



TARGET Project

Technical Assistance to Reinforce Governance in Environmental Tasks

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Introduction:

TARGET, “Technical Assistance to Reinforce Governance in Environmental Tasks” is one of the UNDP projects in Lebanon, ongoing at the Ministry of Environment (MOE).

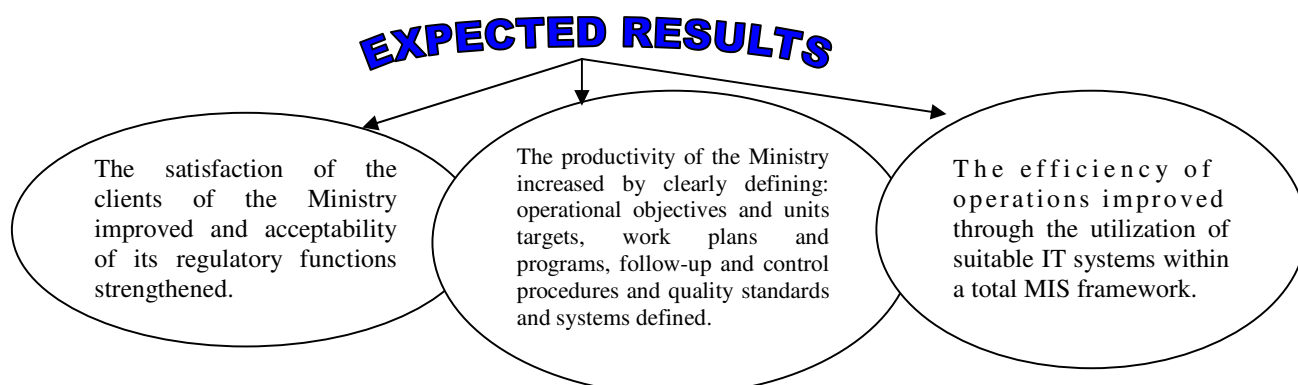
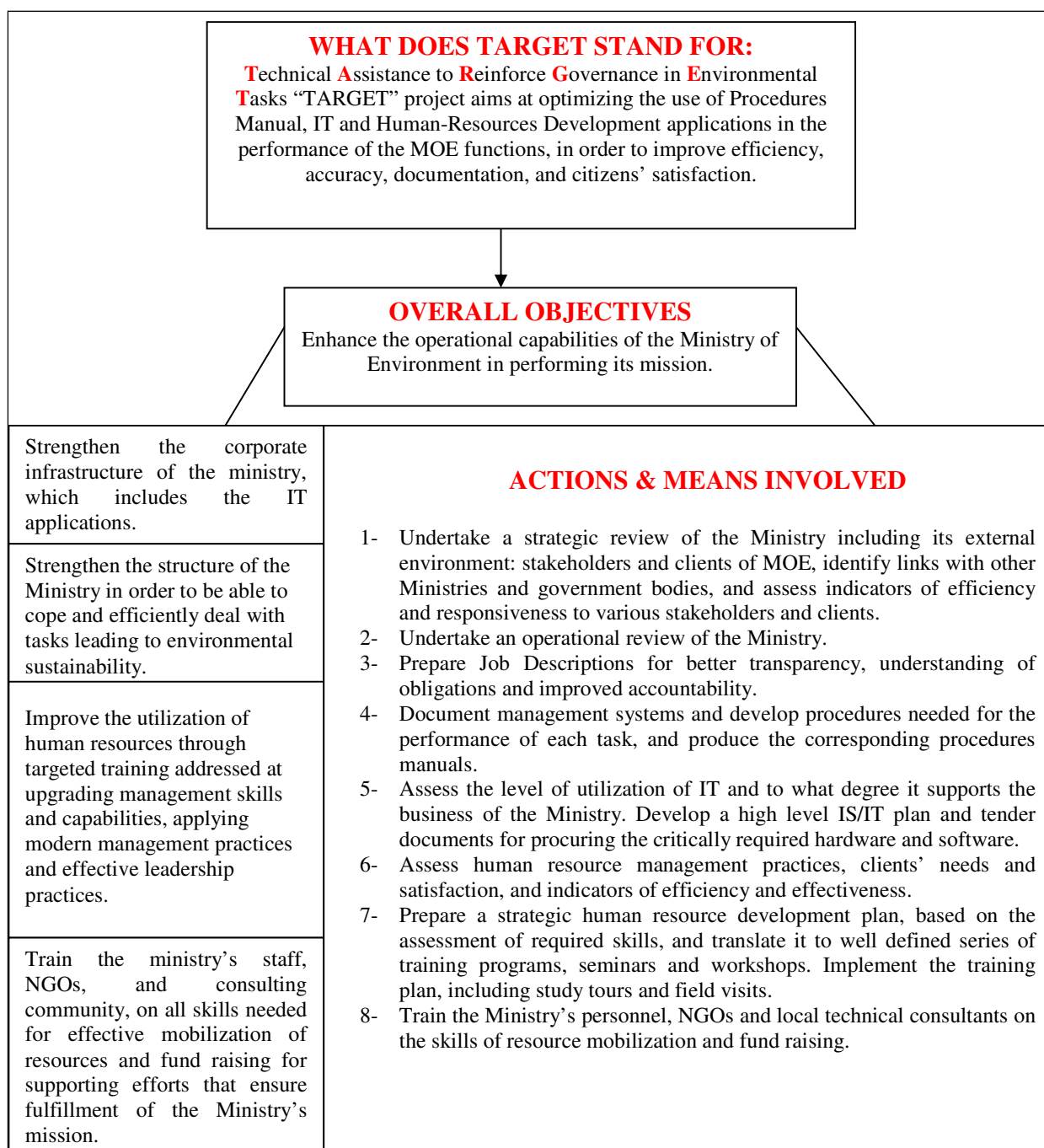
The current capacity of MOE is lacking some basic requirements to handle effectively its responsibilities and needs backed by the technical and administrative capacities of UNDP. TARGET is providing the adequate setup for initiating and implementing sustainable integrated multidisciplinary projects and will strengthen the administrative and management systems of MOE while developing the skills of its employees; therefore, enhancing sound environmental policies in Lebanon.

Mission:

It is a prerequisite for the efficient and effective implementation of the Ministry’s mission to prevent or control and contain environmental problems, as well as to safeguard against any further deterioration in the state of environment.

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| On the short term, the project will develop the human resources at MOE by enhancing the organizational structure and updating job descriptions and specifications. It would allow future career opportunities, new projects at MOE, especially for graduates and professionals in relatively new fields related to environmental protection, sustainable development, and public administration. | On the long term, the improved capacity and performance of MOE is expected to enhance the integration of environmental management in the following economical sectors such as tourism, agriculture, industry, water and health care, thus creating new opportunities related to the fields of environmental protection and management. |
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WHAT ARE TARGET OVERALL OBJECTIVES?



Progress Reports and Implementation Methodologies:

Progress Reports and Implementation Methodologies will be monitored and reviewed to achieve results as required in the approved original project documents, such as: seminars, retreats, workshops and needed technical training for employees.

A launching event for the “**Institutional Strengthening Activities**” within the TARGET Project and an overall training skills assessment for employees were completed. Identification of Training Programs were carried in order to enhance the **Management Function**, understand the principal managerial functions and create awareness that each employee can affect the overall organizational function, in order to improve **Leadership and Interpersonal skills**, examine the capacity and shed light on the subject of a manager as a leader and illuminate the important dimensions in team performance. At the same time, **Internal Communication, Presentations and Brochures** will be provided timely in order to give an overview of the TARGET project as well as a fact sheet and a **website** to disseminate the project objectives, achievements and progress to various stakeholders and partners.

The implemented technical assistance will be guaranteed after project’s end through the following: a documented and implemented organization structure with clear roles and responsibilities (issued by Ministerial Decision); documented job descriptions, which serve (together with objectives periodically set) as a basis for performance management (issued by Ministerial Decision).

Background Information:

- Financed by the European Commission LIFE- Third Countries, managed by UNDP Lebanon, and executed by the Ministry of Environment.
- Executed by the Ministry of Environment (MOE).
- Managed by the UNDP.

Announcements:

- The project's website will be activated end 2004.
- The schedule of the training sessions on TARGET objectives for MOE employees has started on June 14, 2004 and will be continuing through out the next year and a half.

Resources & Publications:

On-line resources & publications issued by the TARGET project include two fact sheets that can be viewed on-line at: www.moe.gov.lb and www.undp.org.lb . A project brochure was printed and is available at TARGET project office. Copies of other documents will also be made available upon request.

Procedures Manual:

It also identifies & describes the methodologies & tools employed at different phases of the administrative process. Once finalized, the manual will be disseminated to concerned parties during relevant training sessions.

Quality Initiation:

TARGET aims at inspiring quality initiatives in the MOE by influencing its staff and processes, through the development of continuous improvement strategies focused on “client” satisfaction. Currently Quality Procedures are being written to help establish a quality system.

Retreat Workshops:

TARGET Project and Team International have organized so far three retreats for MOE employees on 10-11/ 9/ 2004 in Brummana and 17-18/ 9/ 2004 in Jezzine. A third retreat will be held on 1-2/9/2004 in Brummana.

Their main objective is to provide methodologies and tools for a modern public sector. Each retreat workshop day was divided into four sessions:

DAY 1

Session 1: Modernizing Public Services Administration

Session 2: Strategic Planning

Session 3: Performance Management

Session 4: Performance Appraisal: the personal assessment phase.

DAY 2

Session 1: Current Assessment: Achieving consistency of direction by building consensus about needed initiatives.

Session 2: Quality principles.

Session 3: Key Performance Indicators (KPI).

Session 4: Change Management Work Application Plan.

TARGET Training Achievements:

In June and August 2004, numerous MOE employees from different services attended workshops on: Environmental Legislation (EIA), Public Training Seminar: Developing Supervisors Personal and Management Skills, GIS Introductory Course, Spatial Analyst Course, GIS II Course in Spatial Analyst Course, GIS II Course.

TARGET Project Team:

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| <i>Gaby Moukarzel - Project Manager</i> | <i>Dania Baltagi - Project Assistant</i> |
| <i>Shereen Tayah- Information and P.R Intern</i> | <i>Hind Fatfat- HR Intern</i> |
| <i>Aline Nassar- Information and P.R Intern</i> | <i>Nadir Kadri- Quality Assurance Intern</i> |
| <i>Rana Youssef- Part-time Student Intern</i> | <i>Sandra Kassarji- Administrative Intern</i> |

Queries & Discussions:

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This newsletter will be circulated every month. It intends to inform interested parties about the progress achieved to-date on TARGET Project, and discuss the latest outputs.