



**Technical Assistance  
to the Strengthening of Strategic Planning Capacities  
in Selected Ministries in Lebanon**

**ENPI/2014/349-155**

**Report on Activity 3.1.**

**Proposals for Planning & Control Units  
in Ministries**

**March 2015**

**The opinions expressed in this report are the sole responsibility of the author and can in  
no way be considered to reflect the views of the European Union**

## 1 Introduction

This reports formulates proposals for the strategic planning units to be established in the Ministries as per IR Activity 3.1. *Desired org structures for SP described (incl. key job descriptions) for four Ministries and OMSAR.*

During the preparation of this report the experts studied the documentation made available to them by OMSAR, in particular the proposal for a law holding the establishment of planning units in Ministries. The experts are of the opinion that this proposal is a sound basis for further discussion.

Therefore this report is built up as follows: First the theoretical considerations will be given for strategic planning as part of the planning and control cycle, and for the establishment and design of the planning units. Next the proposal for law will be reviewed and conclusions and recommendations will be formulated. As far as necessary proposals for improvements will be made.

As the law will not be in force immediately, a preliminary solution is proposed.

Finally in the annex, job descriptions will be proposed for the key positions in the planning units. When designing them, use has been made of the material in the Annexes of the draft law. Deviations from the material in the draft law have been highlighted.

The experts hold the view that strategic planning without the other elements of the planning and control cycle being in place and practiced is an exercise of limited effect and importance. Therefore this report speaks throughout of planning and control instead of strategic planning.

## 2 Theoretical considerations

### A Strategic planning as part of the planning and control cycle<sup>1</sup>

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy. It is executed by strategic planners or strategists, who involve many parties and research sources in their analysis of the organization and its relationship to the environment in which it operates. Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources).

Strategic planning is to be seen as part of the total planning and control cycle. In this cycle the element of planning refers to long term planning (strategic planning, defining directions and

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<sup>1</sup> Wherever in this document the word 'control' is used, it means 'follow-up' and not 'checking' or 'inspecting' on compliance or financial issues etc. in Arabic the word متابعة 'Mutaba3a' may be used.

results to be achieved), and short term planning (operational planning of the actions to be taken to achieve the results defined in the strategic plan, on a year-to-year basis).

The element of control refers to monitoring the results of the actions taken, through periodical reporting. The results of the control activities may lead to adjustment of the plans.

## B Organisational arrangements for planning and control

Determining the strategy of an organisation is a core management task. Managers will not do this alone, but will involve all parts of his organisation in the planning process as participation of staff is seen as a precondition for a successful planning process and a successful implementation.

In bigger organisations planning and control is carried out by a dedicated unit. Because this task is a support to the management, normally this unit is positioned directly under the top manager or CEO. It primarily works for the CEO but it supports all other managers too in their planning and control tasks.

## C The tasks of the Planning Units

The tasks of a Planning and Control Unit generally include the following elements

- Preparing strategic plans (long term) operational plans (short term)
- Preparing reports on the progress of the plans
- Carrying out the research necessary for the plans in all their stages,
- Involving decision makers, internal and external stakeholders at the appropriate moments
- Assisting the managers in monitoring the plans or adjusting them,

The role of the unit is one of support to the management. Managers may make the plans and reports according to formats produced by the planning unit, but the planning unit may also take a more active approach and make the plans and report and consist the management during the process. In both cases the management remains responsible for the preparation of the plans and their content, their implementation and for monitoring the results and outcomes and reporting on them.

## D Staffing requirements

As they do the research they will not only have planners and policy analysts in their staff but also policy researchers, as well as data analysts and database managers.

Important for the success of planning and control is the availability of good data on the organisation and the sector it oversees. In the four ministries beneficiaries of this project the assessment has been made that there is ample room for improvement on data gathering, data management and analysis, as well as staffing and equipment (IT). (There is no reason to assume that in other ministries there be no need for improvements ....) The choice may be made to have separate units for research, statistics and data management, or to incorporate them in the planning units, especially in smaller organisations.

### **3 The draft law on Planning Units in Ministries**

#### **3.1. The content of the draft Law**

The main content of the law runs as follows:

Paragraph 1 states that the Law aims at establishing strategic planning units in the ministries with exception of the Ministry of Defense.

Paragraph 2 prescribes the establishment of Planning & Programming units in Ministries:

- A Directorate directly reporting to the Minister in Ministries with more than one Directorate-General
- Department directly under the Director-General in Ministries with only one Directorate-General

Article 3 describes the tasks as follows:

1. To propose long-term, mid-term and short-term policies, plans and programmes concerning the work of the ministry, in coordination with its administrative units, and to update them
2. Preparation of feasibility studies for plans and programmes in line with goals and expected results especially at mid-term and short-term, with specification of the initial budgets necessary for their implementation
3. Coordination and cooperation with public administrations and institutions in all sector plans, programmes and project that concern more than one public administration or institution
4. Assistance to the units in identification and coordination of projects and analyzing them within the sector plans in order to prepare the annual draft budget
5. To define, coordinate, and follow-up technical assistance to the Ministry by Arab, and foreign states and institutions and international donors agencies
6. To collect, manage and update data statistics related to the work of the Ministry and coordinating the Central Bureau of Statistics
7. To prepare periodical reports on the progress of plans and programmes, to evaluate policies, policies and programmes during implementation, study their feasibility and suitability, and to propose adjustments and corrections.
8. Any other assignment given by the competent authorities.

Article 4 specifies that each Directorate or Department shall have a Director or Department Head and defines his responsibilities

Article 5 states that

- The designations of positions and headcounts are to be decided by decree of the council of Ministers on proposal of the relevant Minister based on the unified designations in schedule 1 and 2 of the law
- In deciding the number of positions, the number of Directorates General in the Ministry and the variety of their tasks are to be taken into account, as well a sufficient number of positions in the fourth and fifth category

- the directors or heads are to be appointed or contracted through a competition organized by the CSB,
- the employees are to be taken primarily for the current staff in the planning and programming units in the Ministry on condition that they meet the requirements of schedules 1 and 2 of the Law, and otherwise through a competition organized by the CSB
- the Directorates or Departments will not be divided into smaller units but will work as a team and the work will be divided among them on a need basis by the competent authority

Article 6 gives the decision making process:

- proposals for plans and programmes are submitted by the head of the Directorate or the Department to the competent authority
- they are discussed in meetings with the Directors-General, Directors and relevant Department Heads, chaired by the Minister, to which the Minister may invite experts who he sees suitable from the public or private sector
- the Minister approves the plans and programmes under his responsibility and submits them to the Council of Ministers as far as needed

Article 7 to 10 are transitional paragraphs

The schedules belonging to the draft law specify the requirements for the various positions in the planning and programming Directorates or Departments

Schedule 1 gives the requirements for the position of Director or Department Head in terms of qualifications, experience and skills. They are to have a doctor degree in BA PA Economy or Engineering, with three years experience, or a Master Degree in BA, PA, Economy or Engineering, with five years experience.

Schedule 2 gives the requirements for staff members in terms of qualifications, experience and skills. It specifies the following positions:

- first planning expert
- technical expert (areas of knowledge vary according the ministry)
- planning expert
- statistician
- database administrator

The draft law is accompanied by a short rationale. Summarized it states that the establishment of the Council of Development and Reconstruction in 1977 and the abolition of the Planning Ministry create the need for planning units in the various Ministries. Some other interesting remarks in the rationale:

The strengthening of planning capacities in Ministries is in line with the Government's desire expressed in consecutive ministerial declarations to reconstruct and modernize public administration and enable the government to design and implement policies and plans. In this regard reference is made to the introduction of performance based budgeting.

Finally there is a comparison table between the draft proposed by OMSAR in 2012 and an earlier draft of 2010 on the same issue.

### **3.2. The history of the draft law**

On 8 October 2012 the Council of Ministers discussed a draft proposal of Law submitted by the Minister of State for Administrative Reform, Mr. Muhammed Fneich, and holding a proposal to establish planning units in each Ministry, except the Ministry of Defense. The proposal received an approval in principle.

Two ministers, the Minister of Public Health and the Ministers of Tourism had given reaction of the draft law in writing. The Minister of Public Health stated his approval.

The Minister of Tourism also agreed to the Law but made a remark about the absence of job descriptions for the group of employees of the third category and about the need to settle the legal position of the employees in current units within the ' (authorized staffing plan) as they have already received and also will receive extensive training by international experts.

On 9 November 2012 The Council of Ministers referred the proposal back to OMSAR with the request to adjust the text of the Law.

On 19 November 2012 OMSAR replied on the remarks of the Minister of Tourism. Within the framework of the law it was not possible to further clarify the tasks for the employees of the current planning units. The draft law stipulated explicitly that this may be done by the responsible authority, thus opening the way to do so in a flexible manner.

As for the settlement of employees within the malak (authorized staff formation) the draft law opens this possibility.

Therefore there is no need to adapt the text of the draft law. The draft law is resubmitted to the Council of Ministers.

When a new government was put in place, the draft law was again returned by the Directorate-General of the Council of Ministers, requesting the approval of the new minister before resubmission

### **3.3. Review of the draft Law**

#### **3.3.1. Comparison between the draft law and the theoretical framework**

##### **a. The concept of strategic planning as part of the planning and control cycle**

The draft law subscribes to the concept of strategic planning as part of a total planning and control cycle. The tasks of the planning and programming unit clearly aim at long-term, mid-term and short-term planning, and to reporting and adjustment of the plans and programmes. The planning and control cycle has been covered completely in the tasks of the unit in paragraph 3: long-term, mid-term and short-term planning (sub 1), reporting and adjustment of plans (sub 7).

##### **b. Organisational arrangements for planning and control**

The draft law reflects the management responsibility for planning and programming, as the planning and programming units are directly reporting to the Minister or Director General (Par 2).

c. The tasks of Planning Units

All essential tasks of the planning unit have been mentioned in the draft in paragraph 3.

The role of the planning and programming unit as supporting the managers has been clearly reflected in paragraph 3, sub 2: position in the organization, and sub 4: assistance to units.

The participatory character of the planning work is reflected in paragraph 3 sub 3 (coordination whenever plans, programmes and projects cross sector borders).

d. Staffing requirements of the unit

In schedule 2 the draft law gives staffing requirements which do indeed cover the need for planners, researchers and data analysts and operators. Wisely the draft does not specify how many staff there should be in each position. This will depend on the size of the Ministry its current set-up and the complexity of its tasks.

The list of positions opens the door to the necessary improvement of data gathering, data management and analysis. The quality of data gathering, management and analysis is however not only determined by giving planning units the staff needed for these tasks, but also by

- organising work processes and providing equipment (IT) in order to enable the organization to digest these data, and
- making regulatory arrangements in order to oblige stakeholders (clients) to provide the data.

### **3.3.2 Other aspects of the draft law**

a. The role of the unit w.r.t international technical assistance projects

In paragraph 3, sub 5, the draft law stipulates that the planning and programming units take a role in coordinating foreign technical assistance projects.

Foreign aid management is also a responsibility of the CDR. A clear distinction should be made between the projects for which the CDR takes responsibility, and the project which fall under the responsibilities of the ministries.

b. Other institutional requirements for successful planning and control

Even the presence of the best qualified staff in planning unit cannot hide the fact that there are serious institutional and procedural obstacles to successful planning and control in the Ministries. These obstacles are above all to be found in

- the current structure of the budgets which does not allow for pre-cut or service based, let alone performance based accounting

- the current process of budget allocation which leads to uncertainty about the means available until late in the budget year.
- the absence of multi-annual budget plans, which lead to uncertainty about the funding and thus feasibility of projects exceeding one budget year
- the uncertainty about the replacement of staff, the timing of replacement, and the quality of replacing staff in case of vacancies due to centralized decision making.

*It is impossible and unreasonable to hold any organization accountable for its performance as long as the organisation is not responsible for its production means: staff and budgets.*

c. The scope of the draft law

The draft law only applies to Ministries, with exception of the Ministry of Defense. This means that it does not apply to some other important central Government Agencies such as the Office of the Minister for Administrative Reform, the Central Inspection and the Civil Service Board. and public agencies (autonomous agencies)

## **4 Conclusions and recommendations**

### **4.1. Conclusions**

1. The draft law meets all requirements as stated in section 2 of this report, both with regards to the concept of Strategic Planning as part of a more encompassing Planning and Control Cycle, as with regards to the positioning of the units in the Ministries, their tasks, the way they carry out their tasks, and their staffing
2. The incorporation of the coordination of foreign assistance projects into the tasks of the planning unit is a logical and defensible proposal given the impact of such assistance on the planning and programming of the work of the ministry in all its aspects.
3. The draft law contains a refreshing element, i.e. the notion that the planning and programming unit should not be parceled into departments or sections, and that the staff of the planning and programming unit should work as a team with flexible tasks as needs arise. This reflects a modern way of thinking about organizational design which breaks with the habits of carving up public organisations into a large numbers of very small units sometimes with the head as the only staff member!
4. The draft does not address (understandably) the issues of the budgeting and allocation process and the staff recruitment process.
5. The scope of the draft law does not include important central government agencies, such as OMSAR, Central Inspection and the CSB. These central government agencies however should be the first to apply systematic strategic planning given their specific responsibilities. OMSAR is the agency responsible for development of the public administration, the central inspection is responsible for compliance by the central government agencies to law and the Civil Service Board is responsible for maintaining and improving the level of the civil service. These are tasks that require strategic thinking like no other draft law



## **4.2. Recommendations**

1. The scope of the draft law is to be revised to include OMSAR, the Central Inspection and the CSB (through adding these agencies to paragraph 1 of the draft law)
2. The Annexes 1 and 2 to the draft Law should be adapted as per the job descriptions proposed in the Annex of this report.
3. The draft law be resubmitted to the Council of Ministers and its adoption be actively pursued.
4. After adoption of the draft law, an assessment should be made in each Ministry which staff is suitable to take positions on the new unit and they should be invited to apply for the new positions.
5. Also should be assessed how the new unit relates to current units especially the units responsible for on data gathering, management and analysis. Choices have to be made to either incorporate these units into the new planning units or to leave them as they are, and in that case make arrangements for close cooperation between the statistics or data units and the planning unit.

Other recommendations:

6. OMSAR may consider to approach the Central Inspection and make them aware of the work of OMSAR concerning Strategic Planning as part of the Planning and Control cycle.
7. In order to remove serious obstacles to sound planning and control, the Government of Lebanon should make serious business of modernizing their budget structure as well as modernizing financial management, allowing for more predictability of funding of the Ministries.
8. The Government of Lebanon should seek ways to streamlining the process of recruitment, with the explicit aim to give the Ministries a greater say in the process within clearly defined boundaries, and to reduce the time needed for the recruitment process considerably

## **5. A preliminary solution: Planning and Programming Teams**

The legislative framework governing the organization of the Lebanese government prescribes that Ministries be established and their organizational structure and malak (staff formation) must be set by law. Every change to be made in the organizational structure of a ministry or in its staffing has to be done by a change in law.

All over the world legislative processes tend to be unpredictable. Lebanon is no exception to this rule. Apart from being unpredictable the legislative process is also burdensome and slow. Developments go fast and the legislative process simply does not cope with the pace of developments.

Therefore we give an option to be considered if the process of adopting the draft Law would be delayed or stalled.

The preliminary solution might be to set up planning and programming / strategic planning teams. This solution has some advantages:

- These teams can be established by a simple decision by the Minister
- No change of law is needed.
- The work can start relatively fast.

#### Disadvantages:

The solution proposed has one disadvantage, viz. that as easily as a Minister may decide to abolish a SP Team as easily as his predecessor has established it. This disadvantage may in the future be addressed when the Central Inspection will consider the presence of a Planning and Control cycle as a positive element in the assessment of the performance of Ministries.

At the start, until the necessary staff has been recruited, the staff appointed in the strategic planning teams established during this project may do the job. After all they have received initial training in planning and control. This staff does not meet all 'ideal' requirements given in the job descriptions. But one may consider that it is better to begin with the staff present and achieve concrete results, than to wait for the results of a long decision making process.

Ultimately the composition of the P&P teams should meet the requirements defined in the draft law. Staff members that meet the criteria set in the draft law may be invited to join the team on a need basis. If suitable staff is not available or only partially, the remaining staff may be recruited from outside. Formally the incoming staff is to be placed within the current structure, however with the assignment to operate within the P&P Team.

## Annex Job descriptions

### Tasks P&P Unit

In this annex we first give in the table hereunder the task of the Unit as per draft law have been listed and the responsibilities distributed over the proposed staff members. After that the individual job descriptions follow for the position identified by the draft law.

	Head	SPISp	SectSp	PSp	Stat	DBO
1. To propose long-term, mid-term and short-term policies, plans and programmes concerning the work of the ministry, in coordination with its administrative units, and to update them	x	a	A	a		
2. Preparation of feasibility studies for plans and programmes in line with goals and expected results especially at mid-term and short-term, with specification of the initial budgets necessary for their implementation			X	a		
3. Coordination and cooperation with public administrations and institutions in all sectoral plans, programmes and projects that concern more than one public administration or institution	x	x	A	a		
4. Assistance to the units in identification and coordination of projects and analyzing them within the sector plans in order to prepare the annual draft budget		x	A	a		
5. To define, coordinate, and follow-up technical assistance to the Ministry by Arab, and foreign states and institutions and international donors agencies	x	x	a	a		
6. To collect, manage and update data statistics related to the work of the Ministry and coordinating the Central Bureau of Statistics					x	a
7. To prepare periodical reports on the progress of plans and programmes, to evaluate policies, policies and programmes during implementation, study their feasibility and suitability, and to propose adjustments and corrections.	x	a	a	a		
8. Any other assignment given by the competent authorities	x	x	X	x	x	x

x = first responsibility

a = assisting responsibility

## **Head of Unit**

### Main purpose of position

To manage a high level staff unit in preparation and monitoring of plans, policies, programmes, and projects

### Tasks

To oversee the preparation of long-term and mid-term (strategic) plans, and short-term (operational) plans

To propose such plans to the management of the Ministry

To oversee the preparation of project plans

To propose such plans to the ministry management

To ensure involvement of relevant units heads in the preparation of all such plans

To ensure liaising and coordination with other relevant government agencies, and with other public sector institutions and the private sector

To identify the needs and opportunities for assistance from Arab and foreign donors, to coordinate, and follow-up technical assistance by Arab, and foreign states and institutions and international donors agencies

To prepare periodical reports on the progress of plans and programmes

To organize and prepare evaluations of plans, policies and programmes during implementation,

To study the feasibility and suitability of plans policies and programmes during implementation,

To propose adjustments and corrections of plans, policies and programmes

To carry out any other assignment given by the competent authorities

### Output

Proposals for plans, policies, programmes, projects

Feasibility studies for policies, programmes, projects

Reports on progress of plans, policies, programmes, projects

### Qualifications

Doctor degree BA,

Or:

Master degree BA, Business or Public Administration, Economics law or social sciences

### Experience

Three years in

- preparation of plans and policies

- preparation of feasibility studies

- project management

Or:

Five years in:

- preparation of plans and policies

- preparation of feasibility studies

- project management

### Skills

Excellent communication skills

Excellent presentation skills

Excellent negotiation skills

Good knowledge of Arabic

Good knowledge of English

Knowledge of French is an asset

Knowledge of MS word, Excel and Power Point, project management software

## **Senior planning specialist**

### Main purpose of position

To ensure high level preparation and monitoring of plans, policies, programmes, and projects

### Tasks

To prepare of long-term and mid-term (strategic) plans, and short-term (operational) plans

To prepare project plans

To involve relevant units heads in the preparation of all such plans

To liaise with other relevant government agencies, and with other public sector institutions and the private sector

To identify the needs and opportunities for assistance from Arab and foreign donors, to coordinate, and follow-up technical assistance by Arab, and foreign states and institutions and international donors agencies

To prepare periodical reports on the progress of plans and programmes

To organize and prepare evaluations of plans, policies and programmes during implementation,

To study the feasibility and suitability of plans policies and programmes during implementation,

To propose adjustments and corrections of plans, policies and programmes

To carry out any other assignment given by the competent authorities

### Output

Proposals for plans, policies, programmes, projects

Reports on progress of plans, policies, programmes, projects

### Qualifications

Master degree BA, business or Public Administration, Economics

Or

Bachelor BA, Public Administration, Economy or Engineering

### Experience

Two years in

- preparation of plans

- programme management

Or:

Four years in:

- preparation of plans and policies

- programme management

- dedicated training courses are considered an asset

### Skills

Excellent communication skills

Excellent presentation skills

Excellent negotiation skills

Good knowledge of Arabic

Good knowledge of English

Knowledge of French is an asset

Knowledge of MS word, Excel and Power Point, project management software

## **Sector specialist**

### Main purpose of position

To contribute to high level preparation and monitoring of plans, policies, programmes, and projects

### Tasks

To assist in preparing long-term and mid-term (strategic) plans, and short-term (operational) plans

To assist in preparing project plans

To prepare feasibility studies of projects and plans, economically, socially, environmentally and politically

To assist in involving relevant units heads in the preparation of all such plans

To assist in liaising with other relevant government agencies, and with other public sector institutions and the private sector

To assist in identifying the needs and opportunities for assistance from Arab and foreign donors, to coordinate, and follow-up technical assistance by Arab, and foreign states and institutions and international donors agencies

To assist in preparing periodical reports on the progress of plans and programmes

To assist in organizing and preparing evaluations of plans, policies and programmes during implementation,

To assist in studying the feasibility and suitability of plans policies and programmes during implementation,

To assist in proposing adjustments and corrections of plans, policies and programmes

To carry out any other assignment given by the competent authorities

### Output

Contributions to Proposals for plans, policies, programmes, projects

Contributions to Reports on progress of plans, policies, programmes, projects

### Qualifications

Doctor degree or Master Degree in relevant field

Or

Bachelor degree in relevant field

### Experience

Two years participation in plan preparation in relevant field

And knowledge of plan preparation

Or:

Three years participation in plan preparation in relevant field

And knowledge of plan preparation

### Skills

Good knowledge of Arabic

Good knowledge of English

Knowledge of French is an asset

Knowledge of MS word, Excel and Power Point, project management software

## **Planning specialist**

### Main purpose of position

To contribute to high level preparation and monitoring of plans, policies, programmes, and projects

### Tasks

To assist in preparing long-term and mid-term (strategic) plans, and short-term (operational) plans

To assist in preparing project plans

To assist in preparing feasibility studies of projects and plans, economically, socially, environmentally and politically

To assist in involving relevant units heads in the preparation of all such plans

To assist in liaising with other relevant government agencies, and with other public sector institutions and the private sector

To assist in identifying the needs and opportunities for assistance from Arab and foreign donors, to coordinate, and follow-up technical assistance by Arab, and foreign states and institutions and international donors agencies

To assist in preparing periodical reports on the progress of plans and programmes, (at least annually)

To assist in organizing and preparing evaluations of plans, policies and programmes during implementation,

To assist in studying the feasibility and suitability of plans policies and programmes during implementation,

To assist in proposing adjustments and corrections of plans, policies and programmes

To assist in data collection, data management and updating

To carry out any other assignment given by the competent authorities

### Qualifications

Master degree in BA, Finance, Economy or Engineering

Or

Bachelor degree in BA, Finance, Economy or Engineering

### Experience

Two years participation in plan preparation in relevant field

Or:

Preparation of feasibility studies, budgets for programmes and projects

Dedicated training courses are considered an asset

### Skills

Excellent communication skills

Excellent presentation skills

Excellent negotiation skills

Good knowledge of Arabic

Good knowledge of English

French is an asset

Knowledge of MS word, Excel and Power Point, project management software





## **Statistician**

### Main purpose of position

To ensure availability of statistic information for the preparation and monitoring of plans, policies, programmes, and projects

### Tasks

To collect, manage and update data statistics related to the work of the Ministry

To coordinate with all units within the Ministry for collecting data

To liaise with other government agencies for collecting data, especially the Central Bureau of Statistics

To liaise with other public sector agencies and private sector institutions (such as NGOs, universities etc.) and enterprises for collecting data

To carry out any other assignment given by the competent authorities

### Output

Statistic information that can be used to measure progress of plans, policies, programmes and projects

### Qualifications

Diploma from higher vocational institute in statistics or social science (3 years minimum)

Lebanese baccalaureate or equal

### Experience

Two years in collecting and analyzing data, preparation statistical studies, designs for statistical work

### Skills

Good communication skills

Good presentation skills

Good knowledge of Arabic

Good knowledge of English

Knowledge of French is an asset

Knowledge of MS word, Excel and Power Point, project management software

## **Data Base Operator**

### Main purpose of position

To ensure availability of databases with data necessary for the preparation and monitoring of plans, policies, programmes, and projects

### Tasks

To install, operate database as required for the work of the P&P unit

To ensure accurate data entry in the data base

To assist in data collection, data management and updating

To assist in liaising with other government agencies for collecting data, especially the Central Bureau of Statistics

To assist in liaising with other public sector agencies and private sector institutions (such as NGOs, universities etc.) and enterprises for collecting data

To carry out any other assignment given by the competent authorities

### Outputs

Well-functioning databases offering access to up-to-date data relevant for planning

### Qualifications

Bachelor Information Technology

Or

Diploma of excellence in TS with courses in DB operation

### Experience

At least two years in field of specialization

Dedicated training courses are considered an asset

### Skills

Good knowledge of Arabic

Good knowledge of English

Knowledge of French is an asset