

Greater Amman Municipality Urban Governance Best Practices

**Mediterranean Development
Forum 5 (MDF5)**

**Urban Governance Session:
Governance Reforms for Better City
Performance in MENA**

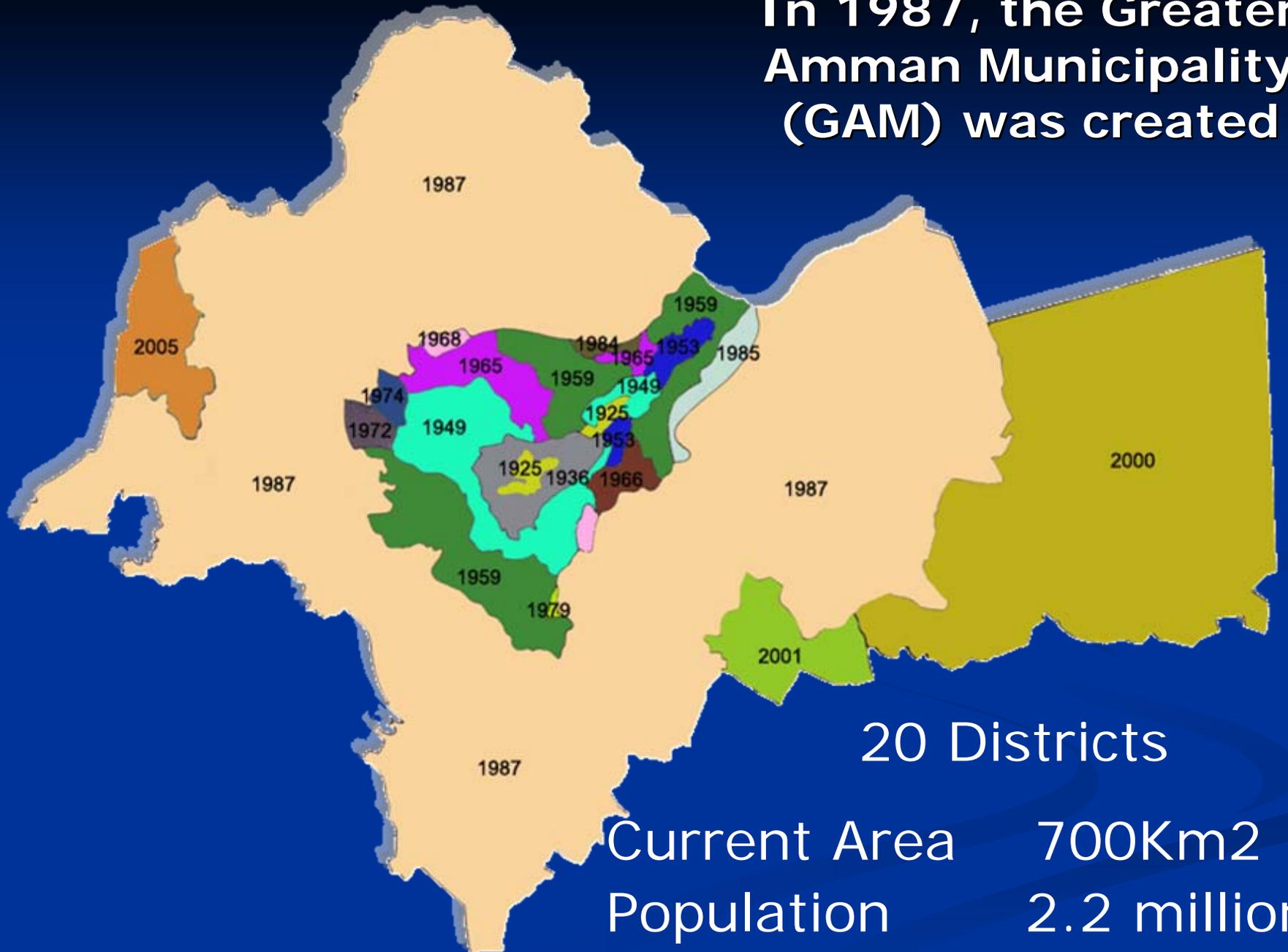
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Amman

- Amman, which now boasts a population of 2.2 million, is experiencing an unprecedented increase in population growth within a relatively short period of time. Some 300,000 new residents have relocated to the city in just the past year due to regional conflict and Amman's reputation as a "safe haven."
- This sharp increase in city residents has placed new pressures on city management to expand services while maintaining the quality and standards of existing standards; Also, this influx has caused land prices to rise significantly, thus causing concerns about affordability and the prospect of expanding informal settlements.

In 1987, the Greater Amman Municipality (GAM) was created



20 Districts

Current Area 700Km²
Population 2.2 million

GAM Vision

“We seek, **in partnership** with Amman citizens, to provide exceptional municipal services that exceed the expectations of citizens and businesses, maintaining and expanding the amenities that improve Amman’s **competitiveness**, while preserving the city’s unique **cultural heritage and spirit**”

GAM Mission

“Provideing services to the citizens of Amman, **with their participation** and that of the staff of GAM, in a streamlined and responsive way; with **transparency** and in a fair manner, while maintaining the cultural values, architectural character and cultural heritage of the city, so as to ensure the safety, convenience of services and amenities that demanding citizens and business communities have come to expect...”

GAM Management

- **City council is comprised of 40 members including the Mayor (Council President).**
- **20 members are appointed and 20 members are elected by citizens as representatives of the 20 Districts.**
- **Executive Management**
 - **Centralized in GAM with Participatory Committees.**
 - **Decentralized in the GAM Districts.**

Executive Management

1. Centralized

Broad geographical context (Greater City borders)

Functions: planning, supervision, evaluation, budget, and co-operation with other sectors in the government.

2. Decentralized

District Level

Functions: building licenses, zoning, collection of solid waste and transporting it to landfills, Health inspection, road maintenance, collection of fees and taxes within district boundaries

GAM Initiatives For Better Governance

- **Strategic Planning.**
- **City Development Strategy (GAM-CDS).**
- **Citizen Satisfaction.**
- **Incentives system.**
- **King Abdullah II's Government Excellence Award.**
- **GAM Excellence Award.**



Strategic Planning

- Modeled in response to National Objectives which were developed in a broad-based, consultative and participatory approach at the national level (National Consultative process).
- Implementing the plans and activities within a specified timeline to achieve positive results and citizens satisfaction.
- Continuous monitoring and updating of the executive plan to ensure fulfillment of the vision and goals/objectives.

Good Governance through Organizational clarity

- The organizational breakdown of responsibilities stems from the Mission of GAM.
- Providing better services is the basis of all activities in GAM. This includes planning, execution and monitoring.
- The Participatory role of GAM Council members in committees ensures the transformation from a centralized decision to a decentralized action.

CDS Main Domains

GAM CDS represents a framework to achieve more equitable access to services in the city in order to enhance the lifestyle of all citizens sustained through the participation of all stakeholders by developing:

- Urban Planning: A traditional structural plan with main focus on physical planning will be transformed into a *Strategic Development Master Plan* taking into account the need for participation, preservation of cultural heritage, sports and social dynamics and economical development.
- Municipal Management: A performance-based management system is being introduced by focusing on the demand-side (service standards responsive to citizen needs) rather than on the traditional focus on the supply-side (organizational structures and procedures that serve a hierarchical bureaucracy).

CDS: Project Objectives

- 1. To introduce and expand upon citizen feedback and participatory mechanisms in decision-making, including more active engagement of city and district council members as representatives for their various constituents;**
- 2. To embark on a whole new approach to urban planning by launching a new Strategic Development Master Planning initiative;**
- 3. To specifically target the poor and marginalized groups through a city-wide strategy to upgrade squatter settlements and refugee camps, building on the successful experience of upgrading four existing settlements.**

Expected Impact & Results

- Improved overall city efficiency and responsiveness of municipal departments with a defined means of evaluating performance;
- Improved urban planning practices;
- Improved policies/mechanisms for upgrading the living conditions of urban squatter settlements and refugee camps.
- Maintain reciprocal trust between GAM and citizens that will influence at increasing revenues.

System in touch with citizens

- **Development of a High Quality Citizen Feedback System**
 - **Recently instituted Suggestion Boxes installed in all 20 Districts & a Citizen Feedback Hotline (Database and tracking system installed; 80%-90% response rate)**
- **To anticipate problems before occurring and deal with them proactively.**
 - **Citizen outreach programs and institutionalized mechanisms to reach out to city residents and businesses.**
 - **Neighborhood committees.**

GAM Citizen Feedback Counter



Citizen Awareness

GAM publishes Guidelines for procedures for citizens which clarifies what is expected and streamlines the processes

- 1. Publishing bulletins for citizens**
- 2. Press and TV advertising**
- 3. Answer machine services**
- 4. SMS services**
- 5. Advertising on the GAM web page.**
- 6. Services directory Booklet .**

In other words , our main focus at GAM is to continue improving the services we render to Amman citizens, tourists, investors and visitors.

