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Abstract

This report describes the process of selecting a pilot municipality in the governorates outside Amman for the implementation of a pilot business process re-engineering (BPR) project. Implementing the new model is expected to reduce the amount of time and effort needed to complete the mentioned process significantly. This report highlights the criteria and assessment approach to selecting the pilot municipality within the governorates outside the Greater Amman Area to undergo the BPR.

Abbreviations and Acronyms

BPR	Business process reengineering
MMRA	Ministry of Municipalities and Rural Affairs

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1. Background

Several AMIR Program studies have identified that the existing business licensing and permitting practices as being unnecessarily costly to investors seeking to establish new businesses.¹

This project proposes to implement a pilot project in two municipalities one within the area of Greater Amman and the other in a governorate outside Amman, with the aim of developing a model licensing/permitting process that can be applied to other municipalities in the kingdom. The pilot will seek to simplify the fulfillment of existing legal requirements.²

The first part of the project has already been completed with the municipality of Wadiseer being the selected pilot in the Greater Amman Area. The effort entailed mapping out and analyzing the processes related to professional licensing, and developing a new model for issuing and renewing professional licenses as well as for issuing health licenses.

The second part started later with the selection of the Municipality of Madaba as the pilot municipality in the governorates outside Amman. The selection was undertaken in coordination with Ministry of Municipalities and Rural Affairs (MMRA), and as per the approved selection criteria. The details of the selection process of the Municipality of Madaba is available in a separate report.³

Implementing the new model is expected to reduce the amount of time and effort needed to complete the mentioned processes significantly.

This report describes on the high level the existing processes related to professional licensing at the Municipality of Madaba.

¹See the following papers:

Concepts for the AMIR Program's Pilot Municipality Business Process Re-engineering, Micro-Enterprise Initiative (MEI), October 2002.

Microinvestor Roadmap Phase I – Outline of Microenterprise Registration and Licensing Process, February 2002 (Suhair Khatib and Andrew Baird for MEI, AMIR).

Entrepreneur Roadmap Phase II – Validation of Phase I Findings, May 2002 (Suhair Khatib and Andrew Baird for MEI, AMIR).

Microentrepreneur Roadmap Focus Groups, May 2002 (CDG for MEI, AMIR).

Business Process Reengineering: Company Controller Directorate & Company Registry Directorate, Phase 1 - Project Design Proposal, December 2002 (James Reynold for AMIR).

Investor Roadmap, October 2002 (TSG for PSPI, AMIR) – see especially Chapter 3 'Reporting'.

Business Licensing, June 1999, (IBLAW Presentation).

² See *Municipal Licensing Pilot Project Concept Paper by the Micro-Enterprise Initiative (MEI), the Private Sector Policy Initiative (PSPI) and the Information and Communications Technology Initiative (ICTI) of the AMIR Program and Al-Jidara, consortium member of the AMIR Program*

³ See *Selection of Pilot Municipality-Governorates by AlJidara, a consortium member of the AMIR Program*, June, 2004

Introduction:

This report specifies the business processes applied currently at the Municipality of Madaba in the following areas:

- 1- Issuing a Professional License.
- 2- Renewing a Professional License.
- 3- Issuing a Health Certificate.

The objective of this phase was to understand and map out the "As Is" processes on a high level, and to have sufficient understanding of the steps followed in each process, their rationale, owner (implementer) and the documents associated with each process.

Those processes were mapped out, documented and modeled on a high level based on several site visits and meetings with the officials in charge of each process at the Municipality of Madaba, and based on carefully studying the documents related to each process.

The final documents describing all of the above mentioned processes were reviewed and approved by the officials in charge at the municipality.

This report is divided into three main sections:

Section A: Professional Licenses:

This section provides a high-level documentation of the processes of issuing and renewing professional licenses.

The process of issuing a professional license for the first time starts at the municipality, pre-approvals from external government entities are requested in few cases only and mainly for those professions that require security clearance from the governorate of Madaba. Other pre-approvals are requested in few cases from the Ministry of Tourism, Ministry of Education, Vocational Training Corporation and other entities.

The major part of the licensing process is implemented inside the municipality and involves different departments, it focuses on verifying the existence of any financial commitments on the applicant as a result of the different services extended by the municipality and on collecting any due amounts.

Getting a health license is a pre-requisite for issuing the professional license and is considered as a separate process –described below.

The process of renewing the professional license is very similar to the issuance process and goes almost through the same steps.

Section B: Issuing Health Licenses:

This section provides a high-level documentation of the processes of issuing and renewing health licenses.

The process of issuing a health licenses is implemented mostly within the food monitoring division of the municipality. In the cases of food-related professions, a pre-inspection for the site is required and a list of technical requirements needs to be fulfilled before issuing the license. In all other cases, the license is issued directly after paying the required fees.

The annual renewal of the health license goes through the same steps of issuing the license for the first time.

Section C: The Approval Matrix:

This matrix contains the pre-approvals needed for issuing professional licenses for professions that ranked high in terms of number of licenses issued annually.

Those sections –except the approval matrix- were produced in Arabic based on the request of the officials at the municipality and MMRA to facilitate their understanding and communications regarding issues involved. Nonetheless, the modeling for all the processes including all the necessary details was done in English using Microsoft VISIO 2000. The modeling for each process is attached as an annex at the end of this report.

Annex (A): Process Diagrams of Professional and health licensing.

During the next phase, the abovementioned processes will be analyzed in order to select the processes that will be documented and modeled in details before being reengineered.