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GAM HDMU ONE-STOP-SHOP SUMMARY END OF MISSION REPORT

November 3, 2008

This publication was produced for review by the United States Agency for International Development. It was prepared by Amal Awwad from Al Jidara

GAM HDMU ONE-STOP-SHOP

SUMMARY END OF MISSION REPORT

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

CONTRACT NUMBER: 278-C-00-06-00332-00

BEARINGPOINT, INC.

USAID/JORDAN

USAID/ OFFICE OF ECONOMIC GROWTH (EG)

NOVEMBER 3, 2007

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DELIVERABLE NO: 3.1.3.13

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INTRODUCTION

This document describes the involvement of SABEQ in establishing a One Stop Shop (OSS) for issuing building license for High Density Mixed Use (HDMU) developments.

BACKGROUND

With the increasing demand from investors to build High Density Mixed Used (HDMU) developments in a form of Towers in Jordan, the Greater Amman Municipality (GAM); that plays a key role in encouraging and facilitating such major investments, identified the need for establishing a One-Stop-Shop to carry out an investor-friendly process as promised in GAM's short-term fast-tracked initiative known as the Interim Growth Strategy (IGS). This investor friendly process is intended to replace the current cumbersome process that investors have to go through in order to obtain a building license.

GAM approached SABEQ for technical assistance to develop the envisioned efficient and investor-friendly process for GAM OSS. The objectives are to protect the investor, public and government interests, and eliminate the investor's current requirement in circulating project plans to multiple agencies and departments (public and private) for independent reviews.

OBJECTIVES AND ACTIVITIES OF ASSIGNMENT

The objective of this assignment was to assist GAM "Special Projects Unit-SPD" in designing an optimal work flow model for the Building Licensing applications submitted by the investors through the OSS for HDMU developments.

To accomplish this objective, the following activities/tasks took place:

1. Conducted a comprehensive AS IS study for six independent external entities identified as stakeholders within the application process. These entities were:
 - a. Civil Defense(CD)
 - b. Jordan Engineering Association(JEA)
 - c. Jordan Electrical Power Co. Ltd. (JEPCO)
 - d. Myahona
 - e. Jordan Telecom. Company (JTC)
 - f. Ministry of Tourism and Antiques (MoTA)
2. Verified and approved the AS IS Study with all stakeholders
3. Identified GAM internal processing and requirements through several meetings with the designated staff at GAM "Special Projects Unit". These included:
 - a. The SPD unit head,
 - b. The OSS representatives and
 - c. The technical division head
 - d. Other relevant staff
4. Conducted thorough analysis of stakeholders and GAM's requirements and constraints.
5. Developed a consolidated concept model of GAM and stakeholders processing of building licenses that enabled a single investor interface through GAM OSS in collaboration with GAM representatives and stakeholders
6. Conducted several discussion sessions with GAM representatives and stakeholders for model verification and confirmation.

DELIVERABLES OF ASSIGNMENT

- **The AS IS Study:** covered stakeholder's processing including inputs, outputs, activities, executers, processing times, forms and templates used.
The AS IS Study was submitted in soft and hard copies on July 19, 2007 under the name 07011- GAM OSS -AS IS Deliverable" .
- **The concept Model:** designed in consideration of GAM/Stakeholders' requirements and constraints and defined the following:
 - a. Inputs, outputs, activities, executers, processing times, forms and templates used for GAM OSS operations
 - b. The interface points with stakeholders and investors , information flow, cycle times and communication and reporting structure to ensure concise and efficient input for the different stages of the process
 - c. The mechanism for consolidating the stakeholders reviews inputs into a unified and structured report
 - d. The various milestones to be monitored and tracked within the OSS processes
 - e. The mechanisms for conflicts' resolution, and the required escalation paths
 - f. Recommended improvements for GAM's future consideration.

The Final Concept Model was delivered in soft copy on Dec 12th, 2007 under the name of CONCEPT DESIGN 081007- Final.vsd

A CD of the assignment deliverables is attached to this report and contains the following:

- **The AS IS Study** deliverables - under the name of "GAM OSS -AS IS – Deliverable I" - with the approved processes by stakeholders for both the approval processes and consultation processes conducted by stakeholders, in addition; it includes all approval correspondence with stakeholders.
- **The Concept Model** deliverables - under the name of "GAM OSS Concept-Deliverable II" - with the initial model presented for discussion with stakeholder's stakeholders feedback in minutes of meetings, the amended stakeholders interactions with the OSS and the approval correspondence with stakeholders. It also includes the final approved model by GAM.

THE MODLE IMPLEMENTATION

Using the model developed by SABEQ, GAM SPD has further made several enhancements to reflect operational changes, lessons learned, actual stakeholders' response time and newly introduced requirements. As a result, GAM SPD is currently running a successful functional unit that facilitates the issuance of a building license for investors through a one-stop-shop model. The SPD unit also extended its service to serve other Mega and High Profile projects in addition to HDMUs (Towers).

MUNICIPALITY ROLL-OUT ASSESSMENT

SABEQ proposed model requires a collective review and approval of applications to be performed by all technical stakeholders including; Civil Defense(CD), Jordan Engineering Association(JEA) , GAM technical unit, and Jordan Electrical Power Co. Ltd. (JEPCO)

This collective review and approval ensures the compliance to technical standards; enables conflicts' resolution and ultimately provides the applicant with a single interaction point to serve all steps of the process.

In addition, the model requires designated personnel from GAM to perform, coordinate and follow-up on activities required for the complete model implementation.

SABEQ developed model can be rolled-out to serve other types of developments taking into consideration the following assumptions:

- Technical stakeholders' willingness and ability to dedicate authorized personnel to perform collective review of applications submitted to each municipality.
- GAM's ability to establish a coordination office at each municipality with dedicated trained staff to carry out the coordination activities.

It is important to note that analysis to the enhancements and amendments implemented by the SPD needs to be done, in addition to an assessment of the model roll-out feasibility should be performed prior to any further

APPENDIX

GAM – HDMU - One Stop Shop – Content attached in a CD

Deliverable I : As is

Deliverable II : Concept Design

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