

PN-ACF-844

GENERAL DIRECTORATE OF PLANS AND POLICIES

ORGANIZATIONAL MANUAL

Prepared under USAID Contract No. 294-C-00-97-00006-00

Submitted to:

**USAID/West Bank and Gaza
Democracy and Governance Office
c/o Embassy of the United States of America
71 Hayarkon Street
Tel Aviv, Israel**

Submitted by:

**Edward Bitar, Chief of Party
Palestinian Executive Authority
Legal Support Office
57 Shuhada Street, Gaza
Tel: 07-827-427**

Submitted on behalf of:

Checchi/PaL-Tech

July 31, 1997

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T0: ALL SENIOR STAFF

The accompanying Organizational Manual describes the plan of organization for the General Directorate of Plans and Policies (GDPP). The primary purpose of this Manual is to ensure that all personnel will have a complete and accurate understanding of the new organizational arrangements. Position relationships are described both in chart form and as part of a series of job descriptions. They should give each Director a clear understanding of his/her role and the roles of others in the organization. Each individual is responsible for performing the assigned duties and for properly carrying out his indicated relationships with others.

All GDPP senior level officials should study the introductory section carefully, since it describes, among other matters, the responsibilities, relationships and other elements common to all managerial positions. These common elements are not specified in the individual position descriptions, but should be considered an integral part of every Director's position. The discussion of line and staff relationships will contribute to effective and harmonious relations between the equally important line and staff functions of the Unit.

As the GDPP grows, this Organizational Manual will be revised to reflect the corresponding changes in organization structure. Charts and position descriptions should be kept up to date, and revised copies issued as necessary. These revised charts and position descriptions will be the official means of implementing approved changes. The Supervisor of Management will have general responsibility for updating this Manual.

Dr. Ali A. Sha'ath
Assistant Deputy Minister

I. INTRODUCTION

A. Overview of Manual

This introductory chapter explains the purpose, content and use of the Organizational Manual for the General Directorate of Plans and Policies within the Ministry of Planning and International Cooperation. Also presented are the elements common to all management positions and an explanation of the content of the job descriptions. A guide to line and staff relationships completes this chapter.

1. Purpose

The overall purpose of this Organizational Manual is to explain to all members of the GDPP the plan of organization of the General Directorate. It includes the organization charts, position descriptions, information on working relationships, and other material necessary to lay the foundation for the GDPP to achieve its mission.

A more specific purpose of this Organizational Manual is to give each member of management a clear, official statement of his/her principal duties and responsibilities and relations to others. By giving individuals a clear concept of their individual duties and the part they are expected to contribute to the attainment of the GDPP's objectives, this Organizational Manual should enable them to work together more closely and effectively toward these common goals. Misunderstandings between superior and subordinate on matters of authority, freedom of action and the like should be reduced. Also, misunderstandings between persons in different activities should decline as each gains a better understanding of the responsibilities of the other and as they learn how their tasks are related.

Finally, the Manual helps to stabilize the GDPP, permitting a planned approach to any future changes in the organization. Position descriptions and organization charts are a means of formally recording such changes and communicating them to appropriate individuals.

2. Use

An Organizational Manual and position descriptions require that the responsibilities and authorities they assign be respected in practice. Each person receiving this Manual should use his/her position description, the organization chart as reminders of his/her duties, responsibilities and authorities, and relations to others. The position descriptions should help distribute energies appropriately among various duties and responsibilities, and to coordinate efforts with other members of management. Supervisors should ensure that organizational information is available to supervised employees.

All activities should be conducted in accordance with the assigned responsibilities and authority specified in the Organizational Manual and follow the approved policies and procedures established in other official communications of the GDPP. It is not the intent of

this manual to smother initiative or imply that organization is static. Each individual should review his/her unit periodically to determine whether changes in the plan of organization or assigned duties are warranted. If this review results in change(s) in position(s), or affects the content or scope of responsibilities of any of the positions, such factors should be recorded in the unit's organization chart, staffing lists and position descriptions.

The Organizational Manual should help supervisors carry out their personnel responsibilities. When positions are to be filled through promotion, transfer or new hire, the Manual can help determine position requirements. Similarly, in rating managers' performance, effectiveness in carrying out assignments specified in position description should be a major factor.

3. Distribution

This Organizational Manual is designed to enhance efficiency by clarifying responsibilities and relationships among members of management and should be freely circulated. Complete Manuals are furnished to the Director General and Directors. Appropriate sections of the Manual are distributed to others for whom position descriptions appear in the Manual to furnish them with the organizational information needed in their work.

4. Maintenance

To be useful, this Manual must depict accurately the GDPP's current plan of organization. Any individual aware of a need or desiring to change the plan of organization should submit a request or suggestion in writing through organization channels to the Director General. The Director General reviews and edits position descriptions and organization charts for publication in the Manual and revises staffing lists.

Proposed position descriptions are also circulated for review and comments from the heads of organizational units in the General Directorate having working relationships with the new position or affected by the functions to be changed. Any requested changes must be approved by the Director General. Revisions must be issued to all holders of the Manual.

B. Elements Common to All Management Positions

Many responsibilities, authorities, limitations on authority, and relationships are common to all GDPP management positions. Individual position descriptions define only responsibilities, authorities and relationships which are specific to each position or which differ in some way from the common responsibilities, authorities and relationships listed below.

1. Common Responsibilities and Authorities

- a. Setting Objectives and Policies and Effecting Coordination

- i. Develop specific objectives, plans and policies within their assigned areas of responsibility, in keeping with the overall mission, plans and policies of the organization, and submit key elements to superiors for approval.
 - ii Forecast personnel, financial, material and other requirements
 - iii Effect appropriate control and coordination of the activities of the various organizational units which they supervise.
 - b Organizational Planning
 - i Establish and maintain an effective, economical organizational structure to administer the functions they supervise
 - ii Ensure that each subordinate is responsible to one single line superior only
 - iii Define objectives, functions, responsibilities and relationships of supervised positions and ensure that subordinates understand relations to other positions
 - c Personnel Administration
 - i. Appoint to positions within their scope of authority, train subordinates to carry out their duties, evaluate each member's contributions, recognize and increase compensation for superior work; promote, transfer, release and otherwise change the status of individuals directly supervised
 - ii Ensure the development of follow-on (replacement) personnel
 - iii Direct day-to-day activities of organizational unit, ensuring a capable work force, maintaining work standards and discipline, and taking corrective actions.
 - iv. Simplify work, increase personnel productivity, and reduce costs.
 - v Build productive human relations and promote loyalty and team spirit
 - d Financial Administration
 - i Prepare or review operating budgets and submit budgets to higher authority
 - ii Exercise control over expenditures, after budget amounts are approved
 - e. Methods and Procedures
 - i. Approve and install minor changes submitted by subordinates
 - ii Recommend major changes in methods and procedures to higher authority

2. Common Relationships

- a Explain to subordinates objectives, plans, policies, programs and procedures of the General Directorate and the organizational units for which they are responsible
- b Plan and schedule the activities of subordinates, assign their work and supervise them in achieving established objectives, plans, policies; see that subordinates do likewise; develop necessary controls to ensure the attainment of unit's objectives
- c Inform immediate supervisor on all matters concerning their activities for which the supervisor is responsible, or which might adversely affect the unit's welfare
- d Submit to supervisor suggestions for improvement in their business
- e Maintain relationships with executives for whom advice or services are rendered
- f Upon the specific invitation of immediate superior, participate in any working relationships the superior deems suitable.

3. Approvals and Submittals

- a All individuals submit major matters of policy, procedures or other major non-routine actions to their superior for approval before putting them into effect.
- b All individuals submit to their superior periodic reports on major elements of the work under their direction.
- c All Directors either approve major actions of their subordinates or submit them to higher authority, analyze reports prepared by their subordinates, take corrective action and release reports for distribution to other organizational units.

4. Freedom of Access

This Manual should not curtail the right of any member of the organization to approach any other member directly. Direct access is important to healthy personnel relations. However, while individuals should be free to exchange ideas throughout the organization and to deal with one another regardless of echelon or function, the orderly conduct of the business requires that instructions and orders at all times strictly follow organizational channels.

5. Exercise of Judgment

The function of a position description is to outline the responsibilities and authorities of the position, and it is an effective guide to performance; however, it cannot cover all contingencies. Consequently, a position description is not a substitute for judgment and cooperation. It is a guide, not a limitation on the initiative, creativity or cooperativeness.

C. Contents of Position Descriptions

In addition to the elements common to all management positions, outlined above, each individual has specific functions unique to his/her position. These functions are described in the individual position descriptions included in this Manual under the following headings.

1 Basic Function

Summary of the functions for which the incumbent has been delegated both responsibility and commensurate authority

2. Duties and Responsibilities

Principal duties of the position for which the incumbent is responsible and accountable. Policy making and planning responsibilities are indicated first, followed by responsibilities for developing, establishing or implementing procedures, and concluding with the remainder of the incumbent's duties

3. Subordinate Positions

Supervisory and key positions reporting directly to the incumbent. For staff managers, positions to which the incumbent provides functional direction are stated

4. Relationships

- a. Internal: Special relationships with positions in other organizational units within the Directorate which are necessary to the function performed. Omitted are operating relationships with subordinates and superiors, and regular staff relationships of advice, service, coordination or supervision
- b. External: All relationships with persons outside the Directorate which are important to the successful performance in the position. Included are relationships with individuals and groups, such as counterparts in other ministries

D. Guide To Line And Staff Relationships

A general understanding of the nature and basic kinds of staff functions and their relation to line activities is important to developing an effective organization. The following comments regarding line and staff functions are intended as a useful guide both to line and staff individuals in performing their respective functions and in achieving the desired cooperation between line and staff in furthering the over-all interest of the GDPP

Within the GDPP, the line functions in addition to the Director General include four operating directorates. These directorate are

Directorate, Policies and Plans, Social Sector
Directorate, Policies and Plans, Economic Sector
Directorate, Policies and Plans, Local Government Sector
Directorate, Policies and Plans, General Sector

THE GDPP's staff functions are the following:

Policy Administration and Capability Development Section
Policy Administration Systems Participation Section
Policy Data Bank Section
Management Section

There are five kinds of functions are represented in the organization plan: line supervision, staff advice, staff service, and staff coordination, and staff supervision. This section also considers some implications inherent in these five functions.

1. Line Supervision

A line supervisor directs an activity. He/she issues orders, and plans, controls and supervises the tasks of subordinates in order to get the work done through them. In other words, the line supervisor directs subordinates on what to do and, in turn, is responsible for results. All managers, whether they are basically line supervisors, staff advisers or coordinating managers, exercise line supervision over their own immediate subordinates.

2. Staff Advice

Perhaps the most characteristic staff function is that of providing advice to the line organization regarding a specialized field or functional area.

The relationships between line and staff regarding this advisory function should be such that line managers are free to seek such assistance only if, in their opinion, they require it. Usually, staff advice should be given in response to a request by a line manager, although the working relationships between line and staff should allow a staff executive to accept it in the cooperative spirit in which it is given.

In giving such advice, a staff executive does not exercise any direct line authority over the line organization. Thus, it is not mandatory that line executives accept staff suggestions from a staff manager. Nonetheless, line executives should regard staff advice as a form of recommendation because it is based on expert knowledge of, and advanced skill in, a particular specialty. As a general rule, therefore, staff advice is usually accepted by the recipient unless there are significant reasons for doing otherwise. Staff advisory responsibility

is indicated in a position description by the phrase, "provide advice to.. in matters relating to . . .," or a similar phrase to describe this type of staff activity.

3. Staff Service

In addition to providing advice, staff agencies may also provide services to other organizational units because the services can be performed more effectively and efficiently on a centralized basis, or because the various departments cannot justifiably support the necessary skills and equipment. The use of the staff service by the line organization is mandatory because of the greater economy and generally more effective performance attainable on a centralized basis. Where significant questions of cost or quality of performance are not involved, use of the staff service is at the discretion of line management.

In providing services to the line organization, the staff agency does not attempt to make decisions for the line organization or in any way assume line authority. For example, a personnel section interviews and tests applicants and may make hiring recommendations, but the final authority to hire remains with the line manager involved. Staff service responsibility is indicated in a position description in the section describing basic function by the phrase, "provide service to . . ."

4. Staff Coordination

Another function performed by various staff agencies is that of coordinating the activities of two or more organizational units in order to ensure consistency, prevent duplication of effort, avoid omissions in programs and achieve optimum over-all results. In exercising their coordinating responsibilities, staff managers do not exercise any direct line authority over other segments of the organization. They may not issue directives or orders. Staff coordinating responsibility is indicated in the position descriptions by the terms, "coordinate . . .", or a similar phrase to describe this type of staff activity.

5. Staff Supervision

Finally, staff agencies often have responsibility for exercising an indirect control over the line organization regarding the performance of certain functions. The role of staff supervisor is frequently misunderstood. The following comments may help to make it clear.

a. Definition of Staff Supervision

To state the matter in the simplest possible terms, the top executive in any organization cannot do everything that must be done. He/she has neither the time nor, typically, the knowledge, because a modern organization is much too complex for a single individual to possess all of the knowledge required to direct it. Under these circumstances, he/she needs specialized assistance in various key functional areas, such as Finance, Control, Legal and Administrative relations. Thus he/she appoints individuals to represent him in these aspects of his role as the top executive.

These key staff supervisors are, to all intents and purposes, the eyes and ears of the top executive, in the functions which they represent. Obviously, however, it is not feasible to allow these staff supervisors to give direct line orders to members of management in other organizational units. It is a basic principle of organization that a person may have only one line superior. Accordingly, staff supervisors exercise staff supervision rather than line supervision over appropriate individuals in other organizational units.

Staff supervisory responsibility is indicated in a position description in the section describing basic function by the phrase, "exercises staff supervision."

b. Exercise of Staff Supervision

In exercising staff supervision, a staff individual should clear key plans, programs, policies and decisions with the Director General before they are regarded as official and are communicated to others. Careful adherence to this practice strengthens the position of the staff supervisor and reduces the number of appeals from his suggestions.

All major staff instructions (such as policy changes and technique changes which, in their implementation, have the effect of policy changes) emanating from the Director General should flow through line channels and be transmitted through the line individuals having key management responsibility and authority. For other staff instructions involving, for example, minor technical matters, the channels need not be closely observed.

In developing major staff instructions for issuance through the channels, staff individuals should give full consideration to the opinions of the line individuals responsible for implementation of the instructions. Direct interchanges of ideas and information should exist between management staffs and their counterparts at all times and at all levels of the organization regarding the technical or specialized phases of their activities.

6. Implications for Relationships

These concepts of line and staff just reviewed have certain implications for relationships.

- a. A line supervisor must understand that it is the responsibility of staff advisory and service individuals to provide required advice or service in their responsible areas, the supervisor, in turn, is expected to take full advantage of this advice and service.
- b. A line supervisor must understand that it is the responsibility of staff supervisors, as representatives of the Director General, to lead in their functional areas, and the supervisor must take full advantage of the assistance and guidance thus available.

- c. The existence of staff supervisors does not relieve line supervisors of their responsibility or weaken their authority. Line supervisors do not share responsibility or authority with staff supervisors, but use their advice and service to accomplish responsibility, retaining full accountability and authority for successful performance.
- d. Staff advisors and staff service supervisors must recognize that their sole purpose is to provide advice or service in their specialized functional areas to other organizational units, and that they are expected to refrain from interfering in operating activities.
- e. Staff supervisors must understand that they act in an advisory or counseling capacity, and that they may not give direct orders to other members of the organization
- f. Staff supervisors must recognize that their guidance is given as representatives of the Director General and is so regarded by those receiving them. Thus, it is important that the counsel they provide be sound and practical. They must accept the fact that line individuals may on occasion appeal their suggestions to higher authorities.
- g. All individuals in a line and staff organization must recognize that they have an obligation to their organization and themselves to learn to perform their responsibilities in a productive and harmonious fashion.

II. MISSION STATEMENT

A. Overall Objectives

On the basis of the Council of Ministers Directive of January 31, 1997, establishing the need to develop Palestinian capabilities for effective development, review and monitoring of policies, plans and related legal instruments, the overall objectives of the proposed General Directorate of Plans and Policies are to

- 1 Provide a focal point for ensuring that the vital policies and strategies of the Palestinian Executive Authority (PEA) find full expression in the operational policies, plans and regulations of all ministries and authorities. Establish and operate a sound institutional arrangement for ensuring that the policies, plans and regulations submitted to the Council of Ministers by the ministries are based on essential substantive issues and concerns and fully conform to the long term policies and strategies of the PEA.
- 2 Develop professional and institutional capabilities within the ministries and authorities for ensuring that policies, plans and regulations are based on sound principles and substantive issues, that they reflect the strategies and policies of the PEA, and that they are effectively coordinated, integrated and implemented.
- 3 Focus on the substantive contents of proposed policies and legislation, soliciting public input and assuring that proposed policies and legislation are consistent with the overall strategy and policies of the PEA.

B. Specific Objectives

Arising out of the above stated overall mission, the proposed General Directorate of Plans and Policies will have the following specific objectives and goals

- 1 Serve as an effective central point to ensure that all aspects of policies, plans and strategies of the PEA are adequately publicized and made known, as appropriate, to the public in general and sectional ministries and authorities in particular. In this regard, disseminate policy information and solicit public opinion on various policies, strategies and plans.
- 2 Ensure that the policies and strategies of the PEA find full expression in the operational policies, plans and regulations of the sectional ministries and authorities.
- 3 Ensure that sound guidelines on policy analysis, formulation, integration and implementation are developed for use by ministries and authorities and that such guidelines are effectively applied in the day to day aspects of ministerial policy management.

- 4 Ascertain that an efficient system is established and utilized for systematic processing of all proposals on policies, plans and regulations emanating from sectoral ministries and authorities, the system should cover all the stages through which the proposals are processed, i.e , policy initiation, technical verification, consideration by the Council of Ministers and monitoring their systematic implementation
5. Develop and deploy high level professional expertise and sound institutional capabilities within the MOPIC, in order to effectively discharge the responsibilities assigned to the GDPP; make such expertise available to ministries and authorities to strengthen their policy management capabilities.
- 6 Ensure that the proposals submitted to the Council of Ministers on introduction of a new policies, plans and regulations or on amendments to the existing policies and regulations are sound in substance and format and do not overlap or contradict with the existing policies and regulations; in this regard maintain an effective data bank of existing policies and regulations and appropriate reference library.
- 7 Maintain the quality of verification carried out by the GDPP on the policy, plans and regulations related proposals submitted by the Ministries, at the highest professional standards and totally impartial, in this regard, the GDPP would render such professional services purely in an advisory or consultancy capacity Ministries would continue to be accountable to the Council of Ministers for effective administration of their policy instruments and for overall performance of their ministries
- 8 Ensure that the General Directorate of Plans and Policies is effectively managed in terms of maintaining highest professional standards, achieving efficiency in its day to day operations, securing optimal utilization of all resources (financial, human and material) allocated to it and ensuring that its overall objectives are fully realized.

III. FUNCTIONS

Within the context of its approved overall mission and specific objectives, the proposed General Directorate of Plans and Policies (GDPP) will undertake key functions in the following areas in order to achieve the approved objectives

A. To “[serve] as an effective central point to ensure that all aspects of policies, plans and strategies of the Palestinian Executive Authority (PEA) are adequately publicized and made known, as appropriate, to the public in general and sectoral ministries and authorities in particular. In this regard, disseminate policy information and solicit public opinion on various policies, strategies and plans,” the GDPP will:

- 1 Define the purpose and importance of publicizing PEA policies and securing public involvement in policy formulation and implementation, create wide awareness regarding this within ministries, public sector institutions and non-governmental organizations
- 2 Spell out, conceptually and operationally, the role of the GDPP in the field of publicity of PEA policies and obtain public participation in this regard.
- 3 Determine specific measures through which PEA policies can be made known to the general public; in this regard define the roles of the Ministry of Information, sectoral ministries, public sector institutions and non-government organizations.
- 4 Design and institute effective measures to assess public opinion on PEA policies and plans; determine what actions to take where the purposes of policies are misunderstood or implementation is ineffective and suggest methods to overcome such situations
- 5 Design and introduce effective mechanisms within the GDPP to consistently implement the above functions, including work planning, research, progress reporting and evaluation

B. To “[ensure] that the policies and strategies of the PEA find full expression in the operational policies, plans and regulations of the sectoral ministries and authorities,” the GDPP will:

- 1 Define the need and importance of translating PEA policies into operations, institute measures through which wide awareness is created in this regard, specifically within the sectoral ministries and authorities
- 2 Develop within the GDPP an adequate database of. (i) present PEA policies and strategies pertaining to vital social and economic sectors; (ii) existing responsibilities

of ministries and public institutions; and (iii) policy research; make this data base readily available to policy analysts within the GDPP and in ministries.

3. Develop practical and illustrative guidelines and check lists through which the sectoral ministries can publicize and implement their existing policies; undertake necessary orientation program to enable ministries to effectively use such guidelines
4. Develop the institutional expertise within the sectoral ministries and public institutions in the fields of policy analysis, implementation, monitoring and evaluation as prerequisites to ensuring that PEA policies are soundly formulated and effectively implemented
5. Design and implement effective linkages to sectoral ministries, public organizations and NGOs, design effective communications to evaluate the current status of various policies

C. To “[ensure] that sound guidelines on policy analysis, formulation, integration and implementation are developed for use by ministries and authorities and that such guidelines are effectively applied in the day to day aspects of ministerial policy management,” the GDPP will:

1. Define the key elements of sound policy proposals based on the needs of Palestine, make the importance of these elements known to sectoral ministries and authorities.
2. Develop guidelines on policy analysis, formulation, integration and implementation for use by sectoral ministries and public institutions; incorporate these guidelines into a Policy Formulation Manual for use by everyone in the field of policy management
3. Promote policy analysis capabilities in sectoral ministries, encourage creating Policy Units in major ministries; provide policy expertise, logistical support and data sources
4. Develop close working contacts with ministries and, through policy proposal scrutiny, assess whether policy guidelines are being applied and the extent of their effectiveness, assist ministries to make more effective use of these guidelines

D. To “[ascertain] that an efficient system is established and utilized for systematic processing of all proposals on policies, plans and regulations emanating from sectoral ministries and authorities; the system should cover all the stages through which the proposals are processed, i.e., policy initiation, technical verification, consideration by the Council of Ministers and monitoring their systematic implementation,” the GDPP will:

1. Define the need, scope and content of a system for processing policy proposals submitted to the Council of Ministers, create more internal awareness in this regard

2. Develop internal system for processing policy proposals in all stages initiation, analysis, approval, implementation, and evaluation; encourage sectoral ministries' participation in developing system, obtain approval for system from appropriate authority
3. Create wide awareness regarding the policy processing system within the MOPIC, the sectoral ministries, and public sector institutions; organize programs to ensure that policy administrators, especially senior executives and politicians, are familiar with system.
4. Implement the policy processing system and monitor its functioning to ensure that it is efficient and that the desired benefits are fully realized; establish close linkages with ministries and provide practical assistance as and when such need arises

E. To (i): “[ensure] that the proposals submitted to the Council of Ministers on introduction of a new policies, plans and regulations or on amendments to the existing policies and regulations are sound in substance and format and do not overlap or contradict with the existing policies and regulations; in this regard maintain an effective data bank of existing policies and regulations and appropriate reference library,” and (ii): “[maintain] the quality of verification carried out by the GDPP on the policy, plans and regulations related proposals submitted by the Ministries, at the highest professional standards and totally impartial; in this regard, the GDPP would render such professional services purely on advisory and consultancy capacity. Ministries would continue to be accountable to the Council of Ministers for effective administration of their policy instruments and for overall performance of their ministries,” the GDPP will:

1. Based on the policy processing guidelines, develop and install an internal mechanism for monitoring all policy matters referred to the GDPP, this mechanism should facilitate even distribution of work load, encourage specialization in sectoral areas, and provide methods for handling cases where policy proposals overlap and/or conflict with existing policies.
2. Prepare and implement a date/policy check list to enable policy analysts in the GDPP to systematically monitor referred policy proposals, the check list should cover all the salient elements of policy, the sequence of key steps involved, and areas needing further examination; carry out pilot programs and orientation workshops as necessary
3. Develop and maintain a data bank of existing plans, policies and regulations as a reference source for effective policy monitoring; the data bank should provide references, case studies, computer based research materials, and Internet access
4. Regularly operate the policy analysis system and ensure that GDPP's services are of highly professional, are provided on advisory and consulting bases, and remain impartial

- 5 Maintain a record keeping system for classifying, handling, and security of all documents

F. To “[develop] and deploy high level professional expertise and sound institutional capabilities within the MOPIC, in order to effectively discharge the responsibilities assigned to the GDPP; make such expertise available to ministries and authorities to strengthen their policy management capabilities,” the GDPP will:

- 1 Develop proposals for GDPP staffing needs for processing policy proposals, based on the approved functions and structure and an assessment of the policy-monitoring workload likely over the next 3 to 5 years, including the needs of ministries in Gaza and the West Bank and seconding policy analysts to ministries and authorities
- 2 Classify the policy analysis staffing needs in terms of areas of specialization, levels, and number for each group of users; i e , GDPP office and major ministries and institutions; project gradual staff growth over five years for each user to attain optimal strength
3. Develop detailed needs-based job descriptions for each discipline and level of staff
- 4 Reallocate the existing GDPP professional staff on the basis of the projected needs and the approved job descriptions; ensure that the reallocations place the right person in the right job, based on merit, recognizing the backgrounds and aptitudes of the staff.
- 5 Assess the extent of excess or short-fall in the staffing in each major discipline and level.
- 6 If present staff strength is in excess of need, decide what to do with the excess. If additional staff is needed, seek approval to increase and recruit the additional staff.
- 7 Assess the performance gap of the GDPP in undertaking new responsibilities, develop needs-based training programs to bridge this performance gap, for new staff members, develop orientation training on the GDPP’s organization and professional practices

G. To “[ensure] that the General Directorate of Plans and Policies is effectively managed in terms of maintaining highest professional standards, achieving efficiency in its day to day operations, securing optimal utilization of all resources (financial, human and material) allocated to it and ensuring that its overall objectives are fully realized,” the GDPP will:

- 1 Maintain an organization manual containing the approved GDPP statement of mission and objectives, functions, organizational structure, and staff deployment; ensure that all staff are adequately aware of mission, functions and organization.

2. Develop and institute GDPP operational policies and systems for key responsibilities
The operational policies should highlight GDPP's role in coordinating policy management at the executive level and the need to maintain professional standards. Develop guidelines for the professional staff and for client ministries and institutions
3. Develop and maintain a budget and resource management system, based on Ministry of Finance guidelines, to enable the GDPP to estimate financial and other resource needs, secure such resources, ensure their proper deployment, and maintain accounts
4. Maintain a human resource management system within the GDPP specifying staff duties and responsibilities, reporting relationships, performance appraisal, training, etc
5. Institute administrative procedures for planning, installing and maintaining logistical support services for the professional staff

H. To “[ensure] that the General Directorate of Plans and Policies establishes procedures and an institutional capacity to ensure that draft legislation and policies of the PEA meet technical norms and standards, are internally consistent, and that the input of citizens and other interested parties are solicited and incorporated,” the GDPP will:

1. Develop and implement procedures for drafting, reviewing and analyzing policies and legislation
2. Ensure the substantive and technical quality of policies and legislation drafted in the various ministries and authorities.
3. Ensure that the policies and legislation drafted in the various ministries and authorities are consistent with overall PEA policies.
4. Establish clear and transparent procedures for the review of legislation and policies, taking into account the input of citizens
5. Analyze legislation for its substantive content and conformity with strategic plans and policies

IV. ORGANIZATIONAL STRUCTURE

A. Vital Considerations

In developing proposals regarding the organizational structure of the proposed General Directorate of Plans and Policies (GDPP), within the Ministry of Planning and International Cooperation (MOPIC), the following important considerations have been taken into account.

- 1 The need for establishing the proposed GDPP arises from the Council of Ministers Directive of January 31, 1997 which ratified the need for developing Palestinian capabilities for development, review and monitoring of policies, plans and related legal instruments
- 2 The approved mission, objectives and functions of the proposed GDPP form the primary basis for designing the structure. The structure is based on the rationale that the GDPP's mission determines its objectives, objectives of the DPP determine its functions, and functions of the GDPP in turn determine organizational structure, resource needs (staffing and other), as well as, systems and procedures of the GDPP
- 3 Organizational structure is a means, a frame work, for carrying out the functions of the GDPP; structure is not an end in itself
- 4 Full recognition has been taken of the role and importance of the Planning function of the MOPIC in terms of its critical role in conducting close inter-action at the highest level with the Council of Ministers, heads of all sectoral ministries and authorities, as well as with a wide range of regional and international organizations
- 5 The structure of the proposed GDPP should enable it to serve simultaneously two separate and distinct geographical areas, i e Gaza and the West Bank
- 6 The structure places great emphasis on the need for accountability, the Head of the proposed GDPP would be fully accountable for the effective functioning of the General Directorate and for attaining its mission and objectives, the structure should enable the head to fulfill this responsibility.
7. Full note has been taken of the highly analytic, professional, and sensitive nature of the responsibilities being assigned to the GDPP and the serious consequences that may arise, at the highest level, if these responsibilities are not discharged most effectively and efficiently, the structure should be an aid in this respect
8. The need to keep the organizational structure of the GDPP compact, trim (with shortest feasible span of control and minimum levels of reporting) and business like, the need to delicately balance the formal levels and reporting channels and maintain healthy flexibility in its operations and informal linkages.

- 9 The proposals are based on logical and homogenous grouping of like functions and even distribution of professional work load.
- 10 The proposals envisage gradual (organic) growth of the GDPP, it is designed to cater for its broad based and long range mission and functions and portrays the situation when it is reasonably well established in the course of next two years, the structure should be implemented on the basis of priority needs and through step by step development.
- 11 The organization structure of the GDPP is portrayed in the form of a chart. The chart is only a schematic representation of the above stated considerations, concepts, and pragmatic operational requirements; the chart, therefore, should not be read in isolation of the text describing the logic of the arrangement.

B. Grouping of Major Functions of the GDPP

Grouped on homogeneity and logical relevance, the approved GDPP functions are:

1. Policy Administration and Institutional Capabilities

- a. Organization for effective overall policy administration;
- b. Development of policy analysis expertise,
- c. Establishment of policy analysis units in sectoral ministries and authorities,
- d. Establishing policy analysis related basic data;
- e. Institutional linkages within MOPIC and with external agencies, and
- f. Policy administration logistical needs

2. Policy Administration System and Public Participation

- a. Policy administration professional guidelines and standards,
- b. System of processing policy proposals through all stages;
- c. Policy administration manual,
- d. Publicity on PEA policies and strategies;
- e. Encourage active public participation and the role of GDPP in this regard;
- f. Assess public opinion

3. Policy Coordination in the Social Sector

- a. GDPP internal mechanism for scrutinizing policy proposals,
- b. Policy scrutiny check list,
- c. Access to existing policies related data,
- d. Professionalism (objectivity, advisory and consultancy) in policy scrutiny operations,
- e. On-going scrutiny operations and linkages with ministries and institutions, and

f Policies record keeping.

4. Policy Coordination in the Economic and Productive Sector

- a. GDPP internal mechanism for scrutinizing policy proposals;
- b. Policy scrutiny check list;
- c. Access to existing policy-related data;
- d. Professionalism (objectivity, advisory and consultancy) in policy scrutiny operations;
- e. On-going scrutiny operations and linkages with ministries and institutions, and
- f. Policies record keeping

5. Policy Coordination Infrastructure and in Other Sectors

- a. GDPP internal mechanism for scrutinizing policy proposals;
- b. Policy scrutiny check list, access to existing policies related data,
- c. Professionalism (objectivity, advisory and consultancy) in policy scrutiny operations,
- d. On-going scrutiny operations and linkages with ministries and institutions, and
- e. Policies record keeping.

6. Policy Data Bank and Reference Center

- a. Data relating to existing Palestinian Executive Authority policies and strategies,
- b. Existing portfolio responsibilities assigned to ministries,
- c. Ministerial organizational arrangement;
- d. Data relating to existing laws and regulations,
- e. Policy reference material and case studies; and
- f. Computer-based records and network to sectoral ministries and authorities.

7. Overall management of the GDPP

- a. Organizational planning;
- b. Top executive liaison and linkages (internal and external),
- c. Resource management (staffing and finance);
- d. performance effectiveness; and
- e. Logistical support services.

C. Organizational Location of the GDPP within the MOPIC, Title of the Head and Nomenclature for Professionals Working in the GDPP

The General Directorate of Plans and Policies should form an integral part of MOPIC. The head of the GDPP will hold the title Director General of Policies and Plans. The functions of

the GDPP will be divided into Sections/Units on the basis of nature, frequency and volume of regular work being transacted. The professional staff conducting the functions of the GDPP will be Directors and Policy Analysts operating at two levels: Senior Policy Analysts and Policy Analysts. The two levels of Policy Analysts will be responsible for policy administration within the GDPP and when seconded to major sectoral ministries and authorities.

D. Organizational Structure of the GDPP

1. Option A: Exclusive Focus on Sectoral Ministries

(a) Grouping of Functions

This organizational structure focuses exclusively on sectoral ministries, enabling the GDPP to begin improving the effectiveness of policy coordination immediately.

(b) Distribution and Coordination of Functions

(i) The following line functions report directly (vertically) to the Head of the GDPP:

- Policy Administration System and Public Participation
- Policy Coordination - Social Sector
- Policy Coordination - Economic Sector
- Policy Coordination - All Other Sectors

(ii) The following staff functions report to the Head of GDPP horizontally:

- Policy Administration System and Public Participation
- Policy Data Bank and Reference Center
- Policy Administration Capabilities development
- Management of the GDPP

(iii) The GDPP's West Bank Office will carry out functions pertaining to policy scrutiny and coordination for the sectoral ministries and authorities located in the West Bank, reporting directly to the Director General.

(iv) The Director General will have direct contact with the Secretariat of the Council of Ministers, keeping the MOPIC Minister advised at all times. Active contacts will be maintained with the sectoral ministries and authorities.

(c) Organizational Arrangements

The proposed grouping of functions and the arrangement for their distribution and coordination are portrayed in the form of an organization chart at Annex A to this report.

(d) Advantages and Disadvantages

This arrangement has the major advantage of focusing on the primary objective of the GDPP, coordination and integration of major policies at the macro level. It enables the GDPP to immediately address the current problem of policies being developed in isolation, with both content and format of policies weak and coordination ineffective

The option, however, does not enable the staff functions of development of policy administration systems, data bank and professional expertise to closely interact with the day-to-day operations of policy scrutiny and coordination.

2. Option B: Matrix Structure

(a) Grouping of Functions

Once the preceding structure is stabilized, steps may be initiated to gradually introduce the matrix structure. The matrix structure concept envisages developing a matrix pattern in which line functions responsibilities remain with the heads of respective sections reporting vertically to the Head of the GDPP. At horizontal level there will be three expert support groups, each headed by a senior and experienced policy analyst. The three expert support groups are

- Policy Administration System and Public Participation
- Policy Data Bank and Reference Center
- Policy Administration Capabilities Development

Heads of these expert support groups will, through a mechanism of regular meetings, interact with heads of line functions, and ensure that quality of professional tasks of policy scrutiny, coordination and integration are carried out most effectively and efficiently. This arrangement will facilitate specialization in sectoral policy analysis, consistency in policy scrutiny operations and generally overcome the weakness of line functions operating in isolation of input from expert groups, i.e. expertise in policy processing system, data bank and capabilities development.

(b) Organizational Arrangement

The proposed grouping of functions, arrangement for their distribution and coordination, and the matrix organizational arrangement outlined above, are portrayed in the form of an organization chart at ANNEX B to this report

(c) Advantages and Disadvantages

This arrangement attempts to overcome the weaknesses inherent in the proposed structure. The matrix structure provides input of expert support groups to the line functions of policy scrutiny and thus remains, to a larger extent, an approach which focuses on the primary purpose of the GDPP. It is realized that the concept and application of the matrix structure, however, are not easy to grasp and operationalize immediately. It requires considerable amount of orientation of both the GDPP staff as well as the policy analysts attached to various major ministries. Benefits of a matrix arrangement usually accrue only after a while

V. POSITION DESCRIPTIONS

On the following pages are job descriptions for the following positions within the GDPP

Director General	23
Director, Social Sector	25
Director, Economic Sector	27
Director, Local Government Sector	29
Director , General Sector	31
Supervisor, Policy Administration Systems Participation Unit	33
Supervisor, Capabilities Development Unit	34
Supervisor, Policies Data Bank Unit	35
Senior Policy Analyst, ----- Sector	36
Policy Analyst, ----- Sector	37
Executive Secretary	38

POSITION TITLE:
Director General

Page 1 of 2

REPORT TO:
Minister of Planning and International Cooperation

UNIT:
Directorate General of Policies and Plans

DUTIES AND RESPONSIBILITIES

The following are in addition to the duties included in the Statement of "Elements Common to All Management Functions."

- Develops the basic objectives, policies and operating plans of the GDPP
- Ensures that policies are properly interpreted and administered by his subordinates
- Reviews and approves proposed internal policies of subordinates units.
- Counsels and supports operating units in formulating their plans and integrates their overall plan; evaluates their accomplishments; coordinates their implementation and progress achieved
- Maintains positive relationships with senior staff of all PA ministries, the Council Ministers , NGOs and the Office of the President
- Ensures that adequate future development of policies and plans are proposed.
- Approves the appointment of the staff of the Directorate General.
- Initiates research projects related to policies and plans
- Submits annual reports on the accomplishment of the GDPP to the Minister
- Provides guidance in the development of policies and plans and coordinates the review of these policies and plans with sectoral ministries
- Assures a smoothly functioning interrelationships between his unit and other policy units in the sectoral ministries

PROFESSIONAL QUALIFICATIONS

- The Director General must possess professional capabilities in dealing with senior government officials. He/She must combine the qualities of a management strategist with a vision about the role of the Directorate General.
- Must have a minimum of a Master's degree in planning and development or in a related field. A Doctorate degree is highly desirable (A Ph D is highly thought of in the Palestinian cultural context).
- A minimum of ten years of demonstrated professional experience in a policy formulation role or in planning with a minimum of five years in a senior supervisory capacity.
- A significant portion of this experience will preferably have been gained in the Middle East with an international development organization.
- A proven ability to initiate, direct and monitor issues of governmental and NGOs.
- Must have strong decision-making skills, be a creative, analytical and conceptual thinker.
- Must have experience dealing with international organizations and foreign governments.

PERSONAL QUALIFICATIONS

- Demonstrated leadership and management skills
- Must have good political sense
- Able to communicate at the highest level
- High energy level and motivation; strong work ethics
- Good judgment of people and issues (sixth sense)
- Exceptional interpersonal skills with all levels of management, with strong diplomatic and listening abilities

POSITION TITLE:
Director, Social Sector

Page 1 of 2

REPORTS TO:
Director General, GDPP

UNIT:
Social Sector

BASIC FUNCTION

To achieve the GDPP's objectives in the local government sector

DUTIES AND RESPONSIBILITIES

The following are in addition to those duties included in the Statement of "Elements Common to All Management Positions "

- Assists the Director General in formulating long range objectives, work plans and programs of the GDPP
- Directs the Policy Analysts, in his sector, in the execution of the Directorate plans and programs and ensures that he and the Director General are kept informed on their performance
- Administers and coordinates the sector functions, evaluates performance against plans, and takes or directs corrective action as required, keeps the Director General advised of significant developments
- Develops, reviews and recommends major changes in organization structure for those elements of the organization under his direction
- Maintains a smooth running and integrated operation to ensure that the activities of his directorate are properly coordinated and that team work is developed
- Coordinates the planning and policies activities of the various ministries in his sector and assembles their plans into an overall sectoral plan consistent with PA policies and objectives Coordinates closely with the Diwan
- Establishes relationships with various sector ministries and identifies the means of communications and reporting channels pertaining to the relevant sector
- Monitors and evaluates significant developments in his sector and reports on the implications of these factors for the GDPP

- Provides technical support and supervision to his staff on their activities
- Ensures that approved policies and legislation developed by the relevant ministries are properly reviewed

QUALIFICATIONS

- 5 to 10 years of professional experience on the international level in Organizational and/or Human Resources planning and management or in any relevant field, and an MA/MS in Economic/Social Planning and Development, Political Science, Public Law, or Business Administration, or a BS/BA in one of the above mentioned fields and 10- 15 years experience in similar fields of work
- Outstanding level of reading, analyzing and writing skills in both Arabic and English, including familiarity with technical terms and expressions.
- Good computer skills
- Excellent communications skills, both oral and written
- Team player.
- Ability to deal with different types of people.

POSITION TITLE:

Page 1 of 2

Director, Economic Sector

REPORTS TO:

Director General

UNIT:

Economic Sector

BASIC FUNCTION**DUTIES AND RESPONSIBILITIES**

The following are in addition to those duties included in the Statement of "Elements Common to All Management Positions."

- Assists the Director General in formulating long range objectives, plans and programs.
- Directs the Senior Policy Analysts, in his sector, in the execution of their plans and programs and ensures that he and the Director General are kept informed on their performance
- Administers and coordinates the economic sector functions, evaluates performance against plans, and takes or directs corrective action as required; Keeps the Director General advised of significant developments
- Develops, reviews and recommends major changes in organization structure for those elements of the organization under his direction
- Maintains a smooth running and integrated operation to ensure that the activities of his department are properly coordinated and that team work is developed
- Ensures that approved objectives, plans and policies are correctly understood, interpreted and implemented in his department
- Coordinates the planning activities of the various ministries in his sector and assembles their plans into an overall plan consistent with PA policies and objectives.
- Establishes relationships with various economic ministries and identifies the means of communications and reporting channels pertaining to the economics sector

- Evaluates staff under his supervision.
- Monitors and evaluates significant developments in the economic sector and reports on the implications of these factors for the GDPP

QUALIFICATIONS

- Training in macroeconomics theory, microeconomics and econometrics
- MSc Or MA in Economics.
- 5 to 10 years of professional experience on the national or international level in economic planning and development or in any relevant field Or a BS/BA in one of the above mentioned fields and 10- 15years experience in similar fields of work.
- Outstanding level of reading, analyzing and writing skills in both Arabic and English, including familiarity with technical terms and expressions
- Good computer skills
- Excellent communications skills, both oral and written
- Team player.
- Ability to deal with different types of people

POSITION TITLE:
Director, Local Government Sector

Page 1 of 2

REPORTS TO:
Director General

UNIT:
Local Government Sector

BASIC FUNCTION

To achieve the GDPP's overall objectives in the local government sector.

DUTIES AND RESPONSIBILITIES

The following are in addition to those duties included in the Statement of "Elements Common to All Management Positions."

- Assists the Director General in formulating long range objectives, plans and programs
- Directs the Senior Policy Analysts, in his sector, in the execution of their plans and programs and ensures that he and the Director General are kept informed on their performance
- Administers and coordinates the local government sector functions, evaluates performance against plans, and takes or directs corrective action as required, Keeps the Director General advised of significant developments.
- Develops, reviews and recommends major changes in organization structure for those elements of the organization under his direction;
- Maintains a smooth running and integrated operation to ensure that the activities of his department are properly coordinated and that team work is developed
- Ensures that approved objectives, plans and policies are correctly understood, interpreted and implemented in his department.
- Coordinates the planning activities of the various ministries in his sector and assembles their plans into an overall plan consistent with PA policies and objectives.
- Assists the Director General in formulating long-range objectives, plans and programs

POSITION TITLE: Director, Local Government Sector **Page 2 of 2**

- Establishes relationships with local government ministry and identifies the means of communications and reporting channels pertaining to this sector
- Evaluates staff under his supervision.

QUALIFICATIONS

- MSc/MA in Local Government Planning and Development or in any relevant field.
- 5 to 10 years of professional experience on the national or international level in planning and development Or a BS/BA in one of the above mentioned fields and 10 to 15 years experience in similar fields of work.
- Outstanding level of reading, analyzing and writing skills in both Arabic and English, including familiarity with technical terms and expressions.
- Good computer skills.
- Excellent communications skills, both oral and written
- Team player
- Ability to deal with different types of people

POSITION TITLE:
Director , General Sector

Page 1 of 2

REPORTS TO:
Director General

UNIT:
General Sector

BASIC FUNCTION

To achieve the GDPP's overall objectives in this sector.

DUTIES AND RESPONSIBILITIES

The following are in addition to those duties included in the Statement of "Elements Common to All Management Positions."

- Assists the Director General in formulating long range objectives, plans and programs
- Directs the Senior Policy Analysts, in his sector, in the execution of their plans and programs and ensures that he and the Director General are kept informed on their performance
- Administers and coordinates the sector functions; evaluates performance against plans, and takes or directs corrective action as required, Keeps the Director General advised of significant developments
- Develops, reviews and recommends major changes in organization structure for those elements of the organization under his direction.
- Maintains a smooth running and integrated operation to ensure that the activities of his department are properly coordinated and that team work is developed
- Ensures that approved objectives, plans and policies are correctly understood, interpreted and implemented in his department.
- Coordinates the planning activities of the various ministries in his sector and assembles their plans into an overall plan consistent with PA policies and objectives
- Assists the Director General in formulating long-range objectives, plans and programs.

POSITION TITLE:

Director , General Sector

Page 2 of 2

- Establishes relationships with various sector ministries and identifies the means of communications and reporting channels pertaining to their sector.
- Evaluates staff under his supervision

QUALIFICATIONS

- MSc or MA in Sector Planning and Development or any other relevant field
- 5to 10 years of professional experience on the national or international level in sectoral planning and development or in any relevant field Or a BS/BA in one of the above mentioned fields and 10- 15years experience in similar fields of work.
- Outstanding level of reading, analyzing and writing skills in both Arabic and English, including familiarity with technical terms and expressions
- Good computer skills
- Excellent communications skills, both oral and written.
- Team player
- Ability to deal with different types of people

POSITION TITLE:

Page 1 of 1

Supervisor, Policy Administration Systems Participation Unit

REPORT TO:

Director General

UNIT:

Policy Administration Systems Participation Unit

BASIC FUNCTION

To assist the GDPP in its plans for public participation.

DUTIES AND RESPONSIBILITIES

The following are in addition to those duties included in the Statement of "Elements Common to All Management Positions."

- Designs mechanisms to effect public participation in the policy making process
- Ensures that the administration of the public participation mechanism is managed properly; all input is collected and reflected in the plans and policies where appropriate
- Prepares summaries of all such input and communicates them to policy makers, official bodies and NGOs.
- Maintains complete records with summaries of all policy related decisions
- Maintains records of communication with the Diwan and other ministries on all technical review of draft legislation
- Ensures that the process with the Diwan, ministries, authorities and NGOs is effectively managed and administered to maximize productivity and transparency

QUALIFICATIONS

- A Master's degree in Public Relations, or in the Behavioral Sciences
- A minimum of ten years experience in a public relations function
- Excellent communications skills in Arabic and English.

POSITION TITLE:
Supervisor, Capabilities Development Unit

Page 1 of 1

REPORT TO:
Director General

UNIT:
Capabilities Development Unit

BASIC FUNCTION

To assist in the development of the staff

DUTIES AND RESPONSIBILITIES

The following are in addition to those duties included in the Statement of "Elements Common to All Management Positions."

- Plans and coordinates with the Directors, the identification of present and future training and development needs of their staff.
- Plans and administers and/or executes staff training and development programs Evaluates their effectiveness and recommends improvements as needed.
- Advises the Directors in the identification of specific programs for the professional development of their staff, attends to the needs generated by the evolving GDPP's work methods, procedures and techniques
- Cooperates with the Directors in identifying the individual training needs of their staff, the specific action required to maintain efficiency in the employee's current job and to promote his/her professional development
- Maintains a network of contacts to obtain qualified candidates for employment
- Establishes and institutionalizes a customized programs for capabilities development at the GDPP.

QUALIFICATIONS

- A Master's degree in Human Resources Management
- A minimum of ten years experience in HRD or in a training capacity
- Must have excellent communication and interpersonal skills
- Ability to deal with different types of people and at different level
- Must be fluent in English

POSITION TITLE:
Supervisor, Policies Data Bank Unit

Page 1 of 1

REPORT TO:
Director General

UNIT:
Policies Data Bank Unit

BASIC FUNCTION

Serves the GDPP's information needs.

DUTIES AND RESPONSIBILITIES

The following are in addition to those duties included in the Statement of "Elements Common to All Management Positions "

- Plans and administers a program of information and research services needed for decision and action
- Evaluates the GDPP's information needs and accumulates information perceived of importance to the GDPP and its future role
- Explores many sources and procures selected information on relevant subjects, routing this information by function and expressed interest.
- Acquires, shelves, circulates and controls books, periodicals, papers, documents, and other related data from the Library to provide an accessible data base.
- Promotes wider usage of information by all Directorates
- Instructs or trains other employees as required

QUALIFICATIONS

- A Bachelor's degree in Library Science
- A minimum of three years experience in information processing or in a library
- Excellent research skills
- Good computer skills Familiarity with various software

Familiarity with the INTERNET

POSTION TITLE:

Page 1 of 1

Senior Policy Analyst, ----- Sector

REPORT TO:

Director, ----- Sector, Policies and Plans

UNIT:

----- Sector

BASIC FUNCTION

To work on the GDPP's overall objectives through the process of development, analysis, monitoring and evaluation of ----- sector policies and plans

DUTIES AND RESPONSIBILITIES

- Systematically identifies, researches, analyzes, conducts, writes, coordinates and reports on ----- sector activities related to GDPP's priorities
- Provides and coordinates ----- sector policy consultation services to other sector ministries in the areas of ----- sector policy and practice
- Provides appropriate inputs for the GDPP's programs and activities involving analysis of data on ----- sector policy. Prepares materials on ----- sector plans and policies. Makes detailed analysis and interpretation of collected data
- Develops sample surveys and research projects necessary to evaluate quality and effect of program activities.
- Participates in the development of work plan for the department.
- Participates in in-house continuing education sessions by making professional presentations on selected planning and policy related subjects. Examples could include results of needs assessments, fieldwork findings, or concepts and principles of modern planning and policy methods and techniques
- Prepares and provides input for the development of policy statements and monitors and evaluates significant developments in the ----- sector area
- Performs other duties as assigned.

POSITION TITLE:
Policy Analyst, ----- Sector

Page 1 of 1

REPORTS TO:
Director, ----- Sector

UNIT:
----- Sector

BASIC FUNCTION

To assist in the achievement of his sector's objectives

DUTIES AND RESPONSIBILITIES

- Makes detailed analyses and interprets collected data.
- Writes analytical narrative reports and descriptive summaries
- Interprets statistical data and prepares interpretational materials on policies
- Presents data in graphic, tabular and written form
- Performs other duties as required

QUALIFICATIONS

- A Bachelor's degree from a recognized university with courses in statistics
- A minimum of two years working experience.
- Excellent communications skills, both verbal and written
- Good computer skills.
- An ability to read and write reports in the English language
- Team player

ASSISTANT POLICY ANALYST

- This is an entry level position A Bachelor's degree from a recognized university is required
- Knowledge of English.
- Good writing skills

POSITION TITLE:

Executive Secretary

Page 1 of 1

REPORTS TO:

Director General

UNIT:

GDPP Management

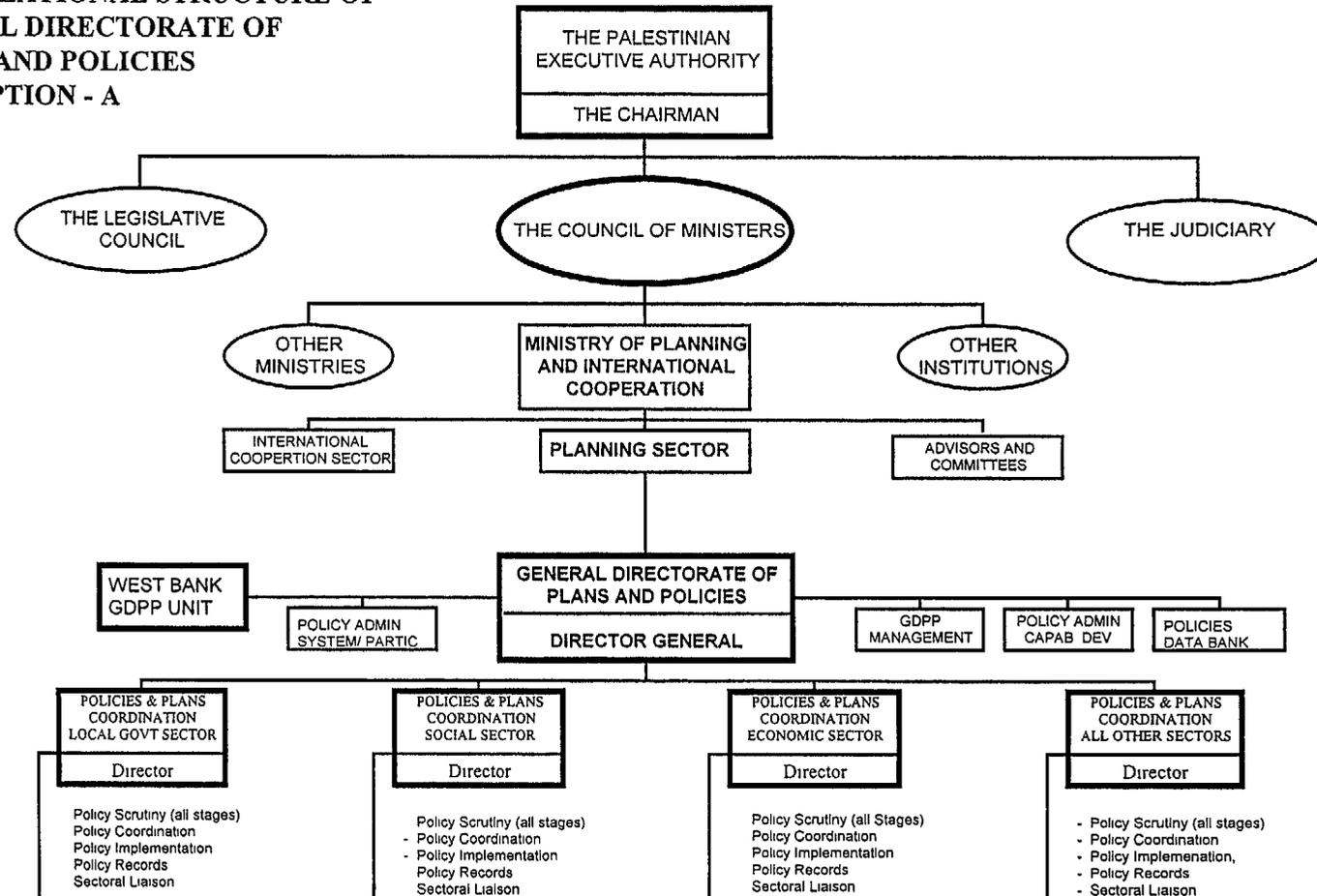
DUTIES AND RESPONSIBILITIES

- Provides secretarial services, including typing of documents and correspondence, answering telephones, and acting as a receptionist for the GDPP.
- Receives and sorts mail and envelope, date-stamp each document received, and route the mail to the appropriate person pursuant to the DG's instructions
- Handles outgoing mail, including its sorting, postaging, and shall maintain records to account for all postage used
- Maintains a centralized filing system including serial numbers containing correspondence, communications, memoranda, legal opinion, and analyses issued or received by the GDPP.
- Arranges appointments for the DG, receiving visitors, responds to routine requests for information and making travel arrangements for supervisor
- Taking notes at meetings as required
- Performs other duties as required.

QUALIFICATIONS

- Graduate from a Secretarial School.
- A minimum of two years experience as an Executive Secretary.
- Knowledge of DOS-Windows, Microsoft Office, Excel, Winword, etc
- Good typing skills in Arabic and English, minimum of 45 words per minute
- Good knowledge of the English language.
- Familiarity with filing systems and records keeping.
- Effective communicator, efficient, works well with minimal supervision, a great attention to detail

PROPOSED ORGANIZATIONAL STRUCTURE OF
 THE GENERAL DIRECTORATE OF
 PLANS AND POLICIES
 OPTION - A



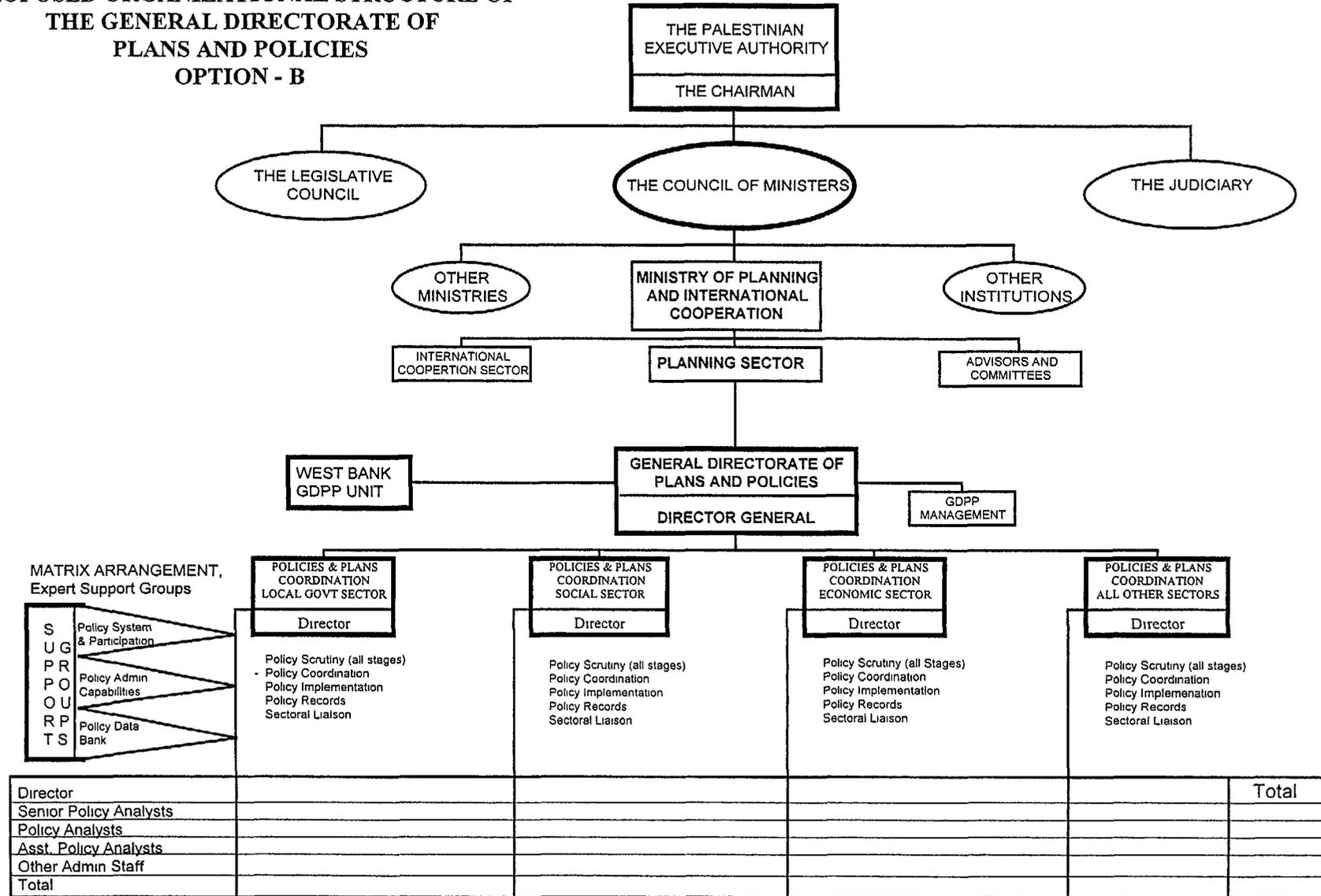
Authorised Staffing

					Total
Director					
Senior Policy Analysts					
Policy Analysts					
Asst. Policy Analysts					
Other Admin Staff					
Total					

Palestinian Executive Authority
Ministry of Planning and International Cooperation

ANNEX B

PROPOSED ORGANIZATIONAL STRUCTURE OF
THE GENERAL DIRECTORATE OF
PLANS AND POLICIES
OPTION - B



MATRIX ARRANGEMENT,
Expert Support Groups

S U G P O U R P T S	Policy System & Participation
	Policy Admin Capabilities
	Policy Data Bank

Director					Total
Senior Policy Analysts					
Policy Analysts					
Asst. Policy Analysts					
Other Admin Staff					
Total					