Aqaba Special Economic Zone Authority E-Strategy and MIS Master Plan 2011-2014 RFP-024-2010, SOW-100-2010 – Final Report

Aqaba Community and Economic Development (ACED) Program

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Aqaba Community and Economic Development (ACED) Program

ACED Program Frequently-Used Acronyms and Abbreviations
(Not all of the following will appear in every ACED Program document)

ACED Program	Aqaba Community and Economic Development Program (USAID)
ACT	Aqaba Container Terminal
ADC	Aqaba Development Corporation
ADS	Automated Directive Systems
AIDAR	USAID Acquisition Regulation
AIIE	Aqaba International Industrial Estate
ANREPCO	National Real Estate Projects Company
APC	Aqaba Ports Corporation
ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
ASRI	Aqaba Skills Readiness Index
ASYCUDA	Automated System for Customs Data
ATASP	Aqaba Technical Assistance Support Program (USAID)
AUC	Aqaba University College
AZEM	Aqaba Zone Economic Mobilization Project (USAID)
AGDTF	Aqaba Garment Development Task Force
BAFO	Best and Final Offer
BDC	Business Development Center
BDS	Business Development Services
CAI	Changi Airports International
CBO	Community-Based Organization
CCC	Customer Contact Center
CMT	Cut-Make-Trim
CO	Contracting/Contracts Officer
COB	Close of Business
COP	Chief of Party
CP	Cost Proposal
CRM	Customer Relationship Management
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CTO	Cognizant Technical Officer
DandG	Democracy and Governance
DCA	Development Credit Authority
EA	Enterprise Architecture
EG	Economic Growth
EGRA	Early Grade Reading Assessment
EO	Economic Opportunities
EOI	Expression of Interest
EPC	Executive Privatization Commission
ERfKE	Education Reform for a Knowledge Economy (USAID)
EU	European Union
ETF	European Training Foundation
FAR	Federal Acquisition Regulation
FDI	Foreign Direct Investment
FDR	Fixed Daily Rate

FHR	Fixed Hourly Rate
FTA	Free Trade Agreement
FTZ	Free Trade Zone
FZ	Free Zone
FZC	Free Zones Corporation
GCC	Gulf Cooperation Council
GDA	Global Development Alliance
GDP	Gross Domestic Product
GEM	Gender Entrepreneurship Markets
GIS	Geographic Information System
GOJ	Government of Jordan (the central governing entity of Jordan)
GPS	Global Positioning System
HR	Human Resources
ICDL	International Computer Driving License
ICT	Information and Communications Technology
INJAZ	Economic Opportunities for Jordanian Youth Program
IPR	Intellectual Property Rights
IQC	Indefinite Quantity Contract
ISP	Internet Service Provider
IS-ASEZA	Institutional Support to ASEZA (EU funded project)
IT	Information Technology
JD	Jordanian Dinar
JITOA	Jordan Inbound Tour Operators Association
JIB	Jordan Investment Board
JNA	Jordan National Agenda
JNCW	Jordanian National Commission for Women
JSCED	Jordan Standard Classifications of Education
JUSBP	Jordan-United States Business Partnership
JUSFTA	Jordan-United States Free Trade Agreement
KOJ	Kingdom of Jordan (the country within its physical boundaries)
KPI	Key Performance Indicator
KSA	Kingdom of Saudi Arabia
LCDD	Local Community Development Directorate (ASEZA)
LCL	Less than Container Load
LECP	Local Employee Compensation Plan
LOE	Level of Effort
LPRE	Long Term Prerequisite
LPRO	Long Term Project
LTTA	Long Term Technical Assistance
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MFI	Micro-finance Institution
MIS	Management Information System
MOF	Ministry of Finance
MOL	Ministry of Labor
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
MOU	Memorandum of Understanding

MSME	Micro, Small and Medium Enterprises
NCHRD	National Center for Human Resources Development
NDA	Neighborhood Development Activity
NDC	Neighborhood Development Committee
NET	Neighborhood Enhancement Team
NICRA	Negotiable Indirect Cost Rate
NGO	Non-Governmental Organization
NTS	National Tourism Strategy
PACE	Participatory Action for Community Enhancement
PMP	Performance Management Plan
PPP	Public Private Partnership
PR	Public Relations
PSD	Private Sector Development
R&D	Research and Development
QA	Quality Assurance
QC	Quality Control
RFP	Request for Proposal
RFQ	Request for Quotation
SABEQ	Sustainable Achievement of Business Expansion and Quality (USAID)
SEO	Search Engine Optimization
SIYAHA	The Tourism Project (USAID)
SFU	Satellite Factory Unit
SME	Small and Medium Enterprises
SOW	Scope of Work
SPRE	Short Term Prerequisite
SPRO	Short Term Project
STTA	Short Term Technical Assistance
SWOT	Strength, Weakness, Opportunities and Threads
TA	Technical Assistance
TBD	To Be Determined
TO	Task Order
TOT	Training of Trainers
TP	Technical Proposal
TRIDE	Trilateral Industrial Development
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
USD	United States Dollar
VTC	Vocational Training Center
WAEDAT	Women's Access to Entrepreneurial Development and Training
WEPIA	Water Education and Public Information for Action
WTO	World Trade Organization

CONTENTS

I. Executive Summary

Aqaba Special Economic Zone Authority (ASEZA), the authority administratively responsible for governing the city of Aqaba, has had a long history of implementing IT systems to assist in various services it provides to the citizens, business and both internal and external governmental entities. A natural progression in other countries has been the adoption of electronic services (e-services) in many governmental entities across the world, which is something with ASEZA is looking to replicate in Aqaba, in order to provide faster, more efficient services to citizens, business and governmental entities, in a more transparent manner.

Similar e-government initiatives in other countries, such as the YESSER program in Saudi Arabia and the Bahrain E-City Strategy, have used a ground-up approach to build an integrated enterprise service oriented architecture from which customer e-services have been launched. This approach cannot be used within ASEZA as progress has already been made by its IT function in developing similar e-services. Therefore, an e-strategy and implementation MIS Master Plan is required to consolidate current efforts and to provide strategic direction for the future in order to protect the current investment in technology, and provide a list of relevant projects to be implemented in order to achieve a robust service oriented architecture.

The information used to create this document is based on the "ASEZA Current IT Assessment Report v2.2" which details all of the directorates within ASEZA, the services they provide, and the issues they face with regards to automation, with specific emphasis on launching e-services for public use. As well as this, an updated review of the main IT systems that are to offer e-services in ASEZA was conducted in order to take into consideration updates to them since the creation of the "ASEZA Current IT Assessment Report v2.2". This was done so as to understand the current business and IT requirements so as to map out a clear e-strategy and MIS master plan. This document is therefore valid as of 1st May 2011.

The rest of this document is divided into two parts: the e-strategy and the MIS Master Plan.

The e-strategy will provide a strategic direction in order to launch services online to the various ASEZA customers and provide short term and long term phases for current and future automation efforts. The short term phase will emphasize on launching presently automated services to the public in the shortest possible period, and provide an integration methodology taking into consideration the current maturity and stability of backend systems including the various approaches that have been used by ASEZA to automate its services. The long term phase will discuss how best the ASEZA systems can be integrated and offered in a more robust manner, building on the current investment in technology in order to offer its services based on a service-oriented architecture (SOA).

The MIS Master Plan will provide a three year plan suggesting projects to be implemented in order to achieve the elements outlined in the e-strategy as well as provide additional projects to be implemented that have been extracted from the requirements of business owners within ASEZA.

II. E-Strategy

a. Overview

The corporate strategy of ASEZA 2007 - 2010 states the following strategic goals as being the main areas of concentration and improvement:

- To increase investment in Aqaba by making it attractive to investors
- To reform the legislative framework to control and manage changes
- To improve the socio-economic standing of the citizens in Aqaba
- To implement best management practices to provide Jordan with a model of good governance
- To make Aqaba a hub and a destination for tourists
- Increase the quality and quantity of services in the zone and develop infrastructure to accommodate growth

The alignment of IT with corporate strategy is a key success factor in any establishment, as IT should always be driven by the business and not vice versa. In the past, IT within business has taken somewhat of a passive stance with regards to aligning the services offered with the corporate mission, and hence in some cases, IT investments are not fully justified nor provide the promised return on investment (ROI). By providing an e-strategy to automate the underlying services related to ASEZA's strategic goals, it will be able to meet the needs of the service beneficiaries and thus be able to assist in helping to achieve goals 1, 3, 4 and 6 mentioned above and thus help to align IT with the ASEZA corporate objectives.

b. Benefits

Ultimately, the goal of implementing an e-strategy is not about technology, but is rather about introducing tangible business benefits. ASEZA has already developed a concept called e-ASEZA which encompasses internal automation within ASEZA (inter and cross departmentally) and the provision of e-services to its various customers. The implementation of this concept within ASEZA will bring about benefits including:

- Improving the services provided to individuals, businesses and government users, thus creating an attractive climate for tourism, investment and interaction with governmental entities
- Encouraging better compliance with governmental regulations by having clear and efficient governmental processes
- Supporting the usage and sharing of information between governmental entities thereby streamlining services offered and reducing redundant, duplicate and contradicting information
- Increase the transparency of ASEZA and the services it offers, thus reducing incidents of fraud and gaining more trust and support from beneficiaries
- Promoting the use of e-services, thus contributing to the establishment of a more IT literate society within the region of Aqaba

c. E-strategy Vision

Taking previous points into consideration, the e-strategy vision for ASEZA can be summarized as follows:

"To provide an easy to use, seamless e-environment that automates ASEZA's internal and external services in order to ease service provision to beneficiaries and provide greater efficiency and transparency of services provided in order to promote investment, tourism in Aqaba, and provide its residents with better access to governmental services."

The importance of a clear vision for the ASEZA e-strategy is needed in order to provide clear and specific objectives with regards to its implementation. This should be supported by and driven by senior management in ASEZA in order to ensure the vision receives full support from ASEZA and that the necessary resources are dedicated to achieving this vision.

The following sections discuss: e-strategy recommendations which provide high level recommendations that ASEZA should follow to help achieve its e-strategy; an e-strategy roadmap which details a short term and long term implementation plan for its automation efforts.

d. Strategic Recommendations

The following are general strategic recommendations that ASEZA should follow based on the status of its current systems to launch e-services to the public. These recommendations have been made after reviewing the progress made with the internal systems since the production of the "ASEZA Current IT Assessment Report v2.2".

- Stabilize current systems in order to provide a basis from which to launch services, i.e. fix issues in current systems and confirm and document business processes and logic
- Clearly document all of ASEZA's systems in order to document business flow in order to ease the enterprise architecture and future integration efforts
- Keep from increasing integration complexity through the introduction of new systems or replacing current ones. Establish a firm technology baseline with running e-service which can then be expanded to build a robust architecture using SOA
- Direct current efforts to automate services that are not automated rather than thinking of replacing current systems
- Focus on launching currently available e-services online in a controlled and gradual manner
- Consider AWAD as a backend system (like EVR, EPRS, etc) and use the investment in OSS to publish services online to achieve e-ASEZA
- Thoroughly assess the effect of launching services online, including what services should be offered to the public and how interaction with back end systems will be controlled by customizing OSS screens for internet use
- Ensure high availability of the OSS solution, e.g. load balancing, clustering, increasing bandwidth, etc.
- Implement security controls on the OSS system in order to provide confidentiality and integrity of customer data e.g. encrypting data flow to and from ASEZA, placing public servers in a secured DMZ, reviewing network topology to provide a secured and available OSS system
- Test and monitor the effect of the e-services on the ASEZA infrastructure in order to assist in the planning of infrastructure enhancements and to determine performance baselines for systems
- Keep the duplicated systems in the short term (multiple portals, document management systems, etc.) currently in OSS and AWAD systems since these provide vertical support for the services they automate

- Design an enterprise architecture (EA) in order to build a robust architecture for the addition of future services
- Consider the implementation of a SOA framework as a long term integration direction through the expansion of the current investment in Oracle SOA suite (part of AWAD), or with technology that protects this investment
- Review and enhance the current e-CRM performance in order to provide CRM functionality to ASEZA and ADC
- Expand current investment in the Ericsson Solidus e-Care call center solution to cover phone enquiries from the public with integration with the OSS system.
- Establish a standard helpdesk in order to provide logging and tracking of complaints and enquiries from customers
- Use Oracle BAM or SharePoint Performance Point to provide detailed key performance indicators (KPI) and business intelligence to ASEZA management
- Expand the use of Oracle BPEL to automate services that are not currently automated
- Expand the use of Oracle Universal Content Management to encompass all of ASEZA and eventually act as the main repository of customer and business documentation
- Assess the payment processing methods to be deployed in order to provide a variety of solutions to receive financial payments for e-services to be rendered
- Establish an e-government committee in order to bring together the stakeholders developing the e-services for ASEZA and to set the future direction for the adopting new e-services. This should be done to ensure continuity of the program regardless of administrative changes within ASEZA

e. Roadmap

To provide a clear e-strategy roadmap, it is necessary to understand what types of beneficiaries there are in ASEZA and to divide the services offered to them into logical categories. After analyzing the services provided by ASEZA and understanding the work they undertake, the e- services to be offered can be split into the following categories:

- Government to Government Internal (G2Gi) – This includes services which are rendered between governmental entities within ASEZA
- Government to Government External (G2Ge) – This includes services which are rendered by ASEZA to external governmental entities, such as those in the Municipality of Amman
- Government to Business (G2B) – This includes services which are rendered by ASEZA to the business community in Aqaba
- Government to Citizen (G2C) – This includes services which are rendered to citizens living in Aqaba

In ASEZA's case, work is already underway to automate some of the services it provides. This needs to be taken into account when developing the e-strategy roadmap in order to make best use of the current investment in technology, whilst at the same time, paving the way for the development of a service oriented architecture which will provide a more robust framework for the adoption of services in the future.

The roadmap can therefore be divided into a short term and long term plan. The short term plan will focus on launching services to the public in the shortest possible time period through current systems, with the long term plan focusing on building a robust SOA IT architecture so that other services may be automated quickly and efficiently.

f. Short Term Plan

The short term plan will focus on launching e-services to the public in the shortest possible period using the investment in technology which has already been made. There are two projects which ASEZA IT staff is presently engaged in which will facilitate the short term e-strategy plan which are:

- ASEZA Workflow and Document management (AWAD) – which automates some of the services in the Infrastructure Commission
- One Stop Shop (OSS) – which automates some of the services in the Investment Commission

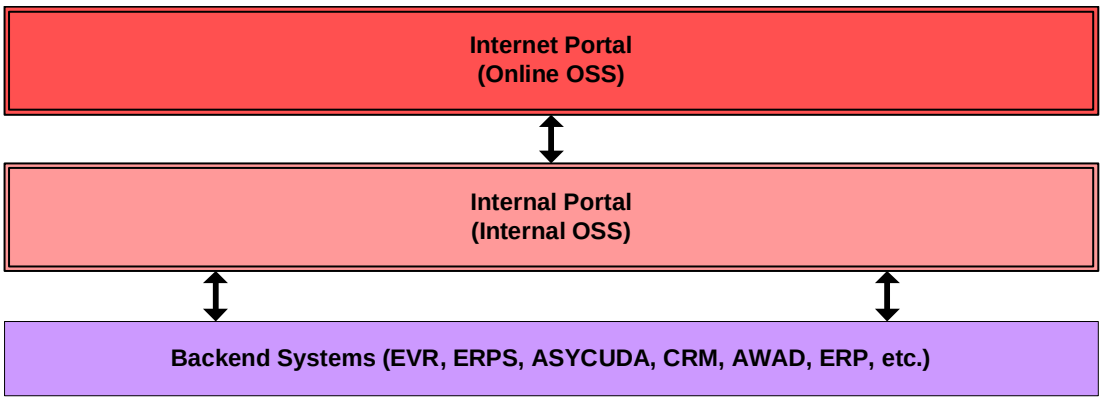
The OSS system is presently functional and is currently used by the ASEZA One Stop Shop employees to initiate services for customers. The OSS system has proven to be a useful system which serves the public through the ASEZA One Stop Shop where customers can initiate services though the manned desks. Even though not all of the services offered by the building and land directorate are fully automated through the OSS, the system has been a good proof of concept for ASEZA and work is currently being done to fully automate all aspects of all of the directorate's services. The OSS acts as a middleware solution for the backend EVR and ERPS systems and facilitates data exchange and workflow between them.
The AWAD system has been built using various Oracle technologies and is meant to automate the services in the infrastructure directorate. The system is almost live and provides more complex interaction and functionality as the services it automates are more detailed in nature than those dealt with by the OSS system.

As a substantial investment has been made in developing both OSS and AWAD systems, it makes sense in the short term to make the most of them rather than thinking of integrating them into one solution which would require significant effort. Therefore, effort should be put into stabilizing the backend systems (ERPS, EVR, etc.) rather than thinking about how these could be replaced, as they are presently meeting the needs of their respective directorates and just require updating. Currently, work is being done to integrate AWAD with the OSS system in order to provide a single system through which services can be initiated and tracked.

As the focus of the short term plan is to launch the ready e-services to the public, this can be achieved by taking the currently available OSS services and publishing them online. Once integration is achieved between OSS and AWAD, the additional services can also be published with ease.

An example of this setup can be seen in the following diagram:

Figure 1: Short term ASEZA architecture diagram



An important element which needs to be considered when launching the OSS online is the presentation of screens to the public as interaction with them will have an effect on the backend systems. To this end, this should be studied carefully in order to provide customer centric screens which only provide information which is pertinent to the service they require without revealing the backend flow or information used for system processing purposes.

It is suggested that launching e-services online should be done in a phased approach in order to provide customer with at least some e-services which can be initiated through the internet, with the rest being available through the ASEZA One Stop Shop counters. Gradually, all services can be fully automated and be provided online. This should be done along with some form of marketing campaign in order to raise awareness of the available e-services which will promote ASEZA as a customer friendly governmental entity.

It is recommended that prior to the launch of any e-services online, thorough load and performance testing should be performed on the infrastructure in order to provide baselines for future comparisons, to identify any potential bottlenecks or issues and to assist in IT capacity planning activities. The redundancy, security and availability of the OSS system should be studied in order to ensure it is availability to the public through the implementation of clustering/load balancing technologies and that they are properly secured from unauthorized access.

As the OSS provides tracking of service tickets across EVR and ERPS, and AWAD does the same for services it handles, customer requests regarding their tickets can be easily achieved by through a Customer Contact Centre type system which will provide customers with a

unique ID's which will be mapped at the backend with tickets they have logged in OSS and AWAD systems. Along with this, a helpdesk style system can be implemented which allows the logging and status of customer requests/complaints, and the existing Ericsson Solidus Call center can be expanded to provide customer service functionality through the web, phone or email.

In order to enable e-services, the payment method to be used should be considered carefully. There should be some form of electronic payment option on the website offering the e-services with the option for customers to pay in person. The electronic payment project should be done through an official e-payment gateway such as the Jordanian e-payment gateway, offered by the central e-government in Amman, Jordan.

It is also suggested that at this stage ASEZA sets up an e-government committee which consists of business and technical stakeholders in order to provide more comprehensive involvement and leadership to e-service program. By engaging in this way, the objectives of such an initiative will not disappear when people leave which will provide it with more sustainability and longevity. This committee should be accountable directly to the Chief Commissioner and be collectively responsible for decisions regarding e-ASEZA as a whole.

This short term plan will allow ASEZA to make significant gains in providing e-services to the public without having to invest a significant amount of time or money, and will allow ASEZA to make the best of the current technology it has. It is envisaged that this short term plan could be implemented successfully within the next six to twelve months.

The prerequisites required to bring e-services online can be summarized as follows:

- Reach stability of the backend systems such as EVR, ERPS, etc
- Implement security requirements i.e. how to handle access to backend systems, how to secure the systems from the public (SSL, DMZ, etc) and how to provide unique ID's and user accounts to customer wishing to use online services
- Implement various payments processing methods so that customer may pay for services either online or in-person
- Study how customer screens should be customized as interaction will occur with backend systems
- Ensure OSS availability
- Test the e-services before launching them publicly in order to assist infrastructure capacity planning and establish baselines

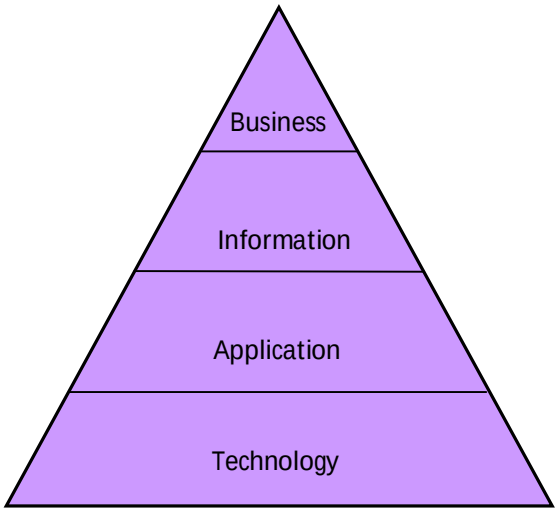
g. Long Term Plan

The long plan for ASEZA will focus on building a robust, scalable and secure architecture for ASEZA as a whole, which includes all of ASEZA and not just the e-services. This will be done by building an enterprise architecture (EA) for the organization which includes building a holistic framework for all the components related to ASEZA services. Typically, this includes employing the expertise of enterprise architects who use various business methods, analytical techniques and conceptual tools to understand and document the structure and dynamics of the organization. In doing so, the architects produce lists, drawings, documents and models, which are collectively called artifacts.

Artifacts describe the logical organization of business functions, business capabilities, business processes, people organization, information resources, business systems, software applications, computing capabilities, and information exchange and communications infrastructure within the organization. Doing this provides a clear picture of the complex interaction between the business units and IT systems, which can then be used to build service oriented architecture (SOA). The EA should be built by using international standards such as TOGAF which ease the implementation of such a task by breaking the EA components into logical categories which help to create a blueprint for the IT architecture.

While the EA process is inevitably different depending upon the maturity of the organization and framework chosen, the main architecture components that go into building an EA are illustrated in the following diagram.

Figure 2: Enterprise Architecture Components

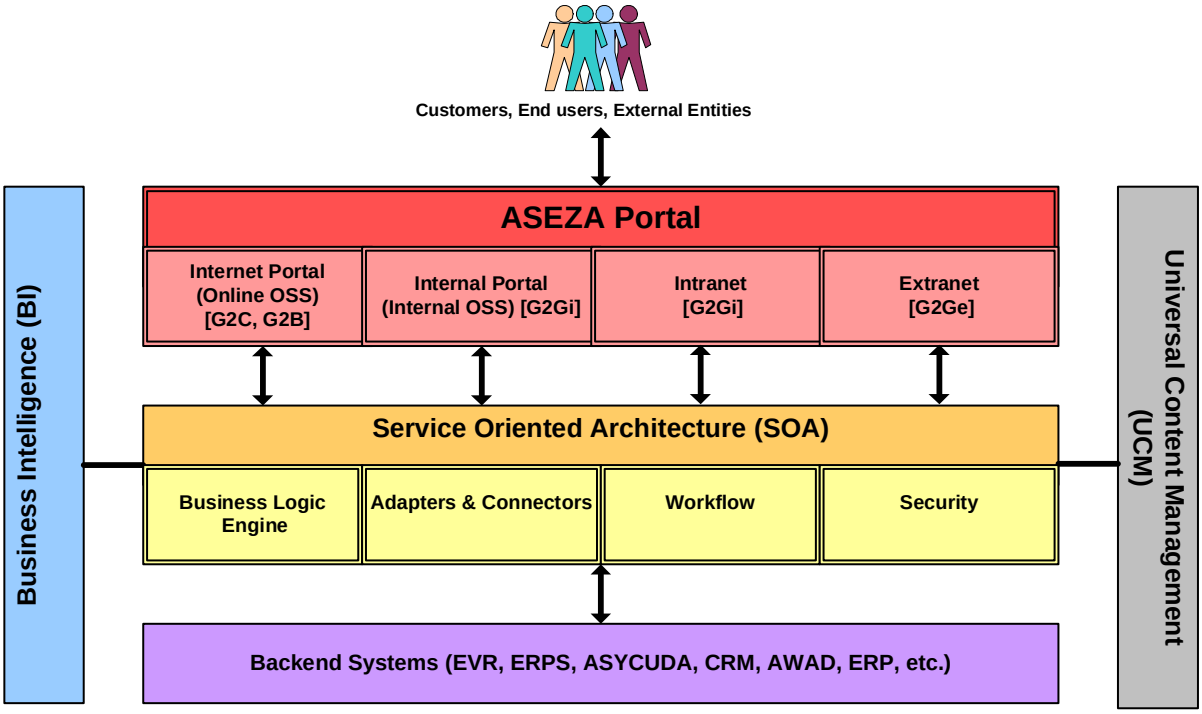


In the case of ASEZA, the concept of building an SOA is to provide integration between disparate systems by providing interaction between them through Web Services and providing a platform through which business logic can be applied across applications. This also allows organization wide KPI's to be defined and monitored which provides business intelligence in a comprehensive manner. Web services abstract away the underlying complexity of the applications making communication possible with them without having to understand underlying programming complexities. An orchestration engine in a SOA environment provides a way to define business logic rules between systems and to define workflows for particular business processes by typically using Business Process Execution Language (BPEL). This means that additional services can be built using existing systems without having to delve into application code, meaning that services that are not automated, can be automated in a more centralized and controlled manner in a shorter time span. Using SOA as a basis for the long term e-strategy provides a more robust environment for ASEZA to host its e-services and makes full use of the technology which is currently present.

The idea associated with an SOA environment is already partially available in the AWAD system which includes the Oracle SOA suite, which includes: the tools needed to implement an SOA framework; business activity monitoring/reporting (BAM); an enterprise content management system (UCM) as well as workflow management tools. It is suggested that this implementation be expanded to implement a comprehensive SOA framework across ASEZA as the needed technology is already in place which just requires expansion. Another approach could be to use similar technology from other providers that protects this investment to achieve the same result.

The envisaged ASEZA SOA framework can be seen in the diagram below.

Figure 3: Long Term ASEZA Architecture Diagram



As can be seen from the diagram above, the ASEZA portal is the central location through which ASEZA services can be accessed. The portal consists of the following elements:

- Online OSS for ASEZA customers (public)/businesses to access services – serving G2C and G2B clients
- Internal OSS for employees within ASEZA to initiate services – serving G2Gi clients
- Intranet for employees outside ASEZA wishing to access ASEZA systems – serving G2Gi clients
- Extranet for external governmental entities wishing to access ASEZA systems – serving G2Ge clients

The portal technology needs to be chosen carefully and should be clustered in order to provide availability of service to ASEZA customers. The SOA layer provide the tools to transparently connect to backend systems through adapters/connectors which help to provide data mapping translation into a format the SOA can understand and work with.

The business logic engine provides the ability to build and execute business processes and provides the orchestration element of the SOA framework using BPEL. This means that business logic can be built and performed on data from applications without having to touch the backend programming code which makes this a very flexible and dynamic solution. This means that ASEZA technical personnel only need focus on learning how to use the business logic engine rather than worrying about the programming language used to build the backed system in order to make needed changes.

The workflow element of the SOA framework provides the routing and flow of tasks between specific applications and compliments the service provided by the business logic engine.

The security element of the SOA framework allows governance to be applied across the SOA to ensure it complies with the corporate security policies of ASEZA to ensure data is only available to those applications and people who are authorized to access it. This can be extremely complex in such a heterogeneous environment of systems and is addressed by the SOA security component.

The Universal Content Management component of the SOA framework allows the ability to deal with all forms of documentation in order to facilitate the services offered and allows specific content management applications to be built which will scale with ASEZA's needs.

Finally, the Business Intelligence component allows KPIs to be created and monitored across the SOA framework in a way which isn't possible in standalone environments. This will provide ASEZA management the ability to monitor business services and processes in the organization, to correlate KPIs down to the actual business processes, and most importantly, to change business processes quickly or to take corrective action if the business environment changes in conjunction with the other SOA tools in the framework.

Apart from the security component, all the other elements of the SOA framework detailed in the diagram are already available in the current AWAD implementation and just require enhancement from a license perspective. Another alternative would be to use SOA technology from another vendor which protects the investment which has been put into the AWAD project. Planning and care should be taken when developing the SOA as it comes from a clear EA architecture which must be done with input from all stakeholders within ASEZA, which in turn requires clear, documented business processes. Expertise should be sought from a company who has proven expertise in designing and building the EA and SOA, as such frameworks are complex environments to develop.

Once the SOA architecture is full running, consideration can be given to replacing OSS if needed. In order to ensure a successful implementation of the long term plan, the following are some prerequisites should be completed:

- Complete all short term plan prerequisites
- Fully document all business processes
- Build an EA architecture with the expertise of experienced Enterprise Architects
- Decide on the SOA platform and portal solution to be used
- Agree upon data translation mapping between the SOA and the backend systems

- Identify KPIs to be monitored and IT governance to be applied
- Identify document management needs by the UCM
- Agree upon security policies to be applied across SOA
- Determine if any additional IT infrastructure is required

If there are no delays in project delivery, it is envisaged that a project of this scale will take up to 24 months to complete due to the prerequisites that need to be completed, the level of implementation complexity and detailed testing which must take place before going live.
In the MIS Master Plan section of this document, details are provided as to what projects should be implemented to achieve both short term and long term plans as well as additional projects which have come about as a result of the analysis conducted in the "ASEZA Current IT Assessment Report v2.2".

III. MIS Master Plan

a. Overview

The work illustrated in this section is based on the "ASEZA Current IT Assessment Report" and the previous "E-Strategy" section, which details the current situation in ASEZA and new IT projects that need to be implemented in order to provide a more complete and robust IT infrastructure for ASEZA. This section provides details of IT projects to be implemented for the period from 2011 to 2014 which are divided into; e-strategy projects detailing projects to fulfill the short and long term plan in the e-strategy; and other ASEZA IT projects which should be implemented from a business perspective to facilitate the daily work of ASEZA. The e-strategy projects are considered as the priority projects for ASEZA to implement which will help achieve the strategic direction and have therefore been given a timeline in which to be implemented.

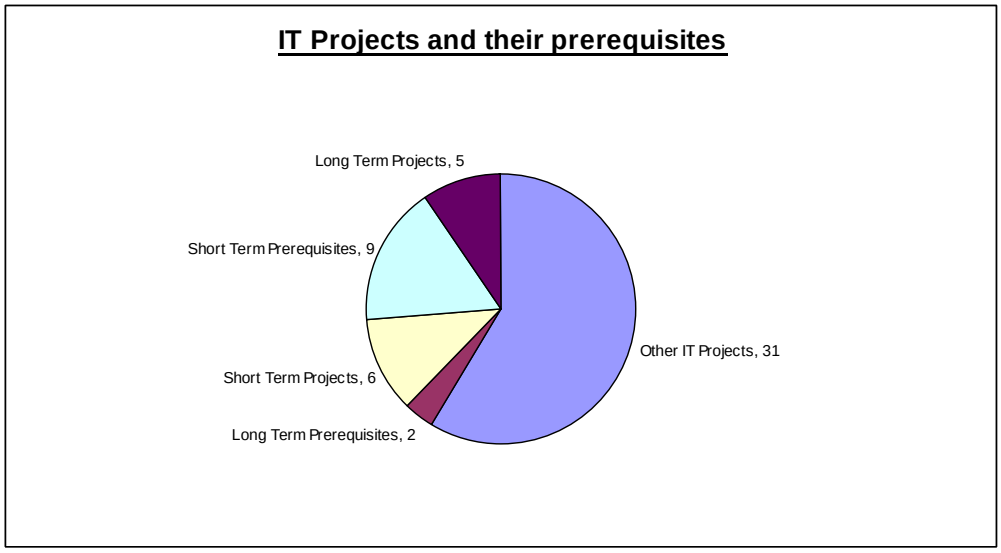
The projects mentioned herewith have been extracted from the requirements of the e-strategy and from details available in "Appendix A – ASEZA service enablement" section, which analyses each of the ASEZA directorates, detailing the current situation in each and the issues faced by them with regards to automation.

The benefits of adopting an MIS Master Plan can be summarized as follows:

- Allow greater alignment between IT and corporate strategy goals thereby providing a more visible return on investment.
- Provide ASEZA management and IT staff with a clear roadmap for the adoption of technology in ASEZA, thereby aiding capacity planning and financial costing
- Provide specific goals and targets against which the IT function can be measured

The pie-chart below provides an overview of the projects and which category they fall into:

Figure 4: IT Projects and Prerequisites



The following section details the projects proposed for ASEZA to implement, divided into projects for the short term and long term plans detailed in the e-strategy section. The projects that fall into the category of "Other IT Projects" have been listed in "Appendix B – Other IT Projects" section for ASEZA to consider.

Appendix C details the current status of the IT systems in ASEZA and their relation to the MIS master plan.

b. Short Term Projects

The MIS Master Plan for 2011-2014 includes six short term projects (SPROs). The duration of a SPRO will be between six and twelve months.

SPRO I: e-Payment Gateway

As a major part of the ASEZA's paperless environment vision to and provide other methods for Aqaba citizens and customers to complete their financial transactions through internet an e-Payment Gateway solution is one of the basic elements that should be implemented to:

- Allows process of transactions to be completed securely, quickly and reliably
- Secure Credit Card Processing – SSL technology to secure all transactions
- Handling and accepting credit card payments through your website 24/7
- Ability to view transactions, settle accounts, process voids or refunds
- Internet Payment Gateway Documentation – to receive documentation with sample scripts to ensure proper programming and integration
- Fraud protection
- Toll-free, live customer support with helpful staff, knowledgeable about every aspect of the e-commerce software and web shopping cart software

Seven directorates will benefit from the e-Payment Gateway. The Customs Directorate will be able to use the e-Payment Gateway to improve processes for:

- Granting temporary entry permits for foreign trucks
- Granting temporary entry permits for foreign private cars
- Receiving payments related to temporary entry permits for foreign trucks and private cars.
- Cargo and goods clearance (air, land, sea)

The Storage and Warehousing Directorate will benefit by improvements to its processes for:

- Receiving, handing over and storing goods imported by air, land, sea
- Issuing permits for movement of goods between storage locations
- Issuing (AT9) goods entry statements
- Issuing (SE9) goods exit statements
- Issuing release statements after auditing (statement of entry, delivery permit, authorization)

The Revenue, Taxation and Audit Directorate will benefit by improvements to its processes for:

- Paying income and sales taxes

- Receiving tax adoptions
- Paying accrued lands and buildings taxes
- Exemptions from (ضريبة لمعارف) tax
- Reconciliation of fines on sales tax

The Investment Directorate will see greater efficiency in:

- Registering and/or renewing institutions and companies to benefit from ASEZ privileges and exemptions
- Issuing and/or renewing certificates and authorizations for practiced activities
- Issuing certificates of origin
- Issuing temporary vehicle access permits
- Issuing direction cards for public vehicles

The e-Payment Gateway will aid the Planning and Organization Directorate in:

- Issuing land allocation certificates
- Registering land ownership
- Registering apartments

The Gateway will help the Employment and Visa Residency (EVR) Directorate with:

- Issuing work permits
- Work permit renewal and extension
- Issuing residency permits
- Residency permit renewal and extension
- Issuing residency permits for spouses or dependents
- Issuing visit visas
- Issuing transit visas
- Calculating fines

Finally, the Environment Directorate will use the e-Payment Gateway to:

- Calculate fines regarding food violations in coordination with the Customs Directorate
- Collect fees for waste and garbage disposal

The following governmental entities will be integrated into the e-Payment Gateway system:

- Ministry of Finance
- Income and Sales Tax Department

This project falls in the G2B, G2C, G2Ge and G2Gi categories because it will provide the public, businesses, investors and governmental entities with an option to pay electronically.

The estimated cost to conduct the various customizations needed to connect the current online systems to the Jordanian e-payment network is USD10,000 – 20,000.

SPRO 2: Enterprise IT Project Management System

The establishment of an IT Project Management Office would enable ASEZA to develop a standardized approach for managing all of its IT projects, in compliance with international standards of project management (such as the Project Management Institute's standards).

There are three recommendations for the implementation of the IT Project Management System:

- Develop standard project management documentation, manuals and forms in order to implement standards and ease the administration of project document files such as plans, project charts, etc.
- Acquire a project management system to fulfill all of the duties of IT project management
- Hire or allocate an experienced IT project management staff member.

Microsoft Project is recommended as a project management system because (1) ASEZA's employees are familiar with Microsoft Office and Microsoft Project and (2) it could be integrated with Microsoft SharePoint in the future for greater collaboration and advanced features. The following implementation steps are based on the Microsoft Project solution:

- Purchase and install Microsoft Project Management Server on a single server
- Purchase and install Microsoft Project Professional edition on end-users' PCs and purchase licenses to connect Microsoft Office professional installations to Microsoft Project Management Server 2010.

This project will assist to integrate the IT Directorate. This project falls into the G2Gi Category since it will enhance automation and standardization of internal services related to ASEZA employees and processes.

The following estimated costs for this project are based on the Microsoft Project solution:

- Hiring an IT Project Manager: USD 18,000 – 25,000 annual salary
- Microsoft Project Server: USD 5,000
- Microsoft Project Professional: USD 800 – 1,000 for a single PC (including licensing cost to connect to the Project Server)

SPRO 3: Laboratory Tests Online Service

The Laboratory Tests Online Service will utilize relevant AWAD modules to activate internet services as a resource for citizens and healthcare professionals. It will provide descriptions of common lab test and test interpretations, and will allow retrieval of test results over the internet.

This project will fall in the C2B and G2C categories, since ASEZA as well as customers and external parties will benefit from the system.

The Laboratory Tests Online Service will integrate the following governmental entities:

- Jordan Food and Drug Administration
- Ministry of Health

The estimated cost for this project is USD1,000 – 5,000.

SPRO 4: Enterprise Architecture (EA)

This project is required to build a blueprint for all components related to ASEZA services. It requires Enterprise Architects to use various business methods, analytical techniques and conceptual tools to understand and document the structures and dynamics of ASEZA. This includes logical organization of business functions, capabilities, processes and systems, personnel organization, information resources, software applications, computing capabilities,

information exchange and communications infrastructure within the organization. This project will work to build the following architectures for ASEZA:

- Business Architecture
- Information Architecture
- Application Architecture
- Technology Architecture

The result will be a complete organizational map which will provide a clear picture of the complex interactions among the business units and IT systems, which can then be used to build a service-oriented architecture (SOA) for ASEZA. Prior to carrying out this exercise, all processes should be documented in order to reduce the time required to build an accurate EA for ASEZA.

This project will assist in integrating all ASEZA directorates into a single SOA environment.

The estimated cost for this project is USD50,000 –100,000.

SPRO 5: Portal to Integrate OSS (Short term)

A portal technology is required to provide a top layer over the OSS systems as part of the short term e-strategy plan. This program assumes the complete integration of AWAD and OSS so that the OSS can track all tickets within AWAD as well as the systems it covers (ERPS and EVR). The portal should interact with the OSS and enable all of its services online in a manner which is secure and available. All service screens should be customized in a user-friendly manner, and help should be available to guide customers through the use of the services it offers. Customers should be able to integrate other user accounts with their ticket requests in OSS and AWAD, and should be able to use the system to both initiate and track services.

This project will integrate the ASEZA Infrastructure and Investment Commissions, as both commissions' services will be offered through a single portal - a precursor to having a CCC, Enterprise Architecture and a long term SOA implementation.

The estimated costs for the project are as follows:

- Implement a new portal from scratch: USD 50,000 – 100,000
- Upgrade the current OSS to perform these services: USD10,000 – 50,000

SPRO 6: Customer Contact Center (CCC)

The Customer Contact Center will manage all customer requests and inquiries. The CCC will assist ASEZA and the ADC to enhance their customer services management and improve customers' experiences in living, visiting, or working in Aqaba. The CCC should seamlessly integrate with the following backend systems:

- AWAD
- OSS, which provides a front layer over the ERPS and EVR systems , as well as workflow and status tracking of customers' requests. Each of the backend systems (AWAD, ERPS, EVR) hold its own record of customer information which needs to be taken into consideration when designing the solution

- e-CRM, which is a SAGE ACCPAC system that has been implemented in the Business Development & Marketing Section and the Tourism Marketing Section. The CCC system would integrate with the e-CRM system to facilitate sales and marketing campaigns for ASEZA
- Oracle ERP, which will be the financial system for ASEZA and will be integrated into the CCC in order to retrieve pertinent financial information
- Ericsson Solidus e-Care Call Center, which is the current call center solution for ASEZA. The CCC solution should integrate with the e-Care Call Center and take full advantage of its features and functionality

The CCC will provide full tracking of all customer tickets and also have standard helpdesk functionality so that customer tickets and complaints can be logged and integrate customer databases into a single location, creating one point of truth for customer data across ASEZA.

The CCC will assist to integrate the following governmental entities:

- The Aqaba Development Corporation (ADC)
- All ASEZA commissions will be further integrated as services offered will be made available through a central CCC system, which is a precursor to an Enterprise Architecture and a long term SOA implementation

Estimated cost of the project is USD150,000 – 200,000.

c. Short Term Prerequisites

The MIS includes nine short term prerequisites (SPREs).

SPRE 1: Integration of ASYCUDA with TAQDEER and ERPS

Integration between ASYCUDA, TAQDEER and ERPS is required in order for ASYCUDA to benefit from tax and company registration information available in TAQDEER and ERPS systems. This will provide a more comprehensive service to clients. The future of TAQDEER and its replacement is not yet clear, so this project should serve to integrate with whatever is chosen as the next taxation system.

Integration between ASYCUDA and TAQDEER will assist the Revenue, Taxation and Audit Directorate by automating and supporting ASYCUDA inquiries regarding the following:

- Estimating income and sales tax
- Receiving self-estimation statements on behalf of tax payers
- Obtaining tax number certificates
- Issuing income tax and sales tax statements to tax payers
- Obtaining user clearance certificates
- Obtaining individual and company clearance certificates

Integration between ASYCUDA and ERPS will assist the Investment Directorate by automating and supporting ASYCUDA inquiries regarding the following:

- Registering and/or renewing status of institutions and companies to benefit from ASEZ privileges and exemptions
- Cancelling status of registered institutions and companies

This project will fall into the G2Gi category. It will support automation of ASEZA's internal operations and procedures.

The integration of ASYCUDA with TAQDEER and ERPS will assist to integrate the following governmental entities:

- Customs Department
- Companies Control Department
- Jordan Institution for Standards and Metrology
- Aqaba Container Terminal
- Aqaba Development Corporation
- Royal Scientific Society
- Jordan Food and Drug Administration
- Ministry of Finance
- Income and Sales Tax Department
- Department of Lands & Survey

The integration of ASYCUDA with TAQDEER and ERPS can be accomplished with negligible cost by using internal resources or by hiring external developers to handle the project. The cost is estimated at no more than USD$10,000.

SPRE 2: Upgrading Wadi Rum Zone Warehousing & Inventory System

There is a need to update the outdated warehouse and inventory system that the Administrative and Financial Affairs Department in the Wadi Rum zone has in place. The upgrades would allow better management of assets in its possession. This project should be considered an extension to the Oracle ERP implementation to ensure that a single system is in place to control inventory assets across all divisions of ASEZA.

This project will fall into the G2B and G2C categories, as it will automate services related to customers and investors, as well as internal operations and procedures.

Upgrading the warehousing and inventory system will assist to integrate the following governmental entities:

- The Wadi Rum Zone
- The Finance Directorate in ASEZA

It is envisaged that expanding the implementation of Oracle ERP to cover the warehousing and inventory system should cost no more than USD$5,000-$10,000 in consultancy fees.

SPRE 3: Integration of Water Checking System with GIS and LIMS

Integrating the Water Checking System with GIS and LMIS systems will provide outputs to s potential investors in Aqaba who need water quality information.

The project will fall into the G2B and G2C categories since it will automate services related to customers as well as internal operations and procedures.

Integration of the Water Checking System with GIS and LIMS will help integrate the following governmental entities

- The Environmental Commission
- The Marketing and Tourism Directorate
- The Investment Commission
- The Laboratories Directorate – Ben Hayyan (LBH)

This project can be accomplished with negligible cost by using internal software development resources in ASEZA or by hiring external developers to handle it, for no more than USD$5,000.

SPRE 4: Integration of IT Helpdesk with Outlook

Integration between Outlook and the IT Helpdesk system will allow email Helpdesk requests to be logged automatically.

This project will fall into the G2Gi category because it will automate internal services within ASEZA. All ASEZA directorates will benefit as the logging, receiving, and handling IT calls will become much more efficient.

This project can be accomplished with negligible cost by using internal software development resources within ASEZA, or by hiring external developers for no more than USD 5,000.

SPRE 5: Integration of Marina Tracking System with GIS and LIMS

Integrating the Marina Tracking System with GIS and LMIS systems will provide outputs to Aqaba's potential investors who need information regarding marine health.

The integration of the Marina Tracking System with GIS and LIMS will fall into the G2B and G2C categories, because it will automate services related to customers, and will help to automate internal operations and procedures.

This project will help integrate the following governmental entities:

- The Environmental Commission.
- The Marketing and Tourism Directorate.
- The Investment Commission.
- The Laboratories Directorate – Ben Hayyan (LBH).
- The Marine Park

This project can be accomplished with negligible cost by using internal software development resources already within ASEZA.

SPRE 6: Integration of Wadi Rum Zone Warehousing and Inventory System with ASYCUDA, Ben Hayyan and the Financial System

The integration of the Wadi Rum Zone warehousing and inventory systems with ASYCUDA, Ben Hayyan, and the IFS would greatly benefit the Finance Directorate. The integration would enable Finance Directorate to process fee collection from different

business units using the aforementioned systems, and attain more accurate reports from the IFS system.

This project will fall into the G2Gi, G2B and G2C categories. It will automate services related to customers and investors, as well as help automate internal operations and procedures.

This project will help integrate the following governmental entities:

- The Wadi Rum Zone
- The Customer Department
- The Laboratories Directorate – Ben Hayyan (LBH)
- The Finance Directorate in ASEZA

It is envisaged that expanding the implementation of the Oracle ERP to cover this should cost no more than USD 5,000 – 10,000 in consultancy fees.

SPRE 7: Modify Integration between ERPS and the Financial System

Modification of the integration scheme between ERPS and the IFS will allow payments collected through ERPS and the Financial Directorate. Its effects will be reflected and posted in the Accounts Receivable module in IFS. This will provide a more comprehensive financial system.

The implementation of this project will automate the following financial aspects of the Investment Directorate:

- Registering and/or renewing institutions and companies to benefit from Aqaba zone privileges and exemptions.
- Cancelling the registration of registered institutions and companies.
- Issuing and/or renewing certificates and authorizations of practiced activities.
- Issuing certificates of origin and temporary vehicle access permits.
- Classifying hotels.
- Issuing direction cards for public vehicles.

This project will fall into the G2Gi category since it will support automation of ASEZA's internal operations and procedures.

This project will assist to integrate the following governmental entities:

- The Investment Directorate
- The Finance Directorate in ASEZA

It is envisaged that expanding the implementation of Oracle ERP to cover this project should cost no more than USD 5,000 – 10,000 in consultancy fees.

SPRE 8: Integration between OSS, EVR, ERPS, CHS and AWAD

Integration among these systems will allow each system benefit from the group. It will allow information sharing in order to provide a more comprehensive, integrated service for customers than would be possible if each system was left as a stand-alone service.

Implementation of this project will allow OSS to support and provide many services. OSS will benefit the Employment Visa and Residency Section by assisting with processes to:

- Obtain work visas
- Grant work permits
- Obtain work visas for housemaids
- Issue residency permits
- Issue and renew transit/visit visas

It will also allow OSS to utilize the ERPS system to help the Investment Directorate in the following processes:

- New institutions' registration and application for permits
- Renewing institutions' registration/permit applications
- Updating institutions' information application
- Obtaining required certificates to start work (i.e. health certificate, general safety certificate, work permits)
- Renewing required certificates to continue work
- Modifying required certificates to continue work
- Canceling investment facilitating application requests or any certificates
- Motorcycle entry permits
- Agricultural and works vehicles entry permits in addition to machine and equipment
- Issuing temporary vehicle entry permits
- Renewing temporary vehicle entry permits
- Issuing certificates of origin
- Modifying registration of registered institution certificates

Environmental Services will also benefit from the integration of CHS services with OSS in the following processes:

- Applications to import/export chemicals
- Applications to transport waste

AWAD will use the OSS portal to enable the Investment Directorate/Transportation Section directorates to digitize the following services:

- Issuing public transportation permits
- Issuing daily and temporarily transportation permits inside and outside Jordan
- Renewing transportation mode permits
- Cancelling, transforming and replacing public transportation methods
- Approving small passenger vehicles frame chassis exchange
- Approving vehicle frame chassis exchange
- Transferring the ownership of public transportation
- Issuing "Umrah" no-objection letters
- Issuing temporary and daily permits
- Re-licensing
- Supporting car rental companies
- Transforming vehicle usage type
- Issuing work practice permits for taxi offices

- Issuing taxi cab stickers
- Permitting and approving rental cars direction cards
- Providing assurance letters for non-criminal records

Integration of AWAD and the OSS portal will also assist the Land Permits and Building Control Directorate to:

- Approve construction plans, layouts and blueprints
- Handle approvals of planned amendments
- Issue construction permits
- Approve planning and commencement of construction work and related activities
- Grant permissions to start concrete casting
- Grant licenses of work practice
- Provide original copies of licensing plans and architectural drawings

The Public Works Directorate will benefit from the integration, as it will receive assistance with:

- Engineer interview requests
- Tender papers purchase requests

TAQDEER services will benefit the Revenue, Taxation and Audit Directorate through assistance with following processes:

- Opening new taxation files for individuals, firms and institutions
- Releasing land or owned property
- Requesting tax statements
- Requesting tax record clearance
- Registering firms/companies for sales tax
- Cancelling company registration
- Receiving tax adoptions
- Submitting objections to income tax decisions
- Requesting estimations of Buildings and Lands Tax
- Requesting tax discharges
- Submitting complaints

The Planning and Organizing Directorate will benefit through automated assistance with the following processes:

- Agreeing on initial blueprints
- Agreeing on final blueprints and issuing construction project licenses
- Requesting agreements on the modification of blueprints and issuing construction project licenses
- Agreeing on signboard licensing
- Obtaining permission to start construction projects
- Obtaining permission to cast concrete
- Returning commitment insurance fees of construction projects
- Buildings classifications (dividing, merging)
- Submitting objections on decisions related to licensing and construction monitoring
- Obtaining infrastructure work licenses

- Obtaining regulatory clearance
- Approving and certifying institutions' work permits
- Certifying site blueprints
- Issuing original copies of licensed blueprints

The City Service Center Directorate will benefit from integration, as application requests related to the following events will be streamlined:

- Concerts and festivals
- Renting equipment
- General complaints
- Burying the deceased
- Supply storage units
- Collecting and transporting domestic waste
- Agriculture services

This project will fall in the G2C, G2B, G2Gi and G2Ge categories, because it will transform ASEZA services into automated e-Services for customers and investors, as well as the private and government sectors. It will also help in automating ASEZA's internal operations and procedures.

This project will assist to integrate the following governmental entities:

- City Service Center Directorate
- Planning and Organizing Directorate
- Revenue, Taxation and Audit Directorate
- Public Works Directorate
- Land Permits and Building Control Directorate
- Investment Directorate
- Employment Visa and Residency Section
- Environmental Services

It is envisaged that this project can be completed in-house, using current ASEZA developers. If an external company is required to undertake this work, estimated cost is USD 10,000 – 20,000 in development fees.

SPRE 9: Integration of ASYCUDA, ERPS and TAQDEER with the e-Payment Gateway

This project is an integration of ASYCUDA, ERPS and TAQDEER with the national Jordanian e-Payment gateway. It will connect directorates to each other to allow online payments that are then reflected in all of the integrated systems.

This project falls into the G2C and G2B categories, because it will enhance the quality of service provided for customers and external entities, in addition to ASEZA's internal operations and procedures.

This project will assist in integrating the following governmental entities:

- Customs Department

- Jordan Institution for Standards and Metrology
- The Aqaba Containment Terminal
- The Aqaba Development Corporation
- Ministry of Finance
- Income and Sales Tax Department
- Ministry of Industry and Trade

It is envisaged that this project can be completed in-house, using ASEZA's current developers. If an external company is required, the estimated cost is USD10,000 – 20,000.

d. Long Term Projects

The MIS Master Plan for 2011-2014 includes six long term projects (LPROs). The duration of a LPRO will be between 12 and 36 months.

LPRO 1: e-Signature Project

ASEZA has invested significant resources over the last five years to try to automate their operations and business processes through electronic documentation using the AWAD system. Despite this, a hard copy is printed every time a signature authorization is required on a document, requiring physical routing for signatures. The reintroduction of paper into the workflow increases ASEZA's costs, requires additional time, and prohibits the organization from realizing the true benefits of a fully electronic workflow. The e-Signature project will enable the creation of compliant and legally enforceable electronic records, eliminating an organization's need to print documentation for signature authorizations. This allows organizations to enjoy the benefits of a truly automated workflow, which includes the replacement of slow and expensive paper-based approval processes with fast, low-cost, and fully digital ones. This requires a full implementation and adoption of legislation and regulations that recognize the legality of digital signatures (standard electronic signatures) and deem it a binding signature. Therefore, the e-Signature project will provide and support the following features:

- User-friendly interface to sign and seal documents
- Support for the most commonly used types and formats of documents (Microsoft Word, Excel, Outlook, InfoPath, Adobe PDF, AutoCAD, TIFF, and others)
- Ability to turn any document into a digitally signed and sealed PDF
- Ability to verify the signature and content integrity anywhere
- Enable multiple signatures to be placed on a document (one after another) while ensuring document maintains integrity (useful in scenarios that require a series of approvers and an audit trail)
- Ability for Approvers to sign off on only designated areas of the document (digital signatures can be applied to a specific area of the document - this is particularly effective for spreadsheets)
- Recognition as a legal means of approving documents

By implementing this project all documents or transaction that will be a part of internal or external procedure that requires an approval or a signature in any stage of completing it will be affected from the project.

This project will fall into the G2B, G2C, G2Ge, and G2Gi categories, because it will fully automate the signature requirement, which is a major part of most ASEZA procedures to provide or complete a service.

This project will assist to integrate the following governmental entities:

- Customs Department
- Jordan Institution for Standards and Metrology
- The Aqaba Development Corporation
- Ministry of Finance
- Income and Sales Tax Department
- Ministry of Industry and Trade
- Civil Defense
- Ministry of the Interior
- Amman Chamber of Commerce.
- Borders and Residence Department
- Ministry of Foreign Affairs
- Police Department
- The Jordanian General Intelligence Department
- Aqaba Governorate
- Courts
- Traffic Department
- Department of Lands & Survey
- Jordan Food and Drug Administration
- Rangers Department
- Public Security department
- Ministry of Environment

LPRO 2: Monitoring and Evaluation System

In order to provide accurate reporting regarding the performance of ASEZA as an organization, access to a corporate performance management solution is required. The solution will provide business intelligence and allow the tracking and monitoring of corporate KPIs, thus allowing meaningful and accurate managements reports to be created. These reports will aid management in decision making. Such an application should have, at the minimum, the following tools:

- Strategy planning to aid the development of corporate strategy with the support of analysis tools such as SWOT, decision matrices, standard scorecards, etc.
- A graphing tool that allows users to draft the strategy map and monitor performance
- Risk management tool to facilitate risk identification and analysis to aid in the achievement of organizational objectives
- Performance measurement to build metrics using data from any source, including ERP and CRM systems, spreadsheets, legacy and mainframe data, formulas and user-entered values
- Scorecard monitoring to provide a unified environment for monitoring scorecard performance on a drill down mode with views of historical values, graphs, etc.
- Business activity monitoring to allow the configuration of critical deviation alerts for any metric and to provide real-time dashboards for a quick overview of the current situation

- Performance dashboard to allow managers to select indicators or strategic elements based on real-time monitoring with different visualization options
- Business intelligence to deliver business reporting and help business users identify department problems through the drill down on data from different perspectives, based on Online Analytical Processing (OLAP) technology
- Detailed reporting to allow meaningful reports to be created and presented to management to aid in decision making and monitor corporate progress against defined KPIs

This project will fall into the G2Gi category because it will enhance internal services within ASEZA.

This project will assist the following governmental entities to integrate:

- Organizational Development Directorate
- Internal Audit Unit

This project could be completed by customizing either Oracle BAM or SharePoint Performance Point. All work associated with this can be performed internally.

LPRO 3: Service Oriented Architecture

The purpose of building a Service Oriented Architecture (SOA) is to provide integration between disparate systems. This is done by providing interaction between the systems via web services, and providing a platform through which business logic can be applied across applications. Prior to building an SOA framework, a complete enterprise architecture should be available. The elements of the SOA required for ASEZA can be summarized as follows:

- A BPEL compliant business logic engine to define business logic rules between systems and processes
- An adapter/connector module which allows the SOA framework to communicate with back-end applications in a transparent manner
- A workflow component which provides the routing and flow of tasks between specific applications and compliments the service provided by the business logic engine
- A security component to allow governance to be applied across the SOA to ensure it complies with the corporate security policies of ASEZA
- A content management component to allow the architecture to deal with all forms of documentation in order to facilitate the services offered and allows specific content management applications to be built
- A business intelligence component to allow KPI's to be created and monitored across the SOA framework

All ASEZA commissions will be integrated by the services offered by this project, because the SOA will be a comprehensive environment encompassing all services offered by ASEZA, in a manner that is easily expandable in the future.

The estimated costs for this project are as follows:

- Expanding AWAD to deliver SOA functionality, USD 100,000 – 200,000
- Implementing a new SOA, USD 500,000+

LPRO 4: SOA Portal (long term)

A portal technology is required for the long term e-strategy plan to serve as the front layer to the SOA implementation which has been recommended. The portal should provide the ability to develop intranets, extranets and also interact with the internal OSS system and the portal which has been chosen to be implemented as part of the short term strategy. This portal will provide a central location to access these systems in a secure and available manner.

This project will assist to integrate all ASEZA commissions. The SOA will be offered through a central portal, providing easy access to all services.

The needs of this project could be fulfilled by the Oracle portal which has been purchased by ASEZA as part of the AWAD project. Customizations of the current implementation should cost no more than USD 10,000 – 20,000.

LPRO 5: Expanding e-Services Access for Government Institutions and/or Remote Areas

This project aims to extend the provision of e-services to governmental institutions in rural areas within Aqaba.

This project will fall into the G2B, G2C, G2Ge, and G2Gi categories. It will automate services related to customers and investors, and will help to automate ASEZA's internal operations and procedures. It will also enhance services related to external parties.

This project will assist to integrate the following governmental entities:

- Customs Department
- Jordan Institution for Standards and Metrology
- The Aqaba Development Corporation
- Ministry of Finance
- Income and Sales Tax Department
- Ministry of Industry and Trade
- Civil Defense
- Ministry of the Interior
- Amman Chamber of Commerce
- Borders and Residence Department
- Ministry of Foreign Affairs
- Police Department
- The Jordanian General Intelligence Department
- Aqaba Governorate
- Courts
- Traffic Department
- Department of Lands and Survey
- Jordan Food and Drug Administration
- Rangers Department
- Public Security Department
- Ministry of Environment

The estimated cost of this project will include extending network connectivity to each site as well as ensuring that each site has appropriate IT infrastructure. It is envisaged that each would cost no more than USD 10,000 to enable each rural site.

LPRO 6: Universal Content Management Expansion

ASEZA has implemented Oracle Universal Content Management (UCM) as the repository for documents in the Planning and Studies Directorate and the Building Permitting Directorate, which was originally included as part of the AWAD project. This implementation of Oracle UCM should be expanded to become the unified repository for all content across ASEZA. The repository should allow ASEZA to store all types of digital and paper-based documents and reports in a centralized space, as well as provide shared access and distribution to individuals via direct Web links and RSS feeds. It should also be integrated with the various applications in ASEZA, and be fully indexed and searchable. This will streamline ASEZA's operations, support the management of documents, protect its legal records, remove obstacles to information access, preserve its organizational knowledge, and provide easier backup of its document repository both on- and off-site.

This project will assist to integrate all ASEZA commissions as the services offered by the UCM expansion will cover all of ASEZA and allow for a central document repository to be created.

The estimated cost for this project is USD 50,000 – 100,000 in consulting fees to expand the UCM to the rest of ASEZA.

e. Long Term Prerequisites

The MIS includes two long term prerequisites (LPREs).

LPRE 1: Integration between e-CRM and Marine Park System

The Marine Park system should address statistical analysis of diving activities in the Marine Park. A one-way integration with the e-CRM system to allow diving data from the Marine Park system to the e-CRM would fulfill this requirement.

This project will fall into the G2B, G2C, G2Ge and G2Gi categories. It will automate services related to customers and will also help to automate internal operations and procedures.

This project will assist with integration of the following governmental entities:

- The Aqaba Development Corporation
- Rangers Department
- Ministry of Environment
- Royal Scientific Society
- Ministry of Tourism and Antiquities
- Jordan Investment Board

It is envisaged that this integration can be done in-house, using ASEZA's current developers. If an external company is required to undertake this project, it should cost no more than USD 5,000 in development fees.

LPRE 2: Integration of aqaba.jo, e-Payment gateway, and RUM ticketing

This project is an integration of aqaba.jo and RUM ticketing with the e-Payment gateway to facilitate payments of holiday bookings online through aqaba.jo.

This project will fall into the G2B, G2C, G2Ge, and G2Gi categories because it will automate services related to customers, and will help to automate internal operations and procedures.

This project will assist to integrate the following governmental entities:

- The Wadi Rum Zone
- ASEZA Finance Directorate
- Marketing and Tourism Directorate

This project should be handled by internal developers within ASEZA. If an external company is hired, the cost of the project should not exceed USD 5,000.

IV. Appendix A – ASEZA Service Enablement

This section analyses each of the ASEZA directorates, detailing the current situation in each in order to highlight the services offered and the issues faced by them with regards to automation. This information has been obtained from the analysis conducted in the "Current ASEZA IT Infrastructure Assessment Report" and update meetings held with ASEZA IT staff. After this, enablers are identified which provide resolutions to the issues mentioned. These were analyzed and consolidated into projects which allowed short and long term e-strategy projects to be identified, and in turn contributed to building the MIS master plan.

a. Internal Audit Unit (IA)

The Internal Audit Unit provides no services either internally or externally. Rather, it is a support unit. Its purpose is to guarantee the work flow of other units and directorates. The duties of the unit depend on inspection/audit reports and correspondence using MS Word or MS Outlook to illustrate the output of the conducted work with reference to the ARIS system as a support tool in classifying interactions between directorates and units.

Technology – Enabler I: IT Audit programs and tools to help ASEZA plan, execute and complete audit assignments in alignment with auditing standards and best practices.
This technological enabler will help to automate the following processes:

- Audit/examination of internal control systems
- Audit/inspection of work procedures
- Audit and participation in various ASEZA committees
- Special audit assignments without advance notice
- Audit regulations and instructions compliance
- Classifying interactions between directorates and units

People and IT Literacy – Enabler 1: An independent, specialized information technology audit team as part of the IA unit is highly recommended. This is in accordance with IT best practices.

People & IT Literacy – Enabler 2: Key Performance Indicators (KPIs) and indicators of organizational performance are necessary

Internal Services Automated:

- Preparing tenders and requests for proposals
- Managing and supervising the implementation and execution of infrastructure and engineering projects
- Creating a database to manage general maintenance activities

b. Secretariat of the Board of Commissioners

The Secretariat of the Board of Commissioners is a supportive unit that provides no services either internally or externally, but rather provides support duties regarding decision formulation and the scanning, archiving and indexing of authorized decisions.

Because of this unit, decision-makers and commissioners have no need for computer programs which can be inefficient, and decisions do not have specific periods or dates to be signed. This directorate also provides all needed information and documents regarding previous decisions, indexes topics raised in board meetings, and provides continuous improvement of the BDAS system.

Technology – Enabler 1: Using MS Excel spreadsheets, the email system, and the BDAS automates the majority of the unit's work as a Decision Support System (DSS).

Technology – Enabler II: Decision makers and commissioners must use computer programs and applications to increase efficiency. This technological enabler will help to automate the following processes:

- Providing all needed information, including documents and attachments, regarding previous decisions
- Relaying decision formulations to the Board of Commissioners.
- Indexing topics raised in the board meetings to create official documents
- Preparing statistical reports
- Scanning, archiving and indexing authorized decisions
- Continuing improvement of the BDAS system

People and IT Literacy – Enabler I: There must be a defined time period for signing decisions. This time period should be based on project priorities.

Policies and Regulations – Enabler I: A prioritization policy must be agreed on during the implementation of ASEZA projects in order to eliminate confusion between directorates. This is especially necessary when several directorates depend on the same resources and teams for various projects.

c. Legal Affairs Directorate (LA)

The Legal Affairs Directorate provides legal consulting services to all ASEZA business units and participates in formulating ASEZA laws and regulations. With the exception of the Adalah system, which receives updates on laws and regulations and reflects them on the intranet, there are no other systems used to perform the rest of the directorate's activities.

Technology – Enabler I: The Directorate would benefit from an internal workflow (WF) system to automate requests initiated by ASEZA business units for internal legal consulting, contract review and memorandums of understanding (MoUs). The system should enable ASEZA business units to attach related documents to requests as required. The system should support logging, archiving and integration with the internal email system to send alerts to interested parties. This enabler will serve to automate the following services and processes:

- Providing legal consulting for all ASEZA units upon request
- Reviewing all agreements, contracts, and MoUs between ASEZA and external parties

d. Public Works Directorate

The Public Works Directorate provides internal services that relate to public work projects, such as the preparation of tenders, management of the tendering process, and supervision of the implementation of engineering, infrastructure, and building projects. Most of the Directorate's work is done using MS office, which encourages the idea of fusing technology. However this is a need to centralize the Directorate's data for its work to be considered fully automated.

Technology – Enabler 1: A document management system (DMS) can be used to retrieve documents and to coordinate between directorates. This technological enabler will help to automate the following services and processes:

- Preparing tenders and request of proposals
- Supervising the implementation of engineering and infrastructure projects and buildings
- Managing the tendering process

People and IT Literacy – Enabler 1: A Project Management Office (PMO) must be established to manage the Directorate's projects.

People and IT Literacy – Enabler 2: A work flow process that reflected the coordination among directorates must be established.

e. Land Permits and Building Control Directorate (LPBC)

The Land Permits and Building Control Directorate supervises and provides permissions related to lands, buildings and construction work using typical methods such as email and paper documentation. It also uses some specialized systems such as AWAD, IFS and ERPS. However, activities provided by this directorate can be considered only partially automated due to lack of full integration between procedure work flows for approvals or reports, and the absence of a web presence to request and grant permissions online.

Technology – Enabler 1: Relevant systems integration (AWAD, IFS, ERPS) is one of the major elements necessary to achieve a paperless environment and to enable integrated procedures and process workflows among adopted systems. This technological enabler will help to enable the following services:

- Approving initial and final construction plans, layouts and blueprints (الموافقة على المخططات الأولية والنهائية)
- Handling the approvals of plan amendments and issuing construction permits (طلب الموافقة على المخططات تعديليه)
- Approving the planning and commencement of construction work and related activities. (الحصول على تصريح مباشرة البناء لمشاريع الأعمال)
- Granting permissions to start concrete casting (الحصول على إذن صب)
- Granting licenses of work practice (الموافقة على منح إذن أشغل)
- Providing original copies of licensing plans and architectural drawings (صورة طبق الأصل عن مخططات الترخيص)
- Granting signboard licenses (الموافقة على ترخيص لافتة)
- Granting permissions for changes to buildings (merging, dividing) ((إفراز المبانيتجزئة)توحيد)
- Granting infrastructure work permits (الحصول على رخصة أعمال بنية تحتية)
- Obtaining regulatory clearance (الحصول على براءة الذمة التنظيمية)

- Returning compliance insurance fees (إعادة تأمينات الالتزام بأحكام مشاريع الأعمال)
- Objecting to decisions of the licensing and building control committee (الاعتراض على قرارات لجنة التراخيص ومراقبة الأعمال)
- Receiving, distributing and following up on requests

People and IT Literacy – Enabler 1: Hire qualified resources than can complete allocated work in order to improve business operations.

People and IT Literacy – Enabler 2: Include day laborers in training and qualifying plans because they make up the majority of workers within the Directorate.

f. Regional Affairs – Al Qweira Directorate (RAQ)

The Regional Affairs-Al Qweira Directorate provides various services in the Qweira Region including issuance of lands blue prints, issuance of public work permits, approvals on lands sorting, land survey and project management of ASEZA's projects in the region. Despite the importance of services provided, the directorate currently has little IT automation.

Technology – Enabler 1: The Directorate needs to automate the forms used in the preparation of Terms of Reference (TORs) and in processing tenders. This can be accomplished through a workflow system in conjunction with a document management system that will solve the problem of process delay and will eliminate the need to hand-deliver documents. This enabler will automate the preparation of TOR documents for projects upon the Public Works Directorate's request.

Technology – Enabler 2: A workflow and document management system is needed for preparing land surveys, coordinates, and the initiation of treatments for the "Lands Committee" and "Contract and Evaluation Department." This will reduce the time of processing particularly for investors, and will also benefit ASEZA's image. This enabler will serve to automate the following services and process:

- Preparing lands survey and coordinating between "Lands and Tenders Committee" and the "Contracting and Evaluation Department" for rental/investment purposes
- Performing all the works related to lands survey in the region

Technology – Enabler 3: It is important to connect Al Qweira Municipality and Al Disi Municipality with the Regional Affairs – Al Qweira Directorate through a WF and DMS solution. This will allow the municipalities to get rid of paper correspondence and to use the WF system to deal with requests for preparing organizational blueprints, buildings and public work permits as requested by land owners. The One Stop Shop system (OSS) and ASEZA Workflow and Document Management System (AWAD) could be adopted by Al Qweira Municipality and Al Disi Municipality for such purposes. The following services and processes would be affected:

- Preparing organizational blueprints, building and public work permits for Al Qweira and Al Disi Municipalities upon land owner's request
- Issuing work permits for public works in Al Qweira region

Technology – Enabler 4: WF and DMS are required to solve eliminate paper-based correspondence between the Regional Affairs – Al Qweira Directorate and the Aqaba Lands Registration Directorate regarding approvals on the sorting of Aqaba lands. This enabler will automate the preparation of official letters to the Aqaba Lands Registration Directorate for approvals on land sorting in the Aqaba Zone, to be sent upon request.

Technology – Enabler 5: A workflow and DMS is required for preparing blueprints of agricultural lands to be sent to the Public Works Directorate of the Al Qweira Brigade in order to provide farmers with road and infrastructure services. Enabler 5 will help to automate this service.

Technology – Enabler 6: A workflow and DMS system would also assist in the preparation of land blueprints for the Higher Organizing Committee to change the nature of use of a piece of land or real estate. Enabler 6 would help to automate this service.

Technology – Enabler 7: Due to the fact that maps are of large size, the directorate is in need of a GIS system. The Directorate could request access to the GIS information provided by the Planning and Organizing Directorate through a workflow and DMS system. This enabler will automate the following services and processes:

- Preparing land blueprints for the 'Higher Organizing Committee' for changing the nature of use of a piece of land or real estate as requested by the land owner
- Preparing organizational blueprints and building and public work permits for Al Qweira and Al Disi Municipalities upon land owners' requests
- Preparing lands blueprints for agricultural lands to be sent to Public Work Directorate of Al Qweira Brigade in order provide farmers with road and infrastructure services

Technology – Enabler 8: The Directorate requires Google Earth services in order to complement the functionalities of ArcGIS. This enabler will automate the following services and processes:

- Preparing land blueprints for the Higher Organizing Committee for changing the nature of use of a piece of land or real estate as requested by the land owner
- Preparing organizational blueprints and building and public work permits for Al Qweira and Al Disi Municipalities upon land owners' requests
- Preparing lands blueprints for agricultural lands to be sent to Public Work Directorate of Al Qweira Brigade in order to provide farmers with road and infrastructure services

Technology – Enabler 9: It is preferred to initiate electronic connectivity with electricity and water companies, in order to exchange the required information about water and electricity subscribers and facilitate the correspondence between the Directorate and these companies. This enabler will shift communication with the Aqaba Water Company and the Electricity Distribution Company of Aqaba from manual to electronic communication regarding infrastructure permits for providing water pipes and electricity cabling.

People and IT Literacy – Enabler 1: AutoCAD training is required for current engineers in the Directorate. This enabler will assist in automating the preparation of TOR documents for projects upon the Public Works Directorate's request.

g. Planning and Organizing Directorate (PO)

The Planning and Organizing Directorate is responsible for managing real estate and land in ASEZA. It provides various real estate and land management services such as registration of land and apartments, issuance of site blueprints, detection and redemption of mortgages, and approval of immovable asset ownership. The activities provided by this directorate will be automated by activating the ASEZA Workflow and Document Management System (AWAD) that is currently under development. Its external services will be launched through the One Stop Shop (OSS) system.

Technology – Enabler 1: Finalize the implementation of the AWAD system and publish external services on the OSS. This enabler will help to automate the following services and processes:

- Obtaining geographical information (maps, blueprints and satellite images)
- Obtaining regulatory site blueprints (مخطط موقع تنظيمي)
- Issuing land allocation certificates (إصدار شهادة تخصيص ارض)
- Registering land ownership (إصدار كتاب تسجيل ارض)
- Redemption of mortgaged lands (فك رهن أرض مرهونة للسلطة)
- Approving the lease/purchase of a piece of land for investment purposes (الموافقة على شراء واستئجار قطعة ارض)
- Waiver of lands (التنازل عن الأراضي)
- Obtaining a confirmation on land division/consolidation (توحيد وفرز أراضي)
- Approving non-Jordanian citizens' ownership of immovable assets (تملك الأشخاص الطبيعيين غير الأردنيين الأموال غير المنقولة)
- Approving ownership of immovable asset to legal persons (تملك الأشخاص المعنويين الأموال غير المنقولة)
- Amending regulatory rules for construction projects or changing the type of use of a land for a construction project (تعديل الأحكام التنظيمية)
- Studying special projects cases (دراسة مشاريع خاصة)
- Issuing compliance certificates of registered land (إصدار شهادة تحري عن وقوعات الأراضي)

Technology – Enabler 2: The Directorate would benefit from use of the AWAD system in order to launch a project aimed at providing GIS information for the Centralized Traffic Department, or any external party involved in the Aqaba Zone, to allow improved monitoring and control of transportation means in Aqaba such as taxis and public transportation vehicles. A high level of collaboration must be guaranteed among the Investment Directorate, participants in the government sector, the Traffic Department, and participating telecom companies in order to ensure that a high level of service is provided. This enabler will help to automate the provision of geographical information (maps, blueprints, satellite images.

Note: The Directorate requested a study on the feasibility of this enabler's implementation from the Studies Department. The results of that study should be considered.

h. Coordination and Maintenance Directorate (CM)

The Coordination and Maintenance Directorate provides external services for customers regarding the issuance of digging permits for infrastructure and private projects, in addition

to emergency maintenance and duties concerning studying, coordinating, planning and monitoring infrastructure of projects. Neither the external services nor the processes are automated because no automation systems are used. A good deal of work is needed in this Directorate in order to facilitate its work.

Technology – Enabler 1: The use of a workflow and DMS (AWAD portal and OSS system) is highly recommended to automate the services of this Directorate, in line with the processes diagrams already developed. This enabler will help to automate the following services and processes:

- Issuing digging permit for infrastructure projects
- Issuing digging permits for emergency maintenance
- Issuing digging permits for private projects
- Coordinating with authorities inside and outside of ASEZA to guarantee the flow of information related to infrastructure and private projects in Aqaba that falls within the scope of the preliminary study phase, and allowing for the study and analysis of such projects as well as processing feedback
- Managing coordination meetings held with companies, the private sectors and mega-projects owners to present new plans for infrastructure projects and eliminate obstacles or conflicts that might arise
- Performing all the maintenance work required for buildings, infrastructure, public facilities, metal workshops, traffic signs and lighting
- Implementing small projects owned by ASEZA by establishing public facilities to meet ASEZA's goals
- Receiving complaints from residents, visitors and different directorates and departments of ASEZA and dealing with them as necessary
- Operating all emergency situations centers, passing field information to authorities and following up with related operations in order to speed up data processing and assessment in emergency situations
- Monitoring the implementation of infrastructure-related projects during all phases of projects' lifecycles to guarantee the level of fulfillment of technical standards and safety requirements, in addition to following up the emerging modifications to streets and digging work and ensuring that all temporary work is in line with internal ASEZA instructions and standards
- Controlling all digging work, dealing with all permitted and non-permitted digging work and violations

Technology – Enabler 2: The Directorate should adopt a Centralized Maintenance Management System (CMMS) to operate all maintenance and complaints work as required. The system should be integrated with OSS and AWAD. An Oracle-based solution for CMMS is recommended. It would be optimal to deploy the CMMS solution as part of an emergency system accessed by other governmental parties (such as the Civil Defense) to ensure smooth coordination among ASEZA and the governmental entities of Aqaba in case of emergency situations. The following services and processes will be automated by this enabler:

- Receiving, acting upon and following up on emergency alerts and complaints
- Performing all maintenance work required for buildings, infrastructure, public facilities, metal workshops, traffic signs and lighting
- Receiving complaints from residents, visitors and different directorates and department of ASEZA and dealing with them as necessary
- Operating all emergency situations centers, passing field information to authorities and following up with related operations to speed up data processing and responses to act upon in emergency situations.

Technology – Enabler 3: Adopting a Geographical Information System (GIS) system in this directorate would be of added value for quick response to incidents, complaints and emergency alerts. Integrating a GIS system with the maintenance management system would assist the Directorate in providing services such as issuing digging permits and quickly responding to emergency alerts. The Planning and Organization Directorate would have access to the GIS information internally through the AWAD system. The GIS solution would also assist the Directorate in performing studies and plans related to ASEZA infrastructure. This enabler will assist in the automation of all of the Directorate's processes, as well as all of its external services.

Technology – Enabler 4: The Directorate needs to establish a database system used as a backend source to all information required to respond to incidents as quickly as possible in case of emergency situations. The database would be accessed by the CMMS system as required. This enabler will serve to automate the planning and implementation of the establishment of tools for monitoring and detecting floods, earthquakes and local road traffic. It will also assist in the creation of a database to gather all necessary data to allow for quick response to incidents and quick access to required data at the time of emergency situations.

Technology – Enabler 5: The Directorate has requested an ERP solution to automate all of its processes and activities.

Technology – Enabler 6: The Directorate is in need of a GPS system to monitor all ASEZA vehicles, and particularly those used by the Coordination and Maintenance Directorate.

Technology – Enabler 7: The activation of many blocked websites is necessary to gain information about marine life around Aqaba.

Technology – Enabler 8: Adoption of an archiving solution is necessary to keep track of plans, meeting minutes, and documents used by the Directorate.

Technology – Enabler 9: A unified information center that can be accessed by the Directorate, the Aqaba Development Company (ADC) and water and electricity companies in the Aqaba Zone should be established per agreement. This enabler will serve to automate the following services and processes:

- Issuing digging permit for infrastructure projects
- Issuing digging permits for emergency maintenance
- Issuing digging permit for private projects
- Overall, all processes will benefit from this enabler

Technology – Enabler 10: A modern call center for receiving emergency alerts should be established with the capability to record calls and integrate with the CMMS system. This enabler will serve to automate the reception, response to, and follow-up on alerts and complaints.

Technology – Enabler 11: The Directorate's internet connection speed is slow and requires enhancement.

Policies and Regulations – Enabler 1: There is a need to activate the agreement (dated 2008) between ASEZA, the Aqaba Development Company (ADC) and water and electricity companies to build a unified information center. This enabler will benefit all processes within the Directorate.

i. Human Resources Directorate (HR)

The Human Resources Directorate currently uses Oracle e-Business Suite-related modules to deal with all the HR needs within ASEZA. The system provides HRMS, HR services and some business intelligence. However, the HR module is not being fully utilized. In particular, only the personnel function is being used, mostly to facilitate payroll (which is managed by the Finance Directorate), skipping other activities related to appointment announcements, training and planning – all of which are currently done without any automation.

Technology – Enabler 1: Intranet services, SharePoint and Oracle i-Recruitment will all help with the automation of missing areas within the Human Resources Directorate and will allow better management of every phase of HR related to finding, recruiting, hiring and tracking new employees.

Technology – Enabler 2: Oracle Human Resources (Self-Service) will allow the HR Directorate to access and update employee-specific information online via a web-browser. This will assist in personalizing each employee's roles and responsibilities.

Technology – Enabler 3: Performance Management and Oracle Learning Management will improve the workforce through managed trainings and by defining objectives and the ability to track them. This will aid in aligning ASEZA objectives and evaluating an individual's competencies and progress regarding those objectives, as well as with providing employee feedback.

Services and Processes Automated by Technology Enablers:

- Interviewing candidates.
- Hiring qualified candidates.
- Posting of job openings.
- Full recruitment cycle.
- Personnel actions.
- Providing training.
- Handling new appointments and promotions.
- Managing the evaluation process of employee's performance.

People and IT Literacy – Enabler 1: Qualified personnel will support the full automation of business processes and procedures.

j. Financial Affairs Directorate (FA)

The main role of the Financial Affairs Directorate is to manage all of ASEZA's financial operations. Almost all of the activities performed by the Directorate are automated by the use of Integrated Financial System (IFS), based on Oracle E-Business Suite, which is integrated through the Accounts Receivable (AR) module with all other systems in ASEZA with the exception of a few systems like ASYCUDA. The Directorate is beginning an IFS upgrade as part of total Oracle E-Business Suite upgrade project.

Technology – Enabler 1: The Finance Directorate would benefit from the integration among the IFS from one side and ASYCUDA, the Ben Hayyan financial system, and the Wadi Rum Zone financial system on the other side. This would enable the processing of fee collection from the various business units using these systems. This enabler will serve to automate the following processes:

- Collecting all financial revenues generated from land rentals, land sales and office rentals
- Preparing monthly financial reports to illustrate the details of budget balances and financial expenses
- Preparing ASEZA's annual budget

Technology – Enabler 2: The Finance Directorate should launch an e-Payment gateway to automate the online payment service.

k. Administrative Affairs Directorate (AA)

The Administrative Affairs Directorate provides various services related to vehicles, maintenance, cleaning and archiving. Current archiving services are provided through the AWAD and Diwan systems, but other activities such as processing approvals and requesting services online and are not automated due to lack of intranet access and the use of paper forms.

Technology – Enabler 1: Intranet, internet services, SharePoint, and modifications on the AWAD system can serve to automate the currently manual services in this directorate.

Technology – Enabler 2: An internal warehouse management system, along with the integration of IFS is needed to manage internal materials and fixed assets.

Services and Processes Automated by the Technology Enablers:

- Requesting maintenance services by external entities
- Security service requests
- Cleaning services requests
- Al-Rabia suburb services
- Archiving work related to committees
- Requesting heavy equipment, vehicles and other transportation
- Requesting office supplies
- Processing information related to vehicle maintenance
- Managing warehouse materials and fixed assets

People and IT Literacy – Enabler 1: More qualified personnel are needed to accomplish the full automation of the Administrative Affairs Directorate.

I. Management of Information Systems Directorate (MIS)

The Management of Information Systems Directorate acts as an information technology facilitator for all other ASEZA business units. Systems, applications networks and servers and related IT infrastructure are all operated and managed internally by this directorate to facilitate the business needs of ASEZA.

Microsoft SharePoint and Oracle SWA systems are used internally by the MIS Directorate to build and publish electronic forms for use by ASEZA business units in a pre-designed workflow to request the needed services from the MIS directorate. Only some services have forms developed internally, leaving other services to be delivered in an ad-hoc way using telephones, memos and emails.

The IT infrastructure within the MIS Directorate consists of various hardware and software technologies to support ASEZA's IT systems. There are a number of hardware brands and operating systems (Windows and UNIX) in use, which makes it difficult to provide effective support and administration services. Due to this heterogeneous environment, the patching of servers is only done on Windows machines on an ad-hoc basis and none of the operating systems have undergone any 'hardening.' There should be a trend in the future to unify all purchased technologies (hardware, operating systems, network devices, etc) in order to facilitate their support and administration.

In terms of server availability, there is no real clustering technology in place which means that in the event of an emergency, service would be affected as replica machines would need to be brought up manually. Also, there has been no stress testing on servers which means that capacity planning cannot be effectively done. No load balancing solution can be recommended without such testing. There is also no central server monitoring available within ASEZA, making it very difficult to proactively identify potential bottlenecks and isolate performance issues related to server hardware. Backing up of the IT systems is done, but there is no detailed documentation stating how the process should be performed, nor is there testing of backup media.

The telecommunication infrastructure is well designed, but there is a lack of planning with regards to its daily management, and there is no real telecoms infrastructure documentation. All leased line sites in ASEZA have a single point of failure and sites that are connected through microwave links, and the links are stable. In case of link disruption, ASEZA will suffer as there is no contingency plan. There was a license in place to restore connectivity using wireless radio point-to-point frequency, but this has not been renewed with the TRC.

The servers are not hosted in one datacenter, making support and maintenance awkward. No cabling standards were employed when the datacenter was created which make it difficult to isolate physical connectivity issues and there is no UPS contingency to ensure service continuity (only to facilitate safe shutdown). Also, there are no documented

procedures to deal with emergency situations in the datacenter and there is no disaster recovery or business continuity plan for the servers or any of the other IT infrastructures.

Due to the variety of systems, technologies and daily IT functions carried out by ASEZA IT staff, the implementation of practical IT governance frameworks is essential to ensure the smooth running of the IT infrastructure. ASEZA has begun the implementation of ISO 27001 and has based its helpdesk loosely around ITIL practices. Some effort has been put into the implementation of these standards, however in reality policies are either not being followed, have not been updated, or IT tasks are being followed without being documented anywhere.

With regard to the 28 systems around the Directorate which serve all of ASEZA, interviews, documentation review and the assessment process have shown that that some of them need to be integrated with other systems in order to facilitate processes and guarantee the accuracy of data handling. Others need to be upgraded to cope with the new requirements and modules that will be added for business needs purposes, and this may require new components such as IT infrastructure (servers, hardware, etc), IT Literacy (training on new and current systems), and related competencies. In addition, some need to be replaced by other systems, while others are out-dated, which may affect the reliability of the data extracted from them.

Technology – Enabler 1: Workflow and Document Management System solutions should be adopted to complete the automation of the internal services that have no electronic forms or workflow developed for them. In all cases, this workflow should allow for logging of service requests and history of actions taken. This will also allow IT staff to monitor and track the requests as required by any other adopted standard in the future (for example, ISO 27001) as well as other future audit needs. This enabler will serve to automate the following services/processes:

- Providing various telecom services such as special internet connection for home/office and telephone services
- Providing mobile line service; employees fill in forms to MIS requesting work or personal mobile lines provided by Zain as a special offer for ASEZA employees
- Preparing shared folders on the network
- Provision of temporary PCs on the network
- Granting permissions and access control management to all systems and denying or permitting access privileges as required by business owners
- Customizing systems and reports as required and upgrading the systems to new versions that will go through the whole Software Development LifeCycle (SDLC), either by internal development or by acquisition of new systems from external suppliers
- Providing end user training as requested
- Developing new systems either through internal development or through procurement
- Providing integration and connectivity among systems

Technology – Enabler 2: The MIS Directorate should implement an enterprise project management system to fulfill all the duties of IT project management. The solution should be operated by a Project Management Office (PMO) to comply with a Project Management Standard. This enabler will serve to automate the following processes:

- Managing Projects: a new IT system will have a project manager from the MIS Directorate.
- Accepting systems from suppliers; a committee will be formulated for the acceptance of systems provided by suppliers. The committee will comprise members from the Finance, Tenders and Audit Bureaus.

Technology – Enabler 3: Adoption of a Software Development LifeCycle standard (SDLC) is needed in order to prepare a suitable testing environment for software development and testing, thus segregating the production and development environments from those used for testing.

Technology – Enabler 4: Creation replicas of production servers in order to test patches and other system upgrades is needed.

Technology – Enabler 5: Harden all operating systems in order to make them more secure.

Technology – Enabler 6: Implement automated clustering technology to facilitate the recovery of systems in the event of failure.

Technology – Enabler 7: Perform load/stress testing on the server in order to determine the load on them.

Technology – Enabler 8: Adopt a load balancing technology to distribute the load across related servers in order to provide better response to requests.

Technology – Enabler 9: Implement an infrastructure monitoring tool for server and network devices in order to proactively identify any potential issues and to assist in capacity planning.

Technology – Enabler 10: Consolidate all data centers into one central location and provide adequate surveillance of all equipment.

Technology – Enabler 11: Implement power generators to provide continuity of services in the event of power failure.

Technology – Enabler 12: Integration between ASYCUDA system and TAQDEER system in order to deal with all tax enquiries.

Technology – Enabler 13: Develop the Employment and Visa Residency (EVR) system to provide KPI reports.

Technology – Enabler 14: Modify and upgrade the Employment and Visa Residency (EVR) system to solve system bugs' issues.

Technology – Enabler 15: Develop new models or screens to enable provision of reports through the system itself to avoid the need for Excel spreadsheets to generate reports.

Technology – Enabler 16: Modify the Employment and Visa Residency (EVR) system to resolve data duplication and data consistency issues.

Technology – Enabler 17: Activate historical action sequence in follow-up screen for transaction proceedings within Employment and Visa Residency (EVR) system.

Technology – Enabler 18: Upgrade and update the e-CRM system of Marketing and Tourism Directorate to provide accurate statistics.

Technology – Enabler 19: Upgrade and tune IFS servers.

Technology – Enabler 20: Upgrade old PCs' specs to provide better access to AWAD systems.

Technology – Enabler 21: Execute the reimplementation and upgrade plan of IFS.

Technology – Enabler 22: Complete integrations between OSS system and EVR, ERPS, CHS and AWAD.

Technology – Enabler 23: Separate application server from database server of TAQDEER system for load balancing and security purposes.

Technology – Enabler 24: Modify integration schemes between IFS and ERPS system.

Technology – Enabler 25: Integrate Time Attendance system with HRMS.

Technology – Enabler 26: Integrate CRM system and IFS to handle the payment of fines.

Technology – Enabler 27: Complete automation of Board Decision Archiving System.

Technology – Enabler 28: Upgrade Oracle HRMs such as self-service HR, i-recruitment, i-procurement, talent management, and support of all HR functions, tasks and responsibilities such as training and planning.

Technology – Enabler 29: Modify JOBS system to produce reports, unless it will be replaced by Oracle I recruitment.

Technology – Enabler 30: Complete the required integrations between SharePoint and the Helpdesk system.

Technology – Enabler 31: Acquire a licensed version of the Helpdesk system.

Technology – Enabler 32: Complete the required integration between Helpdesk system and Outlook.

Technology – Enabler 33: Achieve the required integration between ERPS and GIS systems.

Technology – Enabler 34: Include the inspection and audit tracking system in the Oracle upgrading program.

Technology Enabler 35: Integrate Laboratory Information Management System (LIMS) with the ASYCUDA (replacing FIMS) and IFS systems.

Technology – Enabler 36: Start an e-payment gateway for laboratory Information Management System (LIMS) so that tests can be paid for directly at the lab.

Technology – Enabler 37: Integrate Marina Tracking System with GIS and LMIS systems to provide outputs to investors looking to build in Aqaba who need marina health information.

Technology – Enabler 38: Upgrade Post Audit Inspection System (PAIS) in order to provide output to the LIMS system

Technology – Enabler 39: Integrate water checking system with the GIS and LMIS systems to provide a more comprehensive system.

Technology – Enabler 40: Implementation of Mobile Short Messages Service (SMS) notifications system that is integrated with AWAD and OSS for mobile notifications.

Technology – Enabler 41: Implementation of email integration with AWAD.

These technology enablers will help to automate several services/ processes modules in many directorates in ASEZA especially when at the core systems level (i.e. OSS, AWAD, EVR, ERPS, ASYCUDA, etc).

People and IT Literacy – Enabler 1: Establish a Project Management Office (PMO) to manage all IT projects in ASEZA in a standardized approach. Compliance to international project management standards will help in standardizing IT Project management practices in ASEZA. Adopting enterprise project management solution for IT projects is also recommended for this PMO. This enabler will serve to automate the following processes:

- Managing projects; each new IT system will have a project manager from the MIS Directorate
- Accepting systems from suppliers; a committee comprised of members of the Finance, Tenders, and Audit Bureaus will be formed for the acceptance of systems provided by suppliers

People and IT Literacy – Enabler 2: User help manuals should be distributed internally among the employees of ASEZA to allow them to access the manuals when needed. Soft copies of the available manuals can be published internally through the SharePoint system. The MIS Directorate should also develop the missing documentation for the internally developed systems. This enabler will reduce the volume of work needed to educate users on how to use the systems. Hiring a technical writer would be helpful in preparing these documentations.

People and IT Literacy – Enabler 3:Hiring an IT technical writer would help ASEZA in setting standards for the internal IT documentation and tender preparation. Furthermore, the technical writer can help in preparing the missing user manuals.

People and IT Literacy – Enabler 4: The MIS Directorate needs to hire an employee who is experienced in systems architecture and integration. The resource should have previous experience in designing, developing, implementing and documenting integration tasks, data migration, web services, XML development, and Queue Messaging technologies. S/he should also be familiar with variant technology platforms like Microsoft Windows, Unix/Linux, Microsoft .NET applications, Java applications, web and desktop applications, Microsoft SQL server, Oracle Database and Microsoft SharePoint. The resource will also be required to set and implement standards for systems integration.

People and IT Literacy – Enabler 5: Software development and quality assurance tasks of applications should be segregated by hiring dedicated staff to carry out software quality assurance duties apart from the development team.

People and IT Literacy – Enabler 6: Training courses for Microsoft SharePoint and Oracle SWA should be given to employees responsible for designing, developing and implementing electronic forms and workflow in ASEZA.

People and IT Literacy – Enabler 7: Information regarding all IT policies and procedures should be given to IT staff, especially with regards to taking backups, storing them offsite and regularly testing backup copies.

Policies and Regulations – Enabler 1: The Directorate has to adopt a Software Development LifeCycle (SDLC) standard for software development operations and replace the existing ad-hoc practices of software development and testing.

Policies and Regulations – Enabler 2: Compliance to international standards of project management such as Project Management Institute (PMI), is recommended for managing all IT projects in ASEZA. Developing standard project management documentations, manuals and forms would help in implementing the standards and ease saving project documents and files such as plans, project charters, meeting minutes, status reports, etc. This enabler will serve in automating the following processes:

- Managing Projects; each new IT system will have a project manager from the MIS Directorate
- Accepting systems from suppliers; a committee comprised of members of the Finance, Tenders and Audit Bureaus will be formed for the acceptance of systems provided by suppliers

Policies and Regulations – Enabler 3: Setting standards for systems and database integration will be a helpful tool to reduce the volume of planning needed for integration tasks. Hiring a specialized employee who has previous experience in the areas of integration should also be considered.

Policies and Regulations – Enabler 4: Adopt a software patching policy for all systems and servers detailing when and how patches should be applied.

Policies and Regulations – Enabler 5: Update the backup policy to keep it up-to-date with all servers and services offered.

Policies and Regulations – Enabler 6: Review the connection between ASEZA and ADSL providers to identify the cause of connection issues between external users and ASEZA.

Policies and Regulations – Enabler 7: The telecoms infrastructure should be fully documented to ease upgrades and to isolate any identified issues.

Policies and Regulations – Enabler 8: There should be a full plan for all telecoms work that needs to be conducted. This plan should be updated on a daily basis.

Policies and Regulations – Enabler 9: Review and modify the IT job descriptions in order to ensure segregation of duties according to best practices.

Policies and Regulations – Enabler 10: Apply data center standards to guarantee confidentiality, availability and integrity of ASEZA data.

Policies and Regulations – Enabler 11: Employ a clear cabling standard for the datacenter.

Policies and Regulations – Enabler 12: Adopt and establish a clear disaster recovery and business continuity plan for the datacenter to be able to respond effectively during an emergency.

Policies and Regulations – Enabler 13: Review and update all IT policies and procedures to include changes and new technologies for which no policies currently exist.

Policies and Regulations – Enabler 14: Launch an e-payment gateway to deal with online payments for various ASEZA directorates.

Policies and Regulations – Enabler 15: Take advantage of successful integrations between the inspection and audit tracking system and ERPS to provide outputs to the Investment Commission and other departments in the Environmental Commission.

Policies and Regulations – Enabler 16: Adopt e-signatures that are recognized to speed up the production of official documents for Laboratory Information Management System (LIMS).

Policies and Regulations – Enabler 17: Stabilize the AWAD system based on stability defined business processes.

Policies and Regulations – Enabler 18: Change the mindset of people to counteract resistance to change to be able use e-service effectively.

m. Organization Development Program (ODP)

The Organization Development Program is a newly established program with no defined processes or services as of yet.

People and IT Literacy – Enabler 1: Provide the employees of this program with IT Cambridge Training

Policies and Regulations – Enabler 1: Since this is a newly established program, IT process mapping of the program's activities is required.

n. Logistics Services Office (LSO)

The Logistics Services Office is responsible for providing and managing all logistics services to ASEZA employees, including various booking and visa issuance services. None of the internal services provided by this directorate are fully automated. The Directorate depends on a paper based environment. Microsoft Office and the email system are used to conduct its work.

Technology – Enabler 1: A system is needed to handle all booking requests, services, visa issuance and internal communications between the Logistics Services Office and ASEZA business units. It must also manage correspondence and financial claims and analyze flights, bookings and related costs. This enabler will serve to fully automate the following services and processes:

- Providing different booking services
- Auditing and approving all financial claims related to bookings
- Managing and delivering all logistics services to ASEZA employees including various booking and visa issuance services

o. Investment Directorate (INV)

The Investment Directorate handles different external activities in the Aqaba region concerning management of the institution's registration processes, transportation, and support in controlling access to vehicles. However, these activities are not fully automated due to a lack of clear integration points with other implemented solutions such as ERPS and PAIS.

Technology – Enabler 1: New modules or modifications on the ERPS system are needed to fully support the Transportation Department's activities. These modifications would replace the use of paper forms and manual work and correspondences.

Technology – Enabler 2: Cleaning of ERPS information to achieve the accuracy in ERPS stored data.

Technology – Enabler 3: Completion of PAIS system in order to be able to perform constructions post audit actions.

Technology – Enabler 4: Develop a Movement and Transportation Activity Database to be able to manage and provide efficient support and plans to ASEZA's entire transportation fleet.

Technology – Enabler 5: Develop a surveillance and monitoring room for public transportation through establishing links with the Driver, Vehicle and Licensing Department (DVLD) to monitor traffic violation and collection of fines. GIS information can be provided by the Planning and Organizing Directorate.

Technology – Enabler 6: Implement an e-Payment Gateway solution with necessary integrations.

Technology – Enabler 7: Adoption of an e-signature technology to facilitate work and reduce work time.

Services and Processes Automated by Technological Enablers:

- Issuing and renewing vehicles' temporary access permits (الإدخل المؤقت للمركبات في منطقة العقبة الاقتصادية الخاصة)
- Issuing health certificates (الحصول على شهادة صحية)
- Managing and supervising the "Movement and Transportation Section"
- Providing construction post audits

People and IT Literacy – Enabler 1: More qualified personnel are needed to accomplish the full automation of this directorate.

Policies and Regulations – Enabler 1: Adoption of ERPS by internal and external entities.

Policies and Regulations – Enabler 2: Cooperation from external entities to activate and effectively implement and execute agreed upon memorandums of understanding.

Services Automated by these Enablers:

- Registering, cancelling and renewing institutions and companies (تسجيل وتجديد وتعديل و إلغاء المؤسسات)
- Issuing, cancelling and renewing certificates and authorizations of registered work activities (تسجيل وتجديد و إلغاء مباشرة العمل)
- Issuing certificates of origin (إصدار شهادات المنشأ)
- Issuing and renewing temporary vehicle access permits (الإدخل المؤقت للمركبات في منطقة العقبة الاقتصادية الخاصة وتجديده)
- Issuing direction cards for public vehicles (تجديد كرت اتجاه)
- Providing health certificates (الحصول على شهادة صحية)
- Issuing daily and temporary transportation permits inside and outside Jordan (الحصول على تصريح مؤقت)
- Cancelling, transforming or replacing public transportation methods (شطب واستبدال)
- Approving vehicle frame chassis exchanges (تبادل هياكل)
- Transferring the ownership of public transportation (نقل ملكية)
- Issuing Umrah no-objection letters (الحصول على تصريح عمرة)

- Issuing temporary and daily permits (الحصول على تصريح يومي)
- Re-licensing (إعادة ترخيص)
- Supporting car rental companies (تعزيز مكاتب التأجير)
- Transforming vehicle usage type (تحويل صفة مركبة)
- Issuing work practice permits for taxi offices (الحصول على تصريح مكتب تكسي)
- Issuing taxi cab stickers (الحصول على ستكر تكسي)
- Permitting and approving rental car direction cards (الحصول على كرت اتجاه سيارة سياحية)
- Providing assurance letters of non-criminal records (الحصول على كتاب كف طلب)

p. Employment Visa and Residency Section (EVR)

The activities of the Employment Visa and Residency Section are mainly supported by the EVR system. This section can be considered fully automated since the internal procedures for issuing, renewing and cancelling permits and visas are covered by EVR.

Technology – Enabler 1: Complete EVR system to execute and fully automate employment and visa residency services. This enabler will automate the following external services:

- Issuing, renewing and canceling residency visas in Aqaba (إصدار وتجديد وإلغاء الإقلمة)
- Issuing, renewing and canceling visit visas to Aqaba (إصدار وتجديد وإلغاء وتأشيرة الزيارة إلى العقبة)
- Issuing, renewing and canceling work permits (إصدار وتجديد وإلغاء تصريح العمل)
- Issuing renewing and canceling work visas (إصدار وتجديد وإلغاء تأشيرة العمل)
- Issuing renewing and canceling residence permits (إصدار وتجديد وإلغاء إذن الإقلمة)
- Issuing and canceling passing and transit permits (إصدار وإلغاء تصريح العبور)

q. Marketing and Tourism Directorate (MT)

The Marketing and Tourism Directorate is responsible for ASEZA's tourism marketing and provides tourism information for visitors. It also prepares statistical studies related to the tourism sector in ASEZA. Insufficient utilization of the internet, electronic marketing and the outdated information maintained in the e-CRM are all issues for this directorate.

Technology – Enabler 1: For more accurate statistical studies, upgrading the existing e-CRM system or adopting a new system for the purpose of collecting tourism information from the tourism parties is a priority. In order to guarantee the highest level of accuracy in data and the continuous update of information, the new system should allow for collaboration between the parties of the tourism sector and allow for automatic integration between the new CRM system and the systems/databases used by those parties. This enabler will serve in automating the following services:

- Providing tourism information for visitors and tourists upon request.
- Providing statistical studies for the tourism sector upon request.

Technology – Enabler 2: The Directorate would benefit from offering electronic booking services through its official website (www.aqaba.jo). This would allow for better services offered to tourists and for better collaboration among the parties of the tourism sector. Integration with the systems owned by tourism parties is required to update information

instantly via the website. Agreements with tourism parties should be signed to manage the payments made online through this website and considerations for collecting the payments through the e-Payment Gateway should be addressed. This enabler will automate the electronic booking service.

Technology – Enabler 3: The Directorate should adopt strategic policies towards the utilization of an effective e-marketing strategy to promote Aqaba. The Directorate should develop an e-marketing strategy and acquire or utilize the proper tools for this purpose in coordination with the enablers mentioned above. The utilization of online advertisements, social networks (like Facebook and Twitter) and electronic periodicals should be considered. This enabler will automate the provision of tourism marketing activities.

Technology – Enabler 4: The www.aqaba.jo website should be maintained and updated to provide more accurate information to tourists and visitors to Aqaba. Keeping the website updated reflects professionalism of ASEZA and furthers its reputable image. This enabler will automate the provision of tourism information for visitors and tourists upon request.

Technology – Enabler 5: Initialization of internal approvals for marketing activities would benefit from an internal workflow system to speed up the process and enhance the collaboration of employees within tourism activities of Aqaba. Such activities play key roles in achieving the Directorate's goal of spreading tourism awareness among the employees of ASEZA. This enabler will automate the announcement of tourism activities and provide tourism awareness to ASEZA employees.

People and IT Literacy – Enabler 1: It is necessary to hire dedicated employees specialized in electronic marketing in order to fulfill the requirements of electronic marketing. This enabler will automate the provision of tourism marketing activities.

People and IT Literacy – Enabler 2: Employees in the Directorate should be trained in modern electronic marketing subjects and tools. This enabler will automate the provision of tourism marketing activities.

r. Organizational Development Directorate (OD)

The Organizational Development Directorate provides ASEZA with support for decision making and its activities do not require complex automated solutions. Its services include report preparation and correspondence, which are currently automated with MS Word and the internal email system.

Technology – Enabler 1: An application to help with the creation of monitoring and evaluating reports is required.

Technology – Enabler 2: Intranet and internet services should be used to publish public circulars and receive comments and feedback.

Technology – Enabler 3: Oracle users licenses should be acquired to access, read or view data and information.

Services and Processes Automated by these Enablers:

- Provision of data to all directorates concerning economic, trade and demographic indicators
- Definition of KPIs
- Creation of monitoring and evaluation reports

s. Clean City Monitoring Committee (CCM)

The activities of the Clean Monitoring Committee depend on reports and correspondence using the current email system, which satisfies the requirements of the Committee. One of the Committee's tasks is archiving photos of environmental breaches and violations. This archiving is done manually through creating folders without defined indexing, making search and retrieve difficult.

Technology – Enabler 1: Use the AWAD archiving solution for all archiving activities

Technology – Enabler 2: Integrate with EVR to issue relevant work permits

Technology – Enabler 3: Integrate with AWAD to request transaction statuses

Services and Processes Automated by these Enablers:

- Issuing relevant work permits
- Archiving and indexing photos of environmental breaches and violations

Policies and Regulations – Enabler 1: Document all policies and procedures.

t. Business Development and Marketing Division (BDM)

The Business Development and Marketing Division provides aid, assistance and support for duties concerning marketing strategies, tourism and attracting investment opportunities.

Technology – Enabler 1: Integrate the CRM system with the IFS to handle the payment of fines.

List of Internal and External Services Enabled:

- Granting scholarships and expeditions (الحصول على منحة أو بعثة دراسية)
- Granting financial assistance (الحصول على مساعدة مالية أو عينية)
- Donating work permit fees for maids (التبرع برسوم تصاريح العمل للخادمات)
- Registering for training courses (التسجيل بدورات تدريبية)
- Training and employment of new graduates (تدريب وتشغيل حديثي التخرج)
- Following up with private sector for job opportunities (التنسيك مع القطاع الخاص للتشغيل)

u. Complaints Directorate (CD)

Activities of the Complaints Directorate depend on directly interfacing with customers and citizens to receive and solve complaints and using the email system to communicate with other directorates to follow-up on complaints statuses.

Technology – Enabler 1: AWAD should be used to follow-up on the status of complaints and for monitoring purposes.

Technology – Enabler 2: Establish a call center to handle reception of complaints and emergency calls from citizens.

Services and Processes Automated by these Enablers

- Customer care services
- Receiving complaints and providing feedback for related directorates
- Supervising, monitoring and following-up on directorates that provide services through the One Stop Shop (OSS)

v. Environment Directorate (ED)

The activities of the Environment Directorate depend on the preparation of reports and correspondence using MS Word, MS Excel and/or MS Outlook. Other activities are partially automated with solutions such as AWAD for archiving and workflow modules.

Technology – Enabler 1: Services available through AWAD can serve to automate the currently manual procedures within the Directorate.

Technology – Enabler 2: Photo period readings broadcast from the telemetry system should be published on the www.aqaba.jo website.

Technology – Enabler 3: Public display screens should be provided to display up-to-date environmental measures and regulations.

These enablers will automate the granting of approvals for the movement and transportation of hazardous material within Aqaba.

w. Health Control Directorate (HC)

The main role of the Health Control Directorate is to monitor and control food establishments in the Aqaba Zone to guarantee their quality and health standards. The Directorate manages food testing operations in Aqaba using the Post Audit Inspection System (PAIS) and utilizes Portable Data Assistant Devices (PDAs) to access the PAIS system while collecting samples at food establishments. The Directorate also receives requests from the Investment Directorate to obtain licensing approvals for new food establishments. The use of paper licensing approvals and the lack of auto-generated forms are the main challenges towards achieving automation of the Health Control Directorates' activities.

Technology – Enabler 1: The Directorate should launch the project with a contractor to initiate the printing of auto-generated forms from PDA devices while collecting samples at food establishments. This enabler will automate the following services and processes:

- Conducting food tests for the purpose of issuing food establishment permits
- Controlling and monitoring food establishments to guarantee food safety including checking food by taking samples for testing purposes and taking appropriate actions against food safety violators

Policies and Regulations – Enabler 1: The Directorate should accept e-signatures, both in practice and under law, in order to achieve full automation of the approval of food establishments. This enabler will automate the conducting of food tests for the purpose of issuing food establishment permits.

x. Laboratories Directorate – Ben Hayyan (LBH)

The activities of the Laboratories Directorate – Ben Hayyan are related to food and water testing. Studies are offered internally to the Environment Directorate and externally to the private sector upon agreed contracts and requests, or to governmental entities such as the Ministry of Water and Agriculture. The Directorate uses the Laboratory Information Management System (LIMS) to manage the test operations. However, none of the activities provided by this directorate are fully automated. There is a lack of automated processes for approvals, a lack of integration with ASEZA's Integrated Financial System (IFS), and an absence of web presence to request testing services online. There is also use of paper based forms.

Technology – Enabler 1: Acquisition of hand-held devices to enter data from samples taken offsite, rather than using paper forms on-site and transferring data to a computer once back in the laboratory would be useful. This will limit the time and workload required for data entry and testing. Data in the hand-held devices can be fed to the LIMS system. All internal and external services of the Directorate will benefit from this enabler.

Technology – Enabler 2: Use of mobile devices would be beneficial to send test results to managers and consultants in the Ben Hayyan laboratories in order to receive approvals and feedback. This should be integrated with an internal collaboration system that will make internal correspondence easier, eliminate the need for paper forms for internal approval, and save time needed to complete tests. These devices should also be integrated with the LIMS system to instantly update approvals and needed actions.

Technology – Enabler 3: The Directorate may benefit from the experience of the Health Control Directorate in using mobile printers and auto-generated forms. Studying the need for such utilities should be considered.

Technology – Enabler 4: An archiving solution is required for confidential documents.

Technology – Enabler 5: It is important to adopt a search engine optimization plan to enhance the accessibility of the Ben Hayyan website, www.benhayyan.com, through search engines.

Technology – Enabler 6: The Directorate would benefit from development of a website to publish the results of the tests it performs. Beneficiaries of test services who initiated or requested tests would be given log-in credentials to access the website to view the results. The online results would remain unofficial due to laws that do not recognize the electronic signature as an official signature, but this would make inquiring about test results easier until the official results are issued in paper format. A Short Message Service (SMS) solution could also be integrated with the website to send test results to service beneficiaries on their mobile phones. This enabler will automate the following services:

- Testing food and water samples for the private sector and Ministry of Water and Agriculture upon contracts and requests
- Performing tests for the World Food Program as per signed agreements

Technology – Enabler 7: Launching an online service to request tests from the lab would greatly benefit the Directorate. Nonetheless, receiving test requests online should depend on contracting agreements between Ben Hayyan and service beneficiaries and considerations for integration with LIMS and E-payment gateway systems should be addressed. This enabler will automate the following services:

- Testing food and water samples for the private sector and 'Ministry of Water and Agriculture' upon agreed contracts and requests.
- Performing tests for the World Food Program as per signed agreements.

Technology – Enabler 8: The Directorate needs to integrate its financial system with the Integrated Financial System (IFS), especially when implementing an online test request service and e-payment gateway.

Policies & Regulations – Enabler 1: There is a need to adopt data classification standards for the documents and old test reports. This is needed in order to include the confidential documents in the archiving solution implemented by the MIS Directorate, but with a higher security level. The classification should be aligned with the data security classification policies and standards of ASEZA as part of the internal ISO 27001-Information Security Management System project.

Services and Processes Automated by these Enablers:

- Testing food and water samples for the private sector and Ministry of Water and Agriculture per contracts and requests
- Performing tests for the World Food Program per signed agreements
- Participating in taking test samples of water and air with the Environment Directorate
- Performing tests for all samples taken for water and air in coordination with the Environment Directorate

y. Marine Park Directorate (MP)

Almost none of the services provided by the Marine Park Directorate are automated. However, a project to build a system for the Marine Park will allow the Directorate to automate its activities from a single system.

Technology – Enabler 1: Network connectivity issues to the Marine Park need to be resolved to provide access to relevant systems at central ASEZA offices and internet access to visitors. This enabler will automate the following services and processes:

- All internal services provided by the Marine Park
- Issuing camping permits
- Issuing fishing licenses
- Issuing diving cylinder test certificates
- Issuing diving permits
- Issuing boat access permits
- Permitting diving sites
- Permitting research activities

Technology - Enabler 2: The system for the Marine Park should enable the statistical analysis of diving activities in the Marine Park. A one-way integration with e-CRM system to send diving data from the Marine Park system to e-CRM would resolve this issue. This enabler will automate the provision of the Marketing and Tourism Directorate with statistical information about the diving activities in Aqaba.

Technology – Enabler 3: Automation of all correspondence and business processes using workflows and a document management system should be addressed in the coming system. All processes and services related to this directorate would benefit from this enabler.

Technology – Enabler 4: The Marine Park's website (www.aqabamarinepark.jo) needs enhancements and upgrades to allow for announcements to diving centers. This enabler will automate the following processes:

- Providing information about the local natural marine life and publishing periodical newsletters about the natural reserve
- Publishing announcements to diving centers and divers on the Marine Park website

Technology – Enabler 5: To assist tourists in Aqaba there is a need for public electronic screens to display live measurements of air pollution, temperature and other related statistics deemed of interest to tourists. It is also advisable to utilize these screens for gaining revenue through paid advertisements, activities announcements, event broadcasting such as showing live football matches, and tourism awareness scenes. This enabler will automate the provision of information about local natural marine life and the publication of periodic newsletters about the natural reserve.

Technology – Enabler 6: It is important to adopt a GPS tracking system for all of the Directorate's boats in order to eliminate abuse of the Directorate's fleet. This enabler will automate the protection of the natural environment by detecting potentially harmful violations to the natural environment.

Technology – Enabler 7: Wi-Fi/Wi-Max coverage on the beaches is recommended in order to facilitate internet service for visitors to the Marine Park.

Technology – Enabler 8: Possibilities to adapt monitoring tools that can be used in emergency situations to pinpoint divers' locations should be considered with local diving centers.

Technology – Enabler 9: Surveillance systems and Closed Circuit Television (CCTV) cameras should be distributed in the marine area, under an umbrella of laws, to monitor and deter any unpermitted activities on the natural reserve, including polluting the water or disposing of garbage. Existence of these cameras should be announced openly for the visitors and tourists, and awareness should be created of legal actions and fines that will be incurred as a result of violations. This enabler will automate the protection of the natural environment by detecting and helping with investigations into violations.

Technology – Enabler 10: Re-designing Internet and email policies should be redesigned to open needed websites for the Directorate and to remove restrictions on the use of email when sending newsletters externally. This enabler will automate the provision of information regarding local natural marine life and the publication of periodic newsletters about the natural reserve, including soft copies of periodicals distributed through the email system.

Policies and Regulations – Enabler 1: Follow up with the Directorate's requests to amend laws in order to prevent the abuse of photographs taken in the Marine Park for personal profit.

Policies and Regulations – Enabler 2: Re-activation of the agreement with the Environment Directorate and the Marine Scientific Station to send all reports regarding water monitoring and control to the Marine Park Directorate in electronic format would be helpful in automating the Directorate's processes.

Policies and Regulations – Enabler 3: Social networks such as Facebook and Twitter should be utilized to market the Marine Park and Aqaba in general. Intellectual property concerns should be considered in order to limit and avoid such cases and to take action against violators.

z. Wadi Rum Zone Directorate (WRZ)

The main role of the Wadi Rum Zone Directorate is to manage the tourism activities in the Wadi Rum area, to preserve the natural life in Wadi Rum and to develop the local community. The Directorate uses various IT systems to collect entrance ticket fees, provide booking services, sell handicraft products to tourists and manage four wheel drive vehicle trips, camel riding trips and camping services.

Technology – Enabler 1: The local accounting system, used for collecting the booking fees, should be integrated with the Integrated Financial System (IFS).

Technology – Enabler 2: The Directorate needs to launch online booking services instead of manually entering booking records received by telephone, email and fax into the Rum Ticketing System. The online booking system should be integrated with existing

financial system used by the Directorate such as IFS, e-Payment Gateway and the Marketing and Tourism Directorate's online booking services. This enabler will automate the provision of booking services to tourism guides through the Tourism Program Unit within the Directorate.

Technology – Enabler 3: Automate the processing of service request forms received by the Directorate on behalf of the City Service Center to eliminate the use of paper based forms by adopting workflows and a Document Management System. The One Stop Shop (OSS) System integrated with AWAD system could be used for this purpose. This enabler will serve to automate the reception and processing of licensing request forms for buildings and retail premises on behalf of the City Service Center so that local citizens can benefit from the Center's services locally instead of visiting the Center's location in Aqaba.

Technology – Enabler 4: A monitoring and surveillance system is needed to secure the borders of, and detect breaches or illegal entrances into, the Wadi Rum Zone. The use of surveillance cameras and Closed Circuit television (CCTV) should be considered. This enabler will automate the monitoring of illegal trespassing on government land and the reporting of violations to authorities.

Technology – Enabler 5: The system used to register visitors through the tourism police and the tourism offices on e-CRM needs to be upgraded to ensure better collaboration between the police, tourism offices and Wadi Rum Zone Directorate.

Technology – Enabler 6: It is necessary to upgrade the existing telephone system to allow for telephone number identification and call recording, with a message to alert any caller that the telephone calls are recorded for quality purposes. This will act as deterrence countermeasure against false calls. The level of services provided by telecom operators in Wadi Rum Zone should be evaluated to check the possibility of this enabler.

Technology – Enabler 7: A GPS tracking system should be adopted to detect exact locations of tourists in case of emergency situations, especially for tourists who participate in adventure sports.

Technology – Enabler 8: Upgrades to the existing outdated inventory and warehousing system are necessary.

Technology – Enabler 9: A GPS tracking system is required for tracking ASEZA vehicles.

Technology – Enabler 10: The Directorate requires a bar code system to fix the prices of handicraft products and eliminate the possibility of fraud. This will demonstrate transparency to tourists and visitors. This enabler will benefit the selling of handicraft products to tourists and the Direct Sale Unit's shop.

Technology – Enabler 11: Oryx deer in the Natural Heritage part of Wadi Rum should be tracked using surveillance video cameras, in addition to the GPS tracking system currently in place. The scenes and images taken for Oryx deer could be used for research as

well as marketing the benefits of protecting wildlife. The Wadi Rum Tourism Service Center would also be able to display some recorded or live scenes directly from the cameras.

People and IT Literacy – Enabler 1: Many residents in the rural areas of the Wadi Rum Zone are not familiar with computers, necessitating raising computer and internet awareness through the local community through awareness and training programs. Knowledge stations, programs to sell cheap computers, and internet connectivity initiatives should be considered in line with Local Community Development Directorate programs. This enabler will help to develop the Wadi Rum local community.

aa. City Service Center Directorate (CSC)

The core activities of the City Service Center Directorate are to provide maintenance and cleaning services. These services depend on reports, inspections and correspondence using the current email system which satisfies the Directorate's requirements. However there are supporting activities that are performed manually such as vacation requests, supplies requests and labor monitoring. Already implemented solutions within ASEZA, such as the suggested new flows in OSS, could fully automate these processes. There are other services that require more advanced solutions such as an electronic signature system, and moreover, the need for effective communication lines among this directorate and other ASEZA directorates in order to be able to provide services.

Technology – Enabler 1: The AWAD workflow system can automate the current manual work (vacation requests, supplies requests, vehicle and labor monitoring) using integrations among the AWAD and other relevant adopted applications.

Technology – Enabler 2: Electronic signature technology should be used to sign documents.

Technology – Enabler 3: Network connectivity and communication between this directorate and other ASEZA directorates should be upgraded.

Services and Processes Automated by these Enablers:

- Personnel actions
- Providing office supplies upon request
- Providing and organizing transportation within the Aqaba area
- Supervising and managing movement and transportation section
- Maintaining the proportion of employment in accordance with Jordanian law and regulations and the provision of job opportunities for Jordanians through coordination between various entities and in line with national training and employment programs
- Carrying out requests for water/seepage tanks by the public and private sectors (طلب صهريج مياه أو نضح /قطاع عام و الخاص)
- Carrying out requests for burial services (طلب دفن الموتى)
- Carrying out requests for horse carriage permits (طلب رخصة عربة خيول)
- Carrying out requests for activity practice licenses (طلب رخصة مهن)
- Carrying out requests for pest and rodent control services (طلب مكافحة حشرات وقوارض و مكافحة آفات زراعية)

bb. Customs Directorate

The majority of the Customs Directorate's activities were successfully automated using the ASYCUDA customs management system to manage all aspects of the customs operations with regards to importing and exporting goods. Increasing business requirements have forced the Directorate to start expanding its services, which means it is trying to find more specialized applications to serve business needs and to enhance the connectivity among related customs sections.

Technology – Enabler 1: A Customs Lead Seal Management System will create the ability for the Directorate to monitor, tracker and manage movement of containers inside and outside the Aqaba region.

Technology – Enabler 2: Enhanced network connectivity will easily provide efficient services to customers and facilitate internal automated procedures.

Technology – Enabler 3: The AWAD system's new module will help to manage legal proceedings and lawsuits.

Technology – Enabler 4: ERPS integration with ASYCUDA will provide queried registration certificates automatically.

Technology – Enabler 5: Integration with the taxation system will provide taxation queries automatically.

Technology – Enabler 6: The ASYCUDA system can be upgraded to deal with outgoing procedures that were until recently handled by Jordanian Customs.

Technology – Enabler 7: Implementation of an e-Payment Gateway.

People and IT Literacy – Enabler 1: A specialized technical support team is needed for the Customs Department

Policies and Regulations – Enabler 1: Accrediting the ASYCUDA system and customs data by the Jordan Institution for Standards and Metrology will help to activate and effectively implement signed Memorandums of Understanding.

Services and Processes Automated by these Enablers:

- Cargo and goods clearance (by sea, air, land)
- Receiving payments for temporary entry permits for foreign private cars
- Receiving payments for temporary entry permits for foreign trucks
- Monitoring passenger luggage and dealing with luggage registration
- Supervising outbound cargo from Aqaba ports
- Managing legal proceedings and lawsuit management
- Issuing custom statements for goods entering the Aqaba area (بيان جمركي إدخل بضائع للمنطقة الخاصة)

- Issuing custom statements for releasing goods out of the Aqaba area (بيان جمركي إخراج بضائع من المنطقة الخاصة)
- Issuing transit customs declarations (بيان جمركي للترانزيت)
- Modifying and updating customs declarations (تعديل بيانات جمركية)
- Cancelling customs declarations. (إلغاء بيانات جمركية)
- Issuing permits for customs agents (إصدار تصاريح مزاولة مهنة التخليص للمخلصين)
- Renewing permits for customs agents (تجديد تصريح المزاولة)
- Modifying permits of customs agents (تعديل تصريح المزاولة)
- Preparing statements and claim notices (إشعارات المطالبة تسوية)
- Preparing T1 statements (بيان حمولة برية)
- Registering personal luggage and goods (تسجيل أمتعة شخصية)
- Managing the golden list (الانضمام للقائمة الذهبية)
- Returning travelers' belongings (رد أمانات المسافرين)

cc. Storage and Warehousing Directorate (SW)

The core activities of the Storage and Warehousing Directorate are successfully automated using the warehouse management system which is currently been integrated with the ASYCUDA system to benefit from various services to cover its needs. Currently there is need for support applications and new modules or upgrades to the ASYCUDA system to cover activities not automated within the Directorate.

Technology – Enabler 1: Create new models or upgrade those already available in the ASYCUDA system.

Technology – Enabler 2: Implement an e-Payment Gateway.

Services and Processes Automated by these Enablers:

- Receiving payments from customers for providing storage services.
- Providing organizations with notifications.
- Fees settlement.
- Auditing transactions and companies.
- Undertaking auctions.
- Archiving transactions and applications.
- Providing exemption percentage for required fees that was approved from board of commissioners.
- Providing insurance policies.
- Supervising storage sites (rents, vacancy, and customization, leased) for the purposes of storage of goods in these locations.
- Bills classification to calculate fees.
- Authorizations of clearance companies.
- Receiving, handing over and storing goods imported by sea, air and land (تخزين البضائع في مواقع التخزين)
- Transferring the ownership of waiver goods (التنازل عن البضائع)
- Allocating storage sites for companies and institutions (تخصيص مستودعات للشركات)
- Issuing and cancelling goods movements' permits from one storage location to another وتعديل بيانات إذن (بيانات إذن الحركة الحركة)
- Issuing, modifying and cancelling AT9 goods entry statements (تنظيم وإلغاء وتعديل بيان الإدخال)

- Issuing, modifying and cancelling SE9 goods exit statements (تنظيم وإلغاء وتعديل بيان الإخراج)
- Attestation of documents and invoices (تصديق الوثائق والفواتير)
- Insuring on goods in public storage sites (التأمين على البضائع في مواقع التخزين العامة)
- Transferring goods from a storage site to another (نقل البضائع من موقع تخزين إلى موقع آخر)
- Assembly and disassembly services (دمج وتجزئة ووضع العلامات التجارية على البضائع المخزنة)
- Storing goods in other special private and public locations (تخزين البضائع عند الغير في المواقع الخاصة والعامة)

dd. Revenue, Taxation and Audit Directorate (RTA)

The Revenue, Taxation and Audit Directorate provides various services aimed at collecting income and sales taxes and buildings and lands taxes due in the Aqaba zone. The directorate accomplishes this by the use of an Income and Sales Tax system (TAQDEER) and Buildings and Lands Tax system. The existing version of TAQDEER is outdated due to changes in sales taxes and there are plans to replace this with a module in ASYCUDA. The Buildings and Lands Tax system is still in use with no problems, except that paper vouchers and reports are still being used as they are the only legally acceptable data format. The replacement module in ASYCUDA will help to automate the activities and services of the Directorate, except for elements that require official approvals, vouchers and reports, as electronic signatures are not currently accepted. Eventually, the services provided by this directorate will be launched through the One Stop Shop (OSS).

Technology – Enabler 1: Acquisition of a new stand-alone system instead of using the existing Buildings and Lands Tax system which is owned by the government in Amman would eliminate future problems that might result from inconsistencies among laws in ASEZA and Amman.

Policies and Regulations – Enabler 1: Due to the absence of laws regarding acceptance of electronic vouchers in courts, the Directorate will still need to use paper based vouchers and reports. As a consequence, all of the services offered by the Directorate will not be fully automated unless there is a law to accept electronic signatures. This enabler will help automate the following services and processes:

- Objecting on lands and real estate tax estimation
- Buildings and lands tax estimation
- Reviewing estimations
- Appealing against land decisions and buildings tax estimations
- Paying accrued land and building taxes
- Applying for the installment option to pay accrued land and building taxes
- Exemptions from (ضريبة المعارف) tax
- Obtaining real estate account statements
- Obtaining tax payer certifications
- Obtaining tax payer clearance certificates
- Obtaining aging building certificate.
- Financial Reporting to the Financial Affairs Directorate

Other Services and Processes Enabled:

- Opening new taxation file for individuals (فتح ملف ضريبي جديد)

- Estimating income and sales tax (الحصول على بيان ضرائب)
- Obtaining tax number certificates (الحصول على شهادة رقم ضريبي)
- Obtaining salary slips (الحصول على مصدقة الرواتب)
- Obtaining clearance certificates (الحصول على شهادة براءة ذمة)
- Obtaining individual and firms clearance certificates (الحصول على براءة ذمة)
- Obtaining delegation for individuals (الحصول على كتاب تفويض)
- Estimating lump sum tax (تقدير الضريبة المقطوعة)
- Certifying checks (تصديق شيك)
- Submitting objections on income and sales tax estimations (الاعتراض على ضريبة دخل)
- Paying income and sales tax (دفع ضريبة دخل)
- Registering company sales tax (التسجيل في ضريبة المبيعات)
- Receiving tax exemptions (الحصول على رديه)
- Paying accrued lands and buildings taxes (تسديد ضريبة الأبنية والأراضي)
- Exemptions from (ضريبة المعارف) tax
- Obtaining certificates for historically listed buildings (الحصول على شهادة قدم بناء)
- Cancelling registration from sales tax (commodity and services) (إلغاء التسجيل من ضريبة المبيعات)
- Objecting on sales tax estimation and audit (الاعتراض على تدقيق ضريبة المبيعات)
- Releasing the reserved income tax (فك حجز ضريبة الدخل)
- Income tax Installment (تقسيط ضريبة الدخل)
- Obtaining real estate account statements (الحصول على كشف حساب عقار)
- Objecting on tax estimation (الاعتراض على التخمين)
- Reviewing tax estimation (مراجعة التخمين)
- Resumption (الاستئناف)
- Submitting personal tax estimation statement (تقديم كشف تقدير ذاتي)
- lands and buildings tax Installment (تقسيط ضريبة الأبنية والأراضي)
- Obtaining delegation for firms (الحصول على كتاب تفويض (مبيعات)
- Releasing the reserved sales tax (فك حجز ضريبة مبيعات)
- Produce sales tax settlements contracts (إجراء عقد مصالحة لضريبة المبيعات)
- Receive sales tax declaration (استقبل الإقرار الضريبي مبيعات)

V. Appendix B – Other IT Projects

a. Customs Lead Seal Management System (CLSMS)

The locating and tracking of shipment containers is needed in order to provide better freight logistics management inside and outside of Aqaba. The Jordanian Customs department has already implemented such a system (called The Jordan Customs Electronic Transit Monitoring and Facilitation System) so it makes sense for ASEZA to link into this centralized system which will reduce expenses and provide an integrated, Jordan-wide solution to container tracking. The solution should consist of the following elements:

- GPS units: A device installed on the trucks to determine its coordinates using GPS satellites signals. This unit will be connected to electronic seals installed on doors of containers and trucks.
- Electronic seals: The seals will be used to seal the container doors and to connect the trailer with the tractor GPS unit. These will provide alerts for any container breaches.
- Communications network (GSM/GPRS): The task of this communication system is to transfer violations and coordinates of the tracked truck in the form of an electronic signal from the vehicle to the control room and vice versa. A subscription with a local telecoms company to facilitate this will be needed.
- Control Room Software: Centralized software will be required which can track and monitor the GPS devices with an overlay on a geographical map to provide location details of containers.
- Control Room Screens: These will be needed in order to monitor the movement of the containers and to display any breaches that may occur.
- Centralized Server: This will be used to host the control room server application as well as store and log related data.
- Handheld units: These will be needed by customs staff in order to register the GPS unit and e-seals associated with a particular container/truck.

By implementing this project (CLSMS), ASEZA and the Customs Directorate will gain the ability to monitor, track and manage the movements of containers inside and outside the Aqaba region.

This project will fall into the G2Gi category because it is a new system that will support automation of ASEZA's operations and procedures regarding tracking and monitoring.

The estimated cost for this project is USD 250,000 – 500,000.

b. GPS Tracking for Vehicles, Maritime and Diving Activities, and Wadi Rum Tourists

The tracking of tourists, vehicles and divers is required through the use of GPS technology Divers would need waterproof GPS units on the boats they use for diving. Vehicle and tourist tracking can be achieved through the use of standard GPS units.

This project falls in the G2Gi category because it will benefit ASEZA and will enhance internal services. Estimated costs for this project include:

- Waterproof GPS units, USD 1,000

- Vehicle GPS units, USD 500
- Tourist GPS units, USD 500
- GPS tracking software, USD 25,000 – 50,000

c. IT Audit Management System

The IT Audit Management System will allow ASEZA to utilize best practice methodologies and tools to implement effective IT governance based on standards such as COBIT and ITIL. This will help ensure effective and efficient delivery of IT services to customers. An organization like ASEZA that relies on technology as a critical business function must make certain that the IT infrastructure is secure and dependable, as well as ensure the security and integrity of its confidential information. Such a system will facilitate the application of these IT standards within the ASEZA IT environment. A five user license would be adequate with the following specifications:

- Ability to perform vulnerability assessment and compliance analysis
- Support policy development, distribution and management through internet/intranet
- Provide the ability to perform risk assessments and IT audits
- Provide additional plug-in modules for COBIT, ITIL and ISO27001 standards
- Support full logging of user activities
- Provide dashboard functionality

This project will fall into the G2Gi category because it will enhance ASEZA's internal services.

The estimated cost for this project is USD 10,000 – 20,000.

d. Surveillance and Monitoring System for Marine Park, Wadi Rum Zone, Oryx

These projects are related to the surveillance and monitoring of various areas within Aqaba for various business reasons. It is suggested that one solution should be proposed for all three projects. Such surveillance and monitoring systems will consist of both ruggedized cameras and software to manage the feeds. Cameras for this project should have the following specifications:

- Wide lens, long rage vision with floodlight capability
- A built in microphone
- A passive Infrared motion detector
- Power-over-Ethernet and long range WIFI capability
- Operating conditions of camera are -22°F to +140°F
- Water and dust proof
- Full remote control functionality

Surveillance Monitoring Software capable of receiving many feeds and controlling all camera functions is also required.

This project falls into the G2Gi category because ASEZA will benefit from it internally, as it will enhance internal services.

The estimated costs for the project are as follows:

- Cost per camera, USD 5,000 – 10,000
- Software plus server hardware, USD 10,000 – 20,000

e. GIS for Traffic Surveillance and Monitoring (TSM)

ASEZA is to sign an agreement with the Traffic Department and Drivers and Vehicles Licensing Department (DVLD) to establish a TSM room and to provide information connectivity regarding violation and fines.

The Investment Directorate in coordination with the Infrastructure Commission and Traffic Department is to mount surveillance and monitoring cameras to detect speeding cars and broadcast live scenes from the streets in Aqaba.

ASEZA should establish a TSM room and acquire a TSM system to control the surveillance cameras, receive live broadcasts from these cameras and coordinate with the Traffic Department to monitor congestion and emergencies in order to provide accurate traffic management. The cameras should have the ability to detect over speed violations and red light trespassing. The cameras then will send the violations detected to be recorded in the TSM.

Integration between the TSM and DVLD is required such that fines can be posted from the TSM to DVLD system. Integration between TSM, DVLD and GIS system is necessary to utilize unified GIS information between the parties of the project.

Two types of cameras can be used for this project: cameras to detect the violations against road traffic laws and orders and video cameras for live broadcasting of the streets.

The specifications of the violations detection cameras are as follows:

- Specially designed for detecting speeding violations and tamper proof
- Communication: Gigabit Ethernet, IP/Telnet, LAN, WAN, xDSL, Wireless
- Temperature Range -10°C to +60°C
- Humidity, dust and water proof
- Fixed Mounted and motorized
- Weatherproof
- Auto focus, auto brightness and flash control
- Optical Character Recognition (OCR) technology to read and capture each vehicle license plate and convert into text form in the database
- Control Software, customized triggers, remote adjustable settings
- Embedded Hard Disk Drive to store images (500 GB – 1TB)
- Video Format: PAL/ NTSC video format
- Video input: Zoom Captures and Panorama Capture
- Power input: 220 V

The specification of the video monitoring and broadcasting cameras are as follows:

- High resolution traffic monitoring cameras
- Communication: Gigabit Ethernet, IP/Telnet, LAN, WAN, xDSL, Wireless
- Temperature Range -10°C to +60°C
- Humidity, dust and water proof
- Fixed Mounted and motorized
- Weatherproof
- Auto focus
- Embedded Hard Disk Drive to store images (500 GB – 1TB)
- Video Format: PAL/ NTSC video format
- Video compression: MPEG4 H.264 Real-time 4-CIF
- Video input: (Zoom Captures and Panorama Captures)
- Power input: 220 V

The Directorate would benefit from the AWAD system to provide GIS information from the Planning and Organizing Directorate's Driver and Vehicle Licensing Department to monitor traffic violations and collection of fines. The system would also benefit the Investment Directorate, and would aid in the organizing and monitoring of public transportation movements.

This project falls in the G2Gi and G2Ge categories because it will provide internal and external entities with traffic violation information.

The estimated costs of this project are as follows:

- TSM system implementation and TSM/GIS/DVLD integration, USD 25,000 – 50,000 excluding the cost of the camera
- TSM server, USD 4,000 – 5,000
- TSM violations detection camera, USD 50,000 – 100,000 per camera
- TSM traffic monitoring camera, USD 5,000 – 10,000

f. Website updates (aqabamarinepark.jo)

The Marine Park's website needs enhancement and upgrading to allow for announcements to be published for diving centers, especially with regards to information in order to aid diving activities. The current website can be easily upgraded to include meteorological and telemetry information feeds from the telemetry broadcast system or from national geographical information providers. This project will update the broadcasting of photo period readings from the Telemetry Broadcast in the Environment Directorate.

This project will fall in the G2b and G2C categories, because it will add a new feature related to customers, investors, tourists, and the private sector to the website.

g. Electronic Tourism Booking Project

This project would make it possible to offer electronic booking services through the www.aqaba.jo website to allow tourists to handle their own reservation process with collaboration with available tourists' facilities in the Aqaba region and Jordan.

There are two applicable scenarios to ASEZA's current situation to implement and provide this service:

- The first is integration with the www.aqaba.jo website by embedding a search box or availability calendar, or a simple reserve button that will take potential customers or tourists to other specialized websites to complete the reservation. The estimated cost for this option is USD 1,000 – 5,000.
- The second option is including the entire booking engine on the www.aqaba.jo website by using plug-ins. This would also require the provision of simple instructions, and to keep potential customers or tourists on the same website during the whole reservation process. The estimated cost for this option is USD 10,000 – 30,000.

An additional consideration for this project is integration with other external parties within the tourism sector in order to keep information instantly updated on the website. Another consideration is that agreements with tourism parties should be signed to manage the payments made online through this website, and the option to collect payments through an online system should be addressed.

This project will fall in the G2B and G2C categories because ASEZA, tourists, and customers will benefit from it.

h. Upgrade old PCs

ASEZA needs to formulate a plan to study PC performance and assess the level of upgrades needed. ASEZA might consider upgrading the PCs by adding additional components such as increasing the RAM, by replacing existing components such as monitor screens, or by replacing the existing PCs with new ones. Old PCs that are replaced could be utilized by ASEZA for other purposes such as the creation of test environments or local community development projects. In general any new PC should be branded and should have modern and upgraded specifications. The following general specifications are suggested for new PC's:

- 1 x dual-core processor
- 2 GB RAM
- 1 x 500GB hard drive
- 1 x Graphics Card
- 1 x Multi drive
- 4 x USB ports
- 1 x LCD Screen
- Keyboard/Mouse
- Wireless and wired network connectivity

This project will fall in the G2Gi category because it will enhance internal services by providing better access to certain applications.

The estimated cost for this project is USD 500 – 1,000 per computer, depending on the specifications chosen.

i. Creation of Test Environment

The creation of a test environment involves adoption of a suitable environment for software development and testing in order to segregate the production and development environments and provide assurance that software systems are suitable to go live. This includes providing replica test servers and software so that testing can be conducted accurately. With a test environment, procedures for testing and rolling out new software systems should also be documented and enforced.

This project will fall in the G2Gi Category since ASEZA will benefit internally. The estimated cost of this project is USD 10,000 – 50,000. This figure will vary depending on how detailed the test environment is and what systems are covered by it.

j. Servers Hardening

ASEZA needs to secure the operating systems of its servers. This can be achieved by referring to the hardening standards and guidelines for the Operating systems installed on the servers. For example, Microsoft has already prepared guidelines for hardening the different versions of Windows servers in Microsoft.com websites. Server hardening should address the following general requirements:

- Stopping/removing unused services and protocols
- Stop/uninstall unused legacy networking protocols
- Uninstall unused operating system components and additions
- Apply latest patches and services packs
- Remove unused built-in accounts
- Change default passwords and apply strong passwords according to existing password policy
- Uninstall unused applications
- Strict access into the server
- Strict access to Operating system files
- Strict the use of system utilities (like registry editor, control Panel and Add/Remove Programs in Windows)
- Strict access to peripheral interfaces like USB interfaces, Bluetooth and wireless connectivity
- Apply physical security to the server
- Protect boot source, Operating System startup settings, and BIOS
- Configure local server and network policies applied on servers users
- Strict access to command line utilities
- Use secure file systems and encrypted remote access sessions
- ASEZA to document and retain the history of the configuration made to the servers
- ASEZA to test the hardening configuration in a test environment before applying the hardening in the production environment

This project will fall in the G2Gi category because it will enhance internal ASEZA services by securing data and applications. Hardening can be implemented internally through the MIS Directorate at no cost.

k. IT Infrastructure Performance Monitoring & Tuning

There are several points of attention that ASEZ should attend to in order update the IT infrastructure performance monitoring and tuning:

- ASEZA should use the stress testing tools and performance monitoring tools provided by product vendors themselves. For example, Microsoft Visual studio provides traffic generator tools to test the performance of the applications developed using its .NET technology.
- ASEZA should adopt tools as necessary to evaluate the performance of its servers and installed applications.
- The tools should generate reports identifying performance problems such as memory leaks, thread contention, failure modes, and bottlenecks.
- The tools should also provide recommendations to be considered in order to handle performance problems such as increasing memory, controlling the throughput to applications, or utilizing load balancing.
- ASEZA should simulate peak hour traffic to determine any effects on the production environment.
- ASEZA should analyze and study the results of this stress and load testing and create a plan of action in line with updated management arrangements.

This project will fall in the G2Gi category since it will enhance ASEZA's internal services and operations.

Some testing tools are provided by technology vendors at no cost. Also, some freeware tools are available online also at no cost. Commercial tools range from USD 250 – 2,000, depending on their functions.

l. BCP/DRP Implementation (Clustering Technology)

ASEZA should be using clustering technology in order to provide redundant solutions for key services so that if primary servers go down, the service is still available to users through a secondary failover device.

ASEZA could utilize virtual servers and software-based clustering technologies provided by the existing technology vendors in order to reduce the cost of acquiring new servers and hardware components. For example, Microsoft provides clustering technology between at least two servers at operating system level without the need to acquire hardware to manage the cluster.

This project will fall in the G2Gi category because ASEZA will benefit from it internally.

Clustering technology licensing should not cost more than USD 10,000 and in many cases the Windows servers in ASEZA will have clustering included as part of the base operating system and will only require configuration. There will be an additional cost associated with purchasing failover hardware that ASEZA should assess in order to ensure attention is given to critical areas of its infrastructure.

m. Software Patching Standard

The MIS directorate in ASEZA needs to develop patching standards for the following:

- Ready-made packages
- Internally developed systems
- Externally developed and customized systems
- Operating systems installed on windows servers, Unix/Linux servers and end users' PCs
- Network devices and network management software

Patching standards should provide clear procedures and work instructions for receiving patches alerts, requests for certain patches, testing the patches, installation of patches and the backup and recovery to previous states should patches fail to install correctly. Such standards should be developed in alignment with change management, Software Development LifeCycle (SDLC) policies, release management and configuration management activities within ASEZA in order to ensure the infrastructure is up to date as possible.

This project will fall in the G2Gi category because it will enhance the security of the IT infrastructure within ASEZA. This project can be implemented internally with no cost.

n. License purchase of Service Desk Management System

ASEZA should purchase licenses for the cracked version of the Service Desk Management System in order to have a licensed IT helpdesk system for its users. This should be purchased through an appropriate licensed vendor in order for ASEZA to receive full support services.

This project will fall in the G2Gi category because it will enhance ASEZA's internal services regarding the helpdesk.

The estimated cost for this project is USD 1,000 – 5,000.

o. Review & Activate signed agreements and MoUs, between ASEZA and external parties

ASEZA should study the MoU's that have been signed with external parties in order to ensure that it is getting maximum benefit from any and all agreements. The following are some signed MOU's which should be reviewed and activated in order to provide enhanced services to ASEZA:

- There is an agreement dated 2008 between ASEZA (Coordination and Maintenance Directorate), Aqaba Development Company (ADC) and Water and Electricity companies to build a unified Information Center. This should be activated.

- It would be helpful to re-activate the agreement with the Environment Directorate and the Marine Scientific Station to send all reports regarding water monitoring and control to the Marine Park Directorate in electronic format. This agreement is generally overlooked.
- There are MoU's the Investment Directorate has signed with external parties which should be studied and activated if deemed appropriate.
- There is an MoU in place to accredit the ASYCUDA system by The Jordan Institution for Standards and Metrology which should also be activated.

This project will fall in the G2Ge and G2Gi categories since it will enhance ASEZA's internal services as well as affect external parties.

This project can be implemented internally at no cost.

p. Establishment of Project Management Office (PMO)

Establishing an IT Project Management Office (PMO) would be an enabler for managing all IT projects in ASEZA with a single, standardized approach. Compliance to international standards of project management such as the Project Management Institute (PMI) is recommended for managing all IT projects in ASEZA.

Developing standard project management documentations, manuals and forms would help in implementing the standards and eases the saving of project documents and files such as plans, project charters, Minutes of Meetings, status reports, etc.

The MIS Directorate should acquire an enterprise project management system to fulfil all duties of IT project management and internal staff should be trained in this field.

The specifications and prices estimated below takes into consideration implementing Enterprise Project Management (EPM) Solution from Microsoft. Microsoft EPM solution is selected because ASEZA's employees are familiar with Microsoft Office and Microsoft EPM solution would be the most valid solution. The following are the specifications for the EPM solution:

- Purchasing and installing Microsoft Project Management Server on a single server
- Purchasing and installing Microsoft Project Professional edition on end users PCs and purchasing licenses to connect Microsoft Office professional installations to the Microsoft Project Management Server

This project falls in the G2Gi category because it will enhance ASEZA's internal services.

The estimated costs for this project are as follows:

- EPM solution from Microsoft Enterprise Project Server, USD 5,000
- Microsoft Project Professional, USD 800 – 1,000 per PC (including license cost to connect to the Project Server)

q. Telecom Infrastructure Planning and Documentation

The telecom infrastructure should be fully documented to ease upgrades and to isolate any issues. Documentation should address the following:

- Power connections
- PBX and telephone network
- CCTV cameras
- Time Attendance devices
- Network cabling
- Internet connectivity from ISP providers
- External connectivity with other buildings like Point-of-site Microwave Links and Radio Frequency (RF) channels in use
- Specifications of the different types of cables and telecom devices in use
- Raiser Diagrams of cabling infrastructure inside ASEZA buildings
- Logical diagrams and physical blueprints
- Data centre cabling diagrams and labeling
- Telecom devices, modems and telecom premises equipments
- Patch panels and electrical switch panels
- Fire detection and suppression systems
- Sensors and alarm systems

A standard for labeling the different types of cables is required especially for the network cables inside the data center. This will ease future planning, upgrades and maintenance. There should also be updated information with regards to the RF licenses in use. There should be full documentation and plans of all telecoms work that needs to be conducted, updated on a daily basis especially for the telecom infrastructure work running in the new building of ASEZA. All orders and changes to telecom infrastructure should be implemented using documented procedures and all modifications should be reflected in the technical telecoms documentation.

This project falls in the G2Gi Category because it will enhance ASEZA's internal services by standardizing all processes and procedures.

This project can be implemented internally at no cost.

r. End-User Capacity Building

An end user capacity building plan should be implemented to address all ASEZA employees in order to ensure proper qualification for each employee's roles. The plan should in particular address the following:

- Land Permits and Building Control Directorate, Human Resources Directorate, Administrative Affairs and Investment Directorate should be part of a capacity building study
- A specialized technical support team is needed for the Customs Department

Trainings should be arranged for the following areas of heightened concern:

- Electronic marketing for the Marketing and Tourism Directorate

- AutoCAD training for engineers in the Regional Affairs – Al Qweira Directorate
- IT Cambridge training for Organization Development Program employees
- Computer skills and IT literacy for decision-makers and commissioners

This project falls in the G2Gi category because it will enhance internal human capacity within ASEZA.

This plan can be implemented internally at no cost. Training courses should cost no more than USD 1,000 per seat. AutoCAD training should cost no more than USD 500 per seat.

s. IT Capacity Building

The following points should be addressed in an IT capacity building exercise to ensure the team has the required resources to run as an efficient IT function within ASEZA:

- Review the IT job descriptions to ensure segregation of duties according to best practices
- Segregation of development and quality assurance roles by hiring a dedicated quality assurance team
- Hire an IT technical writer to help ASEZA in setting standards for the internal IT documentation and tenders preparation
- Hire an employee who is experienced in systems architecture and integration. The needed resource should have previous experience in designing, developing, implementing and documenting software design, software development, software architecture, integration techniques, data migration, web services, XML development and Queue Messaging technologies. The resource should also be familiar with various technology platforms like Microsoft Windows, Unix/Linux, Microsoft .NET applications, Java applications, web and desktop applications, Microsoft SQL server, Oracle Database, Microsoft SharePoint, email systems and application servers
- Hire an electronic marketing specialist to carry out the duties of electronic marketing in ASEZA
- Hire an internal IT auditor as part of the Internal Audit Unit to conduct independent IT audits

This project falls in the G2Gi Category because it will enhance ASEZA's internal services.

The costs of this project are estimated to be those of hiring the appropriate personnel:

- Quality Assurance Specialist, USD 15,000 – 20,000 IT technical writer: USD 15,000 – 20,000 annually
- System Architect, USD 20,000 – 30,000 annually
- E-Marketing Specialist, USD 15,000 – 20,000 annually
- IT Auditor, USD 15,000 – 20,000 annually

t. Public IT Literacy and Awareness

The Local Community Development Directorate should develop plans and strategies to empower the citizens of Aqaba with the required IT skills to create a more IT literate population. The following initiatives should be considered for implementation to achieve this goal:

- Launching a program to sell cheap computers and laptops to the residents of Aqaba with the goal of increasing the use of computers and laptops in Aqaba and spreading the culture of computer usage in the Zone, especially in rural areas such as Al Qweira and Wadi Rum.

- Collaborating with parties from the private sector and financial institutions to sell these computers at low prices and facilitate the funding scheme required to purchase such computers at acceptable installments payments.
- Launching an initiative to provide internet connectivity for the residents in rural areas at low cost.
- Creating knowledge stations and centers distributed among the various areas of the Aqaba Zone in order to provide IT awareness services to schools, students and citizens from various areas.
- Providing various training programs for IT illiterate people in Aqaba delivered via knowledge stations.

This project will fall in the G2C category because it is aimed at enhancing the public's literacy levels.

Each program mentioned above is very dynamic and thus a price cannot be estimated for the cost of implementation.

u. Network Connectivity Enhancement (for all ASEZA & remote sites)

Remote office and external ASEZA sites have complained of poor connectivity to ASEZA and the internet in general. In order to resolve this problem, ASEZA should initiate a project which addresses the following issues:

- Review the connections between ASEZA and ADSL providers to identify the cause of bad connection issues among external users and ASEZA.
- Amend the SLAs as required with the ISPs in order to eliminate causes of low performance.
- Analyze the traffic between the offices and identify traffic demand and type of data exchanged between offices.
- Review logs of internet downloads and block bulk internet traffic like video streams and heavy file downloads and provide these on an approved, as-needed.
- Review internet access permissions provided to employees and address any violations of internet connectivity.
- Review logs for any unauthorized connections to the internet and take steps to block them.
- Detect backdoors and bypass proxy tools used to access blocked websites. Also, inspect employees' PCs to detect unauthorized proxy software used to bypass internet regulations.
- Review scheduled jobs used to transfer bulk amount of data between locations like OS patching or backup and amend the jobs to allow them to run after working hours if possible.
- Consider WAN network optimization solutions like Citrix products, Cisco WAAS or Blue Coat products to enhance WAN connectivity between branches.
- Evaluate the network protocols and messages exchanged between network devices such as the IP routing protocol messages exchanged and amend the configuration as required to eliminate unneeded traffic.
- Assess the possibility to utilize alternative protocols in the network (for example, using UDP instead of TCP) provided that no security risks arise and no business requirements are affected.
- Apply protocol optimization. CIFS, MAPI (messaging application programming interface), HTTP, TCP, and HTTPS are protocols that can benefit from optimization.
- Apply caching techniques and solutions to border internet proxy servers.
- Enhance network design to allow for better performance as required.
- Utilize compression techniques to compress data traffic.
- Manage bandwidth to guarantee or limit the amount of bandwidth for different applications depending on traffic priority. Set minimum and maximum transfer for data traffic as needed.

This project falls in the G2Gi, G2Ge, G2C and G2B categories because it will enhance the quality of IT service for all entities interacting with ASEZA.

This project can be implemented internally at no cost as the points recommended are customized to the current infrastructure setup.

v. Marine Park Public Internet Connectivity

Internet connectivity must be established in order to provide tourists/visitors with internet access. A Wi-Fi/Wi-Max or DSL solution is suggested to provide a wireless, high speed, and reliable connection, taking into consideration the outdoor area, and average number of simultaneous users in the peak hours in order to determine the number of hot spots required, and finally to choose high quality Wi-Fi routers.

This project falls in the G2C and G2B categories because it aims to provide internet service to tourists and visitors in Aqaba.

The estimated cost of this project is USD 5,000 – 10,000. This will be used to purchase the needed network equipment to link the Marine Park with internet connectivity provided by the MIS directorate.

w. Systems Manuals Development and Sharing

ASEZA needs to develop and distribute systems manuals to ensure that knowledge of systems is shared and fully documented. This will mitigate the effects of power users resigning as documentation will be available to substitute any missing knowledge. The following should be done to cover this issue:

- All systems manuals should be developed and distributed to end-users
- Old versions of systems manuals should be reviewed and updated
- The MIS Directorate should develop manuals for those systems developed internally and currently without manuals
- The MIS Directorate should request user manuals from software providers
- The MIS Directorate should share systems manuals with end users online through SharePoint
- System manual updates should be controlled in line with change management, Software Development LifeCycle (SDLC) policies, release management, configuration management and contracts with software providers
- Access control and proper protection should be implemented for all manuals developed and shared internally in ASEZA

This project falls in the G2Gi category because it will enhance ASEZA's internal services.

This project can be implemented internally with no cost.

x. BCP/DRP implementation (policies and procedures)

ASEZA needs to implement Business Continuity (BCP) and Disaster Recovery (DRP) policies and procedures in order to provide assurance that it can deal with disasters and

provide service continuity in such circumstances. Having BCP/DRP enhances an organization's image with employees, shareholders and customers by demonstrating a proactive attitude. Additional benefits include improvement in overall organizational efficiency and identification of the relationship of assets and human and financial resources to critical services and deliverables. Such a plan should be built in line with international standards for BCP/DRP such as BS25999. A BCP/DRP plan should include the following:

- Plans, measures and arrangements to ensure the continuous delivery of critical services and products, which permits the organization to recover its facility, data and assets
- Identification of necessary resources to support business continuity, including personnel, information, equipment, financial allocations, legal counsel, infrastructure protection and accommodations; ASEZA should comply with reputable international standards for business continuity frameworks like the BS 25999 for future certification benefits

This project falls in the G2Gi and G2Ge categories because internal and external government entities interacting with ASEZA will benefit from it in the event of a disaster.

The estimated cost for this project is USD 75,000 – 150,000. An external consulting company specializing in such frameworks should be used to build the system and lead ASEZA through the official accreditation process.

y. Centralized Maintenance Management System (CMMS)

A system is required to log all public maintenance and work requests in the city of Aqaba. The best solution for this is to develop this functionality using the current AWAD system to handle the data and workflow with an OSS front end in order to input relevant requests.

This project falls in the G2Gi category because it will enhance ASEZA's internal services.

The estimated cost for this project is USD 10,000 – 20,000.

z. Online Geographical Maps Subscription

ASEZA should purchase a subscription to online geographical maps in order to provide up-to-date information to the ARC GIS system already present within ASEZA. Subscription should be made to one of the online services in order to provide the following services:

- Exploring geographical content
- Searching for business locations
- Viewing 3D buildings with the ability to add models
- Visualizing GPS tracks
- 3D measurements of heights and areas
- Providing high resolution images for presentations and reports
- Importing large vector and image files to map GIS data

Google Earth Pro is suggested to fulfill these requirements.

This project falls in the G2Ge, G2B and G2C categories because it will enhance internal services and operations, which will be reflected in services related to customers and the private and government sectors.

Subscription to a service such as Google Earth Pro costs USD 500 – 1,000.

aa. Labs test Hand held devices

The Laboratories Directorate is advised to consult the Health Control Directorate regarding experiences in using the handheld devices and mobile printers to access the PAIS system remotely and print out necessary forms and reports.

This project falls in the G2Gi category because it will enhance ASEZA's internal services.

The cost for this project can be estimated by benchmarking in conjunction with the Health Control Directorate hand held devices and mobile printers project.

bb. Logistics Management System

Activities related to receiving requests for booking hotels, flights and the financial claims associated with these need to be handled in a better manner. It is suggested to provide a screen through SharePoint that directorates can use to request such services and track their progress for individuals visiting ASEZA and requiring such services. As a backend, staff should be able to update the status of such requests and be able to insert financial claims to the Finance Directorate related to such activities. It is also suggested that access be given to the Galileo and Fidelio systems in order for staff to check the availability of hotels and flights in order to aid visitors' decision-making processes.

This project falls in the G2Gi, G2B and G2C categories because it will automate services related to customers and investors, and will help to automate ASEZA's internal operations and procedures as well.

SharePoint customization and connection with systems such as Fidelio and Galileo are estimated to cost between USD 10,000-25,000.

cc. System Development Life Cycle (SDLC) Standard

An external consulting firm should develop SDLC standards for ASEZA in order for to create a standard development cycle for software applications. The SDLC standard should address the following:

- Business requirements gathering
- Business requirements analysis
- System analysis and architecture planning
- Software design and documentation
- Software development processes and standards
- Change management processes

- Release management
- Software testing and quality assurance
- Segregating development and testing duties
- Backing up and archiving software versions
- Patch and upgrade management
- Knowledge management and manuals updates
- Configuration management
- Software deployment on production environment
- Alignment with international IT standards and best practices like CobiT and ITIL

This project falls in the G2Gi category because it will enhance the MIS Directorate internally by having a documented SDLC standard.

The estimated cost for this project is USD 10,000-15,000, for an external consulting firm to develop such a standard for ASEZA.

dd. PAIS upgrade

The PAIS system should have the ability to perform construction post-audit services as presently this is lacking within the system's functionality.

This project falls in the G2Gi category because it will support automating ASEZA's internal operations and procedures.

Changes to the PAIS system could be done in house by the ASEZA software development team at no additional cost. Should an external party be contracted to undertake the changes, the estimated cost is USD 5,000-10,000.

ee. Wadi Rum Zone Digital Telephony System

A new digital telephone system, or extensive upgrades to the present system, in the Wadi Rum Zone is needed in order to provide more advanced features to be able to deal with requests in a more efficient manner. Such a system should have at the very minimum the following features:

- Full telephone PBX functionality with the ability to transfer calls and forward calls and put callers on hold
- Provide caller identity information and silent recording of phone calls in mp3 format
- Email notification of missed calls and voice messages
- Web management center where calls are stored and can be reviewed
- Ability to listen to, save, and delete calls and messages
- Provide integration with technologies such as VOIP for future flexibility and ability to export recordings to PC
- Ability to integrate with Ericsson Solidus Call Center software

This project falls in the G2Ge, G2Gi, G2B and G2C categories because both ASEZA and ASEZA's customers will benefit from its implementation. The estimated cost for this project is USD 10,000-20,000.

VI. Appendix C – Status of Current Systems

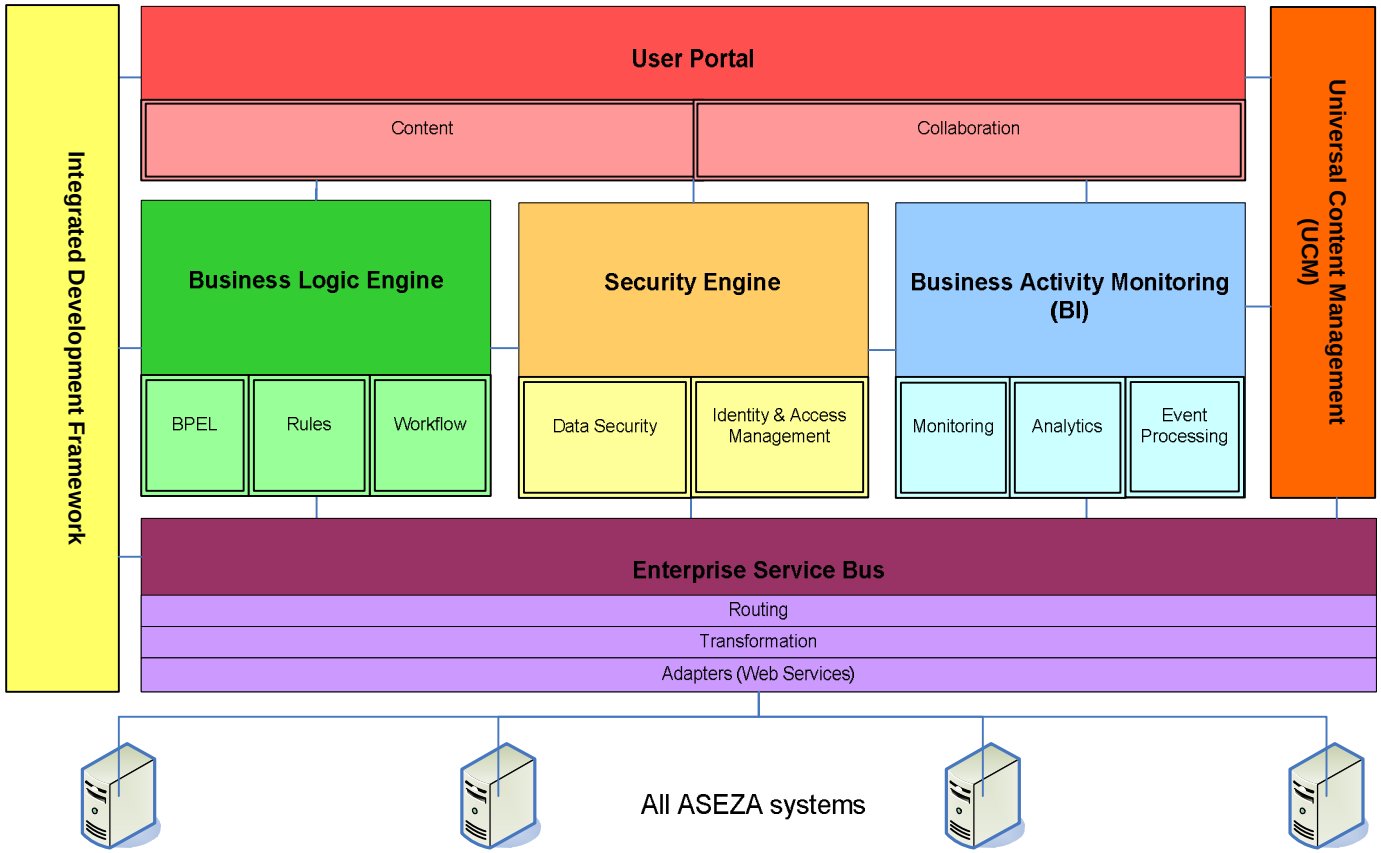
Provided below is the status of each current IT system in ASEZA, its planned future and its relation to the ASEZA MIS Plan to bring each system's offered services online in a SOA environment.

	Current Systems	Current Status	Upgrades	Elements needed to transform the system's services to e-services
1	eCRM	Running	-	Integration with the proposed CCC system.
2	ERPS	Running	-	Adapters will be required to connect to SOA.
3	EVR	Running	-	Adapters will be required to connect to SOA.
4	OSS	Running	-	Adapters, workflow enhancement, integration with the proposed CCC system.
5	AWAD	Partially Delivered	-	Certain modules in AWAD will be expanded upon to fulfill the long term MIS strategy to provide a SOA environment. Integration with the proposed CCC system is also required.
6	DiWAN	Running	-	Modifications and Upgrades on UCM to support eServices.
7	CMS	Running	To handle payments, and workflow upgrades	Currently it is considered as a temporary solution of AWAD.
8	GIS	Running	Newly Updated to provide internal services	Design and build web services to enable access to SOA environment.
9	ASYCUDA	Running	-	The system is ready to provide service online and would just require connection via adapters to the SOA environment.
10	CRM	Running	Newly Updated	The system supports internal operations and services only.
11	RUM ticketing system	Running (With need to solve current system bugs)	-	To resolve bugs in the current system and build support for an online booking service.

12	Red Sea monitoring (Marina Tracking System)	Running	Design and build web services to transfer information from Labs to Environment database to make this information available for deep studies and analysis	To complete the required upgrades.
13	Marine Park System	Completely Implemented, but environmental and & investors in environment information should be fed in the system to start operating	Design and build web services for customers like fishing license boats camps etc.	To complete the required upgrades.
14	Chemical Hazards System	Running	Needs interface enhancements	Design and build web services that reflects system online capabilities.
15	Food Management Information System	Out of service, planned to be replaced by ASYCUDA	-	Out of service, planned to be replaced by module in ASYCUDA.
16	Inspection and Audit Tracking	Running	Design and build web services that reflects system online capabilities	To build business flow and portal and connect to SOA environment through adapters.
17	Laboratory Information Management System	Running	Needs updates to support web services	To build business flow and portal and connect to SOA environment through adapters.
18	Post Audit Inspection System	Running	Needs upgrades on application specification and updates to handle PDAs	To build business flow and portal and connect to SOA environment through adapters.
19	Water Checking System	Running	Needs updates to support web services	To build business flow and portal and connect to SOA environment through adapters.
20	e-Tendering	Under Development	-	-
21	DMS (Extension of UCM)	Running as a pilot implementation and preparing required RFP(s) to extend UCM	License to be upgrade UCM	The system supports internal operations and services only.
22	Air Pollution Monitoring System	Running	-	To build business flow and portal and connect to SOA environment through adapters.
23	Medical, Solid & Oil waste Management System	Running	-	To build business flow and portal and connect to SOA environment through adapters.

24	Environment Violations	Running	-	To build business flow and portal and connect to SOA environment through adapters.
25	Environment Legal Services	Running	-	To build business flow and portal and connect to SOA environment through adapters.
26	Health Monitoring (الرقابة الصحية)	Running	Newly Updated	The system supports internal operations and services only
27	Enterprise Resource Planning (ERP) Financial & HRMS	Upgrading & reimplementation	Up to Release 12	ePayment Gateway.
28	SharePoint (Intranet)	Running	-	The system supports internal operations and services only.
29	Board Decision Archiving System (BDAS)	Running	-	The system supports internal operations and services only.
30	Inventory	Reimplementation of it as a new module in the ERP	Up to R12	The system supports internal operations and services only.
31	TAQDEER	Cancelled	-	-
32	Warehouse	Running	Will be replaced by a module in ASYCUDA system	-
33	IT Helpdesk	Running	Purchase valid license	Ready to handle complaints related to IT. Integrate with the proposed CCC system.
34	JOBS system	Stopped	-	-
35	Time Attendance	Running but will be replaced soon with access door system and integrated with HR Module in the new ERP solution	-	The system supports internal operations and services only

VII. Appendix D – High Level Systems Architecture (SOA)



a. Breakdown of high level systems architecture

User Portal: The portal will act as the main gateway for users to access the e-services offered by the SOA environment and will provide both content and collaboration functionality via the Internet.

This is already available in the ASEZA environment (currently just for infrastructure Directorate & Planning and Organizing Directorate) as they have implemented Oracle Portal.

Business Logic Engine: This engine provides a way to automate business process through BPEL, which is a standard business process execution language used to design and run business processes. The workflow module in this engine allows such processes to have workflow steps built into them, which provides features such as escalation, alerting, etc. The rules module provides business rule management which enables organizational policies, and the operational decisions associated with those policies, such as calculations, claims, approvals, etc. to be defined, deployed, monitored and maintained separately from application code.

The engine will allow e-services to be developed from documented business processes and will allow workflows to be embedded within them. This will provide a standard approach to orchestrate services from end to end, which means that business logic can be controlled and changed centrally without having to change the application code in system such as ERPS, EVR, etc. This also allows reusable services to be built which can be reused if required by another service. All ASEZA business processes should be built using this engine

This is already available in the ASEZA environment (currently just for the Infrastructure Directorate and the Planning and Organizing Directorate) in the form of Oracle BPEL Process Manager.

Security Engine: The security engine of the SOA architecture provides a centralized way to handle identity and access management through integration with identity management systems such as Microsoft Active Directory and controls the interaction between SOA processes. This ensures that the right people have the right access to both information and the various elements of the SOA processes are controlled and secured.

The Oracle Security module needs to be purchased to enable this in order to enable this for all ASEZA.

Business Activity Monitoring (BAM): The Business Activity Monitoring module provides a business intelligence solution for building real time dashboards and proactive alerts for monitoring business processes and services which will give ASEZA the information to make better business decisions and take corrective action if the business environment changes.

ASEZA has purchased Oracle BAM which fits this purpose, which should be expanded to cover all ASEZA.

Universal Content Management (UCM): The UCM acts as a content management system in order to handle, store and share all documentation and relevant content. At present the implementation of this is in the AWAD system. It is suggested to expand the implementation of this to cover all of ASEZA and for it to be the central repository of all documentation/content within ASEZA.

The current Oracle UCM implementation should be expanded to cover all of ASEZA.

Enterprise Service Bus (ESB): The ESB provides a very comprehensive framework through which different systems can talk to each other. The ESB supports many messaging formats, in particular Web services, which will ease the integration issues currently faced by ASEZA and the array of different applications it has and will allow communication to and from the SOA environment to the ASEZA systems. The ESB provides adapters for different technologies to connect to the SOA, handles transformation of data formats and provide appropriate inter application message routing.

ASEZA possesses the Oracle ESB which meets this purpose which should be customized in order for it to serve all ASEZA as a comprehensive integration framework.

Integrated Development Framework: This provides a standard framework from which development can occur to build an integrated SOA application and user interfaces with full design and testing capabilities. This is needed in order to ensure a robust, integrated SOA environment.

ASEZA has the Oracle J Developer which can be used for this purpose.

Note: ASEZA has all the elements required to build a SOA environment except for the Oracle Security module. All of these elements are present in the current AWAD implementation (Oracle based) and can be used by a reputable company to build the SOA framework. Depending on needs analysis, additional processor licensing may be required for these modules in order to provide a scalable architecture.

VII. Appendix E – ASEZA's Services and Related Projects

Investment Directorate

	Investment Directorate				(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	تسجيل الشركات	تسجيل مؤسسة	ERPS	Citizens, Investors, Government Sector, Private Sector (Civil Defense, Ministry of Industry and Trade)	SPRE 1. Integration ERPS with TAQDEER and ASYCUDA SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
2	تسجيل الشركات	تجديد تسجيل مؤسسة	ERPS	Citizens, Investors, Government Sector, Private Sector (Civil Defense, Ministry of Industry and Trade)	SPRE 1. Integration ERPS with TAQDEER and ASYCUDA SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
3	تسجيل الشركات	تعديل شهادة تسجيل مؤسسة مسجلة	ERPS	Citizens, Investors, Government Sector, Private Sector (Civil Defense, Ministry of Industry and Trade, Ministry of the Interior)	SPRO 5. Portal to integrate OSS. SPRO 6.Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

4	تسجيل الشركات	إلغاء تسجيل مؤسسة	ERPS	Citizens, Investors, Government Sector, Private Sector (Civil Defense, Ministry of Industry and Trade, Ministry of the Interior)	SPRE 1. Integration ERPS with TAQDEER and ASYCUDA SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
5	تسجيل الشركات	إصدار شهادة منشأ	ERPS	Citizens, Investors, Government Sector, Private Sector (Ministry of Industry and Trade, Ministry of the Interior, Amman Chamber of Commerce)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
6	تسجيل الشركات	الإدخال المؤقت للمركبات في منطقة العقبة الاقتصادية الخاصة	None	Citizens, Investors, Government Sector, Private Sector (Ministry of Industry and Trade, Ministry of the Interior, Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
7	تسجيل الشركات	تجديد الإدخال المؤقت للمركبات في المنطقة	None	Citizens, Investors, Government Sector, Private Sector (Ministry of Industry and Trade, Ministry of the Interior, Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

8	تسجيل الشركات	الحصول علي شهادة صحية	None	Citizens, Investors, Government Sector, Private Sector (Health Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
9	تسجيل الشركات	إصدار تصريح مباشرة عمل	ERPS	Citizens, Investors, Government Sector, Private Sector (Civil Defense, Ministry of Industry and Trade)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
10	تسجيل الشركات	تجديد تصريح مباشرة العمل	ERPS	Citizens, Investors, Government Sector, Private Sector (Civil Defense, Ministry of Industry and Trade)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	1.Enterprise Architecture (EA) 2.Service Oriented Architecture (SOA) 3.SOA Portal 4.Expanding eServices access
11	تسجيل الشركات	إلغاء تصريح مباشرة العمل	ERPS	Citizens, Investors, Government Sector, Private Sector (Civil Defense, Ministry of Industry and Trade)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

12	قسم العمل والتأشيرات والإقامة	الحصول على تأشيرة زيارة	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Police Department, Health Department, The Jordanian General Intelligence Department, Foreign embassies and consuls)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
13	قسم العمل والتأشيرات والإقامة	تجديد تأشيرة زيارة	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Police Department, Health Department, The Jordanian General Intelligence Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

14	قسم العمل والتأشيرات والإقامة	إلغاء تأشيرة زيارة	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Police Department, Health Department,	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
15	قسم العمل والتأشيرات والإقامة	الحصول على تأشيرة عبور	EVR	Investors, Government Sector, Private Sector (Borders & Residence Department Ministry of Foreign Affairs, Police Department, The Jordanian General Intelligence Department, Foreign embassies and consuls)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
16	قسم العمل والتأشيرات والإقامة	إلغاء تأشيرة عبور	EVR	Investors, Government Sector, Private Sector (Borders & Residence Department Ministry of Foreign Affairs, Aqaba Governorate, Police Department, The Jordanian General	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

				Intelligence Department)		
7	قسم العمل والتأشيرات والإقامة	الحصول على إذن إقامة	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Police Department, Courts, Health Department The Jordanian General Intelligence Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
18	قسم العمل والتأشيرات والإقامة	تجديد إذن إقامة	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Aqaba Governorate, Police Department, Courts, Health Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

19	قسم العمل والتأشيرات والإقامة	إلغاء إذن إقامة	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Aqaba Governorate, Police Department, Courts, Health Department, The Jordanian General Intelligence Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
20	قسم العمل والتأشيرات والإقامة	إصدار تأشيرة عمل	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Police Department, Courts, Health Department, Ministry of Industry and Trade, The Jordanian General Intelligence Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

21	قسم العمل والتأشيرات والإقامة	تجديد تأشيرة عمل	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Police Department, Courts, Health Department, Ministry of Industry and Trade, The Jordanian General Intelligence Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
22	قسم العمل والتأشيرات والإقامة	إلغاء تأشيرة عمل	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Aqaba Governorate, Police Department, Courts, Health Department, Ministry of Industry and Trade, The Jordanian General Intelligence Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

23	قسم العمل والتأشيرات والإقامة	الحصول على تصريح عمل	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Police Department, Courts, Health Department, Ministry of Industry and Trade, The Jordanian General Intelligence Department, Foreign embassies and consuls)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
24	قسم العمل والتأشيرات والإقامة	تجديد تصريح عمل	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Police Department, Courts, Health Department, Ministry of Industry and Trade, The Jordanian General Intelligence Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 7. Modify Integration between ERPS and the Financial System SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

25	قسم العمل والتأشيرات والإقامة	إلغاء تصريح عمل	EVR	Investors, Government Sector, Private Sector (Ministry of the Interior, Borders & Residence Department Ministry of Foreign Affairs, Aqaba Governorate, Police Department, Courts, Health Department, Ministry of Industry and Trade, The Jordanian General Intelligence Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
26	تنظيم قطاع النقل	نقل ملكية	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
27	تنظيم قطاع النقل	شطب واستبدال	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

28	تنظيم قطاع النقل	تجديد كرت اتجاه	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
29	تنظيم قطاع النقل	تبادل هياكل	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
30	تنظيم قطاع النقل	إعادة ترخيص	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
31	تنظيم قطاع النقل	تعزيز مكاتب التأجير	None	Citizens, Government Sector, Private Sector	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

32	تنظيم قطاع النقل	تحويل صفة مركبة	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
33	تنظيم قطاع النقل	الحصول على تصريح مكتب تكسي	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
34	تنظيم قطاع النقل	الحصول على تصريح يومي	None	Citizens, Government Sector, Private Sector	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
35	تنظيم قطاع النقل	الحصول على كتاب كف طلب	None	Citizens, Government Sector, Private Sector (Traffic Department, Police Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

36	تنظيم قطاع النقل	الحصول على ستكر تكسي	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
37	تنظيم قطاع النقل	الحصول على كرت اتجاه سيارة سياحية	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
38	تنظيم قطاع النقل	الحصول على تصريح عمرة	None	Investors, Government Sector, Private Sector	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
39	تنظيم قطاع النقل	الحصول على تصريح مؤقت	None	Citizens, Government Sector, Private Sector (Traffic Department)	SPRO 5. Portal to integrate OSS. SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

Land Permits and Building Control Directorate

Land Permits and Building Control Directorate					(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	قسم التراخيص ومراقبة الاعمار	الموافقة على المخططات الأولية	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
2	قسم التراخيص ومراقبة الاعمار	الموافقة على المخططات النهائية	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
3	قسم التراخيص ومراقبة الاعمار	طلب الموافقة على المخططات تعديليه	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
4	قسم التراخيص ومراقبة الاعمار	الموافقة على ترخيص لافتة	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

5	قسم التراخيص ومراقبة الاعمار	الحصول على تصريح مباشرة البناء لمشاريع الإعمار	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
6	قسم التراخيص ومراقبة الاعمار	الحصول على إذن صب	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
7	قسم التراخيص ومراقبة الاعمار	الموافقة على منح إذن أشغال	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
8	قسم التراخيص ومراقبة الاعمار	إعادة تأمينات الالتزام بأحكام مشاريع الأعمار	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

9	قسم التراخيص ومراقبة الاعمار	إفراز المباني(تجزئة/توحيد)	AWAD	Citizens, Investors, Private Sector, Department Of Lands & Survey	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
10	قسم التراخيص ومراقبة الاعمار	الاعتراض على قرارات لجنة الترخيص ومراقبة الأعمار	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
11	قسم التراخيص ومراقبة الاعمار	الحصول على رخصة أعمال بنية تحتية	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
12	قسم التراخيص ومراقبة الاعمار	الحصول على براءة الذمة التنظيمية	AWAD	Citizens, Investors, Private Sector, Department Of Lands & Survey	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

13	قسم التراخيص ومراقبة الاعمار	صورة طبق الأصل عن مخططات الترخيص	AWAD	Citizens, Investors, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

Storage and Warehousing Directorate

Storage and Warehousing Directorate					(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	مديرية التخزين	تخزين البضائع في مواقع التخزين	ASYCUDA	Citizens, Investors, Government Sector, Private Sector (Customs department, Jordan Institution for Standards and Metrology, ACT, ADC, RSS, Jordan Food and Drug Administration)	SPRE 9. Integration between ASYCUDA,TAQDEER, ERPS with e-payment gateway SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
2	مديرية التخزين	تنظيم بيان إدخال	ASYCUDA	Citizens, Investors, Government Sector, Private Sector (Customs department, Jordan Institution for Standards and Metrology, ACT, ADC, RSS, Jordan Food and Drug Administration)	SPRE 1. Integration between ASYCUDA, TAQDEER & ERPS SPRE 9. Integration between ASYCUDA,TAQDEER, ERPS with e-payment gateway SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
3	مديرية التخزين	تعديل بيانات AT9	ASYCUDA	Citizens, Investors, Government Sector, Private Sector (Customs department, Jordan Institution for Standards and Metrology, ACT, ADC, RSS, Jordan Food and Drug Administration)	SPRE 9. Integration between ASYCUDA,TAQDEER, ERPS with e-payment gateway SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

4	مديرية التخزين	إلغاء بيانات AT9	ASYCUDA	Citizens, Investors, Government Sector, Private Sector (Customs department, Jordan Institution for Standards and Metrology, ACT, ADC, RSS, Jordan Food and Drug Administration)		
5	مديرية التخزين	تنظيم بيان إخراج	ASYCUDA	Citizens, Investors, Government Sector, Private Sector (Customs department, Jordan Institution for Standards and Metrology, ACT, ADC, RSS, Jordan Food and Drug Administration)	SPRE 1. Integration between ASYCUDA, TAQDEER & ERPS SPRE 9. Integration between ASYCUDA,TAQDEER, ERPS with e-payment gateway	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
6	مديرية التخزين	تعديل بيانات SE9	ASYCUDA	Citizens, Investors, Government Sector, Private Sector (Customs department, Jordan Institution for Standards and Metrology, ACT, ADC, RSS, Jordan Food and Drug Administration)	SPRE 9. Integration between ASYCUDA,TAQDEER, ERPS with e-payment gateway	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

7	مديرية التخزين	إلغاء بيانات SE9	ASYCUDA	Citizens, Investors, Government Sector, Private Sector (Customs department, Jordan Institution for Standards and Metrology, ACT, ADC, RSS, Jordan Food and Drug Administration)		
8	مديرية التخزين	التنازل عن البضائع	ASYCUDA	Citizens, Investors, Government Sector, Private Sector	SPRE 1. Integration between ASYCUDA, TAQDEER & ERPS SPRE 9. Integration between ASYCUDA,TAQDEER, ERPS with e-payment gateway	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
9	مديرية التخزين	دمج وتجزئة ووضع العلامات التجارية على البضائع المخزنة	ASYCUDA	Citizens, Investors, Government Sector, Private Sector (Customs department, Jordan Institution for Standards and Metrology, ACT, ADC, RSS, Jordan Food and Drug Administration)	SPRE 1. Integration between ASYCUDA, TAQDEER & ERPS	
10	مديرية التخزين	تخزين البضائع عند الغير في المواقع الخاصة والعامة	ASYCUDA	Citizens, Investors, Government Sector, Private Sector		
11	مديرية التخزين	نقل البضائع من موقع تخزين إلى موقع أخر	ASYCUDA	Citizens, Investors, Government Sector, Private Sector		

12	مديرية التخزين	تعديل بيانات إذن الحركة T1	ASYCUDA	Citizens, Investors, Government Sector, Private Sector		
13	مديرية التخزين	إلغاء بيانات إذن الحركة T1	ASYCUDA	Citizens, Investors, Government Sector, Private Sector		
14	مديرية التخزين	تخصيص مستودعات للشركات	ASYCUDA	Citizens, Investors, Government Sector, Private Sector		
15	مديرية التخزين	تصديق الوثائق والفواتير	ASYCUDA	Citizens, Investors, Government Sector, Private Sector (Customs department, Jordan Institution for Standards and Metrology, ACT, ADC, RSS, Jordan Food and Drug Administration)	SPRE 9. Integration between ASYCUDA,TAQDEER, ERPS with e-payment gateway	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access
16	مديرية التخزين	التأمين على البضائع في مواقع التخزين العامة	ASYCUDA	Citizens, Investors, Government Sector, Private Sector	SPRE 9. Integration between ASYCUDA,TAQDEER, ERPS with e-payment gateway	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal LPRO 5. Expanding eServices access

Planning and Organization Directorate

Planning and Organization Directorate					(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	النافذة	توحيد وفرز أراضي	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
2	النافذة	تعديل الأحكام التنظيمية	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
3	النافذة	مخطط موقع تنظيمي	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

4	النافذة	تملك الأشخاص المعنويين الأموال غير المنقولة	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
5	النافذة	تملك الأشخاص الطبيعيين غير الأردنيين الأموال غير المنقولة	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
6	النافذة	طلب معلومات جغرافية	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
7	النافذة	الموافقة على شراء واستئجار قطعة ارض	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
8	النافذة	فك رهن أرض	AWAD	Citizens, Investors,	*Completeness of AWAD	SPRO 1. e-Payment Gateway

		مرهونة للسلطة		Government Sector, Private Sector	implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
9	النافذة	التنازل عن الأراضي	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
10	النافذة	إصدار كتاب تسجيل ارض	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
11	النافذة	إصدار شهادة تخصيص ارض	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

12	النافذة	إصدار شهادة تحري عن وقوعات الأراضي	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
13	النافذة	دراسة مشاريع خاصة	AWAD	Citizens, Investors, Government Sector, Private Sector	*Completeness of AWAD implementation currently underway SPRO 5. Portal to integrate OSS (which includes AWAD) SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

Marine Park Directorate

Marine Park Directorate					(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	المتنزه البحري	تصريح تخييم	None	Citizens	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
2	المتنزه البحري	تصريح صيد	None	Citizens	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
3	المتنزه البحري	تصريح غوص	None	Citizens, Diving Centers	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
4	المتنزه البحري	شهادة فحص اسطوانة	None	Citizens, Diving Centers	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
5	المتنزه البحري	تصريح إجراء بحث علمي	None	Citizens, Companies, Government Sector,	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
6	المتنزه البحري	تصريح دخول قارب	None	Citizens, Diving Centers	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
7	المتنزه البحري	استخدام مواقع غوص	None	Diving Centers, Government Sector, Private Sector	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

Environment Directorate

Environment Directorate					(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	النافذة	تصريح إجازة دخول /خروج مواد كيماوية	CHS	Government Sector, Private Sector, ADC, Aqaba Ports, Rangers Department, Public Security department Civil defense Aqaba ports	SPRO 5. Portal to integrate OSS & CHS SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 8. Integration between OSS, EVR, ERPS, CHS, AWAD SPRO 1. e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

Customs Directorate

Customs Directorate					(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	مراكز حدودية	بيان جمركي للترانزيت	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
2	مراكز تخليص	بيان جمركي إدخال بضائع للمنطقة الخاصة	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
3	مراكز تخليص	بيان جمركي إخراج بضائع من المنطقة الخاصة	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
4	مراكز تخليص	تعديل بيانات جمركية	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

5	مراكز تخليص	إلغاء بيانات جمركية	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
6	إدارة الجمارك	إصدار تصاريح مزاولة مهنة التخليص للمخلصين	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
7	إدارة الجمارك	تجديد تصريح المزاولة	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
8	إدارة الجمارك	تعديل تصريح المزاولة	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
9	إدارة الجمارك / قسم القضايا	تسوية(إشعارات المطالبة)	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

10	مراكز حدودية وبرية	بيان حمولة برية	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
11	وادي اليتم/وادي عربه	تسجيل أمتعة شخصية	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
12	مراكز حدودية وبرية	رد أمانات المسافرين	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
13	إدارة الجمارك/قسم التدقيق	الانضمام للقائمة الذهبية	ASYCUDA	Citizens, Companies	LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

Revenue, Taxation, and Audit Directorate

Revenue, Taxation and Audit Directorate					(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	النافذة	فتح ملف ضريبي جديد	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
2	النافذة	الحصول على بيان ضرائب	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
3	النافذة	الحصول على مصدقة الرواتب	TAQDEER	Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
4	النافذة	الحصول على شهادة براءة ذمة	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
5	النافذة	الحصول على كتاب تفويض	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
6	النافذة	تصديق شيك	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
7	النافذة	الاعتراض على ضريبة دخل	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
8	النافذة	تقدير الضريبة المقطوعة	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

9	النافذة	الحصول على رديه	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
10	النافذة	تقديم كشف تقدير ذاتي	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
11	النافذة	فك حجز ضريبة الدخل	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
12	النافذة	دفع ضريبة دخل	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
13	النافذة	الحصول على شهادة رقم ضريبي	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
14	النافذة	تقسيط ضريبة الدخل	TAQDEER	Citizens, Investors, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
15	النافذة	الحصول على كشف حساب عقار	TAQDEER	Citizens, Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

16	النافذة	الحصول على براءة ذمة	TAQDEER	Citizens, Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
17	النافذة	الاعتراض على التخمين	TAQDEER	Citizens, Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
18	النافذة	مراجعة التخمين	TAQDEER	Citizens, Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
19	النافذة	الاستئناف	TAQDEER	Citizens, Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
20	النافذة	تسديد ضريبة الأبنية والأراضي	TAQDEER	Citizens, Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRE 1. Complete required integration with taxation system SPRE 9. Integration of ASYCUDA with e-Payment Gateway SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
21	النافذة	تقسيط ضريبة الأبنية والأراضي	TAQDEER	Citizens, Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
22	النافذة	الإعفاء من ضريبة المعارف	TAQDEER	Citizens, Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

23	النافذة	الحصول على شهادة قدم بناء	TAQDEER	Citizens, Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
24	النافذة	التسجيل في ضريبة المبيعات	TAQDEER	Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
25	النافذة	استقبال الإقرار الضريبي (مبيعات)	TAQDEER	Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
26	النافذة	الحصول على كتاب تفويض (مبيعات)	TAQDEER	Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
27	النافذة	إلغاء التسجيل من ضريبة المبيعات	TAQDEER	Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
28	النافذة	الاعتراض على تدقيق ضريبة المبيعات	TAQDEER	Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
29	النافذة	فك حجز ضريبة المبيعات	TAQDEER	Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
30	النافذة	إجراء عقد مصالحة (مبيعات)	TAQDEER	Business Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

Local Community Development

Local Community Development					(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	النافذة الواحدة	الحصول على منحة دراسية	None	Citizens	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
2	النافذة الواحدة	الحصول على بعثة دراسية	None	Citizens	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
3	النافذة الواحدة	الحصول على مساعدة مالية أو عينية	None	Citizens	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
4	النافذة الواحدة	التبرع برسوم تصاريح العمل للخادمات	None	Citizens	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
5	النافذة الواحدة	التشبيك مع القطاع الخاص للتشغيل	None	Citizens, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
6	النافذة الواحدة	التسجيل بدورات تدريبية	None	Citizens, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
7	النافذة الواحدة	تدريب وتشغيل حديثي التخرج	None	Citizens, Private Sector, Government Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal

City Service Center

City Service Center					(1) eASEZA	(2) eService
#	Section	Service	System	Stakeholders	Phase 1: Projects	Phase 2: Projects
1	مركز خدمات المدينة	طلب صهريج مياه أو نضح /قطاع عام	None	Citizens, Investors, Government Sector, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
2	مركز خدمات المدينة	طلب صهريج مياه أو نضح /قطاع خاص	None	Citizens, Investors, Government Sector, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
3	مركز خدمات المدينة	طلب حاويات تخزينية	None	Citizens, Investors, Government Sector, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
4	مركز خدمات المدينة	طلب دفن الموتى	None	Citizens	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
5	مركز خدمات المدينة	طلب رخصة عربة خيول	None	Citizens	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
6	مركز خدمات المدينة	طلب رخصة مهن	None	Citizens, Investors, Government Sector, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
7	مركز خدمات المدينة	طلب مكافحة حشرات وقوارض	None	Citizens, Investors, Government Sector, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal
8	مركز خدمات المدينة	طلب مكافحة آفات زراعية	None	Citizens, Investors, Government Sector, Private Sector	SPRO 6. Customer Contact Centre LPRO 1. e-Signature Project LPRO 6. UCM Expansion	SPRO 4. Enterprise Architecture (EA) LPRO 3. Service Oriented Architecture (SOA) LPRO 4. SOA Portal