5	5	Tourism Marketing Expert	5
						5	5	National Tourism Expert	5	
						Development				

Total period for implementation: 6 months

Follow up support by: LTE for Urban Planning

- a) Preparation of a Tourism Action Plan for the Old City, including the identification of initial tourism activities to be implemented in Souq Sarouja,. The Plan will form part of the overall Conservation Management Plan for the Old City and the ancient extra-mural suburbs.
- *means*: provision an overview for the Syrian national tourism industry in general to inform the specifics of tourism in the Old Cities. The visitor market for the Old City of Damascus will be identified, including visitor and market trends, opportunities and constraints for tourism, as well as future visitor prospects.
 - *outcome*: identification of needs and awareness-building to promote the growth of national tourism with respect to the Old Cities, especially for Damascus; identification of sources of income from tourism which could be utilized to support the conservation of cultural heritage, especially private houses, planning the utilization of community-participation to promote economic development and prioritise locality pilot activities. The promotion of private investment and public/private partnership will be investigated, together with the needs of enhanced visitor access and improved site interpretation.

- Action Plan 9: Urban Planning, 10 ISTE days
- Action Plan 6: Local Development, 15 ISTE days, 5 NSTE days

Activity	Duration of Priority Action			Total days	STES				
	Wk 1	Wk 2	Wk3		Urban Planning				
Identification of contexts, stakeholders and opportunities				79	Historic City Planning & Development Area				
Preparation of outline proposals for pilot actions					5	5		Historic City Area Management Expert	
Preparation of conclusions at Souq Sarouja workshop					Urban Planning			Tourism & Heritage Expert	5
					5	10	5	Tourism Marketing Expert	
								National Tourism Expert	5
					Development				

Total period for implementation: 9 months

Follow up support by: LTE for Urban Planning

- a) Identify a buffer zone for the Old City to protect and safeguard the authenticity of its setting by:
- i. Evaluation of the development, the historical and social importance, state of conservation and texture of the urban fabric of ancient suburbs and other areas adjoining the Old City;
 - ii. Identify the boundaries of new protected areas and their linkages to the city core;
 - iii. Evaluation of the potential for the proposed areas to serve a strategic role in supporting and developing the heritage and potential economic assets of the existing World Heritage Site, in the context of the existing urban design, Master Plan.
 - *means*: site survey of the ancient suburbs and other areas outside the city walls to develop proposals for the boundaries of new Conservation Areas and a buffer zone for the World Heritage Site, supported by desk-top studies of (1) the historical and social importance of the proposed Conservation Areas, (2) the development of the city the existing urban texture, and (3) the potential of and methodology for extending protection to new areas, presented and shared through a national workshop supported by international experts.
 - *outcome*: identification of new Conservation Areas and a buffer zone for the Old City for integration into the new Conservation Management Plan; provision of experience to Syrian professionals on new methodologies for conservation planning and the practical implementation of the *World Heritage Convention* and its *Operational Guidelines*.
 - Action Plan 9: Urban Planning, 10 ISTTE days, 5 NSTTE days

Timetable for initial support by the Project:

Activity	Duration of Priority Action				Total days	STEs		
	Week 1					Historic City Area Management Expert	Historic City Planning & Development Area	National STE for Historic Cities
Evaluation of the urban fabric of areas adjoining the city walls					15	5	5	5
Identify the boundaries and their linkages to the city core								
Evaluate the development potential of the buffer zone								

Total period for implementation: 3 months

Follow up support by: LTE for Urban Planning

- a) Preparation of Visitor Routes in the Old City and buffer zone, to be publicised through one-page guides which will be available in hotels, information centres, museums, etc.:
- *means*: by design and preparation of a series of simple but attractively produced A4 folding leaflets, containing maps of the routes and brief illustrations and details of the attractions to be visited. The routes identified comprise:
 - an Islamic pilgrimage route - leaflet in Arabic, English and Persian
 - a Christian pilgrimage route - leaflet in Arabic, English, French and Spanish
 - a Cultural heritage route (monuments and Damascene houses) - leaflet in Arabic, English and Japanese

- a *souq* route, between *souqs* specializing in different merchandise - leaflet in Arabic, English and Japanese
- an Arts and Crafts route, between craft workshops - leaflet in Arabic, English and Japanese

The Visitor Routes will also help to lead visitors between the buffer zone and the walled city; for example, the “Crafts Route” could start in the copper- and brass-workers *souq* off Al-Malik Faisal Street and lead visitors into the Old City through the Bab al-Faradis, and the “*souq* route” could pass between the bird market in Souq al-Atiq, connecting Souq Sarouja with the Souq al-Hamidiyeh or Bab al-Faraj, as well as encouraging tourists to visit other extra-mural *souqs*.

- *outcome*: the creation of a set of simple publications publicizing the tangible and intangible cultural heritage of the city, serving as a guide to the full range of international tourists to Damascus, which can be used for self-guided visitors or group tourists. The development of the routes will promote tourism more widely in both the Old City and the ancient extra-mural suburbs and will promote sustainable economic development by through diversification and the promotion of local crafts.

- Action Plan 9: Urban Planning, 10 ISTE days, 10 NSTE days
- Action Plan 6: Development, 5 ISTE days, 5 NSTE days
- Action Plan 17: Visibility and Communications, 20 ISTE days

Timetable for initial support by the Project:

Activity	Duration of Priority Action				Total days	STES						
	Wk 1	Wk 2	Wk3	Wk 4		Historic City Planning & Management	Historic City Area Management	National Expert in Heritage Assets	Tourism & Heritage Expert	National Crafts Expert	Design Expert	
Identification of routes												
Preparation information on sites to be linked												
Design of publicity leaflets					62	5	5	10	5	5	20	
						Urban Planning					Development	Visibility

Total period for implementation: 8 months

Follow up support by: LTE for Urban Planning

- Hold a technical conservation workshop on practical means of conserving the built heritage of Old Damascus on:
 - Identification and evaluation of conservation problems and the selection of solutions;
 - Conservation of timber structures, including new techniques for retaining the maximum original fabric with the aim of retaining authenticity and reducing cost;
 - The uses of lime and the conservation of earth structures – the results of the Smeaton Research Project and the negative effects of using cement;
 - Conservation of ruined masonry structures (e.g. the City Walls, archaeological structures, etc.
 - *means*: a practical hands-on workshop to share know-how on new conservation techniques and international best practice with Syrian craftsmen (to augment, and not replace, their existing expertise), run in parallel with a professional seminar on theory, at which presentations will be made by Syrian and international expert(s).
 - *outcome*: (1) the creation of a trained group of craftsmen/trainers capable of sharing and replicating the know-how and experience received elsewhere in Damascus and

more widely in Syria; (2) formation of a group of Syrian conservation professionals aware of recent developments in conservation able to specify best practice and new conservation techniques on any other conservation project in Syria; (3) availability of technical information in Arabic prepared as the working documents for the workshop but made available for wider distribution.

- Action Plan 9: Urban Planning, 32 ISTE days, 16 NSTTE days

Activity	Duration of Priority Action			STEs					
	Week 1	Week 2	Week 3						
	Identification and evaluation of conservation problems								
	Conservation of timber structures								
Uses of lime and the conservation of earth									
Conservation of ruined masonry structures									
Total expert days									
				48	Historic City Area Management Expert	16	16	16	
					Intematioinal Conservator for Timber & Masonry	16	16	16	
					National Conservator-Counterpart	16	16	16	

Total period for implementation: 15 days

- a) Extend the existing database to include a “Buildings at Risk” register to prioritise the intervention and support needed to save threatened buildings:
- *means*: carry out a rapid on-site survey of the built heritage of the Old City to identify buildings at risk as a result of physical decay or threat through commercial or other pressures, in order to prioritise conservation interventions.
 - *outcome*: the provision of essential data for the preparation of a staged plan to address problems of urban decay and to identify those buildings for which support is required from a grant or microcredit system, tax incentives or planning concessions (e.g. transferred development rights).
 - Action Plan 9: Urban Planning, 5 ISTE days

Timetable for initial support by the Project:

Activity	Duration of Priority Action			STEs	
	Week 1	Week 2			
Design of survey and identification of data to be gathered					
Pilot survey to test data collection methodology					
Total days				5	
				Historic City Area Management Expert	5

Total period for implementation: 9 months

Follow up support by: LTE for Urban Planning

- a) Provide know-how on best practice in other cities in conservation management, design of infill buildings and the development of sustainable cultural tourism activities:
- *means*: by organising a Study Tour during the First Phase to either (1) [provisionally] Fez and other well-managed medinas in Morocco; Obidos (Portugal); Bath and York (UK); Aigues Mortes, Eyreux and Nîmes (France); Vienna (Austria); Utrecht (the Netherlands), or (2) World Heritage Cities in Asia: Lijiang (China); Luang Prabang (Laos); Hoi An and Hue (Vietnam), Yogyakarta and Solo (Indonesia) [also visiting Ratanakosin Island, Bangkok – Bangkok will be the hub for the other visits].
 - *outcome*: creation of a group of professionals and political leaders well informed about examples of best practice in other countries, able to share their know-how within Syria, and sharing of the achievements of other relevant EU-supported-projects, e.g. those funded by the Asia Urbs Programme.
- Action Plan 9: Urban Planning, 16 ISTE days

Activity	Duration of Priority Action				Total days	STEs	
	Week 1	Week 2	Week 3	Week 4			
Travel to Bangkok and site visits fo Laos and China					16	Historic City Area Management Expert	
Site visits to Vietnam and Indonesia and return journey							

Total period for implementation: 16 days

- a) Implement a system of directional signage utilizing the standard international “brown-and-white” signs to tourism attractions:
- *means*: designing and fixing bilingual standard international signage in Arabic and English to tourism attractions within the Governorate of Damascus and the Rural Governorate of Damascus directing visitors to tourist attractions.
 - *outcome*: the promotion of tourism within the two governorates and the strengthening of links between the Old City and the modern city which forms its setting.
- Action Plan 13: Urban Transport, 5 ISTE days, 22 NSTE days

Timetable for initial support by the Project:

Activity	Duration of Priority Action				Total expert days	STEs		
	Week 1	Week 2	Week 3	Week 4				
Design of system of signage					27	Urban Transport and Traffic Management	National Expert in Urban Design	
Preparation of texts in Arabic and English								
Identification of location of signs								
					5	22		
					Urban Transport			

Total period for implementation: 4 months

Follow up support by: LTE for Urban Planning

4. Implementing a programme of further pilot projects (with technical assistance from the programme) to be prioritised by the beneficiary, for inclusion in the Overall Workplan, which it is anticipated could include:

[N.B. the beneficiary may need to prioritise actions which should be implemented with the support of the MAM Project; it is essential, in order to make effective use of expert time, that a number of actions are run concurrently rather than sequentially]

- a) Pilot actions relating to historic buildings:
 - i. Developing a grant scheme or micro-credit scheme for supporting the owners of historic houses by providing financial support for the structural repair of historic buildings, in cash or in kind through the provision of materials.
 - Historic City Area Management Expert input: 5 days
 - Public Finance Expert input: 5 days
 - Period of implementation: 12 months
 - ii. Preparing, publish and distribute a “House-owners’ Repair Manual” for the Old City, containing practical and technical advice on the preparation of conservation schemes and the techniques needed to repair historic houses.
 - Historic City Area Management Expert input: 15 days
 - National Expert on the Conservation of Historic Buildings input: 30 days
 - Period of implementation: 5 months
 - iii. Preparing a new Building Code specific to the Old City and the buffer zone, including guidelines on the submission of proposals.
 - Historic City Planning and Development Expert input 10 days
 - Historic City Area Management Expert input: 10 days
 - Legal Expert, Local Government input: 5 days
 - Period of implementation: 18 months
- b) Improvements to services:
 - i. Preparing a phased programme of improvements to services, including water supply, sewage and the electricity supply.
 - National Expert in Municipal Services input: 22 days
 - Period of implementation: 12 months
- c) Urban planning and site management:
 - i. Preparing a traffic plan and pedestrianisation scheme for the Old City.
 - Historic City Planning and Development Expert input: 10 days
 - Urban Transport Planning and Traffic Management Expert input: 10 days
 - National Expert on Traffic Management input: 15 days
 - Period of implementation: 5 months

- ii. Preparing urban conservation designs for the enhancement of specific districts in the Old City, in consultation with the Area Committees and civil society organisations.
 - Historic City Planning and Development Expert input: 15 days
 - Historic City Area Management Expert input: 15 days
 - National Expert in Urban Design input: 22 days
 - Period of implementation: 18 months
 - iii. Preparation of a plan for the enhancement and valorisation of the City Walls, specifically on the north side of the Old City, including cleaning the Barada river, provision of pedestrian walks and the provision of small-scale public spaces and urban parks with appropriate recreational facilities.
 - Historic City Planning and Development Expert input: 5 days
 - Historic City Area Management Expert input: 5 days
 - National Expert in Urban Design input: 15 days
 - Period of implementation: 5 months
 - iv. Preparation of a Design Manual for the Old City and the buffer zone, including guidelines on infill and replacement buildings, shopfronts, signage, colour and finishes, with a specific section for the conversion of historic houses to new and beneficial uses.
 - Historic City Planning and Development Expert input: 10 days
 - Historic City Area Management Expert input: 10 days
 - National Conservation Architect/Designer input: 22 days
 - Period of implementation: 9 months
 - v. Implement a GIS pilot for the Old City and the new Buffer Zone incorporating data from the existing paper database and the existing digital map in AutoCAD format, extended to cover the proposed buffer zone, as well as new data on individual historic structures and their planning history.
 - Historic City Planning and Development Expert input: 5 days
 - Historic City Area Management Expert input: 5 days
 - GIS Appraiser input: 15 days
 - Period of implementation: 30 months
- d) Economic development and tourism:
- i. Investigate the diversification of crafts and maintaining crafts threatened with extinction, marketing and promotion.
 - Tourism & Heritage Expert input: 5 days
 - National Crafts Expert input: 5 days
 - ii. Carry out a review of commercial uses and preparation of plans for the removal of unsuitable uses to other areas of the city.
 - Historic City Planning and Development Expert input: 5 days
 - National Expert in Sustainable Development: 10 days
 - Period of implementation: 9 months

e) Capacity-building:

- i. Carry out the other study tour outlined in 3(d) above not implemented in the First Phase.
 - Historic City Planning and Development Expert input: 16 days
 - Period of implementation: 16 days

- ii. Create twinning links between Damascus and other historic cities which could strengthen the Directorate of the Old City and other agencies with a role in safeguarding and developing the city. The existing networks of the Organisation of World Heritage Cities, the Walled Cities Friendship Circle, etc., will form a first point of contact for such links.
 - Historic City Area Management Expert input: 2 days
 - Twinning Expert input: 4 days
 - Period of implementation: 6 months

DEVELOPMENT PLAN FOR THE OLD CITY OF DAMASCUS: EXPERT TIMES FOR CROSS-CUTTING THEMES																
	Action Plan 3		Action Plan 4		Action Plan 6		Action Plan 8		Action Plan 9		Action Plan 11		Action Plan 13		Action Plan 17	
	Insttitl. Reform		Public Finance		Local Developnt		Twinning		Urban Planning		GIS		Urban Transport		Visibility	
	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs
First-phase priority actions																
a. Regeneration plan for Souq Atiq and Souq Sarouja																
Historic City Planning & Development Expert									15							
Historic City Area Management Expert									20							
National Expert for Historic Cities										22						
Tourism & Heritage Expert					5											
Tourism Marketing Expert					5											
National Tourism Expert						5										
b. Tourism Plan of Action for the Old City																
Historic City Planning & Development Expert									5							
Historic City Area Management Expert									5							
Tourism & Heritage Expert					5											
Tourism Marketing Expert					10											
National Tourism Expert						5										
c. Identification of buffer zone for the Old City																
Historic City Planning & Development Expert									5							
Historic City Area Management Expert									5							
National Expert for Historic Cities										5						
d. Preparation of visitor routes																
Historic City Planning & Development Expert									5							
Historic City Area Management Expert									5							
National Expert in Heritage					5											
Tourism & Heritage Expert						10										
Design Expert																20

	Action Plan 3		Action Plan 4		Action Plan 6		Action Plan 8		Action Plan 9		Action Plan 11		Action Plan 13		Action Plan 17	
	Insttitl. Reform		Public Finance		Local Developnt		Twinning		Urban Planning		GIS		Urban Transport		Visibility	
	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs
e. Technical conservation workshop																
Historic City Area Management Expert									16							
International Conservator Timber/Masonry									16							
National Conservator/Counterpart										16						
f. Prepare a "Buildings at Risk" register																
Historic City Area Management Expert									5							
g. World Heritage cities Study Tour																
Historic City Area Management Expert									16							
h. Tourism signage																
Urban Transport & Traffic Managnt Expert													5			
National Expert in Urban Design																
<i>Total - Priority Actions - first-year Workplan</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>30</i>	<i>20</i>	<i>0</i>	<i>0</i>	<i>118</i>	<i>43</i>	<i>0</i>	<i>0</i>	<i>5</i>	<i>0</i>	<i>20</i>	<i>0</i>
<u>Programme of further pilot projects</u>																
PILOT ACTIONS FOR HISTORIC BUILDINGS																
i. Developing a grants scheme																
Historic City Area Management Expert									5							
Public Finance Expert			5													
ii. Presparing House-owners Repair Manual																
Historic City Area Management Expert									15							
Natnl Expert/Historic Buildings Conservation										30						

	Action Plan 3		Action Plan 4		Action Plan 6		Action Plan 8		Action Plan 9		Action Plan 11		Action Plan 13		Action Plan 17	
	Insttitl. Reform		Public Finance		Local Develpnt		Twinning		Urban Planning		GIS		Urban Transpor		Visibility	
	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs
iii. Preparing Building Code for the Old City																
Historic City Planning & Development Expert									10							
Historic City Area Management Expert									10							
Legal Expert, Local Government	5															
IMPROVEMENT TO SERVICES																
i. Phased programme of improvements																
National Expert in Municipal Services										22						
URBAN PLANNING & SITE MANGEMENT																
i. Traffic plan for the Old City																
Historic City Planning & Development Expert									10							
Urban Transport & Traffic Mangmnt Expert												10				
National Expert on Traffic Management													15			
ii. Pilot conservation designs for districts																
Historic City Planning & Development Expert									15							
Historic City Area Management Expert									15							
National Expert in Urban Design										22						
iii. Plan for valorisation of the City Walls																
Historic City Planning & Development Expert									5							
Historic City Area Management Expert									5							
National Expert in Urban Design										15						
iv. Design Manual for the Old City																
Historic City Planning & Development Expert									10							
Historic City Area Management Expert									10							
National Conservation Architect/Designer										22						

	Action Plan 3		Action Plan 4		Action Plan 6		Action Plan 8		Action Plan 9		Action Plan 11		Action Plan 13		Action Plan 17	
	Insttit. Reform		Public Finance		Local Develpnt		Twinning		Urban Planning		GIS		Urban Transpor		Visibility	
	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs	ISTEs	LSTEs
v. Pilot GIS scheme for the Old City																
Historic City Planning & Development Expert									5							
Historic City Area Management Expert									5							
GIS Evaluator										15						
ECONOMIC DEVELOPMENT & TOURISM																
i. Diversification/maintainence of crafts																
Tourism & Heritage Expert					5											
National Crafts Expert						10										
ii. Review of commercial uses																
Historic City Planning & Development Expert									5							
National Expert/Sustainable Development						10										
CAPACITY-BUILDING																
i. Study tour to European cities																
Historic City Planning & Development Expert										16						
ii. Create twinning links																
Historic City Area Management Expert										2						
Twinning Rxpert								4								
Total for Workplan Years 2 - 4	5	0	5	0	5	20	4	0	143	111	15	0	10	15	0	0
Total for Overall Workplan	5	0	5	0	35	40	4	0	261	154	15	0	15	15	20	0