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# SCOPING OF GAM'S ONE STOP SHOP

SCOPE OF WORK

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# **SCOPING OF GAM'S ONE STOP SHOP**

SCOPE OF WORK

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND  
QUALITY (SABEQ)

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CONCEPT MODLE FOR ONE STOP SHOP FOR HDMU AT GAM

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# **GAM'S ONE STOP SHOP SCOPE OF WORK**

## **OVERVIEW**

### **DOCUMENT PURPOSE**

This document states the scope of work for the involvement of SABEQ in establishing a One Stop Shop (OSS) for issuing Building Permits (BP) for High Density Mixed Use (HDMU) developments.

## **BACKGROUND**

With the increasing demand from investors to build High Density Mixed Used (HDMU) developments in a form of Towers in Jordan, the Greater Amman Municipality (GAM) plays a key role in encouraging and facilitating such major investments.

This requires an efficient and investor-friendly process that aims at protecting the investor, public and government interests. To achieve this, GAM has worked on setting an Interim Growth Strategy (IGS) that defined polices and regulations, locations and a reformed Review Process of these developments.

This Development Review Process is first to be institutionalized with the central GAM, and eventually it will be rolled out to be handled by the district offices. Additionally, this process will be tested with HDMU project applications within the Interim Areas described in the IGS, but envisioned to serve other types of developments besides HDMU.

The Reformed Development Review Process replaces the current cumbersome processes investors have to go through in order to obtain a building license and occupancy permit; it is to cover both the obligation identification and compliance, that should take the investor from the step where the development proposal is only a concept up till the development is completed and complied to the requirements.

## **BUSINESS CASE**

In order to achieve an efficient and investor-friendly process that aims at protecting the investor, public and government interests a One-Stop Shop (OSS) approach to development review will be adopted.

The OSS is intended to eliminate the investor's current requirement in circulating project plans to multiple agencies and departments (public & private) for independent reviews. GAM OSS will manage the process of application submittal and distribution and provide a single point of contact through an Account Manager for the investor.

It is envisioned that the OSS will serve the Design Review and Technical Review stages of the Development Review Process described in the IGS, it will carry on the following functions:

- Distribution of the requirements submittals to all relevant Departments and Agencies
- Monitoring and facilitating the Review progress
- Assembly of Review comments and assessments

SABEQ wishes to capitalize on the work that GAM is planning to undertake and provide optimal possessing of issuance of BP to serve all types of developments in addition to HDMU developments.

## **PROJECT OBJECTIVES**

The project aims at:

1. Defining the operational model that interfaces the OSS with other stakeholders involved in the HDMU BP process.
2. Assessing the applicability of the OSS structure to be rolled back to the standard BP issuance process within the various districts.

## **PROJECT STAKEHOLDERS**

The following are six independent agencies/departments that play a role in the Development Review mentioned above:

- Civil Defense(CD)
- Jordan Engineering Association(JEA)
- Jordan Electrical Power Co. Ltd. (JEPCO)
- Myahona
- Jordan Telecom. Company (JTC)
- Ministry of Tourism and Antiques (MoTA)

Civil Defense and Jordan Engineering Association beside GAM are considered key Stakeholders for the OSS, as they have the greatest responsibilities and work requirements for the permits issuance process.

GAM might wish to involve other external and/or internal parties such as:

- Ministry of Environment
- GAM Engineering, Traffic and Works Department

On the other hand, GAM-with it is internal departments and committees has its own work requirements and responsibilities that extend throughout the process. These departments and committees include:

- GAM Zoning and Building License Department
- GAM Regional Committee
- GAM District Committee

## **THE OSS ESTABLISHMENT CONCEPT**

The work needed to establish the OSS consists of five main components: defining OSS operations, interfacing with external entities, interfacing with GAM, identifying operational and system requirements and assessing involvement of Districts in the HDMU Development process.

The first component, OSS operations, includes the following:

- Defining the structure, processes and activities to be handled by the OSS to facilitate the issuance of HDMU BP

- Defining communication and reporting structure with stakeholders, external entities and GAM, to ensure concise and efficient input for the review process
- Defining the consolidation mechanism for the stakeholders review inputs into a unified and structured report
- Defining the various milestones to be monitored and tracked within the OSS processes and the required investor's reporting requirements
- Defining the monitoring mechanisms to ensure transparency and control over the OSS processes
- Defining Key Performance Indicators for the OSS operations and communication with external entities
- Identifying the mechanisms for conflict's resolution, the required escalation paths and the supporting processes
- Defining the Account Manager's responsibilities and duties
- Defining the filing, archiving and retrieval processes for HDMU project documentation
- Preparing and packaging forms, guidelines and handouts to be circulated to investors, external entities, GAM and internally within OSS
- Preparing for OSS pilot stage and roll out to the HDMU projects

The Second component, interfacing with external entities, includes the following:

- Defining communication requirements, information flow, cycle times with the OSS during HDMU Development Review process
- Defining the internal cycle times, reporting requirements, review and feedback mechanisms to ensure efficiency and timeliness of the process
- Defining forms to be used during the Review process

The Third component, interfacing with GAM, includes the following:

- Assessing GAM internal processes in relation to OSS HDMU Development Review process
- Streamlining GAM internal reporting structure, internal information flow, processes and activities in relation to the OSS processes
- Defining the consolidation mechanism for GAM internal review inputs into a unified and structured report
- Defining communication requirements, information flow, cycle times with the OSS during the Review process
- Defining GAM internal cycle times, reporting requirements, review and feedback mechanisms to ensure efficiency and timeliness of the process
- Defining forms to be used during the Review process

The Fourth component, the Operational Requirements component includes the following:

- Defining the staffing, human resources and manpower requirements to operate the OSS within the specified performance indicators. This should be done based on the expected productivity level of staff along with the expected workload.

- Defining the automation and system requirements from both business and performance perspectives to be properly articulated for subsequent system design and development
- Outlining operational requirements covering space and office equipment requirements

The last component of the OSS establishment concept, the assessment of the Districts Involvement in the HDMU development process, includes the following:

- Conducting an assessment of the District's involvement in the HDMU Development Review Process

## SCOPE OF WORK

### IN SCOPE

During this project SABEQ will assist and work with GAM to design the OSS operational concept model and conduct an assessment of the model roll-out to the standard BP process to serve the project objectives. The work was broken down into two main parts, OSS Design and Roll-Out Assessment.

**The First Part, OSS Design**, consists of two main components: defining the OSS operational concept and interfacing with the stakeholders, external entities and GAM. The first component, the OSS operational concept, will provide the conceptual design of the required OSS operations discussed in the first component, Section 1.6 of this document. The work will focus on the OSS operations in relation to the stakeholders and it will cover the following:

- Defining the processes and activities to be handled by the OSS to facilitate the issuance of HDMU BP
- Defining the communication and reporting structure with stakeholders, external entities and GAM to ensure concise and efficient input for the review process
- Defining the consolidation mechanism for the stakeholders review inputs into a unified and structured report
- Defining the various milestones to be monitored and tracked within the OSS processes and the investor's reporting requirements

The Second component, interfacing with stakeholders, covers mainly the work discussed in the second component, Section 1.6 of this document. GAM as a stakeholder will be dealt within a similar manner to other stakeholders of external entities. This component covers the following:

- Defining communication requirements, information flow, and cycle times with the OSS during HDMU Development Review process
- Defining the internal cycle times, reporting requirements, review and feedback mechanisms to ensure efficiency and timeliness of the process

**The Second Part, Roll-Out Assessment**, covers the following:

- Selecting the pilot district to be assessed during the project
- Assessing the possibility of adapting the OSS concept and framework into the standard BP issuance process in the various districts

### OUT OF SCOPE

The following items are considered out of the consultancy scope:

- The Pre-application Consultation stage and its output are considered is out of the scope. The project plan and level of efforts are designed to cover the Design and Technical Review stages of the Development Review process only.

- The Occupancy Permits and any other process further to the “Start construction” permission given to the investor is out of the project scope. The Development Review process is intended to cover both the obligation identification and compliance within the Technical Review stage; however, the project plan and level of efforts are designed to cover the obligation identification only, which is the BP.
- Assessing the efficiency and/or redesigning the Development Review Process for the HDMU developments.
- Assessing and or/ reengineering of GAM and external entities internal processes related to the HDMU Review process.
- Assessing and/or reengineering of GAM and external entities standard BP processes.
- Designing and developing the review criteria and public hearing process and any activities that are not highlighted as within the OSS boundaries in reference to Interim Growth Strategy-High Density Mixed Use- Development Manual -D. Interim Development Application Process.
- Defining the internal OSS support processes including conflict’s resolution, the required escalation paths and processes, and/ or filing, archiving and retrieval processes for HDMU project documentation.
- Defining the monitoring and evaluation process and Key Performance Indicators for the OSS operations and communication with external entities.
- Detailing the OSS Operational processes.
- Preparation and packaging of forms, guidelines and handouts to be circulated to investors, external entities, GAM and internally within OSS.
- Defining OSS Operational Requirements including automation and system requirements, and/or space and office equipment requirements.
- Preparing for the OSS pilot stage and roll out to the HDMU projects.
- Assessing and/ or defining the district’s involvement in the HDMU Development Review Process.
- Assessing building codes and regulations.
- Assessing staff capability and skills.
- Collecting statistical data related to workload, cycle times and performance indicators.
- Conducting OSS Roll out to Districts to handle HDMU and other developments
- Preparing OSS Facility Architecture.
- Designing and printing forms, guidelines and handouts.

## **ASSUMPTIONS**

The following assumptions shall be taken into consideration:

- The scope of work assumes the above are the only mentioned stakeholders of the project.
- It is assumed that external entities have the capability to cater for HDMU within their current capacity and regulations.
- It is assumed that external entities have an identified internal process, flows and requirements to cater for HDMU.

- The OSS design shall only meet the requirements of the HDMU BP issuance process in the Interim Areas.
- GAM has already designed and developed the required Zoning of Interim Growth Areas
- The OSS will only handle qualified investor's requests that result from the consultation phase; the OSS will not assess the feasibility or qualification of applications.

## PROJECT PLANNING

### PROJECT SCHEDULE

High Level Milestone	Planned Date
Project start date	April 1, 2007
Approved Plan and formed Project Working Groups	April 14, 2007
Stakeholders Requirements Sign off	May 7, 2007
Concept Design sign off	June 14,2007
District Roll Out assessment Report	June 21,2007
Project End Date	July 1,2007

### DELIVERABLES

Project Deliverable	Deliverable Description
Stakeholders' Requirements documentation	Documentation of each stakeholder processing requirements in relation to the OSS Design and Technical Review of HDMU. The documentation will summarize process inputs, outputs, processing cycle times and interaction points with investor and communication requirements with GAM and other stakeholders involved in the process.
Concept Design	A process map of the overall OSS process workflow with identified process cycle-time and milestones. The rationale of the facilitation mechanism between stakeholders-investors and communication mechanism between the OSS and the stakeholders. Reporting requirements definition document that includes: Reporting requirement between stakeholders and the OSS Reporting requirements between OSS and the investor.
Analysis Report Of BP standard Processes	Summary assessment report of the OSS concept adoption at the district for standard BP process.

## PLAN SUMMARY

Overall Level of Effort: 60 day

Project Duration: 3 months

#	Phase	LOE (Day)
1	Initiation	4
2	OSS Establishment	51
2.1	Assessment and Requirements Identification (for DR & TR stages)	28
2.2	OSS Concept Design ( for DR& TR stages)	23
3	District Roll out Assessment	5
<b>Total</b>		<b>60</b>

## EXPECTATIONS FROM GAM

- Having a project champion from senior management to head the project steering committee.
- Dedicating a counter project manager from GAM's side to act as liaison officer working closely with the project team in coordinating interactions with the various stakeholders, ensuring timely reviews by business owners, and following up on overall project progress and status.
- Dedicating a counter team from GAM, that consist of two staff members, to work closely with SABEQ consultants all through the project phases to carry on the work needed to establish the OSS.
- Availing enough time to provide SABEQ team with relevant information.
- Providing continuous reviews for the project deliverables in order to ensure smooth final acceptance of the project. The timely reviews will enable the project team to take corrective actions as early as possible.

## ROLES AND RESPONSIBILITIES

Role	Responsibilities include
GAM Project Champion	<ul style="list-style-type: none"> <li>• Heading the project steering committee.</li> <li>• Ensuring smooth project implementation and providing facilitation to the project team throughout the project.</li> <li>• Monitoring and reviewing project progress and providing the needed support and resources to achieve the project objectives.</li> </ul>
GAM Project Manager	<ul style="list-style-type: none"> <li>• Acting as a liaison officer working closely with project team in coordinating interactions with various stakeholders, ensuring timely reviews by business owners, and following up on the overall project progress and status.</li> <li>• Advising the project team on technical matters.</li> </ul>
Project Working Group	<ul style="list-style-type: none"> <li>• Approving project deliverables, as needed</li> <li>• Advising on overall technical matters</li> </ul>
SABEQ Project Manager	<ul style="list-style-type: none"> <li>• Providing technical and managerial supervision of project status.</li> <li>• Ensuring performance, timeliness, accuracy, efficiency and adherence to project requirements.</li> </ul>
Stakeholders Working Group	<ul style="list-style-type: none"> <li>• Identifying and finalizing the processing and communication requirements of their respective entities.</li> <li>• Supporting the consultants on technical matters by providing advice, technical reviews and needed information.</li> </ul>
Stakeholders Main Contact	<ul style="list-style-type: none"> <li>• Working as a member of the respective entity working group</li> <li>• Work as an entity representative in the project working group</li> <li>• Acting as a liaison officer between the project and their respective entities.</li> <li>• Supporting the consultants by providing the needed information and documents from their respective entities.</li> </ul>
GAM team	<ul style="list-style-type: none"> <li>• Working alongside the consultants during the project phases.</li> <li>• Implementing the work needed to establish the OSS as articulated in GAM's Proposed Next Steps, Section 5.0.</li> </ul>

## **CONSULTANT QUALIFICATION**

1 Senior Consultant (LOE: 30 Working days):

- At least 5 years of experience.
- Expertise in large project implementation, business transformation, process improvement and change management.
- Knowledge of process mapping, data collection, process analysis and data modeling.
- Demonstrated team management and leadership skills.
- Knowledge in project management methodology.
- Knowledge of government licensing processes.

1 Consultant (LOE: 30 Working days)

- 3 years of experience.
- Knowledge of process mapping, data collection and data modeling.
- Strong computer skills in MS applications and mainly Visio.

## **PROJECT APPROACH**

The project will adopt a participatory approach with GAM and Stakeholders, where working groups will be formed between GAM and stakeholders. In addition, a dedicated staff from GAM will work closely with the SABEQ consultants to carry on the work needed to establish the OSS.

To best achieve the project objectives based on the breakdown mentioned above, the project will be implemented in three main phases: Initiation, OSS Establishment, and District Roll out Assessment

## **INITIATION PHASE**

During this phase a revision of project objectives and scope with GAM and SABEQ will take place. An assessment of stakeholder readiness in order to identify which stakeholder the team can start working with will be conducted. Accordingly, the project plan will be reviewed and then communicated with stakeholders in terms of approach and time-line. Stakeholders' main contacts will be identified; these main contacts will sit together as a project main working group. In addition, stakeholders' internal working groups will be formed. Communication structure and mechanism will be agreed upon with stakeholders.

## **OSS ESTABLISHMENT**

This phase will be conducted in two main stages: Assessment and Requirements Identification, and Design.

## **ASSESSMENT AND REQUIREMENTS IDENTIFICATION**

The Assessment and Requirements Identification stage will cover both Design Review and Technical Review stages of the BP application review process. The assessment will be conducted on each stakeholder level and from the OSS perspective.

A high level mapping of stakeholders HDMU BP current processes will be captured and analysis will take place to identify stakeholder process inputs, outputs, processing cycle times and interaction points with investor and communication requirements with GAM and other stakeholders involved in the process. Involved parties from stakeholder will sit in a form of working groups to identify and finalize their requirements.

Similar to the approach with other stakeholders, GAM internal departments and committee representatives will be gathered in a working group to identify and finalize their processing and communication requirements.

Once the stakeholders' requirements are identified, a consolidation step of all stakeholders' requirements from the perspective of the investor will take place to identify the OSS overall requirements. In this step, the overall possessing requirements will be defined including the investors and stakeholders communication requirements from the OSS in addition to the communication requirements among the stakeholders themselves. This step will be conducted in collaboration with the GAM Project Manager.

## **DESIGN STAGE**

The Design stage will cover the internal OSS operations in addition to the interface with the stakeholders involved in a form of concept.

During the concept design, the OSS process workflow including process cycle time and milestones will be defined. Additionally, a definition of the facilitation mechanism between stakeholders-investors and communication mechanism between the OSS and the stakeholders will be established. Moreover, the reporting requirements between the stakeholders and the OSS from one side the OSS and the investor from the other side will be defined and discussed with the project working groups.

## **DISTRICT ROLL OUT ASSESSMENT**

The One Stop Shop model will be assessed to identify the components that can be utilized to serve other BP issuance process. This assessment will be done based on the analysis conducted in the previous phase and through discussions with the project working group. An assessment report will be drafted and submitted to the DSAP Head to highlight the ability of the districts to handle similar concept of the OSS for other types of developments.

## **GAM PROPOSED NEXT STEPS**

### **PROPOSED OBJECTIVES**

Still, GAM will need to complete the work started by the SABEQ in order to ensure efficient and smooth operation of the OSS. The work GAM will need to conduct includes:

1. Detailing the approved concept design into operational manuals.
2. Defining the required structure for OSS internal operations
3. Defining the operational requirements for the OSS
4. Reengineering GAM internal operation in relation to the OSS
5. Assessing and defining the Districts involvement within the HDUM permits issuance process

## **PROPOSED APPROACH**

### **INTERNAL GAM STREAMLINING**

In Parallel to the “Assessment and Requirements Identification” phase conducted by SABEQ consultants, an assessment of GAM involved departments’ processes can be conducted to capture and detail internal workflow. This should be done as a preparation for the reengineering of the internal GAM processes.

## **OSS DETAIL DESIGN**

Once the concept design proposed by SABEQ consultants is approved and agreed upon among the involved parties, a comprehensive design of the overall process should be detailed by GAM.

In the detailed design, both the stakeholders and the OSS process forms needs to be detailed and packaged to reflect the agreed upon concept design. Furthermore, a streamlined design of GAM internal processes can be introduced, discussed and articulated.

For each stakeholder communication and reporting structure with OSS needs to be put in place. The guidelines for these processes may also be produced to support the implementation of these processes.

With GAM internal departments/committees, the detailed design, which improves and streamlines the internal processes, internal workflow and reporting structure can be discussed and articulated. The improved structure should provide a consolidation mechanism for GAM internal review inputs into a unified and structured report. Additionally and similar to other stakeholders, the communication and reporting structure with OSS needs to be articulated. Guidelines for these processes may also be produced to support the implementation of the process.

In this stage, the internal communication structure, processes of the OSS and the Account Manager's responsibilities can be articulated. The feedback consolidation process and the investor final report should be designed. All OSS supporting processes including, progress reporting, the escalation path and processes and filing processes should be designed. At the end of this stage, OSS Operational Manual can be produced in addition to the Investor's Booklet.

Key Performance Indicators for all involved parties in the process including the Account Manager, the OSS operations, stakeholders and the communication should be defined along with the monitoring and evaluation process.

## **OSS OPERATIONAL REQUIREMENTS IDENTIFICATION**

This stage OSS Operational Requirements Identification should cover the definition of automation and system requirements from business perspectives. This should be done through analyzing the detailed design, focusing on possible areas where systems and automation help enhance productivity.

Additionally, the physical and operational requirements covering space and office equipment and staffing should be defined to ensure smooth implementation of the OSS. These requirements can be defined based on the nature of the operations, forecasted volume of work and targeted KPIs in coordination with the GAM Project Manager.

## **OSS IMPLEMENTATION**

The OSS Implementation stage, shall be conducted for selected pilot proposals, tested then rolled out to serve all HDMU development proposals. The selection of pilot proposal may take place based on DSAP recommendations and with the investor's agreement. Finally, the model should be refined based on GAM, stakeholders, and investor feedback collected by the GAM Project Manager and GAM team supervision of the pilot.

## **HDMU BP- TO- DISTRICT ROLL OUT ASSESSMENT**

The One Stop Shop model should be assessed in terms of its applicability to be handled in the districts for the HDMU developments. This can be done through discussions with the directors of the district offices in which the interim areas are identified.

## PROPOSED PLAN

### PROJECT SCHEDULE

High Level Milestone	Planned Date
Project start date	April 1, 2007
Detailed AS IS mapping of Internal GAM processes	May 7, 2007
Approved streamlined internal GAM processes	July 14, 2007
Approved OSS operational manual	July 14, 2007
Identified OSS Operational Requirements	August 7, 2007
Selected Pilot for implementation	July 14, 2007
Refined OSS Operational manual	August 21, 2007
District Roll Out assessment Report	August 7, 2007
Project End Date	September 1, 2007

### PROPOSED DELIVERABLES

Project Deliverable	Deliverable Description
Detailed AS IS mapping of Internal GAM processes	Detailed process maps and documentation of GAM Internal Processes in relation to the OSS Design and Technical Review of HDMU
OSS operational Manual	Detailed process maps and documentations and forms of OSS operations Stakeholders communication and reporting structure, forms and guidelines Investor Booklet KPI s
GAM streamlined Operational Procedure	Streamlined Operational procedure and maps of GAM Internal Processes in relation to the OSS Design and Technical Review of HDMU
Operational Requirements Report	System automation and office operational requirement identification report
HDMU BP-to District Roll out Assessment Report	Assessment reports of the OSS concept adoption at the district for HDM and standard BP process.

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