



## TARGET Project

### Technical Assistance to Reinforce Governance in Environmental Tasks

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**One Adapts To Change By Seeing What Is Changing And How It Is Changing, One Estimates What Is Likely To Happen, Plans Ahead and Acts Accordingly**

#### Introduction

With reference to one of TARGET objectives to strengthen the structure of the Ministry in order to be able to cope and efficiently deal with tasks leading to environmental sustainability, three retreat workshops were held to the different services at the Ministry of Environment. One more retreat is forecasted to be implemented for the Conservation of Nature Service.

This issue emphasizes on one topic discussed during these retreats, namely a management tool to be used by employees in their strategic planning, CAF (Common Assessment Framework). December issue shall tackle a second tool, the Hoshin policy deployment tool.

## **Retreat Workshop**

A two-days retreat workshop was planned and executed on October 1<sup>st</sup> and 2<sup>nd</sup>, 2004. It hosted three services, namely: Service of Planning and Programmes, Service of Environmental Guidance and Awareness, Service of Prevention from Technological Impacts and Natural Disasters. Attendees included also staff from international funded projects, namely the Ozone Office, Enhancement of the Permanent Environmental Awareness Unit, and the Development of National Implementation Plan for the Management of POPs in Lebanon. Representatives of the Consultant, Team International, included Mr. Victor Khoury, Mr. Mosbah Mokdam, and Dr. Rabih Zarif.

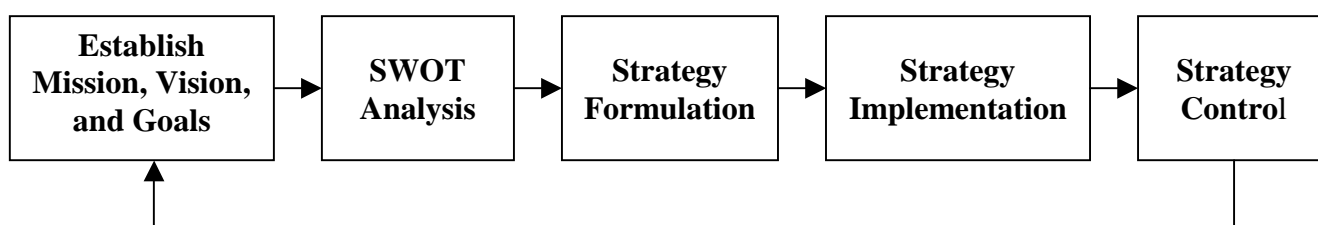
It is worth noting that two retreats were executed for the Service of Protection of Urban Environment and the Registry Service on September 10-11, 2004 & September 17-18, 2004 respectively as mentioned in our first issue.

The Director General, Dr. Berj Hatjian, launched the retreat with a presentation emphasizing on the overall Mission and Vision of the Ministry of Environment. He discussed the strategic direction of the Ministry of Environment and its role. He tackled as well the importance of the TARGET Project and its objective aiming at achieving Sustainable Development. He stressed on a winning formula for employees to follow “DDD: Discuss, Decide, Deliver” instead of “DAD: Decide, Announce, Defend”.

The main objective of the retreats was to provide methodologies and tools for a modern public sector. Each day was divided into four sessions as it was shown in the first issue of the newsletter. The workshop followed a strategy in introducing management concepts and implementation of practical steps and exercises. An atmosphere of openness, good communication, transparency, informality, and team work engendered the retreat.

The main topic of the retreat emphasized on Strategic Planning that includes setting the Mission, Vision, Core Values, Objectives, Goals. In order to manage performance, a set of objectives, measures, targets and initiatives are to be defined. Objectives can be met following several tools such as the Common Assessment Framework (“CAF”) and Hoshin planning.

### **Strategic Planning Process**





### Common Assessment Framework (CAF)<sup>1</sup>

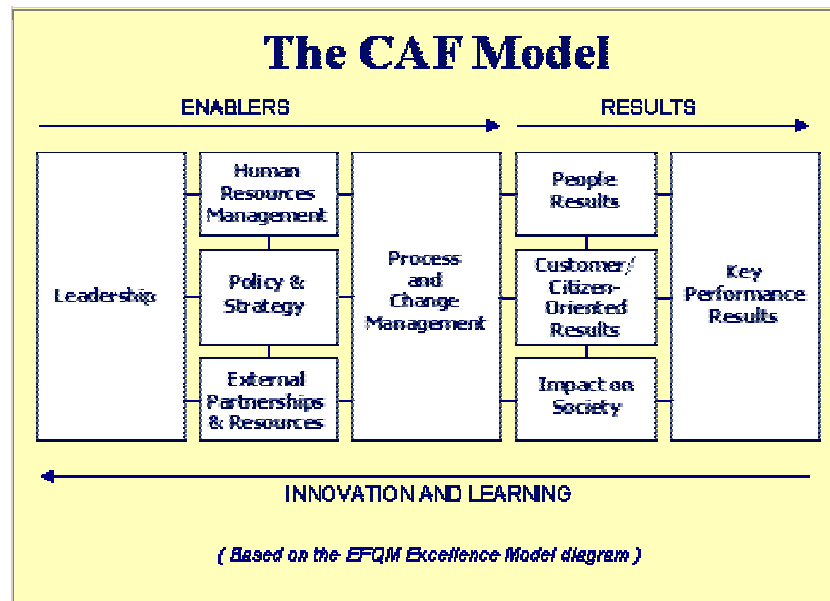
The Common Assessment Framework (CAF) is a tool for organizational self-assessment in the public sector. It has been developed under the authority of the Directors-General of Public Administration of the EU member states in order to support the introduction of the idea and the principles of total quality management (TQM) in the public sector across the EU and beyond.

The CAF is designed to be an easy-to-use tool for quality management in the public sector, allowing public organizations to identify their strengths and their areas for improvement, and paving the way for application of the fundamental concepts of quality. It has been developed specifically as a quality management instrument for the public sector, taking into account the specific features of the mission and working environment or organizations in the public sector.

The CAF covers a set of 9 evaluation criteria which together form a logical and holistic framework and allow an assessment of all the relevant activities and actions and the performance of the *enablers*, meaning what the organization *does* in order to achieve excellent results. Four criteria are then directly used to assess the results an organization achieves.

<sup>1</sup> <http://www.eipa.nl/home/eipa.htm?hht://www.eipa.nl/CAF/Introduction.htm&2>

The criteria evaluated by the Common Assessment Framework are the following:



Enablers	Results
<p><b>Criterion 1: Leadership</b> How leaders and managers develop and facilitate the achievements of the mission and vision of a public organization.</p> <p><b>Criterion 2: Policy and Strategy</b> How the organization implements its mission and vision via a clear stakeholder-focused strategy.</p> <p><b>Criterion 3: Human Resource Management</b> How the organization manages, develops and releases the knowledge and full potential of its people at an individual, team-based and organization-wide level.</p> <p><b>Criterion 4: External Partnerships and Resources</b> How the organization plans and manages its external partnerships and internal resources in order to support its policy and strategy and the effective operation of its processes.</p> <p><b>Criterion 5: Process and Change Management</b> How the organization designs, manages and improves its processes in order to support its policy and strategy and fully satisfy its customers and other stakeholders.</p>	<p><b>Criterion 6: Customer/Citizen-Oriented Results</b> What results the organization is achieving in relation to the satisfaction of its external outcomes.</p> <p><b>Criterion 7: People (Employees) Results</b> The results which the organization is achieving in relation to the satisfaction of its people.</p> <p><b>Criterion 8: Impact on Society</b> What the organization is achieving in satisfying the needs and expectations of the local, national and international community at large (as appropriate).</p> <p><b>Criterion 9: Key Performance Results</b> What the organization is achieving in relation to its mandate and specified objectives and in satisfying the needs and expectations of everyone with a financial interest or other stake in the organization.</p>

The CAF form explains the key implications of the nine criteria and thus allows a better understanding of the relevance of the criteria and what they mean for an individual organization. Each criterion is split up into a number of sub-criteria; in total, there are 43 such sub-criteria to be considered. The terms of the Project cover 4 criteria. The latter were covered by four questionnaires distributed in the launching event.

The 4 sub-criteria include:

- **Leadership:** The organization's leadership develops and implements a system for managing the organization
- **Human Resources Management:** The organization identifies, develops and uses competencies of the employees aligning individual, team and organizational targets and goals
- **Partnerships and Resources:** The organization manages technology
- **Process and Change Management:** The organization identifies, designs, manages and improves processes

In order to assess the performance of an organization, the CAF employs two separate **assessment panels**, one for the enablers criteria and one for the results criteria. For each of the considerations or questions, a performance score ranging from 1 (no actions have been taken/no results have been measured or results are declining) to 5 (the highest possible score) will have to be attributed.

The use of the CAF self-assessment should lead to a concrete action plan addressing the identified areas for improvement. As a quality management tool, the CAF can be used – and should ideally be used – as a permanent element in the drive for organization improvement. Using the CAF repeatedly should encourage the development of a "culture of excellence" and lead to a continuous improvement cycle.

#### **Announcements:**

- The schedule of the training sessions on TARGET objectives for the Service of Conservation of Nature shall be planned during November.
- Results of English tests performed by most MOE employees have been identified. The English courses schedule shall be planned after the move of the MOE to its new location at Azarieh.

#### **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](http://www.moe.gov.lb) and [www.undp.org.lb](http://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.

#### **TARGET Project Team:**

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#### **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.