

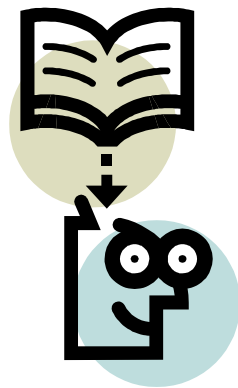


TARGET Project

Technical Assistance to Reinforce Governance in Environmental Tasks

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Twenty First Century Illiteracy

The **Illiterate** of the 21st Century will not be those who cannot read and write, but those who **cannot learn, unlearn, and relearn**

Alvin Toffler

Introduction

This issue includes the description of the following subjects:

- Holding of a fourth retreat for the Service of Conservation of Nature
- Hoshin Planning Deployment Tool

Service of Conservation of Nature Retreat Workshop

The fourth retreat was held on November 19th and 20th, 2004 at the La Collina Country Club. The retreat included in addition to the Service of Conservation of Nature' staff, representatives from internationally funded Projects namely, Strategic Environmental Assessment & Land Use Planning and Methyl Bromide Alternatives Project funded by UNDP. Similarly to the earliest three held retreats, 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. Discussions focused on the CAF methodology, Hoshin policy deployment tool and covered topics such as Leadership, Strategy issues, Performance, Quality and Change management in the context of the Lebanese public administration. The audience has been exposed to the new suggested quality system, and raised questions related to the techniques, indicators presented and the new management model.

November Newsletter issue emphasized on the CAF (Common Assessment Framework) tool. It included a thorough explanation of the CAF methodology. This issue shall emphasize on a second management tool which is the Hoshin policy deployment tool.

Hoshin Kanri¹

Hoshin Management is the most advanced Management & Planning Tools used by the Japanese & American Corporation.

The word Hoshin is formed of two Chinese characters: “ho” stands for “method” and “shin” means “shiny metal pointing direction”, “Kanri” means “planning”.

It is a technique that links daily activities with strategic objectives- that is changing. Hoshin Kanri is a planning system to steer the organization towards its Strategic Vision. Therefore, it is used to communicate a method for setting strategic direction. It helps:

- Identify the vital few strategic gaps that must be closed
- Connect daily activity with measurable strategic outcomes
- Monitor and control the corporate journey

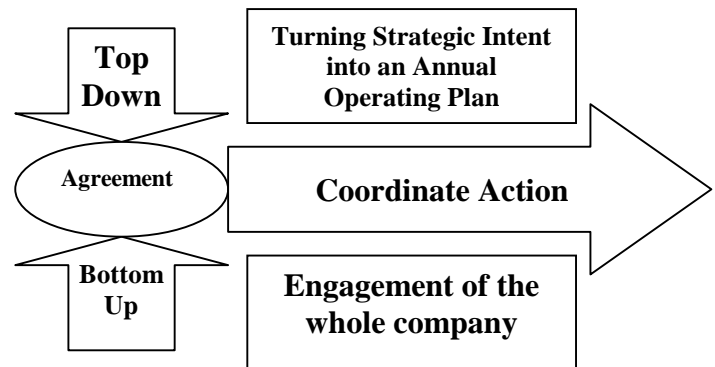
Hoshin management is a simple process which consists of the following steps:

- Analyze changes in the external environment
- Select the vital few priorities
- Create an integrated plan of attack
- Execute the plan
- Regularly review progress for subsequent modifications.

¹ “Navigating Organizational Waters with Hoshin Planning”, National Productivity Review/ Spring 1996

The objective of Hoshin Planning is to deploy the strategy of the organization. The key elements of a Hoshin Plan include the following:

- Business fundamentals
- Long range plan
- Annual plan
- Review tables
- Ordinary tables



The *key business drivers* are:

- Customer satisfaction
- Team member satisfaction
- Financial performance
- Operational performance
- Community service

The governing principles of Hoshin Kanri can be summed up in three words: **FOCUS**, **ALIGNMENT**, and **FREQUENT REVIEW**.

This is the basic principle of cause and effect. When we take the time to document the means by which we intend to achieve our objectives, then we can answer two questions: Did we implement our strategies? Did our Strategies work?

Hoshin management recognizes and distinguishes two kinds of annual contributions:

- Incremental improvements to existing processes or methods (kaizen i.e. daily)
- Activities aimed at making dramatic or breakthrough improvements in strategically vital business systems and processes (hoshin) to achieve new levels of growth or performance.

Hoshin goes beyond stating desired outcomes to specify precisely which strategies (or methods) and measures will be used to achieve the results.

Benefits of Hoshin Kanri

- Involvement of employees in strategy development through a consensus process known as “catch ball”
- Company wide deployment of the strategic plan to daily working processes
- Reviews progress through process by self-assessment rather than measuring targets.

In Conclusion, Hoshin Kanri is a structured approach for managing knowledge by involving employees in deploying strategic goals to daily working process.

TAKE THE TIME TO PLAN

Many of you may think, “ *This planning methodology is nice in theory, but we cannot afford to specify all the details of our implementation process. It will take too much time and it is cumbersome.*”

Understanding cause and effect is critical to success. When every employee has a map in hand, strategic planning and implementation become part of a reliable process, not a process of trial and error. When organizations coordinate local plans and verify cause and effect, they drive variability out of the implementation process.

Strategy implementation is a process. And just like any other process, it can be made increasingly reliable and capable of delivering planned results. Hoshin planning makes leaders accountable for establishing, communicating, and managing strategic priorities. By driving variability out of the strategic planning and implementation processes they increase the probability that their Organizations will achieve what they set out to do.

Announcements

- The first deliverables related to the development of Procedures Manual Task, namely Key Business Objectives, Critical Success Factors, Description of Functions/Products/Constraints/Risks by department has been submitted by the Consultant and distributed to MOE key staff for review and comment.
- A draft of 22 procedures manuals has been submitted by the Consultant and distributed to MOE key staff for review and comment.
- The kind cooperation of all MOE key staff is greatly appreciated with regards to the review and validation of these deliverables.
- A Seminar on “Leadership and Management Skills” is planned for January 2005. More details regarding the seminar shall be communicated to the concerned MOE staff.

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.

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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.