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MBO CROSS AGENCY WORK PLAN AND METHODOLOGY

PREPARED FOR THE DEVELOPMENT ZONES COMMISSION

FINAL REPORT

October 18, 2009

This publication was produced for review by the United States Agency for International Development. It was prepared by SABEQ Technical Advisor Mr. Jeremy Terr.

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FINAL REPORT

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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DESIGN AND IMPLEMENTATION

DISCLAIMER:

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INTRODUCTION

The new Development Zones Law of 2008, which was passed by Parliament in early 2008, establishes a set of specialized rules to facilitate regional investment. Its goals are "enhancing the economic capability of the kingdom, attracting investments and creating an advanced investment environment for economic activities", according to Article 3 of the new legislation. The new legislation is part of Jordan's efforts to substantially increase the flow of productive direct investment. The Development Zones Commission (DZC) was established in 2008 as the regulatory authority responsible for the Development Zones.

The Law provides the DZC with wide-ranging authorities with respect to the regulation of zone activities, including:

- Regulating the investment environment; applying the Urban, Rural Zoning and Planning law; regulating the municipal affairs; regulating customs procedures which will be applied by the Ministry of Finance under a special regulation; and matters pertaining to labor and workers (Article 7 of Development Zones Law);
- Creation of an advanced, competitive business environment for economic activities (Article 3)
- Registration of enterprises; issuing of all kinds of licenses, certificates and approvals (Article 12)
- Exercise of powers of Minister as it relates to the Import and Export Law (Article 15)
- Establishing the bases for granting residency permits and for workers (Article 18).

The DZC with USAID Jordan Economic Development Program (SABEQ) support, has successfully completed the process for and preparation of a Three Year Corporate Strategic Plan (2009-2012) defining the key Strategic Objectives of the organization. The one-year MBO cross agency work plan detailed in the pages below provides the DZC with the necessary year one direction and guidance to establish the organization as a model public agency in Jordan capable of providing the needed leadership and stakeholder integration that will support the GoJ's economic expansion goals.

This assignment contributes directly to the key USAID SABEQ goals of promoting investment into the regions and improving Jordan's international competitiveness by developing the capacity to implement policies and activities such as those of the Commission to expand productive investment in Jordan.

The establishment of a measurable and results oriented organization culture within the DZC ensures the proper governance structure for the Development Zone Program and consolidates the DZC as a model public agency in Jordan.

1 ONE YEAR MBO CROSS AGENCY WORK PLAN

1.1 METHODOLOGY

1.1.1 DEVELOPMENT OF THE MBO TEMPLATE

The MBO template was developed as a tailored solution to provide DZC leadership and line management with a practical and easy to use format for monitoring, updating and reporting progress against the goals and objectives identified in the DZC three year corporate strategic plan. The template design was developed according to three primary drivers:

- Alignment with existing DZC organizational nomenclature and management vocabulary;
- Interoperability with existing IT infrastructure; and
- Organizational capacity to take ownership for the monitoring, updating and reporting functions of the template.

ALIGNMENT

The current version of the MBO template uses the same language and structure as the corporate strategic plan; cascading from goals to objectives and highlights the recommended activities and resource requirements. Where the MBO departs from the strategic plan is its level of detail. The MBO template provides the granularity of an annual work plan to enable real-time monitoring and evaluation of performance against the recommendations included in the strategic plan. This work plan is divided into four discreet groupings:

1. Key Performance Indicators: defines the KPI to measure each objective along with the target level of performance and the Commission held accountable.
2. Activity: assigns a Directorate responsibility and a deadline for completing activities required to realize the objectives.
3. Task: decomposes each activity into a set of cross-functional tasks which must be performed by multiple DZC Directorates and/or sections in order to complete each activity
4. Resources: qualifies and quantifies the involvement of staff and capital or operating expenditures necessary to perform all required tasks and estimates a budget for each task (e.g., fees for trade journals, procurement costs for new IT software and systems, cost for magazine ad space, etc.)

TECHNICAL DESIGN

While the cascade from strategic goals to tactical activities, tasks and a performance-based budget provides leadership with a clear line of sight, this highly granular level of detail also results in challenges for managing the data in a concise and user-friendly tool. At present, DZC has neither the IT infrastructure nor staff competence to implement an executive information system (EIS) to automate the MBO data into a management decision systems dashboard. Instead, an interim solution was developed using Microsoft Excel. However, the underlying data, business processes and reporting requirements formulated in this current iteration can be used to articulate the business requirements for an EIS should management determine its necessity at a later date. The Excel-based deployment is sufficient to meet the organization's start-up requirements and minimizes labor and time consuming IT development costs associated with EIS systems implementation.

Microsoft Excel was also selected as the interim solution because it is currently installed on all DZC desktops and is a common application used by the majority of staff. Within the DZC MBO Excel tool, a set of five worksheets were developed to separate the tool's functional requirements:

1. MBO Plan 2010: the master worksheet which provides users with a clear line of sight from goals to objectives and their associated KPIs, activities, tasks and resource requirements
2. KPI Tracking: a highly detailed printable report illustrating performance results for each KPI, highlighting on-target performance in green and under-performance in red
3. KPI Graphs: an illustrative snapshot of KPI performance over time designed to provide management with a view into performance trends for each KPI
4. KPI Definitions: the detailed description for each KPI including its data source and the managerial implications of tracking
5. KPI Administrator: a single worksheet for the MBO administrator to input all KPI related performance data which updates all other worksheets (this is the only worksheet whose cells are unlocked)

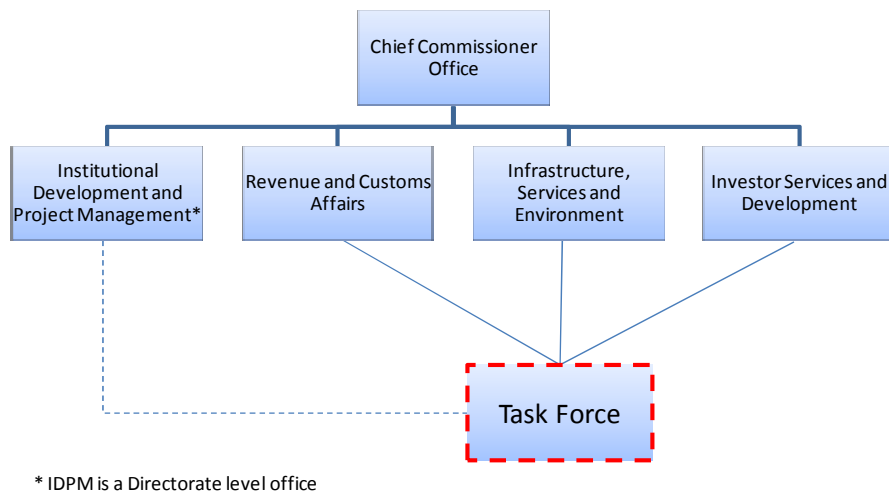
ADMINISTRATION

The KPI Task Force proposed below would comprise one staff member from each Commission. Each individual would be responsible for keeping track of all the performance metrics for their Commission on a daily basis and would then report the data to a Team Leader, appointed by the respective Commissioner, on a monthly basis.

The Team Leader is responsible for consolidating all data provided by his or her colleagues into one worksheet and then presenting the results to the Institutional Development and Project Management (IDPM) Directorate, which reports directly to the Chief. The IDPM Directorate Head is the owner of the DZC MBO performance reporting tool and is the only staff member empowered to make updates. (At the discretion of the IDPM Directorate Head, an administrator within the IDPM Directorate could be appointed to maintain the tool under direct supervision from the IDPM Directorate Head.)

- Each KPI Task Force member will keep track of KPIs for their Commission area
- Each KPI Task Force team member will meet with their respective Team Leader once a month to update him or her on their findings
- The Team Leaders for each Commission will then consolidate the data given to them by members of their department
- The Team Leaders will meet with the IDPM Directorate Head (once a month, following the meeting with the KPI Task Force) and report their findings
- The IDPM Directorate Head will then update the DZC MBO performance reporting tool for the month and prepare the report for presentation to the Chief and Commissioners, as applicable.

This report should outline any issues that are causing KPI values to degrade or any bottlenecks/issues that are causing KPI values to not meet their targets.



Task force membership is at the discretion of each Commissioner. However, task force members are expected to have the following behavioral and technical competencies:

- Ability to work effectively with other team members with varying backgrounds, personality types and work styles
- Ability to interact professionally with DZC senior leadership and management
- Ability to provide guidance and direction if needed to management to help alleviate issues and bottlenecks that arise with applications
- Ability to comprehend the use of the management by objectives methodology and why it is being used in the DZC
- Strong understanding of the performance metrics that they will be assigned to track

1.1.2 DATA GATHERING

A combination of primary and secondary data collection methods were used to determine the MBO template design and formulate the initial set of KPIs and 2010 work plan. These sources included:

- Review of documents leading to (or related to) and following the start-up of the DZC including: Development Zones Law, 2006-2015 National Agenda, and the three-year corporate strategic plan.
- Research of international best practice and Jordan-specific assessments including: World Bank Doing Business report for Jordan, Harvard Business Review publications regarding the development and implementation of MBO systems, and consultations with Development Zones experts employed by the USAID Jordan Economic Development Program (SABEQ)
- Interviews conducted with key DZC staff including all Commissioners, Directorate Heads and majority of Section Heads along with final validation from the Chief Commissioner.

Prior to interviewing DZC staff, several MBO training workshops were conducted to provide an overview of the MBO methodology, its application at the DZC and the project team's expectations for staff interaction and involvement. The desired outcome of these workshops was to ensure both a common understanding of the MBO framework and initiate the cultural change required to adopt the MBO system once finalized. In addition to the structured workshops, one-on-one coaching sessions were delivered at the beginning of each interview to ensure the validity and relevancy of data captured.

For each interview, Directorate Heads and/or Section Heads were provided with a pre-formatted Microsoft Word document which included the activities from the corporate strategic plan relevant to their Directorate area. For example, the worksheet developed for the Environment Directorate included the following activities: (The number refers to coding associated with the DZC three-year corporate strategic plan.)

- 5.3.1 Drafting environmental and health regulations and DZC environmental policy
- 5.3.2 Develop the procedures for licensing, permitting, inspection and enforcement
- 5.3.3 Forge alliances and partnerships with key stakeholders, the MoEnv and outsource key inspection functions.
- 5.3.4 Conduct Environmental Sustainability Baseline and Assessment on master plan level
- 5.3.6 Explore a differentiating opportunity for attracting and promoting environmentally-conscious investments
- 5.3.7 Introduce environmental economics as policy making tool

Because many of the objectives are cross-functional and therefore span several Directorates a column labeled "L/S" was included to differentiate between the Directorate taking a lead (L) or supporting (S) role in the activity. Each staff was then asked to elaborate their proposed 2010 work plan to accomplish the activity listed in the corporate strategic plan. Finally, each staff was asked to elaborate the resources required to perform the tasks (e.g., consultant to publish a report) and the associated cost in Jordanian Dinars to fund the resource required (e.g., 20,000 JD for advertising space in domestic mass media outlets).

Provided in the table below is an example of the interview worksheet developed during the Environment Directorate data gathering session.

L/S	Activity*	Tasks	Resources Required	Cost
L	5.3.1 Drafting environmental and health regulations and DZC environmental policy	<ul style="list-style-type: none"> Work with regulators, environmental and health agencies and work with international agencies and ASEZA to determine best framework for environmental policy <ol style="list-style-type: none"> Evaluate outsourcing options to address talent shortage Use lawyer to develop regulation and policy framework 	Consultant	100k (donor funded)
L	5.3.2 Develop the procedures for licensing, permitting, inspection and enforcement	<ul style="list-style-type: none"> Identify the different economic clusters within development zones <ol style="list-style-type: none"> Identify key environmental issues associated with each cluster Review national and international guidelines for each economic cluster Formulate relevant procedures to enable DZC to regulate and cooperate with relevant ministries to implement licensing, permitting, inspection and enforcement Formulate MOUs, implementation tools and templates, e.g. committee meetings 	Consultant	With USAID/IFC support 100k
L	5.3.3 Forge alliances and partnerships with key stakeholders, the MoEnv and outsource key inspection functions.	<ul style="list-style-type: none"> Design stakeholder communication plan Sign MOUs with health, environment, water, agriculture, and other ministries which will be responsible for performing tasks, e.g. water and air samples, sending inspection reports to DZC, etc.) Formulate inspection committee to handle permitting and inspection 	Internal staff	
L	5.3.4 Conduct Environmental Sustainability Baseline and Assessment on master plan level	<ul style="list-style-type: none"> Review and provide feedback and input to master developer with support from either the inspection committee or through outsource contract For the three development zones, contract experts to conduct rapid environmental assessment 	Consultant	USAID 100k per zone (3)
S	5.3.6 Explore a differentiating opportunity for attracting and promoting environmentally-conscious investments	<ul style="list-style-type: none"> Conduct feasibility study and develop business case for potential investment opportunities 	Consultant	USAID 50k
L	5.3.7 Introduce environmental economics as policy making tool	<ul style="list-style-type: none"> Develop full environmental economics study for Ajloun 	Consultant	USAID 100k

* Refer to Corporate Strategic Plan document

The results of the interviews were entered into the MBO template as inputs to the 2010 work plan. The project team then cross-referenced the interview data with international best practices – such as consultations with SABEQ experts, and made necessary modifications to the work plans. The budget estimations were reviewed with the Finance Directorate Head to ensure estimates were comparable to historical costs for similar expenditures.

The data gathering activities were completed within the first three weeks of the project leaving the remaining one week for data input and final design of the template and reporting tools.

1.1.3 INSTITUTIONALIZATION OF THE MBO SYSTEM

Following the design and development of the DZC MBO system, an additional one to two months is planned for validation and approval by the Commissioners and final concurrence by the Chief Commissioner. These validation and approval actions are crucial to ensuring the MBO system has the full buy-in and authority of senior leadership. Successful MBO implementation relies heavily upon a culture of accountability where management and line staff are fully aware of their responsibilities, the targets which measure their performance and the rewards and consequences for meeting and not meeting expectations, respectively.

The training workshops, all relevant support materials and the lessons learned during the MBO design and development phase of the project will be made available to the implementation team to continue performing key knowledge transfer, capacity building and cultural adaptation activities. (See appendix for copies of the PowerPoint training materials.)

1.2 ONE YEAR MBO WORK PLAN – PART I

Provided in the appendix of this report is the output of data gathering sessions conducted with each Commissioner, the Chief Commissioner and all relevant Directorate and Section Heads. The information presented in the following work plan reflects expertise on the part of both DZC staff and the team of experts supporting the DZC MBO design and development project; including international experts from the SABEQ project.

The screenshot presented below represents the Excel user interface perspective while the complete details of the 2010 DZC MBO Work Plan are included in the appendix of this report.

Home Insert Page Layout Formulas Data Review View														
0.0 Goal	Objectives	Responsibility	KPIs	Target	Deadline	Measure	Activity	Responsible	Deadline	Task	Responsibility	Resources	Budget	
1.0 Enhance the economic development of Jordan by creating vibrant economic activities	1.1 Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC; Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.1 Assess and promote the competitive advantage of DZCs in partnership with P&P sector.	Economic		• Conduct studies to determine the competitive advantage of new development zones 1. What is the competitive advantage (Intelligence magazines / trade reviews) (Intelligence gathering studies) 2. What should be done in the		Intelligence magazines (5k) studies (10k)	15000	
1.0 Enhance the economic development of Jordan by creating vibrant economic activities	1.1 Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC; Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.2 Identify new trends related to SEZ, investment trends, and market and technology trends	Institutional Development and Projects Management		• Highlight any new developments at the national or international level, i.e. trends that would have an impact to the strategic plan 1. Review media reports relevant to DZC regarding national and international trends 2. Subscriptions, Internet and other sources 3. Coordinate with media				
1.0 Enhance the economic development of Jordan by creating vibrant economic activities	1.1 Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC; Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.3 Measure and report the economic development potentials and impact (direct and indirect) that each zone has accomplished	Economic		• Developed a reporting form for each zone which will be reported to DZC on a monthly basis to 1. Conduct statistical analysis of trends 2. Determine development zone needs 3. Ensure the system is accessible across the DZC	Jon	N/A		
1.0 Enhance the economic development of Jordan by creating vibrant economic activities	1.1 Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC; Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.3 Measure and report the economic development potentials and impact (direct and indirect) that each zone has accomplished	Investor Services		• Review central database which is updated annually and the Economic team reviews the database to make updated reports				
1.0 Enhance the economic development of Jordan by creating vibrant economic activities	1.1 Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC; Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.3 Measure and report the economic development potentials and impact (direct and indirect) that each zone has accomplished	Labor and Residency		• Develop database on number of foreign employees to determine the change in mis between foreign and domestic labor 1. Work with IT consultant to include this requirement in the system		10k IT consultant	10000	
1.0 Enhance the economic development of Jordan by creating vibrant economic activities	1.2 Identify and package attractive investment opportunities	Investor Services and Development	# of proposals received	5 proposals received	12/31/2010	Economic Directorate	1.2.1 Define market environment, investment structures	Economic		• Coordinate with other Directorate to gather				

1.3 PERFORMANCE MANAGEMENT

1.4 PERFORMANCE MANAGEMENT FRAMEWORK

The MBO framework is designed to measure and track performance against the DZC three-year corporate strategic plan. To accomplish this, each objective is measured according to four constructs:

- Direction: either an increase or decrease relative to improved performance or business results. For example, a 10% increase in the number of businesses registered in the DZC; or a 10% reduction in the amount of time required to register a new business in the DZC.
- Key Performance Indicator (KPI): metrics that are used to indicate the performance level of an operation or process as calculated from one or more operational metrics. For example, # new business registrations in the DZC, # new tenders developed, etc.
- Benchmark: the performance level of highest performing comparable organizations across each of the operational performance metrics. For example, DZC might consider Singapore as the industry benchmark for the time required for registering a new business. (Alternatively, DZC might select Dubai as a regional benchmark.)
- Target: the expected performance realistically achievable within the measurement period. For example, 80% of benchmark performance – or “x” number of days for registering a new business. Instances where compliance is the target it is typical to set a 100% target; particularly when non-compliance can result in significant negative consequences.
- Time frame: the deadline for achieving the target level of performance. For example, develop “x” number of development zone profiles by the end of the first quarter. Timeframes also form the basis for the measurement system; determining which performance measures will be evaluated daily, weekly, monthly or at other frequencies.

All KPIs, targets and time frames included in the DZC MBO system were developed by the internal MBO project team including two expert consultants in consultation with the Directorate Head and a staff member of the Institutional Development and Project Management Directorate. These KPIs are subject to future review and validation by each responsible Commissioner.

The screenshot presented below represents the Excel user interface perspective while the complete details of the DZC key performance indicators are included in the appendix of this report.

KPI				
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1.5 PERFORMANCE REPORTING

DZC managers and leadership rely upon accurate and timely performance reporting to inform decision making and prioritize resources. The performance reporting system embedded within the DZC MBO consists of two main worksheets as described below:

1. KPI Tracking: a highly detailed printable report illustrating performance results for each KPI, highlighting on-target performance in green and under-performance in red
2. KPI Graphs: an illustrative snapshot of KPI performance over time designed to provide management with a view into performance trends for each KPI

KPI TRACKING WORKSHEET

The KPI Tracking worksheet is color coded to provide a quick reference to managers reviewing the report for performance against set targets. Each KPI is coded to its relevant objective for quick reference to the more detailed MBO Plan 2010 worksheet. Consider the screen shot below:

		Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10
Goal									
1 Enhance the economic development of Jordan by creating development zones with vibrant economic									
Objective									
1.1 Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom									
KPI Responsibility: Investor Services and Development									
A. Result									
Target	10.00% Improvement	22.22%	63.16%	48.39%	31.15%	29.58%	27.91%	28.71%	29.75%
Deadline	Annually		32.22%	32.22%	32.22%	32.22%	32.22%	32.22%	32.22%
# new targeted business registrations in DZC									
Total # new targeted business registrations in Jordan		2	12	15	19	21	24	29	36
		9	19	31	61	71	86	101	121
1.2 Identify and package attractive investment opportunities to master developers									
KPI Responsibility: Investor Services and Development									
A. Result									
Target	300% (3:1 Ratio)	300%	300%	300%	300%	300%	262%	260%	265%
Deadline	Annually		300.00%	300.00%	300.00%	300.00%	300.00%	300.00%	300.00%
# of proposals received									
# tenders issued for new DZs		6	12	18	24	30	34	39	45
		2	4	6	8	10	13	15	17
B. Result									
		87.50%	84.62%	66.67%	66.67%	72.00%	76.67%	75.00%	78.95%

The data included on this worksheet provides managers with the full details of performance for each operational metric underlying the KPI. This is particularly useful to managers who want to understand the context of why a KPI might not have met its target during a particular performance period. For example, consider a situation where the DZC did not meet its target of 10% annual improvement to the number of businesses registered in the DZC as a proportion of the total number of business registered in all other areas of Jordan. In this case, not meeting the target could be a result of higher than predicted business registrations in other parts of Jordan and the data around this operational metric would provide the manager with the visibility to make this determination.

To the contrary, consider a situation where a KPI significantly exceeded its target. While on the outset exceeding target performance may appear to be a positive outcome, it could also be interpreted as poor forecasting on the part of business managers. For example, if the number of proposals received for newly issued development zones far exceeded the

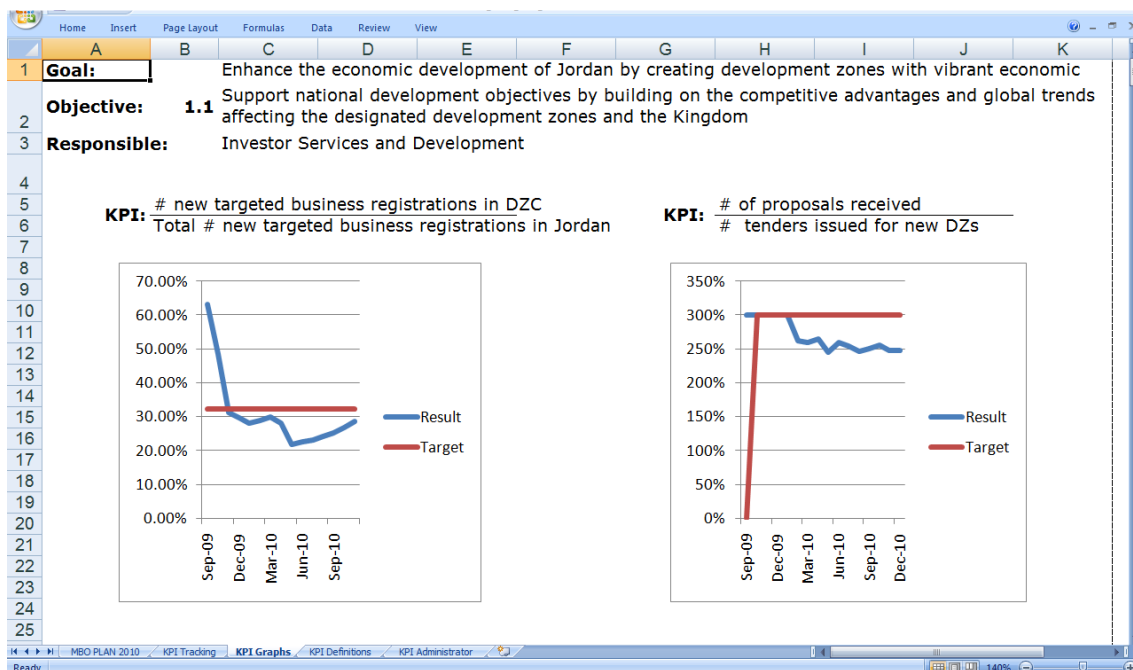
targeted proportion of 3:1, then this could reflect an undervalued tender and the DZC might interpret the outcome as a negative business consequence of underestimating the market value of its assets.

The KPI Tracking worksheet is designed to provide DZC managers and leadership with data sufficiently granular to prompt important questions to guide decision making. For example, referring to the first example provided above managers might ask, “What market conditions led to higher than expected business registrations in areas outside of the DZC?” and perhaps the follow-on question, “What does the DZC need to do to enhance or retain its competitive advantage as a highly desirable destination for our high priority businesses?”

The KPI Tracking worksheet is designed to be printed and disseminated on an ad hoc or periodic basis. Reporting is largely dependent on the performance period determined for KPIs and administrators should encourage decision makers to bear in mind the longer time horizon prior to making decisions before any performance period has concluded.

KPI GRAPHS WORKSHEET

The KPI Graphs worksheet is designed to graphically illustrate KPI trends over a longer time horizon. Each graph contains two lines: the “Target” which indicates the planned level of performance as documented in the DZC MBO plan; and the “Result” which indicates the actual performance. Consider the screen shot below:



In most instances, DZC managers and leadership should refer primarily to this worksheet to evaluate whether actual performance greatly varies from targeted performance. As discussed above, performance below and performance significantly above targets are both reasons for further investigation. Reviewing the graphical illustrations presented in the KPI Graphs worksheet is a valuable and efficient method of quickly scanning the organization’s performance for KPIs tracking at significant variance.

Distributing the KPI Graphs worksheet should be coordinated with the planned performance reporting period. DZC managers and leadership should be encouraged to await the close of performance periods prior to making course corrections to ensure the full set of data is available to inform decision making.

2 CONCLUSION

2.1 SIGNIFICANT ISSUES / RISKS

As a new management program to the DZC – and in some respects to public sector management in Jordan – there are significant knowledge gaps on the part of both senior and departmental leadership regarding the responsibilities, maintenance and implementation of the DZC MBO plan. The following are potential mitigation strategies:

- Continuous coaching of senior and departmental leadership is necessary to ensure effective cascading of goals to section leadership and line staff.
- Specific incentives and consequences need to be formulated to reinforce the accountability aspect of the MBO and ensure the system is mainstreamed within the DZC organizational culture.
- A practitioner's guide is necessary to equip DZC with the documentation to develop the in-house project management capability necessary to ensure the MBO system's sustainability.
- Team building activities are necessary to break down the barriers between functional silos to enable cross-departmental collaboration; which is a fundamental component for successful MBO implementation.

The complexity of the MBO system requires a level of support not yet available within DZC to refine the MBO plan content, generate performance reports and brief senior leadership regarding progress against the three year DZC corporate strategic plan. An external advisor should perform at a minimum the following tasks during the first year of implementation:

- Conduct follow-up sessions with senior and departmental leadership to refine MBO content based upon approved 2010 budget and improved understanding of MBO responsibilities.
- Refine and prioritize KPIs and update performance measurement calendar.
- Provide technical and project management expertise necessary to stand-up an MBO system project management team comprised of DZC staff to sustain the MBO content and performance reporting responsibilities.
- Continue to refine and simplify performance reporting templates while documenting a streamlined process which can later be adapted to an automated, technology-enabled platform.

Commitment by the Chief and Commissioners to implement and enforce the MBO system is critical to success. However, the burdensome reporting requirements typical of public sector entities need to be minimized to avoid the perception of micro-management.

2.2 LESSONS LEARNED

Over the course of the MBO project, several valuable lessons were accumulated either as a direct result of the MBO process or in light of other, interdependent activities occurring simultaneously. The events and corresponding lessons learned are summarized below.

CONSOLIDATING BUDGETARY AND DIVISIONAL WORK PLAN ACTIVITIES

The kick-off of the MBO project coincided with an urgent call to complete the DZC budget in time for submission to the Ministry of Finance. As a result, the MBO project team and the DZC Finance Department conducted joint interviews of all Commissioners, Directorate Heads and Section Heads. This resulted in a comprehensive first draft of the 2009-10 MBO work plan including a performance-based budget.

An additional benefit to this teamwork approach was a significant reduction in the time required to prepare the annual budgeting and divisional work plans. Specifically, DZC staff areas were interviewed only once rather than separately by the MBO team and the Finance Department thus greatly reducing the administrative burden and time consumed in completing these interdependent activities. In the future, this effective approach could and should be replicated assuming the same level of willingness to collaborate between the MBO and Finance project teams.

MARKET BASED BUDGETING

During the interviews, DZC staff was asked to provide an estimated budget for all anticipated expenses (outside of those covered by staff salaries). In many instances, DZC staff areas were reluctant to provide a cost because many activities, such as consulting services and diagnostic reports, are funded by donor agencies. However, upon insistence by the joint MBO and Finance project teams the estimated costs for these activities were provided and as a result donor funded activities are viewed more transparently for their real costs, historical precedence is established for assuming these costs once donor funding ceases and staff are better positioned to prioritize donor support requests.

TOP-DOWN ACCOUNTABILITY

The greatest area of resistance occurred when Commissioners were asked to take responsibility for a specific strategic objective from the three year corporate strategic plan. This is a necessary step to ensure the enforcement mechanism is in place to hold staff accountable to the MBO plan. A meeting to assign responsibility was conducted without the Chief leading to certain strategic objectives being assigned arbitrarily rather than based on which Commissioner has either the natural line of control or the technical competence for effective monitoring.

The Chief later reassigned many of the strategic objectives and directed the Commissioners to adhere to the changes. In the future, the Chief should be involved earlier in the process to provide executive guidance on the proper alignment of strategic objectives to Commissioners and other direct reports. After the Chief has completed the initial recommendations, a follow-up meeting with all direct reports should be organized to brief the group, make any modifications and ensure senior leadership is in agreement.

2.3 FOLLOW-ON ACTIVITIES AND PLANS FOR SABEQ TEAM AND GOVERNMENT COUNTERPARTS

The SABEQ team should continue to provide implementation support to ensure DZC staff is trained on the MBO as a management practice and for its implementation at their organization. The two highest priorities for SABEQ support include: continued refining of KPIs and their definitions; and further development of cross-departmental collaboration skills.

The KPIs were developed largely by the MBO team (including the Institutional Development and Project Management Directorate and two SABEQ consultants) and were based on interviews with DZC staff and the IFC Doing Business report presented to the DZC Chief in July 2009. The resulting list included in the appendix of this report also represents the outcome of an initiative to “mainstream” the KPIs into DZC operations, per the direction of the DZC Chief Commissioner.

Regarding the need for capacity building around collaboration and teamwork skills, there continues to be evidence of a silo mentality at both the Commission and Directorate level across DZC functions. In order for DZC to successfully implement the MBO system – and transform into a performance-driven culture – DZC must learn to embrace more cross-functional and team-oriented values. SABEQ support should facilitate workshops where different Commissions apply cross-functional collaboration skills in a controlled learning environment. In addition to breaking down barriers between each Commission, there exists the secondary benefit of networking and a realization that many of the tasks in the MBO 2010 work plan are functionally interdependent.

Finally, DZC should establish a formal project management office to implement the MBO system in 2009-10 and future years. This office should report as directly to the Chief as is politically feasible to ensure the Chief can monitor the clear line of sight between the DZC three year corporate strategic plan and the implementation of the MBO system. The proposed structure for such a project management function is illustrated in Section 1.1.1 above and ownership is appointed to the Institutional Development and Project Management Directorate.

3 APPENDIX

3.1 2010 DZC MBO Work plan

3.2 Key Performance Indicators

3.3 MBO Explanatory Power point Presentation

3.1 2010 DZC MBO WORK PLAN

0.0	Goal		Objectives	Responsibility	KPIs	Target	Deadline	Measure		Activity	Responsibility	Deadline	Task	Responsibility	Resources	Budget
1.0	Enhance the economic development of Jordan by creating development zones with vibrant economic activities.	1.1	Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC : Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.1.1	Assess and promote the competitive advantage of DZs in partnership with P&P sector.	Economic		<ul style="list-style-type: none"> Conduct studies to determine the competitive advantage of new development zones 1. What is the competitive advantage § Intelligence magazines / trade reviews § Intelligence gathering studies 2. What should be done in the zone 3. How does it compare in the region and internationally 		Intelligence magazines (5k); studies (10k)	15000
1.0	Enhance the economic development of Jordan by creating development zones with vibrant economic activities.	1.1	Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC : Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.1.2	Identify new trends related to SEZ, investment trends, and market and technology trends.	Institutional Development and Projects Management		<ul style="list-style-type: none"> Highlight any new developments at the national or international level, i.e. trends that would have an impact to the strategic plan 1. Review media reports relevant to DZC regarding national and international trends § Subscriptions, Internet and other sources 2. Coordinate with media department to ensure relevant national news trends are disseminated to relevant Directorates 3. Promote awareness amongst DZC leadership of the need to disseminate strategic findings to relevant Directorates through formal and informal channels § Formal – during focus group or leadership meetings § Informal – 			

1.0	Enhance the economic development of Jordan by creating development zones with vibrant economic activities.	1.1	Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC : Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.1.3	Measure and report the economic development potentials and impact (direct and indirect) that each zone has accomplished.	Economic		email or social network	Jon	N/A	
1.0	Enhance the economic development of Jordan by creating development zones with vibrant economic activities.	1.1	Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC : Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.1.3	Measure and report the economic development potentials and impact (direct and indirect) that each zone has accomplished.	Investor Services		• Review central database which is updated annually and the Economic team reviews the database to make updated reports			
1.0	Enhance the economic development of Jordan by creating development zones with vibrant economic activities.	1.1	Support national development objectives by building on the competitive advantages and global trends affecting the designated development zones and the Kingdom	Investor Services and Development	# new targeted business registrations in DZC : Total # new targeted business registrations in Jordan	10% increase	12/31/2010	Published statistics from the Ministry of Industry and Trade	1.1.3	Measure and report the economic development potentials and impact (direct and indirect) that each zone has accomplished.	Labor and Residency		• Develop database on number of foreign employees to determine the change in mix between foreign and domestic labor 1. Work with IT consultant to include this requirement in the system		10k IT consultant	10000
1.0	Enhance the economic development of Jordan by creating development zones with vibrant economic activities.	1.2	Id and package attractive investment opportunities to master developers	Investor Services and Development	# of proposals received : # tenders issued for new DZs # tenders developed : # new development zones announced	6 proposals received : 2 tenders issued 80%	12/31/2010 12/31/2010	Economic Directorate tracking Economic Directorate tracking	1.2.1	Define market environment, incentives, infrastructure requirements, economic opportunity and conditions for success.	Economic		• Coordinate with other Directorates to gather information that is outside of the Economic Directorate			
1.0	Enhance the economic development of Jordan by creating development zones with vibrant economic activities.	1.2	Id and package attractive investment opportunities to master developers	Investor Services and Development	# of proposals received : # tenders issued for new DZs # tenders developed : # new development zones announced	6 proposals received : 2 tenders issued 80%	12/31/2010 12/31/2010	Economic Directorate tracking Economic Directorate tracking	1.2.2	Prepare business cases and conceptual proposals to be used in promoting DZs	BD Directorate / Business Development		• Support Economic Studies Directorate and other Directorates, e.g. provide promotional support to accompany Directors in their activities			
1.0	Enhance the economic development of Jordan by	1.2	Id and package attractive investment opportunities to	Investor Services and Development	# of proposals received : # tenders issued for new DZs# tenders	6 proposals received : 2 tenders issued80%	12/31/201012/31/2010	Economic Directorate trackingEconomic Directorate	1.2.2	Prepare business cases and conceptual proposals to be used in promoting DZs	Economic		• Conduct meetings to share advantages of			

	creating development zones with vibrant economic activities.		master developers		developed : # new development zones announced			tracking					DZs as they relate to specific marketing activities ¹ . Package research into materials presented to internal groups to determine next steps for promotion		
1.0	Enhance the economic development of Jordan by creating development zones with vibrant economic activities.	1.2	Id and package attractive investment opportunities to master developers	Investor Services and Development	# of proposals received : # tenders issued for new DZs # tenders developed : # new development zones announced	6 proposals received : 2 tenders issued 80%	12/31/2010 12/31/2010	Economic Directorate tracking Economic Directorate tracking	1.2.3	Coordinate nomination of DZ with input, approvals or impact assessment with regard to respective partners and stakeholders.	Engineering Planning and Studies		• Consultation meetings with concerned stakeholders, e.g., scoping sessions with local community, Ministries, etc.		3000
1.0	Enhance the economic development of Jordan by creating development zones with vibrant economic activities.	1.2	Id and package attractive investment opportunities to master developers	Investor Services and Development	# of proposals received : # tenders issued for new DZs # tenders developed : # new development zones announced	6 proposals received : 2 tenders issued 80%	12/31/2010 12/31/2010	Economic Directorate tracking Economic Directorate tracking	1.2.4	Develop potential master developer profile, and develop marketing plans and strategies for promotion, marketing and engagement.	BD Directorate / Business Development		• Outsource the master development marketing strategy		
1.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	1.2	Id and package attractive investment opportunities to master developers	Investor Services and Development	# of proposals received : # tenders issued for new DZs # tenders developed : # new development zones announced	6 proposals received : 2 tenders issued 80%	12/31/2010 12/31/2010	Economic Directorate tracking Economic Directorate tracking	1.2.4	Develop potential master developer profile, and develop marketing plans and strategies for promotion, marketing and engagement.	Investor Services		• Provide content to Business Development Directorate required for publication of investment promotion materials, e.g., one-stop shop service		
1.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	1.2	Id and package attractive investment opportunities to master developers	Investor Services and Development	# of proposals received : # tenders issued for new DZs # tenders developed : # new development zones announced	6 proposals received : 2 tenders issued 80%	12/31/2010 12/31/2010	Economic Directorate tracking Economic Directorate tracking	1.2.5	Define and establish the tendering methodology and solicitation of tenders	Internal Audit		• Develop methodology for solicitation of tenders		
1.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	1.2	Id and package attractive investment opportunities to master developers	Investor Services and Development	# of proposals received : # tenders issued for new DZs # tenders developed : # new development zones announced	6 proposals received : 2 tenders issued 80%	12/31/2010 12/31/2010	Economic Directorate tracking Economic Directorate tracking	1.2.5	Define and establish the tendering methodology and solicitation of tenders	Monitoring Compliance and Legal Affairs		• Develop draft regulation and instructions to be adopted for tenders 1. Contract international expert to develop draft 2. Legal adaptation to Jordan laws and regulations		50000
1.0	Create a world-class regulatory and economic development organization with strong and	1.3	Promote the development zones among the premiere development zones experiences and investment locations	Investor Services and Development	# Articles published : # Total news agencies contacted # qualified investment leads : # Promotion	50% 10	Quarterly Per event	Media and Corporate Communications via PR Agency Business Development Section	1.3.1	Develop a marketing and communication plan for the DZC general and zone specific strategy	BD Directorate / Business Development		• Develop recommendation for target markets and potential events to build DZC awareness		

	and institutional capacity.		locations worldwide.		# Promotion events attended			Section					company for § Corporate identity design § Brand and communication strategy § Advertising and media booking § Digital marketing			
1.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	1.3	Promote the development zones among the premiere development zones experiences and investment locations worldwide.	Investor Services and Development	# Articles published : # Total news agencies contacted # qualified investment leads : # Promotion events attended	50% 10	Quarterly Per event	Media and Corporate Communication s via PR Agency Business Development Section	1.3.2	Identify and participate in national and international events resulting in promotion of DZ opportunities	BD Directorate / Business Development		• Attend national and approximately 7 international events as determined in the DZC marketing plan • Include high priority DZC investment opportunities into event planning activities			470000
1.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	1.3	Promote the development zones among the premiere development zones experiences and investment locations worldwide.	Investor Services and Development	# Articles published : # Total news agencies contacted # qualified investment leads : # Promotion events attended	50% 10	Quarterly Per event	Media and Corporate Communication s via PR Agency Business Development Section	1.3.3	Align marketing plans developers and ensure developer is active in marketing and promotion.	BD Directorate / Media and Corporate Communication		• Work with master developers and other key stakeholders to ensure marketing and communications activities are coordinated			
1.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	1.3	Promote the development zones among the premiere development zones experiences and investment locations worldwide.	Investor Services and Development	# Articles published : # Total news agencies contacted # qualified investment leads : # Promotion events attended	50% 10	Quarterly Per event	Media and Corporate Communication s via PR Agency Business Development Section	1.3.4	Launch DZC's communication materials including branding guidelines, brochures, web sites; recruit advertising and PR agency.	BD Directorate / Media and Corporate Communication		• Develop promotional materials 1. Design (covered in agency fee) 2. Print 3. Giveaways, e.g. USB drives, trade show stuff 4. Print an investor booklet summarizing laws and regulations 5. Develop brochures for local businesses to learn about opportunities to work with DZC			130000
1.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	1.3	Promote the development zones among the premiere development zones experiences and investment locations worldwide.	Investor Services and Development	# Articles published : # Total news agencies contacted # qualified investment leads : # Promotion events attended	50% 10	Quarterly Per event	Media and Corporate Communication s via PR Agency Business Development Section	1.3.5	Implement key elements of the marketing and communication plan	BD Directorate / Business Development		• Attend national and international events as determined in the DZC marketing plan			
2.0	Create a world-class regulatory and economic development organization with strong	2.1	Develop an effective and advanced regulatory framework with proper enforcement.	Chief Commissioner Office (Monitoring Compliance and Legal Affairs)	# Regulations Developed : # Regulations Required # regulations passed as designed : #	100% 100%	12/31/2010 12/31/2010	Concerned Directorate Tracking Concerned Directorate Tracking	2.1.1	Conduct annual assessment of regulatory environment and best practices for the law	Economic		• Developed a reporting form for each Directorate to assess DZC regulatory environment and compare to best			

	and institutional capacity.				regulations developed # MOUs Developed : # MOUs Required	100%	12/31/2010	Concerned Directorate Tracking					practices 1. Update form with achievements or lack of achievements as related to regulatory environment and all other aspects related to the law			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.1	Develop an effective and advanced regulatory framework with proper enforcement.	Chief Commissioner Office (Monitoring Compliance and Legal Affairs)	# Regulations Developed : # Regulations Required # regulations passed as designed : # regulations developed # MOUs Developed : # MOUs Required	100% 100% 100%	12/31/2010 12/31/2010 12/31/2010	Concerned Directorate Tracking Concerned Directorate Tracking Concerned Directorate Tracking	2.1.2	Develop and finalize all regulations and instructions needed for various functions/services.	Monitoring Compliance and Legal Affairs		• Review completed regulations 1. Submit to Legislation & Opinion bureau			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.1	Develop an effective and advanced regulatory framework with proper enforcement.	Chief Commissioner Office (Monitoring Compliance and Legal Affairs)	# Regulations Developed : # Regulations Required # regulations passed as designed : # regulations developed # MOUs Developed : # MOUs Required	100% 100% 100%	12/31/2010 12/31/2010 12/31/2010	Concerned Directorate Tracking Concerned Directorate Tracking Concerned Directorate Tracking	2.1.3	Develop proper enforcement strategies/mechanisms/tools (outsourcing).	Monitoring Compliance and Legal Affairs		• Review completed enforcement			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.1	Develop an effective and advanced regulatory framework with proper enforcement.	Chief Commissioner Office (Monitoring Compliance and Legal Affairs)	# Regulations Developed : # Regulations Required # regulations passed as designed : # regulations developed # MOUs Developed : # MOUs Required	100% 100% 100%	12/31/2010 12/31/2010 12/31/2010	Concerned Directorate Tracking Concerned Directorate Tracking Concerned Directorate Tracking	2.1.4	Complete and update stakeholder analysis and stakeholder management tools and systems.						
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.1	Develop an effective and advanced regulatory framework with proper enforcement.	Chief Commissioner Office (Monitoring Compliance and Legal Affairs)	# Regulations Developed : # Regulations Required # regulations passed as designed : # regulations developed # MOUs Developed : # MOUs Required	100% 100% 100%	12/31/2010 12/31/2010 12/31/2010	Concerned Directorate Tracking Concerned Directorate Tracking Concerned Directorate Tracking	2.1.5	Propose modifications to the law, regulations and bylaws that would result in improved economic development in the DZs.	Economic		• Review report and proposed recommendations for modifying the law in support of legal's efforts			
2.0	Create a world-class regulatory and economic development organization with strong and	2.1	Develop an effective and advanced regulatory framework with proper enforcement.	Chief Commissioner Office (Monitoring Compliance and Legal Affairs)	# Regulations Developed : # Regulations Required # regulations passed as designed : # regulations	100% 100%	12/31/2010 12/31/2010	Concerned Directorate Tracking Concerned Directorate Tracking	2.1.5	Propose modifications to the law, regulations and bylaws that would result in improved economic development in the DZs.	Monitoring Compliance and Legal Affairs		• Appoint legal counsel to support all regulatory support which includes 1.2.5, 2.1.2, 2.1.3, 2.1.5, 4.1.3, 4.2.7, 4.2.8,			30000

	institutional capacity.				developed # MOUs Developed : # MOUs Required	100%	12/31/2010	Concerned Directorate Tracking					4.2.9			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.1	Establish one-stop-shop service	Investor Services		• Establish MOUs with MIT, Ministry of Health, Civil Defense Directorate (under Ministry of Interior), Municipality, Ministry of Tourism, Ministry of Agriculture		5k1. Bi-lateral meetings with logistics support (hotel, refreshments, etc.); 45k 2. Legal advice of final draft of MOU; 6k 3. Ceremony for signing of MOU; 4. Honorarium for MOU with Ministries (2/Ministry * 10 sessions * 25JD = 3k) 3k	59000
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.1	Establish one-stop-shop service	Investor Services		• Establish procedures, documentation, and online registration workflow process		1. 5 additional employees to service the one-stop shop 2. 5 additional computers for the employees servicing the one-stop shop 3. Installation of one stop shop windows, counter and infrastructure	
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.1	Establish one-stop-shop service	Investor Services		• Setup liaison offices in development zones who will work with Ministry counterparts 1. For 2010, three regional liaison offices are established: § Ajloun, Irbid and Ma'raq § Ma'an § Amman and Dead Sea		2. To service these regional liaison offices: § 3 additional employees as DZ liaisons § 3 additional computers for DZ liaisons (6k) § 3 additional desks for DZ liaisons (1k) § 3 office spaces for DZ liaisons (10k/year) § 3 cars for DZ liaison regions (54k) § Honorariums for Ministry staff performing liaison duties (1/Ministry * 500/Month * 12 = 36k)	107000
2.0	Create a world-class regulatory and economic development organization with strong and	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark	100% 10% improvement	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic	2.2.1	Establish one-stop-shop service	Labor and Residency		• Establish MOUs with MIT, Ministry of Health, Civil Defense Directorate (under Ministry of Interior), Municipality,		5k Bi-lateral meetings with logistics support (hotel, refreshments, etc.); 45k Legal advice of final draft of MOU; 6k	59000

	institutional capacity.				Processing Time (National / International)	nt from 2009 Doing Business study (or national benchmark s)		Directorate with inputs from concerned Directorates					Ministry of Tourism, Ministry of Agriculture		Ceremony for signing of MOU; 3k Honorarium for MOU with Ministries (2/Ministry * 10 sessions * 25JD = 3k)	
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.1	Establish one-stop-shop service	Labor and Residency		• Start providing services required by investors such as visas residencies and work permits: 1. Develop regulations and provide regulatory infrastructure § Finalize regulations 2. Develop MOUs with Ministry of Labor, Ministry of Interior Affairs, Ministry of Foreign Affairs, a general understanding with the General Intelligence Department, and enable electronic access to Border Control 3. Develop e-Government procedures § Develop electronic documentation § Develop workflow		5k finalize regulations; 5k card machine and system; 15k installation, paper, stamp; 5k meeting logistics; 15k legal review ALSO: 1. 5 additional employees to service the one-stop shop 2. 5 additional computers for the employees servicing the one-stop shop 3. Installation of one stop shop windows, counter and infrastructure	45000
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.1	Establish one-stop-shop service	Labor and Residency		• Setup liaison offices in development zones who will work with Ministry counterparts 1. For 2010, three regional liaison offices are established: § Ajloun, Irbid and Ma'raq § Ma'an § Amman and Dead Sea		§ 3 additional employees as DZ liaisons § 3 additional computers for DZ liaisons § 3 additional desks for DZ liaisons § 3 office spaces for DZ liaisons § 3 cars for DZ liaison regions § Office supplied (paper, stamps, etc.) § Honorariums for Ministry staff performing liaison duties (1/Ministry * 500/Month * 12 = 36k)	36000
2.0	Create a world-class	2.2	Develop a flexible and	Chief Commissioner	Actual Processing Time : Planned /	100%	Monthly	Statistics from Economic	2.2.1	Implement M&E framework	Institutional Development		• Coordinate the consulting			

	regulatory and economic development organization with strong and institutional capacity.		efficient organizational framework with transparent policies and streamlined procedures	Office (Institutional Development and Project Management)	Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	10% improvement from 2009 Doing Business study	31-Dec-10	Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates			and Projects Management		services TOR process 1. Develop templates to be used by Directorates to issue TOR and provide relevant support to Directorates in completing TOR documentation 2. Formulate mechanism to monitor and evaluate consultant performance in coordination with relevant Directorate			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.1 1	Develop and implement international communication plan	BD Directorate / Media and Corporate Communication		See activities in 1.3			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.1 2	Develop procedure for strategic plan monitoring and evaluation	Institutional Development and Projects Management		• Monitor progress towards achieving objectives in the strategic plan and related projects and programs 1. Institute MBO processes to collect data from all functional areas regarding annual work plan § Review results received and populate MBO templates § Identify barriers to success based on feedback with relevant functional leads § Institute a consultative process to ensure KPIs are identified for each action 2. Implement MBO plan and supporting documentation to track progress against planned activities, milestones and proposed budget according to strategic plan		2 consultants (refer to Jeremy & Rasha's TOR for MBO system)	

													3. Identify areas where progress is not being achieved as planned and determine obstacles 4. Institute corrective measures			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Procssing Time (National / International)	100% 10% improve ment from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.2	Promote DZC One stop shop (to government and private sector agencies)	BD Directorate / Media and Corporate Communicatio n		See activities in 1.3			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Procssing Time (National / International)	100% 10% improve ment from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.3	Develop plan and scope of work for work process definition and implementation						
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Procssing Time (National / International)	100% 10% improve ment from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.4	Conduct an IT assessment (policy, procedures, system needs and specs, implementation plan)	Human Resources and Administration		• See 2.3.4			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Procssing Time (National / International)	100% 10% improve ment from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.5	Assess, design, streamline and automate workflow processes	Institutional Development and Projects Management		• Institute continous improvement program to continually improve organizational performance 1. Determine and implement necessary strategic planning and work plan process and template improvements 2. Develop a consistent approach for analyzing, improving and streamlining processes across all DZC functions § Facilitate process improvement	10k strategic planning process - consultant; 30k process improvement approach - consultant; 10k - team building activities	50000	

												workshop with relevant Directorates § Ensure focus is on customer service 3. Institute a framework for cross-organizational collaboration § Develop tools and supporting activities to build a culture of collaboration through a combination of the following: • Team building activities; • Formal meeting structure at certain levels (Directors) across DZC to exchange information and collaborate on cross-cutting initiatives; and • Accessibility to functional reports by relevant staff across the organization (e.g., Economic and Engineering view one another's reports to understand potential overlapping activities)			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.6	Set an Internal Audit/QA (Quality Assurance) and TQ (Total Quality) systems	Internal Audit		• Develop and award solicitation for a consultant to perform the following activities required to establish a fully functioning and appropriately designed internal audit function: (6 months) 1. Strategic analysis 2. Risk assessment 3. Develop audit plan 4. Process analysis 5. Audit program and supporting audit manuals 6. Develop system of review and reporting		50000
2.0	Create a world-class	2.2	Develop a flexible and	Chief Commissioner	Actual Processing Time : Planned /	100%	Monthly	Statistics from Economic	2.2.6	Set an Internal Audit/QA (Quality Assurance) and	Internal Audit		• Register and complete		10000

	regulatory and economic development organization with strong and institutional capacity.		efficient organizational framework with transparent policies and streamlined procedures	Office (Institutional Development and Project Management)	Published Processing Time Planned Processing Time in DZC : Benchmark Procssing Time (National / International)	10% improve nt from 2009 Doing Business study	31-Dec-10	Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates		TQ (Total Quality) systems		qualification requirements to compete in the King Abdullah award in the year 2011 1. Compare current state of DZC with award requirements 2. Complete a gap analysis to determine gaps between current state and award requirements 3. Form working groups to improve DZC operations in key areas where gap analysis identified weaknesses 4. Complete award qualification submission documentation			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Procssing Time (National / International)	100% 10% improveme nt from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.7	Publish the investor's guide	BD Directorate / Media and Corporate Communicatio n	See activities in 1.3			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Procssing Time (National / International)	100% 10% improveme nt from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.8	Develop an internal procedural manual	Institutional Development and Projects Management	• Coordinate policy development and submission 1. Review national policies and international trends to identify relevant benchmarks 2. Identify all policy development needs across all DZC functions to ensure an integrated policy development framework which is consistent with national standards 3. Provide support and coordination to the drafting of policies aligned to best practices which are realistic for DZC by providing insight and coordination § Solicit expert advice to review	50k for 5 policies; 10k for supporting logistics	60000	

													policies and ensure they are appropriately finalized 4. Provide support and coordination to the stakeholder consultation and approval process			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.9	Establish M&E framework and procedure – monthly, quarterly and annual reviews with strategic plan updates and retreats	Institutional Development and Projects Management		• Formulate the review process to ensure the 2009-2012 strategic plan remains relevant 1. Develop strategic review templates and process 2. Facilitate internal brainstorming and focus group sessions to review alignment with strategic plan			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.2	Develop a flexible and efficient organizational framework with transparent policies and streamlined procedures	Chief Commissioner Office (Institutional Development and Project Management)	Actual Processing Time : Planned / Published Processing Time Planned Processing Time in DZC : Benchmark Processing Time (National / International)	100% 10% improvement from 2009 Doing Business study	Monthly 31-Dec-10	Statistics from Economic Directorate with inputs from concerned Directorates Statistics from Economic Directorate with inputs from concerned Directorates	2.2.9	Establish M&E framework and procedure – monthly, quarterly and annual reviews with strategic plan updates and retreats	Institutional Development and Projects Management		• Update the 2009-12 DZC strategic plan and complete the approvals process			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100% 100%	31-Dec-10 31-Dec-10	HR tracking in employee profile or Annual Assessment Reports HR Directorate (HRIS)	2.3.1	Develop efficient organizational chart	Human Resources and Administration		• Continue to review the approved org chart to ensure it meets changing needs resulting from laws and regulations, amount of workload, etc.		14.5k consultant fees	14500
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100% 100%	31-Dec-10 31-Dec-10	HR tracking in employee profile or Annual Assessment Reports HR Directorate (HRIS)	2.3.1	Develop efficient organizational chart	Institutional Development and Projects Management		• Support HR in conducting organization-wide analysis for improving efficiency of org chart			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100% 100%	31-Dec-10 31-Dec-10	HR tracking in employee profile or Annual Assessment Reports HR Directorate (HRIS)	2.3.1.0	Orientation manual and orientation management process.	Human Resources and Administration		• Publish employee handbook 1. Finalize content 2. USB memory drive for distributing the DZC Employee Handbook 3. DZC branded materials \$ Branded			32000

													printing on letterhead: printer paper, envelopes, business cards, calendars, etc. \$ Branded gifts and giveaways: for newly hired employees, etc. (USB drives, pens, coffee mugs, shirts and hats for a special DZC event, etc.)			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100% 100%	31-Dec-10 31-Dec-10	HR tracking in employee profile or Annual Assessment Reports HR Directorate (HRIS)	2.3.1 1	Issue procurement procedures with legislative bureau approval	Human Resources and Administration		• Develop instructions for following the procurement procedures			7500
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100% 100%	31-Dec-10 31-Dec-10	HR tracking in employee profile or Annual Assessment Reports HR Directorate (HRIS)	2.3.1 1	Issue procurement procedures with legislative bureau approval	Internal Audit		• Develop instructions once the regulation is issued to provide details of the procurement guidelines			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100% 100%	31-Dec-10 31-Dec-10	HR tracking in employee profile or Annual Assessment Reports HR Directorate (HRIS)	2.3.1 2	Develop and implement archiving procedures and tools (and all other IT implementation action plans)	Human Resources and Administration		• Implement recommendations for electronic archiving 1. Purchase equipment, software licenses, etc. 2. Assign staff / have consultants perform work activities		IT software and equipment; Consultant to implement system	600000
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100% 100%	31-Dec-10 31-Dec-10	HR tracking in employee profile or Annual Assessment Reports HR Directorate (HRIS)	2.3.2	Develop clear job descriptions for all staff.	Human Resources and Administration		• Continue to review the approved job descriptions to ensure it meets changing needs resulting from laws and regulations, amount of workload, updated SOPs, etc.		See 2.3.1	
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100% 100%	31-Dec-10 31-Dec-10	HR tracking in employee profile or Annual Assessment Reports HR Directorate (HRIS)	2.3.3	Develop world-class HR Appraisal and Development system	Human Resources and Administration		• Design and implement MBO system 1. Develop framework and materials 2. Train supervisors to conduct performance coaching		100k consultants	100000
2.0	Create a world-class	2.3	Ensure best practices	Chief Commissioner	# of employees completing	100%	31-Dec-10	HR tracking in employee	2.3.4	Systems, tools - needs assessment and	Human Resources		• Develop and manage a TOR	IT	50k consultant	50000

	regulatory and economic development organization with strong and institutional capacity.		employed in organization and human resource management and development	Office (Human Resource and Administration)	required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100%	31-Dec-10	profile or Annual Assement Reports HR Directorate (HRIS)		development including Archiving and HR Systems.	and Administration		for a consultant to develop the DZC IT strategy and implementation plan including: 1. Sharing of files / knowledge management 2. Electronic archiving 3. Communications , e.g. Internet, telephone, fax 4. One stop shop 5. Other needed areas to be determined in strategy			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100%	31-Dec-10	HR tracking in employee profile or Annual Assement Reports	2.3.5	Conduct Training needs assessments, conduct and plan annual training plans	Human Resources and Administration		• Develop institutional training strategy and program 1. Formalize curriculum for each Directorate and level of employee 2. Formalize curriculum requirements for all DZC staff, e.g., computer skills, development zones 101, English, sexual harassment, independence 3. Develop process for requesting training (integrated with HRIS) 4. Self study employee resources, e.g. 24x7, Berlitz, etc.		100k consultant	100000
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100%	31-Dec-10	HR tracking in employee profile or Annual Assement Reports	2.3.6	HR procedure and manual	Human Resources and Administration		• See 2.3.10			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100%	31-Dec-10	HR tracking in employee profile or Annual Assement Reports	2.3.7	Identify human resource needs assessment to determine vacant slots	Human Resources and Administration		• Develop workforce planning strategy including: 1. Assessment of annual workforce needs 2. Succession plan			35000
2.0	Create a world-class regulatory and	2.3	Ensure best practices employed in organization	Chief Commissioner Office (Human Resource and	# of employees completing required training activities : # of	100%	31-Dec-10	HR tracking in employee profile or Annual Assement	2.3.8	Finalize and approve internal organizational regulations (HR regulations, etc.)	Human Resources and Administration		See 2.3.10			

	economic development organization with strong and institutional capacity.		and human resource management and development	Administration)	employees in training plan # of employee profiles completed : total # of employees	100%	31-Dec-10	Reports HR Directorate (HRIS)								
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.3	Ensure best practices employed in organization and human resource management and development	Chief Commissioner Office (Human Resource and Administration)	# of employees completing required training activities : # of employees in training plan # of employee profiles completed : total # of employees	100%	31-Dec-10	HR tracking in employee profile or Annual Assessment Reports	2.3.9	Training per training needs	Human Resources and Administration		• Implement training program for basic skills across all DZC Directorates			200000
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.4	Proactively manage potential financial risks to maximize returns, organization effectiveness and DZ development.	Chief Commissioner Office (Financial Management)	Actual Spending : Planned Budget Actual Income : Planned Budget Actual Performance against DZC economic model	80%	Monthly Reports to Prime Minister Semi-Annually	Finance Directorate Economic Directorate	2.4.1	Develop a three year budget for DZC and its departments	Financial Management		• Request budget information from Directorates			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.4	Proactively manage potential financial risks to maximize returns, organization effectiveness and DZ development.	Chief Commissioner Office (Financial Management)	Actual Spending : Planned Budget Actual Income : Planned Budget Actual Performance against DZC economic model	80%	Monthly Reports to Prime Minister Semi-Annually	Finance Directorate Economic Directorate	2.4.1	Develop a three year budget for DZC and its departments	Internal Audit		• Review drafted budget and provide relevant feedback to the Board. 1. Seek clarification Director of Budget 2. Formulate comments for the Board to review regarding reasonableness of numbers proposed in the budget			
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.4	Proactively manage potential financial risks to maximize returns, organization effectiveness and DZ development.	Chief Commissioner Office (Financial Management)	Actual Spending : Planned Budget Actual Income : Planned Budget Actual Performance against DZC economic model	80%	Monthly Reports to Prime Minister Semi-Annually	Finance Directorate Economic Directorate	2.4.2	Identify and quantify sources of revenue and collection with other departments	Financial Management		• Meet with other departments to determine sources of revenues, e.g. licensing fees, stamps, fines, etc. • Specifically need classification of revenue sources and how it is calculated, e.g. Environment Director tells the fee for HazMat • This is an ongoing activity usually defined by law or regulations		5k audit fees; 45k accounting system; 7k System license fee	57000
2.0	Create a world-class regulatory and economic development organization with strong and	2.4	Proactively manage potential financial risks to maximize returns, organization effectiveness and DZ	Chief Commissioner Office (Financial Management)	Actual Spending : Planned Budget Actual Income : Planned Budget Actual Performance against DZC	80%	Monthly Reports to Prime Minister Semi-Annually	Finance Directorate Economic Directorate	2.4.3	Develop and utilize financial model estimating revenues, expenses and investment from DZ activities	Economic		• Input data and requirements to financial model developed by Finance Directorate			

2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.4	Proactively manage potential financial risks to maximize returns, organization effectiveness and DZ development.	Chief Commissioner Office (Financial Management)	Actual Spending : Planned Budget Actual Income : Planned Budget Actual Performance against DZC economic model	80% Set by Finance Director 80%	Monthly Reports to Prime Minister Semi-Annually	Finance Directorate Economic Directorate	2.4.7	Develop system and procedure for annual and quarterly budget development and review	Financial Management	• Develop business planning and budgeting process, templates, and documentation 1. Deliver training to Directors and relevant support 2. Implement business planning and budgeting process		
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.4	Proactively manage potential financial risks to maximize returns, organization effectiveness and DZ development.	Chief Commissioner Office (Financial Management)	Actual Spending : Planned Budget Actual Income : Planned Budget Actual Performance against DZC economic model	80% Set by Finance Director 80%	Monthly Reports to Prime Minister Semi-Annually	Finance Directorate Economic Directorate	2.4.7	Develop system and procedure for annual and quarterly budget development and review	Financial Management	• Develop process for monthly reporting where actual versus budgeted figures are compared		
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.4	Proactively manage potential financial risks to maximize returns, organization effectiveness and DZ development.	Chief Commissioner Office (Financial Management)	Actual Spending : Planned Budget Actual Income : Planned Budget Actual Performance against DZC economic model	80% Set by Finance Director 80%	Monthly Reports to Prime Minister Semi-Annually	Finance Directorate Economic Directorate	2.4.7	Develop system and procedure for annual and quarterly budget development and review	Financial Management	• Develop reporting process to formulate quarterly Board reports		
2.0	Create a world-class regulatory and economic development organization with strong and institutional capacity.	2.4	Proactively manage potential financial risks to maximize returns, organization effectiveness and DZ development.	Chief Commissioner Office (Financial Management)	Actual Spending : Planned Budget Actual Income : Planned Budget Actual Performance against DZC economic model	80% Set by Finance Director 80%	Monthly Reports to Prime Minister Semi-Annually	Finance Directorate Economic Directorate	2.4.8	Complete 2010 budget submittal	Financial Management	• Complete formal budget submission requirements		
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.1	Survey, validate and document existing land boundaries, and infrastructure capacity/conditions and availability	Engineering Planning and Studies	• Establish GIS lab 1. Formulate procedures, workflow processes with technical and legal support (done through HR activity)	Computers for GIS system compatible with DLS (10k); Purchase plotter (15k); Purchase A3 laser printers (1 for 2010, 2 more in 2011 and 2012) 2.5k 5. GIS software including licenses and registration (40k) 6. Purchase AutoCad licenses for each computer (7 computers) (21k)	88500
3.0	Facilitate and create a	3.1	Ensure sufficient	Infrastructure, Services, and	Accuracy of Actual	100%	Per project phasing in zone	Engineering Directorate	3.1.1	Survey, validate and document existing land	Engineering Planning and	• Develop 12 MOUs: with	2k for ~5 meetings with	78500

	competitive business environment that allows the private sector developers and operators to flourish		provision of physical infrastructure with the developers and local government agencies and investors.	Environment	Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	Within 10% planned time	As planned			boundaries, and infrastructure capacity/conditions and availability	Studies		Department of Land Surveys to obtain link to data and updates about subdivisions of land and ownership; develop with Ministry for Municipal Affairs; Ministry of Public Works and Housing; Municipality of Amman; Ministry of Education to determine impact of development zones on local community; Royal Geographic Center; Natural Resources Authority; Ministry of Agriculture; Directorate of Military Housing; Ministry of Water and Irrigation; Ministry of Planning; Jordan Association of Engineers; and private entities.		logistics support (hotel, refreshments, etc.); 60k for Legal advice of final draft of MOU; 12k for Ceremony for signing of MOU; 4.5k for Joint committee – honorariums for 3 people (5 meetings * 3 people * 25JD * 12 MOUs)	
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.1	Survey, validate and document existing land boundaries, and infrastructure capacity/conditions and availability	Engineering Planning and Studies		• Build capacity of staff to use software and procedures 1. Formulate training plan for workflow procedures of GIS lab and also for advanced software use through vendors			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.1	Survey, validate and document existing land boundaries, and infrastructure capacity/conditions and availability	Engineering Planning and Studies		• Supply necessary people and equipment to conduct field research		1. Hire 7 specialists	
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.2	Ascertain and align with local development plans (outside zone) affecting the DZ.	Engineering Planning and Studies		• Establish an in-house database in cooperation with relevant bodies to ensure that anytime activity takes place there is			

	developers and operators to flourish		government agencies and investors.		DZC Time to complete Infrastructure Plan : Announcement of DZ	Within 10% planned time	As planned						notification to DZC and then sign an MOU with relevant parties			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.3	Determine master plan requirements, cost and phasing approach.	Engineering Planning and Studies		• Develop procedures and baseline guidelines assessment for master plan (plan) and architectural levels (image and fine tuning) 1. Develop baseline guideline assessment (for any developer there should be architectural and urban guidelines to ensure they have the proper uses and executions, e.g., zoning) to help with master plan and architectural requirements (For 2 Development Zones in 2010) 2. Review guidelines internally and with expert support (For 2 Development Zones in 2010) 3. Perform aerial photo and topographic survey through the Royal Geographic Center		40k baseline assessment; 36k Expert to review guidelines; 80k aerial topography photos	156000
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.4	Coordinate and facilitate master plan development	Engineering Planning and Studies		• Develop three studies for the Dead Sea Region: 1. Flooding – risks and assessment study. 2. Urban and Architectural identity guidelines of the region – to give the architectural image ID of the Dead Sea. 3. Urban planning integration development between Dead Sea DZ and Surrounding (Urban zones, Mujib protected area, Agricultural		40k flooding study; 45k architectural image; 50k urban planning integration	135000

3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.4	Coordinate and facilitate master plan development	Engineering Planning and Studies	activities...) • Organize consultation meetings with concerned stakeholders, e.g., local community, Ministries, master developers, etc. 1. Coordinate with local economic development section to determine relevant local community involvement and level of content 2. Coordinate with other Directorates to involve relevant stakeholders to determine development constraints and requirements 3. Formulate general parameters for master plan development based on input from local community and concerned Directorates	12.5k meetings; 16k formulate parameters	28500
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.5	Coordinate and facilitate developer coordination with third party providers of necessary infrastructure	Engineering Planning and Studies	Refer to 3.1.1		
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.6	Work with Master Developer to create superstructure and soft infrastructure to attract investors.	Engineering Planning and Studies	• Necessity to give impression of tangible executions, e.g. create a visitors center, factory, quality of streets, sidewalks, etc. 1. Make 4 comprehensive master plans for local communities which will be identified in master developer agreement for the 2 existing developers and 2 new developers	Budget TBD	

													estimated for 2010 \$ Accomplish through existing MOUs and \$ Input from consultants			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.1	Ensure sufficient provision of physical infrastructure with the developers and local government agencies and investors.	Infrastructure, Services, and Environment	Accuracy of Actual Infrastructure Implemented by Master Developer : Infrastructure Planned developed by DZC Time to complete Infrastructure Plan : Announcement of DZ	100% Within 10% planned time	Per project phasing in zone As planned	Engineering Directorate	3.1.7	Determine and undertake investments in infrastructure as necessary to attract developers.	Engineering Planning and Studies		• Establish MOUs with relevant parties to mitigate investment risks such as flooding			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks Avg Actual Days to Register / Published Registration Timeline Level of Customer Satisfaction	80% 100% 75%	Yearly Quarterly Annually	Doing Business Report Time from entry to license issuance provided by Investor Services Dept Multidimensional Survey	3.2.1	Establish one-stop-shop service and liaison offices to investors in the different development zones.	Investor Services		• See 2.2.1			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks Avg Actual Days to Register / Published Registration Timeline Level of Customer Satisfaction	80% 100% 75%	Yearly Quarterly Annually	Doing Business Report Time from entry to license issuance provided by Investor Services Dept Multidimensional Survey	3.2.2	Analyze and document the investor service workflow process.	Investor Services		• See 2.2.1			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks Avg Actual Days to Register / Published Registration Timeline Level of Customer Satisfaction	80% 100% 75%	Yearly Quarterly Annually	Doing Business Report Time from entry to license issuance provided by Investor Services Dept Multidimensional Survey	3.2.3	Develop appropriate investor servicing forms, procedures, and interfaces.	Investor Services		• See 2.2.1			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks Avg Actual Days to Register / Published	80% 100%	Yearly Quarterly	Doing Business Report Time from entry to license issuance provided by	3.2.4	Establish metrics and quality guidelines for investor servicing program.	Investor Services		• See 2.2.1			

	operators to flourish				Registration Timeline	75%	Annually	Investor Services Dept								
					Level of Customer Satisfaction			Multidimensional Survey								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks	80%	Yearly	Doing Business Report	3.2.5	Collect data and information to develop fact sheets and investors guidelines.	Investor Services		• Develop an investor booklet: 1. Summarize laws and regulations 2. Draft a work process flowchart for how to register a company, permitting, licensing 3. Provide communications with input to produce necessary flyers and investor support materials		Budget within Media and Corporate Communication	
					Avg Actual Days to Register / Published Registration Timeline	100%	Quarterly	Time from entry to license issuance provided by Investor Services Dept								
					Level of Customer Satisfaction	75%	Annually	Multidimensional Survey								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks	80%	Yearly	Doing Business Report	3.2.5	Collect data and information to develop fact sheets and investors guidelines	Labor and Residency		• Develop an investor booklet: 1. Summarize laws and regulations 2. Draft a work process flowchart for how to comply with labor and residency requirements 3. Provide communications with input to produce necessary flyers and investor support materials			
					Avg Actual Days to Register / Published Registration Timeline	100%	Quarterly	Time from entry to license issuance provided by Investor Services Dept								
					Level of Customer Satisfaction	75%	Annually	Multidimensional Survey								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks	80%	Yearly	Doing Business Report	3.2.6	Publish an annual 'Site Specific Investor Guide' in partnership with the master developers.	Investor Services		• Coordinate with master developer to provide updates, e.g. on investor activities to be included in investor guide			
					Avg Actual Days to Register / Published Registration Timeline	100%	Quarterly	Time from entry to license issuance provided by Investor Services Dept								
					Level of Customer Satisfaction	75%	Annually	Multidimensional Survey								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks	80%	Yearly	Doing Business Report	3.2.6	Publish an annual 'Site Specific Investor Guide' in partnership with the master developers.	Labor and Residency		• Coordinate with master developer to provide updates, e.g. on investor activities as relevant to labor and residency to be included in investor guide			
					Avg Actual Days to Register / Published Registration Timeline	100%	Quarterly	Time from entry to license issuance provided by Investor Services Dept								
					Level of Customer Satisfaction	75%	Annually	Multidimensional Survey								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks	80%	Yearly	Doing Business Report	3.2.7	Establish an efficient investor complaints	Investor Services		• Formulate a mechanism to			
					Level of Customer Satisfaction											

	competitive business environment that allows the private sector developers and operators to flourish		approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Development	Timeline to Start a Business : International Benchmarks Avg Actual Days to Register / Published Registration Timeline Level of Customer Satisfaction	100% 75%	Quarterly Annually	Time from entry to license issuance provided by Investor Services Dept Multidimensiona I Survey		system and responding mechanism.			receive complaints and redirect to relevant Directorate for corrective action as appropriate 1. Develop a workflow process § Complaint received § Input into computer § Send to relevant person § Track days to follow-up § Report to person who complained that action was taken 2. Implement a complaint box, form and link to website for complaints input			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks Avg Actual Days to Register / Published Registration Timeline Level of Customer Satisfaction	80% 100% 75%	Yearly Quarterly Annually	Doing Business Report Time from entry to license issuance provided by Investor Services Dept Multidimensiona I Survey	3.2.8	(NEW) Establish effective building and construction permit system and procedures for issuing building licenses	Licensing		• Simple operational procedures to provide differentiated service for master developers and developers within the development zone 1. Develop regulations with templates and guidelines 2. Prepare draft instructions to be used by local committee 3. Develop procedures for collecting charges			50000
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.2	Ensure a proactive approach servicing and responsiveness mechanisms to investors' demands (one-stop-shop).	Investor Services and Development	Published Registration Timeline to Start a Business : International Benchmarks Avg Actual Days to Register / Published Registration Timeline Level of Customer Satisfaction	80% 100% 75%	Yearly Quarterly Annually	Doing Business Report Time from entry to license issuance provided by Investor Services Dept Multidimensiona I Survey	3.2.8	(NEW) Establish effective building and construction permit system and procedures for issuing building licenses	Licensing		• Supervise and regulate the construction and demolition of buildings and the expansion of roads in coordination with master developer 1. Formulate effective monitoring and inspection mechanism to ensure compliance with licensing requirements		(Coordinated with IFC activity)	
3.0	Facilitate and create a competitive business environment that allows the private sector	3.3	Research and apply incentives and development support to facilitate the development process.	Investor Services and Development	# of Incentives Used according to eligibility : Total # of Incentives Offered to Investors Improvement to	100%	Annually	Investor Services	3.3.1	Document and publicize the DZ incentives.	BD Directorate / Media and Corporate Communication		See activities in 1.3			

	developers and operators to flourish				Local Standard of Living (Income Level, Vocational Training, etc.)	5% increase	31-Dec-10	Local Community Development Study								
						10% year to year	Annually	Investor Survey at Time of Registration								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.3	Research and apply incentives and development support to facilitate the development process.	Investor Services and Development	# of Incentives Used according to eligibility : Total # of Incentives Offered to Investors Improvement to Local Standard of Living (Income Level, Vocational Training, etc.)	100%	Annually	Investor Services	3.3.2	Assess and identify incentives above and beyond standard incentives and impact to economy	Economic		• See 1.1.1			
						5% increase	31-Dec-10	Local Community Development Study								
						10% year to year	Annually	Investor Survey at Time of Registration								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.3	Research and apply incentives and development support to facilitate the development process.	Investor Services and Development	# of Incentives Used according to eligibility : Total # of Incentives Offered to Investors Improvement to Local Standard of Living (Income Level, Vocational Training, etc.)	100%	Annually	Investor Services	3.3.3	Identify opportunities to prime market demand to enhance DZ investment opportunity	Economic		• Identify existing assets and compare to relevant market trends. For example: 1. Review market demands of China and India to understand purchasing trends of the middle class 2. Look at antiquities and determine trends 3. Health awareness is resulting in greater interest in raisins, oil and pomegranate			
						5% increase	31-Dec-10	Local Community Development Study								
						10% year to year	Annually	Investor Survey at Time of Registration								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.3	Research and apply incentives and development support to facilitate the development process.	Investor Services and Development	# of Incentives Used according to eligibility : Total # of Incentives Offered to Investors Improvement to Local Standard of Living (Income Level, Vocational Training, etc.)	100%	Annually	Investor Services	3.3.4	Identify favorable financing incentives, or low cost finance (e.g., development loans)	Economic		• Package financing options for investor such as preferential loans at banks, government-backed financing, etc.		1. Consultant to provide financial incentive expertise as banks and others propose financing offers	
						5% increase	31-Dec-10	Local Community Development Study								
						10% year to year	Annually	Investor Survey at Time of Registration								
3.0	Facilitate and create a competitive business environment that allows the private sector	3.3	Research and apply incentives and development support to facilitate the development process.	Investor Services and Development	# of Incentives Used according to eligibility : Total # of Incentives Offered to Investors Improvement to	100%	Annually	Investor Services	3.3.5	Identify and mitigate key challenges highlighted by developers	Economic		• Develop form for developers to send information about what successes and challenges 1. Refer challenges to			

	developers and operators to flourish				Local Standard of Living (Income Level, Vocational Training, etc.)	5% increase	31-Dec-10	Local Community Development Study					relevant Directorates 2. Follow-up to ensure Directorate communicates response to developer			
						10% year to year	Annually	Investor Survey at Time of Registration								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.1	Comparison and benchmarking with SEZs on local and international level	Economic		See 1.1.1			
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Customs Affairs		• Implementation through Customs, but legalized through MOUs with Customs, Sales Tax, Income Tax, MIT, JISM, Traffic - ~5 MOUs 1. Conduct bi-lateral meetings 2. Coordinate legal review of the final draft of MOU 3. Coordinate Ceremony for signing of MOU 4. Coordinate joint committee activities and schedules		logistics support (hotel, refreshments, etc.); ceremony; honorarium; legal advice	53000
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a	3.4	Incorporate best practices in	Revenue and Customs	Published # of Days to Export /	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and	Customs Affairs		• New legislation for the		Consultant	20000

	competitive business environment that allows the private sector developers and operators to flourish		customs and tax procedures	Affairs	Import : International Benchmark Actual # of Days to Export / Import : International Benchmark Cost to Import / Export per Container : International Benchmark Number of Steps to File Taxes : International Benchmark Time Required to File Taxes : International Benchmark Actual Time Required to File Taxes : Published Time to File Taxes	50% 100% 80% 80% < 100%	Quarterly Yearly 31-Dec-10 31-Dec-10 Yearly	Revenue and Customs Affairs Tracking and Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Zones Research Zones Research Zones Research		monitoring / communication plan with Customs and MIT			temporary entry of vehicles 1. Draft regulation			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark Actual # of Days to Export / Import : International Benchmark Cost to Import / Export per Container : International Benchmark Number of Steps to File Taxes : International Benchmark Time Required to File Taxes : International Benchmark Actual Time Required to File Taxes : Published Time to File Taxes	50% 50% 100% 80% 80% < 100%	Yearly Quarterly Yearly 31-Dec-10 31-Dec-10 Yearly	Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Zones Research Zones Research Zones Research	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Customs Affairs		• Link DZC with Customs electronically to monitor Customs activities (filing of documents) and also enables tracking of goods imported/exported and stored 1. Customs department bought its own COTS software and tailored it to their needs; DZC should conduct a study to determine if the same software is interoperable with Customs Department and meet DZC needs; and overall feasibility, i.e. staffing needs, etc.		\$ Customs Department conducts study .5k; 2. Purchase system: \$ Server (4k) \$ Lease line Internet for 10 people (3k) \$ Password and security (5k) \$ Oracle license (96k) 3. Annual maintenance fee (TBD)	108000
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark Actual # of Days to Export / Import : International Benchmark Cost to Import / Export per Container :	50% 50% 100%	Yearly Quarterly Yearly	Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Revenue and Customs Affairs	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Customs Affairs		• Develop system of fees based on comparable organizations – benchmark study – that is used throughout the DZC areas 1. Copies of manifest, certificates, etc.			

					International Benchmark			Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Customs Affairs		• DZC will monitor duties through the electronic systems that are connected to Customs Department to determine the revenue associated with their activities and to reconcile the revenues collected with the expectations			
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Customs Affairs		• There might be a need to have monitoring from customs and tax people working at special sites with closed monitoring sites, e.g., alcohol, cigarettes, etc. 1. Customs requirements need to be integrated into One Stop Shop within Investor Services to accommodate special circumstances (e.g., alcohol, cigarettes, etc.) so that investors know upfront the additional investment			
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								

					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research				expense to be in compliance 2. It is not yet agreed as to whether DZC will establish this or it is all paid for by the investor 3. DZC may end up having their staff to do tax collection but not yet determines. In any case, it will be paper based in 2010 because most functions are not yet operational			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark Actual # of Days to Export / Import : International Benchmark Cost to Import / Export per Container : International Benchmark Number of Steps to File Taxes : International Benchmark Time Required to File Taxes : International Benchmark Actual Time Required to File Taxes : Published Time to File Taxes	50% 50% 100% 80% 80% < 100%	Yearly Quarterly Yearly 31-Dec-10 31-Dec-10 Yearly	Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Zones Research Zones Research Zones Research	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Customs Affairs	When a new DZ is established the DZC will require the master developer to establish a customs zone under the expense of the Master Developer – i.e., infrastructure, lighting, etc (This will be applicable to all the zones merged under DZC (i.e., Free Zones, etc.) (MDC did this for 18mm but that did not include the land which was purchased at additional expense)) 1. Develop a template for Customs requirements which includes scenarios based on several different types of activities that might be conducted in the development zone 2. Work with Customs Department to conduct specific studies to finalize the Customs requirements based on the specific activities in the master developer's plan (Done under MOU)			
3.0	Facilitate and create a	3.4	Incorporate best practices in	Revenue and Customs	Published # of Days to Export /	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and	Customs Affairs	Coordinate with Investor			

	competitive business environment that allows the private sector developers and operators to flourish		customs and tax procedures	Affairs	Import : International Benchmark Actual # of Days to Export / Import : International Benchmark Cost to Import / Export per Container : International Benchmark Number of Steps to File Taxes : International Benchmark Time Required to File Taxes : International Benchmark Actual Time Required to File Taxes : Published Time to File Taxes	50% 100% 80% 80% < 100%	Quarterly Yearly 31-Dec-10 31-Dec-10 Yearly	Revenue and Customs Affairs Tracking and Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Zones Research Zones Research Zones Research		monitoring / communication plan with Customs and MIT			Services Directorate to develop cost for registrations based on more factors than just land use, i.e. land use, type of activity, etc.			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark Actual # of Days to Export / Import : International Benchmark Cost to Import / Export per Container : International Benchmark Number of Steps to File Taxes : International Benchmark Time Required to File Taxes : International Benchmark Actual Time Required to File Taxes : Published Time to File Taxes	50% 50% 100% 80% 80% < 100%	Yearly Quarterly Yearly 31-Dec-10 31-Dec-10 Yearly	Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Zones Research Zones Research Zones Research	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Customs Affairs		• Issue development agreement in cooperation with the Customs Department (draft legislation is ready though may need to be amended depending on outcome of new law)			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark Actual # of Days to Export / Import : International Benchmark Cost to Import / Export per Container :	50% 50% 100%	Yearly Quarterly Yearly	Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Revenue and Customs Affairs	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		• Formulate procedures for DZC monitoring and inspection	vehicle for conducting inspection and follow-up	18000	

					International Benchmark			Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		• Develop form for certifying that the enterprise is registered at DZC for purpose of sales tax			10000
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		• Link to tax department in Ministry of Finance (router and connection)			
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								

					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		• Develop MOU with income and sales tax department		Legal fees	5000
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		• Formulate contract with registered mail service		1k (if free zones, etc. then 20k)	1000
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring /	Revenue		• Collect income from sales tax and income tax		Income: 1. Dead Sea Zone ~ 250k is income tax, 750k for sales	

	that allows the private sector developers and operators to flourish				Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report		communication plan with Customs and MIT					tax 2. Other development zones – 25% income, 75% sales	
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		• Develop e-Government strategy for Income and Sales tax activities 1. Including electronic archiving, etc. and the income and sales tax department has the experience to conduct the study which can be covered under the MOU			
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		• If law is amended and there are 3,000 entities coming under DZC the staffing will need to be reflected			
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								

					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		• Monthly reports on tax returns from the investors to DZC which will be reviewed by audits			
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark	50%	Yearly	Doing Business Report	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		• Facilitate staff training and capacity building as necessary to complete required forms			
					Actual # of Days to Export / Import : International Benchmark	50%	Quarterly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Cost to Import / Export per Container : International Benchmark	100%	Yearly	Revenue and Customs Affairs Tracking and Doing Business Report								
					Number of Steps to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Time Required to to File Taxes : International Benchmark	80%	31-Dec-10	Zones Research								
					Actual Time Required to File											

					Taxes : Published Time to File Taxes	< 100%	Yearly	Zones Research								
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark Actual # of Days to Export / Import : International Benchmark Cost to Import / Export per Container : International Benchmark Number of Steps to File Taxes : International Benchmark Time Required to File Taxes : International Benchmark Actual Time Required to File Taxes : Published Time to File Taxes	50% 50% 100% 80% 80% < 100%	Yearly Quarterly Yearly 31-Dec-10 31-Dec-10 Yearly	Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Zones Research Zones Research Zones Research	3.4.2	Develop and implement MoU and action and monitoring / communication plan with Customs and MIT	Revenue		<ul style="list-style-type: none"> Section Head to conduct workforce planning study to determine number of staff and required skill sets for assessors (1 assessor can do 5 assessments per month), auditors and clerical staff 			
3.0	Facilitate and create a competitive business environment that allows the private sector developers and operators to flourish	3.4	Incorporate best practices in customs and tax procedures	Revenue and Customs Affairs	Published # of Days to Export / Import : International Benchmark Actual # of Days to Export / Import : International Benchmark Cost to Import / Export per Container : International Benchmark Number of Steps to File Taxes : International Benchmark Time Required to File Taxes : International Benchmark Actual Time Required to File Taxes : Published Time to File Taxes	50% 50% 100% 80% 80% < 100%	Yearly Quarterly Yearly 31-Dec-10 31-Dec-10 Yearly	Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Revenue and Customs Affairs Tracking and Doing Business Report Zones Research Zones Research Zones Research	3.4.3	Identify businesses that can move to DZs because of tax incentives	Economic		<ul style="list-style-type: none"> Identify businesses that pay high taxes which could fit the target profile for DZC entities. 1. Identify relevant businesses, for example pharmaceuticals 2. Submit proposals to the Investor Services Commission. 3. Provide marketing letter and information to master developers. 			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.1	Employ and develop best practice models in management of master developer contracts	Investor Services and Development (Monitoring Compliance and Legal Affairs)	# infractions resulting in court : # of infractions resolved through mediation # of infractions : Total Contracts	0%	Yearly	Monitoring Compliance and Legal Affairs Tracking	4.1.1	Develop a work flow process and check-list for pre and post master developer management	Economic		<ul style="list-style-type: none"> Review contract with master developer and ensure agreed upon deliverables are completed on- 			

					(measure of M&E strength)	15%	Quarterly						time 1. Review the contract with the Master Developer 2. Develop a template with a custom checklist for each master developer (based on their contract terms) 3. Assess performance against checklist according to deadlines set forth in master developer agreement and follow-up with master developers as necessary.			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.1	Employ and develop best practice models in management of master developer contracts	Investor Services and Development (Monitoring Compliance and Legal Affairs)	# infractions resulting in court : # of infractions resolved through mediation # of infractions : Total Contracts (measure of M&E strength)	0% 15%	Yearly Quarterly	Economic Directorate tracking	4.1.2	Develop model master developer agreements and guideline for master plan preparation						
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.1	Employ and develop best practice models in management of master developer contracts	Investor Services and Development (Monitoring Compliance and Legal Affairs)	# infractions resulting in court : # of infractions resolved through mediation # of infractions : Total Contracts (measure of M&E strength)	0% 15%	Yearly Quarterly	Economic Directorate tracking	4.1.3	Develop tendering and internal evaluation procedures	Monitoring Compliance and Legal Affairs		• See 1.2.5			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.1	Employ and develop best practice models in management of master developer contracts	Investor Services and Development (Monitoring Compliance and Legal Affairs)	# infractions resulting in court : # of infractions resolved through mediation # of infractions : Total Contracts (measure of M&E strength)	0% 15%	Yearly Quarterly	Monitoring Compliance and Legal Affairs Tracking	4.1.4	Develop a template and process monthly reports from developers and develop internal reporting procedures for new zones	Economic		• Meet with master developers and concerned DZC Directorates each month to collect necessary reporting information. 1. Develop reporting template for use with master developers and concerned DZC Directorates 2. Meet with master developers to develop awareness and understanding of reporting expectation 3. Collect information from master developers			

												4. Use information collected to support marketing and public relations needs across DZC and for master developers 5. Use information collected to update the economic forecasting tool			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.1	Employ and develop best practice models in management of master developer contracts	Investor Services and Development (Monitoring Compliance and Legal Affairs)	# infractions resulting in court : # of infractions resolved through mediation # of infractions : Total Contracts (measure of M&E strength)	0% 15%	Yearly Quarterly	Monitoring Compliance and Legal Affairs Tracking	4.1.5	Conduct regular meetings with Developers and counterpart.	Investor Services	• Meet with master developers and sub developers to determine customer satisfaction with registration and other investor service functions 1. Establish customer service perspective amongst investor services staff 2. Baseline customer service expectations by surveying master developers and sub-developers and/or referring to Doing Business report benchmarks for each service area 3. Establish a mechanism to receive customer service feedback, i.e., are master developers and sub-developers satisfied with current levels of service, etc.			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.1	Employ and develop best practice models in management of master developer contracts	Investor Services and Development (Monitoring Compliance and Legal Affairs)	# infractions resulting in court : # of infractions resolved through mediation # of infractions : Total Contracts (measure of M&E strength)	0% 15%	Yearly Quarterly	Monitoring Compliance and Legal Affairs Tracking	4.1.6	Develop procedure for contract monitoring.	Monitoring Compliance and Legal Affairs	• Develop draft procedures for contract monitoring 1. Contract international expert to develop draft 2. Legal adaptation to Jordan laws and regulations			50000
4.0	Establish and institutionalize effective public-private and public-public	4.2	Secure favorable and realistic master development agreements with developers	Investor Services and Development (Monitoring Compliance and Legal Affairs)	Actual Time to Move through Master Developer Agreement Due Diligence : Planned Time to Move Through	100%	Measured Per Master Developer Agreement and Averaged on a Yearly Basis	Time from tender approval to MDA approval	4.2.1	Conclude and update the Maan master plan and development agreement	Investor Services	• Review progress of master developer activities 1. Are actions agreed upon in			

	partnerships				Master Developer Agreement								contract performed 2. Are activities in compliance with master plan and activities 3. To get updated on activities that are undergoing in the master plan			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.2	Secure favorable and realistic master development agreements with developers	Investor Services and Development (Monitoring Compliance and Legal Affairs)	Actual Time to Move through Master Developer Agreement Due Diligence : Planned Time to Move Through Master Developer Agreement	100%	Measured Per Master Developer Agreement and Averaged on a Yearly Basis	Time from tender approval to MDA approval	4.2.2	Conclude and update the master plan and development agreement for Mafrq	Investor Services		See 4.2.1			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.2	Secure favorable and realistic master development agreements with developers	Investor Services and Development (Monitoring Compliance and Legal Affairs)	Actual Time to Move through Master Developer Agreement Due Diligence : Planned Time to Move Through Master Developer Agreement	100%	Measured Per Master Developer Agreement and Averaged on a Yearly Basis	Time from tender approval to MDA approval	4.2.3	Conclude a master development agreement for Irbid	Investor Services		See 4.2.1			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.2	Secure favorable and realistic master development agreements with developers	Investor Services and Development (Monitoring Compliance and Legal Affairs)	Actual Time to Move through Master Developer Agreement Due Diligence : Planned Time to Move Through Master Developer Agreement	100%	Measured Per Master Developer Agreement and Averaged on a Yearly Basis	Time from tender approval to MDA approval	4.2.4	Develop and implement plans to attract Master Developers for New Zone A	Economic		• Provide competitive advantage information to business development Directorate for use			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.2	Secure favorable and realistic master development agreements with developers	Investor Services and Development (Monitoring Compliance and Legal Affairs)	Actual Time to Move through Master Developer Agreement Due Diligence : Planned Time to Move Through Master Developer Agreement	100%	Measured Per Master Developer Agreement and Averaged on a Yearly Basis	Time from tender approval to MDA approval	4.2.5	Develop and implement plans to attract Master Developers for New Zone B	Economic		See 4.2.4			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.2	Secure favorable and realistic master development agreements with developers	Investor Services and Development (Monitoring Compliance and Legal Affairs)	Actual Time to Move through Master Developer Agreement Due Diligence : Planned Time to Move Through Master Developer Agreement	100%	Measured Per Master Developer Agreement and Averaged on a Yearly Basis	Time from tender approval to MDA approval	4.2.6	Develop and implement plans to attract Master Developers for New Zone C	Economic		See 4.2.4			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.2	Secure favorable and realistic master development agreements with developers	Investor Services and Development (Monitoring Compliance and Legal Affairs)	Actual Time to Move through Master Developer Agreement Due Diligence : Planned Time to Move Through Master Developer Agreement	100%	Measured Per Master Developer Agreement and Averaged on a Yearly Basis	Time from tender approval to MDA approval	4.2.7	Secure master developer - New Zone A	Monitoring Compliance and Legal Affairs		• Customize existing templates to meet master developer requirements and work with retained law firm			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.2	Secure favorable and realistic master development agreements with developers	Investor Services and Development (Monitoring Compliance and Legal Affairs)	Actual Time to Move through Master Developer Agreement Due Diligence : Planned Time to Move Through Master Developer Agreement	100%	Measured Per Master Developer Agreement and Averaged on a Yearly Basis	Time from tender approval to MDA approval	4.2.8	Secure master developer- New Zone B	Monitoring Compliance and Legal Affairs		See 4.2.7			
4.0	Establish and	4.2	Secure favorable and	Investor Services and	Actual Time to Move through	100%	Measured Per Master Developer	Time from tender approval	4.2.9	Secure master developer -New Zone C	Monitoring Compliance		See 4.2.7			

	institutionalizing effective public-private and public-public partnerships		realistic master development agreements with developers	Development (Monitoring Compliance and Legal Affairs)	Master Developer Agreement Due Diligence : Planned Time to Move Through Master Developer Agreement		Agreement and Averaged on a Yearly Basis	to MDA approval			and Legal Affairs					
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.3	Develop, finalize and communicate joint strategies, plans and MoUs delegating authorities and assigning responsibilities.	Deputy Chief Commissioner Office	# of tasks completed : # of tasks assigned per MoU # of complaints from Master Developers : Total # of MoUs per MoU	100% 0%	averaged 31-Dec-10	Monthly Tracking by Concerned Directors	4.3.1	Complete stakeholder analysis defining strategy and relationship characteristic with each partner.						
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.3	Develop, finalize and communicate joint strategies, plans and MoUs delegating authorities and assigning responsibilities.	Deputy Chief Commissioner Office	# of tasks completed : # of tasks assigned per MoU # of complaints from Master Developers : Total # of MoUs per MoU	100% 0%	averaged 31-Dec-10	Monthly Tracking by Concerned Directors	4.3.2	Develop and finalize MoUs delegating authorities and assigning responsibilities to ensure service provision	Investor Services		[This needs to be clarified, the creation component, vs the enforcement, vs. follow-up on complaints]			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.3	Develop, finalize and communicate joint strategies, plans and MoUs delegating authorities and assigning responsibilities.	Deputy Chief Commissioner Office	# of tasks completed : # of tasks assigned per MoU # of complaints from Master Developers : Total # of MoUs per MoU	100% 0%	averaged 31-Dec-10	Monthly Tracking by Concerned Directors	4.3.3	Develop action plan with each partner and communicate action plan and MOU with counterparts	All Relevant Directors		This task is embedded in the various tasks associated with each relevant Directorate's activities to start operations			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.3	Develop, finalize and communicate joint strategies, plans and MoUs delegating authorities and assigning responsibilities.	Deputy Chief Commissioner Office	# of tasks completed : # of tasks assigned per MoU # of complaints from Master Developers : Total # of MoUs per MoU	100% 0%	averaged 31-Dec-10	Monthly Tracking by Concerned Directors	4.3.4	Develop and implement an efficient/effective mechanism for M&E of MoUs and to ensure implementation	Internal Audit		• Identify MoUs with financial implications and ensure they are implemented in a way that directs the money to appropriate parties in an efficient and effective manner 1. Review MoUs with financial implications and ensure commitments were completed \$ For example in the case of honorariums to ensure the number of meetings committed were completed prior to paying the honorariums			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.4	Coordinate and facilitate cooperation and coordination between developers, public agencies, local communities and NGOs.	Investor Services and Development (Business Development, Local Community Development and Communication)	# of partnerships that result in measurable outcomes aligned to DZC goals : Total # partnerships developed	80%	31-Dec-10	Comparison of Economic Department Indicators to results directly attributable to partnerships	4.4.1	Socio-economic mapping, networking and outreach initiatives.	BD Directorate / Local Community Development		• Conduct survey of development areas 1. Conduct demographic research including age, gender, marital status, employment status,	1.5MM for 5 studies (300k each, budget varies depending on population size)	150000 0	

													willingness to work, ability to work, etc. § Each development zone needs a study every 3-5 years			
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.4	Coordinate and facilitate cooperation and coordination between developers, public agencies, local communities and NGOs.	Investor Services and Development (Business Development, Local Community Development and Communication)	# of partnerships that result in measurable outcomes aligned to DZO goals : Total # partnerships developed	80%	31-Dec-10	Comparison of Economic Department indicators to results directly attributable to partnerships	4.4.2	Conduct meetings with respective partners to ensure that stakeholder needs are understood.	BD Directorate / Local Community Development		• Involve the public through focus groups, forums, training skills to share opportunities for involvement		Meetings with locals \$ 20JD per person * 30 people * 15 * 5 Zones	45000
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.4	Coordinate and facilitate cooperation and coordination between developers, public agencies, local communities and NGOs.	Investor Services and Development (Business Development, Local Community Development and Communication)	# of partnerships that result in measurable outcomes aligned to DZO goals : Total # partnerships developed	80%	31-Dec-10	Comparison of Economic Department indicators to results directly attributable to partnerships	4.4.2	Conduct meetings with respective partners to ensure that stakeholder needs are understood.	BD Directorate / Local Community Development		• Coordinate efforts between donors, government, programs and private sector to maximize economic development; develop an NGO map		NGO map	30000
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.4	Coordinate and facilitate cooperation and coordination between developers, public agencies, local communities and NGOs.	Investor Services and Development (Business Development, Local Community Development and Communication)	# of partnerships that result in measurable outcomes aligned to DZO goals : Total # partnerships developed	80%	31-Dec-10	Comparison of Economic Department indicators to results directly attributable to partnerships	4.4.2	Conduct meetings with respective partners to ensure that stakeholder needs are understood.	BD Directorate / Local Community Development		• Create structure for working with master developers in each zone and an action plan		1. Meeting logistics, 6k 2. Press releases through master developers	6000
4.0	Establish and institutionalize effective public-private and public-public partnerships	4.4	Coordinate and facilitate cooperation and coordination between developers, public agencies, local communities and NGOs.	Investor Services and Development (Business Development, Local Community Development and Communication)	# of partnerships that result in measurable outcomes aligned to DZO goals : Total # partnerships developed	80%	31-Dec-10	Comparison of Economic Department indicators to results directly attributable to partnerships	4.4.3	Develop M&E plan, and ensure that Master Developer maintains stakeholder buy in	BD Directorate / Local Community Development		• Develop mechanism to monitor and evaluate improvements per baseline conducted in 4.4.1 current state assessment 1. Establish performance measures and targets for each initiative 2. Consultant will develop a plan to evaluate program effectiveness quantitatively and qualitatively by conducting periodic surveys § Performance determined by strengthening of local skills § Performance determined by number of locals hired § Investors satisfaction with hiring local staff		Consultant to measure program effectiveness through periodic studies	225000
5.	Adopt	5.	Upgrade local	Chief	# of positions that	15%	31-Dec-10	Census data on	5.1.1	Periodical socio	BD		• Conduct			

0	sustainable economic development approaches to enhance the economic capabilities of the target areas	1	skills to maximize local job creation in response to investment needs.	Commissioner Office (Business Development, Local Community Development and Communication)	can be filled by local residents: # of vacancies			workforce skills Projected or existing workforce plan for DZ		economic/labor baseline: Id HR capabilities, job matching with local community needs.	Directorate / Local Community Development		survey of development areas (See 4.4.1)			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.1	Upgrade local skills to maximize local job creation in response to investment needs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	# of positions that can be filled by local residents: # of vacancies	15%	31-Dec-10	Census data on workforce skills Projected or existing workforce plan for DZ	5.1.2	Forge alliances with local vocational training centers, universities and community colleges to provide training.	BD Directorate / Local Community Development		• Ensure VTC training complies with standards set by Jordan national education and vocation strategy and any additional standards set by industrial advisory group 1. Setup advisory group and conduct meetings to set standards and review VTC activities		honorariums for advisory board members = 5 zones * 3 advisors * 12 meetings * 25JD	4500
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.1	Upgrade local skills to maximize local job creation in response to investment needs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	# of positions that can be filled by local residents: # of vacancies	15%	31-Dec-10	Census data on workforce skills Projected or existing workforce plan for DZ	5.1.3	Develop human resources development strategies and action plans for each DZ	BD Directorate / Local Community Development		• Conduct survey of development areas (See 4.4.1) • Establish baseline through 4.4.1 current state assessment (See 4.4.3)			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.1	Upgrade local skills to maximize local job creation in response to investment needs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	# of positions that can be filled by local residents: # of vacancies	15%	31-Dec-10	Census data on workforce skills Projected or existing workforce plan for DZ	5.1.4	Conduct specialized training courses and outreach seminars in coordination with developers	BD Directorate / Local Community Development		• Coordinate with donors to develop a plan to build skills and formulate a cost sharing approach between stakeholders		Provide logistics support for trainers \$ 5 zones * 4 training sessions * 50 participants* 8 JD 2. Provide funding for some of the courses \$ Paid by donor / NGO	8000
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.2	Create and encourage forward and backward business linkages, local "engagement programs", and CSR programs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	Actual CSR spending : budgeted CSR spending Total sales tax collection	100% 10% increase	Fiscal year for master developer Dec 31, 2009	Developer and investor agreements (CSR clause) Developer and investor financial statements	5.2.1	Develop mechanisms to encourage subcontracting and joint ventures with local firms.	BD Directorate / Local Community Development		• Develop brochures for local businesses to learn about opportunities to work with DZC investors 1. Coordinate with master developer, Economic Directorate and Communications Section to connect local businesses with partnership opportunities 2. Provide relevant local economic development content to		Media and Corporate Comms budget	

													brochures to support master developer in producing the brochures			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.2	Create and encourage forward and backward business linkages, local "engagement programs", and CSR programs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	Actual CSR spending : budgeted CSR spending Total sales tax collection	100% 10% increase	Fiscal year for master developer Dec 31, 2009	Developer and investor agreements (CSR clause) Developer and investor financial statements	5.2.2	Draft general guidelines for community considerations to be included in the development agreements.	BD Directorate / Local Community Development		• Develop paralegal about local economic development requirements to be included in each master developer agreement 1. Evaluate need to customize for master developer agreement 2. Meet with relevant stakeholders to validate proposed guidelines and promote awareness of guidelines		5 zones * 2 meetings / month * 50 * 5JD	30000
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.2	Create and encourage forward and backward business linkages, local "engagement programs", and CSR programs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	Actual CSR spending : budgeted CSR spending Total sales tax collection	100% 10% increase	Fiscal year for master developer Dec 31, 2009	Developer and investor agreements (CSR clause) Developer and investor financial statements	5.2.3	Develop programs and tools to encourage investors to engage in local economic development program.	BD Directorate / Local Community Development		• Implement CSR programs and tools			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.2	Create and encourage forward and backward business linkages, local "engagement programs", and CSR programs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	Actual CSR spending : budgeted CSR spending Total sales tax collection	100% 10% increase	Fiscal year for master developer Dec 31, 2009	Developer and investor agreements (CSR clause) Developer and investor financial statements	5.2.4	Spread awareness and coordinate efforts on local economic development programs	BD Directorate / Local Community Development		• See 4.4.3 and 5.2.1			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.2	Create and encourage forward and backward business linkages, local "engagement programs", and CSR programs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	Actual CSR spending : budgeted CSR spending Total sales tax collection	100% 10% increase	Fiscal year for master developer Dec 31, 2009	Developer and investor agreements (CSR clause) Developer and investor financial statements	5.2.5	Identify and promote local development partners in each community and engage in development process.	BD Directorate / Local Community Development		• Coordinate developer and CSR activities to encourage sponsorship activities by developers into the local community and promote success stories 1. Measured by the number of sponsored programs			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.2	Create and encourage forward and backward business linkages, local "engagement programs", and CSR programs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	Actual CSR spending : budgeted CSR spending Total sales tax collection	100% 10% increase	Fiscal year for master developer Dec 31, 2009	Developer and investor agreements (CSR clause) Developer and investor financial statements	5.2.6	Monitor socio-economic impacts and needs through surveys and data to measure impacts and track progress.	BD Directorate / Local Community Development		• See 4.4.3			

5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.2	Create and encourage forward and backward business linkages, local "engagement programs", and CSR programs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	Actual CSR spending : budgeted CSR spending Total sales tax collection	100% 10% increase	Fiscal year for master developer Dec 31, 2009	Developer and investor agreements (CSR clause) Developer and investor financial statements	5.2.7	Help spur demonstration and catalyst effect by showcasing and publicizing success stories	BD Directorate / Local Community Development		• See 5.2.5			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.2	Create and encourage forward and backward business linkages, local "engagement programs", and CSR programs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	Actual CSR spending : budgeted CSR spending Total sales tax collection	100% 10% increase	Fiscal year for master developer Dec 31, 2009	Developer and investor agreements (CSR clause) Developer and investor financial statements	5.2.8	Establish "Sustainability fund" (environment, community welfare, local development etc.)	BD Directorate / Local Community Development		• Develop a program to build local capacity to self sustain economic development, community welfare, environment, etc. 1. Inform community of availability of sustainability programs (e.g., Shabakat) 2. Encourage community to take advantage of sustainability programs			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.2	Create and encourage forward and backward business linkages, local "engagement programs", and CSR programs.	Chief Commissioner Office (Business Development, Local Community Development and Communication)	Actual CSR spending : budgeted CSR spending Total sales tax collection	100% 10% increase	Fiscal year for master developer Dec 31, 2009	Developer and investor agreements (CSR clause) Developer and investor financial statements	5.2.8	Establish "Sustainability fund" (environment, community welfare, local development etc.)	Economic		• Determine economic development opportunities for existing demographic and private sector characteristics within the development zone			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of businesses governed by regulation	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.1	Drafting environmental and health regulations and DZC environmental policy	Environment		• Work with regulators, environmental and health agencies and work with international agencies and ASEZA to determine best framework for environmental policy 1. Evaluate outsourcing options to address talent shortage 2. Use lawyer to develop regulation and policy framework			100000
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.2	Develop the procedures for licensing, permitting, inspection and enforcement	Environment		• Identify the different economic clusters within development zones 1. Identify key environmental issues associated with each cluster	USAID support		100000

					businesses governed by regulation								2. Review national and international guidelines for each economic cluster 3. Formulate relevant procedures to enable DZC to regulate and cooperate with relevant ministries to implement licensing, permitting, inspection and enforcement 4. Formulate MOUs, implementation tools and templates, e.g. committee meetings			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of businesses governed by regulation	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.3	Forge alliances and partnerships with key stakeholders, the MoEnv and outsource key inspection functions.	Environment		• Sign MOUs with health, environment, water, agriculture, and other ministries which will be responsible for performing tasks, e.g. water and air samples, sending inspection reports to DZC, etc.		Honorariums: 100 over salary, 4 sessions per month, 12 months each year, 7 members	33600
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of businesses governed by regulation	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.3	Forge alliances and partnerships with key stakeholders, the MoEnv and outsource key inspection functions.	Environment		• Design stakeholder communication plan			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of businesses governed by regulation	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.3	Forge alliances and partnerships with key stakeholders, the MoEnv and outsource key inspection functions.	Environment		• Formulate inspection committee to handle permitting and inspection			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.4	Conduct Environmental Sustainability Baseline and Assessment on master plan level	Environment		• For the three development zones, contract experts to conduct rapid environmental assessment		100k per study	100000

	of the target areas		DZC.		infractions/businesses : # of businesses governed by regulation												
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of businesses governed by regulation	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.4	Conduct Environmental Sustainability Baseline and Assessment on master plan level	Environment			• Review and provide feedback and input to master developer with support from either the inspection committee or through outsource contract			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of businesses governed by regulation	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.5	Not listed?							
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of businesses governed by regulation	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.6	Explore a differentiating opportunity for attracting and promoting environmentally-conscious investments	Economic			• Explore green economy sector investment opportunities in coordination with environment Directorate			
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of businesses governed by regulation	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.6	Explore a differentiating opportunity for attracting and promoting environmentally-conscious investments	Environment			• Conduct feasibility study and develop business case for potential investment opportunities			50000
5.0	Adopt sustainable economic development approaches to enhance the economic capabilities of the target areas	5.3	Ensure and promote environmental-friendly and sustainable pattern of development as a key differentiator for DZC.	Infrastructure, Services, and Environment	(DZC needs to select standards) % compliance with international environmental standard (to be chosen) # of infractions/businesses : # of businesses governed by regulation	60% < 10%	31-Dec-10	Environmental regulatory audit Inspections	5.3.7	Introduce environmental economics as policy making tool	Environment			• Develop full environmental economics study for Ajloun			100000

3.2 KEY PERFORMANCE INDICATORS

		KPI	Source of Input	Target / Deadline	Definition
1.1	A.	<div># new targeted business registrations in DZC</div> <div>Total # new targeted business registrations in Jordan</div>	<div>Published statistics from the Ministry of Industry and Trade</div> <div>Published statistics from the Ministry of Industry and Trade</div>	10% increase annually	<p>This KPI measures the degree to which investors perceive registering their business within the DZC as more attractive than registering their business outside of the DZC. To properly capture this measurement, refer to the Investor Services Directorate to determine the total number of new businesses registrations in the DZC (numerator). Next, refer to MIT statistics to determine the total number of new business registrations in all areas of Jordan not in the DZC (denominator). Note that it is important to only include relevant business classifications in this calculation and the business classifications selected to measure the KPI should remain the same for the entire measurement cycle so that the results are not distorted (i.e., compare apples to apples and not apples to oranges). One example of a 'business classification' can be found in the North American Industry Classification System (NAICS, http://www.census.gov/eos/www/naics/index.html). DZC might determine that companies classified as NAICS 541711 or 'Research and Development in Biotechnology' are desired for a particular development zone. To calculate the KPI, determine the total number of Research and Development Biotechnology firms completing new registrations in the DZC as compared to the total number of Research and Development Biotechnology firms completing new registrations across all parts of Jordan outside of the DZC. (For additional information on NAICS 541711 see, http://www.census.gov/cgi-bin/sssd/naics/naicsrch?code=541711&search=2007%20NAICS%20Search)</p>
1.2	A.	<div># of proposals received</div> <div># tenders issued for new DZs</div>	<div>Economic Directorate</div> <div>Economic Directorate</div>	300% annually	<p>This KPI measures the attractiveness of DZC to potential master developers. Embedded in this measurement are factors such as attractiveness of investor incentives, regulatory environment, quality of tenders developed, and effective advertising to promote the tender. Refer to the Investor Services Directorate to determine the number of proposals received (numerator) as well as the number of tenders issued (denominator).</p>

	# new tenders developed	Economic Directorate		
B.	# new development zones announced	Economic Directorate	100% annually	This KPI measures the efficiency or speed that DZC is able to complete all required workflow and approval steps in order to formulate new tenders following the announcement of a development zone. This KPI is a good indicator of whether the DZC is able to keep pace with the workload and whether additional resources or a more streamlined process is needed to help bring tenders to the market in a shorter period of time following their announcement. Refer to the Investor Services Department for the total number of new tenders developed (numerator) and the number of new development zones announced (denominator).

	# Articles published	Media and Corporate Communications via PR Agency		
A.	# Total news agencies contacted	Media and Corporate Communications via PR Agency	50% quarterly	This KPI measures the quality and suitability of articles developed by DZC - either directly or through media contracts. Embedded into this measurement are factors such as ability of DZC to effectively target publication sources, timeliness of submissions, effective follow-up with publication sources and effectiveness of PR contracts. Refer to the Business Development Directorate (Media and Corporate Communications) for both the number of articles published and total agencies contacted. This information should be maintained either directly by the Directorate (Section Head) or through their contracts with PR agencies.

1.3	# Qualified investment leads	Business Development Section		This KPI measures the effectiveness of marketing activities leading up to, during and following participation in promotion events (e.g., trade shows, conferences, etc.). Embedded in this measurement are factors such as whether the event participation schedule effectively positions DZC to meet targeted investors, effectiveness of pre-event marketing, effectiveness of event participation and effectiveness and timeliness of event follow-up. While there are multiple ways to define a 'qualified business lead', one generally accepted definition is a lead which directly contributes to the mission of the organization. For example, if DZC participated in the Cityscape event, a qualified lead might include a hotel or tourism development company that wanted to follow-up with the DZC to evaluate options for construction in the Dead Sea Zone. In the example provided, the qualified lead has both an investor profile consistent with the DZC mission (i.e., not an indoor snow ski park) and a serious intent to invest. To calculate this KPI, refer to the Business Development Directorate (Business Development) for both the number of qualified leads generated (numerator) and the number of promotion events attended (denominator).
B.	# Promotion events attended	Business Development Section	100% per event	

	A.	$\frac{\text{\# Regulations Developed}}{\text{\# Regulations Required}}$	Concerned Directorate Tracking Concerned Directorate Tracking	100% annually	This KPI measures the efficiency with which DZC Directorates are able to complete required workflow steps to develop the necessary regulations for DZC to reach fully operational status. Refer to each Directorate to determine the number of total required regulations (denominator) and also the status of regulations completed (numerator).
2.1	B.	$\frac{\text{\# regulations passed as designed}}{\text{\# regulations developed}}$	Concerned Directorate Tracking Concerned Directorate Tracking	100% annually	This KPI measures the effectiveness of DZC Directorates to formulate regulations which comply with necessary legal requirements and are also politically viable. For example, a regulation may be developed which is fully compliant, however, it may be far too advanced, untested or untimely for the Prime Ministry to approve. To be effective, DZC Directors should demonstrate their ability to work within the constraints of their environment and formulate both legally and politically viable regulations. Refer to each concerned Directorate for the number of regulations passed as designed (numerator) and number of regulations developed (denominator).
	C.	$\frac{\text{\# MOUs Developed}}{\text{\# MOUs Required}}$	Concerned Directorate Tracking Concerned Directorate Tracking	100% annually	This KPI measures the efficiency with which DZC Directorates are able to complete required workflow steps to develop the necessary MOUs for DZC to reach fully operational status. Refer to each Directorate to determine the number of total required MOUs (denominator) and also the status of MOUs completed (numerator).
2.2	A.	$\frac{\text{Actual Processing Time}}{\text{Statistics from Economic Directorate with inputs from concerned Directorates}}$		100% monthly	This KPI measures the efficiency of DZC Directorates to complete required workflow steps for key DZC functions as planned in standard operating procedure documentation and/or investor guides. For example, if the planned time to register a new business in the DZC is 2 days, but the actual time for DZC staff to process all paperwork and approvals is 2.5 days this would illustrate a difference of one-half day between the actual and planned processing time. Embedded in this KPI is the ability to monitor processing time and then review and further streamline processes to ensure the 'actual' processing time is consistent with published documentation; and thus ensure the expectations of investors and other relevant stakeholders are properly managed. Refer to each Directorate for the published investors guide for the planned processing time (denominator). Track the actual processing time (numerator) by conducting periodic spot checks (daily, weekly or monthly - as appropriate

Planned Processing Time

Statistics from Economic Directorate with inputs from concerned Directorates

and cost effective). A spot check can be conducted by using 'mystery shoppers' to ensure the objectivity of the actual time calculation. (Note: In the first year of MBO implementation, it is recommended to choose only one to two key DZC processes to track. In future years, the MBO system could track all key processes across DZC functions. However, it is always important to balance the time and expense of tracking with the benefit and thus it may be more valuable to choose 3-5 high priority processes to continually track.)

B. $\frac{\text{Planned Processing Time in DZC}}{\text{Benchmark Processing Time (National / International)}}$

Statistics from Economic Directorate with inputs from concerned Directorates

10% annually

This KPI measures the competitiveness of DZC processing times (as published in the investors guide, SOPs or similar documentation) (numerator) compared to relevant national or international benchmarks (denominator). It is important to select national or international benchmarks which are the same or slightly ahead of DZC's current capacity. For example, Singapore would not be a good benchmark for the processing times of many DZC functions as the level if IT automation is simply not available in Jordan as it is in an IT hub such as Singapore. Refer to the IFC Doing Business report to select the relevant international benchmark: <http://www.doingbusiness.org/EconomyRankings/?direction=Asc&sort=1>

2.3	A.	$\frac{\text{\# of employees completing required training activities}}{\text{\# of employees in training plan}}$	<p>HR tracking in employee profile or Annual Assessment Reports</p> <p>HR tracking in employee profile or Annual Assessment Reports</p> <p>100% annually</p>

This KPI measures the level of competency achieved across the DZC personnel. There is an assumption built into this KPI that the training plan has identified specific soft skills and technical skills each employee should have to reach full competency in their role. To measure this KPI refer to the HR Directorate which should be managing the training implementation to determine the number of employees having completed their training requirements (numerator) and the total number of employees included in the training plan (denominator). As with any organization, training is an ongoing activity. Therefore, it is important to clearly establish the specific trainings which need to be completed per MBO performance review cycle and by which employees in order to effectively measure this KPI.

B.	# of employee profiles completed	HR Directorate (HRIS)	100% annually	<p>This KPI measures compliance with the human resource requirement to document personal and professional information for each employee. Embedded within this measurement are assumptions regarding the effectiveness of the HR Directorate to communicate compliance requirements with personnel, efficiently follow-up and enforce compliance directly and/or through the appropriate channels (e.g., Chief, Commissioner or other DZC supervisory body) and efficiently input the information into the HR Information System (HRIS). If an HRIS is not available, the HR Directorate may choose to use a paper-based process to meet the desired performance targets for this KPI. The expedient and thorough completion of employee profiles is a critical input for designing effective talent management programs such as training, performance evaluation and compensation. To measure this KPI, refer to the HR Directorate which should have a record of both the number of employee profiles created (numerator) and the total number of employees (denominator).</p>
	total # of employees	HR Directorate (HRIS)		

2.4 A.	Actual Spending	Finance Directorate	80-120% accurate, monthly	<p>This KPI measures the accuracy of the budgeting process to project expenses for the fiscal year. Accurately tracking this KPI provides DZC with a good measure of the 'burn rate', which is an indication of how fast DZC is spending cash. If the burn rate exceeds the target then the KPI serves as an early warning of a potential budget deficit (when expenses exceed revenues). If the burn rate shows that cash is being used slower than projected this could be a sign that some projects or activities are not being performed or that the planned resources (e.g., new computers, new employees, trucks, etc.) are either delayed or not acquired as planned. Generally, it is a best practice to meet the targeted burn rate at all times. In fact, many public sector entities - the DZC included - will see future years' budgets reduced if they are not able to spend the money allocated in the current fiscal year budget. To measure this KPI, refer to the Finance Directorate for the current figure of actual spending (numerator) as a proportion of the budgeted expenditures for the fiscal year (denominator).</p>
	Planned expenditures in approved budget	Finance Directorate		

B.	Actual Income	Finance Directorate	80-120% accurate, monthly
	Planned revenues in approved budget	Finance Directorate	

This KPI measures the accuracy of the budgeting process to project income for the fiscal year. Accurately tracking this KPI provides DZC with a good measure of the success of income generating projects, e.g., number of master development agreements signed, amount of tax collected, number of licenses and permits issued and corresponding fees collected, etc. If income projections fall short of the projected targets then it is an indicator of cash generation problems which could lead to a budget deficit. For both public and private sector entities, it is important to be either cash neutral or cash positive. Therefore, tracking this KPI accurately provides senior DZC leadership with early indication that certain planned projects or activities may need to be reprioritized or delayed if insufficient funds are available to finance the resources required. For example, if DZC had planned to attend Cityscape as the main sponsor of a booth to promote a newly announced development zone, senior leadership may instead decide to attend in a supporting role as a co-sponsor to a booth or possibly not to send staff at all but to instead provide marketing materials to accompany the main sponsor's booth. Alternatively, DZC leadership could use this early indicator to inform the Prime Ministry that a particular development strategy is not performing as planned and recommend a more investor centric regulatory environment to enhance competitiveness with the aims of signing the necessary number of master development agreements to remain cash flow neutral. To measure this KPI, refer to the Finance Directorate for the current figure of actual income (numerator) as a proportion of the budgeted revenues for the fiscal year (denominator).

C.	Actual Performance	Economic Directorate	80-120% accurate, monthly
	DZC financial model of projected performance	Economic Directorate	

This KPI is a key measure of the overall impact of DZC activities to the broad spectrum of stakeholders. Perhaps this is one of a handful of KPIs which the DZC might publicize widely in mass media and press releases. For example, from this measure the DZC will be able to demonstrate that it is on target with projected economic impact to local communities and foreign direct investment. Correspondingly, this measure is highly complicated to generate. According to the Economic Directorate, a financial analyst and economist will be hired to develop this model. This KPI should be measured by referring to this financial model developed by Economic Directorate to document the actual performance (numerator) as compared to the projected performance (denominator).

3.1	A.	# of Master Developer infrastructure plan components consistent with DZC infrastructure plan	Engineering Directorate	100% per project	<p>This KPI is a measure of DZC's ability to conceive infrastructure plans which take into consideration the nuances of private sector developers and ensure both market competitive characteristics and effective monitoring and enforcement. While there are multiple factors involved in the performance of this measurement, if an infrastructure plan implemented by a master developer significantly diverges from the plan developed by DZC this could indicate a failure of DZC to effectively enforce compliance either during construction and development or through pre-construction checks and balances or it could be an indicator of significant changes to the original DZC infrastructure plan which were approved by the two parties to ensure the competitiveness of the zone. One example of a significant and approved divergence from the original DZC infrastructure plan could occur if the original DZC infrastructure plan was developed without prior knowledge of an aquifer and upon knowledge significant precautions were necessary to ensure the aquifer remained environmentally secure. In such case, the DZC would likely approve or possibly require modifications to the original infrastructure plan. As can be imagined, some modifications are necessary and could become at the expense of DZC if not properly anticipated beforehand; while other modifications could result in a penalty for contract breach if the master developer fails to comply with the DZC infrastructure plan. In either case, the KPI provides the basis for conducting root cause analyses to determine whether existing MOUs are not being fulfilled or need to be modified or whether there is ineffective communication between the DZC and the master developer. Use of this KPI should reinforce DZC as a learning organization capable of advancing from the benefit of lessons learned. To measure this KPI, refer to the Engineering Planning and Studies Directorate for both the total number of infrastructure plan components (denominator) and the number of master developer infrastructure plan components consistent with the DZC infrastructure plan (numerator).</p>
		Total # components in DZC infrastructure plan	Engineering Directorate		
	B.	Time to complete Infrastructure Plan	Engineering Directorate	90-110% as planned, per plan	<p>This KPI measures efficiency in completing all workflow steps required to develop an infrastructure plan following the announcement date of a new development zone. While there are multiple factors that influence the speed an infrastructure plan can be created - such as environmental impact studies, local community involvement, etc. - significant time lag between the announcement date and formulation of the infrastructure plan could result in delayed or missed opportunities to execute master development agreements. Tracking this</p>

Planned Time to Complete Infrastructure Plan

Engineering Directorate

KPI enables DZC management to determine whether additional resources are needed to speed up the infrastructure plan development process. To measure this KPI, refer to the Engineering Planning and Studies Directorate for the time required to complete the infrastructure plan (numerator). Refer to the Economic Directorate to determine the announcement date of the new development zone (denominator).

3.2	A.	Published time to register a new business	Investor Services	80% annually	<p>Perhaps the most critical KPIs for establishing the DZC as a competitive and attractive destination for investment are the measures associated to international benchmarks. These DZC published times reflect the fastest processing time for key transactions within the constraints of the DZC operating environment. While Singapore may have systems and processes in place to register a new business fully online and in 4 days (See IFC Doing Business report, http://www.doingbusiness.org/ExploreTopics/StartingBusiness/Details.aspx?economyid=167) Jordan as a whole and the DZC in particular may face significant constraints such as access to IT assets, human capital and regulatory liberalization which cannot contend with regimes such as Singapore. The ability for DZC to incrementally improve this KPI relative to international benchmarks paves the way for broader implementation of these innovative mechanisms outside of DZC resulting in the longer term objective of improving the overall Doing Business rank for Jordan as measured by the IFC in their Doing Business study. To measure the components of these KPI indicators, refer to the DZC published investors guide for the relevant service (i.e., registering a new business) (numerator) and the relevant international benchmark as published in the IFC Doing Business report (or publication of another development zone or other relevant benchmark as preferred by DZC leadership) (denominator). When selecting a relevant benchmark to gauge performance, be sure to either choose one the DZC can reasonably aspire to achieve or establish a percentage target which is achievable, e.g., 25% of the benchmark performance for Singapore's time to register a business.</p>
		International Benchmarks for registering a new business	Doing Business Report		
	B.		Time from entry to license issuance provided by Investor Services Dept	100% quarterly	<p>This KPI measures the efficiency of DZC Directorates to complete required workflow steps for registering a new business in the DZC according to the processing time published in the DZC investors guide. Embedded in this KPI is the ability to track actual processing time. While there are multiple mechanisms for tracking the actual processing time, conducting periodic spot checks - daily, weekly or monthly - is significantly more cost effective than a time-in-motion study and may equally capture the overall time and specific bottlenecks in the workflow. These studies are best conducted by objective external consultants or persons not directly involved (e.g., mystery shopper) to minimize interference and provide the most</p>
		Actual Days to Register			

Published
Registration
Timeline

Time from
entry to license
issuance
provided by
Investor
Services Dept

accuracy simulation of a real-life investor experience. Depending on the frequency the spot inspections (or other type of inspection) it may be more useful to review the KPI in terms of an average across several inspection periods to determine whether the process is trending slower, faster or consistent. Refer to the objective individual or entity conducting the spot check for the actual days to register a business (numerator). For the published registration time (denominator) refer to the published investors guide.

C. Level of
Customer
Satisfaction

Desired Level
of Customer
Satisfaction

Multidimension
al Survey

Multidimension
al Survey

75%
annually

This KPI measures the level of customer satisfaction where the customers are defined as the master developers and other investors to the DZC. Throughout management discourse, it is widely accepted that retaining customers is far less expensive than the cost to regain a customer. Using a combination of surveys, customer feedback forms and interviews or focus groups, DZC should quantify the results received into an overall customer satisfaction score. However, such surveys are often both time intensive and costly. While the surveys provide valuable feedback due in part because of the confidentiality of their survey methodology, the use of randomized customer contact calls is a reasonable alternative to the survey or as a periodic supplement. Whether the survey approach or a broader customer relationship management mechanism is employed, the level of customer satisfaction is a target which should continually strive to achieve 100%. However, in DZC's current startup mode it is reasonable to assert a lower target for desired level of customer satisfaction (denominator), for example 75% to ensure the overall target is achievable. As DZC matures to full operational capacity, the desired level should increase to 100%.

3.3 A. # of
incentives
used by
investors

Investor
Services

100%
anually

This KPI measures the effectiveness of DZC to develop incentives which are attractive and applicable to DZC investors. It is possible for DZC to develop an entire portfolio of groundbreaking and innovative incentives which investors have no interest in using even if they are eligible. For example, if an incentive was developed for companies associated with Research and Development in Biotechnology for preferential hiring of students at relevant universities in Irbid but the firms instead decided to import all of their labor needs then this would be an example of an incentive that was not used by the eligible investor. Tracking the performance of the KPI provides valuable insight into the effectiveness of DZC's competitive research, understanding of the needs of DZC target market and clarity around the supply of

Total # of
Incentives
Offered to
Investors

Investor
Services

incentives for which DZC assets have a comparative advantage (i.e., Irbid graduates may or may not have comparatively better or even similar skills sets to an investor's home country or other regionally accessible labor markets). To measure this KPI, the Investor Services Directorate should provide the number of incentives used according to eligibility (numerator) as well as the total number of incentives offered to investors (denominator). Alternatively, the number of incentives used by investors can be captured as a survey question on new business registration forms wherein investors check mark the incentives they plan to utilize.

Improvement
to Local
Standard of
Living
(Income
Level,
Vocational
Training, etc.)

B.

Local
Community
Development
Study

5%
annually

Baseline level
of local
standard of
living

Local
Community
Development
Study

This KPI measures the improvement to local standard of living as compared to the baseline. The factors which determine local standard of living are numerous and are the subject of a separate study coordinated by the Business Development Directorate (Local Community Development Section). Upon completion of this study, the baseline will be established (denominator) and over time the incremental improvements measured annually can be tracked (numerator). The diffusion of resources into the local community as a result of foreign direct investment or other direct investment activity is a critical success factor for long-term sustainable economic growth.

3.4 A.

50%
annually

Published #
of Days to
Import

Revenue and
Customs
Affairs

[See 3.2 (A.)] Perhaps the most critical KPIs for establishing the DZC as a competitive and attractive destination for investment are the measures associated to international benchmarks. These benchmarks reflect the fastest processing time for key transactions within the constraints of the DZC operating environment. While Singapore may have systems and processes in place to register a new business fully online and in less than 24 hours, Jordan as a whole and the DZC in particular may face significant constraints such as access to IT assets, human capital and regulatory liberalization which cannot contend with regimes such as Singapore. The ability for DZC to incrementally improve this KPI measure relative to international benchmarks paves the way for broader implementation of these innovative mechanisms outside of Jordan resulting in the longer term objective of a

International
benchmark
for # days to
import

Doing
Business
Report

improving the performance of doing business in Jordan as measured by the IFC in their Doing Business study. To measure the components of these KPI indicators, refer to the published investors guide for the relevant time period to perform certain functions (i.e., days to import) (numerator) and the relevant international benchmark as published in the IFC Doing Business report, publication of another development zone or other relevant benchmark (denominator). When selecting a relevant benchmark to gauge performance, be sure to either choose one the DZC can reasonably aspire to achieve or establish a percentage target which is achievable, e.g., 60% of the benchmark performance for Singapore's time to register a business.

	Published # of Days to Export	Revenue and Customs Affairs		
B	International benchmark for # days to export	Doing Business Report	50% annually	See 3.4 (A.)
	Cost to Import per Container	Revenue and Customs Affairs		
C.	International benchmark for cost to import per container	Doing Business Report	80% annually	See 3.4 (A.)
	Cost to Export per Container	Revenue and Customs Affairs		
D.	International benchmark for cost to export per container	Doing Business Report	80% annually	See 3.4 (A.)
E.	Number of Steps to File Taxes	Revenue and Customs Affairs	80% annually	See 3.4 (A.)

	International benchmark for # steps to file taxes	Doing Business Report		
F.	Actual # days required to file taxes	Revenue and Customs Affairs	80% annually	See 3.4 (A.)
	International Benchmark	Doing Business Report		

4.1	A.	# infractions resulting in court	Monitoring Compliance and Legal Affairs Tracking	0.00% annually	This KPI measures the effectiveness of DZC mediators - either directly or indirectly employed by the DZC - to resolve conflicts between master developers or any other parties in conflict with the DZC prior to litigation in a court of law. In most cases, mediation is the preferred option as it offers the dual benefit of lower cost and, in most cases, marginally better reputation and relationship between the two parties involved. Once a conflict goes to the courts it may take months or even years to be resolved at significant legal expense not to mention opportunity cost to all parties involved. The Monitoring Compliance and Legal Affairs Directorate is the principal source for gathering data on the number of infractions resulting in court hearings (numerator) and the number of infractions resolved through mediation (denominator).
		# of infractions resolved through mediation	Monitoring Compliance and Legal Affairs Tracking		
	B.	# of infractions	Monitoring Compliance and Legal Affairs Tracking	15% quarterly	

Total #
master
developer
agreements
in force

Monitoring
Compliance
and Legal
Affairs
Tracking

DZC inspection and enforcement regime or are otherwise motivated to infringe on the contract terms if for example the economic consequence is a lesser cost than the benefit received from carrying out the infringement. All infractions (numerator) should be captured by the Monitoring Compliance and Legal Affairs Directorate either directly or through delegation of responsibility to other Directorates. The total number of master developer agreements in force (denominator) should also be maintained by the Monitoring Compliance and Legal Affairs Directorate.

4.2	A.	Actual Time to Move through Master Developer Agreement Due Diligence	Time from tender approval to MDA approval	100%, per master development agreement	Similar to the 'planned : actual' KPI measurements in the goal areas above, tracking this KPI measures the efficiency of DZC Directorates to complete required workflow steps for completing master developer agreement due diligence as planned in standard operating procedures or other documentation. The actual time to move through master developer agreement due diligence should be tracked from the time the master developer agreement is formulated to the completion of necessary due diligence steps. Any variance between the planned time (denominator) and the actual time (numerator) could be cause for reviewing the process requirements and determining whether streamlining or adding additional resources (e.g., employees or technology) can be used as a way to relieve identified bottlenecks or improve overall cycle time.
		Planned Time to Move Through Master Developer Agreement	Time from tender approval to MDA approval		
4.3	A.			100%, annually	This task measures the effectiveness of MOUs to guarantee that service level agreements are carried out as agreed. For example, an MOU between the DZC and the Ministry of Environment might stipulate that when notified of a new infrastructure plan the Ministry of Environment should initiate due diligence activities to survey the area for environmental risks. If the Ministry of Environment performed only half of the tasks assigned within the MOU than this KPI would enable DZC to monitor and track underperformance. In such a case as described, 50% completion rate of MOU tasks might flag the DZC Environment Directorate to notify their counterpart that agreed upon terms are not in compliance and to
		# of MOU tasks completed	Monthly Tracking by Concerned Directors		

Total # of tasks assigned per MOU

Monthly Tracking by Concerned Directors

take remedial action as stipulated in the MOU. While in some instances the negative impact is borne by DZC, other instances such as speed or availability of customs processing officers might significantly impact investor ability to import or export at a rate consistent with DZC published guidelines and thus result in potential financial hardship. To measure this KPI, each individual Directorate should establish a checklist of tasks which are required to be completed per each MOU (denominator) and monitor completion (numerator). In the startup phase of DZC it is likely more manageable for each Directorate to track KPIs for only the highest priority MOUs.

of MOU related complaints received from master developers

Monthly Tracking by Concerned Directors

B. Total # of MOUs

Monthly Tracking by Concerned Directors

0.00% annually

This KPI is an additional measure of the effectiveness of MOUs as they relate to performing services necessary to uphold DZC's portion of the terms in the master developer agreement. While the previous KPI was a more proactive measurement by tracking the number of tasks completed as a proportion of the total number of tasks assigned, this KPI is more reactive. The number of MOU related complaints received from master developers (numerator) is logged either by the Investment Services Directorate or the concerned Directorate (e.g., Environmental Directorate for Environment related MOU complaints). While the total number of MOUs signed across DZC Directorates (denominator) is the aggregate value of MOUs within each Directorate across DZC. The importance of tracking this KPI is twofold. First, it is important to identify those MOUs which are repeatedly resulting in complaints from the master developers so that remedial action can be taken with the respective MOU parties or a joint DZC-stakeholder revision to the MOU can occur. Second, it is necessary to log these complaints as part of a customer relationship management process to ensure proper follow-up and resolution is completed. As the DZC largely plays the role of investment facilitator, it is essential that DZC maintains the perception among its customers of being responsive to customer needs.

4.4	A.	# of partnerships that result in measurable outcomes aligned to DZC goals	Comparison of Economic Department Indicators to results directly attributable to partnerships	80% annually	<p>This KPI measures the effectiveness of partnerships established to achieve DZC goals. As a high profile startup organization, DZC will likely be inundated with requests to form partnerships of all kinds - from joint ventures to joint marketing agreements. Each partnership requires DZC staff to support meetings, administrative paperwork and relationship maintenance. Tracking this KPI institutes a level of transparency where the partnerships must measurably demonstrate their impact to enhancing the mission, goals and objectives of DZC. Over time, those partnerships that do not provide measurable benefit for DZC - either through tangible product or intangible political necessity - are eliminated and increasingly DZC staff are more accurate in their assessment of desirable partnerships to cultivate. To measure this KPI, each partnership should document how it directly contributes to the 2009-2011 DZC Corporate Strategic Plan (numerator). Similar to a mini MBO exercise, the partnership should provide sufficient and credible documentation to illustrate how the partnership is aligned to a specific objective, provides measurable impact and contributes to income or requires funding. To facilitate this documentation, DZC could develop an easy to use partnership application template with the minimum number of fields and provide applicants with an online link or paper copy of the 2009-11 corporate strategic plan. (The template should also provide an example of a completed and approved partnership application.) The total number of partnerships (denominator) should be maintained by one Directorate such as Business Development to ensure a single point of entry and streamlined communications. However, the selected single point of entry may need to coordinate with other concerned Directorates to validate the completed partnership application.</p>
		Total # partnerships developed	Comparison of Economic Department Indicators to results directly attributable to partnerships		

5.1	A.	# of positions that can be filled by local residents in the development zone	Census data on workforce skills projected or existing workforce plan for DZ	15% annually	<p>This KPI measures the effectiveness of local community development initiatives to improve the professional skills of development zone residents in line with the needs of development zone economic activity. For example, if the profile for a development zone is to become the premiere destination for eco tourism the resident population would need to develop eco tourism related competencies and skills (e.g., international languages, ability to lead day hikes, knowledge of plant and animal species in the zone, etc.). To measure this KPI, compare the forecast workforce profile required to support the type of investments planned for the zone (denominator) with the competency and skills profile of residents (numerator). To develop a workforce profile it is necessary to perform a workforce planning exercise which involves determining the total number of positions forecast, the knowledge, skills and abilities of the workforce, the specific names of future position titles, relevant certifications and education requirements, salary levels and career ladders. The workforce planning exercise is generally outsourced or if sufficient staff are available the HR Directorate can provide support. (If outsourced, the HR Directorate should be included in the preparation of tenders and review of responses in order to provide technical direction.) Measuring the competency and skill level of current residents can be performed in multiple ways. First, there may exist census data (or other national government data) which provides valuable information on employment statistics - both where residents are employed and the education level of residents. Second, a survey can be conducted with existing businesses registered in the development zone to capture a snapshot of their current workforce profile and an aggregation of this data would provide a high level competency profile for the population of the development zone. Third and far less cost effective is to conduct a survey across the population with the minimum sample size for data validity.</p>
		# of vacancies in the development zone	Census data on workforce skills projected or existing workforce plan for DZ		

5.2	A.	Actual CSR spending	Business Development (Local Community Development)	80-120% annually	<p>This KPI measures whether the master developer is actually contributing to corporate social responsibility (CSR) investments at the agreed upon rate (e.g., 2% of net revenues). Embedded into this KPI is an assessment of DZC's ability to link - as appropriate - relevant CSR opportunities with master developer resources to help master developers succeed in fulfilling their responsibility. Developing a CSR strategy should be the responsibility of the master developer. However, when a master developer does not have a CSR strategy it is in the best interests of DZC and the local community to find ways to help the master developer succeed in their CSR investment target. In most cases, the DZC will be in a better position to assess the local community needs and opportunities than a foreign or otherwise non-local enterprise investing in the DZC. To measure this KPI, refer to the Business Development Directorate (Local Community Development) for tracking both the actual CSR spending (numerator) and budgeted CSR spending (denominator). It is important for the Business Development Directorate (Local Community Development) to - at a minimally intrusive level - review the proposed CSR investment plan proposed by the master developer to ensure investments are consistent with the DZC CSR strategy. For example, in some international contexts it occurs where a swimming pool for the town's mayor falls within the developer's annual CSR budget. This is a real life example and it is unlikely that such CSR investing by a DZC master developer would contribute to DZC's CSR strategy and thus a certain minimal level of monitoring and evaluation and checks and balances is necessary.</p>
		Budgeted CSR spending	Business Development (Local Community Development)		
	B.	Total sales tax collection	Revenue Directorate	90-110% annually	<p>This KPI measures the ability of the Revenue Directorate to establish an effective compliance and enforcement mechanism to collect taxes payable within DZC entities. The tax mechanism could be a function of the effectiveness of MOUs signed with the Ministry of Treasury, honorariums distributed to tax inspectors performing additional duties to their normal operating hours for the Ministry or implementation of a spot check system for DZC Revenue Directorate staff to randomly inspect whether tax collection procedures are being carried out per the requirements of the MOU. To measure this KPI, refer to the Revenue Directorate for the total sales tax collected (numerator) as well as the planned sales tax payable (denominator). However, additional Directorates may have inputs such as the Finance Directorate or the Economic Directorate as they manage DZC cash flow and project DZC earnings, respectfully.</p>
		Planned sales tax collection	Revenue Directorate		

5.3	A.	# DZC criteria compliant with international standard	Environment Directorate	60% annually	This KPI measures how effective the Environment Directorate is in determining a competitive and sustainable environmental regime for the DZC. Embedded in this KPI is the ability to select an international environmental standard that can realistically be implemented within the cultural, political, social and economic constraints of the DZC operating environment. With this in mind, it is unlikely that at startup DZC will be able to implement all criteria within the selected international environmental standard. Therefore this measure is intended to track over time the degree to which DZC advances closer to 100% compliance with the selected international environmental standard. To measure this KPI, refer to the environmental Directorate for the number of DZC criteria compliant with international environmental standards (numerator) as well as the total number of criteria included in the international environmental standard (denominator).
		Total # criteria included in international environmental standard	Environment Directorate		

3.3 MBO EXPLANATORY POWERPOINT PRESENTATION

Slide 1



Agenda

- Defining MBO
- Benefits to DZC
- Linking this effort to others
- Timeline and action plan




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Management by Objectives (MBO)

MBO ensures deriving individuals' objectives from the organization's strategic goals.

MBO is the participatory process of setting employee objectives and accordingly evaluating performance.



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3

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Benefits to DZC

Commissioners

- Ensure focus on DZC’s mission
- Ensure alignment of day to day business at DZC with the strategic plan
- Provide a “dashboard”



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4

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Benefits to DZC

Directors

- Provide a framework for effective employee management
- Enhance efficiency as middle management
- Provide a tool to help prioritize efforts and funding



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5

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Benefits to DZC

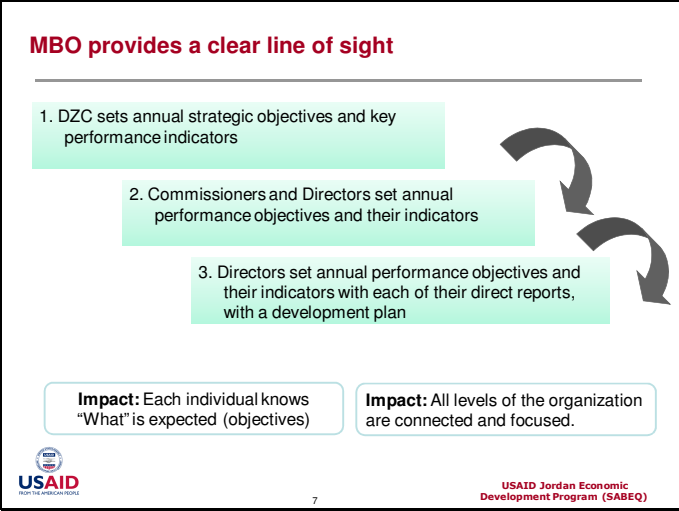
Employees

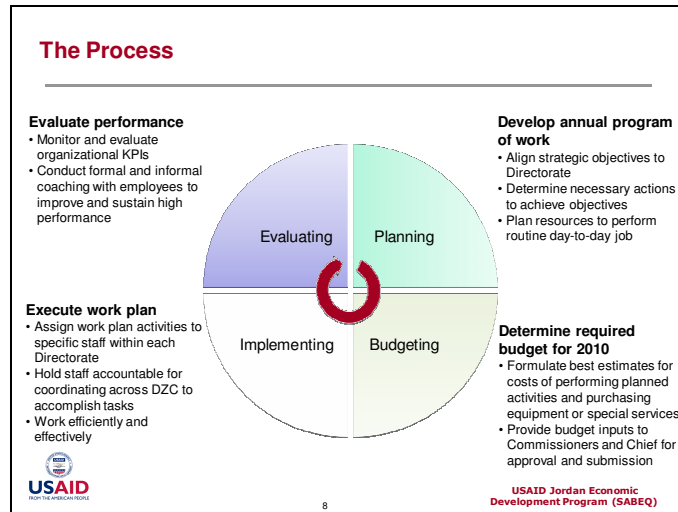
- Enhance sense of belonging to DZC
- Ensure ownership of set objectives
- Ensure a platform for constructive feedback



6

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[illegible]

Interlinks

Strategic Plan





MBO
Organizational Design
Operational Design



9

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Where can you help....

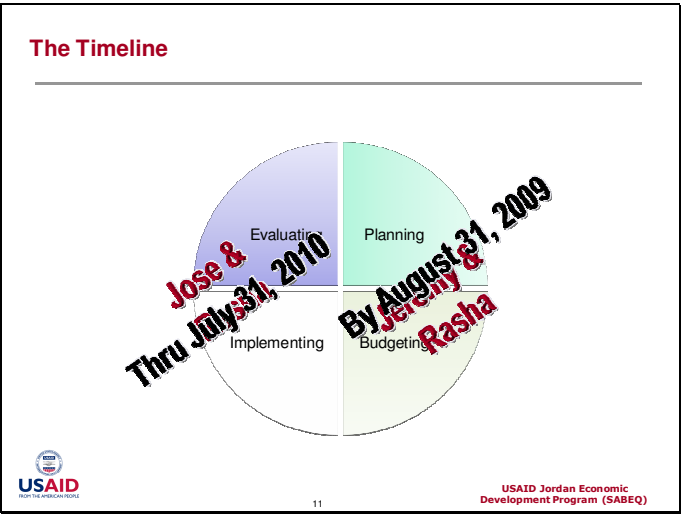
- We facilitate, content comes from you
- Time for interviews and meetings
- Ensure that teams are committed



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Proposed timeline

- **Key Milestones:** *(estimated and subject to change)*
 - July 02: MBO Kickoff meeting
 - July 15: Goals and objectives completed
 - July 22: Implementation plan completed
 - August: Approved MBO Organizational Plan



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Thank You!

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