



**REPUBLIC OF YEMEN**

**PORT CITIES DEVELOPMENT PROGRAM**

**ADEN ADMINISTRATIVE MODERNIZATION  
AND CAPACITY BUILDING**

**PHASE 2 – DELIVERABLE 2.2**

**INVESTMENT RELATED  
PROCESSES, PROCEDURES AND FORMS**

**FINAL REPORT**

**September 2007**

**team** International



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**REPUBLIC OF YEMEN  
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AND CAPACITY BUILDING**

**INVESTMENT RELATED  
PROCESSES, PROCEDURES AND FORMS**

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## **ABBREVIATIONS AND ACRONYMS**

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PCDP	Port Cities Development Program
GIA	General Investment Authority
LEDD	Local Economic Development Department
ICBP	Integrated Capacity Building Plan
PDCA	Deming Cycle: Plan – Do – Check – Act
IAF	Institutional Assessment Framework
CAF	Common Assessment Framework
EFQM	European Foundation for Quality Management
ICC	Investor Compliance Center

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# REPUBLIC OF YEMEN ADEN ADMINISTRATIVE MODERNIZATION AND CAPACITY BUILDING

## INVESTMENT RELATED PROCESSES, PROCEDURES AND FORMS

### 1. PREFACE TO THE FINAL 2.2 REPORT

Major changes in the Flowcharts and Forms are presented in this final version of Report 2.2 over the draft 2.2 Report which was submitted in May-June 2007.

The information which we received during the first survey of the agencies through direct interviews with officials or from the published material that was given officially to us describing processes and forms, differed fundamentally from the way the processes are actually implemented. In particular, the Free Zone Investor Manual proved to be totally different from what actually takes place in the day to day operations.

In order to get an accurate picture of how processes are applied, our consultants held more than 18 extended meetings and training sessions between July and August with officials from the following organizational units in the Aden Free Zone:

- Engineering
- Investor services
- One Stop Shop
- Company Registration
- Project Management
- Exemptions
- Ministry of trade and Registry office
- Visas and Work Permits.

During these meetings our consultants provided tutorials on the methodologies used to map procedures, and were able to obtain accurate information regarding the implemented processes in each one on of these Organizational Units and the related forms. A completely revised set of Flowcharts were developed which reflect what actually takes place in the implementation of the processes and the actual forms used.

Finally, this report contains a complete set of forms used at the four agencies.

### 2. INTRODUCTION

The Aden Administrative Modernization and Capacity Building Project has been conceived in five phases:

Phase 1 : Project Initiation, Mobilization and Management coordination.

Phase 2 : Documentation and Analysis of laws and procedures.

Phase 3 : Information Brochures and Web Sites.

Phase 4 : ICT – Design, Development and Deployment.

Phase 5 : One – Stop Investor Compliance Center Inauguration.

This report represents the second deliverable of phase 2. It covers the tasks of identification and documentation of investment related processes, procedures and forms, including tables of procedures, and flow charts of processes according to current practice and to legal bases for the five participating agencies.

The participating agencies include:

1. General Investment Authority –Aden.
2. Aden Free Zone.
3. Public works and Roads Office - Aden.
4. General Authority for Survey, Land and Urban Planning – Aden.
5. Local Economic Development Department.

The primary sources of data for this report were the participating agencies and included:

1. Meetings with the Heads of the agencies to explain the objectives and scope of the study and to agree on the coordination mechanism between the consultant and the agency. For each agency, a coordinator and a focal team were nominated.
2. A questionnaire on the current organizational situation was filled and received from the following agencies :
  - Public work and Roads Office – Aden.
  - General Authority for Survey, Land and Urban Planning – Aden.
  - Local Economic Development Department.

In addition, the following information were requested from the agencies and were partially provided depending on availability.

- Mandate, as defined by the establishing law or implementation decisions.
- Organizational Structure and Functional Statements.
- Position Structure and Job Descriptions.
- List of Existing Staff by Function and Skill Level.
- Policies and Procedures, Forms and Reports.
- List of Existing Hardware, Software and Networks.

3. A workshop was conducted for the focal team of each agency to introduce and explain the Institutional Assessment Framework (IAF). A two phase approach was used based on observed individual results gathered in the first phase. Consensus meetings were organized with focal teams to agree upon final representative result for the current situation. The IAF was filled by all five agencies and the calculated scores represent a baseline for the current institutional situation of the agencies. The results are shown in Table ( 1 ).
4. Workshops were conducted for the focal teams to involve them in generating the data on the current organization structure of the agencies and the current laws, processes, procedures and forms applicable to investors and businesses. Forms for preparing the data conforming to ISO 9000-2000 requirements were distributed and explained to the participants. The completed forms were reviewed with the Coordinators to ensure consistency and completeness of information representing the existing practice.
5. Published laws regulations and decrees relevant to investors and businesses were collected and reviewed for documentation.
6. Meetings and in-depth discussions were held with the Coordinators and members of the focal team to review legal bases and procedures and to assess problems in applying them on the ground.
7. Individual training was provided to focal team members involved in mapping and documenting the processes related to investment activities in order to build capacity on using flowcharting techniques.
8. Information, declarations and recommendations of the Conference on Investment Opportunities in Yemen, held on 22-23 April 2007 in Sana'a, will be utilized where applicable.

**Table (1) – Baseline Scores of the Institutional Assessment Framework for Various Agencies**

Criterion	General Investment Authority	Public Works and Roads Office	General Authority for Survey, Land and U.P.	Aden Free Zone	Local Econ. Dev. Dept.
<b><u>Enablers</u></b>					
Leadership	0.67	1.04	0.41	0.99	1.38
Strategy and Planning	0.00	1.35	1.00	0.90	0.08
Human Resource Management	0.25	0.11	0.60	0.60	1.29
Partnerships and Resources	0.92	0.22	1.03	0.83	0.36
Process and Change Management	0.54	0.80	0.76	0.74	0.49
<b><u>Results</u></b>					
Customer/Citizen – Oriented Results	1.60	0.55	0.88	1.15	0.69
People Results	1.16	1.11	0.91	1.14	1.97
Society Results	1.78	0.00	0.87	1.04	0.75
Key Performance Results	1.79	0.17	1.75	1.36	1.42

**Note:** The scoring system for the Enablers and Results criteria is designed with a minimum score = 0 , and a maximum score = 5 . The overall scores for the criteria above represent the average scores of all sub-criteria.



### 3. GOALS AND OBJECTIVES OF PHASE 2

The goals and objectives of phase 2 are:

- Goals:**
- a. Increased accessibility of information on government delivered services to investors to assist their compliance with laws, regulations administrative processes, and procedures.
  - b. Enhanced provision, delivery, improved transparency, and responsiveness of government services to investors and businesses.

- Specific Objectives:**
- i. Expanded availability of information through better and clearer documentation.
  - ii. Improved timeliness of all investor services.
  - iii. Improved quality of all investor services.
  - iv. Improved availability of all investor services.

#### 4. INVESTORS IN ADEN: WHAT ARE THEY CONCERNED ABOUT?

from the few interviews that were conducted so far with investors, we were able to draw an overview of the main concerns of businesses and investors. The main issues include:

- Recognizing its strategic advantages, there is a sound interest in Aden as a potential location for investment.
- The services of the port and the airport are inadequate and should be improved. Transportation linkages and logistics management are weak.
- Too much centralization of management decisions, no help desks and no information.
- Weak service provision and delivery, fragmented processes, and lengthy routines.
- Weak law enforcement. No law to control land ownership rights. Even if a court order is issued it does not get enforced.
- Multiple taxation, especially on industries.
- Inadequate telecom and internet services - too expensive.
- Inadequate bank facilities.
- Shortage in insurance services and schemes.

Figure (1) shows key issues facing investors and their effects on investors and the economy at large.

A recent report entitled " Investment Constraints Matrix " prepared by Mr. Mohamed Bamashmous, President of the Chamber of Commerce and Industry of Aden, presented to the Consultative Council on Investment of Aden Governorate meeting on 29 April 2007 indicated 8 areas of constraints to investment as shown in Box 2. The report also provided the following recommendations to mitigate the investment constraints:

1. To review the recommendations of the five businessmen conferences organized by Aden Chamber of Commerce and Industry from 1996 to 2001.
2. Establishing a workable mechanism to assist the investor in completing the required procedures efficiently.
3. Issuing legislation to guarantee investment projects in various phases to protect the investor through fair compensation if faced with hurdles outside the law.
4. To guarantee the availability of serviced land to the investor at competitive prices.
5. Delegation of decision making to the local offices of Ministries and Agencies.
6. Speeding up judiciary reform and establishing commercial courts, with judges experienced in commercial law.
7. The Higher Judiciary Council to take into consideration upon rotation of judges to preserve the specialization aspect, so that a

judge is moved from a commercial court to another commercial court.

8. Providing training opportunities to judges to enable them to deal adequately with the new commercial environment.
9. Standardization of transport cost between cities in both directions.
10. Standardization of custom charges in all ports in Yemen to remove existing inconsistencies particular to Aden.
11. Deleting extra charges imposed in Aden Port, over and above charges applied in other Yemeni Ports.
12. Protecting the image of Aden Port from the practice of ship impounding, a phenomenon that does not exist in other ports.
13. Breaking the monopoly in air transport. This will improve service, reduce costs and generate more movement.
14. Opening up the air transport sector is in line with the Council of Ministries Decision No.3, 2006 on open skies. Aden is particularly ready for the following reasons:
  - Aden is the economic and commercial capital of Yemen.
  - Aden International airport has undergone a rehabilitation process: a new building, an extended apron, rehabilitation of taxiways, and other works.
  - There is a qualified cadre of technical staff for aircraft maintenance and ground services.

**Figure ( 1 ) Key Issues facing Investors and their Effects**

**Key Issues**

- Lack of accessible and usable information about the local economy and the local performance of its sectors.

- Problems of overlapping or conflicting roles of governments authorities and agencies.  
- Unclear and fragmented license issuance process and lack of communication between enterprises and the local regulatory agencies. Approvals involve multiple agencies with their corresponding processes.

- Inconsistent interpretation and adherence to laws due to lack of capacity or enforcement

- Lack of well located and well serviced land for new

- Inconsistency of tax assessments, multiplicity of tax revenue entities and unresponsive customs policies.

**Key Effects**

- Investors decision making inaccurate or compromised.  
- Inability to assess investment risks properly, discouraging investment.

- Low quality of the business environment causing substantial amount of time and scarce resources to be spent by investors prior to starting their operations, leading many to abandon their projects and discourages other investors from going through the process.

- Erosion of investors' confidence in doing business in Yemen.

- Increased investor costs for start up and operation, and inefficient and costly service delivery. Decreased quality of urban areas.

- Erosion of business competitiveness, reduced enterprise revenue and diminished government tax revenues.



Cumulative outcome is stagnation of private sector growth and the inability of promising local sectors or clusters to develop and build on their competitive advantage at the regional or national sectors.

### **Box (1): Constraints To Investment In Aden**

1. **Bureaucracy:** The prevailing management style in government agencies exemplifies no time management, on performance management and no e-government. There are corrupt practices, and bribery is a passport in all places resulting in increased project cost and longer payback period. Investors quit in the first phase of their projects.
2. **Lands:** Land problems are a negative indicator of the investment climate in Aden and a major deterrent to investment.
3. **Authorities of Agencies:** Government agencies dealing with invertors are not empowered to take decisions. Most decisions have to be taken centrally, causing disruption of processes and loss of time and money.
4. **Judiciary System and Security:** The judiciary system and security are highly complementary and they could be a source of content to investors or a source of worry. The critical elements of the system are:
  - Competence of the judge.
  - His honesty and integrity.
  - Speed of decision, and
  - Prompt execution of the decision.

#### **5. Transport System:**

- Land Transport: Tariffs from Aden to other governorates are not consistent with those from the governorates to Aden.
- Maritime Transport: Investors suffer from excessive port charges especially those associated with ship cleaning where the shipper pays in hard currency. This has resulted in a proliferation of litigation cases.
- Air Transport: Investors are compelled to use air courier service to import spare parts or important documents indicating Aden as destination. To their surprise, shipments are received in Sana'a and they are asked to go or send a representative to Sana'a to complete the needed transactions. This is a loss of time, money, in addition to a loss of confidence in such a system.
- The missing role of Aden International Airport: the decision has been taken ( Council of Ministries decision No 3 , 2006 ) to implement the open sky policy. The airport has been rehabilitated, but there is no plan yet in place to reactivate and develop its operations to assume its economic role to support investment attraction.

6. **Multiplicity of Taxes:** The multiplicity of taxes is a deterrent to investment. Examples of taxes applied in Aden only:
  - Common cost imposed on any party requesting electric power supply.
  - Cleaning fees imposed on containers amounting to YR 5000 per containers.

The World Bank Report for 2006, indicates that the number of taxes and charges in Yemen is 32. The average businessman consumes 248 hours of his time to complete the required transactions and the total taxes constitute 48% of total profit.

The report states that the current business environment in Yemen is repellant to investment.

7. **Absence of Rewards and Sanctions:** The current system does not differentiates performance of civil servants. Both the low performer and the high performer are treated the same. There is a complete absence of a system that evaluates the performance of organizations and individuals and a management style that stresses results. This absence leads to deterioration of performance and corruption which repel investors.

- 8. Performance of Local Councils:** The essence of the local authorities law is to ensure public participation in the local government. The law has empowered the members of the Local Council in the Governorate with the rights to direct, supervise and control of the executive offices in the Governorate, to evaluate the progress of implementation of its plans and programs and to hold the Heads of the offices accountable. Its has also empowered them to promote investment projects in the Governorate and to undertake to remove prevalent barriers to investment. The lack of initiative of the Local Council to perform its duties is a negative indicator, repellent to investment. This detracts from the concept of public participation which is the essence of democracy.

Source: " Investment Constraints Matrix " Report to the Governor, prepared by Mohamed Bamashmous, President Aden Chamber of Commerce and Industry, 23/12/2006, presented at the Consultative Council on Investment of Aden Governorate meeting on 29 April 2007.

## 5. **ROLE OF GOVERNMENT: WHAT MUST CHANGE?**

Modernizing government involves initiatives for the change of focus: From internal to external, from the way the agency is organized to the way people and businesses find convenient and helpful, from management of inputs to management of outputs and outcomes. This change is requiring government agencies to redesign their structures and processes to maximize value for citizens and beneficiaries, strengthen democratic governance, enhance transparency and accountability and adopt innovative management practices and technology, involving client focus and effective service delivery.

The role of government is changing from player to referee and from provider to enabler. This changing role require building the capacity of government to act as a mediator and fair broker to manage the expectations of various interest groups; political, economic, social and environmental; who articulate their needs in a manner usually decontextualized from the cost to the community as a whole. Thus the role of government is being reshaped to conciliate conflicting needs and demands through an interactive participatory planning and goal – setting process, by inclusion of various stakeholders and maximizing value for citizens.

Aden's ability to create and sustain jobs, and realize economic, social and human development and advances depends to a great extent on the development and competitiveness of its businesses and enterprises. The role of various agencies in promoting business and business growth and public and private sector efficiency is crucial to enhance this ability.

In order to meet these goals effectively, each agency needs to observe the following key attributes of performance in its particular domain:

- Adherence to the principles of good governance.
- Responsiveness to clients ( investors ) and citizens.
- Effectiveness in achieving goals.

- Efficiency in using resources.
- Quality management.
- Flexibility to meet changing needs.
- Transparency of transactions.
- Concern for economic, social and environmental sustainability.

This requires a change in management culture and philosophy and a reshaping of roles ( Figure 2 ): from control and policing culture to assistance and enabling, from a focus on the prevention of abuse to a focus on efficiency and quality, and from deficient to good governance.

**Figure ( 2 ) Transforming Public Sector Management Philosophy**

**Existing Management Philosophy**

- Government agencies assume control and policing roles.
- Government machinery is designed to prevent abuse
- Bureaucracy is designed to serve itself : lack of transparency and information and diffused responsibility and accountability.
- Private sector is considered guilty until proven innocent.

**New Management Philosophy**

- Agencies help and enable citizens and businesses comply with laws and regulations.
- Public agencies are adopting management approaches that improve efficiency, quality and performance.
- Government is being reinvented to improve governance and to make life easier for businesses and citizens: citizen focus, quality management, high transparency and clear accountability.
- Public private partnerships are encouraged in order to create economic growth.



## 6. INVESTMENT PROJECT LIFE CYCLE

This section provides an overview of the investment project life cycle and the main steps an investor needs to take throughout the project cycle. Table (2) shows a summary of investment project life cycle phases and steps, and the corresponding responsible authorities that interface with investors to complete the step. Figure (3) shows an overview of the project life cycle phases, steps and the tasks needed to complete each step.

### **Phase 1: Project Identification, Conception and Preparation.**

#### **Step 1.1 Project Identification and Conception**

During this step the investor meets with the GIA, Aden Free Zone, or LEDD to identify a project of interest based on a perceived need or form a list of potential projects which were identified by these agencies. A prefeasibility or a feasibility study is usually performed by the investor prior to project development.

#### **Step 1.2 Registration**

In this step, the project is well defined and its technical, financial and infrastructure requirements are known. The investor completes the project registration form of GIA / Aden Free Zone against a fee. The GIA / Aden Free Zone assists the investor in completing the form and issues a registration certificate upon approval.

#### **Step 1.3 Land Acquisition**

The investor is referred to Aden Free Zone or the Survey, Land and Urban Planning ( SLUP ) Office to secure a land lease. The procedures of the land lease are carried out in two stages:

- 1- a letter of intent to lease.
- 2- a formal land lease after verification by SLUP / Aden Free Zone office that all requirements are met by the investor.

### **Phase 2: Construction / Set up**

#### **Step 2.1 – Land Development**

This step is handled by Aden Free Zone or the Public Works and Roads Office (PWR ) in Aden. The investor will have completed the design of the project and asks the PWR office for a Site Survey and Design Review. After issuing the survey certificate and approving the design in accordance with the building code requirements, the investor asks the Aden Free Zone / PWR Office / Municipality for the Building Permit.

#### **Step 2.2 Construction and Site Installation / Commissioning**

In this step the investor asks the Customs Authority for the clearance of goods, which are exempted from import duties, for site installation and commissioning. Upon completion of

construction and commissioning, the investor requests the Occupancy Permit from PWR office – Municipality.

**Phase 3: Operation**

The GIA / AFZ issues Exemption Certificate annually for seven years against a documentary proof of operation.

**Step 3.1 Import Duty Exemption Certificate**

A joint committee of GIA / AFZ and the Customs Authority issues the Import Duty Exemption Certificate.

**Step 3.2 Income Tax Exemption**

A joint committee of GIA / AFZ and Ministry of Finance issues the Tax Exemption Certificate.

**Step 3.3 Labor Exemption Certificate**

A joint committee between GIA / AFZ and the Ministry of Labor issues the Labor Exemption Certificate.

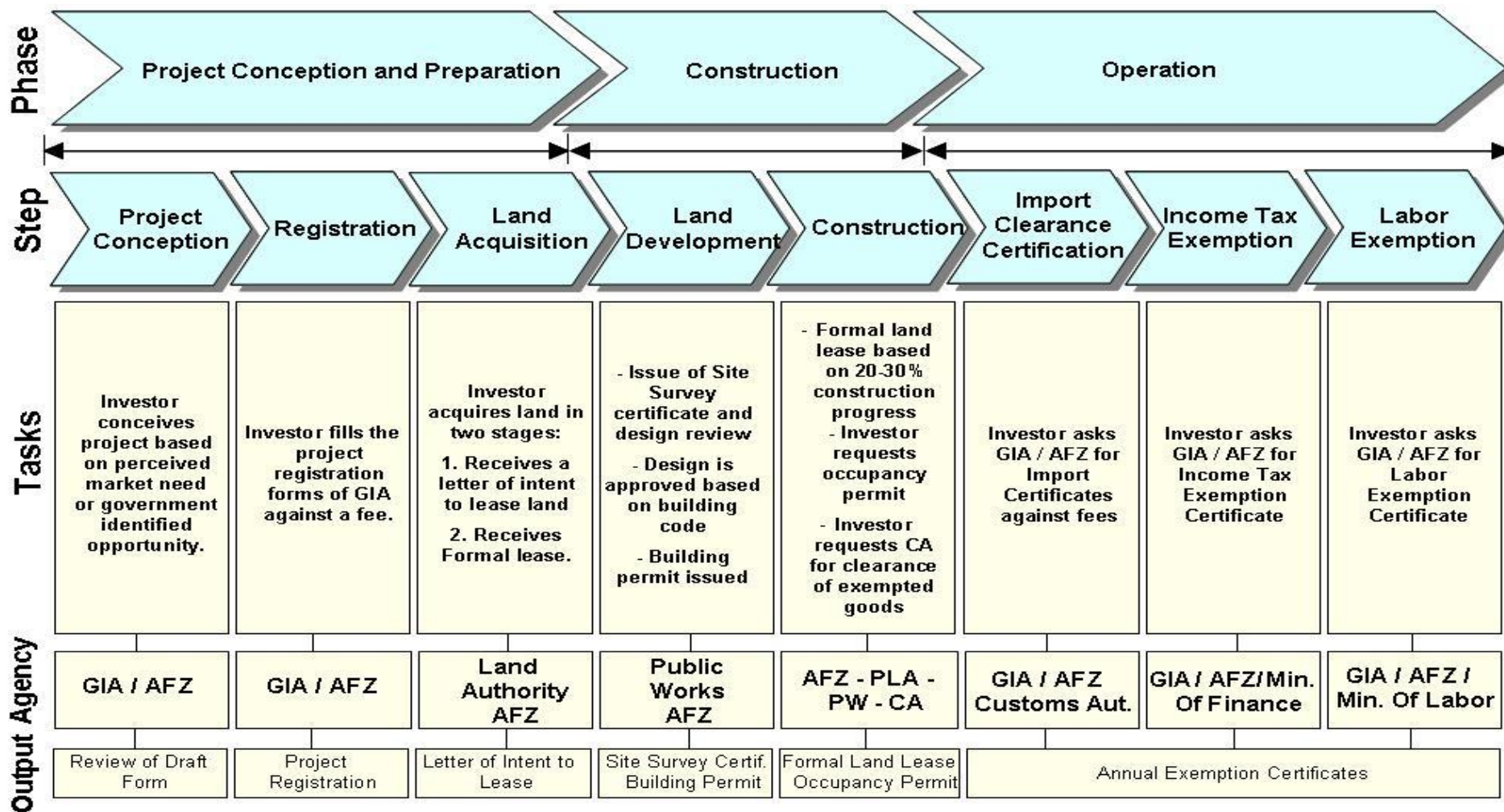
**Table (2) – Investment Project Life Cycle Phases and Responsible Authorities**

<b>Phase of Project</b>	<b>Step</b>	<b>Responsible Authority</b>
Project Identification, Conception and Preparation	- Project Conception - Registration	GIA/AFZ
	- Land Acquisition	SLUP/AFZ
Construction / Set Up	- Land Development - Construction and Site Installation / Commissioning	PWR/AFZ
	- Import Duty Exemption	Customs Authority
Operation	- Import Duty Exemption	GIA / CA
	- Tax Exemption	GIA / MOF
	- Labor Exemption	GIA / MOL

Acronyms:

- GIA General Investment Authority – Aden
- AFZ Aden Free Zone
- SLUP General Authority for Survey, Land and Urban Planning
- CA Customs Authority
- MOF Ministry Of Finance
- MOL Ministry Of Labor

Figure ( 3 ) - Overview of the Investment Project Life Cycle Phases, Tasks and Outputs



## **7. ROLES OF PARTICIPATING AGENCIES**

It contains a narrative description of the roles of the five participating agencies as related to investors and a brief outline of the steps taken by investors to complete the needed procedures.

## **8. TABLES OF PROCEDURES**

It documents the identified processes and procedures carried out by each agency including:

- Name of procedure
- Objectives set
- Steps taken
- Forms used
- Legal bases
- Responsibility
- Required documents
- Conditions and Prerequisites
- Time needed
- Fees
- Other information

## **9. FLOW CHARTS OF PROCEDURES AND FORMS**

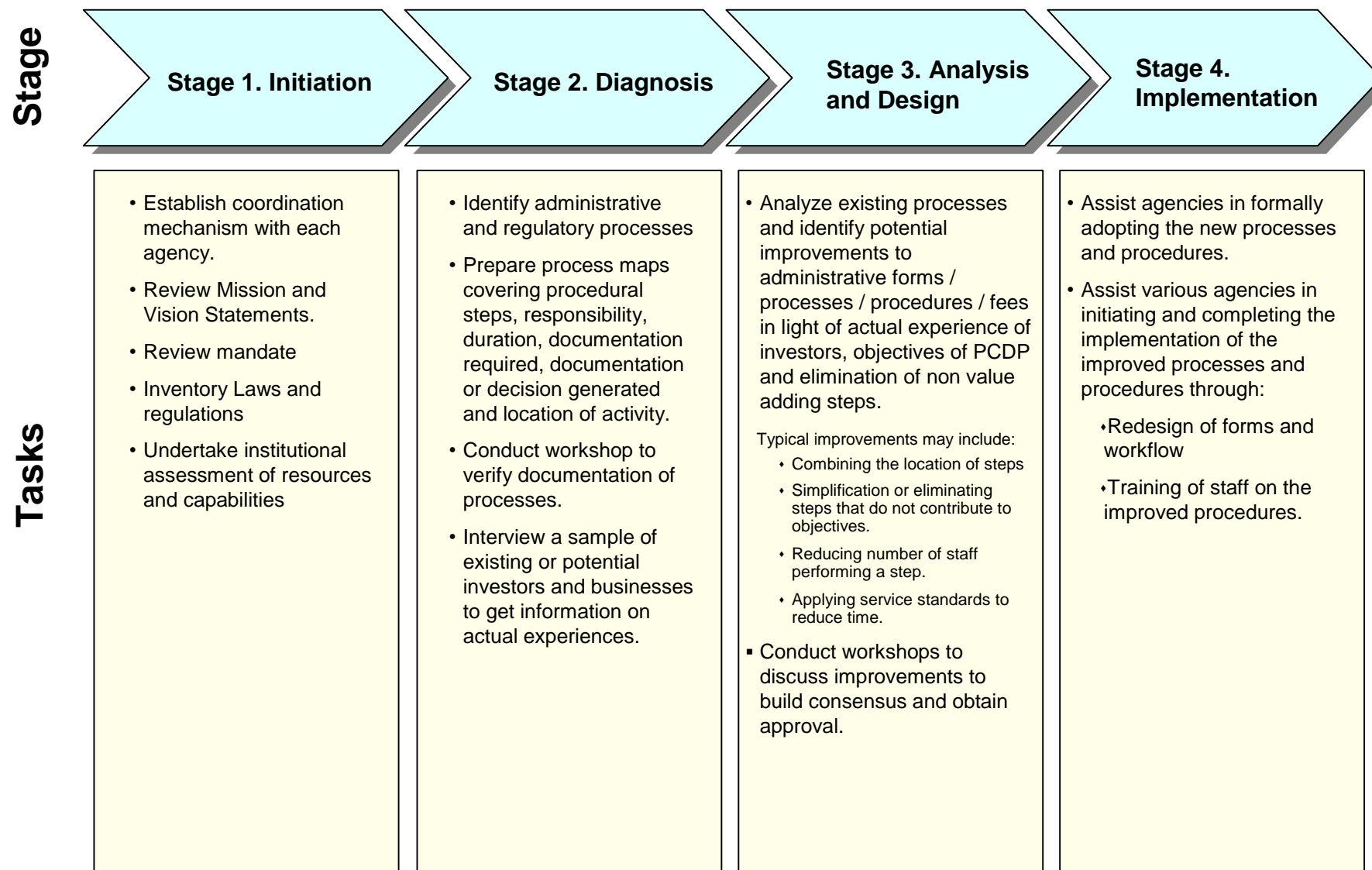
Flow charts of procedures were prepared for each of the participating agencies. The flow charts show the following items:

- Inputs
- Outputs
- Forms
- Conditions
- Documents required
- Responsibility
- Problems encountered

For each agency two sets of flow charts were developed and forms:  
a) Flow charts according to applicable legislation and, b) Flow charts according to current practice, c) forms used. The difference between the two will be utilized, inter alia, in the analysis of the administrative processes and procedures to determine improvement recommendation. Workshops were conducted for the focal teams of various agencies and to the staff of the Investor Services Center to provide the template and to explain how to develop the flow charts in order to build capacity in business process improvement.

The Methodology used is shown in Figure 4.

**Figure ( 4 ) Business Process Improvement Methodology**



## APPENDICES

- Appendix (A) : General Investment Authority**  
A1. Narrative Description of the Agency's Role  
A2. Table of Procedures  
A3. Flow Charts of Procedures and Forms  
According to Current Practice and Legal Texts
- Appendix (B) : Aden Free Zone**  
B1. Narrative Description of the Agency's Role  
B2. Table of Procedures  
B3. Flow Charts of Procedures and Forms  
According to Current Practice and Legal Texts
- Appendix (C) : Public Works and Roads**  
C1. Narrative Description of the Agency's Role  
C2. Table of Procedures  
C3. Flow Charts of Procedures and Forms  
According to Current Practice and Legal Texts
- Appendix (D) : Survey, Land and Urban Planning**  
D1. Narrative Description of the Agency's Role  
D2. Table of Procedures  
D3. Flow Charts of Procedures and Forms  
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- Appendix (E) : Local Economic Development Department**  
E1. Narrative Description of the Agency's Role

## **APPENDIX A**

### **GENERAL INVESTMENT AUTHORITY**

**A1 Narrative Description of the Agency's Role**

**A2 Table of Procedures**

**A3 Flow Charts of Procedures and Forms**

**According to Current Practice and Legal Texts**

## **APPENDIX B**

### **ADEN FREE ZONE**

**B1 Narrative Description of the Agency's Role**

**B2 Table of Procedures**

**B3 Flow Charts of Procedures and Forms**

**According to Current Practice and Legal Texts**



## **APPENDIX C**

### **PUBLIC WORKS AND ROADS**

**C1 Narrative Description of the Agency's Role**

**C2 Table of Procedures**

**C3 Flow Charts of Procedures and Forms**

**According to Current Practice and Legal Texts**

## **APPENDIX D**

### **SURVEY, LAND AND URBAN PLANNING**

**D1 Narrative Description of the Agency's Role**

**D2 Table of Procedures**

**D3 Flow Charts of Procedures and Forms**

**According to Current Practice and Legal Texts**

## **APPENDIX E**

### **LOCAL ECONOMIC DEVELOPMENT DEPARTMENT**

#### **E1 Narrative Description of the Agency's Role**

**GENERAL INVESTMENT AUTHORITY**  
**A1. NARRATIVE DESCRIPTION OF THE AGENCY'S ROLE**

## **GENERAL INVESTMENT AUTHORITY**

### **A2: TABLE OF PROCEDURES**

#### **TABLE CONTENTS**

- Name of Procedure
- Objectives
- Steps
- Forms
- Legal Bases
- Responsibility
- Required Documents
- Conditions
- Time Needed
- Fees
- Other Information

## **GENERAL INVESTMENT AUTHORITY**

### **A3. FLOW CHARTS OF PROCEDURES AND FORMS**

**(ACCORDING TO CURRENT PRACTICE AND LEGAL TEXTS)**

- **INPUTS**
- **OUTPUTS**
- **FORMS CONDITIONS**
- **DOCUMENTS REQUIRED**
- **RESPONSIBILITY**

**ADEN FREE ZONE**  
**B1. NARRATIVE DESCRIPTION OF THE AGENCY'S ROLE**

## **ADEN FREE ZONE**

### **B2: TABLE OF PROCEDURES**

#### **TABLE CONTENTS**

- Name of Procedure
- Objectives
- Steps
- Forms
- Legal Bases
- Responsibility
- Required Documents
- Conditions
- Time Needed
- Fees
- Other Information



## **ADEN FREE ZONE**

### **B3. FLOW CHARTS OF PROCEDURES AND FORMS**

**(ACCORDING TO CURRENT PRACTICE AND LEGAL TEXTS)**

- **INPUTS**
- **OUTPUTS**
- **FORMS CONDITIONS**
- **DOCUMENTS REQUIRED**
- **RESPONSIBILITY**

**PUBLIC WORKS AND ROADS**  
**C1. NARRATIVE DESCRIPTION OF THE AGENCY'S ROLE**

## **PUBLIC WORKS AND ROADS C2: TABLE OF PROCEDURES**

### **TABLE CONTENTS**

- Name of Procedure
- Objectives
- Steps
- Forms
- Legal Bases
- Responsibility
- Required Documents
- Conditions
- Time Needed
- Fees
- Other Information

## **PUBLIC WORKS AND ROADS**

### **C3. FLOW CHARTS OF PROCEDURES AND FORMS**

(ACCORDING TO CURRENT PRACTICE AND LEGAL TEXTS)

- **INPUTS**
- **OUTPUTS**
- **FORMS CONDITIONS**
- **DOCUMENTS REQUIRED**
- **RESPONSIBILITY**

**SURVEY, LAND AND URBAN PLANNING**  
**D1. NARRATIVE DESCRIPTION OF THE AGENCY'S ROLE**

## **SURVEY, LAND AND URBAN PLANNING D2: TABLE OF PROCEDURES**

### **TABLE CONTENTS**

- Name of Procedure
- Objectives
- Steps
- Forms
- Legal Bases
- Responsibility
- Required Documents
- Conditions
- Time Needed
- Fees
- Other Information

## **SURVEY, LAND AND URBAN PLANNING**

### **D3. FLOW CHARTS OF PROCEDURES AND FORMS**

(ACCORDING TO CURRENT PRACTICE AND LEGAL TEXTS)

- **INPUTS**
- **OUTPUTS**
- **FORMS CONDITIONS**
- **DOCUMENTS REQUIRED**
- **RESPONSIBILITY**

**LOCAL ECONOMIC DEVELOPMENT DEPARTMENT  
E1. NARRATIVE DESCRIPTION OF THE AGENCY'S ROLE**