ASEZA Customer Satisfaction Report

Khelief and Samman

Aqaba Community and Economic Development Program

Cybill Sigler, COTR

278-C-00-08-00301-00

AECOM International Development
December 16, 2008
SOW-021-2008
Indication of procurement sensitive information, if appropriate

Khelief and Samman

USAID
FROM THE AMERICAN PEOPLE

USAID- AQABA COMMUNITY AND ECONOMIC DEVELOPMENT PROGRAM (ACED)
Jordan

Aqaba Customer Satisfaction Survey Project
Directed Towards Households and Businesses affected by ASEZA Services

RFP no. 011-2008/PO no.301-P08-001-006

Report on the Customer Satisfaction Survey 2008

Conducted during the period from: October 22nd to October 30th 2008

Date of this Report: December 16th 2008

Khleif & Samman Business Advisors,
Member Firm of Moore Stephens International Limited
&
Team Power International
Consortium

Disclaimers

This report is produced by Moore Stephens Khleif and Samman and Team Power International Consortium, subcontractors to the Aqaba Community and Economic Development Program (ACED) funded by the U.S. Agency for International Development (USAID) to support development of the Aqaba Special Economic Zone (ASEZ) in Aqaba, Jordan.
This survey is implemented through a task order under the USAID Support for Economic Growth and Institutional Reform Project for General Business Development & Trade & Investment (SEGIR/GBTI).

MOORE STEPHENS
INTERNATIONAL LIMITED

KHLEIF & SAMMAN

Team Power International
Where Your Winning Future Begins

December 16, 2008

Messrs USAID- ACED
Aqaba - Jordan

Attention: Mr. M. Miller

Subject: Final definitive survey report on the ACED Program Customer Satisfaction Survey for the year 2008.

Dear Mr. Miller

We are pleased to submit this final report on the definitive Customer Satisfaction Survey (CSS).

The report covers the activities taken in order to achieve the objectives of the CSS project survey.

We appreciate the assistance provided by USAID- ACED Program staff.

Sincerely,

Nadeem Ramsay PhD.

Project Manager
Khleif and Samman
Business Advisors

Rami Samman

Managing Partner
Khleif and Samman
Business Advisors

Table of Contents

EXECUTIVE SUMMARY 6
OBJECTIVES OF THE SURVEY 6
HIGHLIGHTS OF THE SURVEY FINDINGS 7
METHODOLOGY OF THE SURVEY 16
SCOPE OF THE SURVEY 17
SATISFACTION CRITERIA 17
SCALE FORMAT 18
INTERVIEWER TRAINING PROCEDURES 18
DATA PROCESSING PROCEDURES 19
FINDINGS OF THE SURVEY 19
SECTION 1: COMMERCIAL SECTOR RESULTS 21
- Establishing a Dialogue with Local Businesses 23
- Results of the Commercial Sector Survey 23
- Commercial Sector: Comments and recommendations made by respondents to open questionnair 39

SECTION 2: HOUSEHOLDS RESULTS 47
- Results of the Survey 47
- Criteria of Analysis 49
- Households comments and recommendations made by respondents to open questions 60
- Highlights of respondents comments and recommendations 60

APPENDICES 63
- Appendix 1: Recommendations for Community Involvement 63
- Appendix 2: Opportunities (King Abdullah II Award for Excellence) 71
- Appendix 3: Excellence in Service Provision and Customer Satisfaction 73
- Appendix 4: Living up to the ASEZA Brand 74
- Appendix 5: Proposed ASEZA Charter as an Ethical Commission 75
- Appendix 6: Creation of an Ethics Initiative 80
- Appendix 7: Employee Satisfaction & Customer Satisfaction 81
- Appendix 8: Areas of Opportunities 83
- Appendix 9: Repeat Surveys 85

Annex A: Specimen of the Households Customer Satisfaction Survey Questionnaire 86
Annex B: Specimen of the Commercial sector Customer Satisfaction Survey Questionnaire 90

Tables Summary

Table 1: Comparisons of the Overall Satisfaction by Directorate Between 2006 and 2008 7
Table 2: The Overall Level Of Satisfaction Among both Customer Segments..... 8
Table 3: Overall "levels of satisfaction" by customer segment 9
Table 4: Overall Satisfaction ASEZA By Segment And Locality (2008)..... 10
Table 5: Comparisons of satisfaction with services provided by the Directorates 10
Table 6: Service areas of Revenue/Taxation Directorate most improved /least improved..... 11
Table 7: Service areas of Investment most improved /least improved 11
Table 8: Service areas of Community Development most improved /least improved 11
Table 9: Service areas of City Services Directorate most improved /least improved 12
Table 10: Service areas of Building Control most improved /least improved..... 12
Table 11: Service areas of Planning and Development most improved /least improved 12
Table 12: Service areas of Community Works and Coordination most improved /least improved..... 13
Table 13: Service areas of Health Control most improved /least improved..... 13
Table 14: Service areas of Environmental Planning most improved /least improved..... 13
Table 15: Number of Customers who had dealings with Directorates 14
Table 16: Rank of Importance of Most common problems..... 15
Table 17: Benchmarking Results of 2008 with 2006 Survey by Directorate and Criteria 20
Table 18: Commercial results of the survey 21
Table 19: Types of enterprise interviewed 21
Table 20: Types of activities of respondents from the commercial sector 21
Table 21: Number of Employees working in the respondent enterprises..... 22
Table 22: Location of the interviewed enterprises 22
Table 23: Commercial sector responses : Importance of Topics - percentages..... 24
Table 24: Overall levels of satisfaction with ASEZA – percentages 24
Table 25: Commercial Respondents who had dealing with the Directorates 25
Table 26: Clearness of Information Provided by Personnel..... 26
Table 27: Simplicity of Forms and Procedures 27
Table 28: Processing Time of Cases or Applications..... 28
Table 29: Employee follow-up 29
Table 30: Knowledge of Employees 30

Table 31: Problem Solving 31
Table 32: Reasonableness of Fees Charged 32
Table 33: Employees' Politeness in Treatment of Customers 33
Table 34: Responsiveness to Customers' Complaints 34
Table 35: Availability/Clarity of Laws and Regulations 35
Table 36: Support to the Business Sector 36
Table 37: What Bothers Commercial Respondents 37
Table 38: Recommending Directorates to others 38
Table 39: Households Results 47
Table 40: Households Responses by Professions 48
Table 41: Households Location of respondents 48
Table 42: Households Respondents who had dealing with the Directorates 50
Table 43: Households Levels of Satisfaction with utilities 51
Table 44: Households Levels of Satisfaction with City Services 51
Table 45: Households Levels of Satisfaction with Transportation 52
Table 46: Households Levels of satisfaction with Housing 53
Table 47: Households Levels of satisfaction with Schools 54
Table 48: Households Levels of satisfaction Recreational Facilities 55
Table 49: Households Levels of satisfaction Medical and Health Care 56
Table 50: What bothers respondents the most 57
Table 51: Households overall satisfaction with ASEZA 58
Table 52: Households Levels of Recommending Directorate services to others 59

Table of Figures

Figure 1: Comparison of Overall Satisfaction between 2006 and 2008 7
Figure 2: The Overall Levels of Satisfaction by both Customer Segments 8
Figure 3: Overall "levels of satisfaction" by customer segment 9
Figure 4: Number of customers who had dealings with directorates (2008)..... 14
Figure 5: Rank of Importance of Most common problems 15
Figure 6: Commercial sector responses: Importance of Topics - percentages 23
Figure 7: Commercial sector Overall levels of satisfaction with ASEZA percentages..... 24
Figure 8: Commercial Respondents who had dealing with the Directorates..... 25
Figure 9: Clearness of Information Provided by Personnel..... 26
Figure 10: Simplicity of Forms and Procedures..... 27
Figure 11: Processing Time of Cases or Applications..... 28
Figure 12: Employee follow-up on Customer Requests..... 29
Figure 13: Knowledge of Employees 30
Figure 14: Problem solving 31
Figure 15: Reasonableness of Fees charged..... 32
Figure 16: Employees' Politeness in Treatment of Customers 33
Figure 17: Responsiveness to Customers' Complaints 34
Figure 18: Availability/Clarity of Laws and Regulations 35
Figure 19: Support to The Business Sector 36
Figure 20: What Bothered Commercial Respondents 37
Figure 21: Recommending Directorates to others..... 38
Figure 22: Gender of Respondent..... 47
Figure 23: Households Responses by Professions 47
Figure 24: Households Respondents who had dealing with the Directorates 49
Figure 25: Households Levels of Satisfaction with utilities..... 50
Figure 26: Households Levels of Satisfaction with City Services 51
Figure 27: Households Levels of Satisfaction with Transportation 52
Figure 28: Households Levels of Satisfaction with Housing 53
Figure 29: Households Levels of satisfaction with Schools..... 54
Figure 30: Households Levels of satisfaction Recreational Facilities..... 55
Figure 31: Households Levels of satisfaction Medical and Health Care..... 56
Figure 32: What bothers respondents the most 57
Figure 33: Households overall satisfaction with ASEZA..... 58
Figure 34: Households levels of recommending Directorate services to others..... 58

EXECUTIVE SUMMARY

This report responds to the requirements of tasks 3-5 as stated in the Purchase Order for Services, number: 301-P08-001-006 , SOW 021-2008

During October 2008, the consultants working on behalf of the ACED Program carried out a broad survey to better understand customers' perceptions. Among other things, the survey sought to establish a baseline measurement of the satisfaction level of Households and local Businesses in terms of the services and overall performance of Aqaba Special Economic Zone Authority (ASEZA). In all, two sub-surveys were conducted:

The ASEZA Households Satisfaction Survey (HSS)
The ASEZA Commercial Sector Satisfaction Survey (CSSS)

Each of the two surveys was based on standardized questionnaire given to and filled out by the targeted population in one-on-one interview basis (see Annexes A and B for questionnaires)[1].

OBJECTIVES OF THE SURVEY

1. To help ASEZA understand its customer segments
2. To identify problems and issues concerning ASEZA's performance in delivery of services to customers
3. To benchmark ASEZA's current performance against customer needs, expectations, and demands
4. To help set performance targets for improving services
5. To identify need in community service and for improvement in key ASEZA processes used to plan and deliver services and,
6. To set baseline performance indicators for monitoring and assessing how ASEZA is delivering breakthroughs in delivering services to customers.

These objectives were first established for ASEZA as part of a similar satisfaction surveys conducted in 2005 and 2006. The 2008 survey is intended to establish a practice of conducting surveys biannually.

[1] "This report should be read in conjunction with Pilot Study Report submitted to ACED on October 20 2008".

HIGHLIGHTS OF THE SURVEY FINDINGS

The following chart is a summary presentation of the 2008 survey results benchmarked against the 2006 results for each directorate as well as the levels of each satisfaction services provided by the directorates.

Figure 1: Comparison of overall satisfaction by directorate between 2006 and 2008

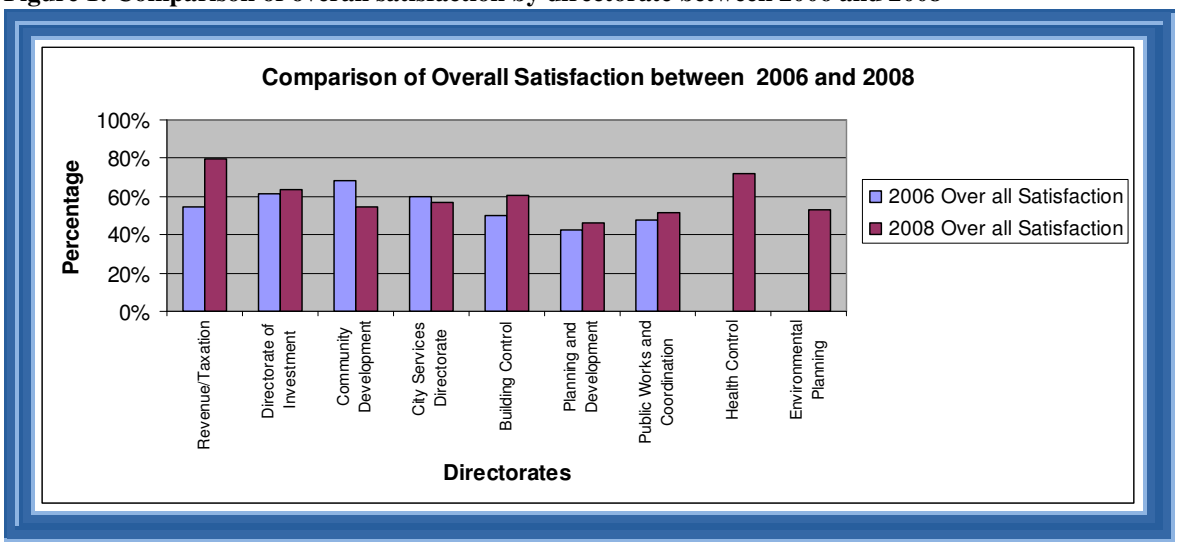


Table 1: Comparisons of the overall satisfaction by directorate between 2006 and 2008

Directorate	Overall satisfaction 2006	2008*
Revenue/Taxation	54.2%	79.4%
Investment	61.3%	63.4%
Community Development	68.1%	54.3%
City Services	59.6%	56.7%
Building Control	50.3%	60.8%
Planning and Development	42.1%	46.4%
Community Works and Coordination	48.0%	51.67%
Health Control	n/a	71.8%
Environmental Planning	n/a	53.0%

* Average percentage includes satisfaction with Business Support

Figure 2: The Overall Levels of Satisfaction by both Customer Segments

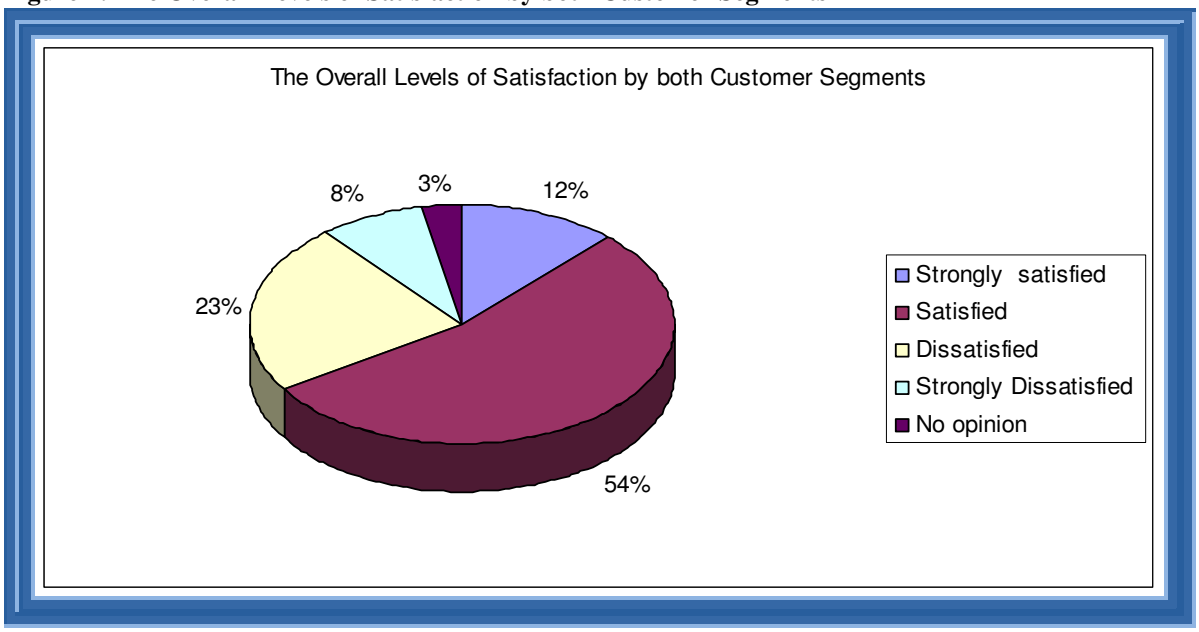


Table 2: The Overall Level of Satisfaction by both customer segments

	Levels of satisfaction				
	Strongly Satisfied	**Satisfied**	**Dissatisfied**	**Strongly Dissatisfied**	**No opinion**
Levels of Satisfaction by commercial and household respondents	11.9%	54.0%	23.1%	8.0%	3.0%

Figure 3: Overall "Levels of Satisfaction" by customer segment

Table 3: Overall "Levels of Satisfaction" by customer segment

	Levels of Satisfaction				
	Strongly Satisfied	**Satisfied**	**Dissatisfied**	**Strongly Dissatisfied**	**No opinion**
Levels of Satisfaction by commercial respondents	10.01%	55.4%	24.0%	9.7%	0.8%
Levels of Satisfaction by households respondents	13.2%	52.9%	22.4%	6.8%	4.7%

Table 4: Overall Satisfaction by Location and segment

Location	Commercial	Household
Commercial Area 1	68	
Commercial Area 2	60	
Doha	76	49
Residential Area 6	88	66
Al-Shateh (Beach)	29	53
Al-Shalalah	83	62
Mahdood	75**	70
Al-Rimal	25**	71
Old City	75**	76
Al-Radwan	100*	71
Residential Area 12	Insignificant**	Insignificant*
Southern Industrial zone	100	
Northern Industrial Area	58	

* small sample size less than 1%
** sample size less than 1%

Table 5: Comparisons of satisfaction with services provided by the directorates

The most satisfactory services were generally provided by these directorates	The least satisfactory service were generally provided by these directorates
1) Health	1) Planning and Development
2) Revenue/Taxation	2) Community Development
3) Investment	3) Community Works
4) City Services	
5) Building Control	
6) Environmental Planning	

The Service Areas of Directorates Most Improved /Least Improved Were:

Comments: Criteria for most improved services are for those directorates achieving more than 50% satisfaction levels, and directorates least improved, are those achieving less than 50% satisfaction.

Table 6: Service areas of Revenue/Taxation Directorate most improved /least improved

The services area most improved	The services areas least improved
Information	Processing Time
Employees Politeness	Responsiveness to Customers' Complaints
Forms and Procedures	
Employee Follow-up	
Knowledge of Employees	
Laws and Regulations	
Problem Solving	
Fees Charged	
Support to Business (no previous data available)	

Table 7: Service areas of Investment most improved /least improved

The services area most improved	The services areas least improved
Fees Charged	Processing Time
Employees Politeness	Laws and Regulations
Responsiveness to Customers' Complaints	Problem Solving
Employee Follow-up	Forms and Procedures
Knowledge of Employees	Information
	Support to Business (no previous data available)

Table 8: Service areas of Community Development most improved /least improved

The services area most improved	The services areas least improved
	Processing Time
	Laws and Regulations
	Problem Solving
	Forms and Procedures
	Information
	Support to Business (no previous data available)
	Employee Follow-up
	Knowledge of Employees
	Employees Politeness
	Fees Charged
	Responsiveness to Customers' Complaints

Table 9: Service areas of City Services Directorate most improved /least improved

The services area most improved	The services areas least improved
Information	Processing Time
Forms and Procedures	
Employee Follow-up	
Knowledge of Employees	
Fees Charged	
Employees Politeness	
Problem Solving	
Responsiveness to Customers' Complaints	
Laws and Regulations	
Support to Business (no previous data available)	

Table 10: Service areas of Building Control Directorate most improved /least improved

The services area most improved	The services areas least improved
Information	Processing Time
Forms and Procedures	
Employee Follow-up	
Knowledge of Employees	
Fees Charged	
Employees Politeness	
Problem Solving	
Responsiveness to Customers' Complaints	
Laws and Regulations	
Support to Business (no previous data available)	

Table 11: Service areas of Planning and Development Directorate most improved /least improved

The services area most improved	The services areas least improved
Information	Processing Time
Fees Charged	Forms and Procedures
Employees Politeness	Employee Follow-up
Responsiveness to Customers' Complaints	Knowledge of Employees
	Problem Solving
	Laws and Regulations
	Support to Business (no previous data available)

Table 12: Service areas of Community Works and Coordination Directorate most improved /least improved

The services area most improved	The services areas least improved
Information	Processing Time
Employees Politeness	Fees Charged
Forms and Procedures	Employee Follow-up
Knowledge of Employees	Responsiveness to Customers' Complaints
Support to Business (no previous data available)	Problem Solving
	Laws and Regulations

Table 13: Service areas of Health Control Directorate most improved /least improved

The services area most improved	The services areas least improved
Information	
Employees Politeness	
Forms and Procedures	
Knowledge of Employees	
Support to Business (no previous data available)	
Processing Time	
Fees Charged	
Employee Follow-up	
Responsiveness to Customers' Complaints	
Problem Solving	
Laws and Regulations	

Table 14: Service areas of Environmental Planning Directorate most improved /least improved

The services area most improved	The services areas least improved
Employees Politeness	Information
Forms and Procedures	Processing Time
Knowledge of Employees	Problem Solving
Support to Business (no previous data available)	
Fees Charged	
Employee Follow-up	
Responsiveness to Customers' Complaints	
Laws and Regulations	

Figure 4: Number of customers who had dealings with directorates (2008)

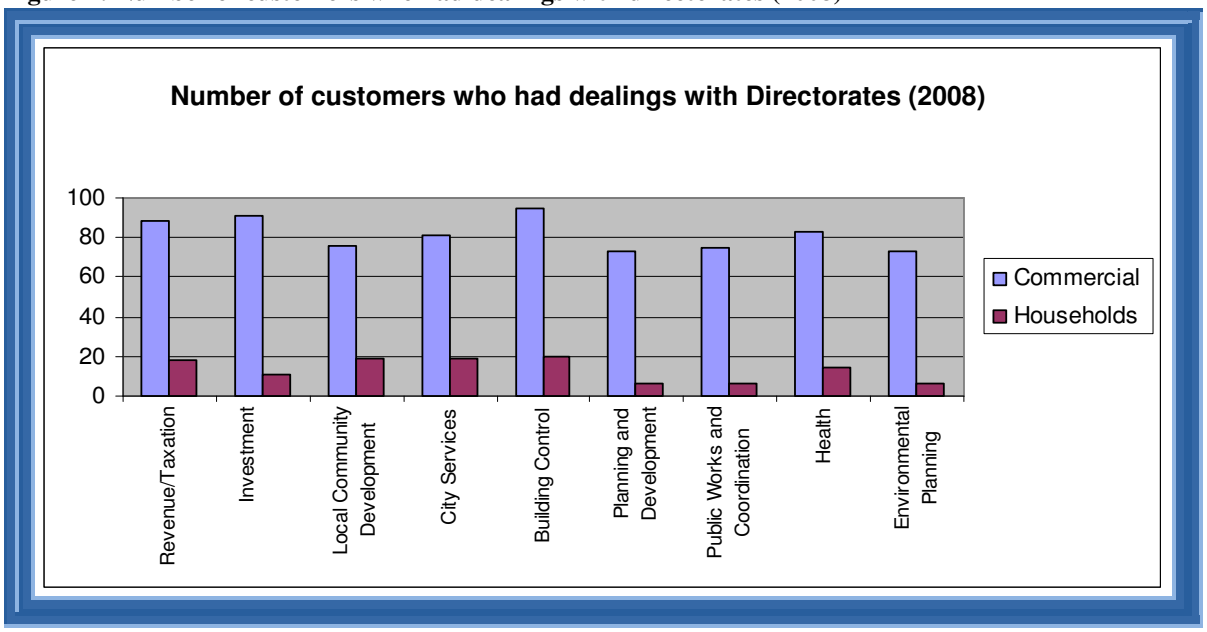


Table 15: Number of customers who had dealings with directorates

Directorate	Commercial			Households		
	2006	2008	%	2006	2008	%
Revenue/Taxation	n/a	221	88	n/a	63	18
Investment	n/a	228	91	n/a	38	11
Local Community Development	n/a	190	76	n/a	68	19
City Services	n/a	203	81	n/a	67	19
Building Control	n/a	238	95	n/a	71	20
Planning and Development	n/a	183	73	n/a	21	6
Community Works and Coordination	n/a	187	75	n/a	21	6
Health	n/a	207	83	n/a	51	14
Environmental Planning	n/a	183	73	n/a	21	6
Average (%) of customers dealing with directorates			82%			13%

Note: 2006 figures not available

Figure 5: Rank of importance of most common problems

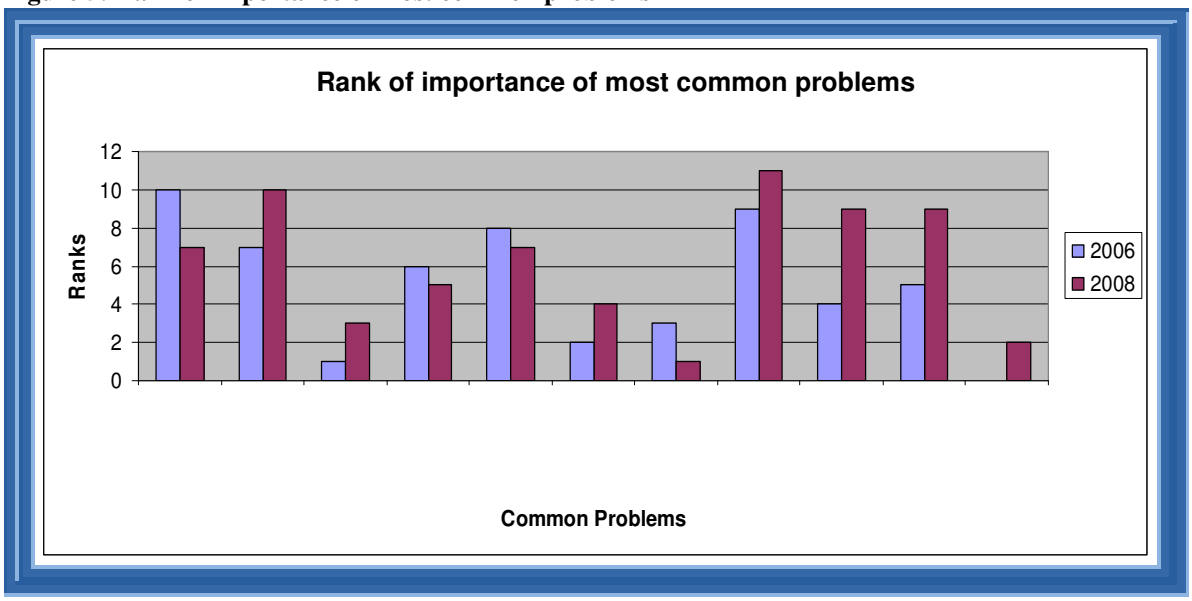


Table 16: Rank of importance of most common problems

Criteria	2006 Rank of importance of most common problems	2008 Rank of importance of most common problems
Information	10	7
Forms and Procedures	7	10
Processing Time	1	3
Employee Follow-up	6	5
Knowledge of Employees	8	7
Problem Solving	2	4
Fees Charged	3	1
Employees Politeness	9	11
Responsiveness to Customers' Complaints	4	9
Laws and Regulations	5	9
Support to Business	n/a	2

Note1: Ranking means the higher the rank, the more important the issue

Note 2: Percentages are the combination of responses "very important" and "important", excluding "don't know /no opinion"

METHODOLOGY OF THE SURVEY

The methodology of the definitive study is to collect about 600 valid surveys, (350 households and 250 commercial surveys). The research hypotheses, being duly accepted in the pilot study were used in this definitive research, as well as data gathering, data validation and methodology for the topics under study.

The following is a summary of the procedures used in conducting the survey:

- After the last version of the questionnaire was developed for each survey, the questionnaires were translated into Arabic language and programmed into the computer system in preparation for testing.
- Field researchers in face-to-face interviews read to individual respondents each question aloud from the survey paper form and entered the pre-coded answer category through placing a tick on the relevant answers.
- Control: the development and programming of the questionnaires remained under the direct control and supervision of the project manager. This ultimately helped to insure that all interviewing procedures and scripts were set-up and implemented in an identical fashion for each respondent.
- Various quality control activities were conducted including editing. Editing rejected ineligible codes entered by an interviewer to all pre-coded questions.
- The script was prepared for face-to-face pre-test among sample of adults (over 21 years) to assess general ease of administration, refine item wording and provide an initial assessment of average length of administration.
- This assignment was completed over 9 days of continuous presence in the field.
- In the definitive surveys, the consultants conducted 352 household's interviews and 260 commercial sector interviews well over the required target of about 600 surveys.

The techniques for selecting the targeted survey participants were as follows:

The survey was not totally at random due to the assignment terms of reference criteria, selection of participants was on the following basis:

Households: Demographic data (blocks) were obtained from the Jordanian Bureau of Statistics; such data show the name of the district, number of males and females in each district, population count in the district, area of the district in square kilometers as well as the population density. From this data, field supervisors selected a proportional sample that reflects the sex of the respondents and the geographical location. Age and professions were identified during the interview.

For the commercial survey: The consultants compiled a comprehensive list of establishments operating in ASEZA, from this list a sample of 250 establishments

were selected to reflect the economic activities and locations under study. The number of employees was established during the actual survey interview. Tight control was exercised in order to keep a balance between the required economic representative samples and size of the establishments.

SCOPE OF THE SURVEY

The customer satisfaction definitive survey activity entailed the collection of data on two customer satisfaction surveys from Aqaba:

Households and the Commercial sectors, for the following ASEZA directorates:

1- Revenue/Taxation
2- Investment
3- Local Community Development
4- City Services
5- Building Control
6- Planning and Development
7- Community Works and Coordination
8- Health
9- Environmental

Satisfaction Criteria (Common to all directorates)

1- Clearness of Information Provided by Personnel
2- Simplicity of Forms and Procedures
3- Processing Time of Cases or Applications
4- Employee Follow-up on Customer Requests
5- Knowledge of Employees
6- Problem Solving
7- Reasonableness of Fees Charged
8- Satisfactory Quality of Service Received by ASEZA Customers: Employees' Politeness in Treatment of Customers
9- Responsiveness to Customers' Complaints
10- Availability/Clarity of Laws and Regulations
11- Business Support

SATISFACTION CRITERIA

For the purposes of analysing the results of the survey, it is considered that acceptable satisfaction levels are where customers have indicated that they are either "Strongly satisfied" and "Satisfied" where the combined results equal to 50% or more, conversely where customers have indicated that they are "Strongly not satisfied" and "Not satisfied" exceed 50% or more are considered levels of dissatisfaction.

SCALE FORMAT

The Survey used the following scale format to measure satisfaction as follows:

1. Very satisfied
2. Satisfied
3. Dissatisfied
4. Very dissatisfied
5. Don't know/no opinion

INTERVIEWER TRAINING PROCEDURES

Interviewers working on each survey were carefully trained in all the nuances of questionnaire administration and supervised throughout the interviewing period to assure uniform practices. The following measures were employed to assure high quality and uniform face to face interviewing practices:

1. All interviewers were required to complete an interviewer-training course, which provided both general and specific interviewing instructions, refresher and monitoring of interviewing. During the training course, interviewers were provided with an Arabic language interview form for each of the household and commercial questionnaires. The training session included an introduction to survey research, a description of interviewer roles and responsibilities, general interviewing techniques and record keeping, refusal conversion techniques, and confidentiality procedures.
2. At the conclusion of their training, interviewers conducted mock interviews, and professional interviewing supervisors evaluated their performance.
3. Before the start of field data collection, all interviewers working on the study attended briefing sessions where the project manager and field supervisors described the calling and interviewing procedures in detail.
4. This training session provided interviewers with an overview of the study and included a question-by-question review of all items in the survey. The session also discussed recommended best-practice approaches for dealing with different interviewing situations, documenting the results of contact attempts, and confidentiality requirements.
5. A debriefing session was held to ensure that all interviewers had followed consistent procedures. The performance of each member of the interviewing team was closely monitored and evaluated throughout data collection. In addition, under the guidance of field supervisors interviewers met daily as a group to discuss their interviewing experiences on the project.
6. Mentioning that all interviewers are Aqaba residents and supplied by ACED Program.
7. To insure quality results, experienced survey supervisors coached the interviewers in best practices interviewing techniques.

DATA PROCESSING PROCEDURES

Processing and survey tabulations were generated in-house, this allowed for close supervision and control of all processing functions by the Project Manager and other project team members. Basic tabulations were performed with SPSS software program, a highly efficient and sophisticated cross-tabulation package for survey research data.

The following is a description of the procedures employed to complete the data processing tasks for each study:

1. **Data File Preparation:** All information derived from the survey are systematically formatted in preparation for data cleaning and processing.
2. **Data "Cleaning":** Because interviewers manually filled out data sheets, the survey data required additional data "cleaning". All data sheets were reviewed and interview information was corrected, as necessary. Following this, additional series of checks were performed that is designed to scrutinize each questionnaire for internally inconsistent information.
3. **Processing and Tabulation:** At the conclusion of this process, a clean data file was prepared and from it, detailed statistical tabulations were produced. These tabulations display the results of each survey question overall and across a set of demographic subgroups of the surveyed entities, and form the basis from which data analysts prepared and presented survey results.

FINDINGS OF THE SURVEY

The following table is a summary presentation of the 2008 survey results benchmarked against the 2006 results . The benchmarks are intended as easy and quick reference for the overall profile of the results. The table shows the respondents overall levels of satisfaction achieved for each directorate as well as the levels of each satisfaction services provided by the directorates. Improvements are shown in BLUE, deteriorations are marked in RED (Figures are in Percentages, N/A means not available).

Table 17: BENCHMARKING RESULTS OF 2008 WITH 2006 SURVEY BY DIRECTORATE AND CRITERIA

	Revenue /Taxation		Investment		Community Development		City Services		Building Control		Planning and Development		Community Works and Coordination		Health Control		Environmental Planning	
Criteria	**2006**	**2008**	**2006**	**2008**	**2006**	**2008**	**2006**	**2008**	**2006**	**2008**	**2006**	**2008**	**2006**	**2008**	**2006**	**2008**	**2006**	**2008**
Information	57.0	82.0	65.8	70.4	65.9	63.5	67.8	72.8	53.7	66.5	47.2	51.9	53.7	59.3	N/A	74.1	N/A	49.3
Forms and Procedures	53.6	79.8	64.8	69.5	70.2	58.3	61.9	74.8	70.1	64.6	43.1	45.9	46.4	58.1	N/A	76.1	N/A	54.1
Processing Time	53.2	50.0	59	39.1	66.2	35.5	61.2	42.9	43.2	35.0	40.4	30.6	43.2	31.5	N/A	43.1	N/A	38.5
Employee Follow-up	53.4	78.6	65	70.9	66.5	58.5	56.9	62.7	46.4	69.8	40.2	50.0	46.4	57.1	N/A	79.6	N/A	52.8
Knowledge of Employees	55.9	82.7	64.2	73.3	69.6	62.2	60.1	64.2	53.7	72.1	48.7	50.7	53.7	59.0	N/A	80.0	N/A	57.5
Problem Solving	50.3	63.0	53	58.0	63.2	41.0	51.9	55.6	41.2	50.2	35.5	43.2	41.2	45.1	N/A	68.6	N/A	46.5
Fees Charged	40.5	64.3	48.9	62.4	67.9	45.0	51.8	61.3	37.4	54.1	27.3	44.0	37.4	47.6	N/A	73.9	N/A	52.1
Employees Politeness	70.6	90.3	72.2	78.2	78.6	73.4	70	79.5	63.7	85.3	58.5	60.3	63.7	67.1	N/A	85.6	N/A	68.1
Responsiveness to Customers' Complaints	51.3	65.2	53.9	61.2	65.4	51.8	53.1	57.9	44.1	55.3	38	45.2	44.1	38.8	N/A	68.1	N/A	54.2
Laws and Regulations	56.1	74.3	65.8	65.0	67.6	57.1	61.1	65.6	49.9	63.5	42.1	45.2	49.9	52.4	N/A	72.3	N/A	54.2
Support to Business	N/A	63.9	N/A	49.4	N/A	51.2	N/A	59.7	N/A	52.4	N/A	43.2	N/A	52.4	N/A	68.3	N/A	56.2

Note 1: Satisfaction benchmarks for 2008 included only those customers who had actually visited the directorates. Customers who did not visit the directorates were excluded from these results.
Note 2: The results for 2008 are the results of combining the two satisfaction levels (strongly satisfied) and (satisfied)

SECTION 1: COMMERCIAL SECTOR RESULTS

Table 18: Commercial results of the survey

Number of survey forms distributed	260
Number of actual responses	260
Number of valid responses included in the results	260

Table 19: Types of enterprises interviewed

Sectors activities	Number	Percentage
Registered enterprises	225	86.5%
Unregistered enterprises	18	6.9%
Governmental agencies	9	3.5%
Non- Governmental agencies	8	3.1%

Table 20: Types of activities of respondents from the commercial sector

Sectors activities	Number	Percentage
Other activities not elsewhere classified	55	21.2%
Retail businesses	48	18.5%
Tourism and Hospitality	41	15.8%
Health Care	20	7.7%
Industrial	18	6.9%
Wholesale Trading	18	6.9%
Transportation	15	5.8%
Education	10	3.8%
Construction	7	2.7%
Consultancy	7	2.7%
Banking	7	2.7%
Insurance	6	2.3%
Engineering and Contracting	4	1.5%
Government Departments or Agencies	4	1.5%

Comments: The random selection of enterprises aimed to achieve a proportional representation of the enterprise sample, however most enthusiastic respondents came from the segments as listed above. The number of respondents represent a fair distribution of the opinions of each surveyed segment.

Table 21: Number of employees working in the respondent enterprises

Range	Number of enterprises	Percentage
1- 10	201	77.3%
11- 20	27	10.4%
21-50	17	6.5%
51-100	7	2.7%
101-200	3	1.2%
more than 200	5	1.9%

Comments: The above table shows clearly that small (11-20 employees) and micro-enterprises (1-10 employees) represents 87.7% of business in Aqaba, this information could serve as a future employment planning guide.

Table 22: Location of the interviewed enterprises

	Location	Number of respondents	Percentage
1.	Commercial Area 1	93	35.8%
2.	Commercial Area 2	92	35.4%
3.	Northern Industrial area	20	7.7%
4.	Doha	9	3.5%
5.	Residential Area 6	8	3.1%
6.	Southern Industrial Area	8	3.1%
7.	Al-Shateh (Beach)	7	2.7%
8.	Al-Shalalah	6	2.3%
9.	Mahdood	4	1.5%
10.	Al-Rimal	4	1.5%
11.	Old City	4	1.5%
12.	Al-Radwan	4	1.5%
13.	Residential Area 12	1	0.4%

Comments: The above table shows the location of the commercial respondents as nominated by the ACED project coordinators. It is recommended that future surveys extend to cover all other areas of ASEZA.

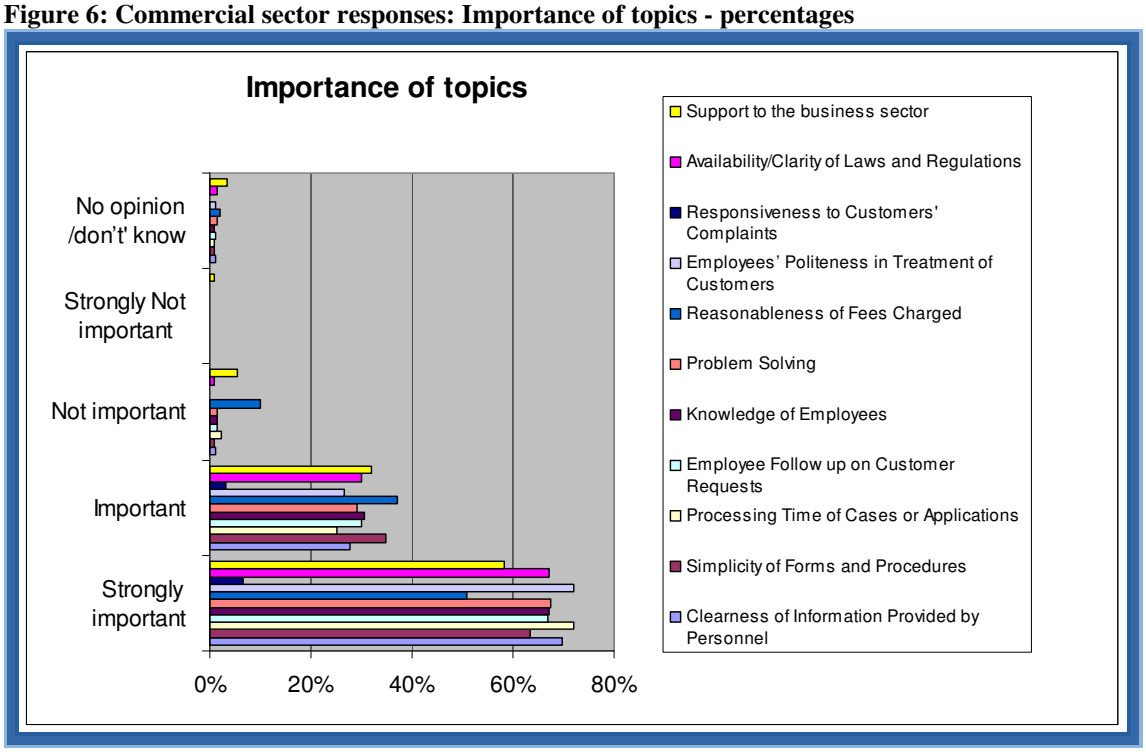
Establishing a Dialogue with Local Businesses

Introductory comment: Most businesses feel positively about doing business in Aqaba, so it is a good time to establish an on-going dialogue with local businesses, it will be especially important to involve small businesses in the dialogue. Developing forums that are accessible to both large and small businesses would enable ASEZA to collaborate with local business to identify and implement meaningful improvement actions.

Sharing results from this survey about issues, such as those listed below, would introduce a comfortable approach for initiating a conversation with local businesses about topics of greatest concern.

Results of the Commercial Sector Survey

Figure 6: Commercial sector responses: Importance of topics - percentages



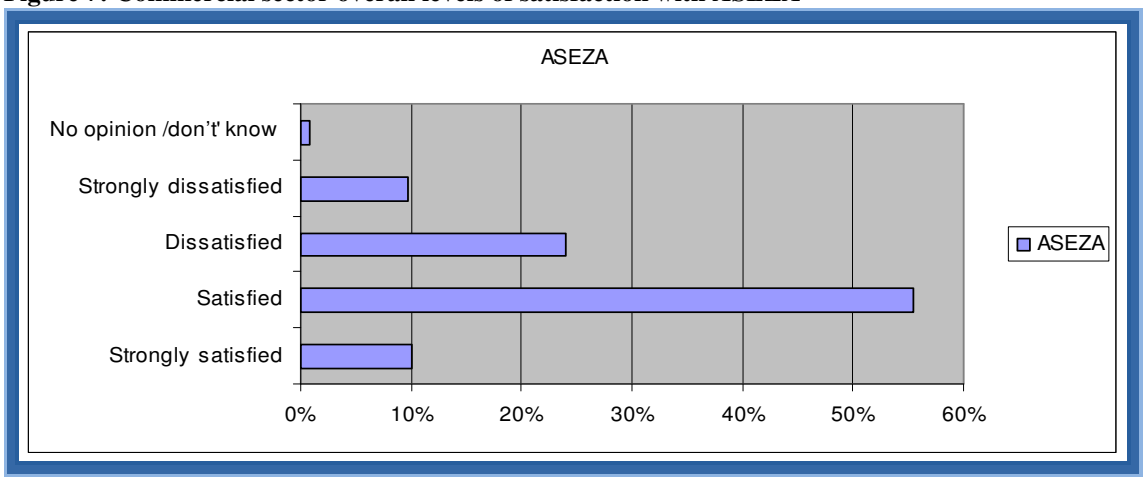
Comments: This graph clearly indicates that customers understand the topics of the research as most topics have better than 50% indicator of importance. This result proves that the Aqaba business community attaches great importance to the selected topics.

Table 23: Commercial sector responses : Importance of Topics - percentages

Importance of topics	Number of respondents	Percentage of importance
Employees' Politeness in Treatment of Customers	257	98.5%
Simplicity of Forms and Procedures	260	98.0%
Knowledge of Employees	259	97.7%
Clearness of Information Provided by Personnel	260	97.3%
Availability/Clarity of Laws and Regulations	259	97.3%
Processing Time of Cases or Applications	260	96.9%
Employee Follow-up on Customer Requests	260	96.9%
Problem solving	260	96.5%
Responsiveness to Customers' Complaints	259	96.4%
Support to the Business Sector	257	90.3%
Reasonableness of Fees Charged	259	88.1%

Comment: The percentages above were represent the total of the opinion of participants who answered "very important" or "important". The high percentages reflect the seriousness of respondents attached to the survey endeavors.

Figure 7: Commercial sector overall levels of satisfaction with ASEZA



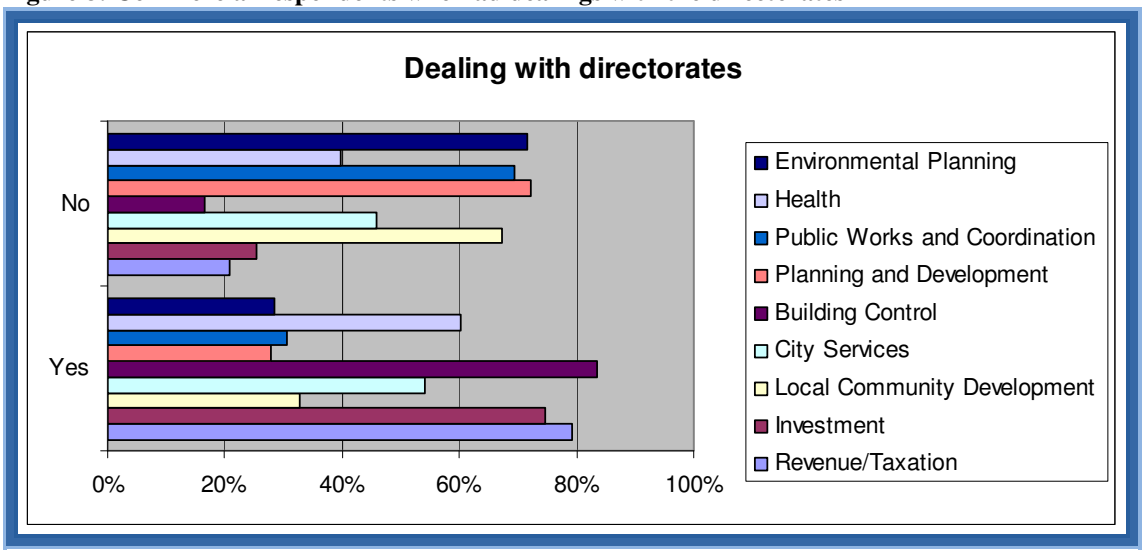
Comments: This graph clearly indicates that customers are overall satisfied with the performance of ASEZA. The overall satisfaction level stands at 65.5%, levels of dissatisfaction stands at 33.7% those customers with no opinion are very low at 0.8%.

Table 24: Overall levels of satisfaction with ASEZA

Number of respondents	Levels of satisfaction
258	65.5%

Comment : The number of respondents reflect the *overall* satisfaction with ASEZA. This is a standalone item asked in the survey questionnaire.

Figure 8: Commercial respondents who had dealings with the directorates



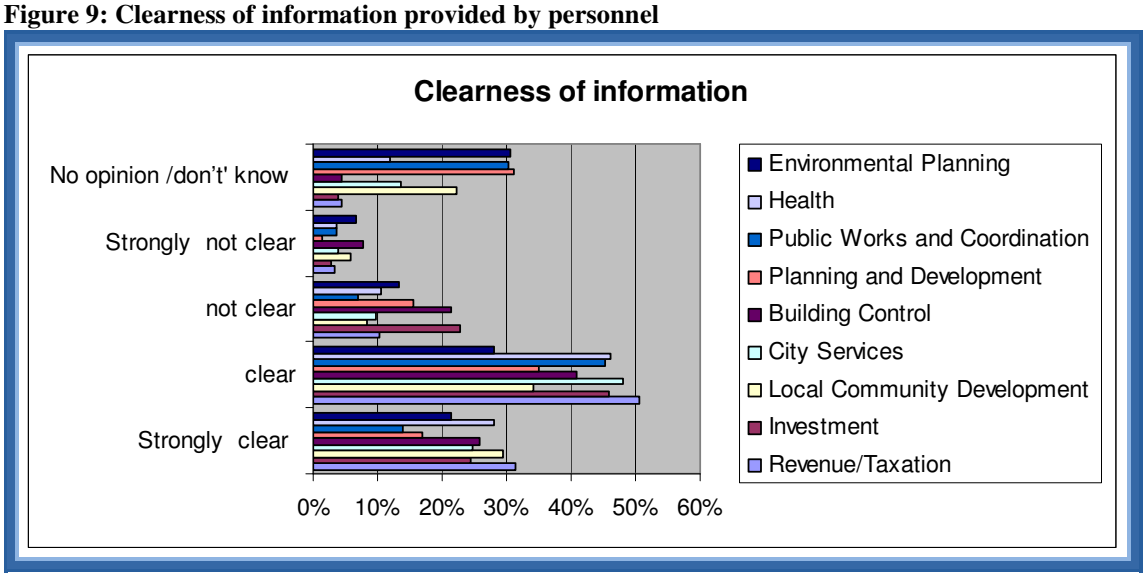
Comments: This graph clearly shows that the majority of interviewed customers had previous dealings with the directorates, where the Building Control Directorate stands as the most visited directorate at 83.6%.

The above is useful information as it provides an indication of the contact level between ASEZA units of administration and its customers. High numbers indicate high contact, low numbers indicate low contact. The quantity of contact has a bearing on the overall satisfaction results, this means that the opinion of persons who did not have dealings with the directorates should not be taken into the overall satisfaction as it distorts the results and negates true findings.

Table 25: Commercial respondents who had dealings with the directorates

Directorate	Number of respondents	Percentage
Building Control	238	83.6%
Revenue/Taxation	221	79.2%
Investment	228	74.6%
Health	207	60.4%
City Services	203	54.2%
Local Community Development	190	32.6%
Community Works and Coordination	187	30.5%
Environmental Planning	183	28.4%
Planning and Development	183	27.9%

Figure 9: Clearness of information provided by personnel



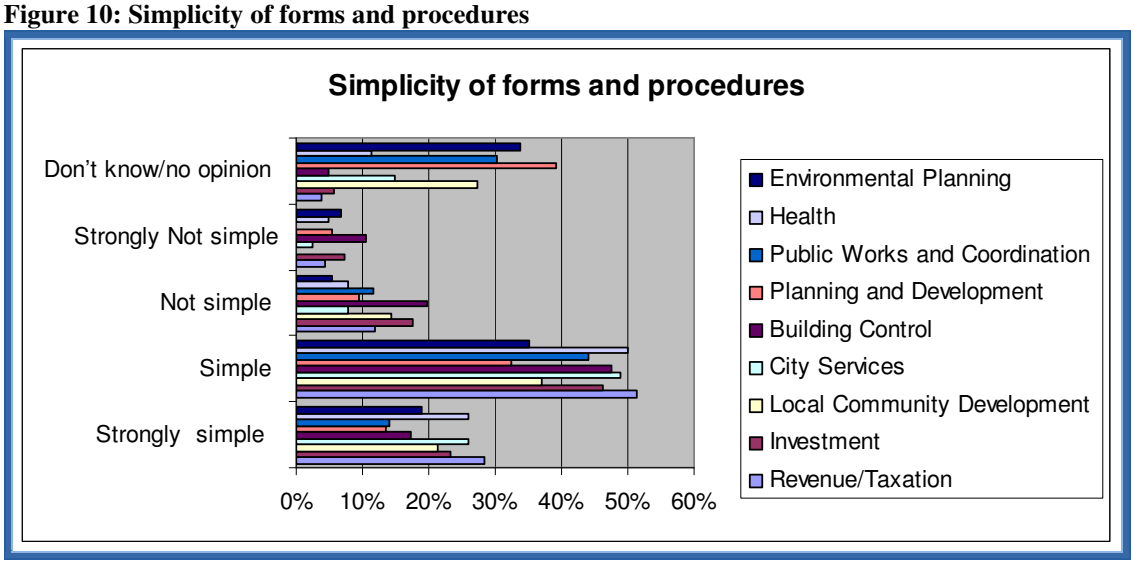
Comments: This graph shows that most levels of clearness of information are well above the 50% acceptable levels. The only exception is the Environmental Planning Directorate .

Levels of satisfaction in the directorates are as follows:

Table 26: Clearness of information provided by personnel

Directorate	Levels of satisfaction with clearness of information
Revenue/Taxation	82.1%
Health	74.1%
City Services	72.8%
Investment	70.4%
Building Control	66.5%
Local Community Development	63.5%
Community Works and Coordination	59.3%
Planning and Development	51.9%
Environmental Planning	49.3%

Figure 10: Simplicity of forms and procedures



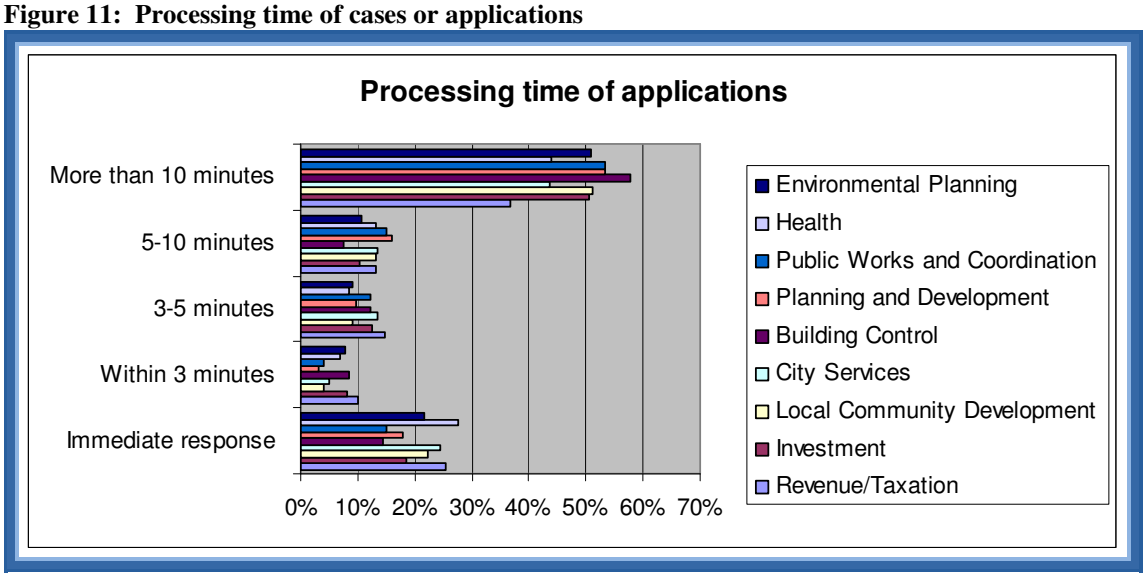
Comments: This graph shows that most levels of satisfaction of simplicity of forms and procedures are well above the 50% acceptable levels. The Revenue/Taxation Directorate customers' are the most satisfied, the only exception (below 50%) is the Planning and Development Directorate.

Levels of satisfaction in the directorates are as follows:

Table 27: Simplicity of forms and procedures

Directorate	Levels of satisfaction with simplicity of forms and procedures
Revenue/Taxation	79.8%
Health	76.1%
City Services	74.8%
Investment	69.5%
Building Control	64.9%
Local Community Development	58.3%
Community Works and Coordination	58.1%
Environmental Planning	54.1%
Planning and Development	45.9%

Figure 11: Processing time of cases or applications



Comments: Levels of satisfaction means the time taken before an employee started processing a customer case or application. Satisfaction levels are as follows:

1- Immediate processing
2- Processing within 3 minutes
3- Processing between 3-5 minutes
4- Processing within 5-10 minutes

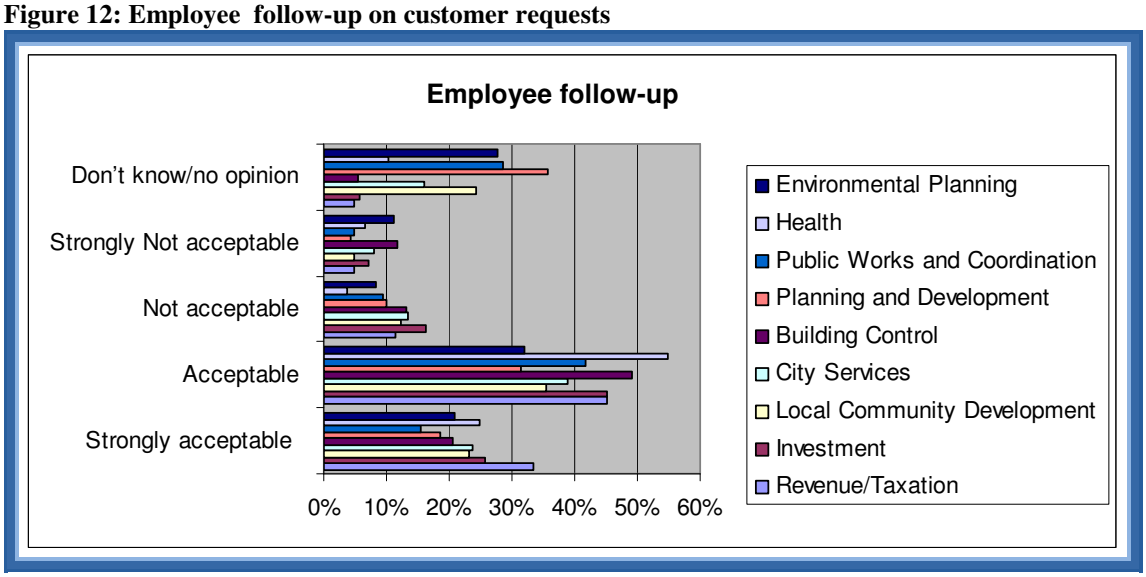
Levels of dissatisfaction are where processing is more than 10 minutes.

From the results, most directorates appear to have disappointing results, mostly under the 50% acceptable level of satisfaction. The worst satisfaction level is in the Community Works Directorate.

Table 28: Processing Time of Cases or Applications

Directorate	Levels of satisfaction
Revenue/Taxation	50.0%
Health	43.1%
City Services	42.9%
Investment	39.1%
Environmental Planning	38.5%
Local Community Development	35.5%
Building Control	35.0%
Community Works and Coordination	31.5%
Planning and Development	30.6%

Figure 12: Employee follow-up on customer requests



Comments: This graph shows that most levels of employee follow-up are well above the 50% acceptable levels. The Revenue/Taxation Directorate customers are the most satisfied.

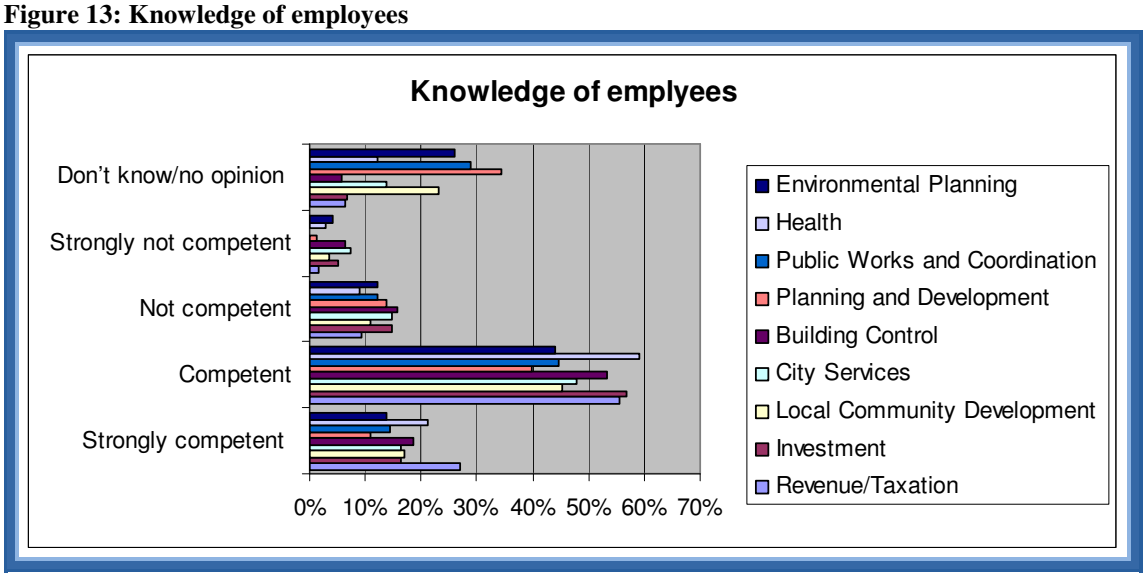
Levels of satisfaction in the directorates are as follows:

Table 29: Employee follow-up

Directorate	Levels of satisfaction
Health	79.6%
Revenue/Taxation	78.6%
Investment	70.9%
Building Control	69.8%
City Services	62.7%
Local Community Development	58.5%
Community Works and Coordination	57.1%
Environmental Planning	52.8%
Planning and Development	50.0%

Comment: Overall satisfaction with employee follow-up of customers issues appear high, however there is room for improvement especially in the Planning and Development, Environmental Planning, Community Works and Coordination Directorate.

Figure 13: Knowledge of employees



Knowledge is the information that changes something or somebody either by coming grounds for actions, or by making an individual or institution capable of different or more effective action. In this case knowledge of employees is the personal knowledge embedded in each ASEZA employee, including technical and cognitive dimensions as applied on the job.

Comments: This graph shows that knowledge of employees is satisfactory in all directorates. The Revenue/Taxation Directorate customers are the most satisfied.

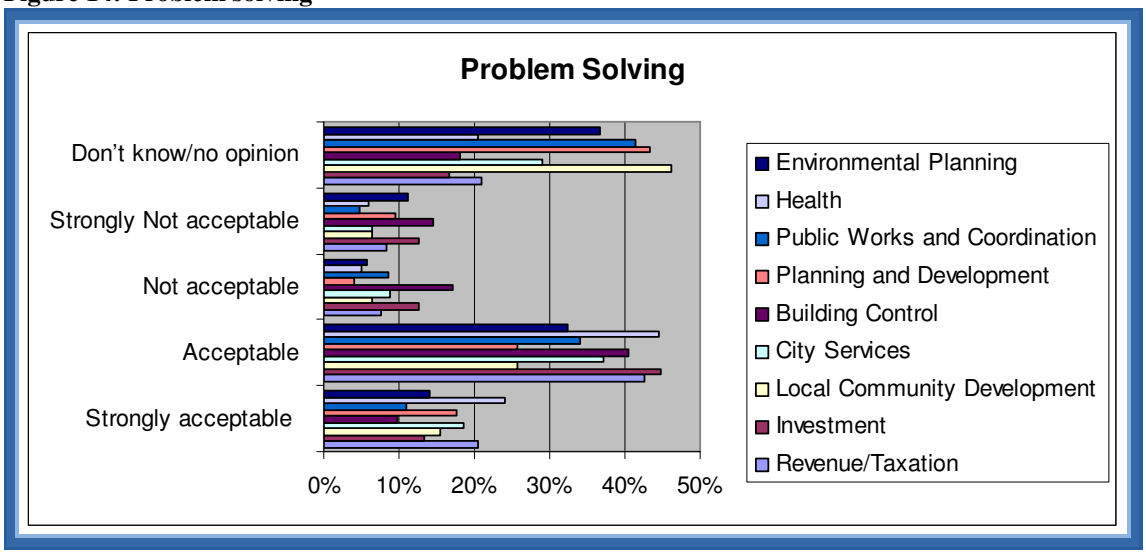
Recommendation: Although knowledge of employees appear adequate, ASEZA should focus its activities to enhance knowledge acquisition in all directorates, especially where knowledge at directorates achieving satisfaction levels less than 70% as indicated in the chart below.

Levels of satisfaction in the directorates are as follows:

Table 30: Knowledge of Employees

Directorate	Levels of satisfaction
Revenue/Taxation	82.7%
Health	80.3%
Investment	73.3%
Building Control	72.1%
City Services	64.2%
Local Community Development	62.2%
Community Works and Coordination	59.0%
Environmental Planning	57.5%
Planning and Development	50.7%

Figure 14: Problem solving



Problem solving is the ability of employees to discover a problem and the ability to find solutions satisfactory to the customer.

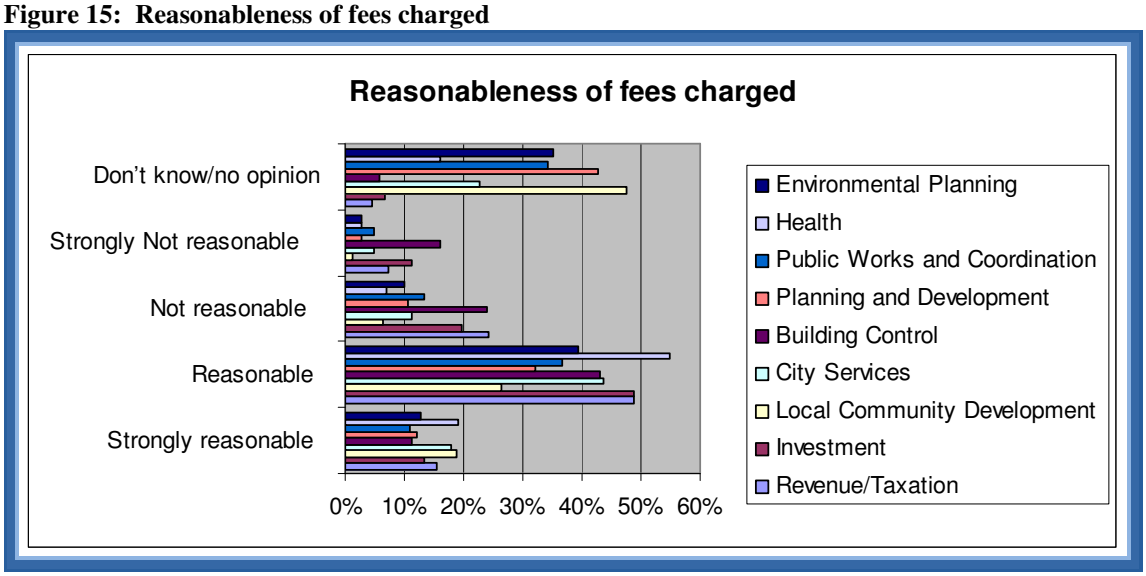
Comments: This graph shows that levels of problem solving are just acceptable in the Revenue/taxation, Investment, City services, and Health Directorates. However the general level of satisfaction in most directorates is not acceptable. There is great need to provide appropriate training to all employees of ASEZA, it is recommended that all directorates should aim to achieve a higher level of satisfaction of at least 75% .

Levels of satisfaction in the directorates are as follows:

Table 31: Problem Solving

Directorate	Levels of satisfaction
Health	68.6%
Revenue/Taxation	63.0%
Investment	58.0%
City Services	55.6%
Building Control	50.2%
Environmental Planning	46.5%
Community Works and Coordination	45.1%
Planning and Development	43.2%
Local Community Development	41.0%

Figure 15: Reasonableness of fees charged



Comments: This graph shows that satisfaction levels on fees charged by six directorates are well above the 50% acceptable levels. The Health and Revenue/Taxation directorates customers are the most satisfied.

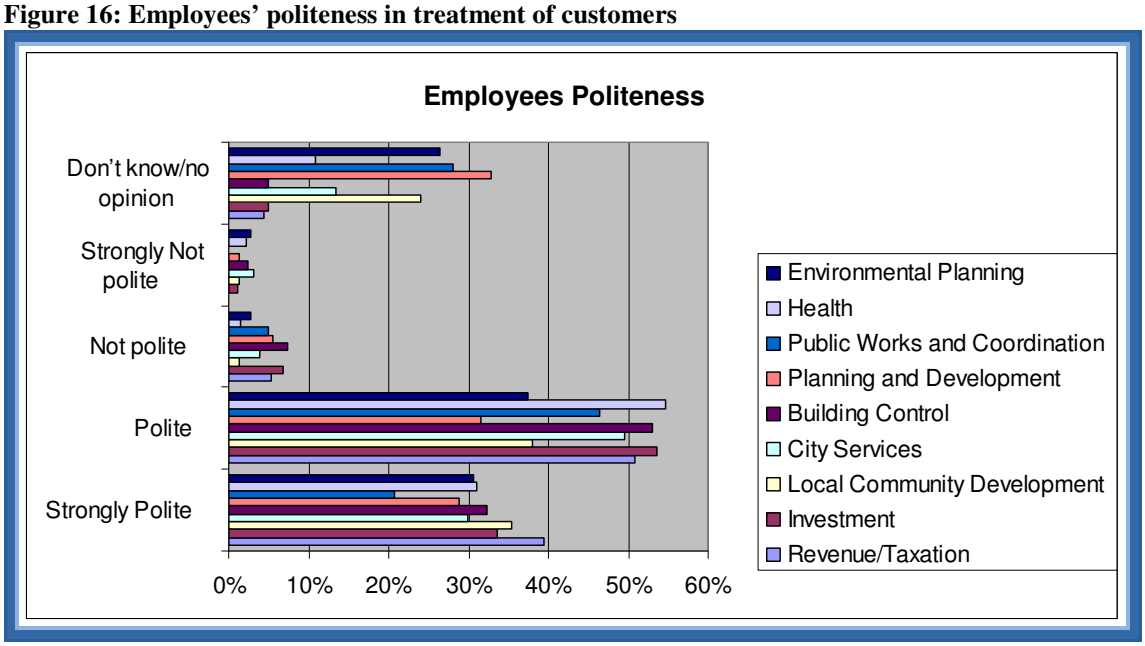
The only exceptions (below 50%) are Planning and Development, Local Community Development and Community Works and Coordination Directorates.

Levels of satisfaction in the directorates are as follows:

Table 32: Reasonableness of fees charged

Directorate	Levels of satisfaction
Health	73.9%
Revenue/Taxation	64.3%
Investment	62.4%
City Services	61.3%
Building Control	54.1%
Environmental Planning	52.1%
Community Works and Coordination	47.6%
Local Community Development	45.0%
Planning and Development	44.0%

Figure 16: Employees' politeness in treatment of customers



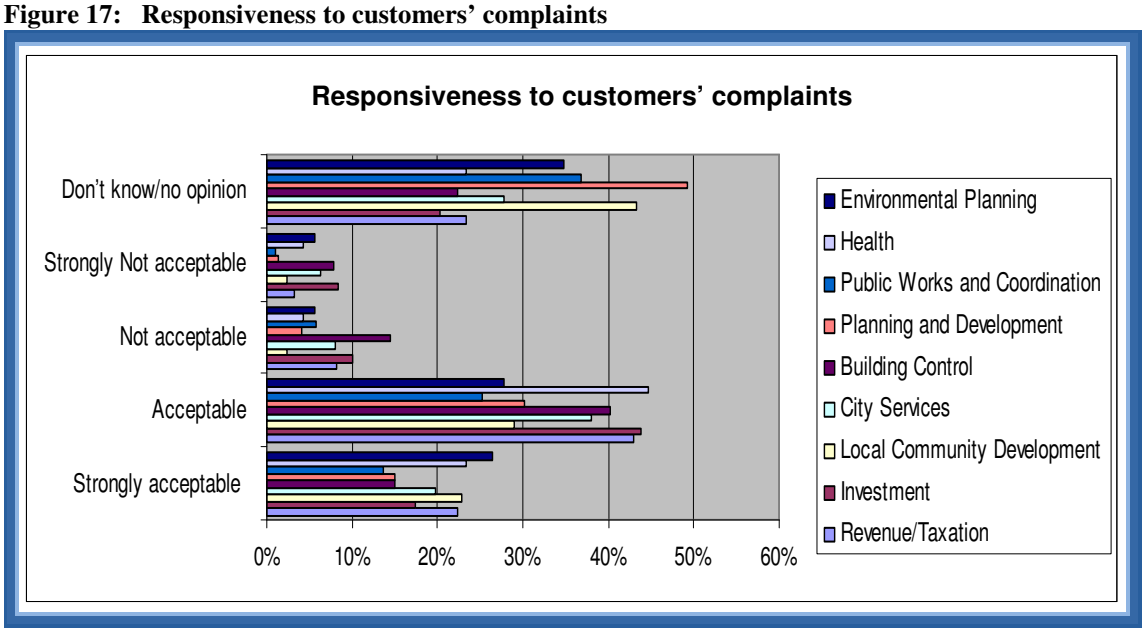
Comments: This graph shows that levels of treatment by employees are well above the 50% acceptable levels. The Revenue/Taxation Directorate customers are the most satisfied. However there is room for improvement for the following directorates: Planning and Development, Community Works and Coordination, and Environmental Planning.

Levels of satisfaction in the directorates are as follows:

Table 33: Employees' politeness in treatment of customers

Directorate	Levels of satisfaction
Revenue/Taxation	90.3%
Investment	87.2%
Health	85.6%
Building Control	85.3%
City Services	79.5%
Local Community Development	73.4%
Environmental Planning	68.1%
Community Works and Coordination	67.1%
Planning and Development	60.3%

Figure 17: Responsiveness to customers' complaints



Comments: This graph shows that levels of responsiveness to customers complaints by employees at seven directorates are well above the 50% acceptable levels . The Health and Revenue/Taxation Directorates customers are the most satisfied.

The only exception are the Community Works and Coordination and Planning and Development Directorates.

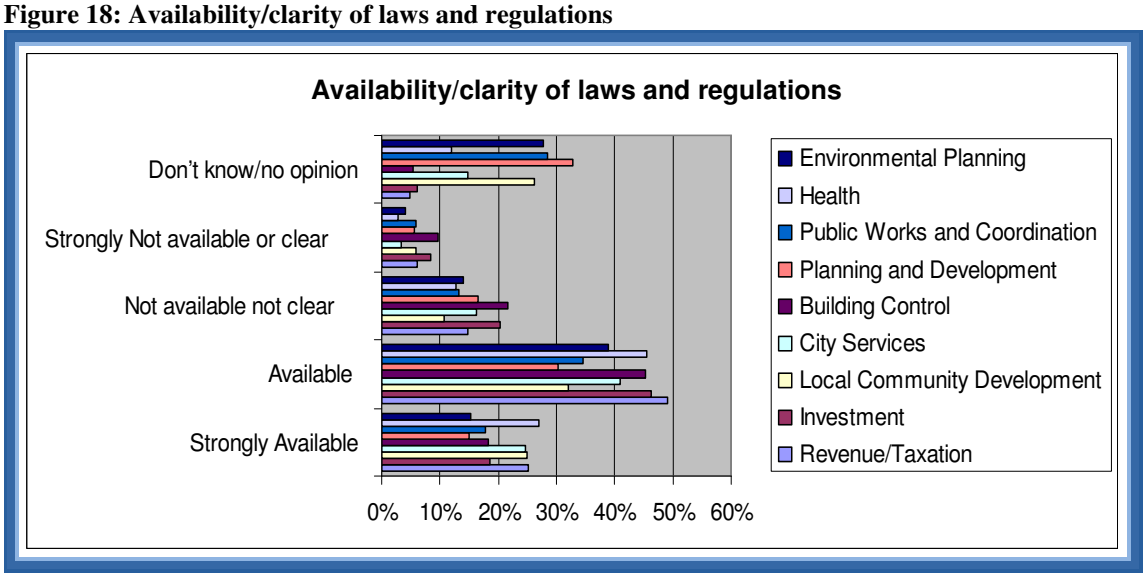
All directorates could improve substantially in responding to customers complaints, it is recommended that the results in this survey to be used as a guide towards better targets such as enhancing satisfaction levels to more appropriate satisfaction levels (minimum of 75%).

Levels of satisfaction in the directorates are as follows:

Table 34: Responsiveness to Customers' Complaints

Directorate	Levels of satisfaction
Health	68.1%
Revenue/Taxation	65.2%
Investment	61.2%
City Services	57.9%
Building Control	55.3%
Environmental Planning	54.2%
Local Community Development	51.8%
Planning and Development	45.2%
Community Works and Coordination	38.8%

Figure 18: Availability/clarity of laws and regulations



Comments: This graph shows that levels of satisfaction with the available /clarity of laws and regulations are all well above the 50% acceptable levels.

The Revenue/Taxation Directorate customers are the most satisfied.

The only exception is the Planning and Development Directorate .

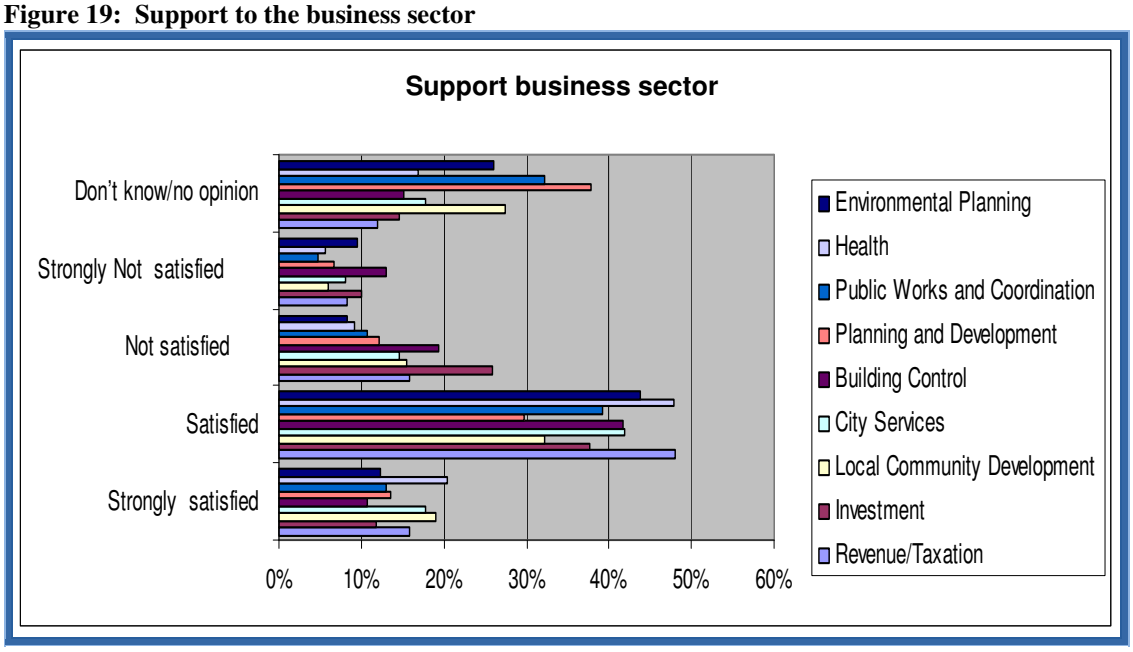
From the survey results, there is clear evidence from the Revenue/Taxation Directorate and the Health Directorate that availability of and clarity of laws pays dividends. Accordingly, it is recommended that all other directorates emulate and learn from the examples and experience of the two previously mentioned directorates.

Levels of satisfaction in the directorates are as follows:

Table 35: Availability/clarity of laws and regulations

Directorate	Levels of satisfaction
Revenue/Taxation	74.3%
Health	72.3%
City Services	65.6%
Investment	65.0%
Building Control	63.5%
Local Community Development	57.1%
Environmental Planning	54.2%
Community Works and Coordination	52.4%
Planning and Development	45.2%

Figure 19: Support to the business sector



Support to business is an indicator of the quality of services, the availability of services, the accessibility and attitudes of personnel, and the community expressions of approval/disapproval of the business sector by ASEZA and its employees.

Comments: This graph shows that levels of satisfaction for the support given to the business sector at eight directorates are all well above the 50% acceptable levels. Even with these levels of satisfaction, the overall satisfaction is not ideal.

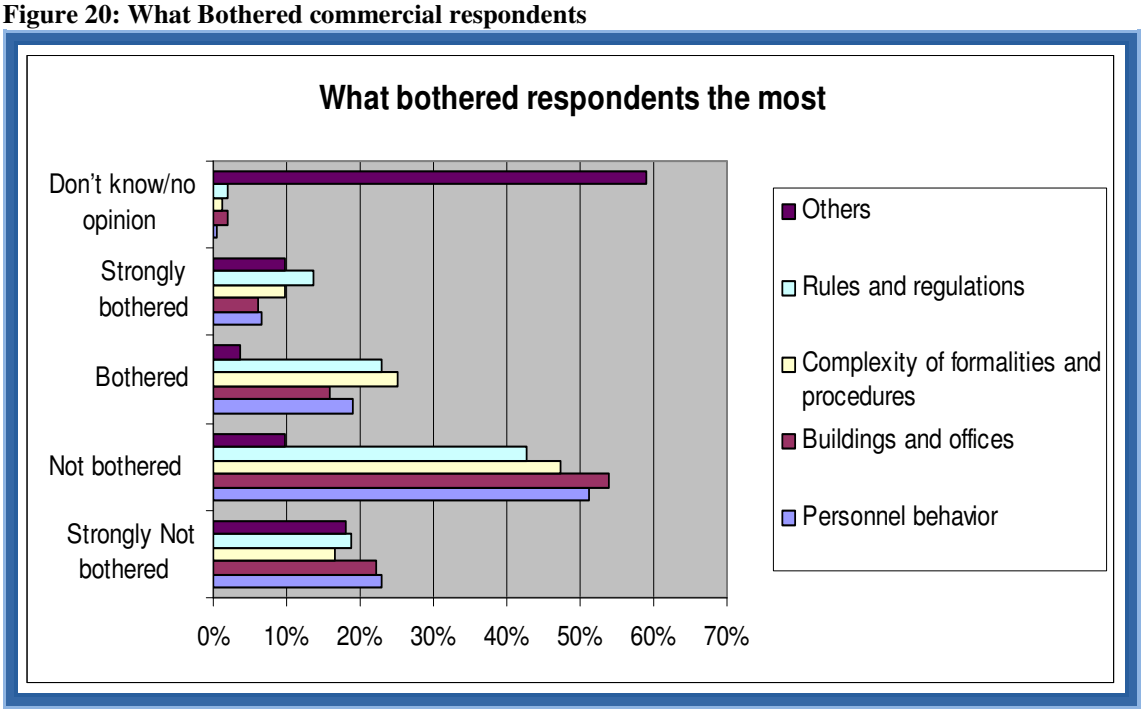
Survey findings show anecdotal evidence of businesses having difficulties, most businesses complain that ASEZA support is directed towards large business only. It is recommended that ASEZA create a small business agenda to create an environment where small and medium businesses and entrepreneurship can flourish.

Levels of satisfaction in the directorates are as follows:

Table 36: Support to the business sector

Directorate	Levels of satisfaction
Health	68.3%
Revenue/Taxation	63.9%
City Services	59.7%
Environmental Planning	56.2%
Building Control	52.4%
Community Works and Coordination	52.4%
Local Community Development	51.2%
Investment	49.4%
Planning and Development	43.2%

Figure 20: What Bothered commercial respondents



Comments: This graph shows that levels of satisfaction (issues that bothered/does not bother customers) show good levels of satisfaction especially with employees behavior , buildings and offices. Most levels of satisfaction are well above the 50% acceptable levels.

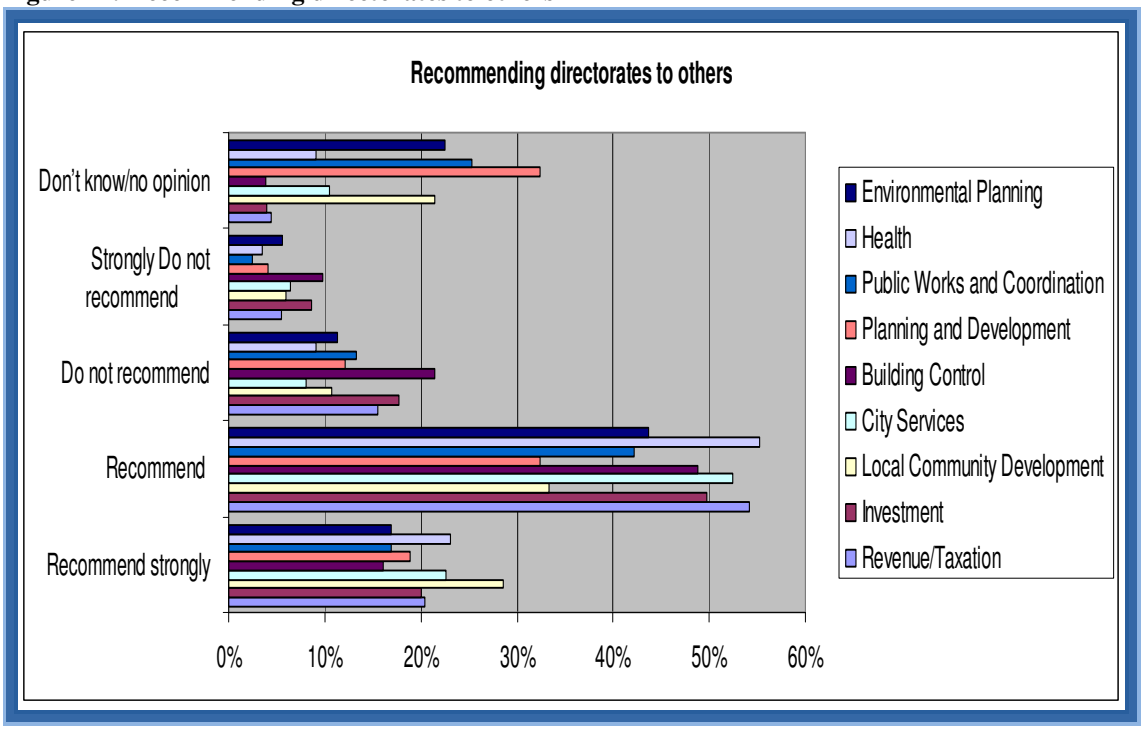
The levels of satisfaction is arrived at by adding the criteria used in the questionnaire of " not bothered" and "strongly not bothered".

Levels of satisfaction by the issues are as follows:

Table 37: What bothers commercial respondents

Issues	Levels of satisfaction
Buildings and offices	76.0%
Personnel behavior	74.1%
Complexity of formalities and procedures	64.0%
Rules and regulations	61.5%

Figure 21: Recommending directorates to others



Comments: The question asked in the survey questionnaire is intended to gauge the degree of potential publicity that could be generated from word of mouth.

Although all the results are above the 50% satisfaction level, the results obtained could very easily change due to the not very high satisfaction levels for the following directorates: Planning and Development, Community Works and Coordination, Environmental planning, Local Community Development and Building Control.
The Health, City Services and Revenue/Taxation Directorates customers are the most satisfied.

Levels of recommending directorates are as follows:

Table 38: Recommending directorates to others

Directorate	Levels of satisfaction
Health	78.3%
City Services	75.0%
Revenue/Taxation	74.6%
Investment	69.7%
Building Control	64.9%
Local Community Development	61.9%
Environmental Planning	60.6%
Community Works and Coordination	59.0%
Planning and Development	51.4%

Commercial Sector: Comments and recommendations made by respondents to open questionnaire

Introduction

Comments and recommendations made by the commercial sector respondents have been grouped in themes. These themes, as identified below, were drawn from the survey responses. The themes are listed according to the perceived ranking importance. Following each theme is a brief description of the issues raised.

While respondents shared many examples and recommendations, the purpose of this report is to focus on areas for improvement.

Highlights of respondents comments and recommendations

(As received from the respondents, only classified by themes)

CULTURAL THEMES
Receive investors appropriately , equivalent to 5 stars
Improve dealings with investors and strongly recommend dealings with customers complaints and respond to their requests
Improve the manner of employees in receiving customers not previously known to them
Justice and equality for customers, ending cronyism because it demolishes and great endeavors, activation of rules and regulations , and generally simplification of procedures
ASEZA employees to act as a colleague and citizen and not to impose orders and instructions that causes non-satisfaction and bother
Fighting "WASTA" and cronyism
Wide spread cronyism in most directorates
Employees not responding even to the simplest issues
Follow-up of community sector complaints
There is no perceived investment and no follow-up
Provide interpretation of some decisions issued by the Commission, especially negative decisions
No stability of regulations , continuously changing and haphazardly without pre-notification of relevant stakeholders
Decision are fragmented over more than one directorate, hence there are difficulties in getting one final decision that is comfortable for the investor
Prevent time wasting in newspaper reading during working hours
Perceived existence of unproductive routine benefits
Recommend that employees have more patience
Endeavour to canceling the paternal view between the officials and business owners also the need for an appeals court
Absence of a civilized image for employees (self pride as an ASEZA employee)
Provision of nominal and material support to investors as encouragement for investing

Slowness of response to answering complaints
Solve the problems of dishonesty at the directorates of (Labor- Health- Taxation)
LEADERSHIP
Increase speed of decision making at the Board of Commissioners
High level management should take care of customers' requests due to customers time restrictions
Solving problems in a decentralized manner and not waiting for the decisions of the Commissioner or the Board of Commissioners
Difficulties in meeting with high level management officials
The need of one-window service for all procedures
Simplification of investment procedures
Exceptional time delays especially at higher committees
Create a customer and citizen complaints follow-up committee
Too many meetings by executives which delays courses of action
Absence of officials who can provide clear decisions during investor visits
Empower managers to make some decisions without the need for a Board of Commissioners meeting
ASEZA should take care of its employees and improve their conditions because they are doing their best in the service of the investor
The customs department is the worst department
TRANSPARENCY
Transparent dealings with all customers
Credibility and honesty in tenders and bids
HUMAN RESOURCES PERSONNEL AND TRAINING
Improve the competency of employees in order to catch-up with the rapid development tempo at Aqaba.
Enforce all employees to work full time
Placing the right man in the right place – plenty of cases that hinders justice and fairness
Empower employees at relevant directorates for the performance of business, and inform employees to use such empowerment for their customers
Procedures must be clearly written, precise and distributed to employees
Employee ignorance and lack of empowerment to provide information for finalizing transactions
Change to improve the methods of employee dealings at directorates , and the appointment of well trained staff at the Investment and Building Control directorates.
Take better care of qualified persons and placing them in the appropriate positions
Request employees to provide nicer treatment
Increasing working hours during peak periods

Required availability of competent employees who can deal correctly with traders
Provide training for Revenue Directorate employees to increase their competencies
Authorized employees must work full time
Behavior of employees at the Health Directorate not polite
Take care of employees academic advancement
Absence of supervision over employees at the city services center
The presence of too many employees in some directorates
Absence of an alternating responsible official during oversea travels
Provide training program for graduates and their placement in jobs
ASEZA should monitor its employees
Increase monitoring of workers at the city services center
City services exceeding authority without resorting to immediate manager of the directorate
COMMUNICATON
Establish information offices (helpdesks) for ASEZA
Request of establishment of a guidance office to assist Aqabites and investors in their needs and requirements
Absence of one unified decision , and absence of mechanism for delivering information to higher management
Familiarize Aqaba residents with the functions of ASEZA's Directorates
Difficulties in understanding responsible officials explanations and reason for transactions
Publicize investment awareness
Better communication with employees
Inform investors of future plans and developments at the commission in order to update the quality of services offered
More focus on Jordanian investors from Aqaba and governmental companies because these are supporting economic pillars of ASEZ
Information provided by employees are not always clear
Application of emails for simplification of companies work and time management
Provide a suggestions box for anonymous suggestions
Prepare periodicals for companies and investors , simplification of procedures, and increase investments opportunities , as well increase knowledge of legislations and amendments thereto
Establish a special section for receiving investors opinions and dealing with their problems
Distribution of instruction booklets upon filling of applications

Arrange field visits in order to acquaint the business sector with problems and obstacles
Conduct regular polls in order to track progress in ASEZ
Clarity of information at the business licensing center and city services center
Updating and availability of traders data
Introduce brochures at the Customs Department about the services offered by ASEZA for visitors and investors
There must be a linking circle between the Commission and investors.
Required clarity of information provided by employees
Application of procedures and electronic forms filling
Absence of one unified decision , and absence of mechanism for delivering information to higher management
Provide training programs for graduates and their placement in jobs
Inform ordinary Aqabites of employment opportunities
Distribution of laws and regulations to customers, and demonstrate flexibility in dealing with customers
Support hotels in Aqaba through touristic information
Better communication with the commission and problem solving
EDUCATION
What Aqaba needs the most is a university
Provide assistance to the Aqaba university college since it is the only learning institution in Aqaba. As well as facilitating procedures for the college and the provision of car parking
Building children community libraries
Absence of training courses on local community awareness
REGULATORY
Take better care of investors in Aqaba and not complicate matters
Better control of pest and animal control
Commission's vehicles at the service of employees day and night
Reduce costs of water and electricity
Garbage collection vehicles must be covered by while on route to the dumping grounds
Too many un-registered shops
Hasten the solving of problems accumulated from previous years

The applied city planning regulations are not fair which caused damage to the investors and reduced the potential benefits from land utilization
Reduce financial burden on garbage at brick factories.
Provide car parking facilities at each directorate
Request simplification of forms at some directorates
Reduction in sales tax for goods sold as well as investments in hotel apartments
Simplification of building regulations
Endeavour to organizing suburbs , numbering of buildings for easy identification as a civil matter
Increase the number of garbage collection employees on weekends.
Provide uncomplicated facilities for employees as for building licensing and environmental planning
The permission for large brick investors to produce large quantities of bricks reflected negatively on smaller producers and reduced their sales
Provide car parking especially at the driving training schools
Increase work hours during peak periods
Application of modern regulations upon older buildings
Required the provision of technical advice and amending construction regulations
Follow-up of employees affairs and placement of skilled people having appropriate qualifications
Endeavour to provide lightening at all Aqaba districts
Convene quarterly meeting with market traders (Business men)
Confine sidewalks (pavements) for pedestrians
Suggest finding control mechanisms over market supervisors
Simplification of residency for expatriates and investors
Activation of customer services office
Placement of a job identifying plate on employees desks regardless of position.
Function of offices are not clear for customers
Allocation of visitors car parking areas
Building warehouses for sold goods in order to reduce warehousing costs
Widen streets at city center especially at the Tunisian Hammat street , establish bus stops outside the city, ferry passengers by taxis
TIME MANAGEMENT
Reducing the time for finalizing cases
Required better time management at directorates
Non-responsiveness to problem solving in some directorates in due time

Hasten the solving of problems accumulated from previous years
ENVIRONMENTAL
Tree planting, rubbish bins, automobile garages
Placement of community toilet facilities in the district
There is no central incinerator for medical waste
Increase of garbage bins especially in the market also increase street lightening
Improve cleanliness especially sewerage, and better control of pets and rats
LEGAL ISSUES
The right of Aqabites to defend their own rights
There must be reports and financial discharge upon checking enterprises in order to facilitate procedures
Preserving licensing papers for directorates and establishments for longer periods
INTERDEPARTMENTAL COORDINATION
There must be coordination between the Authority and Land Department
Increase coordination between Building Control and Planning Directorates
There must be a feeling of responsibility and speedy performance
The need for better Departmental Coordination , and to be geographically close to each other
Local investors not being informed about local projects
TOURISM
Stimulate internal tourism
Increase services to the tourism sector
Taking better care of tourists especially Arabs in order to carry a rosy picture of Aqaba
Provide signage at the entrance to Aqaba
Take better care of the tourism sector
Widen the scope of awareness on tourism
Remove alcoholics from streets especially at the Hamamat street
LEISURE
Endeavour to provide entertainment due to practical non-existence of such facilities
Provision of a swimming beach and sporting clubs

BUSINESS AND COMMUNITY SUPPORT
Regular visitations to financial institutions to learn of its needs, and the offering of the commission's available services
Improve procedures for dealing with companies
Better integration with the business sector which will activate the country and the economy
Provide around the clock services for all sectors
Eliminate bureaucracy
Establish credibility of regulations and procedures during visiting customer at their workplaces.
Too happy with the commission, no resting places at the directorates
Better communication with the business sectors
Visiting investors and checking their status
Increase actual working hours and less meetings
Simplify customers visits in order to reduce noise.
There are no perceived advantages in investing
Local investors not being informed about local projects
EXPECTATIONS
Request to arrange a meeting between ASEZA, companies directors and investors to discuss the difficulties they face and interact together
Teaching and embedding traffic principles on roads especially for children
Establish a special road to the diving center, this is to encourage diving tourism at the beach
Provide appropriate support to the companies and institutions working in Aqaba
Lengthen the period of official decisions validity
Reduce buildings license fees
Reduction of city services fees
Reduction of fees imposed by the Revenue and Taxation Directorate
Increase general business support
Solving of customs issues logically
Look objectively into fines imposed by the Investment Directorate
Application of laws on violators
Dealing with the electricity company is not proper and does not offer grace periods (electricity and water)

Consider reducing land taxes as an inducement to investors in Aqaba
Local products are not promoted in Aqaba
Improve street lightening on major roads at the work area of the oil jetty where trucks are parked
Employees cars are used in drag racing , as well stopping by girls schools
Directorates to simplify procedures –without undue complications
Simplify licensing procedures and improve resources

Recommended Action Plans

Action planning include:

1. Determining requirements, expectations, and preferences of customers and markets.

2. Building relationships with customers and determining the key factors that lead to customer acquisition, satisfaction, retention and to business expansion.

3. Determine or target customers, customer groups, and/or market segments

4. The complaint management process, including how to ensure that complaints are resolved effectively and promptly and that all complaints are aggregated and analysed for use in improvement throughout ASEZA and by the partners, as appropriate.

5. Follow-up with customers on services and transactions to receive prompt and actionable feedback

SECTION 2: HOUSEHOLDS RESULTS

Results of the Survey

Table 39: Households results

Number of survey forms distributed	352		100%	
Gender	**Males over**	**%**	**Females over 21**	**%**
Number of valid responses included in the results:	180	51.1	172	48.9

Figure 22: Gender of Respondent

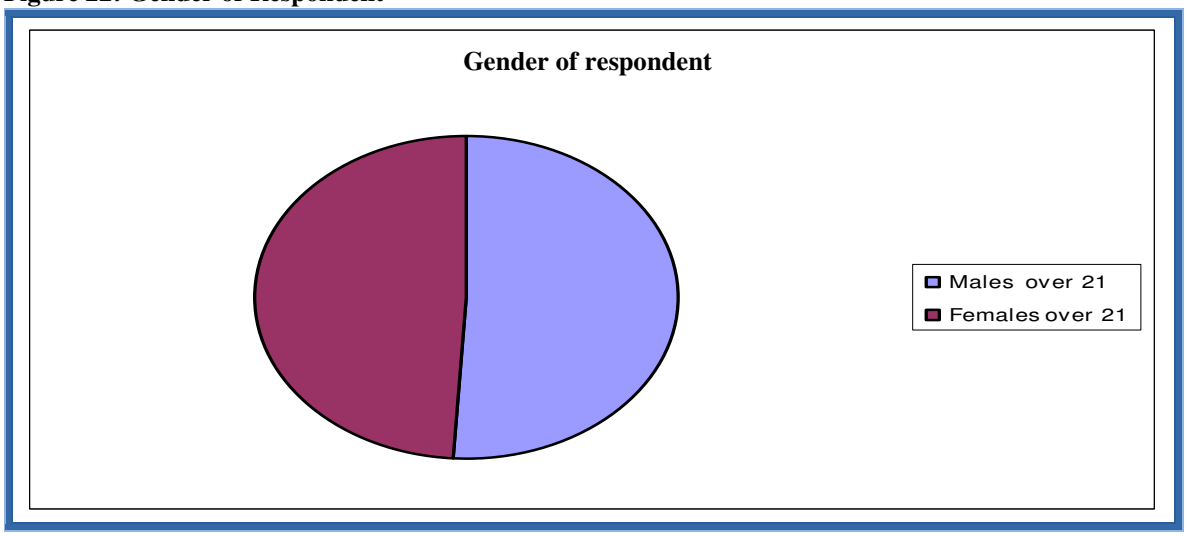


Figure 23: Households responses by professions

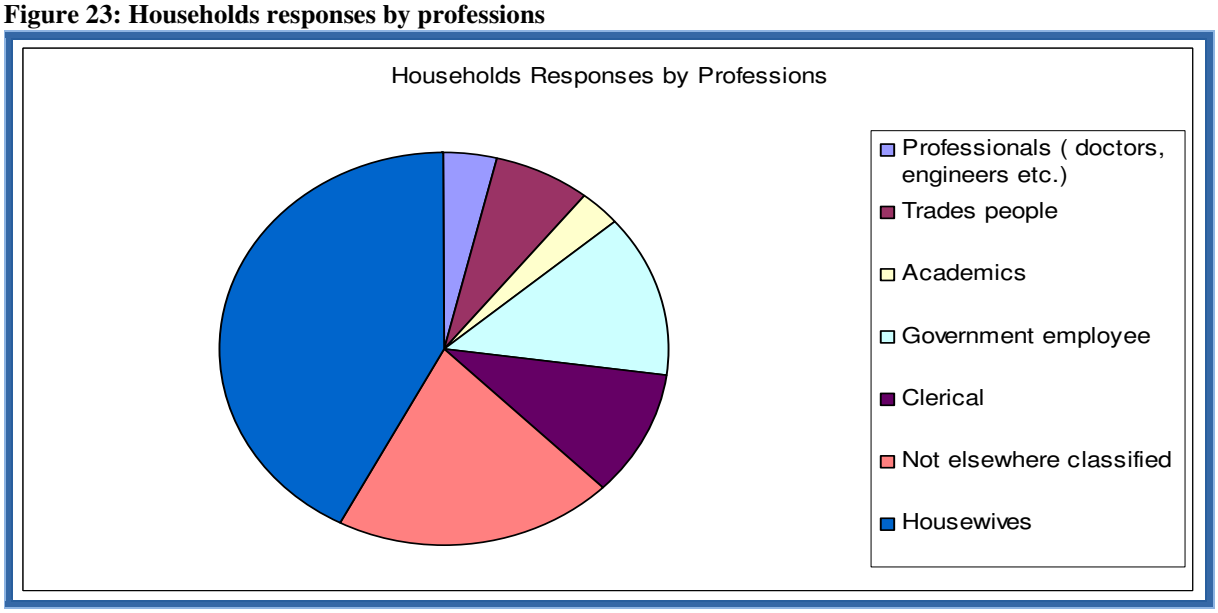


Table 40: Households responses by professions

Profession	Numbers	Percentages
Housewives	150	42.6%
Professions not elsewhere classified	70	19.9%
Government employees	47	13.4%
Clericals	36	10.2%
Trades people	24	6.8%
Professionals	14	4.0%
Academics	11	3.1%

Table 41: Households location of respondents

Location	Number of respondents	Percentage
1. Al-Radwan	75	21.3%
2. Mahdood	59	16.80%
3. Doha	48	13.6%
4. Old City	44	12.5%
5. Al-Rimal	42	11.90%
6. Al-Shalalah	37	10.50%
7. Residential Area 6	29	8.2%
8. Al-Shateh (Beach)	18	5.1%
9. Residential Area 12	0	0.0%
10. Commercial Area 1	0	0.0%
11. Commercial Area 2	0	0.0%
12. Southern Industrial Area	0	0.0%
13. Northern Industrial Area	0	0.0%
Total	**352**	**100%**

Selection of above households locations was agreed between the consultant and ACED program personnel.

Criteria of Analysis

For the purposes of analysing the results of the survey, it is considered that acceptable satisfaction levels are where customers have indicated that they are either "Strongly satisfied" or "Satisfied" where the combined results equal to 50% or more, conversely where customers have indicated that they are "Strongly not satisfied" or "Not satisfied" exceed 50% or more are considered in the level of dissatisfaction.

Figure 24: Households respondents who had dealings with the directorates

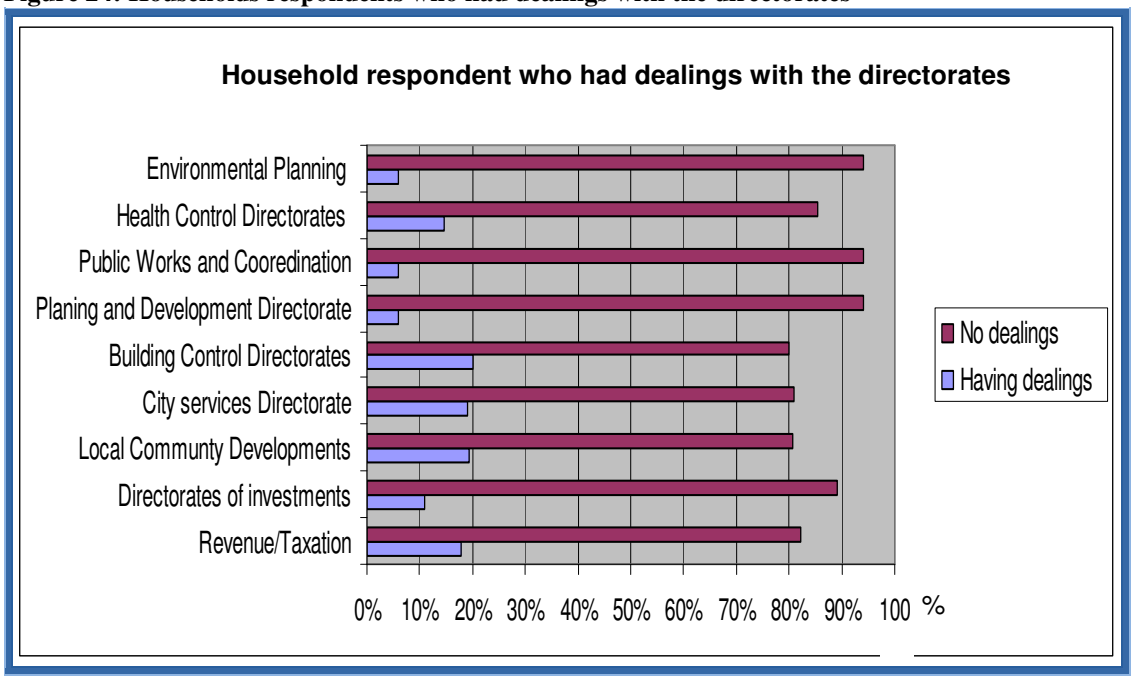
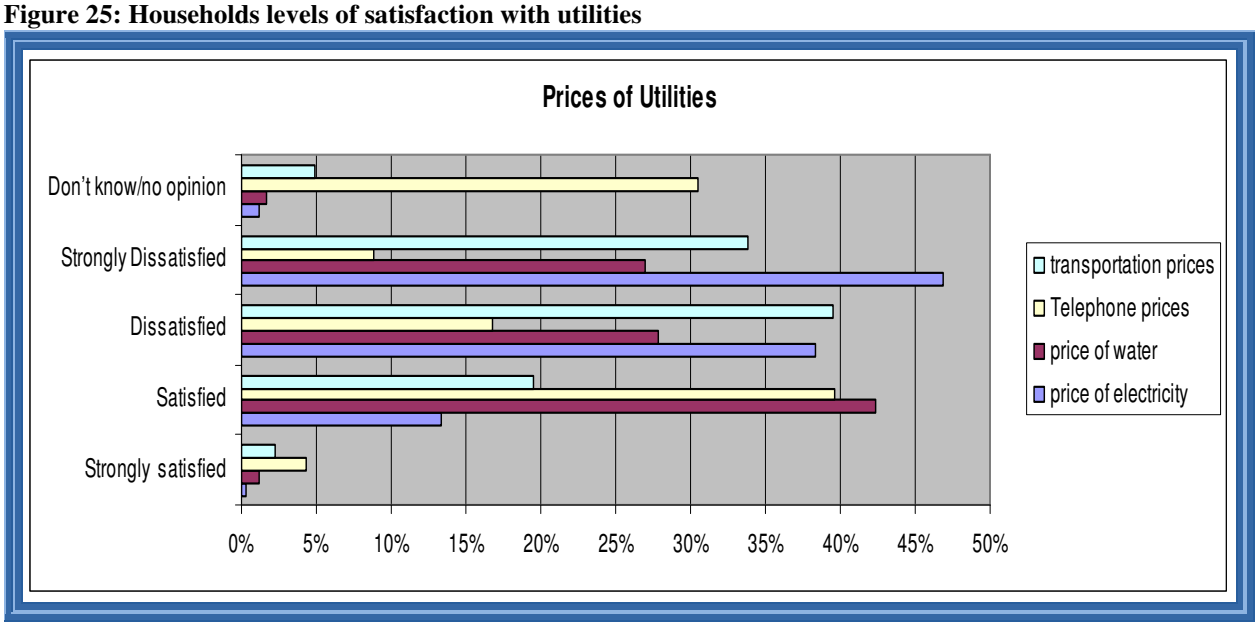


Table 42: Households respondents who had dealings with the directorates

Directorate	Having dealings	Percentage	Rank	No dealings	Percentage	Rank
Revenue/Taxation	63	17.90%	4	289	82.10%	4
Investments	38	10.80%	6	314	89.20%	2
Local Community Development	68	19.3%	2	284	80.7%	5
City Services	67	19.0%	3	285	81.0%	6
Building Control	71	20.2%	1	281	79.8%	7
Planning and Development	21	6.0%	7	331	94.0%	1
Community Works and Coordination	21	6.0%	7	331	94.0%	1
Health Control	51	14.5%	5	301	85.5%	3
Environmental Planning	21	6.0%	7	331	94.0%	1

Figure 25: Households levels of satisfaction with utilities



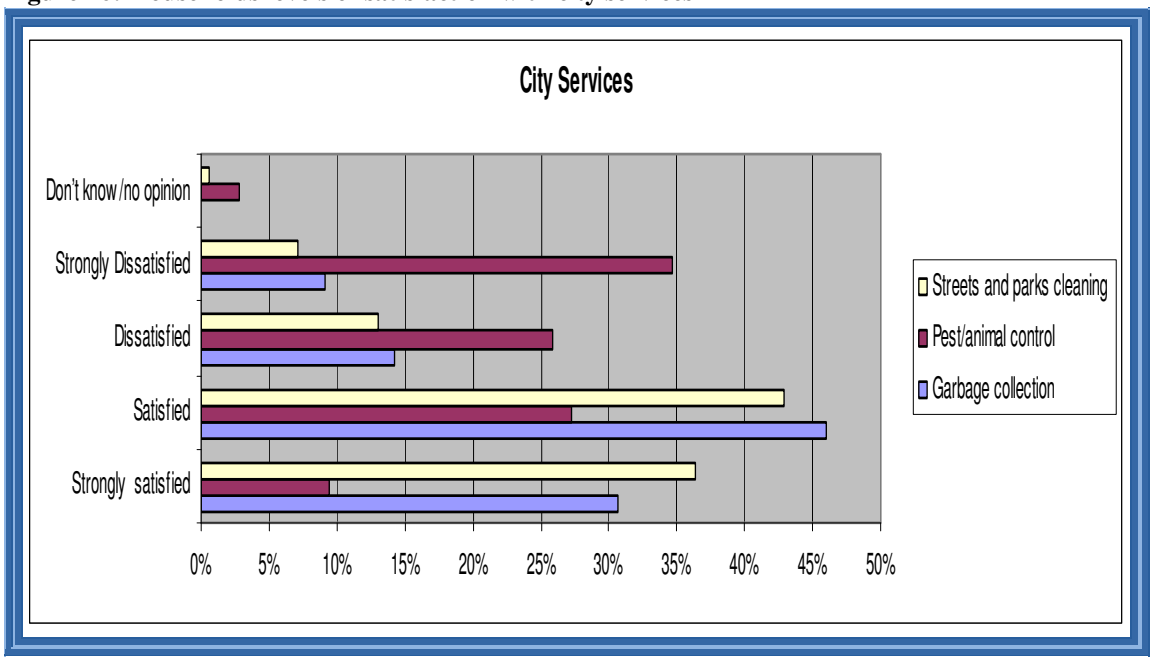
Comments: This graph shows that all customers are "Not satisfied" with the prices of utilities, as all satisfaction levels below 50%.

Table 43: Households levels of satisfaction with utilities

Utility	Levels of satisfaction with utilities
Telephone prices	43.9%
Price of water	43.4%
Transportation prices	21.8%
Price of electricity	13.7%

Comments: It is acknowledged that the above utilities are not ASEZA direct responsibility; however ASEZA does have a regularity influence on these indicators.

Figure 26: Households levels of satisfaction with city services

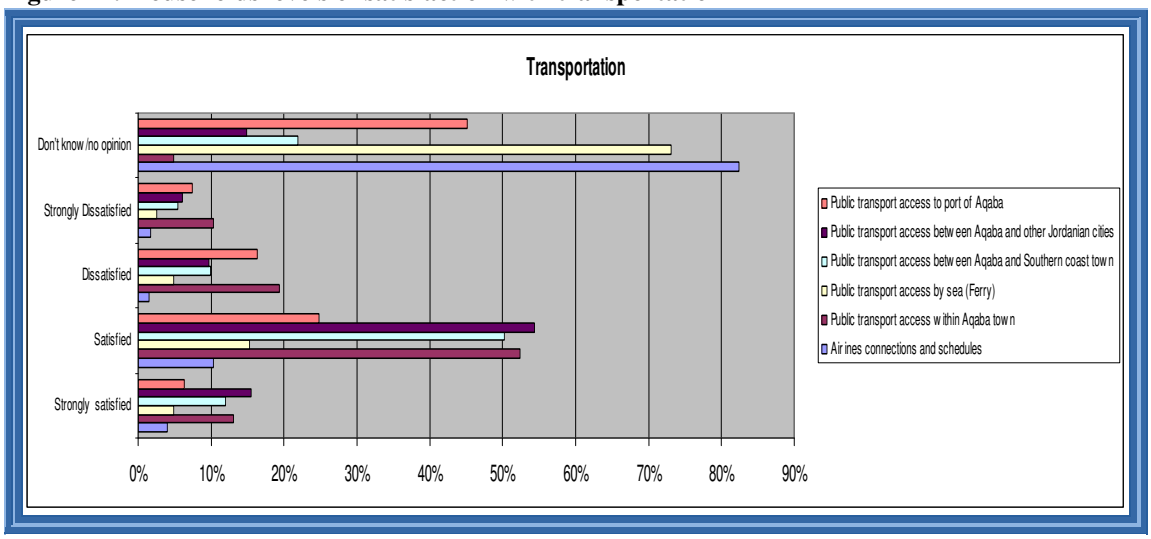


Comments: This graph shows that all customers are mostly highly satisfied with the services provided by the city, with satisfaction levels exceeding the 50% benchmark. The only exception is the control of pets/animals.

Table 44: Households levels of satisfaction with city services

Services	Levels of satisfaction with city services
Cleaning of streets and parks	79.3%
Garbage collection	76.7%
Pest/animal control	36.7%

Figure 27: Households levels of satisfaction with transportation



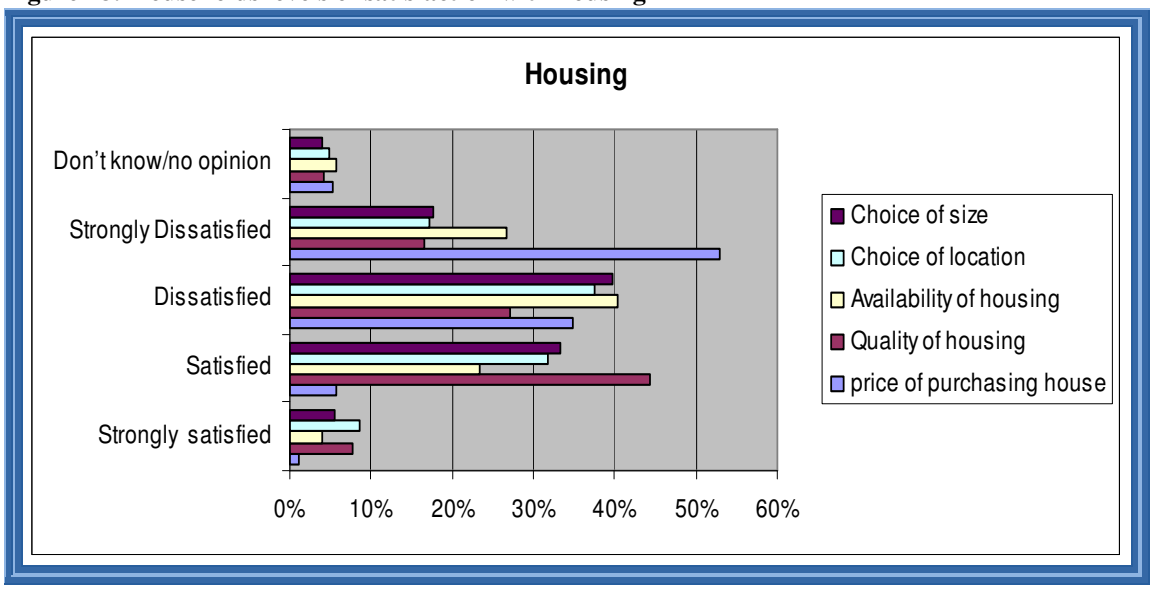
Comments: This graph shows that customers are mostly satisfied with transportation access within Aqaba city, community transport access between Aqaba and Southern Coast Cities, and Community transport access between Aqaba and other Jordanian cities. Other transportation services such as airline connections are considered by customers as irrelevant.

Future Recommendations: Due to the importance of the transportation issues, it is recommended that ASEZA undertakes an interim survey that focuses deeply on each of the sectors listed below. The survey should assess the relevant issues connected to transport such as comfort, quality of vehicles, travel costs, timing, quality of roads etc.

Table 45: Households Levels of Satisfaction with Transportation

Services	Levels of satisfaction with Transportation
Community transport access between Aqaba and other Jordanian cities	69.7%
Community transport access within Aqaba city	65.5%
Community transport access between Aqaba and Southern coast cities	62.1%
Community transport access to port of Aqaba	31.2%
Community transport access by sea (Ferry)	20.1%
Airline connections and schedules	14.3%

Figure 28: Households levels of satisfaction with housing



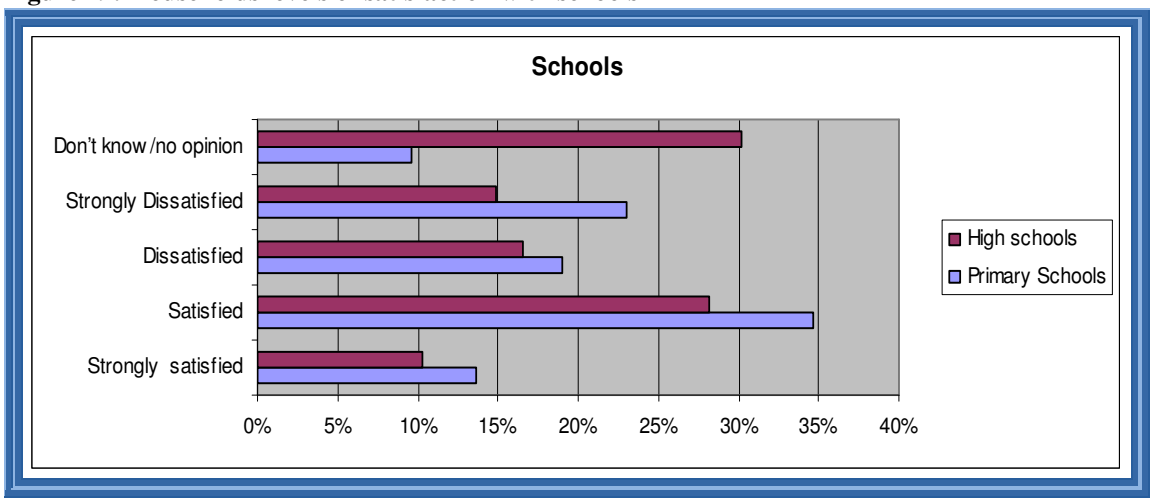
Comments: This graph shows that customers are mostly dissatisfied with the price of purchasing a house, availability, choice of location, and size of houses. However, quality of houses seems to be in the satisfaction level.

Future Recommendations: Due to the importance of the housing issue, it is recommended that in future studies ASEZA undertake a survey on the cost of house renting.

Table 46: Households levels of satisfaction with housing

Services	Levels of satisfaction with housing
Quality of housing	52.1%
Choice of location	40.4%
Choice of size	38.7%
Availability of housing	27.3%
Price of purchasing house	6.8%

Figure 29: Households levels of satisfaction with schools

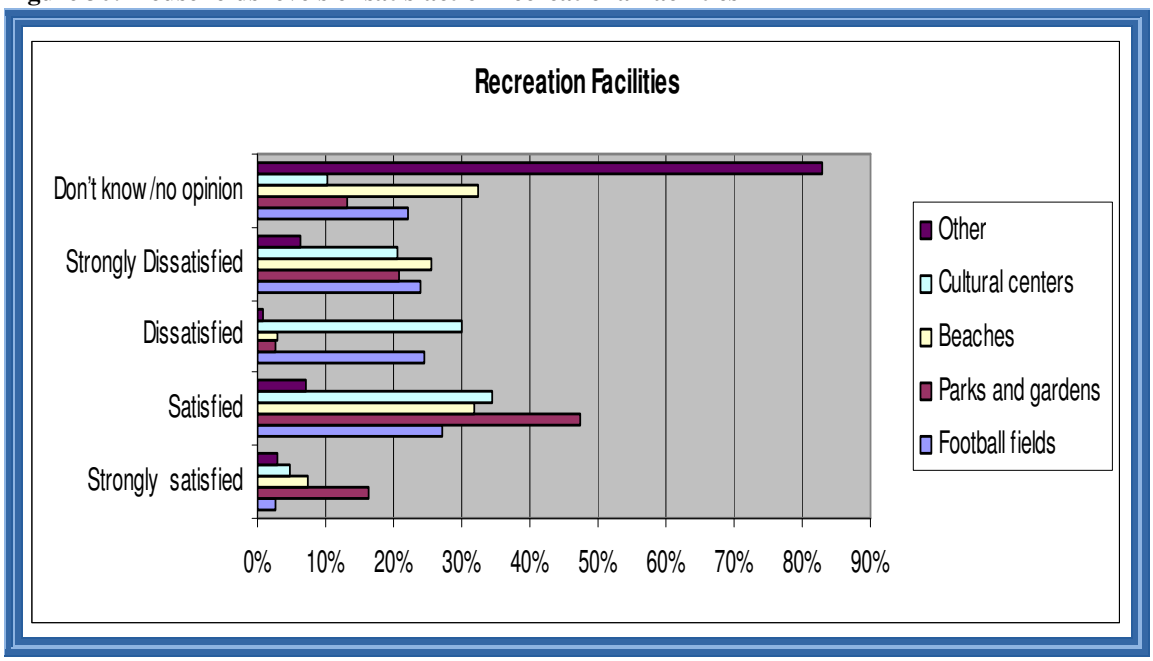


Comments: This graph shows that customers are mostly dissatisfied with both primary and high schools with a result below the benchmark level of 50% .

Table 47: Households levels of satisfaction with Schools

Services	Levels of satisfaction with schools
Primary Schools	48.3%
High schools	38.5%

Figure 30: Households levels of satisfaction recreational facilities

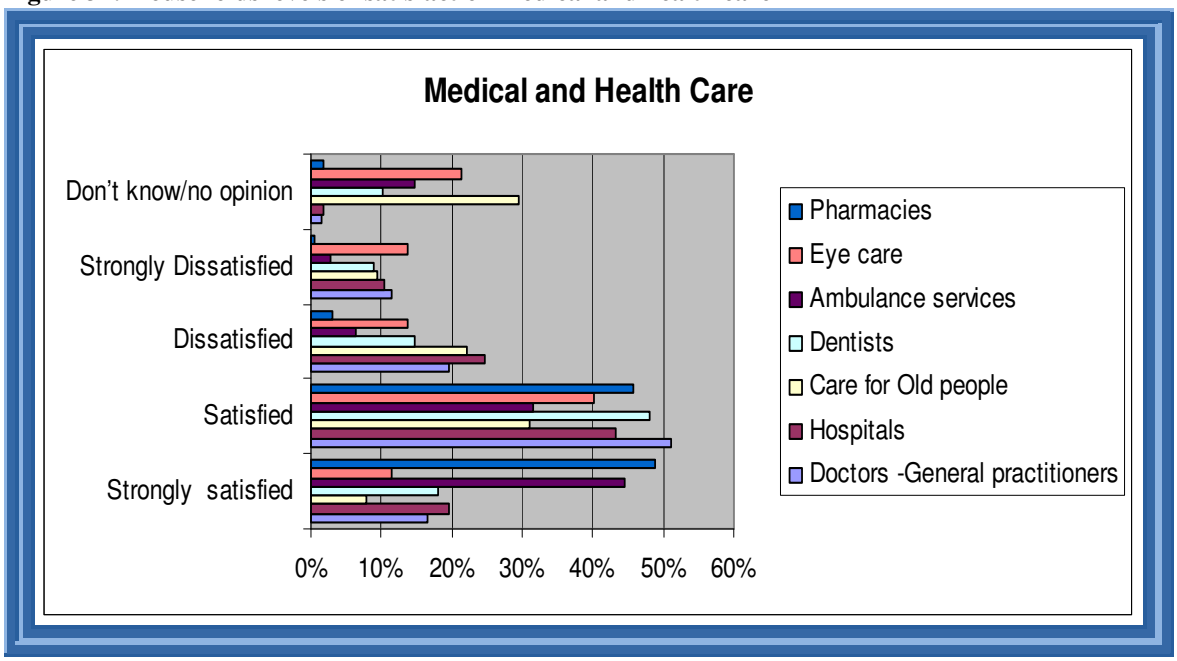


Comments: This graph shows that customers are mostly dissatisfied with the absence of football fields, access to beaches and cultural centres. However, customers are highly satisfied with parks and gardens.

Table 48: Households levels of satisfaction Recreational Facilities

Services	Levels of satisfaction with recreational facilities
Parks and gardens	93.2%
Cultural centers	39.3%
Beaches	39.2%
Football fields	29.6%

Figure 31: Households levels of satisfaction medical and health care

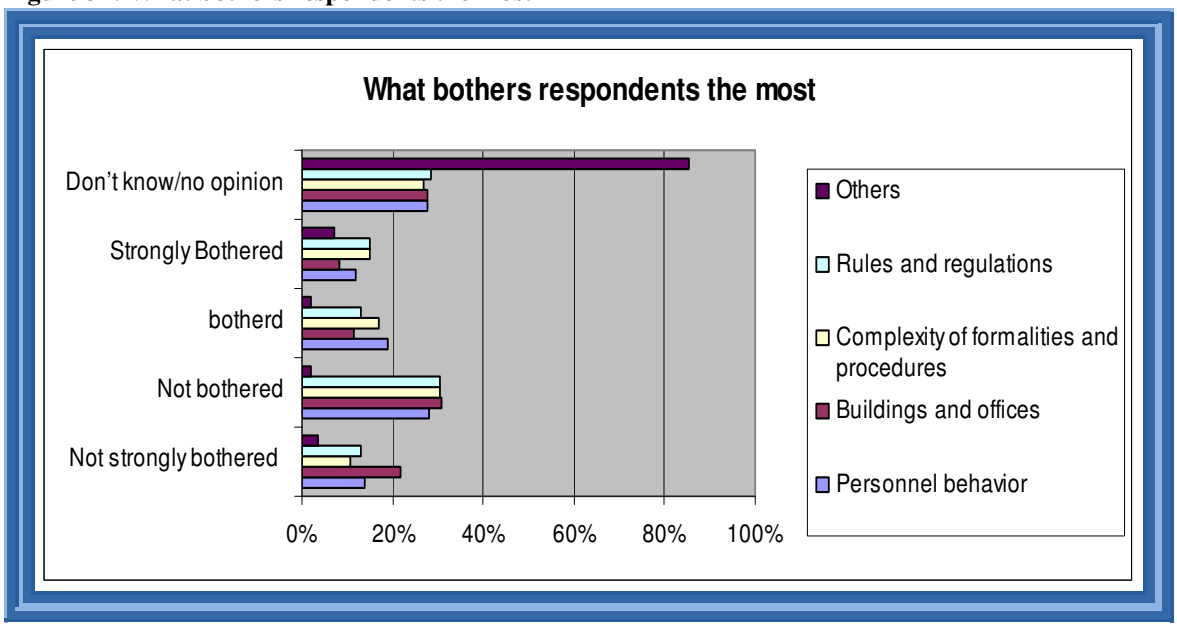


Comments: This graph shows that customers are mostly dissatisfied with one issue only, care for old people. The other services enjoy high satisfaction levels exceeding the 50% benchmark. Details are as follows:

Table 49: Households levels of satisfaction medical and health care

Services	Levels of satisfaction with medical and health services
Pharmacies	94.6%
Ambulance services	76.0%
Doctors -General practitioners	67.6%
Dentists	66.0%
Hospitals	63.0%
Eye care	51.5%
Care for old people	38.8%

Figure 32: What bothers respondents the most

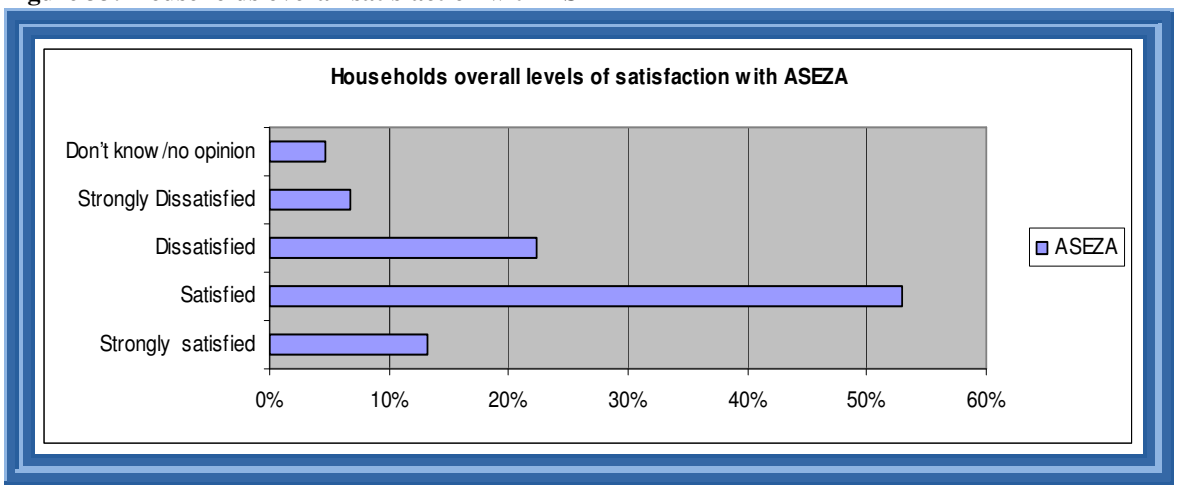


Comments: This graph shows that levels of satisfaction (issues that bothers/does not bother customers) shows poor level of satisfaction with employees behavior, complexity of formalities and procedures and rules and regulations. Most are below the 50% acceptable levels. The only exception is the Buildings and Offices.
Levels of satisfaction by the issues are as follows:

Table 50: What bothers respondents the most

Issues	Levels of satisfaction
Buildings and offices	52.6%
Rules and regulations	43.5%
Personnel behavior	41.7%
Complexity of formalities and procedures	41.2%

Figure 33: Households overall satisfaction with ASEZA

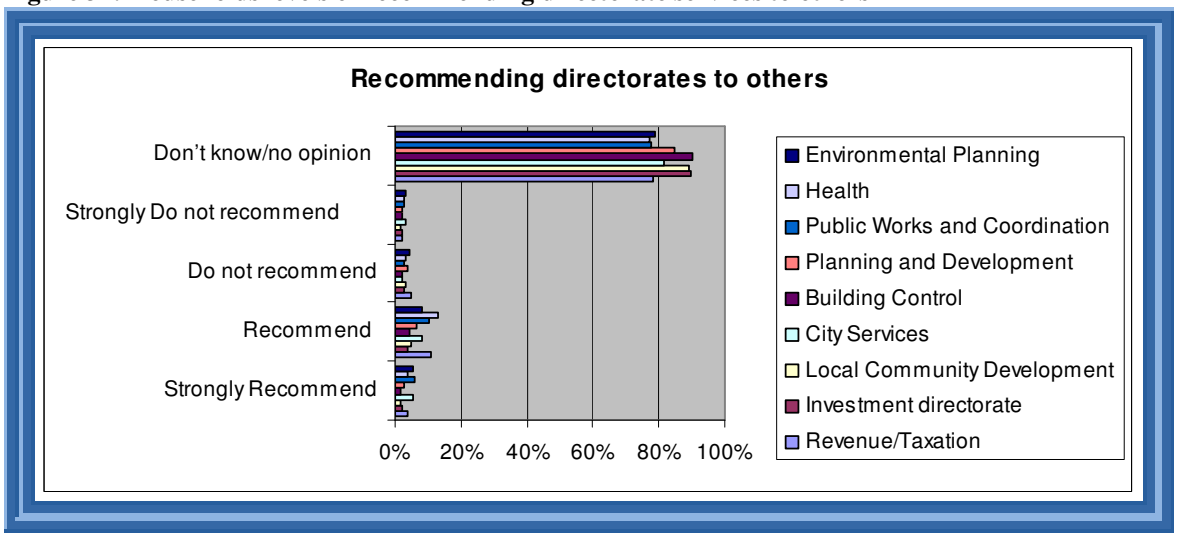


Comments: This graph clearly indicates that customers are overall satisfied with ASEZA. The overall satisfaction level stands at 66.1% (commercial sector stands at 65.5%), levels of dissatisfaction stands 29.2%, commercial sector stands at 33.7, customers with no opinion are very low and at 4.7%.

Table 51: Households overall satisfaction with ASEZA

Households overall levels of satisfaction with ASEZA			
Number of respondents	340	Strongly satisfied	66.1%

Figure 34: Households levels of recommending directorate services to others



Comments: The results of this question are skewed, since they don't reflect the true opinion of customers, because most of the household sample had no dealings with the directorates. Those customers who (Don't know/no opinion) in some instances exceed 90% of the respondents. It is recommended to disregard these results.

Table 52: Households levels of recommending directorate services to others

Directorates	Levels of recommending directorates to others	Don't know/no opinion	%
Revenue/Taxation	14.5%	276	78.4%
Investment	6.0%	315	89.5%
Local Community Development	6.2%	313	88.9%
City Services	13.4%	287	81.5%
Building Control	5.7%	317	90.1%
Planning and Development	9.1%	298	84.7%
Community Works and Coordination	16.5%	274	77.8%
Health	16.8%	271	77.0%
Environmental Planning	13.4%	277	78.7%

Households comments and recommendations made by respondents to open questions

Introduction:
Comments and recommendations made by households respondents have been grouped in themes. These themes, as identified below, were drawn from the survey responses. The themes are listed according to the perceived ranking importance. Following each theme is a brief description of the issues raised.

While respondents shared many examples and recommendations, the purpose of this report is to focus on areas for improvement.

Highlights of respondents comments and recommendations

CULTURAL THEMES
Employees to practice fairness on meeting with customers
Placement of the right person in the right position
Fair distribution of land to Aqaba citizens
Provide a mosque for praying
Segregate schools between boys and girls
Recommend full transparency in dealings with customers
EXPECTATIONS
Provide job opportunity and reduce unemployment
Required the provision of services at the beach as a breathing space for Aqaba residents
Provide housing for Jordanians
Required an entertainment city for children, community gardens, parks and playgrounds for children and families
Reduce costs of electricity and water
Reduce taxes, especially sales tax
Abolish customs duties on vehicles
Place Aqaba residents in jobs- not people from the north
Provide more services and support to Aqabites and more grants
EDUCATION
Care for government schools, especially boys schools and supervision of teachers
Take care of children's clubs
Provide scholarships
ENVIRONMENTAL, REGULATORY
Control of pests and stray animals
Simplify building transactions

Tighten security in the streets because of drunkenness
Streets asphalting where needed
Taking care of street lightening and maintenance
Not satisfied with streets cleanness
LEISURE
Increase the number of clubs
Provide better support to the sporting national teams especially the swimming team
HEALTH
Provide competent and more health centers and hospitals
The provision of health care for the elderly
Children's milk not available at government pharmacies
Provide more health facilities and social services
TRANSPORTATION
Ensure transportation to Residential Areas- such as the sixth district
Improve transport to the eighth district
Reduce transportation costs
HOUSING & COST OF LIVING
Increase employees salaries due to high cost of living, reduce food and other provisions prices
Provide housing to limited income people
House numbering

Conclusions and Recommendations

The CSS asked participants to thoughtfully reflect their personal experiences as Aqabites, and they did so with passion, intelligence and creativity.

The assessment produced a considerable amount of information. The individuals we surveyed brought a wealth of experience and candor about their perceptions on what has been done well, and suggestions on what could be done better.

The recommendations, outlined in this report, seek to identify opportunities to improve current practices, coordination and consistency, and staff training in the area of community involvement.

Responses indicated that the city of Aqaba offers an incredible variety of opportunities for improvements. Given the limited scope of this assessment, this report focuses on those areas identified for improvement.

It is encouraging to see the similarities between commercial and households' responses regarding the areas for improvement and suggestions on how these improvements might be accomplished.

Aqaba is special and people demand a lot, ASEZA leadership need to bring community involvement to another level to reflect the important times and uniqueness of Aqaba as a city. This is a call for the promotion of the concept of people contributing to change rather than reacting to it.

It is our hope that the city will seize this moment to engage community members and staff at all levels in a joint review of the findings to identify mutual goals for community involvement, better quality, more effectiveness, and early and long-term actions that will support these goals.

General Recommendations

1. **Circulate results of the survey internally**: Senior managers should join relevant directors and managers and participate in briefings concerning the survey results. All parties should be given a chance to review the report and respond to findings and conclusions. This will help to "internalize" the results, and move it one step further along the path toward becoming customer-focused.

2. **Involve relevant managers to develop and implement action plans for improving performance and remedying perceived weaknesses.** These action plans should include estimates of required resources (staff and budgetary) and realistic schedules for implementation. These plans should be restated for implementation as part of the published ASEZA's 2007-2010 strategic corporate plan.

APPENDICES

Appendix 1: Recommendations for Community Involvement

It is recommended for ASEZA to conduct a community involvement assessment of the needs and the insight on how to more effectively involve the community in various stages of the policy-making and programs implementation cycles.

Specifically, ASEZA should seek to identify opportunities to improve:

- Current practices, with an emphasis on potential guidelines for future community involvement programs and activities,
- Coordination and consistency across directorates, and
- Training for increased staff expertise in Community involvement.

The assessment is intended to be a comprehensive evaluation of all community involvement activities conducted by ASEZA.

The specific recommendations are drawn from the ideas and concerns of the respondents to the survey, while the participants' recommendations for increasing the quality, coordination, and consistency of their involvement practices across directorates, it should be noted that survey and interview responses indicated a high regard for the city's staff and their efforts.

The following recommendations were developed after analyzing the key themes from commercial and household community members' survey and interview responses.

1. Actively affirm leadership and organizational values for community input.
2. Rebuild trust and create a working partnership with the community.
3. Improve community involvement outreach and design of activities to engage a broader mix.
4. Establish community involvement guiding principles and promote consistency.
5. Increase transparency on how community's input is used by staff and decision-makers.
6. Take an interdepartmental approach to design community involvement activities.
7. Build understanding of and value for community involvement through education and training.

At some point, it makes sense to just step back and look at the big picture. The Aqaba community involvement assessment should be conducted to provide ASEZA with a bit of that big picture, from the eyes of those most closely involved with city community involvement — community members and staff.

The community involvement assessment is designed as a qualitative examination of ASEZA's practices to be conducted as a follow-up step to the current survey.

The consultant team identified key themes from participant responses and outlined critical opportunities for improvement in the community involvement practices. Given the limited scope of this assessment project, these recommendations are not presented as specific action plans with proposed resource allocations. Community involvement is a broad term and includes a wide range of program approaches and activities.

The following is a suggested framework for examining community involvement activities:

Framework of Community Involvement Activities

Communications: A one-way information exchange in which ASEZA provides information to the community to inform or educate, e.g., mailings, web postings, television programs, newspaper articles.

Listening: A one-way information exchange in which ASEZA gathers information from the community through various methods, e.g., surveys, phone polls, market research, web-based polls.

Consulting: A brief event in which ASEZA invites the community to discuss information on policies, projects or programs that have not been finalized, e.g., workshops, open houses etc.

Engaging: An ongoing forum in which ASEZA engages the community in in-depth discussions about the issues, e.g., Advisory Board, directorates, stakeholder groups.

Partnering: ASEZA Directorates and community groups sharing responsibility to develop policy, program, or project decisions. Participants can provide a wealth of insight on the effectiveness of ASEZA's community involvement activities, as well as suggestions for improving current practices and consistency across directorates.

A final report should outline key themes drawn from the assessment participants' suggestions for how community involvement practices could be improved and provides consultant recommendations on key opportunities for advancing the quality of community involvement based on these themes.

To accomplish this ASEZA should develop community involvement standards with specific guidance on meeting formats, timing of involvement, information dissemination and collection for mandatory and optional Community involvement activities. These guidelines should also address expected variations in community involvement standards for the different directorates.

ASEZA staff could gain significant insight into how to design of session agendas, physical space, and discussion formats can impact the quality of the engagement experience, as well as the quality of input. A staff mentorship program would expand internal resources for community involvement. Additional training for key staff working in the area of community involvement should align with ASEZA's overall philosophy and guiding principles, and have evaluation standards to encourage increased consistency with community involvement improvement efforts.

Suggested Assessment Themes

Theme 1: Increase citizens awareness of how ASEZA and its directorates work so everyone citizen can appropriately engage staff in early problem solving.

Theme 2: Provide time, resources and training necessary for Community involvement (materials, advertising, expertise, design and implementation). Communicate to staff and the community how important community involvement is and provide resources to commensurate with that.

Theme 3: Encourage staff to provide first class service and support a positive morale. ASEZA operates with integrity and need to name and affirm its culture.
We need opportunities for each employee to understand what is happening in the city and to be proud of the city. The city's meetings are a source of good information for the citizens and staff.

Theme 4: Long-term objective to minimize the regularity burden on small businesses through effective advocacy. Adopt innovative approaches to identify and deal with issues of greatest concern to small businesses.

Conclusion and Next Steps

Throughout this review, we have held an assumption that quality Community involvement is not simply achieved by adding more activities. While we have heard a call from some respondents for more community involvement, the overwhelming response was a call for more meaningful opportunities to give input at a stage in project or policy design where such input will truly have influence on the options the decision-makers will consider. This call was expressed concerning the role of existing advisory board and committees, the general community's input on projects and policies, and the city's working partnership with the community.

Improvement efforts need to take into consideration the limits Aqabites have on their time, and ASEZA's limits on resources. It is our hope that the city will seize this moment to engage community members and staff in a joint review of the Customer Satisfaction Survey findings to identify mutual goals for community involvement quality and effectiveness. Strategic action plans that will support these mutual goals are needed to focus on working toward a more productive and effective partnership with the community.

Our Recommendations

Aqaba is an exciting community comprised of unique community and passionate citizens. The review finds that participating Aqabites are both experiencing the pressure of increasing growth and service demands, which can create a challenging environment for productive communications. In addition, the complexity of planning code and regulatory structures of the various city directorates contribute to increased confusion and/or frustration concerning the expectations for Community involvement. In spite of the tensions identified by community members we spoke to, highlighted ASEZA staff positive work in a wide variety of services and activities.

Building Understandings through Education and Training

After reviewing survey information and data from survey responses, we offer training recommendations in three areas:
- What content should be offered?
- Who should receive the training?
- How and when training should be delivered?

What Content should be Offered?

Five topics that should be covered in a training program to improve Community involvement activities:

1. The city's philosophy toward community involvement;
2. An overview of community involvement approaches, tools and activities; and
3. Designing community involvement programs and activities; and
4. Designing and managing effective Community meetings; and
5. Communication skills – oral and written.

1. The City's Philosophy on Community Involvement.

As the City of Aqaba reassesses its philosophy on community involvement there is a need to convey this philosophy and how to pursue it to all of its staff.

2. Overview of Community Involvement Approaches, Tools and Activities

Staff needs guidance on what community involvement available activities and which are appropriate for specific types of programs, policies and projects in the city. This would be an overview of what methods and tools can be used and how to implement these in accordance with the city's Community involvement standards and guidelines.

3. Designing Community Involvement Programs and Activities

The staff also needs training on designing specific community involvement programs or activities that includes:

- What types of activities are available and appropriate for a specific type of project?
- What steps are necessary in a productive community involvement program?
- Who should be involved in designing a community involvement process? (includes citizens)
- How to use district associations or other groups to help design Community involvement activities, outreach and meetings?
- How Aqabites can be involved in all stages of the process? (early to completion)
- What timeframe is realistic and appropriate for a program or activity?

4. Designing and Managing Effective Community Meetings

Central to an effective Community involvement program is knowing how to run productive community meetings. Meeting facilitation training should include:

- Knowing what is required in terms of notification and other legal issues
- Clarifying and sharing the purpose and expected outcomes of a meeting
- Selecting an appropriate meeting format for the topic, size of group, and level of
- Conflict
- Developing and managing ground rules
- Creating a realistic agenda
- Constructive ways to convey information for a variety of participant styles
- Drawing information out of people
- Keeping people focused on their subject
- Building consensus and negotiating when needed
- Dealing with difficult people and situations
- Reaching closure and defining next steps

5. Communication Skills – Oral and Written

Training to enhance both oral and written communication skills will improve the Community involvement activities in the city. Communication training should be targeted to different needs of staff including:

Oral Communications

- How to be an effective speaker –well prepared, trained in techniques that work, convey warmth, and appropriate sense of humor
- How to solicit feedback that is productive and not confrontational
- How to be a good listener, how to avoid becoming defensive

- How to work with people who are challenging, angry or difficult in large crowds
- How to deliver messages
- How to deal with multiple values sets in a Community meeting
- How to frame issues to get the most productive feedback
- How to be helpful on the phone
- How to work with upset Aqabites tough issues

Written Communications

- How to write clearly for community use, in terms people can understand – use interesting formats, make communication more accessible, create "fact sheets"
- How to interact with the press. What is expected – just the facts, how to respond to
- Questions, when to be proactive, how to do news releases, how to deal with reporters
- PowerPoint presentations – when to use and when not to use
- Training for website team designers to create a positive "user experience"

6. Two Additional Training Topic Areas to Consider

ASEZA Staff would benefit from training on how it might better engage with the community to minimize misunderstanding and enhance trust. This training might cover what ASEZA can and cannot do, such as its ability to bring forward laws, and how to respond to intense demands from the Community as part of an overall Community involvement strategy. The Community would benefit from additional opportunities to learn about how the city operates.

Who Should Receive the Training?

Staff members who are responsible for managing and conducting community involvement activities should receive training, if needed, in the first five involvement categories listed earlier.

Staff who will be managing and conducting community involvement activities with the Community need an understanding of the city's philosophy on community involvement, a knowledge of the range of appropriate strategies for particular situations, the ability to design and manage programs and activities including meeting management and interpersonal communication skills.

ASEZA Directorates staff that interacts orally or in writing outside specific Community involvement activities should be familiar with the city's philosophy on Community involvement and receive training in basic oral and written communications. This includes support staff.

ASEZA advisory board and commission members should be able to sign up for any training that is offered to staff.

Aqabites who are interested in local government should be encouraged to attend sessions that provide education about how the city works, as well as sessions on collaborative processes and negotiation.

How and When Training Should Be Delivered?

Training for effective Community involvement needs to occur on a regular and frequent basis. A programmatic approach that is tied to job performance and duties is suggested to both support development and accountability to citywide standards.

Some suggestions for advancing a programmatic training approach include:

- Offer local training to ASEZA staff on the content areas listed above.
- Community involvement training should be part of any new employee's orientation. New staff orientation should include an understanding of the culture and expectations of staff regarding their relationship to the Community. The amount and type of training will depend on the staff job description and background.
- In addition to local training, provide resources for staff to attend workshops and sessions sponsored by other professional associations.
- Consider short (5-15 minutes) in-house training sessions during staff meetings on specific techniques, once a month. Distribute group e-mail after training sessions with information about more resources.
- Provide training on project-based activities.
- Provide mentoring opportunities for staff to build skills and expertise.
- Consider offering and/or requiring continuing education credits for planners and other professionals

General Recommendations

1. Create Community education materials to increase community understanding of the work of ASEZA and its directorates.

2. Create an internal tracking system that outlines the path of customers applications and projects, so Aqabites can access accurate, up-to-date information easily.

3. Engage the community in telling Aqabites how their use of ASEZA website could be an effective education tool and provide access for all types of information.

4. Use the website for the staff to post frequently asked questions for the community's benefit.

5. Increase media relations so local media outlets covers programs and educational topics with accurate information. Consider having a regular column by each Director Head.

6. Increase interdepartmental communication from upper levels of ASEZA about major programs underway, e.g., summarize the department heads reports for all staff.

7. Put together a communication booklet on the different ways community officials can get community input, including how to structure community involvement for different circumstances, encouraging two-way discussions, and alternatives that would be new, welcoming, and meaningful.

8. Use surveys and focus groups to determine what is working, and what is not for both the quantity and quality of Community involvement. The city needs to know if it is facilitating better decisions by spending more time or just consuming more time. Both staff and Community perceptions are needed to determine this. Consider more rigorous assessments activities and programs including evaluations of specific Community involvement sessions. Explore ways to get better feedback from the Community on an on-going basis.

Appendix 2: Opportunities

The results of this survey provide a baseline of attitudes and perspectives of businesses in Aqaba, and suggest several compelling points of action for the city in the coming year. Approached intentionally, ASEZA could leverage these findings to infuse the area's economic sustainability. The city and its practitioners may benefit from further research to identify gaps in support being provided and/or identifying needs being met.

King Abdullah II Award for Excellence

Quality Charter

In alignment with the requirements of the King Abdullah II Award for Excellence, it is recommended that ASEZA develop, implement, inspect and review a **quality charter** to keep abreast with new developments in order to provide customers with products/services that meet their needs and expectations. Here below some recommendations that could assist in these endeavours.

ASEZA need an information system that helps clearly and concisely communicate key strategies and goals to all stakeholders on a personal basis every day. The system should focus workers on tasks and activities that best advance the organization's strategies and goals. It should measure performance, reward positive contributions and align efforts so that workers in every group and level of the organization are marching together toward the same destination.

ASEZA Directorates really needs are a performance dashboard that translates the organization's strategy into objectives, metrics, initiatives and tasks customized to each group and individual in the organization.

A performance dashboard as a management system communicates strategic objectives and enables commissioners to measure, monitor and manage the key activities and processes needed to achieve their goals.

To work this magic, a performance dashboard provides three main sets of functionality. Briefly, a performance dashboard lets business people:

1. Monitor critical business processes and activities using metrics of business performance that trigger alerts when potential problems arise.
2. Analyze the root cause of problems by exploring relevant and timely information from multiple perspectives and at various levels of detail.
3. Manage people and processes to improve decisions, optimize performance and steer the organization in the right direction.

ASEZA should bring alignment and coordination around their improvement initiatives stated in its 2007-2010 strategic plan. The first step to having one is to identify the

barriers, and clarify the actions required to breakdown those barriers by identifying those barriers as an important first step.

ASEZA should begin to build awareness around the concepts of its vision and strategic plan, and create a need by connecting the vision and plan to real problems it faces today.

Appendix 3: Excellence in Service Provision and Customer Satisfaction

ASEZA strategic plan for 2007-2010 states that ASEZA gets its values from the basic goals and objectives of its establishment. This report makes (partial) comments about the following sub- sections of the strategic plan:

ASEZA Values statement states that **Excellence in Service Provision and Customer Satisfaction** can be achieved through the participation of customers and service recipients in policies and strategies development as well as the resulted action plans. Such participatory approach shall have a positive impact on work implementation to ensure customers' satisfaction and realization of their expectations and desires.

Recommendations

Involve the participation of customers and service recipients in policies and strategies development as well as the resulted action plans. Such participatory approach shall have a positive impact on work implementation to ensure customers' satisfaction and realization of their expectations and desires.

Appendix 4: Living up to the ASEZA Brand

ASEZA should live up to its brand and communal promises and commit to the pursuit of ideas. For ASEZA to benefit from the collected data, it is recommended to appoint a **Chief Ideas Officer**, who is on par with the chief financial and operations officers.

The job will be about teaching the appropriate thinking skills to the workforce; about setting up a process whereby the ideas and innovations that emerge are heard and evaluated; and putting structures in place that take the selected innovations and act on them.

The Ideas Officer should not only be looking at new ideas, but also at ways of simplifying, of doing old things in a new way, more efficiently.

Too many strategic decisions are driven by inputting data into a computer, and the resulting analysis sets corporate strategy, this is not always productive, because unless managers can look at the data in different ways they are locked into the old concepts. This is where a machine cannot replace a human's interpretation and thought processes.

However, new ideas alone are not sufficient. There needs to be some sort of structure, with someone responsible for making it happen – the chief ideas officer.

The chief ideas officer will act as advisor to the Commissioners on the economy, employment, community social policy, health care, finance, transportation, education, conflict resolution, and the justice systems. S/He should be regarded as the leading authority in the field of creative thinking, innovation and the direct teaching of thinking as a skill.

ASEZA need some kind of strategic beacon to guide the Commission. The ability to be open and communicate challenges is essential; when people believe that the Commission is hiding something, they lose confidence.

The suggestion to **Enhance and Reward Innovation, Creativity and Teamwork** will align ASEZA's strategic plan to encourage and appreciate individual and innovative initiatives and accomplishments by offering material, moral and work rewards. ASEZA has a strong belief in teamwork, which is the motive and true engine for creativity.

Appendix 5: Proposed ASEZA Charter as an Ethical Commission

The following recommendation stems from ASEZA's 2007-2010 strategic plan statement on transparency whereby its value statement states that, quote "all internal and external actions and decisions of ASEZA are Community announced and accessible by all available and possible means". "Prior to taking any decision, ASEZA consults with various stakeholders and concerned groups". Unquote.

The proposed charter document sets out the 'evidence' that must be presented to an independent verifier by ASEZA in order to become an ethical Commission. The evidence is structured to make it apply to all directorates regardless of specialization or size.

The aim of the verification is to check that policies and practices are in place to satisfy the verifier that the ASEZA can fairly make the statement set out in the Charter. For each piece of evidence, the verifier checks four things:

1. that a policy exists,
2. that a system is in place to implement the policy,
3. that records exist which show that the system works in practice, and
4. Stakeholders, when asked, agree that the system works and is fair.

Becoming an ethical Commission is not a paper-based exercise. An independent verifier is just as interested in determining that the spirit of fairness is there, rather than an excessive focus on paper-based systems.

The Charter and processes are written in the spirit of encouraging good ethical practices in ASEZA. An annual verification encourages a process of continual improvement. The verifier's role is not only to judge ASEZA against the evidence set out below, but also to encourage it as an ethical Commission to make year-on-year improvements.

The verification is based on a sample of evidence. It is not an audit of every single activity, and could not be without huge cost to the Commission. ASEZA may sign the Charter in good faith and as part of their commitment to living by its principles assign responsibility to a senior member of management.

The Charter

1) Customers Services Charter

Charter statement: ASEZA seek to be honest and fair in its relationships with its customers.

Evidence:

- Terms of business are used which explain clearly the basis of the contract with customers.
- There is a policy to use customers' personal and proprietary information only in ways explicitly agreed.

Charter statement: ASEZA endeavors to make all advertising and Community statements honest and correct and this is demonstrated by a minimum of substantiated complaints.

Evidence:

- There is a process for registering and responding to customer complaints and comments against a defined timescale.
- Provide the standards of products and services that have been agreed.
- Terms of business are used which explain clearly the basis of the contract with customers, including where appropriate total cost, delivery charges and timescales for delivery.
- ASEZA'S obligations after a product or service is sold are clearly stated.
- Where there is sensitivity in the community about the product or services of the organization, the ASEZA is open to dialogue to protect the interests of vulnerable consumer groups.
- Where applicable, co-operate fully and in a transparent manner with Community authorities in the prevention or removal of serious threats to Community health and safety deriving from consumption or use of the products or services.

2) Suppliers and subcontractors

Charter statement: ASEZA seek to be honest and fair in our relationships with our suppliers and subcontractors.

Evidence:

- Terms of business that are used explain clearly the basis of the contract with suppliers and subcontractors.
- There is a policy to use suppliers' and subcontractors' personal and proprietary information only in ways explicitly agreed.
- There is a process for registering and responding to supplier and subcontractor complaints and comments against a defined timescale.
- Supplier and subcontractor feedback is taken into account in developing supplier and subcontractor policy.
- Where business terms are changed, reasonable time is allowed before implementation.
- There is a policy not to use copyrights, trademarks, patents or software belonging to suppliers or subcontractors without express permission.

Charter statement: ASEZA pay suppliers and subcontractors in accordance with agreed terms.
Evidence:

- There is an accurate list of invoices and payments, including overdue payments, which demonstrates that suppliers and subcontractors are routinely paid in accordance with agreed terms.

Charter statement: ASEZA has a policy not to offer, pay or accept bribes or substantial favors.

Evidence:

- There is a policy on accepting or offering gifts including hospitality and assurance.
- This policy is made known to employees, subcontractors, suppliers and customers where appropriate.
- There is a process for monitoring and checking irregular payments.

Charter statement: ASEZA encourages suppliers and subcontractors to abide by the principles of this Charter.
Evidence:

- A process is in place to inform suppliers and subcontractors about the organization's adherence to this Charter and encourage them to abide by its principles.

3) Community and environment

Charter statement: ASEZA aims to make the communities in which we work better places to live and do business.

Evidence:

1) There is a policy of commitment to the community.
2) A process is in place to deal with enquiries and complaints from local communities in which ASEZA operates.
3) Community projects and activities are supported in the localities in which ASEZA operates.
4) Employees are encouraged to help local community organizations.

Charter statement: ASEZA aim to be sensitive to the local community's cultural, social and economic needs.

Evidence:

- Where there is sensitivity in the community about the product or services ASEZA, the Commission is open to dialogue with the relevant groups.
- Where a community is economically highly dependent on ASEZA and significant changes are made, ASEZA will work with Community bodies and the community to minimize the impact on the community.

- Where appropriate, there is a policy to employ local staff and buy from local suppliers.

Charter statement: ASEZA Endeavour to protect and preserve the environment where we operate.

Evidence:

- There is a documented environmental policy that commits ASEZA to compliance with applicable legislation; to explore for opportunities to minimize waste and use resources efficiently; and to strive for continuous improvement in performance and prevention of pollution.
- Compliance with relevant environmental laws and regulations is checked and monitored.
- Environmental impacts have been evaluated and a prioritized and monitored program is in place for continuous improvement.

4) Stakeholders and suppliers of finance

Charter statement: ASEZA is financially accountable to its stakeholders.

Evidence:

- A regular and timely review of the ASEZA's finances and operations is available to stakeholders and to suppliers of finance.
- A verification or inspection of finances is carried out on behalf of stakeholders when and if they require it.

Charter statement: ASEZA communicate to stakeholders all matters that are material to an understanding of the future prospects ASEZA.

Evidence:

- ASEZA'S prospects are documented and available to all concerned.

Charter statement: ASEZA aims to protect Stakeholders funds, manage risks and ensure that funds are used as agreed.

Evidence:

- Statements are available for stakeholders by ASEZA'S senior management saying how financial resources have been used.
- A process is in place to safeguard assets against loss and fraudulent use.
- The senior management regularly assess the significant financial and non-financial risks and has appropriate controls in place to manage them.
- Relevant material issues are disclosed to Stakeholders in a timely fashion.
- Where relevant, such information is disclosed to actual and potential stakeholders equally and simultaneously.

5) Management commitment

Charter statement: ASEZA will do all in its power to conform to the letter and spirit of this Charter.

Evidence:

- The responsibility for adhering to the principles of this Charter rests with the senior management team.
- Complaints and comments from stakeholders are taken seriously and dealt with.

Appendix 6: Creation of an Ethics Initiative

An Ethics initiative could lead to an improved business position for ASEZA with its customers. ASEZA could lead such initiative to become an ethical compliance leader within its field of activity. The challenges are short-term; its best recourse is to remain true to its values and standards, without compromise.

It is recommend that ASEZA appoint **Compliance Investigator** whose responsibilities include planning , organizing , and conducting investigations of employees who have been identified as not carrying ASEZA'S Charter and ethics and prepare related investigative reports; perform follow-up investigations to ensure compliance; and perform related work.

Principal Accountabilities:

- Interprets and applies the ASEZA charter, rules and regulations of the Commission to determine through questioning and observation of workers ethical compliance.
- Conducts investigations at the request of the Ethics Commissioners to determine violations and to confirm status of business. Recommends prosecution of employees for a violation of the charter, Interviews potential witnesses; locates defendants for service of legal documents. Testifies in civil and criminal hearings.
- Prepares and maintains detailed reports of investigative contacts. Coordinates investigations with representatives from local community and government agencies. Performs audits of payroll records. Conducts case management review and analysis. Participates in Community relations activities related to compliance issues.

Required Skills: Good knowledge of rules of evidence; legal rights of citizens; investigative techniques and procedures.

Experience: Planning and conducting investigations of complaints of legal violations and preparing reports with recommendations; interpreting and applying laws and regulations and explaining them to others; conducting and documenting fact-finding interviews; using word processing software.

Appendix 7: Employee Satisfaction & Customer Satisfaction

There is a strong relationship between employee satisfaction and customer satisfaction, positive changes in employee attitudes lead to positive changes in customer satisfaction. Employee satisfaction not only affects employee commitment and employee loyalty, but it also has a twofold impact (i.e., direct and indirect) on critical customer satisfaction-related variables.

The relationship between employee satisfaction and customer satisfaction must be measured in order to quantify the impact on the business of ASEZA at a given point in time; such measures could offer several explanations as to why employee satisfaction affects customer satisfaction:

1. Employees that interact with customers are in a position to develop awareness of and respond to customer goals and needs.

2. Satisfied employees are motivated employees; that is, they have the motivational resources to deliver adequate effort and care.

3. Satisfied employees are empowered employees; in other words, they have the resources, training, and responsibilities to understand and serve customer needs and demands.

4. Satisfied employees have high energy and willingness to give good service: At a very minimum, they can deliver a more positive perception of the service/product provided.

5. Satisfied employees can provide customers with interpersonal sensibility and social account (i.e., adequate explanations for undesirable outcomes).

These components of interactional justice have a significant impact on customer satisfaction, because satisfied employees experience interactional justice, they can deliver it; that is, satisfied employees have enough emotional resources to show empathy, understanding, respect, and concern.

Employees can strongly contribute to ASEZA's success by having a customer-centric approach in their work and in their work-related interactions. However, they are more likely to do so if they are satisfied with their job.

ASEZA should ensure high job satisfaction among their employees with a holistic approach that involves strategic steps such as:

1. Identify root causes of dissatisfaction among employees
2. Conduct benchmark studies of best practices in selected other institutions

3. Develop employee satisfaction measurement systems that can be used Commission wide.
4. Monitor employee satisfaction on a regular basis
5. View employees as the primary source of competitive advantage
6. Show concern for total employee well-being
7. Develop meaningful employee involvement and effective communication channels
8. Introduce managerial accountability for people management

Given the impact of customer satisfaction on organizational success, it is critical for ASEZA to understand what dimensions of service quality need to be monitored and used to develop accountability, customer satisfaction awareness, and customer oriented work behavior. In this regard, the following dimensions are offered:

- Accessibility
- Communication
- Competence
- Courtesy
- Credibility
- Reliability
- Responsiveness
- Understanding of the customer

Only when customer needs are well understood, can adequate service standards be set and the appropriate service culture developed and maintained.

Careful consideration should be given to how to create a link between employee satisfaction and customer satisfaction. Because compensation is also a prominent means to generate accountability and thus influence work behavior, by using customer satisfaction (CS), based compensation ASEZA may achieve two key goals:

1. They may increase job satisfaction (e.g., by using CS incentives that are perceived as having a positive valence).

2. They may strengthen customer oriented work behavior (e.g., by using CS incentives that are linked to specific behaviors).

In sum, CS based compensation should focus on performance dimensions that employees can control, influence, and understand. Without such focus, not only will it be unlikely to affect work behavior, but also it will be likely to generate dissatisfaction.

The suggestion for the Empowerment of staff and delegation of authority will align ASEZA'S strategic plan by adoption of decentralization through authority delegation at different administrative levels, as well as support and encourage staff to acquire necessary skills, knowledge and competencies to perform their work effectively according to the delegated authorities.

Appendix 8: Areas of Opportunities

Senior Management

- Review and revise, as appropriate, ASEZA's mission, vision, values and goals in light of the changes in the business environment.
- Be more visible to customers by walking the floors and visiting customer's offices.
- Consider ways to promote stronger customer relations and be more responsive to market developments.
- Help customers understand the new direction ASEZA is heading and how it may impact customers.
- Acknowledge customers concerns of job security and educate employees on what they can do to stay employable.
- Be accessible to customers and be understanding of their needs.
- Help customers understand their investments and career future path and help them assess their development opportunities.

Communications

- Conduct customer survey feedback sessions to share survey results and action plans.
- Design a comprehensive communication strategy, including content, frequency and vehicles of communications.
- Explore ways to improve cross-border communication such as conducting more customer meetings, sending Commission newsletters or promoting the use of Commission intranet.
- If appropriate, consider offering more coaching classes to managers and leaders to help them communicate effectively with customers.

Staff training

It is recommended to train staff on current barriers to coordination and consistency of Community involvement activities across directorates, suggestions for increasing satisfaction, coordination and consistency of community involvement activities across directorates include:

- Increase the civility of dialogue at community meetings, work sessions and other Community involvement activities
- Understanding among staff of the value of community involvement
- Working more productively with the community
- Dealing with procedural and substantive challenges
- Effective outreach materials and campaigns
- Providing information to the community
- Gathering information from the community
- Exchanging information

- Expectations of community participants regarding the goals and purpose of the Community involvement activity
- Understanding among staff of the value of community involvement
- Good process models for effective community involvement
- How can the city best improve community involvement opportunities for the general Community

Training to improve the effectiveness of community involvement:

- Staff training in the skills of Community involvement
- Designing and running productive meetings
- Working more productively with the Community
- Dealing with procedural and substantive challenges
- Planning a Community involvement process that involves the Community at key junctures
- Presentation skills/ Community speaking
- Effective outreach materials and campaigns

Appendix 9: Repeat Surveys

Repeat surveys will allow a second chance to measure the degree of improvement on ongoing basis, and provide steady input to ASEZA's performance-based management system. ASEZA should announce its intention to receive constant data from the business sector as well as households; this will encourage managers and staff to realize that the organization intends to continue making customer satisfaction a priority.

Due to the high number of respondents who answered (Don't know/no opinion) and Households customers who rarely visit ASEZA Directorates, it is recommended to introduce the technology of electronic survey devices, that provide a simple, yet flexible method for the on-site collection and analysis of customer feedback. Such devices offer a highly effective customer feedback mechanism that provides ASEZA with real business intelligence.

The electronic survey system is a unique management tool specifically designed to provide instant customer satisfaction feedback at point of service. When on a stand adjacent a queue line or used as a desktop unit, customers will interact with the battery operated machine and self administer their own surveys, anonymously. Customers spontaneous feedback and demographics go directly into the computer inside the machine. Results can be accessed instantly and customized questionnaires can be changed in minutes.

Providers of electronic survey packages also include designing customer satisfactions surveys, deployment of survey equipment, detailed analysis and recommendations

The survey system gathers large amounts of "primary response data" from wherever the experience occurs, analyzes it, and transforms that data into information it delivers to any authorized person anywhere in the ASEZA organization for meaningful actions. The system is quickly implemented, easy, convenient, and economical to use.

Benefits: The Electronic systems provide the ability to access real-time customer satisfaction feedback from a myriad of customer touch points throughout the organization - onsite and online, all from the convenience of any browser. With a wide range of interactive survey equipment ASEZA can capture real-time 'voice of the customer' feedback at the point-of-experience and transforms that data into actionable information. The electronic equipment may be installed at every directorate.

Annex A: Specimen of the Households Customer Satisfaction Survey Questionnaire

Specimen of the Households Customer Satisfaction Survey Questionnaire		Form #:	
Name of researcher:		ID	
Date of interview:			

We are conducting a customer satisfaction survey to learn how ASEZA is serving you.
Please help ASEZA serve you better by taking a couple of minutes to tell us about the services that you have received so far. We appreciate your business and want to make sure that ASEZA is meeting your expectations.

Location	**Name of district**
	Name of street
	Building number
	Apartment number (if applicable)
	Telephone number

Section 1	**Question**	**Respondent is :**	**Tick One**
	101	Male	
	102	Female	

Section 2	**Question**	**Age**	
	201	over 21, continue interview	over 21
	202	if under 21 stop interview and thank respondent	under 21

Section 3	**Question**	**Profession/Job is:**

Section 4	**I would like to ask you about your visits to Authority Directorates**			
Question	**Did you have any dealings with the following directorates within the past 12 months:(tick all relevant directorates)**	**Yes**	**No**	**Notes**
401	Revenue/Taxation			
402	Directorate of Investment			
403	Local Community Development			
404	City Services Directorate			
405	Building Control Directorate			
406	Planning and Development Directorate			
407	Community Works and Coordination			
408	Health Control Directorate			
409	Environmental Planning			

Section 5	UTILITIES					
Question	**How satisfied are you with the following services:**	**Strongly satisfied**	**Satisfied**	**Dissatisfied**	**Strongly dissatisfied**	**No Opinion/ Don't know**
501	Price of electricity					
502	Price of water					
503	Telephone prices					
Section 6	**CITY SERVICES**					
Question	**How satisfied are you with the following services:**	**Strongly satisfied**	**Satisfied**	**Dissatisfied**	**Strongly dissatisfied**	**No Opinion/ Don't know**
601	Garbage collection					
602	Pest/animal control					
603	Streets and parks cleaning					
Section 7	**TRANSPORTATION**					
Question	**How satisfied are you with the following prices :**	**Strongly satisfied**	**Satisfied**	**Dissatisfied**	**Strongly dissatisfied**	**No Opinion/ Don't know**
701	Airlines					
702	transport access within Aqaba City					
703	transport access by sea (FERRY)					
704	transport access between Aqaba and					
705	transport access between Aqaba and other Jordanian cities					
706	transport access to port of Aqaba					
Section 8	**HOUSING**					
Question	**How satisfied are you with the following services:**	**Strongly satisfied**	**Satisfied**	**Dissatisfied**	**Strongly dissatisfied**	**No Opinion/ Don't know**
801	Price of purchasing a house					
802	Quality of housing					
803	Availability of housing					
804	Choice of location					
805	Choice of size					

Section 9	SCHOOLS					
Question	**How satisfied are you with the following services:**	**Strongly satisfied**	**Satisfied**	**Dissatisfied**	**Strongly dissatisfied**	**No Opinion/ Don't know**
901	Primary Schools					
902	High schools					

Section 10	RECREATIONAL FACILITIES					
Question	**How satisfied are you with the following services:**	**Strongly satisfied**	**Satisfied**	**Dissatisfied**	**Strongly dissatisfied**	**No Opinion/ Don't know**
1001	Football fields					
1002	Cinemas					
1003	Parks and gardens					
1004	Beaches					
1005	Cultural centers					
1006	Other					

Section11	MEDICAL AND HEALTH CARE					
Question	**How satisfied are you with the following services:**	**Strongly satisfied**	**Satisfied**	**Dissatisfied**	**Strongly dissatisfied**	**No Opinion/ Don't know**
1101	Doctors -General practitioners					
1102	Hospitals					
1103	Care for an elderly					
1104	Dentists					
1105	Ambulance services					
1106	Eye care					

Section12	WHAT BOTHERS YOU THE MOST IN YOUR DEALING THE AUTHORITY DIRECTORATES					
Question	**What bothers you the most in your dealing with the Authority Directorates` (Read choices)**	**Strongly Not bothered**	**Not bothered**	**Slightly bothered**	**Strongly bothered**	**No opinion/ Don't know**
1201	Personnel					
1202	Buildings and offices					
1203	Complexity of formalities and procedures					
1204	Rules and regulations					
1205	Others					

Section 13	OVERALL RATING
Question	**Overall how would you rate the services provided by ASEZA:**
1301	Strongly satisfied
1302	Satisfied
1303	Dissatisfied
1304	Strongly dissatisfied
1305	No Opinion/Don't know

Section 14	RECOMMENDATIONS					
Question	**Would you recommend the services to others?**	**Strongly recommend**	**Recommend**	**Does not recommend**	**Strongly Does not recommend**	**No Opinion/ Don't know**
1401	Revenue/ Taxation					
1402	Directorate of Investment					
1403	Local Community Development					
1404	City Services Directorate					
1405	Building Control Directorate					
1406	Planning and Development Directorate					
1407	Community Works and Coordination					
1408	Health Control Directorate					
1409	Environmental Planning					

Annex B: Specimen of the Commercial sector Customer Satisfaction Survey Questionnaire

Name of Researcher:		Form #
Date of Interview		

We are conducting a customer satisfaction survey to learn how ASEZA is serving you.
Please help ASEZA serve you better by taking a couple of minutes to tell us about the services that you have received so far. We appreciate your business and want to make sure that ASEZA is meeting your expectations.

1	Name of establishment
2	Name of contact person
3	Position of contact person
4	Name of street
5	Building number
6	Suite number if applicable
7	P.O.Box number
8	Name of district
9	Email
10	Telephone number
11	Fax number

Section 1	Question	I represent a:	TICK ONE
	101	Registered company	
	102	Non-registered company	
	103	Government agency	
	104	Non- governmental agency	

Section 2	Question	Business Sector:	TICK ONE
	201	Engineering and contracting	
	202	Construction	
	203	Industrial	
	204	Consultancy	
	205	Banking	
	206	Insurance	
	207	Health care	

	208	Retail businesses	
	209	Wholesale trading	
	210	Education	
	211	Hospitality and Tourism	
	212	Utility -Transportation	
	213	Hospitality	
	214	Government Department or agency	
	215	Others	
Section 3	**Question**	**Number of employees**	**TICK ONE**
	301	1-10	
	302	11-20	
	303	21-50	
	304	51- 100	
	305	101- 200	
	306	over 200	
Section 4	**Question**	**Company address is**	**TICK ONE**
	401	Mahdood- Rawada Awsat	
	402	Rimal	
	403	Al-Shellaleh	
	404	Old City	
	405	Al-Radwan	
	406	Doha district	
	407	Residential Area 6	
	408	Residential Area 12	
	409	Commercial Area 1	
	410	Commercial area 2	
	411	South Industrial Zone	
	412	South Beach	
	413	North Aqaba Industrial estate	

Section 5	Question	Did you have any dealings with the following directorates within the past 12 months: (tick all relevant directorates)	Yes	No
	501	Revenue/Taxation		
	502	Directorate of Investment		
	503	Local Community Development		
	504	City Services Directorate		
	505	Building Control Directorate		
	506	Planning and Development Directorate		
	507	Community Works and Coordination		
	508	Health Control Directorate		
	509	Environmental Planning		
Section 6		**Importance of topics**		
	Question	**How important to you are the following issues**	**Strongly important**	**Important**
	601	Clearness of Information provided by Personnel		
	602	Simplicity of forms and procedures		
	603	Processing time of cases or applications		
	604	Employee follow-up		
	605	Knowledge of employees		
	606	Problem solving		
	607	Reasonableness of fees charged		
	608	Employees politeness in treatment of customers		
	609	Responsiveness to customers' complaints		
	610	Availability /clarity of laws and regulations		

Section 7	Clearness of Information provided by Personnel					
Question	**In your dealings with the following Directorates, was the information provided by the employee: (read choices)**	**Strongly clear**	**Clear**	**Not clear**	**Strongly Not clear**	**No opinion/ Don't know**
701	Revenue/Taxation					
702	Directorate of Investment					
703	Local Community Development					
704	City Services Directorate					
705	Building Control Directorate					
706	Planning and Development Directorate					
707	Community Works and Coordination					
708	Health Control Directorate					
709	Environmental Planning					

Section 8	Simplicity of Forms and Procedures					
Question	**In your dealings with the directorates, did you find the forms and procedures to be :**	**Strongly Easy to use**	**Easy to use**	**Difficult to use**	**Strongly Difficult to use**	**No opinion/ Don't know**
801	Revenue/Taxation					
802	Directorate of Investment					
803	Local Community Development					
804	City Services Directorate					
805	Building Control Directorate					
806	Planning and Development Directorate					
807	Community Works and Coordination					
808	Health Control Directorate					
809	Environmental Planning					

Section 9	Processing Time of cases or applications					
Question	**In your dealings with the following directorates, About how long did you have to wait before speaking to an employee?**	**I was taken care of immediately**	**Within 3 minutes**	**3-5 minutes**	**5-10 minutes**	**more than 10 minutes**
901	Revenue/Taxation					
902	Directorate of Investment					
903	Local Community Development					
904	City Services Directorate					
905	Building Control Directorate					
906	Planning and Development Directorate					
907	Community Works and Coordination					
908	Health Control Directorate					
909	Environmental Planning					

Section 10	Employee follow-up					
Question	**In your dealings with the following directorates Did the employee follow-up your request promptly**	**Strongly agree**	**Agree**	**Disagree**	**Strongly Disagree**	**No opinion/ Don't know**
1001	Revenue/Taxation					
1002	Directorate of Investment					
1003	Local Community Development					
1004	City Services Directorate					
1005	Building Control Directorate					
1006	Planning and Development Directorate					
1007	Community Works and Coordination					
1008	Health Control Directorate					
1009	Environmental Planning					

Section 11	Knowledge of Employees					
Question	**Did the employee appear to be : (Read choices)**	**Strongly competent**	**Competent**	**Not Incompetent**	**Strongly Incompetent**	**No opinion/ Don't know**
1101	Revenue/Taxation					
1102	Directorate of Investment					
1103	Local Community Development					
1104	City Services Directorate					
1105	Building Control Directorate					
1106	Planning and Development Directorate					
1107	Community Works and Coordination					
1108	Health Control Directorate					
1109	Environmental Planning					

Section 12	Problem Solving					
Question	**If you had a problem, was the problem solved reasonably solved satisfactorily**	**Strongly agree**	**Agree**	**Disagree**	**Strongly disagree**	**No opinion/ Don't know**
1201	Revenue/Taxation					
1202	Directorate of Investment					
1203	Local Community Development					
1204	City Services Directorate					
1205	Building Control Directorate					
1206	Planning and Development Directorate					
1207	Community Works and Coordination					
1208	Health Control Directorate					
1209	Environmental Planning					

Section 13	Reasonableness of fees charged					
Question	**In your dealings with the following directorates Did you find the fees charged to be: (read choices)**	**Strongly reasonable**	**Reasonable**	**Not reasonable**	**Strongly Unreasonable**	**No opinion/ Don't know**
1301	Revenue/Taxation					
1302	Directorate of Investment					
1303	Local Community Development					
1304	City Services Directorate					
1305	Building Control Directorate					
1306	Planning and Development Directorate					
1307	Community Works and Coordination					
1308	Health Control Directorate					
1309	Environmental Planning					

Section 14	Employees Politeness in Treatment of customers					
Question	**In your dealings with the following directorates Did you find treatment by employees to be:**	**Strongly Polite**	**Polite**	**Not polite**	**Strongly not polite**	**No opinion/ Don't know**
1401	Revenue/Taxation					
1402	Directorate of Investment					
1403	Local Community Development					
1404	City Services Directorate					
1405	Building Control Directorate					
1406	Planning and Development Directorate					
1407	Community Works and Coordination					
1408	Health Control Directorate					
1409	Environmental Planning					

Section 15	Responsiveness to Customers' complaints					
Question	**In your dealings with the following directorates, Did Employees respond promptly to your complaints: (read choices)**	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**No opinion/ Don't know**
1501	Revenue/Taxation					
1502	Directorate of Investment					
1503	Local Community Development					
1504	City Services Directorate					
1505	Building Control Directorate					
1506	Planning and Development Directorate					
1507	Community Works and Coordination					
1508	Health Control Directorate					
1509	Environmental Planning					

section 16	Availability /Clarity of Laws and Regulations					
Question	**In your dealings with the following directorates, Did you find that Laws and regulations are available and clear :**	**Strongly available and clear**	**Available and clear**	**Not clear**	**Strongly not clear**	**No opinion/ Don't know**
1601	Revenue/Taxation					
1602	Directorate of Investment					
1603	Local Community Development					
1604	City Services Directorate					
1605	Building Control Directorate					
1606	Planning and Development Directorate					
1607	Community Works and Coordination					
1608	Health Control Directorate					
1609	Environmental Planning					

Section 17	Business Support Services					
Question	**How satisfied are you with the business support provided by the following directorates?**	**Strongly satisfied**	**Satisfied**	**Dissatisfied**	**Strongly Dissatisfied**	**No opinion/ Don't know**
1701	Revenue/Taxation					
1702	Directorate of Investment					
1703	Local Community Development					
1704	City Services Directorate					
1705	Building Control Directorate					
1706	Planning and Development Directorate					
1707	Community Works and Coordination					
1708	Health Control Directorate					
1709	Environmental Planning					

Section 18	Overall Satisfaction
Question	**Overall satisfaction : How satisfied are you with the services provided by ASEZA : (read choices)** tick one only
1701	Very satisfied
1702	Satisfied
1703	No opinion/ Don't know
1704	Dissatisfied
1705	Very Dissatisfied

Section 19	What Bothers Customers					
Question	**What bothers you the most in your dealing with the Authority directorates? (Read choices)**	**Strongly Not bothered**	**Somehow bothered**	**Slightly bothered**	**Strongly bothered**	**No opinion/ Don't know**
1801	Personnel					
1802	Buildings and offices					
1803	Complexity of formalities and procedures					
1804	Rules and regulations					
1805	Others					

Section 20	Recommendations					
Question	**Would you recommend the services to others? (read choices)**	**Strongly recommend**	**Recommend**	**Does not recommend**	**Strongly does not recommend**	**No opinion/ Don't know**
1901	Revenue/Taxation					
1902	Directorate of Investment					
1903	Local Community Development					
1904	City Services Directorate					
1905	Building Control Directorate					
1906	Planning and Development Directorate					
1907	Community Works and Coordination					
1908	Health Control Directorate					
1909	Environmental Planning					
What could the Authority do to enhance your satisfaction?						

Thank you for your feedback. We sincerely appreciate your honest opinion and will seriously take your input into consideration.