



TARGET Project

Technical Assistance to Reinforce Governance in Environmental Tasks

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Introduction

This month issue includes the progress of TARGET deliverables and some more findings that we would like to share with our Reader.

Work Progress

During the months of December and January, TARGET emphasized on TASK 2 of its Work Document, namely "Preparation of Procedures Manuals".

The main objective behind this task is to document the procedures required to perform the functions of the MOE, targeting simplicity, and clarity, in order to establish uniformity, consistency, and timeliness of their performance. Manuals are expected to facilitate training and computerization of procedures.

The following deliverables were developed by the Consultant in coordination with all MoE key management staff:

- Business Objectives, critical success factor and performance measures
- Identification of main functions and processes throughout MoE
- Preparation of Business Architecture
- Preparation of 22 Procedures Manuals

The final approved copy of these deliverables shall be published and distributed to all MoE Services.

List of Developed Procedures Manuals

Procedure	Service/Department
1. Response to complaints متابعة شكاوى	Generic
2. Lab Analysis request طلب إجراء فحص مخبري خارج الوزارة	Generic
3. Request for Proposal (TOR, RFP...) آلية التلزم	Generic
4. Monitoring contractors مراقبة الملتمزم	Generic
5. Hazardous Material Import Approval التأشير على البيانات الجمركية	Prevention from Technological Impact & Natural Disasters
6. Archiving and Retrieval أرشفة الملفات	Registry
7. Legal consulting استشارات قانونية	Registry
8. Staff leave authorization تنظيم إعطاء إجازات للموظفين	Registry
9. Purchasing of Consumables شراء اللوازم واستلامها	Registry
10. Travel and Accommodation السفر والإقامة	Registry
11. Participation in Conferences المشاركة بورشة عمل / مؤتمر / معرض	Registry
12. Control of procedures manual ضبط دليل الإجراءات	Registry
13. Financial Contribution in protected areas Committees المساهمة المالية في لجان المحميات الطبيعية	Protection of Urban Environment
14. Environmental advice for the establishment of classified establishments إنشاء مؤسسة مصنفة	Protection of Urban Environment
15. Environmental advice for the exploitation of classified establishments استثمار مؤسسة مصنفة	Protection of Urban Environment
16. Preparation and programming of workshops تحضير ورشة عمل / مؤتمر / معرض	Environmental Guidance and Awareness
17. Financial aid for non-profit establishments مساهمات لمؤسسات لا تتوخى الربح	Environmental Guidance and Awareness
18. Advice for the establishment of an environmental NGO إبداء الرأي في إنشاء جمعية بيئية	Environmental Guidance and Awareness
19. Updating the Ministry's Website تحديث موقع الوزارة الإلكتروني بشكل دوري	Environmental Guidance and Awareness and Planning and Programs
20. Preparation of Ministry's business plan تحضير خطة عمل الوزارة	Planning and Programs
21. Preservation of natural sites إنشاء مواقع طبيعية	Conservation of Nature
22. Technical study for quarries and similar sites طلب دراسة فنية كسارة / مقلع / محفار	Conservation of Nature

Main Results of the Retreats' Evaluation

At the end of the retreats held for all MoE employees, an evaluation form was filled by all attendees giving their opinion about the retreat. The evaluation sheet included the following topics:

- Degree of benefit from the workshop
- Subjects discussed during the workshop
- Seminar booklet and training materials
- Training Committee
- Training methods (lectures/ practices/questionnaires).
- Audiovisual instruments
- Social relations with the training committee
- Social relations with colleagues
- Daily work schedules
- Place of the seminar
- Administrative services

A summary of the evaluation responses is illustrated below.

A. Most important advantages

- Learn about the new work system for use and development
- Good development plans
- Learn about new tools and methodologies to support the new administration
- Discuss departmental related issues and identification of strengths and measures to overcome weaknesses
- Communication, team work, and learning administrative techniques
- Ability to plan and analyze in an environment different from work
- Comprehensive material
- Subject of the retreat and its location

B. Most important disadvantages

- Condensed material including lots of topics during a short period
- Retreat requires more demonstration cases and realistic examples
- Concentration on the performance and administrative indicators rather than on the output

C. Other Suggestions and Recommendations

- A need to hold follow-up meetings to implement the new methodology and discuss issues related directly to the job itself
- Extension of the retreat duration to an additional day
- To concentrate on-the-job procedures instead of listening to lectures.

TARGET Training Achievements

Since the start of TARGET Project, selected MoE employees attended training seminars / workshops. These include:

- Environmental Legislation (EIA)
- Developing Supervisors Personal and Management Skills
- Public Relations, Protocol & Media Management
- New Role of Human Resources Management
- GIS Courses I & II, and Spatial Analyst (in coordination with SEA Project)
- Administration and enrollment of 25 NGO's representatives in the NGO Management Spring Course: Introduction to Strategic Planning, to Project Cycle Management and Logical Framework, and to Fundraising (in coordination with EPEAU Project)

The Assessment of training needs at the Ministry was conducted to identify the skills needed for the staff to develop themselves, cope with change, and work more efficiently. Three groups of trainings were identified: Management, Behavioral, and Technical & Specialized.

Announcements

- The Project's website will be activated end of February 2005.
- In coordination with OMSAR, IT Training started as of this month.
- In coordination with OMSAR, training on “Project Management” & “Communication Skills” courses started as of this month.
- Following the Training Needs Assessment results, 7 training workshops are planned for 2005. The first training is about “Leadership & Management Skills”. Two sessions will be given during the month of February 2005. Selected employees will be informed about the date, time, and place of the workshop through an internal memo.

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.

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.