

Municipal Administration Modernization Project, Syria

Assignment	Assisting the six largest cities and the Government of Syria in modernizing management, planning, financing and service delivery by municipalities, and providing advice with regard to devolution.
Client	Government of Syria
Financing Agency	European Union (EU)
Partners	WYG, VNG BMB
Composition of Team	<i>BMB Mott MacDonald:</i> Institutional Development Expert <i>Partner(s):</i> Team Leader, Urban Planning & Development Expert, Public Private Partnership Expert, large number of short-term experts
Period of Assignment	From June 2005 to December 2008 Staff months: BMB Mott MacDonald: 125; Partner(s): 265
Contract value	BMB Mott MacDonald: € 2,716,000 Partner(s): € 7,266,000
Background	The urban population in Syria is rapidly increasing. Cities have grown fast (Damascus has reached 3.6 million and Homs over 2 million) and will continue to grow, possibly doubling within twenty years. This often happened without solid planning, with uneven and weak services to citizens and private sector and with very limited local revenue generation (not more than 10%). Legal and administrative arrangements tend to be highly centralized and do not easily allow cities to respond to local demands and opportunities. Municipal staff are poorly trained and staff in the Ministry of Local Administration and Environment have limited knowledge of modern planning and management and have had very little exposure to approaches developed elsewhere.
Description of project	<p>The project will support Syrian cities in improving their environmental practices, delivering better services, improving the efficiency of their financial management, creating a conducive environment for job creation and developing better planning practices. At central Government level, the project will help improving the management practices of the relevant ministries and assist in the devolution process by recommending modifications to the local administration.</p> <p>The project has 17 components: Urban Strategy, Decision-Support Centre, Institutional Reform, Financial Resources Management, Property Management, Local Development, Sustainable Development Centre, Twinning, Urban Planning, Informal Settlements, Geographical Information Systems, Public Private Partnerships, Urban Transport, Solid Waste Management, Local Agenda, Gender, Visibility and Communication.</p>
Services provided	The project will be demand-driven and will be flexible. The consultants

are to assist in achieving the following results:

- (i) Institutional capacity of the Ministry of LA&E increased
- (ii) Decision-making by city management improved
- (iii) Recommendations on the division of responsibilities between the city level and the central Government
- (iv) Financial resources management improved
- (v) Capacity for urban planning improved
- (vi) Capacity to deal with informal settlements improved
- (vii) Availability of property for investment increased
- (viii) Building licensing improved
- (ix) Private investment environment improved
- (x) Solid waste management improved
- (xi) Capacity to manage environmental issues increased
- (xii) Capacity for traffic planning and public transportation improved