

Government of the Republic of Lebanon



**Office of the Minister of State for Administrative Reform (OMSAR)
and
Central Inspection of Lebanon (CI)**

**Sectoral and Organisational Performance
Measurement and Inspection Programme (SOPMIP)**



**- Practical Guidelines to
SOPMIP Process and Tools -**

**Beirut – Brussels
September 2018**

List of Abbreviations and Acronyms

#	Number
%	Percentage
AF	Arab Fund for Social and Economic Development
AO	Activity-Output (process) indicator
BL	Budget Line
CAS	Central Administration of Statistics
CDR	Council for Development and Reconstruction
CFY	Current Financial / Fiscal Year
CI	Central Inspection of Lebanon
CIB	Central Inspection Board
CoA	Court of Audit
CoM	Council of Ministers
CSB	Civil Service Board
CSO	Civil Society Organisation
DAC	Development Assistance Committee (OECD)
DG	Directorate-General / Director-General
DGoHER	Directorate-General of Hydraulic and Electric Resources (MoEW)
DGoUP	Directorate-General of Urban Planning (MoPWT)
DIR	Directorate
DR	Development Relevance
EC	European Commission
EDF	European Development Fund
EU	European Union
EUD	Delegation of the European Union
EUR	Euro - European Currency (€)
FY	Financial / Fiscal Year
GoL	Government of Lebanon
HRD	Human Resources Development
HRM	Human Resources Management
HSPU	High satisfactory, satisfactory, partially satisfactory and unsatisfactory (quality) indicator
IBRD	International Bank for Reconstruction and Development
ICI	Internal Control and Inspection
IDA	International Development Association
ICT	Information and Communication Technology
IDU	Institutional Development Unit (OMSAR before)
IEC	Information, Education and Communication
IM	Information Management
INA	Information Needs Assessment
IS	Institutional Strengthening
IT	Information Technology
KAP	Knowledge, Attitude and Practice
KPA	Key Performance Area
KPI	Key Performance Indicator
KPI _c	Component of Indicator / KPI
LAN	Local Area Network
LBN	Lebanon
LBP	Lebanese Pound
LD	Legislative Decree
LFA	Logical Framework Analysis
LGU	Local Government Unit
LogFrame	Logical Framework
M&E	Monitoring and Evaluation
MBO	Management by Objectives
MDG	Millennium Development Goal
MfDR	Management for Development Results
MIS	Management Information System
MoEHE	Ministry of Education and Higher Education
MoET	Ministry of Economy and Trade

MoEW	Ministry of Energy and Water
MoF	Ministry of Finance
MoI	Ministry of Industry
MoIM	Ministry of Interior and Municipalities
MoL	Ministry of Labour
MoPH	Ministry of Public Health
MoPWT	Ministry of Public Works and Transport
MoSA	Ministry of Social Affairs
MoT	Ministry of Tourism
MoV	Means of Verification
MTR	Mid-Term Review
N.A.	Not Applicable
N.I.	No Information (Available)
NGO	Non-Governmental Organisation
O-KPI	Organisational Key Performance Indicator
OD	Organisational Development
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OI	Outcome-Impact (Development Results) Indicator
OMSAR	Office of the Minister of State for Administrative Reform
OPIP	Organisational Performance Inspection Programme
OPIMIS	Organisational Performance Inspection Management Information System
OVI	Objectively Verifiable Indicator
PA	Public Administration
PA.CPI	Public Administration Composite Performance Index
PCM	Programme / Project Cycle Management
PM	Prime Minister
PM	Performance Measurement
PMO	Prime Minister's Office
PPMU	Performance Planning and Monitoring Unit
QC	Quality Control
RBM	Results Based Management
SDG	Sustainable Development Goal
S-KPA	Key Performance Sub-Area
S-KPI	Key Performance Sub-Indicator
SoI	Source of Information
SOP	Standard Operating Procedure
SOPMIP	Sectoral and Organisational Performance Measurement and Inspection Programme
SOPMIP-1	SOPMIP Template 1: Selection sheet of sectoral Key Performance Areas (KPAs) for the development of sets of Key Performance Indicators (KPIs)
SOPMIP-2	SOPMIP Template 2: Participatory development of (sub-)sectoral Key Performance Indicators (KPIs), by Key Performance Area (KPA)
SOPMIP-3	SOPMIP Template 3: Baseline and targets benchmarking of (sub-)sectoral Key Performance Indicators, by Key Performance Area
SOPMIP-4	SOPMIP Template 4: Sectoral and organisational performance measurement and inspection report
SPSP	Sector Policy Support Programme
SPSS	Statistical Package of the Social Sciences
SWAp	Sector Wide Approach
SWOT	Strengths, Weaknesses, Opportunities & Treats (analysis)
TA	Technical Assistance
TBC	To Be Confirmed
TBD	To Be Determined
TIS	Training Information System
TNA	Training Needs Assessment
TOR	Terms of Reference
TQM	Total Quality Management
TUAGE	Totally unsatisfactory, Unsatisfactory, Average, Good, Excellent (categories)
UN	United Nations
UNDP	United Nations Development Programme
UoM	Unit of Measurement
V.x	Version Number "x"
WAN	Wide Area Network
y/n	Yes / No (logical indicator)

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NOTE:

The below E- Annexes (EAs) are attached to these Practical Guidelines as electronic files only in their original format (mostly Excel, and also PowerPoint). The respective file names start with the indication EA followed by the document number as per the below.

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 - 12.3. Council of Ministers – Central Inspection Decree 2862 of 16 December 1959 on the basis and procedures of CI Inspections, as amended by Decree 4034 of 8 March 1966
13. SOPMIP practical guidelines' compilation of slides (in PowerPoint) – SOPMIP general introduction and slides by SOPMIP templates 1 to 4 (total of 224 slides)

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SOPMIP Guide Presentations Main Subject	Slides Numbers
0. SOPMIP general introduction	003 - 037
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Introduction

SOPMIP is the Government of Lebanon (GoL) Sectoral and Organisational Performance Measurement and Inspection Programme of the Central Inspection of Lebanon (CI) in tandem with the Office of the Minister of State for Administrative Reform (OMSAR) covering the Ministerial Directorates-General and other Public Administrations / Agencies in compliance with the legislations, rules and regulations concerned. In a first pilot phase, SOPMIP covers six sectors identified with the responsible Directorates-General.

These Practical Guidelines to SOPMIP Process and Tools are the outcome of the inclusive, participatory system development and implementation processes in a dynamic partnership between the tripartite parties (Ministries, CI and OMSAR). The Guidelines build on the earlier experiences with organisational performance inspections but with now a more comprehensive and integrated focus encompassing both organisational and sector performance measurement and inspection. In the process, also sectoral Sustainable Development Goals (SDG) Indicators got integrated in the system. SOPMIP tools got further field-tested and refined and SOPMIP processes further streamlined and structured based on the lessons learned from actual implementation and field testing. The other major challenge attended to has been the further automation of the scorecarding covering the individual indicators level all the way up to the overall sectoral performance level and its constituting Key Performance Areas.

The Guidelines have been developed to be as practical as possible as user-friendly hands-on tool for the actual completion of the SOPMIP templates, guiding the whole process from the selection of Key Performance Areas, the identification of sets of Key Performance Indicators, their baseline and targets benchmarking, and their measurement and scoring for reporting and inspection.

The Guidelines concentrate on the main parts of these templates and for each of its constituting fields / table columns from the perspective of the user filling out these sheets and completing the reports. Of course, also the broader system context is further explained with especially zeroing in on some key SOPMIP methodological features.

The set of attached annexes has the compilation of the four standard SOPMIP-1 to 4 templates. Also some materials on SOPMIP organisational and HR aspects in the (Pilot) Ministries / Directorates-General and the Central Inspection are attached as annexes. In addition there is a series of completed SOPMIP templates which are e-attached as practical examples in electronic version only, hence not printed. A comprehensive compilation of slides is of further illustrative support to the Guidelines. For easy use, direct references to these annexes and slides are systematically made in the Guidelines text.

These Guidelines are the outcome of a truly exemplary and solid collective effort of the Central Inspection of Lebanon, OMSAR and the SOPMIP Ministries together. The invaluable contributions, commitment, perseverance and professionalism of all involved in this pursuit of further strengthened public sector organisational and sectoral performance to the benefit of the country and its citizens are hereby most sincerely, deeply and respectfully acknowledged with many thanks.

Beirut / Brussels, September 2018

1. The inclusive, integrated and structured SOPMIP process and tools

SOPMIP Programme Background and Authority

Further referrals to:

- E-Annexes (EA): 11.1-3
- Slides (S) : 005-014

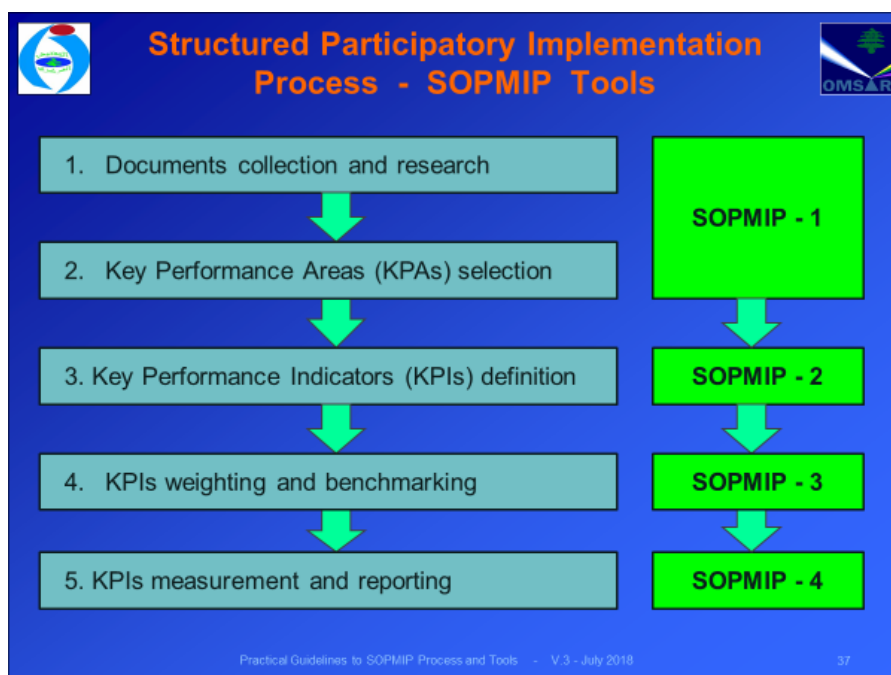
SOPMIP stands for Sectoral and Organisational Performance Measurement and Inspection Programme. It is a joint tripartite undertaking of the Central Inspection (CI) and the Office of the Ministry of State for Administrative Reform (OMSAR), together with the Ministries / Public Administrations, in a first phase with six Pilot Ministries with the intention to gradually roll-out to cover the whole Public Administration.

The SOPMIP overall objective is to enhance the capacity of the Central Inspection of Lebanon to conduct performance inspection activities that are based on valid and solid indicators following a systematic procedure that ensures consistency and reliability of the inspections. Its specific objectives are twofold: (a) To focus the inspection activities undertaken by the inspectors of the CI on the organisational and sectoral performance of the public entities under scrutiny, and (b) To improve the capacity of the CI in collecting and utilising the necessary information, in quantity and quality, that is necessary and valid for its control function.

SOPMIP process and tools

Further referrals to:

- Slides (S) : 34-37 28-30



SOPMIP is a highly structured and logical process consisting of five logically sequenced and interrelated phases / stapes as depicted in the above summary figure on the preceding page.

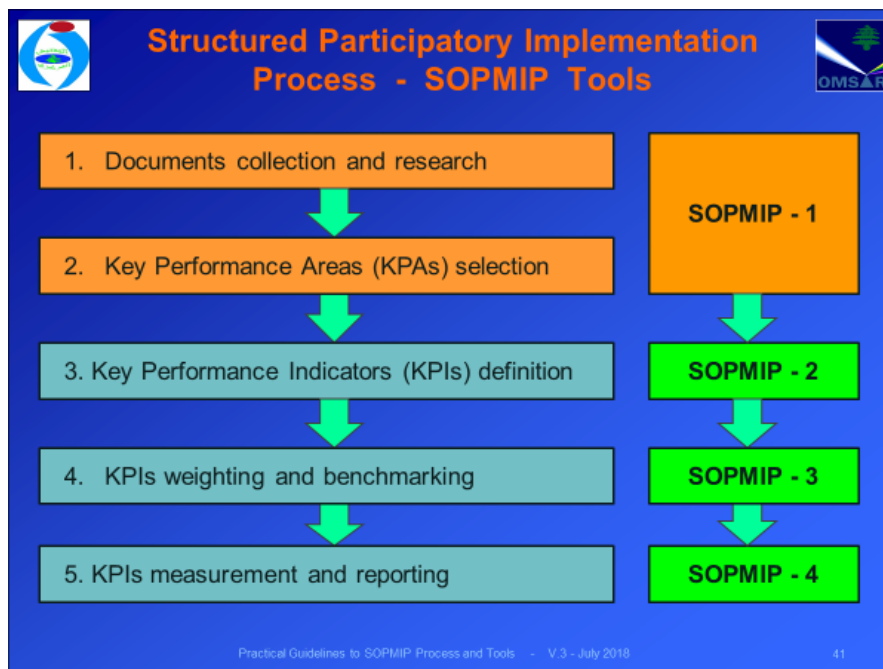
Once the (sub-)sector and the responsible, supervising Ministry / Public Administration identified, the SOPMIP process consists of the following five main phases: (1) The collection and research of all relevant documents; (2) The identification and selection of the sectoral Key Performance Areas (KPAs) for that (sub-)sector; (3) The definition and selection of Key Performance Indicators (KPIs); (4) The weighting and benchmarking (both actual baseline values with concomitant data collection and target setting over the next five years) of these indicators, and then finally (5) the (semi-)annual measurement and reporting of the actual values / performance on these indicators with the SOPMIP system automatically calculating indicators performance and their aggregations with narrative comments, and finally quality assurance, inspection and reporting by the Central Inspection based on these.

For each of these phases a special SOPMIP tool (template), numbered from SOPMIP-1 to SOPMIP-4, has been designed to structure and guide the whole process in a uniform methodological manner, while at the same time enabling / making possible maximum flexibility in customizing the system to the specific needs of each Ministry / Public Administration and concerned sector / sub-sector. Steps 1 and 2 are together captured by the SOPMIP-1 template.

In the subsequent chapters of this practical manual, each of these four main sub-processes and tools will be discussed from the perspective of actual, hands-on, practical use of the tools. These practical guidelines cover the different sections of the templates and for each the different columns / fields therein. Direct references to the template cells are visualized, with also reference to the actual templates included under the annexes to these guidelines, and with practical illustrations coming from tables actually completed by Pilot Ministries / Public Administrations for their respective Sectors / Sub-Sectors (as included under the set of e-annexes to these guidelines).

2. **SOPMIP Step 1: The selection and anchoring of Key Performance Areas (KPA)s**

The actual SOPMIP process starts off with a collection and study of the main relevant documents pertaining to the (sub-)sector for further study. These crucial documents, together with the executive interviews and coordination meetings, serve as authoritative basis for the identification and ultimate selection of the Key Performance Areas (KPA)s of the sector / sub-sector concerned.



Such documents include:

- Vision papers and mission statements
- Sectoral and sub-sectoral strategies
- Results frameworks
- Long-term and medium term strategic plans
- Operational (annual) plans
- Sectoral assessments, reviews and evaluations
- Annual reports and ad hoc reports
- Projects/programmes technical documents, Logical Frameworks, theories of change, financing agreements
- Legislative decrees and organisational decrees pertaining to the sector
- Organisational and institutional charts
- Function descriptions of key organisational entities and job descriptions of key officials / personnel
- Memoranda of Understanding or other formal networking and/or exchanges documents
- Database structures and websites

- Budget files and tables
- Council of Ministers (COM) and Ministries decisions, memoranda and circulars, etc.
- Any other relevant documents and/or materials

The process of identification and final selection of the Key Performance Areas (KPs) is concentrated on a special template SOPMIP-1. A further explanation of this standard template with practical guidelines and examples on how to complete is presented hereafter.

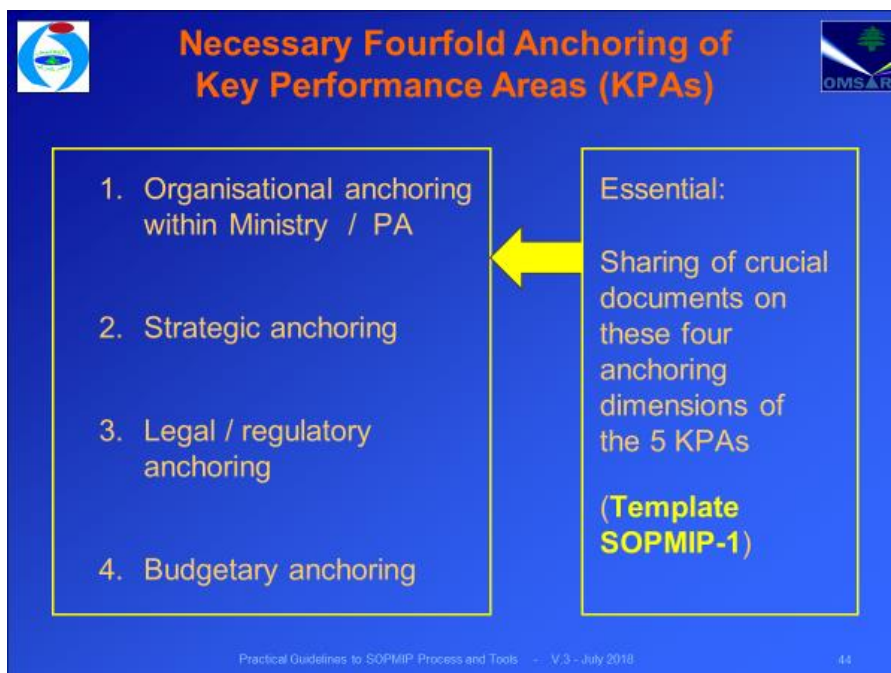
2.1. The four fold anchoring of the Key Performance Areas (KPs) as system backbone

Further referrals to:

- Annexes (A) : 1
- Slides (S) : 38-62 44-45 46-52

The SOPMIP methodology is based on a standard of four sectoral Key Performance Areas (in some exceptional cases five) and with a fifth standard KPA on organisational development and institutional strengthening. This further confirms SOPMIP as a combined sectoral and organisational performance management programme and system.

To ensure that the four sectoral KPs duly cover as much as possible the whole sector performance in an exhaustive and authoritative way, the SOPMIP-1 tool guarantees a necessary fourfold anchoring of these sectoral KPs as is depicted in the below figure. For this authoritative anchoring, it is essential that the crucial documents on these four anchoring dimensions of the KPs are duly shared by the Ministry / Public Administration concerned with the OMSAR-CI SOPMIP team.



In short, the necessary fourfold anchoring of Key Performance Areas (KPs) is enabled - if not guaranteed - by the following:

1. Organisational anchoring:
 - The identification of the name of the responsible organisational entity within the Ministry / Public Administration responsible for / with main overall responsibilities for the (sub-)sector
 - The identification / determination of the hierarchical level of this responsible entity within the Ministry / Public Administration (Directorate-General, Directorate, Service, Bureau, Section, ...) or similar hierarchical titles
2. Policy and strategy anchoring:
 - The identification of main sectoral policy, strategy and/or planning document(s) (title, author, year, ...)
 - The sections, chapters and page numbers of the documents concerned of explicit or special relevance to the KPA
3. Legal anchoring:
 - Identification of the legal / legislative base documents and thereof derived administrative documents (legislative decrees, decrees, documents with description of mandate, functions, tasks, roles, responsibilities, implementing rules and regulations, Ministries decisions, memoranda and circulars, etc.)
4. Budgetary anchoring:
 - Type of budget programme classification category (e.g. programme, combination of programmes, combination of sub-programmes, combination of programmes and sub-programmes, etc.)
 - Budget code(s) of the (sub-)programme(s)
 - Title(s) of the budget (sub-)programme(s)

Some other special features of Key Performance Areas (KPAs) selection:

- KPAs selection is the first step of the structured organisational and sectoral performance measurement and inspection process;
- This selection of the KPAs is of highest importance since they determine the strategic priority areas for the Directorate General;
- KPAs are the cornerstones of the SOPMIP system, since they are the necessary basis for valid, relevant, meaningful and representative Key Performance Indicators (KPIs) identification and selection for each of these KPAs in the next methodological step of the SOPMIP process;
- In view of its strategic importance, ultimate decision making on the selection of KPAs is with the Director-General, in consultation with the Central Inspection and OMSAR.

- In order to keep the system manageable and to concentrate on the key priorities of the Ministry / Public Administration concerned, as a rule of thumb a total of five KPA are selected, with in exceptional cases six KPAs.
- The standard KPA-5B pertains to the standard set of generic organisational development and institutional strengthening indicators.
- The standard KPA-5C concerns the Sustainable Development Goals (SDG) indicators pertaining to the sector concerned.

2.2. The SOPMIP-1 template

Further referrals to:			
- Annexes (A) :	1		The SOPMIP-1 template (original in Excel)
- E-Annexes (EA):	7.1	7.2	Practical examples of completed SOPMIP-1 templates
- Slides (S) :	53 - 62		Features, characteristics and parts of SOPMIP-1

The SOPMIP-1 template “Selection Sheet of Sectoral Key Performance Areas (KPAs) for the Development of Sets of Sectoral Key Performance Indicators (KPIs)” consists of the following two main parts.

1. The SOPMIP-1 identification box
2. The SOPMIP-1 table of selected Key Performance Areas (KPAs) and their fourfold anchoring

For each of the above main template parts, the constituting individual fields / columns are explained in a practical way from the perspective of filling them out and with some further explanatory notes and/or observations as needed.

For the whole SOPMIP-1 template, pls. refer to Annex A.1 to these Guidelines on page 5.

1. The SOPMIP-1 identification box

The SOPMIP-1 identification box	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
Name of sector	<ul style="list-style-type: none"> - This is the succinct name of the SOPMIP sector. - This sector name is standard for all four SOPMIP 1 to 4 templates. - Field/cell format: Text
Name of Sub-Sector	<ul style="list-style-type: none"> - This is the succinct name of the SOPMIP sub-sector within the above SOPMIP sector. - This sub-sector name is standard for all four SOPMIP 1 to 4 templates. - The performance measurement, reporting and inspection is done on this sub-sector. - Field/cell format: Text

The SOPMIP-1 identification box	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
SOPMIP Number	<ul style="list-style-type: none"> - This is the sequence number of the sub-sector, covered by SOPMIP. - This number is assigned by the CI-OMSAR SOPMIP team in chronological order of coverage by the SOPMIP programme. - This sequence number enables to keep track of the gradual roll-out of the SOPMIP system and where the Ministry is situated in this process. - This number thus is different from the version number of the SOPMIP-1 within the Ministry / Administration concerned (see next field) - Field/cell format: Number
Version Number This KPA-List	<ul style="list-style-type: none"> - This is the sequential version number / version update of the KPA-list. - It is very important to keep track of the SOPMIP-1 KPAs version number in order to be sure to always use / further process the latest version. - Field/cell format: V.[number] - For example: V.1 V.1.1 V.2.3 - The first number refers to the main version, while the second number (if any) refers to minor changes/update of the main version. So within a main KPA version, different subsequent small (editorial) changes may be needed / may have taken place. - The final version of the SOPMIP-1 sheet has a "F" added to the number. For example final version V.4.2F. - Once the SOPMIP system is automated, the version number will be automatically generated.
Name of Responsible Ministry	<ul style="list-style-type: none"> - This is the official, legal full name of the (tutelage) Ministry in charge of / bearing overall responsibilities for the sector / sub-sector concerned. - The abbreviation / acronym of the Ministry may also be added. - It is important to have the latest, official name of the Ministry reflected here. - Only one name of a Ministry can be filled-out. - Field/cell format: Text
Name of Responsible Directorate-General	<ul style="list-style-type: none"> - This is the official, legal full name of the Directorate-General in charge of / bearing overall responsibilities for the sector / sub-sector concerned. - Only one name of the responsible Directorate-General can be filled out here. - Even if more than one DG has responsibilities for the sector / sub-sector, it is the main Responsible Directorate-General that needs to be filled-out here. - The abbreviation / acronym of the Directorate-General may also be added. - Field/cell format: Text
Name of Responsible Directorate(s) and Main Services / Bureaus	<ul style="list-style-type: none"> - To be reflected here: the name(s) of the responsible Directorate(s) and the main Services / Bureaus under this / these Directorate(s). - In some cases, it may also be necessary that a higher entity needs to be reflected as the case may require. For example: A Higher Authority, or a Committee, etc. - The list of organisational entities reflected here should be as limited as possible. - Field/cell format: Text

The SOPMIP-1 identification box	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
Submitted by: Name	<ul style="list-style-type: none"> – It in principle should have the name of the Director-General responsible for the sector / sub-sector, even if the sector/sub-sector responsibilities are with a lower level Directorate or Service / Bureau, for authentication and approval. – Field/cell format: Text
Submitted by: Position	<ul style="list-style-type: none"> – This should be standard: Director-General – Field/cell format: Text
Submission date	<ul style="list-style-type: none"> – This is the completion date of the template version in relation to the Version number identified above. – Field/cell format: date – Date format: dd/mm/yyyy For example: 20/12/2017

2. The SOPMIP-1 table of selected Key Performance Areas (KPA) and their fourfold anchoring

The SOPMIP-1 Table of Selected Key Performance Areas (KPA)	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
1 Number of the Selected Key Performance Area (KPA) (Column 1)	<ul style="list-style-type: none"> – This is a number between 1 to 4 (in case of 5 KPAs) or 1 to 5 (in case of 6 KPAs) for the sectoral Key Performance Areas. – The KPAs 5A and 5B (or 6A and 6B in case of 6 KPAs) are standard for all Ministries / Public Administrations and are concerned with organisational development and institutional strengthening: <ul style="list-style-type: none"> – KPA 5A is the ministry specific organisational performance KPA – KPA 5B is the generic organisational performance KPA with a set of standard indicators applied to all Ministries / Public Administrations – Field/cell format: Text (not number, since also having to accommodate KPA numbers 5A and 5B)
2 Description of the Key Performance Area (Column 2)	<ul style="list-style-type: none"> – This is the succinct description / title / definition of the Key Performance Area (KPA) as derived from the analysis of the authoritative and relevant documents concerned. – This description will be used standard throughout the SOPMIP cycle and in all SOPMIP reporting. – As a rule of thumb, the succinct description of the KPA may not contain more than 10 words. – Field/cell format: Text
3 KPA weight (Column 3)	<ul style="list-style-type: none"> – In this cell the KPA weight needs to be reflected as a percentage value between 0% and 100%. – The weight is the expression of the relative importance of the KPA vis-à-vis the other KPAs within the sector / sub-sector. – The sum of all KPA weights should be 100%. – At the bottom of this column 3 of the KPA table there is an automatic control function programmed which checks on the accuracy of KPAs weight setting. If the sum of the KPAs weights is correct at 100% then this sum cell turns green. In all other error cases, it turns red.

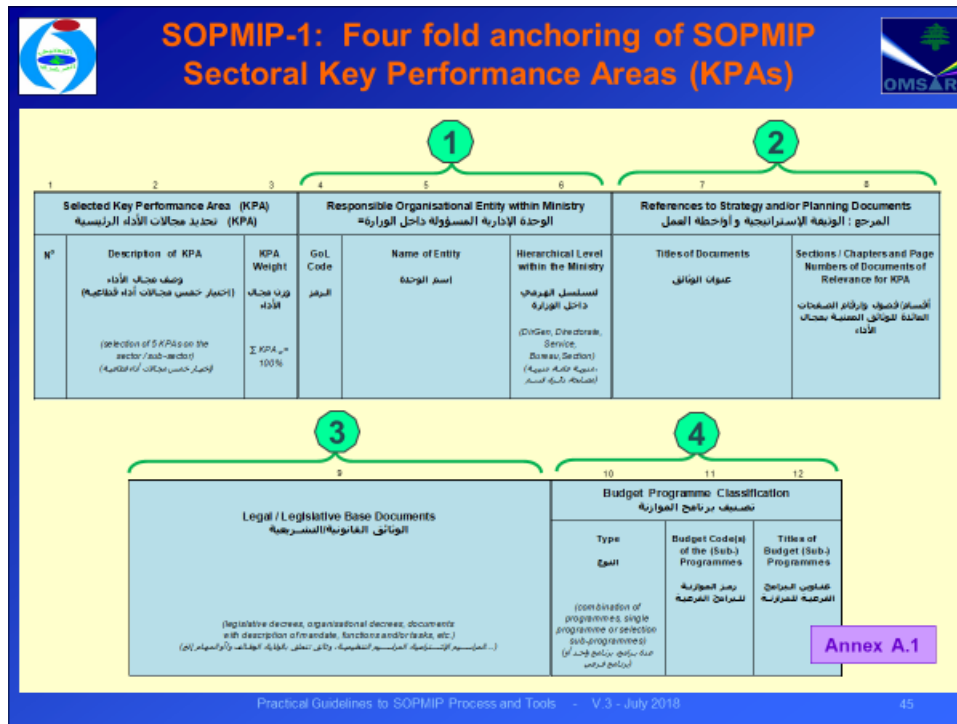
The SOPMIP-1 Table of Selected Key Performance Areas (KPA's)	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - In the SOPMIP-1 template an equal weight for all KPAs (thus 20% - being the quotient of the 100% sum divided by five KPAs) is assumed as neutral basis. These weights need to be adjusted in accordance with the relative importance of the respective Key Performance Areas. - Field/cell format: Percentage - Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%
The table columns 4 to 6 ensure the organisational anchoring of the KPAs within the Ministry / Public Administration	
4 Responsible organisational entity within Ministry – GoL Code (Column 4)	<ul style="list-style-type: none"> - This is the official Government of Lebanon (GoL) administrative-organisational code of the responsible organisational entity within the Ministry responsible for the KPA. - This unique code needs to come from the mandated central agency / authority concerned of the Government of Lebanon (Civil Service Board or Council of Ministers, or ...as will be determined). - Field/cell format: Text (from coding list)
5 Responsible organisational entity within Ministry – Name of Entity (Column 5)	<ul style="list-style-type: none"> - Ideally the name of only one responsible organisational entity can be reflected. The name is reflected in the original decree, original chart, etc. - In case more than one entity is listed, it is the first entity listed which bears overall responsibilities for the KPA (in collaboration / coordination with the other). Another possibility for highlighting the (ultimately) responsible entity in case of more entities listed is to use bold typeface for example. - This organisational entity also has the responsibility for all SOPMIP reporting and other events/initiatives pertaining to the KPA concerned. - Field/cell format: Text
6 Responsible organisational entity within Ministry – Hierarchical level within the Ministry (Column 6)	<ul style="list-style-type: none"> - This cell / column has a pop-up menu of choices / categories from which the correct / applicable hierarchical level of the responsible organisational entity within the Ministry is to be selected from / to be ticked for each of the KPAs. - The pop-up classification of six categories to be selected from has been programmed as follows: <ul style="list-style-type: none"> - Directorate-General - Directorate - Service / Department - Bureau - Section - Other - The identification of the hierarchical level of the responsible organisational entity within the Ministry for example enables / is essential for the determination of vertical reporting and authority lines as well as horizontal coordination, exchange and networking potentials and obligations for SOPMIP and related purposes. - Field/cell format: Pop-up window with predetermined categories to select from by ticking
The table columns 7 and 8 ensure the strategic anchoring of the KPAs within the overall sectoral / sub-sectoral strategies and plans	

The SOPMIP-1 Table of Selected Key Performance Areas (KPAs)	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
7 References to Strategy and/or Planning Documents – Titles of Documents (Column 7)	<ul style="list-style-type: none"> - This table column / fields contains the listing of all relevant strategy and/or planning documents, vision documents, roadmaps etc. for each of the KPAs. - Not only the correct, official title of the document is requested for, but if possible also the month and year of publication / issuance. - Field/cell format: Text - Preference for bulleted listings of documents.
8 References to Strategy and/or Planning Documents – Sections / Chapters and Page Numbers of Documents of Relevance for KPA (Column 8)	<ul style="list-style-type: none"> - In order to ensure correct references, for each of the above strategy and planning documents, the names of the specific sections and chapters and/or the page numbers of these documents are requested for in this column / field. - Not only the high(est) accuracy of references is strived for, but also comprehensiveness. Needless to point out that these relevant excerpts of reference documents are a main authoritative source of indicators identification and their benchmarking (both baseline and target setting). - Field/cell format: Text - Preference for bulleted listings.
9 Legal / Legislative Base Documents (Column 9)	<ul style="list-style-type: none"> - This column / field contains the main legal and regulatory documents on the sector / sub-sector. - Examples of such types of documents include: Laws, Legislative Decrees, Decrees, Circulars / Memos, Decisions of CoM, and the like. - Also here the official code and title of the documents are necessary, with preferably also a reference listing to the most relevant excerpts, Chapters, Sections and/or Paragraphs concerned, together with their page numbers, not only to ensure both general and specific legal backing of the SOPMIP process and tools, but also to highlight the authority vested in these documents. - References to legal and regulatory documents should be very specific and accurate, utilizing the prescribed references and formats (including type of document number, dates, author(s), etc.). - Field/cell format: Text - listing - Preference for bulleted listings
<i>The table columns 10 to 12 ensure the budgetary anchoring of the KPAs within the Government of Lebanon regular budget and possibly other / extra budgetary sources, thus making possible the actual implementation / execution of the KPA.</i>	
10 Budget Programme Classification – Type (Column 10)	<ul style="list-style-type: none"> - It may be that the Key Performance Area concerns only one, single programme which is explicitly budgeted as such. Or it may be a combination of different programmes or a selection of sub-programmes. One of these options can be selected here from the pop-up menu concerned. - The most common case is that the responsible organisational entity is listed as a section within the state budget. This section is divided into several items, where each item is allocated a specific type of expenses / expenditures. - In turn, each item is divided into profiles. In turn, each profile is allocated a total budget for a specific type of expenditures, depending on the needs of the Directorate General and/or of specific services thereunder. - Up to the end of 2017, these SOPMIP-1 cell concerned have remained empty, since no regular annual budgeting cycle was in place. This now is

The SOPMIP-1 Table of Selected Key Performance Areas (KPAs)	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<p>gradually changing with the re-introduction of annual budgeting. This also means that the SOPMIP budgetary anchoring will gain importance in the period to come, eventually moving on further to activities budgeting and performance budgeting, inviting SOPMIP to also cover Economy as the third E-dimension of performance management more explicitly in addition to Effectiveness and Efficiency already covered by the SOPMIP system and tools.</p> <p>- Field/cell format: Pop-up window with predetermined categories to select the correct one by simple ticking:</p> <ul style="list-style-type: none"> - Single programme - Selection of sub-programmes within one programme - Combination of programmes - Selection of sub-programmes within different programmes - Other
<p>11 Budget Programme Classification: Budget Code(s) of the (Sub-) Programmes (Column 11)</p>	<p>- Need to be reflected here the official budget code(s) of the (sub-)programmes pertaining to the KPA.</p> <p>- Depending on the budget lay-out and structure, this may be one or different budget lines.</p> <p>- From performance budgeting perspective, the ideal situation obviously is if there is one only specific budget line for the KPA, with different more detailed sub – budget lines thereunder pertaining to the different expenditure types / cost types.</p>
<p>12 Budget Programme Classification: Titles of the Budget (Sub-)Programmes (Column 12)</p>	<p>- This is the list of official titles of relevant / pertinent budget (sub-)programmes linked to the budget codes identified under column / field 11 here just above.</p> <p>- The official titles as appearing in the state budget need to be reflected.</p>

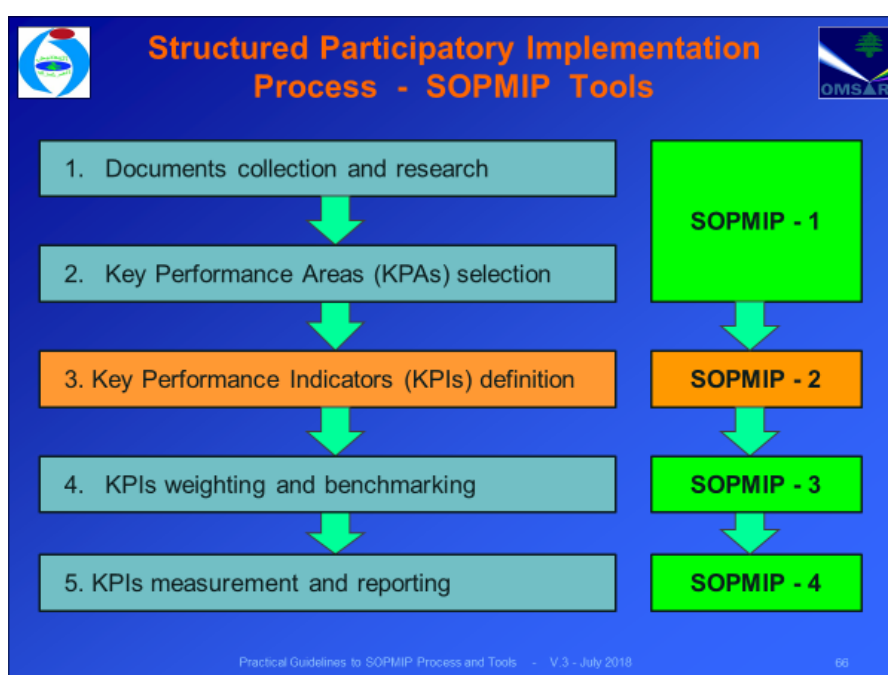
Some general notes / observations:

- Soft copies for each of the documents / materials listed in the SOPMIP-1 table under columns 7 to 12 need to be attached, and if possible also hard copies need to be provided.
- The four-fold solid anchoring of the KPAs in authoritative official documents and set-ups is assured by this SOPMIP-1 main KPAs table, as is visualized by the below figure on the next page regarding the 4 clusters of table headings.
- It is essential to have these documents listed in detail, as they also are the authoritative basis for the identification and selection of the Key Performance Indicators (KPIs) for each of these KPAs.
- Some practical examples of completed SOPMIP-1 are e-attached to these Guidelines. Pls. refer to e-annexes EA.7.1 (MoEW – water sector) and EA 7.2 (MoPWT – urban planning sector).



3. SOPMIP Step 2: The development of sets of Key Performance Indicators (KPIs)

Once the Key Performance Areas (KPAs) identified and selected for the sector / sub-sector concerned, the SOPMIP process then moves on to the identification and selection of Key Performance Indicators and Sub-Indicators (KPIs and S-KPIs) for each of these KPAs. As is depicted in the below process flow chart with related SOPMIP tools, a special SOPMIP-2 tool has been designed to guide and structure this process of indicators identification and selection in a participatory, inclusive manner involving the main stakeholders concerned from the Ministry / Public Administration concerned, with also possible involvement of other sectoral stakeholders from both public and private sectors.



Before discussing the SOPMIP-2 template in detail, first a few words on Key Performance Indicators (KPIs) as the building blocks of the SOPMIP system.

3.1. Key Performance Indicators as system building blocks

Further referrals to:

- Annexes (A) : 2 2.1 2.2
- E-Annexes (EA): 8.1 8.2
- Slides (S) : 063-109 070-077 078-082 098-109

Below are some summary practical methodological guidelines and remarks on Key Performance Indicators based on feedback and lessons learned from the actual SOPMIP processes with the Pilot Ministries so far, more particularly regarding:

- a) Inclusive development of Key Performance Indicators
 - b) Key Performance Indicators (KPIs) and Sub-Indicators (S-KPIs)
 - c) Composite and singular indicators
 - d) Heterogeneous and homogeneous composite indicators
 - e) Statistical types of indicators and Units of Measurement
 - f) Outcome/Impact – OI Development Results and Activity/Output – AO Process Indicators
 - g) Operational definitions and short names of indicators
 - h) Direct and proxy indicators
 - i) Objectives, indicators and targets
- a) ***Inclusive Development of Key Performance Indicators:*** The sets of Key Performance Indicators (KPIs) identified and selected for each of the Key Performance Areas are the building blocks of the SOPMIP sectoral and organisational performance measurement system. Key Performance Indicators are those carefully selected indicators which can be considered representative and relevant for the performance on the different aspects of the performance area. Since they are the basis for actual performance reporting, it is essential that they are identified, selected and defined in a participatory, inclusive manner by the main parties concerned in the Ministry / Public Administration and other key sectoral stakeholders. This would ensure that the indicators will also be actually used not only for external reporting, but also internally for managing KPA and sub-KPAs / programmes management. Consensus building on the final set of indicators therefore is essential, with the KPIs development process necessarily an iterative process.
- b) ***Key Performance Indicators (KPIs) and Sub-Indicators (S-KPIs):*** The challenge is to reduce the number of indicators to the minimum possible, while still ensuring that the retained ones carry the critical, indispensable and/or most essential performance measurement information. On the other hand, practice and lessons learned show that indicators measurement cannot be limited to the overall, macro picture but necessarily needs to go beyond that to measure performance at the sub-levels. This is essential for the measurement of the macro indicators to be meaningful and refined enough to capture the nuances and realities beyond the overall, macro picture. That is why the SOPMIP system is not limited to the use of Key Performance Indicators only, but goes beyond the KPIs level in covering the sub-level of KPIs breakdown in sub-indicators, the S-KPIs. Most common breakdowns of indicators in sub-indicators include the following:
- Geographically: e.g. by Muhafaza, by Caza, by Municipality
 - Gender: male and female
 - Age groups
 - Ministries / Public Administrations
 - Categories of all types of classifications (e.g. economic sectors, education grades, types of IEC materials, enterprises employment size, ...)

Whenever possible, official international or national definitions of indicators are used (e.g. those emanating from the United Nations or those national statistics defined by the Central Administration of Statistics – CAS). Indicator definitions need to be precise and accurate. Remember: “In indicator land, simplicity is often deceptive.” In case of a composite indicator, the indicator definition also

contains the breakdown in sub-indicators at the end of the name, separated by a comma. Examples: ..., with gender breakdown, ... with breakdown by Muhafaza, etc.

- c) **Composite and Singular Indicators:** Composite indicators consist of different components which cannot be measured / assessed together meaningfully, because of different nature or covering different aspects. This breakdown of such “composite” KPIs into “singular” sub-KPIs often is a solution for the often inappropriate use of composite indicators which are not measurable since they consist of different components / aspects which cannot be measured / assessed together by one unique measure. The breakdown of composite indicators into “singular” sub-indicators and their weighted aggregate measurement solves this problem. This is one of the main strengths of SOPMIP, as such enabling its actual, sustainable use as refined performance management and accountability system.
- d) **Heterogeneous and Homogeneous Composite Indicators:** A distinction is made between heterogeneous (diverse) and homogeneous (simple) composite indicators. Heterogeneous (diverse) indicators are composite indicators of which the components are of a different nature (for example, a combination of quantitative and qualitative sub-indicators, or different aspects of a different nature/kind of the indicator). On the other hand, homogeneous (simple) indicators are composite indicators of which the components are of the same nature (for example categories of a classification, e.g. Muhafazas, Ministries, gender, age groups, etc.). This difference is essential for the weighting of the sub-indicators. As a rule of thumb, for the weighting of the sub-indicators of a homogeneous composite indicator, the overall sub-indicator is attributed standard a 30% weight, whereas the combined other categories sub-indicators have a combined 70% weight to be distributed in a (proportionally) differentiated way over the different categories. By way of example for a national indicator with breakdown by Muhafaza: 30% weight for the national indicator and the remaining 70% weight to be proportionally differentiated distributed over the eight Muhafaza.

DESCRIPTION of INDICATOR وصف المؤشر							
Key Performance Indicator (KPI) مؤشر الأداء الرئيسي (KPI)		KPI Weight (2) وزن المؤشر	Key Performance Sub-Indicator (S-KPI) مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس	Weight ⁽²⁾ of S-KPIs (sub-indicators) الأوزان الخاصة (المؤشرات الفرعية)	
Code الرمز	Operational Definition وصف المؤشر	$\sum OI_w = 100\%$	Code الرمز	Sub-Indicator / Category of KPI المؤشر الفرعي / فئة مؤشر الأداء الرئيسي	(#, %, scale, HSPU, y/n)	$\sum S-KPI_w = 100\%$	
1.1.04	Net intake rate (NIR) in primary education - National and with breakdown by Muhafaza الحاق الصافي في التعليم الاساسي مفصل حسب المحافظة (9 S-KPIs)	10.0%	1.1.04.a	Net Intake Rate - National عدل الصافي الوطني	%	30.0%	
			1.1.04.b	Beirut بيروت	%	5.6%	
			1.1.04.c	Mount Lebanon جبل لبنان	%	5.6%	
			1.1.04.d	North Lebanon شمال لبنان	%	6.4%	
			1.1.04.e	Bekaa البقاع	%	10.5%	
			1.1.04.f	South Lebanon جنوب لبنان	%	10.5%	
			1.1.04.g	Nabatiyeh النبطية	%	10.5%	
			1.1.04.h	Akkar عكار	%	10.5%	
			1.1.04.i	Baalbek-Hermel بعلبك الهرمل	%	10.5%	

- e) **Statistical Types of Indicators and Units of Measurement:** In the simplest way, indicators can be defined as just measures. SOPMIP as performance measurement system attaches high importance to the measurability, or at least the verifiability of indicators. Therefore for each indicator necessarily is defined its Unit of Measurement (UoM). To simplify the system, only six types of Unit of Measurement are used by SOPMIP which can be grouped in three main types as follows: two quantitative (metric), three qualitative (ordinal) and one logical UoM's as follows in statistical hierarchical order:

- Metric: (1) Number (#)
 (2) Percentage (%)
- Ordinal : (3) 0-10 scale;
 (4) 0-5 scale, and;
 (5) HSPU qualitative (Highly satisfactory, Satisfactory,
 Partially satisfactory, and Unsatisfactory)
- Logic : (6) Yes / no (y/n)

It is strongly recommended to always use the highest statistical level of indicator possible, not only for measurement accuracy reasons, but also since the use of lower level quite often results in underreporting, in an underrating of the actual performance. This is particularly the case for yes/no logical indicator. Whereas these y/n logical indicators at first site are appealing because of their apparent simplicity and straightforwardness, the practical implication is that for example in the case of the preparation and passing of a law when all the preparatory and drafting work has been done and only the final enactment is still needed (thus with more than 95% of the work / of the whole process accomplished), the yes/no indicator actual performance still shows a “no”, hence 0% performance.

As the highest statistical type of indicator is preferred for accuracy purposes, also lower types can be accommodated, and in some cases there is no other choice (e.g. for qualitative indicators). This variety of UoM makes it possible for SOPMIP to strive for a balance between quantitative and qualitative indicators. SOPMIP strongly promotes a balance between quantitative and qualitative indicators and strongly encourages to whenever possible incorporate qualitative elements in quantitative indicators.

- f) **Outcome/Impact – OI Development Results and Activity/Output – AO Process Indicators:** SOPMIP is a results-oriented performance measurement system with a special focus on the higher development results levels of outcome and impact (OI), but with balanced attention also for processes performance (activities and outputs - AO). A balanced number of OI and AO indicators is aimed at in line with performance measurement principles covering all levels of the results chain (cfr. the “3E’s” of performance management and measurement – Effectiveness, Efficiency and Economy). The SOPMIP indicators identification, benchmarking and reporting templates (SOPMIP-2 to 4), therefore all have two indicators tables: The first one for the outcome and impact (OI) development results indicators and the second one for the activity and output (AO) process indicators. The relative weight of the clustered OI development relevance indicators vis-à-vis the clustered AO process indicators can be adjusted over time: at first more intense concentration on activities and outputs (processes), later more on outcome & impact (development results). Indeed, activities need to be executed/implemented first before results can be achieved. Moreover, it takes

some time before impact is generated / start manifesting. The standard suggestion therefore is: At the start of SOPMIP system introduction as part of overall result based management, about 50 - 60 % weight for the clustered AO KPIs This then can be gradual reduced let's say over period from 5 to 10 years to about 25 - 30 %. A 60% weight for the AO indicators and 40% weight for the OI indicators is applied standard at the onset of SOPMIP system introduction and roll-out.

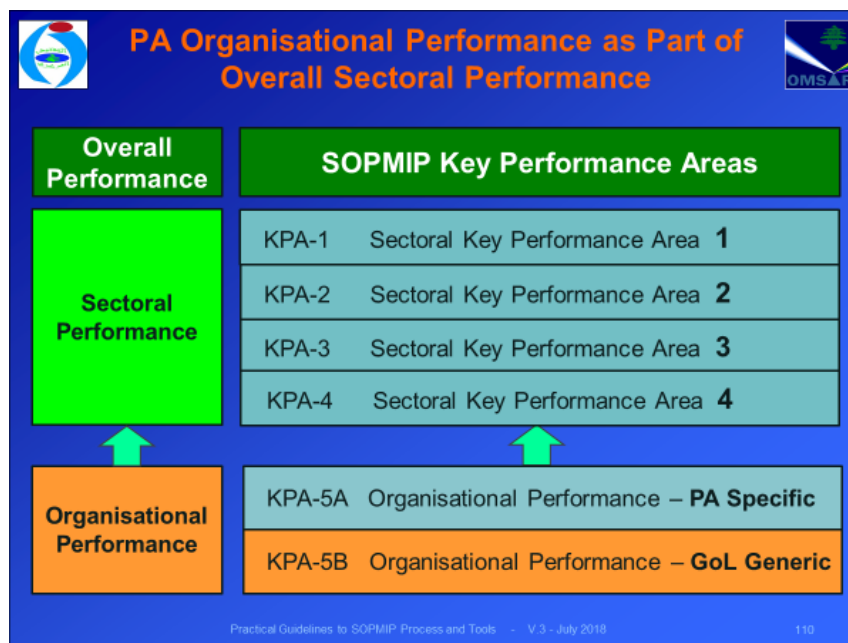
It is strongly recommended to first fill-out the AO Activity-Output process indicators sheets before the OI Outcome/Impact development results indicators sheets, and this for both the SOPMIP-3 indicators benchmarking (particularly for the targets setting) and the SOPMIP-4 performance reporting. The reason for this is that in quite some cases, if not the vast majority of cases, OI Outcome/Impact indicators performance to a large extent depends on performance on the AO Activity/Output indicators.

- g) **Operational definitions and short names of indicators:** SOPMIP promotes the use of refined, operational definitions of indicators. This is essential not only to enable refined measurements of performance but also ensures that the indicators are understood and used by different users in the same way, thus ensuring uniformity and validity of use. In the SOPMIP-4 reporting template (see Annex 4 – Page 47) in addition to the operational definition of the indicators (Column 3) also a short indicator name (of in principle maximum 6 words) is included (Column 2) to enable the use of easy short references to the indicators. To express it in a saying: “In indicator land simplicity is often deceptive.”
- h) **Direct and proxy indicators:** Indicators may be direct (activities/outputs indicators usually so) or indirect (proxy). It is recommended to use indirect or proxy indicators (usually at outcome/impact indicators level) where direct measurement is not feasible or not cost-effective. Examples are size of assets or holdings, type of house or consumption expenditure as proxy indicators for levels of income; and weight in relation to height as a measure of the health status of children. Or a more abstract KPI: the assessment of the practice of strategic management in an organisation “measured” by the proxy composite indicator of (a) the presence of a strategic plan, and (b) periodic reporting of achievements as against the pre-set targets of the plan.
- i) **Objectives, indicators and targets:** It is crucial not to confuse indicators with targets. Indicators are not targets, and neither indicators nor targets should be confused with objectives. Targets are specified values of indicators, in terms of quantity or time (usually both), but these values may relate to any types of indicators (input, activity, output, outcome, impact). Indicators are used as markers (= measures) of progress towards reaching intermediate or long-term targets as included in objectives. They are not numerical targets in themselves. Indicators themselves should be derived from objectives, as spelled out in for example in policy documents, strategies, strategic or operational plans or programmes. In short: Indicators are measures.

3.2. The generic, standard set of GoL organisational performance indicators

Further referrals to:

- Annexes (A) : 2.1
- E-Annexes (EA): 8.1 8.2
- Slides (S) : 110-123



SOPMIP is a combined sectoral and organisational performance measurement and inspection system. The organisational performance component is covered by standard KPA-5. As depicted in the above summary figure, this KPA-5 consists of both a public administration specific organisational performance sub-area (KPA-5A) and a Government of Lebanon (GoL) generic sub-area (KPA-5B). This KPA-5B (indicated in orange colour in the below figure) consists of a fixed set of sub-areas and indicators which are standard for all GoL Ministries / Public Administrations (See Annex 2.1 page 12).

The KPA-5B consists of six organisational performance sub-areas derived from the GoL Public Administration Reform Strategy of September 2002, as updated in January 2011, as follows:

1. Results orientation and strategic management
2. Citizens / client orientation
3. Organisational strengthening
4. Personnel and human resources development
5. Financial management
6. Internal control, monitoring and evaluation

For each of these six sub-areas a total of 10 weighted indicator have been defined (hence a total of 60 – see Annex 2.1, from page 14 to page 19), which have been refined and updated into a total of 76 (column 7 total, page 19) singular indicators. The performance scoring on each of these indicators is automatically aggregated at the level of the 6 sub-areas and then consolidated in one single organisational performance score for the Ministry / Public Administration concerned. Since based on a standard set of organisational performance indicators, the SOPMIP forms 2 to 4 for KPA-5B do not have provisions for sub-indicators, but for the rest the design and structure of the templates are identical as the other KPAs. The Public Administration specific KPA-5A has exactly the same design and structure as the sectoral KPAs 1 to 4. As such the discussion of the SOPMIP-2 template covers all six KPAs at the same time, since identical in structure.

3.3. The SOPMIP-2 template (Annex 2)

Further referrals to:

- Annexes (A) : 2 2.1 2.2
- E-Annexes (EA): 8.1 8.2
- Slides (S) : 063-132 063-069 072-073 078-079 083-097

The SOPMIP-2 template “Participatory Development of (Sub-)Sectoral Key Performance Measurement and Inspection Indicators, by Key Performance Area” consists of the following three main parts, in design and structure identical for all KPAs, except for generic KPA-5B which is slightly different, as explained earlier above under the specific chapter 3.2 concerned:

1. The SOPMIP-2 identification box (Annex 2 - P.8)
2. The SOPMIP-2 development table of OI KPIs
(Outcome/Impact Development Results Indicators) (Annex 2 P.8 – Column 3)
3. The SOPMIP-2 development table of AO KPIs
(Activities/Outputs Process Indicators) (Annex 2 P.9 – Column 3)

Since the design and structure of the OI and AO KPIs development tables are the same, they will be discussed together. For both above main template parts, the constituting individual fields / columns are explained in a practical way from the perspective of filling them out and with some further explanatory notes and/or observations as needed.

For the whole SOPMIP-2 template, see Annex A.2 - Page 8 to these Guidelines.

1. The SOPMIP-2 identification box

The SOPMIP-2 identification box	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
Name of sector	<ul style="list-style-type: none"> - This is the name of the SOPMIP sector. - This sector name is standard for all four SOPMIP 1 to 4 templates. Hence the identical sector name as included in the SOPMIP-1 KPAs sheet should be filled-out here as well. - Field/cell format: Text
Name of Sub-Sector	<ul style="list-style-type: none"> - This is the name of the SOPMIP sub-sector within the above SOPMIP sector. - This sub-sector name is standard for all four SOPMIP 1 to 4 templates. Hence the identical sub-sector name as included in the SOPMIP-1 KPAs sheet should be filled-out here as well. - The sub-sector performance measurement, reporting and inspection are done on this sub-sector, and thus not on the sector (in case the latter is different from the former). - Field/cell format: Text

The SOPMIP-2 identification box	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
Version Number of This Key Performance Indicators (KPIs) List	<ul style="list-style-type: none"> - This is the sequential version number / version update of the KPIs list - It is very important to keep track of the SOPMIP-2 KPIs version number in order to be sure to always use the latest version. - Field/cell format: V.[number] - For example: V.1 V.1.1 V.2.3 - The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version, e.g. V.1.1 - The final version of the SOPMIP-2 sheet has a "F" added to the number. For example final version V.4.2F
Date of this KPIs List	<ul style="list-style-type: none"> - This is the date of preparation or the completion date of this SOPMIP-2 KPIs list (draft or final) in relation to the Version number identified in the just preceding cell (see here just above). - The subsequent versions of the SOPMIP-2 (as also for the other SOPMIP templates 1, 3 and 4) are chronologically organised. - Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018
Name of Responsible Ministry	<ul style="list-style-type: none"> - This is the official, full name of the (tutelage) Ministry bearing overall responsibilities for the sector / sub-sector concerned. - This is the same name as included in the SOPMIP-1 KPAs template. - The abbreviation / acronym of the Ministry may also be added - Only one name of a Ministry can be filled-out - Field/cell format: Text
Name of Responsible Directorate-General	<ul style="list-style-type: none"> - This is the official, full name of the Directorate-General in charge of / bearing overall responsibilities for the sector / sub-sector concerned. - This is the same name as included in the SOPMIP-1 KPAs template. - Only one name of the responsible Directorate-General can be filled out here. - The abbreviation / acronym of the Directorate-General may also be added. - Field/cell format: Text
Name of Responsible Directorate(s) and Main Services / Bureaus	<ul style="list-style-type: none"> - To include here the name(s) of the responsible Directorate(s) and the main Services / Bureaus under this / these Directorate(s) - This cell necessarily contains the same list of entities as included in the SOPMIP-1 KPAs template. - In some cases, it may also be necessary that a higher entity needs to be reflected as the case may require. For example: A Higher Authority, or a Committee, etc. - The list of organisational entities reflected here should be as limited as possible. - Field/cell format: Text
Total Number of Key Performance Areas (KPAs)	<ul style="list-style-type: none"> - This is the total number of Key Performance Areas (KPAs) as identified in the SOPMIP-1 template list of KPAs. - The standard for all SOPMIP sectors is 5 (4 sectoral and the 5th organisational). But in some exceptional cases this total number of KPAs may be 6

The SOPMIP-2 identification box																				
S2 Field Name / Column Title		Practical Guidelines for Filling-Out, Notes and/or Observations																		
		<p>(as for example in the case of MoF – Financial Revenue sub-sector – see E-Annex).</p> <p>– Field/cell format: Number</p>																		
Summary Stats on Sectoral Key Performance Indicators of this KPA		<table><tr><td>Summary Stats on Sectoral Key Performance Indicators This KPA الخلاصة الإحصائية لهذه المؤشرات</td><td>Number of KPIs عدد المؤشرات</td><td>Of Which Composite Indicators منها المؤشرات الفرعية</td><td>Number of Component / Sub- Indicators عدد العناصر/المؤشرات الفرعية</td></tr><tr><td>Development Results Indicators (outcome and impact - OI) ت النتائج (الخصيلة و التأثير)</td><td>0</td><td></td><td>0</td></tr><tr><td>Process Indicators (Activities and Outputs / Direct Results - AO) شرات المسار (نشاطات ونتائج مباشرة)</td><td>0</td><td></td><td>0</td></tr><tr><td>Total number of Indicators (both OI and AO together) العدد الإجمالي للمؤشرات أعلاه</td><td>0</td><td>0</td><td>0</td></tr></table>			Summary Stats on Sectoral Key Performance Indicators This KPA الخلاصة الإحصائية لهذه المؤشرات	Number of KPIs عدد المؤشرات	Of Which Composite Indicators منها المؤشرات الفرعية	Number of Component / Sub- Indicators عدد العناصر/المؤشرات الفرعية	Development Results Indicators (outcome and impact - OI) ت النتائج (الخصيلة و التأثير)	0		0	Process Indicators (Activities and Outputs / Direct Results - AO) شرات المسار (نشاطات ونتائج مباشرة)	0		0	Total number of Indicators (both OI and AO together) العدد الإجمالي للمؤشرات أعلاه	0	0	0
		Summary Stats on Sectoral Key Performance Indicators This KPA الخلاصة الإحصائية لهذه المؤشرات	Number of KPIs عدد المؤشرات	Of Which Composite Indicators منها المؤشرات الفرعية	Number of Component / Sub- Indicators عدد العناصر/المؤشرات الفرعية															
		Development Results Indicators (outcome and impact - OI) ت النتائج (الخصيلة و التأثير)	0		0															
		Process Indicators (Activities and Outputs / Direct Results - AO) شرات المسار (نشاطات ونتائج مباشرة)	0		0															
		Total number of Indicators (both OI and AO together) العدد الإجمالي للمؤشرات أعلاه	0	0	0															
<p>– This is the automatically generated summary statistical table on the number of KPIs and Sub-KPIs identified for this Key Performance Area concerned, of which the number and name are reflected in the reverse shaded area right below.</p> <p>– These summary indicators statistics for the KPA are presented in the following format:</p> <p>– The statistics for the Development Results indicators (outcome and impact – OI) are automatically generated in the first row, the stats for the process indicators (activity and output – AO) in the second row, and the total number of indicators (thus both OI and AO together) in the last row.</p> <p>– The first column automatically shows the number of indicators (KPIs) for both the OI and AO indicators and the overall total, whereas in the third column the number of sub-indicators (S-KPIs) are automatically reflected. In the second column needs to be filled out how many of these indicators are composite indicators (thus having more than one sub-indicator). The total is automatically calculated.</p>																				
General Remarks on this Sectoral KPIs Development and Selection Sheet		<p>– This is the narrative section of the SOPMIP-2 template containing general information on this version of the SOPMIP-2 indicators table for the sector. It usually contains a history of the indicators development process with a highlighting of the main participatory indicators development events and sub-processes together with the Ministry / Administration concerned in chronological order.</p> <p>– This cell provides the empirical evidence of the inclusive, participatory development and finalisation process of the indicators as a tripartite joint effort of the Ministry / Public Administration concerned together with the CI-OMSAR SOPMIP Team.</p> <p>– Field/cell format: Text (free format)</p>																		

2 & 3 The SOPMIP-2 tables of Key Performance Indicators identification and selection, for both OI indicators (1st table) and AO indicators (2nd table) - Annex 2, P.8 – KPA-1

The SOPMIP-2 Tables of Key Performance Indicators (KPIs) Identification and Selection	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
KPA number and title (<i>table name</i>)	<ul style="list-style-type: none"> - This KPA number and title is filled out in the reverse shaded area right above the indicators table concerned. - The name of the KPA is taken from the SOPMIP-1 list of indicators. - One specific, separate worksheet for each of the five/six KPAs. - Format : KPA - 1 : [Name of KPA]
1 Identification of the Key Performance Area: Number (<i>Column 1</i>)	<ul style="list-style-type: none"> - This is the KPA number pertaining to that particular KPA as indicated in the reverse shaded area just above the table. - This number in principle is reflected left-top within each printed table page to ensure easy identification of the indicators set. - Field/cell format: Text - Format: Number followed by a dot (same for 5A. and 5B.)
2 Identification of the Key Performance Area: Title (<i>Column 2</i>)	<ul style="list-style-type: none"> - This is the KPA name pertaining to that particular KPA as indicated in the reverse shaded area just above the table¹. - This KPA title in principle is reflected left-top within each printed table page to ensure easy identification of the indicators set. - Field/cell format: Text
3 Type of Key Performance Indicator (<i>Column 3</i>)	<ul style="list-style-type: none"> - Here one of the two main types² of Key Performance Indicators is filled out: <ul style="list-style-type: none"> - OI = Outcome / Impact KPIs (= development relevance indicators) - AO = Activities / Outputs / Direct Results KPIs (= process indicators) - A balanced number of OI and AO indicators is preferable in line with performance measurement principles (cfr. the 3Es of performance measurement: Effectiveness, Efficiency and Economy). - This OI or AO main type of KPIs indication in principle is reflected left-top within each printed table page to ensure easy identification of the indicators sets. - Field/cell format: Text - Code format: [code of the KPA].[code of the main type of indicators] - Example of code: 4.2 refers to the AO indicators of KPA 4
4 Key Performance Indicator (KPI): Code (<i>Column 4</i>)	<ul style="list-style-type: none"> - This is the unique identification code of the Key Performance Indicator. - Strict, standardized and unique coding is necessary, not only for a distinct identification of the KPIs themselves, but also for system automation purposes. - The SOPMIP-2 blank template has 7 to 10 indicators visible for both OI and AO indicators types, but of course any number of indicators can be accommodated. Just add the necessary number of table rows accordingly (or reduce the number of rows in case of less than 7 to 10 indicators).

¹ See the SOPMIP-1 table for the list of Key Performance Areas (KPAs) titles for the sector / sub-sector concerned. This list of 5 (or 6) KPAs is also at the basis of the SOPMIP-2 list of Key Performance Indicators, in turn serving as basis for the SOPMIP-3 template for indicators benchmarking (both baseline and target setting) and ultimately for the SOPMIP-4 performance measurement and reporting.

² For more (methodological) information on these two main types of OI and AO indicators, pls. refer to item (f) under above chapter 3.1 on KPIs as SOPMIP system building blocks.

The SOPMIP-2 Tables of Key Performance Indicators (KPIs) Identification and Selection	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> Field/cell format: Text (pre-filled codes – not number since containing double dots) Code format: x.y.zz with: x for the KPA code, y for the type of indicators code, and zz for the specific KPI indicator (sequence) number within the type of KPIs Example: 3.2.07: Is the seventh Key Performance Indicator under the AO activity/output indicators of the third Key Performance Area
5 Key Performance Indicator (KPI) Operational Definition (Column 5)	<ul style="list-style-type: none"> Here the operational definition of the Key Performance Indicator is provided. Refined and accurate operational definitions of indicators are required¹. In principle, the operational definition of the indicator is reflected in both English and Arabic. It is essential to check / double-check the quality of the translation of the English KPI into Arabic, or vice versa. Right under the KPI definition, the number of sub-indicators (S-KPIs) for that indicator is provided between brackets and in italics. Format: <i>([number] S-KPIs)</i>. For example: <i>(7 S-KPIs)</i> In case no sub-indicators (thus with the main indicator a singular indicator, the number of sub-indicators is standard set at 1 (1 S-KPI), namely the singular KPI indicator itself.
6 Weight of the KPI (Column 6)	<ul style="list-style-type: none"> In this column / cell the KPI indicator weight needs to be reflected as a percentage value between 0% and 100%. The weight is the expression of the relative importance of the KPI vis-à-vis the other KPIs within the OI or AO set of indicators. The sum of all OI KPI weights necessarily is 100%, so is the sum of all AO KPI weights At the bottom of this column 6 of the OI and AO KPIs tables there is an automatic control function programmed which checks on the accuracy of KPIs weight setting. If the sum of the KPAs weights is correct at 100% then this sum cell turns green. In all other error cases, it turns red. The assignment of individual KPIs weights best starts from an equal weight given to all KPIs (= one hundred divided by the number of KPIs). From that basis, the weights of indicators are adjusted up (higher importance) or down (lower importance). Importance refers to the intrinsic characteristics of the indicator and the programme component / objective it relates to. Objective elements include the amount of resources involved (financial, human, time, etc.). Subjective elements include the policy or strategic priorities, tangible and intangible factors from the KPA's / programme's enabling environment, etc.; Field/cell format: Percentage Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%

¹ For more (methodological) guidance on the operational definition of indicators, pls. refer to item (g) under above chapter 3.1 on KPIs as SOPMIP system building blocks.

- Whenever possible, official international or national definitions of indicators are used (e.g. those emanating from the United Nations or those national statistics defined by the Central Administration of Statistics – CAS).
- Be precise and accurate. Remember: In indicator land, simplicity is often deceptive.
- In case of a composite indicator, the indicator definition also contains the breakdown in sub-indicators at the end of the name, separated by a comma. Examples: ..., with gender breakdown, ... with breakdown by Muhafaza, etc.

The SOPMIP-2 Tables of Key Performance Indicators (KPIs) Identification and Selection	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
7 Key Performance Sub-Indicator (S-KPI): Code (Column 7)	<ul style="list-style-type: none"> - The Key Performance Sub-Indicator (S-KPI) code is the code of the “mother” KPI indicator, with an alphabetic letter added to it separated by a dot. - The SOPMIP-2 blank template has three S-KPI sub-indicators visible per KPI, but of course any number of sub-indicators can be reflected. Just add the necessary number of table rows correspondingly, or reduce / delete in case of less than three S-KPIs for a KPI. - Field/cell format: Text (pre-filled codes – not number since containing double dots) - Code format: x.y.zz.a with: x for the KPA code, y for the type of indicators code, and zz for the specific KPI indicator (sequence) number within the type of KPIs, and finally x for the sub-indicator number / identification within the KPI. - Example: Sub-indicator code 4.1.11.d stands for: the fourth Sub-Indicator (S-KPI) within the eleventh Key Performance Indicator (KPI) under the OI outcome-impact indicators of the fourth Key Performance Area - In case more than 26 sub-indicators for an indicator (thus more than the number of letters in the alphabet), then a numeric may be added to the letter. For example, in the classification of GOL Ministries, the OMSAR sub-indicator has code y1.
8 Key Performance Sub-Indicator (S-KPI): Name of Sub-Indicator / Category of the KPI (Column 8)	<ul style="list-style-type: none"> - Sub-indicators are always defined in relation to / within the “mother” indicator. - - Pls. see above chapter 3.1 for more information on indicators and sub-indicators (KPIs and S-KPIs) under chapter item (b), for more information on composite and singular indicators under item (c), and for more information on heterogeneous and homogeneous composite indicator under item (d). - Any number of sub-indicators within the respective indicators can be accommodated, from singular (with one S-KPI only, namely the KPI itself) to any level of complexity of indicator breakdown as useful / necessary (with a suggested maximum of let's say 35 to 40 indicators) per OI / AO type per KPA (e.g. in the case of a breakdown by GoL Ministry / Public Administration), in order to keep the system manageable. - Field/cell format: Text (pre-filled codes – not number since containing double dots)
9 Unit of Measurement (Column 9)	<ul style="list-style-type: none"> - Since SOPMIP is a performance measurement system, for each of the sub-indicators the Unit of Measurement (UoM) needs to be identified. - To simplify the system, only six types of Unit of Measurement are used by SOPMIP which can be grouped in three main types as follows: two quantitative, three qualitative and one logical UoM's as follows in statistical hierarchical order: <ul style="list-style-type: none"> - Metric: (1) Number (#) (2) Percentage (%) - Ordinal : (3) 0-10 scale; (4) 0-5 scale, and; (5) HSPU qualitative (H - Highly satisfactory, S - Satisfactory, P - Partially satisfactory, and U - Unsatisfactory) - Logic : (6) Yes / no (y/n)

The SOPMIP-2 Tables of Key Performance Indicators (KPIs) Identification and Selection	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - The applicable Unit of Measurement for the respective KPIs can be selected from the pop-up window. - Field/cell format: Pop-up window with six predetermined UoM categories to select the correct / applicable one from by ticking.
10 Weight of Sub-KPIs (Column 10)	<ul style="list-style-type: none"> - In this column / cell the S-KPI sub- indicators weights needs to be reflected as a percentage value between 0% and 100%. - The weight is the expression of the relative importance of the S-KPI vis-à-vis the other S-KPIs pertaining to the “mother” Key Performance Indicator (KPI). - The sum of the weights of all sub-indicators within each of the indicator necessarily is 100%. - At the bottom of this column 10 of both OI and AO KPIs tables there is an automatic control function programmed which checks on the accuracy of the S-KPIs weight setting. If the sum of the KPIs weights within each of the KPIs is correct at 100%, then this sum cell turns green. In all other error cases, it turns red. - The assignment of individual S-KPIs weights best starts from an equal weight given to all S-KPIs (= one hundred divided by the number of S-KPIs). From that basis, the weights of the sub-indicators are adjusted up (higher importance) or down (lower importance). Importance refers to the intrinsic characteristics of the sub-indicator within the indicator. Objective elements include the amount of resources involved (financial, human, time, etc.). Subjective elements include the policy or strategic priorities, tangible and intangible factors from the KPA’s / programme’s enabling environment, etc.; - Field/cell format: Percentage - Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%
11 Main Source(s) of Information / Means of Verification (Column 11)	<ul style="list-style-type: none"> - Are to be included here the list of main documents / materials and other empirical sources of information on the actual values / measurements of the indicators. Since SOPMIP is both a performance measurement and accountability system these documents are also referred to as Means of Verification. They provide the material basis not only for the performance reporting by the responsible Ministry / Directorate-General, but also for the performance quality control and inspection by the Central Inspection. - Such Sources of Information / Means of Verification for example can be: a monthly statistical report, a quarterly progress report, an annual organisational or programme report, a survey report, monitoring reports, an impact assessment or evaluation report, the proceedings of a meeting, records, forms, a computerized database, a Management Information System (MIS), etc. - The references to these sources of information / means of verification should be as precise as possible. If possible, the MoV (Means of Verification) should also contain the section, the page number(s) and other detailed information on where precisely the verifiable information on the indicators can be found; - In case the MoV are not (yet) available, not (yet) established at the moment of KPI development, this should be clearly stated as such. - More information on the actual status of development of the MoV and the special actions taken / plans developed for this can / need to be provided in table column 14 “on Methodological Remarks, Details and Clarifications”. In case the MoV of the indicator are not (yet) known, they should be developed as a matter of priority, so that actual performance measurement on the indicator and its sub-indicators is possible.

The SOPMIP-2 Tables of Key Performance Indicators (KPIs) Identification and Selection	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - The list of Means of Verification is best provided in bullet format since providing as such the best overview. - Field/cell format: Text
12 Actual KPI Situational Analysis in the Administration: Target Setting on KPI Practiced (Column 12)	<ul style="list-style-type: none"> - The SOPMIP-2 indicators development sheet aims at providing at the very onset of the SOPMIP cycle a realistic assessment of the actual status of the indicators with regard to both (1) the actual availability of baseline data on the sectoral and organisational indicators with the Ministry / Public Administration and (2) the actual practice of target setting on the indicator by the Ministry / Directorate General. - This actual benchmarking is the subject of the next SOPMIP-3 indicators benchmarking tool, but by given due attention to it already in the present SOPMIP-2 indicators development sheet it alerts the responsible Ministry to the crucial importance of the actual availability of the baseline data and the actual practice of target setting on the indicators within the Administration.¹ - The summary assessment of the practice of actual target setting on the indicators and sub-indicators is done by means of a simple yes/no assessment. - Field/cell format: Pop-up window with predetermined binary / logical categories to select from by ticking as follows: <ul style="list-style-type: none"> y = yes (in case of actual practice of target setting on the indicator by the Ministry / DG for the current year and/or the next years) n = no (in case of no such practice of actual indicator target setting by the Ministry / DG for the current year and/or the next years)
13 Actual KPI Situational Analysis in the Administration: Quality of KPI Data Collection (Column 13)	<ul style="list-style-type: none"> - The assessment of the quality of the actual data collection on the indicator is done by means of a scoring on a 0-5 scale. - This 0-5 scale scoring ranges from 0 score signifying that there are no data at all available on the indicator and thus no data collection on the indicator at all by the Ministry / DG, to on the other extreme, a 5 score signifying that data collection is fully practiced and that the necessary pertinent information is available from all sources in a qualitative and timely manner and that they are available in a database for automated processing and reporting. - Field/cell format: Pop-up window with predetermined 0-5 scale figures to select from by ticking the applicable score from the 0-5 scale
14 Methodological Remarks, Details and Clarifications (Column 14)	<ul style="list-style-type: none"> - This is a narrative field containing any methodological remarks, any details and/or clarifications as deemed necessary / essential by the CI-SOPMIP team and/or the Ministry / Public Administration concerned. - Procedural aspects as for example: the need to still develop a data collection system and tools, a quality control system or a complaints monitoring system, or the design of a special template format, etc. - In case an indicator is described in a negative way and thus the calculation of performance scores would lead to opposite conclusions, the negative nature of the indicator is to be explicitly indicated so that the automated SOPMIP performance scoring system can be programmed accordingly.

¹ In case not yet available or done so, the Ministry / Public Administration concerned should make the necessary provisions and undertake the necessary actions right away to make possible the next phases of indicators benchmarking (through SOPMIP-3) and performance reporting on the benchmarked indicators (through SOPMIP-4).

The SOPMIP-2 Tables of Key Performance Indicators (KPIs) Identification and Selection	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> Other narrative comments/remarks may be: a reference to the rationale and/or importance of the indicator, a clarification of the purpose of the indicator, further explanations on the classification of sub-indicators, the reference to the legal basis of an indicator, etc.
15 Remarks / Suggestions by the Directorate-General of [Name] and/or by the Central Inspection on the Indicator (Column 15)	<ul style="list-style-type: none"> SOPMIP indicators development and finalisation is an inclusive, participatory and iterative process. Each of these iterations may involve special comments / suggestions from the DG concerned and/or from the CI-OMSAR SOPMIP team. Any such remarks, comments and/or suggestions by the DG are included under this column 11, including also the replies to these from the Central Inspection and/or the CI-OMSAR SOPMIP Team. As a result of this indicators finalisation dialogue, some of the indicators may be changed, re-allocated to other KPAs or deleted, or the configuration of sub-indicators may be changed, etc.

Summary Figures at the Bottom of the SOPMIP-2 Indicators Development Tables

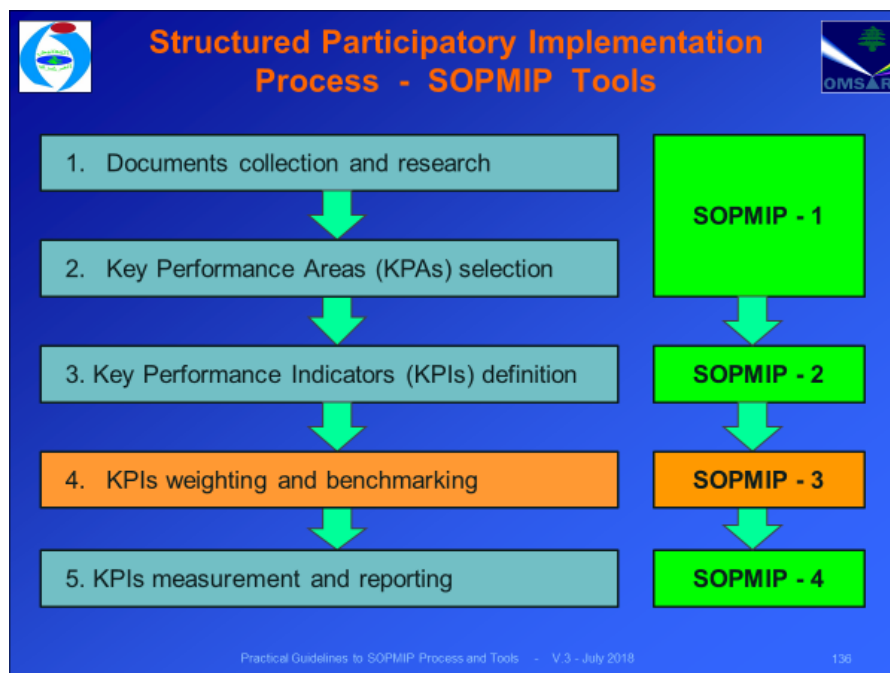
The last row at the bottom of both the OI and AO indicators development tables (in darker blue shading) for each KPA contains a variety of automatically generated summary figures on the indicators. As such are automatically (see underlying formulas) reflected for each SOPMIP-2 KPA indicators sheets at the bottom :

- Under column 3: The relative weight of the OI indicators (resp. AO indicators) vis-à-vis the AO indicators (resp. OI indicators). For the time being set standard at 40% for the OI indicators and 60% for the AO indicators. For more information and clarifications see item (f) of the KPIs methodological chapter 3.1 here above.
- Under column 4: The total number of identified Key Performance Indicators (KPIs)
- Under column 6: The sum of all indicators weights with an automated verification of the correctness of the indicators weights (green cell colour in case of a correct weights sum of 100%, red cell colour in case of any other total percentage).
- Under column 7: The total number of identified Key Performance Sub-Indicators (S-KPIs)
- Under column 10: The sum of all sub-indicators weights with an automated verification of the correctness of the sub-indicators weights (green cell colour in case of a correct weights sum of 100% (the sum of all sub-indicators weights divided by the number of indicators), red cell colour in case of any other total percentage).
- Under column 12: The number of sub-indicators with a yes on Ministry / DG practice on indicator target setting.
- Under column 13: The average score on 5 of all reported sub-indicators with regard to the quality of S-KPI data collection.
- Under column 14: The number of indicators for which any methodological remarks, details and clarifications have been formulated.

- Under column 15: The number of indicators for which any remarks / suggestions have been formulated by the Directorate-General / Ministry concerned and/or by the Central Inspection.

4. **SOPMIP Step 3 : The weighting and benchmarking of Key Performance Indicators (KPIs)**

Once the Key Performance Indicators (KPIs) and Sub-Indicators (S-KPIs) are developed as step two of the SOPMIP sectoral and organisational performance measurement and inspection system and process, the next step consists of the finalisation of the indicators weights and particularly also the benchmarking of the indicators. This benchmarking covers both the collection and setting of the indicators baseline values and the indicator targets for the five year cycle. They constitute the fourth phase of the SOPMIP process, and are facilitated by the standard SOPMIP-3 tool, as is depicted in the below summary overview figure.



The main focus and work of the SOPMIP-3 template is on the indicators benchmarking as is also reflected as such in the template title of “Baseline and Targets Benchmarking of (Sub-)Sectoral Key Performance Indicators, by Key Performance Area. (Annex 3, pp. 29-31. This SOPMIP-3 template entirely and logically builds on the SOPMIP-2 template of indicators development and serves for the indicators benchmarking for all five (or six) Key Performance Areas (KPAs), with minor differences for generic KPA-5B (since no sub-indicators unlike the other KPAs).

This SOPMIP-3 indicators weighting and benchmarking concerns strategic decision making on priorities and directions for the period to come. Thus SOPMIP-3 template completion needs proactive involvement and steering of the executives in charge of the sector / sub-sector.

Before discussing the SOPMIP-3 template in detail under chapter 4.3, a few methodological words first on indicators and multi-tiered system weighting (chapter 4.1. hereafter) and on indicators benchmarking (chapter 4.2 thereafter).

4.1. Indicators weighting in practice

Further referrals to:

- Annexes (A) : 3
- E-Annexes (EA): 9.1 9.2
- Slides (S) : 133-143

Whereas the weighting of both indicators and sub-indicators is already introduced in the SOPMIP-2 indicators development sheet (Annex 2 – p. 32), it is in the SOPMIP-3 indicators weighting and benchmarking sheets that the final weights are assigned to both indicators and sub-indicators.

This finalisation of the weight setting can only be meaningfully done when the whole set of indicators and sub-indicators is determined and relative importance of the indicators and the sub-indicators amongst each other can be set in an authoritative and sustainable manner¹. Therefore in the SOPMIP-3 table, the finalisation of the weights is incorporated

- Under SOPMIP-3 table column 6 regarding the final weights of the Key Performance Indicators (KPIs)
- Under SOPMIP-3 table column 10 regarding the final weights of the Key Performance Sub-Indicators (S-KPIs) are set within each of the Key Performance Indicators

The weighting of the indicators and sub-indicators under SOPMIP-3 is a part of SOPMIP as a four/five-tiered and weighted sectoral and organisational performance measurement system, covering the following four/five weighted hierarchical levels:

Tier	Weighting Level
1	Key Performance Sub-Indicators (S-KPIs)
2	Key Performance Indicators (KPIs)
3	Type of Indicators (OI & AO KPIs)
(4)	Key Performance Sub-Areas (S-KPAs)
4 or 5	Key Performance Areas (KPAs)

Indicators weighting has a dual functionality (similar to weighting at the higher aggregate levels):

¹ Feedback and lessons learned from the SOPMIP processes with the Pilot Ministries show that indicators weighting is not arrived at the during the SOPMIP-2 indicators development, since all attention and energy then is focused on the identification and final selection of the most relevant and representative indicators and sub-indicators.

1. To assign proportionate relative importance to indicators based on (a mix of) objective criteria, for example proportionate to money value, population size, surface area, categories in a classification, etc.). Obviously, not all indicators are equally important. And as such, not assigning weights still means silently assigning hidden weights (namely equal weights).
2. As policy / strategy tools enabling to set policy and strategic priorities. This for example is explicitly the case for gender indicators or for regional development indicators, but can be applied to any kind of indicators.

In SOPMIP, the additional fourth tier of Key Performance Sub-Areas (S-KPAs) is only applied to standard, generic KPA-5B on organisational development and institutional strengthening – Government of Lebanon (GoL) generic. For this generic KPA-5B, this fourth tier pertains to the six standard organisational performance sub-areas (see earlier Chapter 3.2 and also Annex 2.1).

Practical tips for indicators and sub-indicators weighting: (Annex 3 – Page 29)

- Weights are always expressed in a percentage (%) with one decimal (for example: 15.0% or 17.5%) (Column 6)
- The sum of all OI KPI weights necessarily is 100%, so is the sum of all AO KPI weights. (end of Column 6)
- At the bottom of SOPMIP-3 column 6 of the OI and AO KPIs tables there is an automatic control function programmed which checks on the accuracy of KPIs weight setting. If the sum of the KPAs weights is correct at 100% then this sum cell turns green. In all other error cases, it turns red.
- In the same way, the sum of the weights of all sub-indicators within each of the indicator necessarily is 100%. (Column 10)
- At the bottom of SOPMIP-3 column 10 of both OI and AO KPIs tables there is a similar automatic control function programmed which checks on the accuracy of the S-KPIs weight setting. If the sum of the KPIs weights within each of the KPIs is correct at 100%, then this sum cell turns green. In all other error cases, it turns red.
- The process of assignment of individual KPIs (or S-KPIs) weights best starts from an equal weight given to all KPIs. Such equal weight percentage is obtained by dividing the total 100% weight by the number of KPIs (e.g. in case of 8 KPIs, 100% divided by 8 = 12.5% each). From that equal basis, the weights of indicators are adjusted up (higher importance) or down (lower importance).
- For the weighting of the sub-indicators of a homogeneous composite indicator, the overall / total sub-indicator is attributed standard a 30% weight, whereas the combined other categories sub-indicators have a combined 70% weight to be distributed in a (proportionally) differentiated way over the different categories. By way of example for a national indicator with breakdown by Muhafaza: 30% weight is reserved for the national indicator and the remaining 70% weight are to be differentiated and proportionally distributed over the eight Muhafaza.

The determination of the relative weights of the five (or six) Key Performance Areas (KPAs level) is under the direct authority, is the direct responsibility of the Director-General, as this pertains to high

strategic and programming priorities. Within KPA-5, the weights of Ministry specific KPA-5A and GoL Generic KPA-5B are initially also equally set at 50%, but also these weights need to be differentiated by the Director-General.

4.2. Indicators benchmarking in practice

Further referrals to:						
- Annexes (A) :	3	5				
- E-Annexes (EA):	9.1	9.2	9.3-9.6	9.7		
- Slides (S) :	133-136	144-146	150-151	152-153	154-159	164-169

A benchmark is a reference point or standard against which performance or achievements can be assessed.

Of crucial importance for performance measurement and inspection is the availability of the necessary benchmarks as comparative basis against which to assess accomplishments and achievements.

In SOPMIP this benchmarking mainly pertains to the (singular) sub-indicators only, as most indicators themselves are composite indicators for which it is hard, if not impossible, to set benchmarks on the different components at once.

For the sake of actual performance measurement, SOPMIP differentiates two types of indicators benchmarking:

1. The baseline value of the indicator, which is the latest available performance measure of the indicator at or before the start of the measurement period / of the programme. This is the retroactive comparative basis for performance measurement (at present or in the past).
2. The target setting for indicators performance achievements, accomplishments aimed at given points in time in the future. This is the proactive comparative basis for performance measurement in the future. This target setting covers both:
 - (a) strategic target setting by the end of the performance measurement period, in the case of SOPMIP at the end of a five year period, and
 - (b) interim (or intermediate) performance target setting, in the case of SOPMIP on an annual basis by the end of each fiscal / calendar year.

It is clear that the target setting needs to be the reflection of both strategic and operational plans. It therefore is essential that the indicators target setting is rooted / anchored in the official planning documents of the Administration, if available. Since the target setting is the expression of priorities for the future, such targets benchmarking processes necessarily need to be inclusive and participatory, and provided with the necessary authority. It therefore is a SOPMIP Standard Operating Procedure that the completed and finalized SOPMIP-3 template is signed off by the Director-General himself / herself.

From the above is also clear that the main responsibilities for baseline values benchmarking and for target setting benchmarking are with different entities within the Ministry / Public Authority concerned, notably respectively with the entity in charge of research, statistics and reporting in case of the former, and with the entity in charge of strategies and planning in case of the latter.

Some practical tips for SOPMIP (sub-)indicators benchmarking:

- (a) The (sub-)indicators benchmarking process starts with the collection and reflection of the most recent available indicators baseline values
- (b) These baseline values as well as the indicators targets necessarily need to be expressed in the indicator Unit of Measurement (UoM) as identified in SOPMIP-3 column 9 (Annex 3 – page 33). This means that a number (#) indicator can only have a number (#) baseline value and targets, same for a %, a 0-10 scale or a y/n indicator, as follows:

Types of KPIs Unit of Measurement (UoM)		Concrete examples of benchmarks	
1	# (number)	27.5	125,000
2.	% (percentage)	3.5%	95%
3.	Rating scale or classification (quality KPIs)	0 – 10 scale	3 9
		0 – 5 scale	2 5
		HSPU (Highly satisfactory, Satisfactory, Partially satisfactory, Unsatisfactory)	H S
4.	y/n (yes / no logical indicator)	y	n

- (c) For further worked out concrete practical examples of SOPMIP indicators benchmarking for the different Units of Measurement, pls. refer to electronic annex EA.9.7.
- (d) To ensure this alignment of benchmarks with the indicator Unit of Measurement, the benchmarking (both baseline value and targets) fields for %, HSPU and y/n indicators are pre-formatted, allowing that only indicator values expressed in the right UoM / in the right format can be entered.
- (e) The validity and accuracy of the baseline value needs to be ascertained (Annex 3 – Columns 11 & 12) It therefore cannot be reiterated enough that is important to clearly state the source of information / means of verification in the SOPMIP-2 indicators development sheet (Annex 2 – Column 11).
- (f) Also the latest available indicator measurement should be reflected. It therefore is important to also reflect the date of last measurement together with the baseline value, to be sure that the measurement is as recent as possible.
- (g) The baseline value is a solid / reliable basis for realistic indicator target setting for the coming years in line with the strategy and planning documents concerned, if available and in use.

- (h) For the indicators target setting (Annex 3 – Columns 13 to 18) be realistic and at the same time be robust and ambitious, since SOPMIP is a results oriented performance measurement system and also for cost-effectiveness and cost-efficiency related reasons.
- (i) Apply progressively increasing cumulative target setting over the years, unless stated differently (e.g. annually). (from year 1 to year 5 / Annex 3 - Columns 13 to 18)
- (j) The first year target is set first based on a realistic increment / growth / change vis-à-vis the baseline value.
- (k) In second instance, the fifth year (Y5) target is set as this is the strategic end target for the planning period concerned, in the case of SOPMIP thus a five year period.
- (l) In third instance, the year 2 (Y2), year 3 (Y3) and year 4 (Y4) interim annual targets are set with a gradual annual growth / change from Y1 to Y5. In line with the S-curve regular shape of indicators benchmarking, the increment may be gradually increasing over time rather than by the same annual increment over the years.
- (m) In line with SOPMIP rolling planning principles (what has not been achieved in a certain year, can be made up for in the subsequent years), all indicators target setting is cumulative. This applies to all types of indicators (#, %, 0-10 scale, 0-5 scale, HSPU and y/n). This actually implies that a y - yes target for a certain year is automatically followed by y targets for the subsequent year. Or a S – satisfactory target for a certain year, can only be followed by an S - satisfactory target or a H – highly satisfactory target for the subsequent years.
- (n) For HSPU (Highly satisfactory, Satisfactory, Partially satisfactory and Unsatisfactory) quality indicators, target setting minimally needs to be at S – satisfactory level, regardless the plan target year (Y1 to Y5).
- (o) Special attention should be given to negative or negatively formulated indicators, as the target setting needs to be progressively decreasing accordingly. Examples of negatively formulated indicators: The percentage of primary education drop-outs (MoEHE Base Education SOPMIP KPI 2.1.04) or the average number of days of absenteeism per year per employee (generic KPA-5A indicator 6A.1.05).
- (p) In case indicator benchmarking values are not known, the corresponding cells should be left blank (thus not a zero value, as a zero is an actual indicator value).
- (q) In case target setting is only applicable from a later year onwards (e.g. from Y3 or Y4 onwards), the cells of the targets for the preceding years should be left blank.
- (r) The general advice is to in principle not leave any benchmarking cell blank. During the benchmarking iterative process, still missing indicators benchmarking values are extra visualized by the CI-OMSAR SOPMIP team by means of an orange background colour of the still empty cells.
- (s) The other related general advice is not to delete (or merge) any indicators or sub-indicators identified in (and agreed upon as per) the final draft version of SOPMIP-2. In case no target setting for the whole 5 year period, pls. give zero weight to the sub-indicator(s) concerned (or to leave the cells concerned blank, as a last resort only – see above point p). In case of activities or results only at a later stage of the 5-year cycle (for example

from the third year onwards), pls. reflect targets accordingly in these later years (and thus a zero value or a blank cell in the first and/or second year of the 5-year cycle).

- (t) As a general principle, target setting is fixed for the five year periods covered by SOPMIP cycles, and as such cannot be tampered with (with the further SOPMIP automation, the targets cells will be protected). However, after the first round (or after two rounds) of SOPMIP reporting, the possibility is foreseen for adjustment of some indicators as needed / necessary, since in this piloting and learning-by-practicing period of SOPMIP and with indicators baseline values not always solidly determined, it may be that some targets have not been set too enthusiastically (not realistically), whereas in some other cases they were set not enough ambitious. Whatever the case, SOPMIP indicators targets can never be changed unilaterally, but always require consensus of the Ministry / DG with the Central Inspection for approval.
- (u) It is strongly recommended to first fill-out the AO Activity-Output process indicators sheets before the OI Outcome/Impact development results indicators sheets, and this for both the SOPMIP-3 indicators benchmarking (particularly for the targets setting) and the SOPMIP-4 performance reporting. The reason for this is that in quite some cases, if not the vast majority of cases, OI Outcome/Impact indicators performance to a large extent depends on performance on the AO Activity/Output indicators.

4.3. The SOPMIP-3 template

Further referrals to:

- Annexes (A) : 3
- E-Annexes (EA): 9.1 9.2
- Slides (S) : 133-136 147-155 168-169

The SOPMIP-3 template “Baseline and Targets Benchmarking of (Sub-)Sectoral Key Performance Indicators, by Key Performance Area)” consists of the following four main parts, in design and structure identical for all KPAs, except for generic KPA-5B which is slightly different, as explained earlier already (e.g. see chapter 3.2):

1. The sector and indicators set identification box (Annex 3 – Page 31 -)¹
2. The strategic planning and annual planning for the current financial year box (Annex 3 – Page 31 – 2a&b)
3. The SOPMIP-3 weighting and benchmarking table of OI KPIs (Outcome/Impact Development Results Indicators) (Annex 3 – Page 32)
4. The SOPMIP-3 weighting and benchmarking table of AO KPIs (Activities/Outputs Process Indicators) (Annex 3 – Page 33)

Since the design and structure of both the OI and AO KPIs weighting and benchmarking tables are the same, they will be discussed together. For both above main template parts 3 and 4, the constituting

¹ Same as for SOPMIP-2 (see above chapter 3.2 on above pages 20 to 22)

individual fields / columns are explained in a practical way from the perspective of filling them out and with some further explanatory notes and/or observations as fitting / needed.

For the set of practical tips for SOPMIP (sub-)indicators benchmarking applicable to all (sub-)indicators pls. see above under preceding chapter 4.2.

For the whole SOPMIP-3 template, pls. refer to Annex A.3 to these Guidelines. Examples of actually completed and finalized SOPMIP-3's for two SOPMIP pilot Ministries / Sectors are attached as E-annexes EA.9.1 and EA.9.2.

1. **The SOPMIP-3 sector and indicators set identification box** (See Annex 3, Page 31)

The SOPMIP-3 sector and indicators set identification box (Annex 3, Page 31, Box 1)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
Name of sector	<ul style="list-style-type: none"> - This is the succinct name of the SOPMIP sector. - This sector name is standard for all four SOPMIP 1 to 4 templates. Hence the identical sector name as included in the SOPMIP-1 KPAs sheet should be filled-out here as well. - Field/cell format: Text
Name of Sub-Sector	<ul style="list-style-type: none"> - This is the succinct name of the SOPMIP sub-sector within the above SOP-MIP sector. - This sub-sector name is standard for all four SOPMIP 1 to 4 templates. Hence the identical sub-sector name as included in the SOPMIP-1 KPAs sheet should be filled-out here as well. - It is on this sub-sector the performance benchmarking, measurement, reporting and inspection is done, and thus not on the sector (in case the latter is different from the former). - Field/cell format: Text
Version Number of This KPIs Indicators Benchmarking Sheet	<ul style="list-style-type: none"> - This is the sequential version number of the KPIs benchmarking sheet. - It is very important to keep track of the SOPMIP-3 KPIs benchmarking version number in order to be sure to always use / further process the latest version. - Field/cell format: V.[number] - For example: V.1 V.1.1 V.2.3 - The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version - The final version of the SOPMIP-3 sheet has a "F" added to the number. For example final version V.4.2F
Date of this KPIs Benchmarking Sheet	<ul style="list-style-type: none"> - This is the date of preparation or the completion date of this SOPMIP-3 KPIs benchmarking sheet (draft or final) in relation to the Version number identified in the just preceding cell (see here just above). - Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018
Name of Responsible Ministry	<ul style="list-style-type: none"> - This is the official, full name of the (tutelage) Ministry in charge of / bearing overall responsibilities for the sector / sub-sector concerned.

The SOPMIP-3 sector and indicators set identification box (Annex 3, Page 31, Box 1)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - This is the same name as included in the SOPMIP-1 KPAs and the SOPMIP-2 KPIs templates. - The abbreviation / acronym of the Ministry may also be added - Only one name of a Ministry can be filled-out - Field/cell format: Text
Name of Responsible Directorate-General	<ul style="list-style-type: none"> - This is the official, full name of the Directorate-General in charge of / bearing overall responsibilities for the sector / sub-sector concerned. Only one name can be filled here. - This is the same name as included in the SOPMIP-1 KPAs template and the SOPMIP-2 KPIs template. - Only one name of the responsible Directorate-General can be filled out here. - It is the Directorate-General that bears final responsibilities for the SOPMIP cycle and particularly for performance reporting, possibly in close coordination with other DGs or other Public Authorities / Agencies. - The abbreviation / acronym of the Directorate-General may also be added. - Field/cell format: Text
Name of Responsible Directorate(s) and Main Services / Bureaus	<ul style="list-style-type: none"> - Whereas SOPMIP responsibilities are vested at the higher hierarchical level of the Directorate-General, in this cell needs to be included the name(s) of the responsible Directorate(s) and the main Services / Bureaus under this / these Directorate(s) - This cell necessarily contains the same list of entities as included in the SOPMIP-1 KPAs template. - In some cases, it may also be necessary that a higher entity needs to be reflected as the case may require: A Higher Authority, or a Committee, etc. - The list of organisational entities reflected here should be as limited as possible. - Field/cell format: Text
Name, Date and Signature of the Director-General	<ul style="list-style-type: none"> - The final version of the SOPMIP-3 benchmarking template requires: (1) The signature of the Director-General; (2) his/her name, and; (3) the date of signature. - If view of the crucial strategic importance of this benchmarking process and in line with the provisions of LD 111/59, it is essential that the final version for submission to the Central Inspection is signed off by the Director-General concerned. This DG signature gives the SOPMIP-3 benchmarking sheet the necessary authority and ensures its official authenticity.
Version Number of KPIs Template 2 as Basis for this Benchmarking	<ul style="list-style-type: none"> - This is the final version number of the SOPMIP-2 indicators sheet as basis of this benchmarking. - It is very important to always use the final version of the SOPMIP-2 indicators development sheet as basis for indicator benchmarking. There necessarily needs to be this consistency / alignment between both form. In fact, columns 1 to 10 of the SOPMIP-3 benchmarking sheet directly originate from the SOPMIP-2 indicators sheet. The table columns 1 to 10 of both SOPMIP 2 and 3 are the same. - Field/cell format: V.[number] - For example: V.1 V.1.1 V.2.3

The SOPMIP-3 sector and indicators set identification box (Annex 3, Page 31, Box 1)								
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations							
	<ul style="list-style-type: none">- The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version- The final version of the SOPMIP-2 sheet has a “F” added to the number. For example final version V.4.2F							
Date of this KPIs Template 2 at the Basis	<ul style="list-style-type: none">- This is the date of the SOPMIP-2 template (final) version at the basis of this SOPMIP-3 KPIs benchmarking sheet of which the version number identified in the just preceding cell (see here just above).- Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018							
Summary Statistics on the Sectoral Key Performance Indicators of this KPA	<ul style="list-style-type: none">- This is the automatically generated summary statistical table on the number of KPIs and Sub-KPIs of this Key Performance Area (KPA) concerned, of which the number and name are reflected in the reverse shaded area right above. <table><tr><td>Total number of Development Results Indicators and Sub-Indicators (Outcome and Impact - OI) of this KPA العدد الإجمالي للمؤشرات المتعلقة ب لمجال الأداء المعني (OI) الحصيلة و التأثير</td><td>0</td><td>0</td></tr><tr><td>Total number of Process Indicators and Sub-Indicators (Activities and Outputs / Direct Results - AO) of this KPA العدد الإجمالي لمؤشرات المسار لمجال الأداء (AO) الانشطة و النتائج المباشرة المعني</td><td>0</td><td>0</td></tr></table> <ul style="list-style-type: none">- These summary indicators and sub-indicators statistics for the KPA are presented in the following format:- The statistics for the Development Results indicators (outcome and impact – OI) are automatically generated in the first row, the stats for the process indicators (activity and output – AO) in the second row.- The first column automatically shows the number of indicators (KPIs) for both the OI and AO indicators, whereas in the second column the number of sub-indicators (S-KPIs) are automatically reflected.- Summary statistics on the number of benchmarked sub-KPIs can be found at the bottom of both OI and AO indicators tables: Under column 12 for the S-KPIs with baseline values and under column 14 for the S-KPIs with a year 1 (Y1) target. (Annex 3, Page 32)		Total number of Development Results Indicators and Sub-Indicators (Outcome and Impact - OI) of this KPA العدد الإجمالي للمؤشرات المتعلقة ب لمجال الأداء المعني (OI) الحصيلة و التأثير	0	0	Total number of Process Indicators and Sub-Indicators (Activities and Outputs / Direct Results - AO) of this KPA العدد الإجمالي لمؤشرات المسار لمجال الأداء (AO) الانشطة و النتائج المباشرة المعني	0	0
Total number of Development Results Indicators and Sub-Indicators (Outcome and Impact - OI) of this KPA العدد الإجمالي للمؤشرات المتعلقة ب لمجال الأداء المعني (OI) الحصيلة و التأثير	0	0						
Total number of Process Indicators and Sub-Indicators (Activities and Outputs / Direct Results - AO) of this KPA العدد الإجمالي لمؤشرات المسار لمجال الأداء (AO) الانشطة و النتائج المباشرة المعني	0	0						
General Remarks on this Sectoral KPIs Development and Selection Sheet	<ul style="list-style-type: none">- This is the narrative section of the SOPMIP-3 template containing general information on this version of the SOPMIP-3 indicators benchmarking table for the sector. It usually contains a short history of both the indicators development and benchmarking processes with a highlighting of the main SOPMIP participatory events and sub-processes together with the Ministry / Administration concerned in chronological order.- This cell provides the empirical evidence of the inclusive, participatory development and finalisation process of the indicators as a tripartite joint effort of the Ministry / Public Administration concerned together with the CI-OMSAR SOPMIP Team. (Annex 3, Page 31)- Field/cell format: Text (free format)							

2. The strategic planning and annual planning for the current financial year box (See Annex 3, Page 31)

Sectoral Indicators benchmarking is very much related to strategic and operational planning processes pertaining to the (sub-)sector concerned and as such, if available, should be firmly rooted in any such official strategizing and planning documents. The below box provides details on such existing relevant documents, both with regard to longer-term strategic planning and to annual or similar operational planning.

The SOPMIP-3 strategic planning and annual planning for the current financial year box (Annex 3, Page 31, Boxes 2a and 2b)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
2a) Strategic Planning	
1 Medium / long term plan for KPA	<ul style="list-style-type: none"> Indicate with yes or no if a medium / long term plan for the Key Performance Area (KPA) is available. A medium / long plan is considered to have a time horizon of at least three years. Field/cell format: yes/no logical (pls. select from pop-up window by ticking).
2 If yes, title of plan	<ul style="list-style-type: none"> The precise title of this medium / long term plan for the KPA is to be reflected here. Pls. fill out the official, full-title and the author. Field/cell format: Text
3 Type of plan	<ul style="list-style-type: none"> Fill-out here the type of the medium / long term plan (brief categorization). Examples of types: long-term, 5-year, roll-over, indicative, master, strategic, ...plan. Field/cell format: Text
4 Date latest approved version of plan	<ul style="list-style-type: none"> This is the date of the latest version of the plan, as is officially visible on the document itself. If approved, pls. fill out the date of approval. Field/cell format: date with standard format: dd/mm/yyyy. For example: 09/04/2018
5 Covered plan period: From	<ul style="list-style-type: none"> This is the start / commencement date of the plan period. If the precise date is known, pls. fill out the full date. If not, the month and year can do. Field/cell format: Text
6 Covered plan period: To	<ul style="list-style-type: none"> This is the end date of the plan period. If the precise date is known, pls. fill out the full date. If not, the month and year can do. Field/cell format: Text
7 KPA planning part of larger planning document	<ul style="list-style-type: none"> Needs to be reflected here with a simple yes or no if the KPA plan is part of a larger, comprehensive planning document. For a sub-sector plan, this may be an overall sector plan. Or in case of a sector plan, this may be part of an overall development plan. Field/cell format: yes/no logical (pls. select from pop-up window by ticking)
8 If yes, title of chapter(s) and page numbers	<ul style="list-style-type: none"> Pls give here an accurate as possible description / listing of the chapter(s) with page numbers of this larger / encompassing planning document of which the KPA planning document is a part. Be complete in the listing of chapters and accurate regarding their titles and/or page numbers. Field/cell format: Text

9	Medium/long term plan has target setting on Key Indicators	<ul style="list-style-type: none"> Indicate here with yes or no if this medium / long term plan includes indicators with target setting for the covered period Field/cell format: yes/no logical (pls. select from pop-up window by ticking)
10	Plan has budget, with breakdown by year	<ul style="list-style-type: none"> Indicate here with yes or no if this medium / long term has a budget, a costing with figures broken down by year (annual budgets) Field/cell format: yes/no logical (pls. select from pop-up window by ticking)
2b) Annual Planning for Current Financial Year (CFY)		
11	Annual plan for the Current Financial Year	<ul style="list-style-type: none"> Indicate with yes or no if an annual plan for the Current Financial Year (CFY) for the Key Performance Area (KPA) is available. An annual plan covers a one year period (12 calendar months). Field/cell format: yes/no logical (pls. select from pop-up window by ticking).
12	If yes, title of plan	<ul style="list-style-type: none"> The precise title of this annual plan for the KPA is to be reflected here. Pls. fill out the official, full-title of the plan. Field/cell format: Text
13	Version number of latest approved version	<ul style="list-style-type: none"> Pls. reflect here the version number of the latest approved plan. If only one version is available, pls. reflect V.1 Field/cell format: V.[number] For example: V.1 V.1.1 V.2.3 The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version
14	Date latest approved version of plan	<ul style="list-style-type: none"> This is the date of the latest version of the plan, as is officially visible on the document itself. If approved, pls. fill out the date of approval. Field/cell format: date with standard format: dd/mm/yyyy For example: 17/12/2017
15	Plan period: From	<ul style="list-style-type: none"> This is the start / commencement date of the annual plan period. By default this is the first day of the fiscal year, which in Lebanon coincides with the start of the calendar year (thus 1st of January). If not so, pls. indicate the actual start date of the annual plan period Field/cell format: date with standard format: dd/mm/yyyy For example: 01/01/2018
16	Plan period: To	<ul style="list-style-type: none"> This is the end date of the annual plan period. By default this is the last day of the fiscal year, which in Lebanon coincides with the end of the calendar year (thus 31st of December). If not so, pls. indicate the actual end date of the annual plan period Field/cell format: date with standard format: dd/mm/yyyy For example: 31/12/2018
17	KPA planning part of larger planning document	<ul style="list-style-type: none"> Needs to be reflected here with a simple yes or no if the KPA annual plan is part of a larger, comprehensive annual plan document. For a sub-sector plan, this may be an overall sector plan. Or in case of a sector plan, this may be part of an overall development plan. Field/cell format: yes/no logical (pls. select from pop-up window by ticking)
18	If yes, title of chapter(s) and page numbers	<ul style="list-style-type: none"> Pls give here an accurate as possible description / listing of the chapter(s) with page numbers of this larger / encompassing annual planning document of which the KPA annual planning document is a part. Be complete in the listing of chapters and accurate regarding their titles and/or page numbers. Field/cell format: Text

19	Annual plan has target setting on Key Indicators	<ul style="list-style-type: none"> - Indicate here with yes or no if this annual plan includes indicators with target setting for the covered period (at least a target by the end of the year, and if possible in addition also a half-year target). - Field/cell format: yes/no logical (pls. select from pop-up window by ticking)
20	Plan has budget, with breakdown by BL	<ul style="list-style-type: none"> - Indicate here with yes or no if the annual plan has a budget, a costing with figures broken down by main Budget Line (BL). - Field/cell format: yes/no logical (pls. select from pop-up window by ticking)

3 & 4 The SOPMIP-3 tables of Key Performance Indicators Benchmarking, by Key Performance Area - for both OI indicators (table 3a) and AO indicators (table 3b) (see Annex 3, pages 32-34)

Since the SOPMIP-3 indicators benchmarking tables explicitly build on the SOPMIP-2 indicators development sheets prepared in the preceding SOPMIP phase, the indicators and sub-indicators description columns / cells from the SOPMIP-3 indicators benchmarking sheets necessarily are identical to these columns / cells from the SOPMIP-2 indicators development sheets. This more particularly pertains to columns 1 to 10.

In a fully automated SOPMIP systems, these SOPMIP-2 indicators description cells will be automatically transferred from the SOPMIP-2 to the SOPMIP-3 templates. This also implies that in these SOPMIP-3 templates only the table columns 11 to 18 need to be filled-out by the Ministry / Public Administration themselves, the rest is automatically generated by the system.

The SOPMIP-3 indicators benchmarking tables consist of the following four main parts, each with indication of the table columns concerned:

- Columns 1 to 10 : Identification of Key Performance Indicators and Sub-Indicators (Automatically transferred from SOPMIP-2)
 - Columns 11 & 12 : Baseline values of Key Performance Sub-Indicators
 - Columns 15 to 18 : Target setting of Key Performance Sub-Indicators over 5-year period
 - Column 19 : Remarks on indicators weighting and benchmarking
- For practical tips on indicators weighting, see above chapter 4.1 on Indicators Weighting in Practice
- For practical tips on indicators benchmarking, see above chapter 4.2 on Indicators Benchmarking in Practice

The SOPMIP-3 Tables of Key Performance Indicators Benchmarking, by KPA (Annex 3, Pages 32-34)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
KPA number and title (Table name)	<ul style="list-style-type: none"> - Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet . - This KPA number and title is filled out in the reverse shaded area right above the indicators table concerned.

The SOPMIP-3 Tables of Key Performance Indicators Benchmarking, by KPA (Annex 3, Pages 32-34)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - The name of the KPA is taken from the SOPMIP-1 list of Key Performance Areas. - One specific, separate worksheet for each of the five/six KPAs. - Format : KPA - 1 : [Name of KPA]
Identification of Key Performance Indicators and Sub-indicators (Table columns 1 to 10)	
1 Identification of the Key Performance Area: Number (Column 1)	<ul style="list-style-type: none"> - Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet.^{1 2} - This number in principle is reflected left-top within each printed table page to ensure easy identification of the indicators set. - Format: Number followed by a dot (same for 5A. and 5B.)
2 Identification of the Key Performance Area: Title (Column 2)	<ul style="list-style-type: none"> - Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet. - This KPA title in principle is reflected left-top within each printed table page to ensure easy identification of the indicators set. - Field/cell format: Text
3 Type of Key Performance Indicator (Column 3)	<ul style="list-style-type: none"> - Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet. - Here one of the two main types of Key Performance Indicators is filled out:³ <ul style="list-style-type: none"> - OI = Outcome / Impact KPIs (= development relevance indicators) - AO = Activities / Outputs / Direct Results KPIs (= process indicators) - A balanced number of OI and AO indicators is preferable in line with performance measurement principles covering all levels of the results chain (cfr. the 3Es of performance measurement of Effectiveness, Efficiency and Economy). - This OI or AO main type of KPIs indication in principle is reflected left-top within each printed table page to ensure easy identification of the indicators sets. - Field/cell format: Text - Code format: [code of the KPA].[code of the main type of indicators] - Example of code: 4.2 refers to the AO indicators of KPA 4
4 Key Performance Indicator (KPI): Code (Column 4)	<ul style="list-style-type: none"> - Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet, and possibly updated in the course of the SOPMIP-3 indicators benchmarking process. - This is the unique identification code of the Key Performance Indicator.

¹ This is the KPA name pertaining to that particular KPA as indicated in the re-verse shaded area just above the table.

² See the SOPMIP-1 table for the list of Key Performance Areas (KPAs) titles for the sector / sub-sector concerned. This list of 5 (or 6) KPAs is also at the basis of the SOPMIP-2 list of Key Performance Indicators, in turn serving as basis for the SOPMIP-3 template for indicators benchmarking (both baseline and target setting) and ultimately for the SOPMIP-4 performance measurement and reporting.

³ For more (methodological) information on these two main types of OI and AO indicators, pls. refer to item (f) under above chapter 3.1 on KPIs as SOPMIP system building blocks

The SOPMIP-3 Tables of Key Performance Indicators Benchmarking, by KPA (Annex 3, Pages 32-34)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - Strict, standardized and unique coding is necessary, not only for a distinct identification of the KPIs themselves, but also for system automation purposes. - Field/cell format: Text (pre-filled codes – not number since containing double dots) - Code format: x.y.zz with: x for the KPA code, y for the type of indicators code, and zz for the specific KPI indicator (sequence) number within the type of KPIs - Example: 3.2.07: Is the seventh Key Performance Indicator under the AO activity/output indicators of the third Key Performance Area
5 Key Performance Indicator (KPI) Operational Definition (Column 5)	<ul style="list-style-type: none"> - Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet, and possibly updated in the course of the SOPMIP-3 indicators benchmarking process. - Refined and accurate operational definitions of indicators are required.¹ - In principle, the operational definition of the indicator is reflected in both English and Arabic. It is essential to check / double-check the quality of the translation of the English KPI into Arabic, or vice versa. - Right under the KPI definition, the number of sub-indicators (S-KPIs) for that indicator is provided between brackets and in italics. Format: <i>([number] S-KPIs)</i>. For example: <i>(7 S-KPIs)</i> - In case no sub-indicators (thus with the main indicator a singular indicator, the number of sub-indicators is standard set at 1 (1 S-KPI), namely the singular KPI indicator itself.
6 Weight of the KPI (Column 6)	<ul style="list-style-type: none"> - Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet, and possibly updated in the course of the present SOPMIP-3 indicators benchmarking process. - These indicator weights need to be finalised by the Ministry / DG in coordination with the CI-OMSAR SOPMIP Team during the present SOPMIP-3 indicators weighting and benchmarking phase. - For practical tips on indicators benchmarking see the bulleted list under above chapter 4.1 on Indicators Weighting in Practice - In this column / cell the KPI indicator weight needs to be reflected as a percentage value between 0% and 100%. - The weight is the expression of the relative importance of the KPI vis-à-vis the other KPIs within the OI or AO set of indicators. - The sum of all OI KPI weights necessarily is 100%, so is the sum of all AO KPI weights - At the bottom of this column 6 of the OI and AO KPIs tables there is an automatic control function programmed which checks on the accuracy of KPIs weight setting. If the sum of the KPAs weights is correct at 100% then this sum cell turns green. In all other error cases, it turns red. - The assignment of individual KPIs weights best starts from an equal weight given to all KPIs (= one hundred divided by the number of KPIs). From that

¹ For more (methodological) guidance on the operational definition of indicators, pls. refer to item (g) under above chapter 3.1 on KPIs as SOPMIP system building blocks

The SOPMIP-3 Tables of Key Performance Indicators Benchmarking, by KPA (Annex 3, Pages 32-34)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<p>basis, the weights of indicators are adjusted up (higher importance) or down (lower importance). Importance refers to the intrinsic characteristics of the indicator and the programme component / objective it relates to. Objective elements include the amount of resources involved (financial, human, time, etc.). Subjective elements include the policy or strategic priorities, tangible and intangible factors from the KPA's / programme's enabling environment, etc.;</p> <ul style="list-style-type: none"> Field/cell format: Percentage Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%
7 Key Performance Sub-Indicator (S-KPI): Code (Column 7)	<ul style="list-style-type: none"> Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet, and possibly updated in the course of the SOPMIP-3 indicators benchmarking process. The Key Performance Sub-Indicator (S-KPI) code is the code of the "mother" KPI indicator, with an alphabetic letter added to it separated by a dot. Field/cell format: Text (pre-filled codes – not number since containing double dots) Code format: x.y.zz.a with: x for the KPA code, y for the type of indicators code, and zz for the specific KPI indicator (sequence) number within the type of KPIs, and finally x for the sub-indicator number / identification within the KPI. Example: Sub-indicator code 4.1.11.d stands for: the fourth Sub-Indicator (S-KPI) within the eleventh Key Performance Indicator (KPI) under the OI outcome-impact indicators of the fourth Key Performance Area In case more than 26 sub-indicators for an indicator (thus more than the number of letters in the alphabet), then a numeric may be added to the letter. For example, in the classification of GOL Ministries, the OMSAR sub-indicator has code y1.
8 Key Performance Sub-Indicator (S-KPI): Name of Sub-Indicator / Category of the KPI (Column 8)	<ul style="list-style-type: none"> Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet, and possibly updated in the course of the SOPMIP-3 indicators benchmarking process. Sub-indicators are always defined in relation to / within the "mother" indicator.¹ Any number of sub-indicators within the respective indicators can be accommodated, from singular (with one S-KPI only, namely the KPI itself) to any level of complexity of indicator breakdown as useful / necessary (with a suggested maximum of let's say 35 to 40 indicators) per OI / AO type per KPA (e.g. in the case of a breakdown by GoL Ministry / Public Administration), in order to keep the system manageable.
9 Unit of Measurement (Column 9)	<ul style="list-style-type: none"> Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet, and possibly updated in the course of the SOPMIP-3 indicators benchmarking process. Since SOPMIP is a performance measurement system, for each of the sub-indicators the Unit of Measurement (UoM) needs to be identified.

¹ Pls. see above chapter 3.1 for more information on indicators and sub-indicators (KPIs and S-KPIs) under chapter item (b), for more information on composite and singular indicators under item (c), and for more information on heterogeneous and homogeneous composite indicator under item (d).

The SOPMIP-3 Tables of Key Performance Indicators Benchmarking, by KPA (Annex 3, Pages 32-34)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - To simplify the system, only six types of Unit of Measurement are used by SOPMIP which can be grouped in three main types as follows: two quantitative, three qualitative and one logical UoM's as follows in statistical hierarchical order: <ul style="list-style-type: none"> - Metric: (1) Number (#) (2) Percentage (%) - Ordinal : (3) 0-10 scale; (4) 0-5 scale, and; (5) HSPU qualitative (H - Highly satisfactory, S - Satisfactory, P - Partially satisfactory, and U - Unsatisfactory) - Logic : (6) Yes / no (y/n) - The applicable Unit of Measurement for the respective KPIs can be selected from the pop-up window. - Field/cell format: Pop-up window with six predetermined UoM categories to select the correct / applicable one from by ticking.
10 Weight of Sub-KPIs / KPI components (Column 10)	<ul style="list-style-type: none"> - Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet, and possibly updated in the course of this SOPMIP-3 indicators benchmarking process. - These sub-indicator weights need to be finalised by the Ministry / DG in co-ordination with the CI-OMSAR SOPMIP Team during the present SOPMIP-3 indicators weighting and benchmarking phase. - In this column / cell the final S-KPI sub-indicators weights needs to be reflected as a percentage value between 0% and 100%. - The weight is the expression of the relative importance of the S-KPI vis-à-vis the other S-KPIs pertaining to the "mother" Key Performance Indicator (KPI). - The sum of the weights of all sub-indicators within each of the indicator necessarily is 100%. - At the bottom of this column 10 of both OI and AO KPIs tables there is an automatic control function programmed which checks on the accuracy of the S-KPIs weight setting. If the sum of the KPIs weights within each of the KPIs is correct at 100%, then this sum cell turns green. In all other error cases, it turns red. - The assignment of individual S-KPIs weights best starts from an equal weight given to all S-KPIs (= one hundred divided by the number of S-KPIs). From that basis, the weights of the sub-indicators are adjusted up (higher importance) or down (lower importance). Importance refers to the intrinsic characteristics of the sub-indicator within the indicator. Objective elements include the amount of resources involved (financial, human, time, etc.). Subjective elements include the policy or strategic priorities, tangible and intangible factors from the KPA's / programme's enabling environment, etc.; - Field/cell format: Percentage - Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%
Baseline Values of Key Performance Sub-indicators (Table columns 11 and 12)	
11 S-KPI Baseline Value: Date of Last Measurement (Column 11)	<ul style="list-style-type: none"> - This is the date of the most recent / last actual measurement of the sub-indicator. - Major concern here is to ensure to have the most recent measurement reflected and also to have an idea of how long back the last measurement

The SOPMIP-3 Tables of Key Performance Indicators Benchmarking, by KPA (Annex 3, Pages 32-34)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<p>dates (e.g. in the case of socio-economic or demographic indicators / statistics, this may be as long as 10 years ago since the last survey or census).</p> <ul style="list-style-type: none"> For practical tips on sub-indicators benchmarking (both baseline values and target setting) see the bulleted list under above chapter 4.2 on Indicators Benchmarking in Practice The blank SOPMIP-3 sheets are prepared with a prefilled standard date of 31 December of the just preceding year to be modified and adjusted by the Ministry.
12 S-KPI Baseline Value (Column 12)	<ul style="list-style-type: none"> The latest available sub-indicator baseline value corresponding with the last measurement date determined under the preceding column 11 needs to be filled out here. For practical tips on sub-indicators benchmarking (both baseline values and target setting) see the bulleted list under above chapter 4.2 on Indicators Benchmarking in Practice. The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9) and in principle do not leave any cell blank. Field/cell format: Pre-formatted depending on the sub-indicator Unit of Measurement (UoM) as determined under column 9: (#, %, 0-10 scale, 0-5 scale HSPU or y/n). For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).
Target Setting of Key Performance Sub-indicators (Table columns 15 to 18)	
13 KPI Target for Year 1: Date (Column 13)	<ul style="list-style-type: none"> The date of the first year annual target of the sub-indicator needs to be filled out here. This in principle is the 31st of December of the next calendar / fiscal year. For practical tips on sub-indicators benchmarking (both baseline values and target setting) see the bulleted list under above chapter 4.2 on Indicators Benchmarking in Practice Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018
14 KPI Target for Year 1: Y1 Target Value (Column 14)	<ul style="list-style-type: none"> This is the first year target value of the sub-indicator on the date determined in the just preceding column 13 needs to be filled out here. For practical tips on sub-indicators benchmarking (both baseline values and target setting) see the bulleted list under above chapter 4.2 on Indicators Benchmarking in Practice. The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9). Be complete and in principle do not leave any cell blank. Field/cell format: Pre-formatted depending on the sub-indicator Unit of Measurement (UoM) as determined under column 9: (#, %, 0-10 scale, 0-5 scale HSPU or y/n). For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).

The SOPMIP-3 Tables of Key Performance Indicators Benchmarking, by KPA (Annex 3, Pages 32-34)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
15 KPI Targets for Subsequent Years: Year 2 (Column 15)	<ul style="list-style-type: none"> - This needs to be the second (2nd) year cumulative target value of the sub-indicator (thus on the year 1 target date + 1 full year) - For practical tips on sub-indicators benchmarking (both baseline values and target setting) see the bulleted list under above chapter 4.2 on Indicators Benchmarking in Practice. - The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9). - Be complete and in principle do not leave any cell blank. - Field/cell format: Pre-formatted depending on the sub-indicator Unit of Measurement (UoM) as determined under column 9: (#, %, 0-10 scale, 0-5 scale HSPU or y/n). - For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).
16 KPI Targets for Subsequent Years: Year 3 (Column 16)	<ul style="list-style-type: none"> - This needs to be the third (3rd) year cumulative target value of the sub-indicator (thus on the year 1 target date + 2 full years) - For practical tips on sub-indicators benchmarking (both baseline values and target setting) see the bulleted list under above chapter 4.2 on Indicators Benchmarking in Practice. - The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9). - Be complete and in principle do not leave any cell blank. - Field/cell format: Pre-formatted depending on the sub-indicator Unit of Measurement (UoM) as determined under column 9: (#, %, 0-10 scale, 0-5 scale HSPU or y/n). - For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).
17 KPI Targets for Subsequent Years: Year 4 (Column 17)	<ul style="list-style-type: none"> - This needs to be the fourth (4th) year cumulative target value of the sub-indicator (thus on the year 1 target date + 3 full years) - For practical tips on sub-indicators benchmarking (both baseline values and target setting) see the bulleted list under above chapter 4.2 on Indicators Benchmarking in Practice. - The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9). - Be complete and in principle do not leave any cell blank. - Field/cell format: Pre-formatted depending on the sub-indicator Unit of Measurement (UoM) as determined under column 9: (#, %, 0-10 scale, 0-5 scale HSPU or y/n). - For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).
18 KPI Targets for Subsequent Years: Year 5 (Column 18)	<ul style="list-style-type: none"> - This needs to be the fifth (5th) and final year cumulative target value of the sub-indicator (thus on the year 1 target date + 4 full years) - For practical tips on sub-indicators benchmarking (both baseline values and target setting) see the bulleted list under above chapter 4.2 on Indicators Benchmarking in Practice.

The SOPMIP-3 Tables of Key Performance Indicators Benchmarking, by KPA (Annex 3, Pages 32-34)	
S3 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9). - Be complete and in principle do not leave any cell blank. - Field/cell format: Pre-formatted depending on the sub-indicator Unit of Measurement (UoM) as determined under column 9: (#, %, 0-10 scale, 0-5 scale HSPU or y/n). - For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).
Remarks on Indicators Benchmarking (Table column 19)	
19 Remarks / Comments / Suggestions on KPIs Benchmarking Process, if any (Column 19)	<ul style="list-style-type: none"> - This is the narrative section where any remarks, comments and/or suggestions from the Ministry / Directorate – General on the indicators weighting and benchmarking process can be reflected. - It also is in the column that the CI-OMSAR SOPMIP Team includes its comments on the draft indicators weighting and benchmarking done by the Ministry / Directorate-General. - As the SOPMIP indicators weighting and benchmarking are iterative processes, the comments are usually preceded by the name of the source (either the CI-OMSAR SOPMIP team or the Ministry / DG SOPMIP Team) and possible also the date of the comments, in case of more than one / several rounds of comments and reactions. - In this way, the column 19 exchanges between the Pilot Ministry and the CI-OMSAR SOPMIP team become a kind of technical-methodological dialogue on indicators benchmarking with inherent quality assurance and inspection dimensions. - Comments in principle relate to the whole indicator with its sub-indicators. In case a comment is related to one or a few specific sub-indicators only, these sub-indicator codes need to precede the comment (e.g. Re KPI 1.1.01). - Comments need to be succinct and preferably presented in bullet style. - In case not all comments on an indicator can be accommodated in the column 11 remarks column, additional comments boxes may be created and presented on top of the SOPMIP-3 sheet. - Field/cell format: Text (free format)

**Summary Figures at the Bottom of the SOPMIP-3 Indicators Benchmarking Tables
(See Annex 3, Pages 32 - 33)**

The last row at the bottom of both the OI and AO indicators development tables (in darker blue shading) for each KPA contains a variety of automatically generated summary figures on the indicators. As such are automatically (see underlying formulas) reflected for each SOPMIP-2 KPA indicators sheets (for both OI and AO indicators) at the bottom:

- Under column 3: The relative weight of the OI indicators (resp. AO indicators) vis-à-vis the AO indicators (resp. OI indicators). For the time being these weights are set standard at 40% for the OI indicators and 60% for the AO indicators. For more information and clarifications see item (f) of the KPIs methodological chapter 3.1 here above.

- Under column 4: The total number of identified Key Performance Indicators (KPIs)
- Under column 6: The sum of all indicators weights with an automated verification of the correctness of the indicators weights (green cell colour in case of a correct weights sum of 100%, red cell colour in case of any other total percentage).
- Under column 7: The total number of identified Key Performance Sub-Indicators (S-KPIs)
- Under column 10: The sum of all sub-indicators weights with an automated verification of the correctness of the sub-indicators weights (green cell colour in case of a correct weights sum of 100% (the sum of all sub-indicators weights divided by the number of indicators), red cell colour in case of any other total percentage).
- Under column 12: The number of sub-indicators with a baseline value
- Under column 14: The number of sub-indicators with a year 1 (Y1) target setting
- Under column 15: The number of sub-indicators with a year 2 (Y2) target setting
- Under column 16: The number of sub-indicators with a year 3 (Y3) target setting
- Under column 17: The number of sub-indicators with a year 4 (Y4) target setting
- Under column 18: The number of sub-indicators with a year 5 (Y5) target setting

4.4. The SOPMIP-3a indicators baseline values collection support tool

Further referrals to:

- Annexes (A) : 3a
- Slides (S) : 160-163

The SOPMIP-3a support tool has been developed in the course of the SOPMIP-3 benchmarking processes with the Pilot Ministries / sectors, as such answering to a felt need and explicit request from the Pilot Ministries / DGs themselves. For the full original template, kindly refer to Annex 3a to these Guidelines.

This SOPMIP-3a supporting tool entitled “Collection of (Sub-)Indicators Benchmarking Baseline Data from Pilot Ministry Internal and External Sources” has been especially designed to structure and strengthen indicators collection of still missing baseline data by the responsible Directorate-General from other institutional partners. Many indicators baseline data are actually collected and/or available somewhere, but it is not always clear where exactly and/or these are not shared voluntarily even after different request by the Directorate-General.

The SOPMIP-3a sheets are to be prepared by the SOPMIP Directorate-General during the SOPMIP benchmarking process as it deems it necessary to make an inventory of missing indicators baseline values and to strategize and further structure its actual collection as a matter of priority and urgency. The DG SOPMIP Team is to share this list of missing data with their sources with the Central Inspection for supportive authoritative action vis-à-vis the Public Administrations concerned to share the data

needed within a determined timespan. Failure to do so possibly leads to administrative and other sanctions as per the laws, rules and regulations concerned.

For the still missing indicators baseline data, the SOPMIP-3a table differentiates three main source types of responsible GoL Public Administrations / Agencies as follows:

1. Available within the Directorate-General (DG) itself (Annex 3a, page 38 column 13)
2. Available from another entity within / under the (tutelage) of the Ministry itself (Annex 3a, page 38, column 14)
3. Available from another Ministry or entity thereunder (Annex 3a, page 38, columns 15&16)

The SOPMIP-3a indicators baseline data collection structure and indicators description fields (columns 4, 5, 7 to 12) are taken from and fully aligned with the SOPMIP-3 template. The design and structure of this SOPMIP-3a data collection table is standard for all five (six) KPAs and for both OI Outcome/Impact development results and AO Activity/Output process indicators.

The SOPMIP-3a Collection Tables of (Sub-)Indicators Benchmarking Baseline Data from SOPMIP Ministry Internal and External Sources consist of two main parts:

1. The identification box of the SOPMIP-3a indicators baseline data collection table
2. The actual indicators baseline data collection from the main sources with quality control table

The SOPMIP-3a Identification Box (Annex 3a, Pages 38-39)	
S3a Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
SOPMIP Ministry and Sector	<ul style="list-style-type: none"> - To be filled-out here the abbreviation of the SOPMIP Ministry, together with the official name of the SOPMIP sector or sub-sector. - See SOPMIP 1, 2 and 3 for the correct Ministry abbreviation and name of (sub-)sector. - Field/cell format: Text
Directorate-General	<ul style="list-style-type: none"> - To be reflected here is the official name of the responsible Directorate-General. - With acronym in brackets. - See SOPMIP 1, 2 and 3 for the correct DG name and abbreviation. - Field/cell format: Text
SOPMIP-2 indicators version and date	<ul style="list-style-type: none"> - This is the latest / final version of the SOPMIP-2 indicators development sheet together with its date. - To be taken from the final SOPMIP-2 template concerned. - Example: V.6F - 14 Mar 2017
SOPMIP-3 benchmarking version and date	<ul style="list-style-type: none"> - This is the latest available version of the SOPMIP-3 indicators benchmarking sheet together with its date. - To be taken from the latest / most recent and processed / quality controlled SOPMIP-3 template concerned. - Example: V.4.1 - 25 Aug 2017

The SOPMIP-3a actual indicators baseline data collection from main sources with quality control table	
S3a Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
KPA number and title (<i>Table head / banner</i>)	<ul style="list-style-type: none"> – Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-3 indicators benchmarking sheet (Shaded area). – The name of the KPA is taken from the SOPMIP-1 list of Key Performance Areas. – One specific, separate worksheet for each of the five/six KPAs. – Format : KPA - 1 : [Name of KPA]
This SOPMIP-3a Version Number (<i>Table head / banner</i>)	<ul style="list-style-type: none"> – This is the sequential version number / version update of this baseline data collection table – It is critical to keep track of the SOPMIP-3a table version number in order to be sure to always use / further process the latest version. – Field/cell format: V.[number] – For example: V.1 V.1.1 V.2.3 – The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version – The final version of the SOPMIP-3a sheet has a “F” added to the number. For example final version V.4.2F
This SOPMIP-3a Version Date (<i>Table head / banner</i>)	<ul style="list-style-type: none"> – This is the date of preparation or the completion date of this SOPMIP-3a indicators baseline data collection sheet (draft or final) in relation to the Version number identified in the just preceding cell (see here just above). – It is critical to have a rigid version control system of the subsequent versions of the SOPMIP-3a (as also for the other SOPMIP templates 1 to 4) which preferably is chronologically organised. – Field/cell format: date with standard format: dd mmm yyy. For example 25 Aug 2017
4 Key Performance Indicator (KPI): Code (<i>Column 4</i>)	<ul style="list-style-type: none"> – Same as SOPMIP-3 template column 4 – For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template
5 Key Performance Indicator (KPI): Operational Definition (<i>Column 5</i>)	<ul style="list-style-type: none"> – Same as SOPMIP-3 template column 5 – For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template
7 Key Performance Sub- Indicator (S-KPI): Code (<i>Column 7</i>)	<ul style="list-style-type: none"> – Same as SOPMIP-3 template column 7 – For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template
8 Key Performance Sub-Indicator (S-KPI): Description sub-indicator / category of KPI (<i>Column 8</i>)	<ul style="list-style-type: none"> – Same as SOPMIP-3 template column 8 – For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template

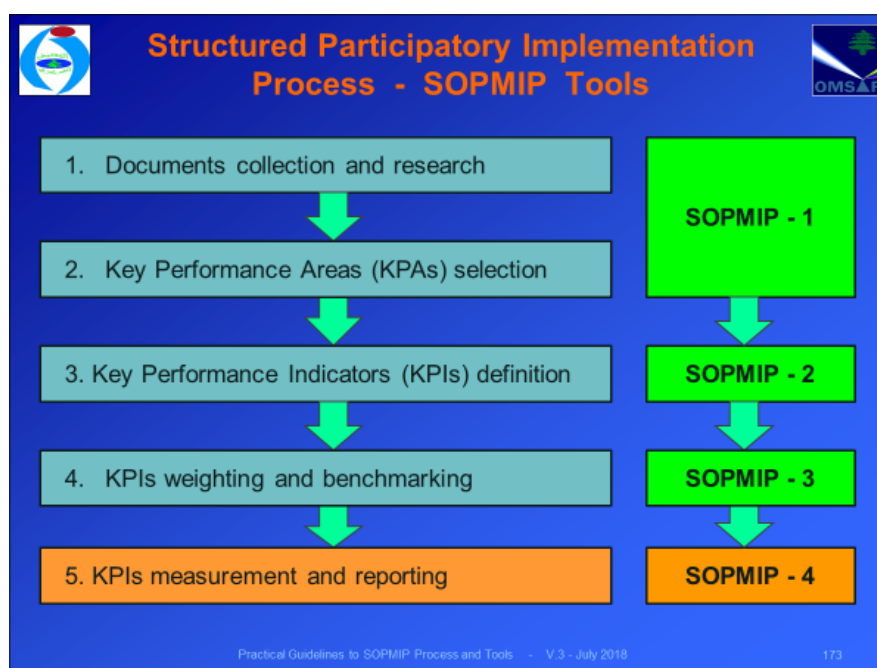
The SOPMIP-3a actual indicators baseline data collection from main sources with quality control table	
S3a Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
9 Unit of Measurement (Column 9)	<ul style="list-style-type: none"> – Same as SOPMIP-3 template column 9 – For practical guidelines / tips, see above Chapter 4.3 on the SOP-MIP-3 template
11 Baseline Value: Date of Last Measurement (Column 11)	<ul style="list-style-type: none"> – Same as SOPMIP-3 template column 11 – For practical guidelines / tips, see above Chapter 4.3 on the SOP-MIP-3 template
12 Baseline Value (Column 12)	<ul style="list-style-type: none"> – Same as SOPMIP-3 template column 12 – For practical guidelines / tips, see above Chapter 4.3 on the SOP-MIP-3 template
13 Identification of Responsible GoL PA to retrieve Baseline Value from: 1. Available within the DG itself (Column 13)	<ul style="list-style-type: none"> – Fill-out here an “X” mark from the pop-up window in case yes.. – If yes, this means that the retrieval of the baseline value needs to be from within the DG itself. This is an internal matter, and internal measures / initiatives need to be taken accordingly – Field/cell format: X or blank (pls. select from pop-up window by ticking)
14 Identification of Responsible GoL PA to retrieve Baseline Value from: 2. Available from other entity within / under tutelage of Ministry itself Precise Name of Entity (Column 14)	<ul style="list-style-type: none"> – This is the second possible source: Available within the Ministry itself, but from another entity. – This field needs to be filled out with the name of the precise and official name of the DG or the Public Administration / Agency under Tutelage. – Field/cell format: Text
15 Identification of Responsible GoL PA to retrieve Baseline Value from: 3.1 Available from other Ministry or Entity Thereunder – Name of (Tutelage) Ministry (Column 15)	<ul style="list-style-type: none"> – This is the third possible source: Available from another Ministry or Entity thereunder. – This field needs to be filled out with the name of this other Tutelage Ministry / Public Administration. – Field/cell format: Pop-up list of categories to select / tick the applicable (tutelage) Ministry / PA from.
16 Identification of Responsible GoL PA to retrieve Baseline Value from: 3.2 Available from other Ministry or Entity Thereunder – Precise Name of Entity under that Other (Tutelage) Ministry (Column 16)	<ul style="list-style-type: none"> – This also relates to the third possible source: Available from another Ministry or Entity thereunder, but now with precise identification of the name of specific Entity under that Other (Tutelage) Ministry as source of the baseline data / values. – Required is at least the name of the Directorate-General, Public Administration, Public Agency under the Tutelage of the Ministry identified under just preceding column 15. – If possible and known, further details regarding the name of the Directorate or Service/Department under the DG or PA may be provided as well. – Field/cell format: Text
17 Chronology of Baseline Data Collection Process from Third Source: Date of request Letter by the Central Inspection to the Ministry / Entity	<ul style="list-style-type: none"> – In case the Ministry request for baseline data from the third party is formally supported by the Central Inspection by means of an official letter of the latter, the date of this request letter needs to be reflected here.

The SOPMIP-3a actual indicators baseline data collection from main sources with quality control table	
S3a Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
(Column 17)	<ul style="list-style-type: none"> Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018
18 Chronology of Baseline Data Collection Process from Third Source: Date of Reply by the Ministry / Entity with the Baseline Data included under Column 10 (Column 18)	<ul style="list-style-type: none"> If any reply to this (formal) request for baseline data, the date of this reply by the Ministry / Entity concerned needs to be reflected here. The time lag between the request and the actual sharing of the data may be relevant for a number of reasons (easy availability, preparedness to cooperate, organisational efficiency, quality of data management, etc.) Field/cell format: date with standard format: dd/mm/yyyy. For example 15/06/2018
19 Quality Control of the Baseline Data Provided by the Third Source – Accepted by Ministry SOPMIP Team (Column 19)	<ul style="list-style-type: none"> Fill-out here a simple yes or no if the received baseline data are accepted or not by the requesting Ministry SOPMIP Team. There are two levels of quality control of baseline data provided by third parties. This column pertains to the first level constituted by the Ministry SOPMIP Team. Field/cell format: yes/no logical (pls. select from pop-up window by ticking)
20 Quality Control of the Baseline Data Provided by the Third Source – Approved by the CI Coordinating Inspector (Column 20)	<ul style="list-style-type: none"> Fill-out here a simple yes or no if the received baseline data are accepted or not by the CI SOPMIP Coordinating Inspector on behalf of the Central Inspection, if the CI is involved in the retrieval process (e.g. by means of an official request to provide / share the baseline data concerned). There are two levels of quality control of baseline data provided by third parties. This column pertains to the second level constituted by Central Inspection in case involved in this baseline data retrieval process. Field/cell format: yes/no logical (pls. select from pop-up window by ticking)
21 Any Remarks / Comments on the Baseline Data and/or their Collection Process (Column 21)	<ul style="list-style-type: none"> This is the narrative section where any remarks, comments and/or suggestions on the indicators baseline data retrieval process can be reflected. One such narrative comments box is provided for each sub-indicator individually (thus different from the SOPMIP-3 benchmarking table where such comments boxes are related to the higher level of the Key Performance Indicators – KPIs themselves). It also is in this column that apart from the OMSAR-CI SOPMIP Team, also the reactions / comments from the Public Administration and/or the Central Inspection individually can be / need to be reflected. As the SOPMIP indicators benchmarking (incl. baseline values determination) is an iterative process, the comments are usually preceded by the name of the source (either the CI-OMSAR SOPMIP team, the Ministry / DG, or the Central Inspection) and possibly also the date of the comments, in case of more than one / several rounds of comments and reactions.

The SOPMIP-3a actual indicators baseline data collection from main sources with quality control table	
S3a Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - In this way, the column 21 exchanges between the Pilot Ministry and the Central Inspection become a kind of technical-methodological dialogue on indicators benchmarking with inherent quality assurance and inspection dimensions and concerns. - Comments need to be succinct and preferably presented in bullet style. - In case not all comments on an indicator baseline value can be accommodated in the column 11 remarks column, additional comments boxes may be created and presented on top of the SOP-MIP-3a sheet. - Field/cell format: Text (free format)

5. SOPMIP Step 4: Sectoral and organisational performance measurement and inspection

With the sectoral Key Performance Areas (KPAs) identified, the indicators developed for these KPA, and the benchmarks (both baseline values and targets) set for the indicators, all is set for the actual performance measurement, reporting and inspection in this ultimate, final phase of the SOPMIP cycle. This SOPMIP cycle final phase of performance measurement, reporting and inspection is highlighted in the below summary chart together with the concomitant SOPMIP-4 template concerned.



To facilitate this performance measurement, reporting and inspection in a structured, user-friendly and time-saving manner this special SOPMIP-4 template has been designed based on the prior phase SOPMIP-3 benchmarking table and automated to the extent possible.

This SOPMIP-4 performance measurement and reporting template is based on scorecarding principles and features to enable an as-objective-as-possible measurement and reporting of sectoral and organisational performance, and with additionally also incorporating systematic quality assurance and inspection.

Before focusing on this SOPMIP-4 template itself in more detail under chapter 5.5 hereafter, a few more general notes first on performance measurement, scorecarding and reporting (chapter 5.1), on the automation of the consolidated performance measurement, scorecarding and reporting (chapter 5.2), on the narrative reporting (chapter 5.3) and on the CI quality assurance and inspection (chapter 5.4).

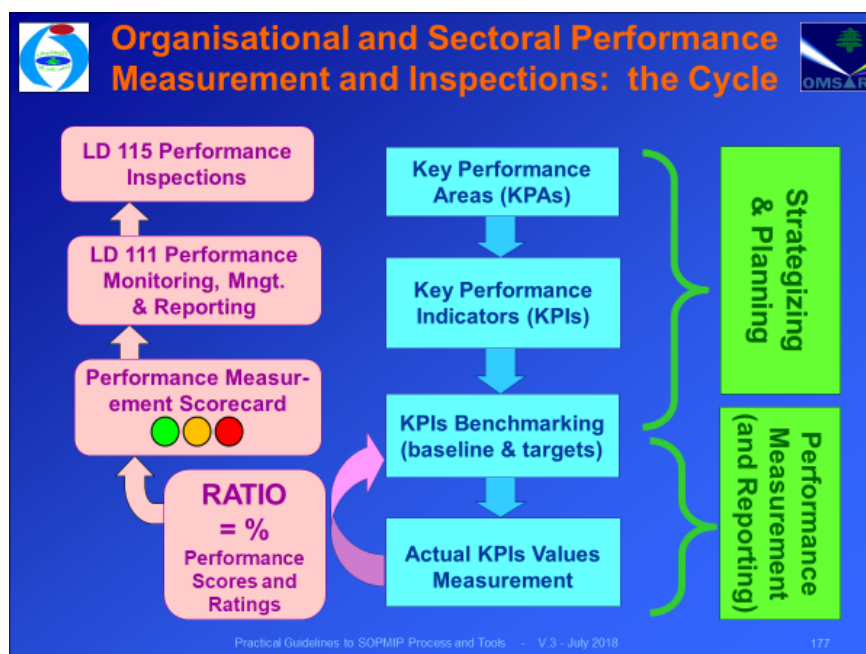
5.1. Performance measurement, scorecarding and reporting

Further referrals to:

- Annexes (A) : 4. 4.1 5
- E-Annexes (EA): 10.1 10.2 10.3 10.4 10.5
- Slides (S) : 028-030 174-178

The Essence of SOPMIP Performance Measurement: When the strategic performance areas are determined, the indicators to measure these are determined and the indicators benchmarking targets are set. The essence of the SOPMIP system is the periodic automated comparison of actual indicators values with the predetermined targets and expressing these comparisons in percentage performance scores. SOPMIP automatically calculates their consolidation in aggregate performance scores. It at the same time visualizes all percentage scores in traffic-light-coloured ●●● performance ratings.




A narrative is provided for to be added on good practices and/or on problems / delays encountered by the Ministry / Public Administration, as well as actions needed to be taken and by whom. Furthermore, the quality control and inspection of the measurements and reporting is integrated in the SOPMIP cycle. This SOPMIP integrated cycle is summarily presented in the below figure, and is related also to the Legislative Decrees pertaining to the reporting obligations of the Directors-General (per LD 111/59) and to the quality control and inspection mandate of the Central Inspection (per LD 115/59).



Automated Performance Score Calculation and Indicator Unit of Measurement: The formula / algorithm of automatic indicator performance score calculation varies depending on the statistical type of indicator, thus on what the indicator Unit of Measurement (UoM). As may be recalled (see above Chapter 4.2 on Indicators benchmarking in practice), for simplification purposes SOPMIP only uses the following six standard Units of Measurement: #, %, 0-10 scale, 0-5 scale, HSPU and y/n. For the number, percentage and scale types of indicators, the percentage performance scores can be directly calculated as the value of actual indicator achievement divided by the pre-set target value for that moment in time. For the HSPU quality categories indicators and the y/n logical indicators, this calculation is done indirectly by first converting the categories and the logical values into percentages (for the HSPU indicators we apply 0%, 33.3%, 66.7% and 100% , and 0% and 100% for the y/n indicators). It is not the intention in the context of these practical guidelines to go deeper into statistical and mathematical aspects of SOPMIP automation, but those interested in it may always refer to the underlying formulas of the spreadsheet fields concerned.

The SOPMIP-4 Performance Reporting: These individual and aggregate percentage scores and ratings are reported via the automated standard template SOPMIP-4 entitled “Sectoral and Organisational Performance Measurement and Inspection Report” (Annex 4, Page 44). This reporting is done on a half-yearly (semi-annual) basis for the AO – Activity/Output process indicators and on a yearly (annual) basis for the OI – Outcome/Impact development results indicators. As such, SOPMIP enables compliance of the Directorates-General with the (semi-)annual performance reporting requirement as stipulated for example in Legislative Decree 111 of 1959 (LD 111/59).

The Coloured Performance Scores and Ratings: The three traffic-light colours (green, amber and red) of the SOPMIP system as visual indications of the performance ratings are based on the following performance score benchmarks:

	= on track, according to plan	= performance score \geq 75.0%
	= needing attention	= performance score \geq 50.0% and $<$ 75.0%
	= requiring follow-up action	= performance score $<$ 50.0%

These are preliminary performance score benchmarks only. They are subject to further calibration (adjustments up or down) based on the feedback from one or two rounds of annual performance reporting pilot testing. Obviously, the score benchmarks are universal and as such uniformly apply to all sectors and to all indicators. So are any possible calibration changes in due course.

The Six-Tiered Sectoral Performance Measurement: As SOPMIP is a multi-tiered performance measurement system (see earlier chapter 4.1 for more details), SOPMIP automatically generates percentage performance scores and colour ratings for each of the following six hierarchical sectoral performance levels:

1. For all Key Performance Sub-Indicators (S-KPIs) individually
2. For all Key Performance Indicators (KPIs) individually
3. For the two main types of Indicators: AO – Activity/Output and OI – Outcome/Impact
4. For the Key Performance Sub-Areas (S-KPAs), if applicable
5. For the five (or six) Key Performance Areas per (sub-)sector
6. For the entire (sub-)sector

This means that the SOPMIP system makes it possible to automatically calculate one unique performance score for the entire sector based on the whole set of indicators and sub-indicators, no matter the number of indicators or sub-indicators, be it 75 or 1.500 by way of example. In the other way round, the SOPMIP system also ensures that the change in performance on one single sub-indicator (whether positive or negative) also has an effect on the grand, overall sectoral performance score.

SOPMIP as Performance Management Tool: Through this visualisation of the performance scores, the SOPMIP system functions as an efficient and effective evidence-based management tool and support tool for decision making. It enables actual management by exception practices, by enabling to instantly draw special attention to the subjects / areas needing attention (the amber colour ratings) or to those requiring follow-up action (the red colour ratings). Since SOPMIP automatically generates such

performance scores and ratings for all aggregation levels from the individual (sub-)indicators via the Key Performance Areas up to the overall sectoral level, SOPMIP is such a decision making support tool for operational, tactical and strategic management levels alike.

The Challenge of Indicators Reporting Completeness: Feedback from SOPMP piloting with the six Ministries / Sectors (done in 20 May 2017) has confirmed what was expected namely that in the initial phases of SOPMIP system introduction, there will be quite some challenges still regarding the benchmarking of the indicators, both the determination of the baseline values and the setting of the targets. This means initially for only a rather limited proportion of the (sub-)indicators it will be possible to calculate performance score. As such, it is essential to differentiate between the scorecards related to all indicators and to only those for which there is actual reporting (only the reported indicators). SOPMIP generates both types of scorecards. Whereas in the beginning the differences between both scores are quite substantive since for quite a number of indicators there are no measures, gradually over time these differences diminishes and ultimately disappear entirely as more and more indicators get actually measured and their scores actually calculated, and thus contributing to the overall, aggregate scores.

Based on the above, it is clear that also for this reason it is important to have the SOPMIP-4 reporting on as many indicators as possible, if not all indicators. Annex 5.5 on page 64 to these Guidelines provides a summary statistical overview table of pilot ministries / sectors performance reporting on Key Performance Indicators and Sub-Indicators is presented. Similar statistical tables are produced by SOPMIP for each Ministry / Sector individually, as such providing the DG and his/her SOPMIP Team with a powerful tool to monitor and follow-up on the actual measurement and reporting on the indicators and sub-indicators

5.2. Automation of consolidated performance measurement, scorecarding and reporting (*Annex 4, Page 41 and Annex 4.1, Page 57*)

Further referrals to:

- Annexes (A) :	4	4.1
- E-Annexes (EA):	10.1	01.2
- Slides (S) :	194-199	201-203 221

Automation of Performance Scores at Different Levels: SOPMIP indicators performance score calculations and their different levels of aggregations are fully automated and as such are also automatically reflected in the different SOPMIP-4 report sections concerned. As such are automatically calculated in percentage and reflected in colour, the following performance scores, with for each their specific location in the SOPMIP-4 template, as depicted in the overview table presented on the next page.

Aggregate performance scores are automatically calculated as the sum of the weighted performance scores of all constituting scores (all scores of the just below level). Thus the indicator score is automatically calculated as the sum of the weighted performance scores of all constituting component sub-indicators. The sector performance score is automatically calculated as the sum of the weighted performance scores of the constituting Key Performance Areas. And so on.

Automatically Calculated Performance Scores and Colour Ratings	Location in SOPMIP-4 template (Block Number) ¹
Of the individual Key Performance Sub-Indicators (S-KPIs)	Column 16 of all five/six KPAs scorecards (Blocks 5 to 9c)
Of the individual Key Performance Indicators (KPIs)	Column 17a of all five/six KPAs scorecards (Blocks 5 to 9c)
Of all OI type (sub-)indicators Of all AO type (sub-)indicators	Summary scorecard all OI (sub-)indicators (Block 10.1.B) Summary scorecard all AO (sub-)indicators (Block 10.2.B)
Of only reported OI type (sub-)indicators Of only reported AO type (sub-)indicators	Summary scorecard reported OI (sub-)indicators (Block 10.1.A) Summary scorecard reported AO (sub-)indicators (Block 10.2.A)
Of all (sub-)indicators for the five/six Key Performance Areas (KPA)	Summary scorecard and bar chart on all (sub-)indicators on executive page (Block 2B)
Of only the reported (sub-)indicators for the five/six Key Performance Areas (KPA)	Summary scorecard and bar chart on all (sub-)indicators on executive page (Block 2A)
Of all (sub-)indicators for the whole (sub-)sector	Summary scorecard and bar chart on all (sub-)indicators on executive page (below at end of Block 2B)
Of only the reported (sub-)indicators for the whole (sub-)sector	Summary scorecard and bar chart on all (sub-)indicators on executive page (below at end of Block 2A)

(1) Note: Block Numbers pertain to the SOPMIP-4 template sections visually presented in reverse shading (white letters on black background).

Other Automation Features: Not only the performance scorecarding is fully automated, but also the aggregated self-assessments and the external quality control and inspection summary assessment scores are automated. See for example by way of illustration the summary performance scored sheet (Annex 4, Page 52) self-rating by the Public Administration under KPAs scorecard column 18 of SOPMIP-4 blocks 5 to 9c, or the quality rating of the KPI measurements by the Central Inspection Team under column 21 of the same scorecarding tables under Blocks 5 to 9c.

Gradual System Automation: This SOPMIP system automation deliberately is phased and gradual in order to enable maximum flexibility of SOPMIP system design updating based on feedback received from the main stakeholders and users, good/best practices and lessons learned.

Reduced Reporting Workload: It goes without saying that the further automation of the SOPMIP tools and processes not only aims at further standardization, refinement, enhanced accuracy and data integrity, but particularly also at reduced reporting workload and enhanced user-friendliness of the system, thus facilitating higher quality and timeliness of reporting, and thus ultimately further strengthening the functionality of SOPMIP as a crucial sectoral and organisational performance management and accountability tool.

Visualisation of the SOPMIP-4 Reduced Reporting Workload: This reporting workload reduction through SOPMIP-4 is mainly achieved by (1) highly structuring and streamlining of the reporting with

**Four columns only to be filled-up by the Ministry / Public Administration
in the SOPMIP-4 KPA scorecards tables when reporting (Annex 4, Page 47)**

Column	Contents	Cell Format
14	Date of Indicator measurement	Date
15	Value of actual indicator measurement	Value in UoM
18	Performance self-rating by the PA	1-5 scale
19	Comments on performance by the PA	Narrative

5.3. The narrative reporting (Annex 4)

Further referrals to:

- Annexes (A) : 4
- E-Annexes (EA): 10.1 10.2
- Slides (S) : 204-210

The SOPMIP Balance of Quantitative and Narrative Reporting: SOPMIP by its very nature is a performance measurement and inspection programme and system. This focus on performance measurements, scores and rating does not imply that SOPMIP doesn't accommodate narrative assessments. On the contrary, the SOPMIP system and tools strive at a complementary and mutually reinforcing balance between quantitative and narrative analyses. It therefore is important to keep on reminding all parties, and especially the DGs and Ministerial SOPMIP Teams, about the importance of completing the SOPMIP-4 narrative sections (Annex 4, Pages 55-56), both detailed in relation to the individual indicators and summary related to the respective performance areas and the sector as a whole.

The Narrative Sections/Parts of the SOPMIP-4 Performance Report (Annex 4, Page 47, Column 19): The following sections/parts of the SOPMIP-4 template especially and explicitly focus on the narrative performance assessment and reporting by the Ministry / Public Administration itself:

1. The narrative performance reporting on the Key Performance Indicators in the five (or six) KPA scorecards under the SOPMIP-4 column 19 "Brief Narrative on Achievements". This narrative covers for each indicator:
 1. A summary description of achievements
 2. If problems/delays encountered, a brief description of these
 3. If problems/delays, a brief description of the remedial actions taken or suggested and by whom

The SOPMIP narrative reporting on the indicators achievements as such concerns both success stories / good practices on the one hand and problems / delays encountered on the other hand. Also, this narrative reporting is not limited to a description of the actual situation (both positive and negative elements), but also is forward looking from a programming and managerial point

of view by asking for proposed remedial actions to be taken or suggested in case of problems and/or delays encountered, and by whom this is suggested to be done.

The brief narratives on the indicators achievements in turn should form basis for the summary narrative performance reporting on the KPAs and the sector as a whole in the annexes to the report (see SOPMIP-4 annexes 1A and 1B for respectively the OI and AO indicators summary narrative performance reporting – Annex 4, Pages 55-56).

2. The narrative report by the Public Administration under SOPMIP-4 *Annexes 1A and 1B* (Annex 4, Pages 55-56), both consisting of two parts:
 1. Main findings related to both:
 - Strengths / good practices
 - Challenges / weaknesses
 2. Main recommendations

Mandatory standard Annex 1A (Page 55) to the SOPMIP-4 sector performance report is the half-yearly narrative summary report by the Public Administration on the AO (activity/output) progress indicators, whereas mandatory standard Annex 1B (Page 56) concerns the Public Administration's annual reporting on the OI (outcome/impact) development results indicators. It is crucial to make this clear difference between the narrative on the development results (OI – outcome/impact) on the one hand and the narrative on the processes (AO – activity/output) on the other. It also is required to have such narrative separately on all Key Performance Areas, and at the overall sectoral level as well. The narrative reporting is preferably in bullet style to keep it succinct, crispy, clear and readable.

3. The narrative performance inspection report by the Central Inspection (CI) inspection team as Block 11 of the SOPMIP-4 report Part 4 (see Annex 4, Page 54), and should be written after the filling of the narrative reports by the Public Administration itself. This CI narrative report incorporates the main findings of the sector performance inspection (both strengths / good practices and challenges / weaknesses), as basis for the narrative on the main recommendations of the sectoral performance inspection.

5.4. The CI quality assurance and inspection

Further referrals to:

- Annexes (A) :	4	6.4	6.5
- E-Annexes (EA):	10.1	10.2	
- Slides (S) :	174	192-193	200-201

SOPMIP is a combined performance measurement and performance quality assurance and inspection system. Main performance measurement and reporting responsibilities are vested in the Ministry, with performance inspection basically coming in thereafter in second line. These two sub-processes of the SOPMIP-4 performance reporting are also visibly present in the structure of the SOPMIP-4 KPAs scorecards built on the performance scores of the respective indicators and sub-indicators. This complementary, dual setting already is evident from the architecture of the performance scorecards themselves, as is evidenced by the below figure. This SOPMIP-4 scorecard table shows the performance measurement

sub-process by the Ministry / Public Administration featured under columns / fields 10 to 19 and the inspection assessment by the CI under columns / fields 20 to 23 (See Annex 4, Page 47).

Performance Measurement and Inspection of KPA-1 : "....."														قياس وتقييم الأداء القطاعي المتعلق بمجال الأداء الأول : "....."														KPA weight in (Sub-Sector) : 20%					
5.1. Development Results (Outcome / Impact) Key Performance Indicators (OI- KPIs) ⁽¹⁾ for KPA-1														مؤشرات الأداء الخاصة بالنتيجة والتأثير المرتبطة بمجال الأداء الثالث (OI)														Report Code : X.Y4.YY.ZZ.17.3.V.8.3					
DESCRIPTION OF INDICATOR														(SUB)-INDICATOR MEASUREMENT by ADMINISTRATION														INSPECTION ASSESSMENT BY C.I. TEAM					
Key Performance Indicator (KPI) مؤشر الأداء الرئيسي (KPI)				Key Performance Sub-Indicator (S-KPI) مؤشر الأداء الفرعي (S-KPI)				Unit of Measurement وحدة القياس		Weight of S-KPIs (Sub-Indicators) أهمية المؤشرات الفرعية (S-KPIs)		Frequency of Measurement تواتر القياس (الوقت)		Baseline / Latest (Sub) Indicator Value القيمة المرجعية / القيمة الحالية (المؤشر الفرعي)		Target Value for Reporting Period القيمة المستهدفة للفترة		Actual / Latest Measurement القيمة الفعلية / القيمة الحالية (المؤشر الفرعي)		Sub-Indicator (S-KPI) Performance Score and Colour Rating نقطة تقييم المؤشر الفرعي (S-KPI) وتقييم اللون		Indicator (KPI) Performance Score and Colour Rating for Reporting Period نقطة تقييم المؤشر الرئيسي (KPI) وتقييم اللون للفترة		Performance Self-Rating and Comments by the Public Administration تقييم ذاتي المؤشر وتعليقات الإدارة العامة		Measure-ment Endorsed by CI تأييد القياس من قبل فريق التقييم		Quality Rating of KPI Measurement نوعية تقييم المؤشر		Main Observations الملاحظات الرئيسية		Main Recommendations التوصيات الرئيسية	
Code الرمز	Short Name الاسم المختصر	Operational Definition تعريف المؤشر	Code الرمز	Sub-Indicator / Category of KPI المؤشر الفرعي / فئة مؤشر الأداء الرئيسي								Date التاريخ	Value القيمة	Date التاريخ	Value القيمة	Date التاريخ	Value القيمة	Date التاريخ	Value القيمة	Score النقطة	Colour Rating تقييم اللون	Score النقطة	Colour Rating تقييم اللون	Self-Rating التقييم الذاتي	Comments التعليقات	Score النقطة	Colour Rating تقييم اللون	Score النقطة	Colour Rating تقييم اللون	Score النقطة	Colour Rating تقييم اللون	Score النقطة	Colour Rating تقييم اللون
1.1.01				1.1.01.4				20.0%				31/12/16		31/12/17																			
				1.1.01.5				60.0%				31/12/16		31/12/17																			
				1.1.01.6				30.0%				31/12/16		31/12/17																			
1.1.02				1.1.02.4				30.0%				31/12/16		31/12/17																			
				1.1.02.5				40.0%				31/12/16		31/12/17																			
				1.1.02.6				30.0%				31/12/16		31/12/17																			
1.1.03				1.1.03.4				20.0%				31/12/16		31/12/17	20		20		100.0%		100.0%		100.0%										
				1.1.03.5				50.0%				31/12/16		31/12/17	20		20		100.0%		100.0%		100.0%										
				1.1.03.6				30.0%				31/12/16		31/12/17																			
1.1.04				1.1.04.4				35.0%				31/12/16		31/12/17																			
				1.1.04.5				40.0%				31/12/16		31/12/17																			
				1.1.04.6				25.0%				31/12/16		31/12/17																			
1.1.05				1.1.05.4				80.0%				31/12/16		31/12/17																			
				1.1.05.5				60.0%				31/12/16		31/12/17																			
				1.1.05.6				20.0%				31/12/16		31/12/17																			
1.1.06				1.1.06.4								31/12/16		31/12/17																			
				1.1.06.5								31/12/16		31/12/17																			
				1.1.06.6								31/12/16		31/12/17																			
Totals, Averages and Weighted Scores for Outcome/Impact (OI) KPIs for KPA-1				5	100.0%	15	0	100.0%	0	6	1	2	1	0	0	0	58.6%	87.5%	-	-	-	-	-	-	-	-	1	10.00	0	0			
المجموع والمتوسطات والنقاط المرجحة لمؤشرات الأداء (OI) KPIs لمجال KPA-1				عدد مؤشرات الأداء (OI-KPIs)	أهمية مؤشرات الأداء (OI-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)	عدد مؤشرات الأداء الفرعية (S-KPIs)	أهمية مؤشرات الأداء الفرعية (S-KPIs)

In the same way, SOPMIP-4 performance reporting is based on a combined self-assessment by the Ministry / Public Administration (e.g. see Annex 4, Page 47, Column 18 regarding the performance self-rating by the PA (on a 1-5 scale) and external quality control / inspection by the Central Inspection (e.g. see Column 21 (Annex 4, Page 47) regarding the quality rating of KPI measurement by the CI Team).

The due completion by the Ministries / Public Administrations of the SOPMIP-4 narrative sections (Annex 4, Page 47, Column 19) also makes it much easier and solid for the Central Inspection Teams to draft their own performance inspection report under SOPMIP Section 11 (Annex 4, Page 54). The CI quality assessment / inspection of the SOPMIP-4 reports therefore should especially concentrate on the completeness and the quality of this narrative performance reporting by the Public Administration under column 19 of the KPA scorecards. This also, and even stronger, pertains to the executive narrative reporting by the Public Administrations under Annex 1A (for the OI outcome/impact development results performance – Page 55) and under Annex 1B (for the AO activity/output processes performance – Page 56). Again, in principle none of these narrative reporting cells should be left blank.

For all matters it should be kept in mind that SOPMIP pertains to sectoral and organisational performance and thus not to individual project performance. So SOPMIP-4 in no way can be seen / downgraded to project reporting. This at the same time constitutes an important challenge for CI quality control / inspection of the submitted SOPMIP-4 reports, to always keep this performance perspective of the sector or sub-sector, thus to the benefit of country and the population as a whole.

**Four columns to be filled-up by the Central Inspection in the SOPMIP-4 KPA
scorecards tables regarding the KPIs Inspection Assessment**
(Annex 4, Page 47)

Column	Contents	Cell Format
20	Measurement endorsed by CI Inspection Team	Yes / No
21	Quality rating of KPI measurement	HSPU quality rating
22	Main observations	Free text - Narrative
23	Main recommendations	Free text - Narrative

Further details on these 4 columns / fields are provided hereafter under Chapter 5.5 on the presentation of the SOPMIP-4 template and in Annex 4, Page 47.

5.5. The SOPMIP-4 template

Further referrals to:

- Annexes (A) : 4 4.1
- E-Annexes (EA): 10.1 10.2 10.5.
- Slides (S) : 179-220

SOPMIP-4 Main Parts: The SOPMIP-4 template entitled “Sectoral and Organisational Performance Measurement and Inspection Report” (Annex 4, Pages 44-56) consists of the following 5 standard parts:

- Part 1 Base identification information of sector and inspection
- Part 2 The actual performance measurement and inspection by individual KPA
- Part 3 The summary sectoral performance scorecard
- Part 4 The narrative performance inspection report by the CI inspection team
- Part 5 Annex I – The narrative performance report by the Public Administration

SOPMIP-4 Information Blocks: In turn, these five main parts of the SOPMIP-4 template consist of a total of 11 standard information blocs, reflected in the template in reverse shading mode, as follows:

1. Identification of the SOPMIP-4 report (Annex 4, Page 44, Block 1)
2. Summary scorecard and dashboard of process and development results performance by KPA, both for all indicators and for reported indicators only (Blocks 2A and 2B)
3. Identification of the (sub-)sector (Block 3)

4. Identification of the (sub-)sector performance measurement and inspection (Block 4)
5. Performance measurement scorecard and inspection of KPA – 1 (Pages 47 – 48, Blocks 5.1 and 5.2)
6. Performance measurement scorecard and inspection of KPA – 2
7. Performance measurement scorecard and inspection of KPA – 3
8. Performance measurement scorecard and inspection of KPA – 4
9. Performance measurement scorecard and inspection of KPA – 5 (KPAs 5A, 5B and 5C)
10. Summary performance scorecards, for OI and AO indicators, for both all and reported KPIs only (Pages 52-53, Block 10)
11. The narrative performance inspection report by the CI inspection team (Page 54, Block 11)

Annex 1A: Half-yearly narrative summary report by the Public Administration on the AO progress indicators (Annex 4, Page 55)

Annex 1B: Annual narrative summary report by the Public Administration on the OI Development Results indicators (Annex 4, Page 56)

The full original SOPMIP-4 sectoral performance planning template (in Excel) is attached under Annex 4 to these Guidelines.

For each of the above eleven SOPMIP-4 template information blocks and the two annexes, the constituting individual fields / columns are explained in a practical way from the perspective of filling them out and with some further explanatory notes and/or observations as needed. For a number of these 11 information boxes, this list of fields is preceded by a snapshot of the information block / template excerpt concerned.

Block 1: Identification of the SOPMIP-4 report (Annex 4, Page 44, Shaded Area 1)

1. Identification of this SOPMIP-4 Report		تعريف التقرير			
1.1. Reporting Year سنة التقرير	2017				
1.2. Type of Report نوع التقرير (pls. tick)	<input type="checkbox"/> Mid-year progress report (on Activities/Outputs Key Performance Indicators only - AO KPIs) (متعلق بمؤشرات الأداء الخاصة بالأنشطة والنتائج) تقرير نصف سنوي <input checked="" type="checkbox"/> Annual development results report (on both Outcome/Impact and Activities/Outputs Indicators - OI & AO KPIs) (المتعلق بمؤشرات الحصة والتأثير ومؤشرات الأنشطة والنتائج) التقرير السنوي				
1.3. Report Code and Title عنوان التقرير ورمز	CI Code رمز التفتيش	X.T4-YY.ZZ-17.2-V.0.3			
	Description الوصف	Annual sectoral and organisational performance measurement and inspection report on the [Ministry Abbreviation] sub-sector of [XX.YY] for the year 2017 تقرير سنوي حول قياس وتفتيش الأداء القطاعي والتنظيمي المتعلق بالمجال الفرعي والذي يشمل الفترة الزمنية من _____ إلى _____			
	Reporting Cut-Off Date (اليوم / الشهر / السنة) تاريخ المتوقع لتسليم التقرير	31 December 2017			
1.4. Report Version Control	Report Version	Version Number	Final or Draft Version	Date Submitted by DG	Date Inspected by CI
		V.4F	Final Report	-	-
	Sequence of report versions with date of submission / inspection (current version is highlighted with bold italics font and green background colour)	V.3	Final Draft	-	-
		V.2	Processed Draft	-	-
		V.1	Draft	-	-
		V.0.3	Zero draft	-	-

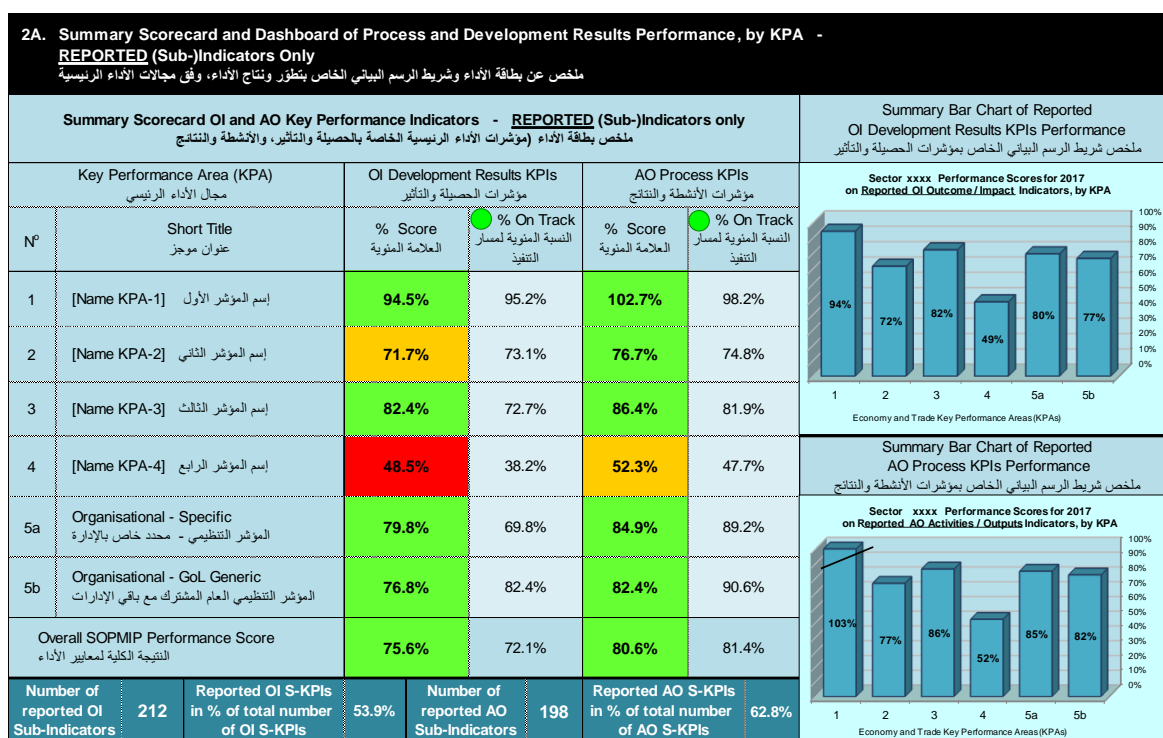
Block 1 - Identification of the SOPMIP-4 report : <i>(Annex 4, Page 44, Shaded Area 1)</i> List of fields with practical guidelines / tips	
S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
1.1 Reporting Year	<ul style="list-style-type: none"> - This is the calendar year the current SOPMIP-4 reports on (in Lebanon, the fiscal year coincides with the calendar year). - Field format: Year (yyyy)
1.2 Type of Report	<ul style="list-style-type: none"> - Needs to be determined here if the present SOPMIP-4 report concerns a mid-year progress report on Activities/Outputs Key Performance Indicators only (AO-KPIs) or an annual development results report on both Outcome/Impact and Activity/Output indicators (OI & AO KPIs). - Just tick the right box with an "x" mark from the pop-up menu.
1.3 Report Code and Title: CI Code	<ul style="list-style-type: none"> - The unique Central Inspection (CI) Code of the present SOPMIP-4 reports needs to be filled-out here. - Standard SOPMIP-4 code format: X.T4-YY.ZZ-AA.B-V.C.D With following code elements: <ul style="list-style-type: none"> - X This is the sequence number of the sub-sector covered by SOPMIP. This number is assigned by the CI-OMSAR SOPMIP team in chronological order of coverage by the SOPMIP Programme. (For this number, see the SOPMIP-2 identification box). - T4 Is the standard code for the SOPMIP-4 report template (as T1 stands for SOPMIP-1, etc.) - YY Is the two capital letters Central Inspection (CI) code of the public sector (see also field 3.1 here below in Block 3) - ZZ Is the two capital letters Central Inspection (CI) code of the sub-sector (see also field 3.2 here below in Block 3) - AA Is the two digit code of the year (e.g. for year 2018, this code thus is 18, for 2017 it is 17, etc.) - B Is the code for the semi-annual or annual report in the year AA. The standard code 1 stands for the semi-annual report (with cut-off date 30 June), the standard code 2 stands for the annual report (with cut-off date 31 December) - V.C.D This is the version number of this particular SOPMIP-4 report. The number "C" is the main version number, whereas the number "D" (if any) stands for the sequence number of any subsequent minor revisions within this main version number - An actual SOPMIP-4 code just by way of example: 6.T4-PW.UP-17.2-V.2.1 standing for: Annual sectoral and organisational performance measurement and inspection report on the MoPWT sub-sector of Urban Planning for the year 2017 - Report Version V.2.1., as follows: <ul style="list-style-type: none"> - 6 = Sequence number of SOPMIP sector - T4 = SOPMIP-4 performance report - PW = Public Works sector - UP = Urban Planning sub-sector\ - 17 = SOPMIP Reporting year 2017 - 2 = the annual report (cut-off date 31 December 2017) - V.2.1 = Report version number - This report code is automatically reflected on all KPA and overall scorecards under this report (see at the top right after "Report Code"). - The report code is also included in the footer of each page of the report (with the version number at the right hand side together with the date and page

Block 1 - Identification of the SOPMIP-4 report : (Annex 4, Page 44, Shaded Area 1)																									
List of fields with practical guidelines / tips																									
S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations																								
	<p>number – only visible in Excel print preview mode and on the hard copy printed pages)</p> <ul style="list-style-type: none">- This report code also serves as a unique code for the SOPMIP e-repository and database.																								
1.3 Report Code and Title: <i>Description</i>	<ul style="list-style-type: none">- This is the narrative description / title of the report, uniquely identifying the report, including the report version number.- By way of example: Annual sectoral and organisational performance measurement and inspection report on the MoPWT sub-sector of Urban Planning for the year 2017 - Report Version V.2.1.																								
1.3 Report Code and Title: <i>Reporting Cut-Off Date</i>	<ul style="list-style-type: none">- This is the cut-off date of reporting, meaning the actual date of SOPMIP-4 sectoral performance measurement. For the semi-annual report this always is 30 June of the reported year, for the annual report this is 31 December of the reported year.- This date is automatically generated by the SOPMIP system based on the data entry in above cells 1.1 and 1.2.																								
1.4 Report Version Control	<ul style="list-style-type: none">- The report version control table gives an overview of the subsequent report versions with the dates of submission and of inspection.- The current version is highlighted with bold italics font and green background colour to easily find it back and located it in the whole process of report preparation, finalisation, quality control and submission.- The zero draft version refers to the SOPMIP-4 templates filled-up with all indicators and other information available from the earlier SOPMP phases, particularly from the SOPMIP-3 benchmarking.- SOPMIP-4 versions process flow table:<table><tr><th>Version Number</th><th>Final or Draft Version</th><th>Date Submitted by DG</th><th>Date Inspected by CI</th></tr><tr><td>V.4F</td><td>Final Report</td><td>-</td><td></td></tr><tr><td>V.3</td><td>Final Draft</td><td></td><td>-</td></tr><tr><td>V.2</td><td>Processed Draft</td><td>-</td><td></td></tr><tr><td>V.1</td><td>Draft</td><td></td><td>-</td></tr><tr><td>V.0.3</td><td>Zero draft</td><td>-</td><td></td></tr></table>- Process flow: The SOPMIP-4 reporting process starts from the V.0 zero draft version which is produced by the CI-OMSAR SOPMIP team. The first draft V.1 is produced by the Ministry / DG. The V.2 processed draft is the quality inspected version by the Central Inspection. The final draft V.3 is produced by the Ministry / DG for official submission by the Director-General to the Central Inspection with copy to OMSAR. This final draft by the Ministry serves as basis for the final SOPMIP-4 report by the Central Inspection.	Version Number	Final or Draft Version	Date Submitted by DG	Date Inspected by CI	V.4F	Final Report	-		V.3	Final Draft		-	V.2	Processed Draft	-		V.1	Draft		-	V.0.3	Zero draft	-	
Version Number	Final or Draft Version	Date Submitted by DG	Date Inspected by CI																						
V.4F	Final Report	-																							
V.3	Final Draft		-																						
V.2	Processed Draft	-																							
V.1	Draft		-																						
V.0.3	Zero draft	-																							

Block 2: Summary performance scorecard and dashboard graphics by KPA, both for all indicators and for reported indicators only
(Annex 4, Pages 44-45, Shaded Areas 2A and 2B)

Salient features and characteristics of SOPMIP-4 block 2 containing the summary performance score-card and dashboard graphics by KPA, both for all indicators and for reported indicators only.

- There are two summary scorecards presented under this SOPMIP-4 block 2, as follows:
 - 2A. The summary scorecard and dashboard of process and development results performance, by KPA and overall **for reported (sub-)indicators only**
 - 2B. The summary scorecard and dashboard of process and development results performance, by KPA and **overall for all (sub-)indicators**
- These summary scorecards and the related bar charts next to them are fully automatically generated by the SOPMIP system and programme based on the individual scorecards by Key Performance Area (Blocks 5 to 9C – Pages 47-51) and the detailed overall scorecards under Block 10 – Pages 52-53).
- These summary scorecards in turn are the basis for the automatically generated bar chart graphics besides them, which visualize the performance scores for the five (or six) Key Performance Areas (KPA's) of the sector (see the screen shot here right below).
- The two summary scorecards on the (executive) first page of the SOPMIP-4 performance report both have the following standard lay-out:



- For each of the five (or six) Key Performance Areas (KPA's), the percentage performance scores of both the OI – Outcome/Impact Development Results KPIs and of the AO – Activity/Output Process KPIs are presented.

- In addition, for both types of KPIs are also reflected the percentage of indicators with an “on-track” performance, thus with a (green colour ●) performance score of 75% or more. This percentage of on-track indicators indeed in another most valuable performance management indicator.
- At the bottom of the summary scorecard (in the reverse shaded cells) are some summary statistics on the completeness of the reporting on the indicators. These reporting completeness figures obviously are of major importance as they are indicative for the relevance / pertinence and representativeness of the performance scores reporting. It is normal to have a sectoral performance score less than 100% since this is based on reported indicators.
- These reporting completeness figures are presented for both the OI and the AO indicators and pertain to (see figure on the previous page):
 - The number of reported OI (or AO) sub-indicators
 - These reported OI (or AO) sub-indicators as a percentage (%) of the total number of OI (or AO) sub-indicators

Block 3: Identification of (Sub-)Sector

(Annex 4, Page 45, Shaded Area 3)

Block 3 – Identification of (Sub)-Sector : List of fields with practical guidelines / tips	
S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
3.1 Public Sector - Name - CI Code	<ul style="list-style-type: none"> - The name of the public sector is to be taken from the SOPMIP 2 or 3 templates (consistency in naming is to be observed). - - - - - - The code of the public sector is the two capital letters Central Inspection (CI) code of the public sector. Example: PW is for Public works and transport - See also field 1.3 on the report code and title here above under Block 1.
3.2 Sub-Sector - Name - CI Code	<ul style="list-style-type: none"> - The name of the sub-sector sector is to be taken from the SOPMIP 2 or 3 templates (consistency in naming is to be observed). - - - - - - The code of the subsector is the two capital letters Central Inspection (CI) code of the sub-sector. Example: UP is for Urban Planning (under Public Works and Transport) - See also field 1.3 on the report code and title here above under Block 1.
3.3 Responsible Public Administration Entity - Ministry - Directorate-General - Directorate / Service / Bureau	<ul style="list-style-type: none"> - The official names of respectively <ol style="list-style-type: none"> (1) the Ministry, (2) the Directorate-General, and (3) the Directorate(s) / Service(s) / Bureau(s) are to be taken from the SOPMIP 2 or 3 templates. - Consistency in naming is to be observed.
3.4 Responsible Contact Person in the Administration	<ul style="list-style-type: none"> - This in principle is either the designated SOPMIP Focal Point official or the Director-General. - The identification of the responsible SOPMIP contact person in the Administration includes the following:

Block 3 – Identification of (Sub)-Sector :

List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - Name: First name and family name - Position: Official title of the position, with also the name of the organisational entity - Office phone number: Office land line number and the extension number - Mobile phone number: If any mobile phone number - Fax number: Office fax number (if available) - E-mail address : Official e-mail address of the contact person in the Administration, or in absence of this the personal email address.

Block 4: Identification of the (sub)-sector performance measurement and inspection

(Annex 4, Page 46, Shaded Area 4)

Block 4 – Identification of the (sub)-sector performance measurement and inspection :

List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
4.1 Covered Yearly Period <ul style="list-style-type: none"> - From - To - Sequence Number This Report 	<ul style="list-style-type: none"> - The covered yearly period is from the 1st of January to the 31st of December of the year concerned. - Field/cell format: date - Date format: dd/mm/yyyy For example: 01/01/2017 31/12/2017 - - - - - - The sequence number of this report is the sequential rank number of the submitted SOPMIP-4 report. In case this is the first time such SOPMIP-4 is submitted by the Ministry / DG, this sequence number is 01. In case this is already the seventh time period, it sequence number is 07 accordingly, etc. - Format: two digit numbers. For example: 01 or 12
4.2 Reference KPIs Set and Benchmark Sheet <ul style="list-style-type: none"> - SOPMIP-3 Version Number at Basis - Date this Version 	<ul style="list-style-type: none"> - To be reflected here is the version number of the <u>officially approved</u> SOP-MIP-3 benchmarking sheet on which the present SOPMIP-4 report is based - Field/cell format: V.[number] - For example: V.1 V.1.1 V.2.3 - The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version - The final version of the SOPMIP-3 sheet has a "F" added to the number. For example final version V.4.2F - - - - - - Field/cell format: date - Date format: dd/mm/yyyy For example: 27/11/2016

Block 4 – Identification of the (sub-)sector performance measurement and inspection : List of fields with practical guidelines / tips	
S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
<p>4.3 CI Inspection Assignment Instruction</p> <ul style="list-style-type: none"> - Instruction Number <ul style="list-style-type: none"> - CI Source of Instruction <ul style="list-style-type: none"> - Date Instruction <ul style="list-style-type: none"> - Expected Report Submission Date 	<ul style="list-style-type: none"> - There are two main types of CI inspection assignment instructions: The ones that are incorporated in the CI Annual Plans and the ones that are issued at hoc. SOPMIP sectoral and organisational performance inspections in principle will be incorporated in the CI Annual Plans, once the SOPMIP programme is fully established and mainstreamed. In case not yet, SOPMIP instructions are issued ad hoc.¹ - The CI Instruction Number has the following code format: SOPMIP-XX.YY With following coding elements: <ul style="list-style-type: none"> - XX This is the year in which the SOPMIP inspection instruction has been issued by the CI - YY This is the sequence number of the present SOPMIP instruction concerned in that year - Practical example: SOPMIP-17.04 . This refers to the fourth CI SOPMIP inspection instruction in the year 2017. <p>-----</p> <ul style="list-style-type: none"> - The CI Source of Instruction is the official issuing party within the Central Inspection of the SOPMIP Inspection instruction. (CI President or Inspector-General) <p>-----</p> <ul style="list-style-type: none"> - The Date of the Instruction is either the date of the CI Annual Plan wherein the planned SOPMIP inspection is incorporated, or in case of an ad hoc SOPMIP inspection the date that appears on the official CI instruction letter. - Field/cell format: date - Date format: dd/mm/yyyy For example: 27/11/2016 <p>-----</p> <ul style="list-style-type: none"> - The Expected Report Submission Date is the date that the final CI SOPMIP inspection report is planned to be officially submitted by the designated CI Inspection Team concerned through the Inspector-General Administration as SOPMIP Programme Director to the CI President. - Field/cell format: date - Date format: dd/mm/yyyy For example: 03/10/2018
4.4 Timeframe of the Sectoral Performance Measurement and Inspection	<ul style="list-style-type: none"> - This timeframe is the summary timetable with both the planned and the actual periods of execution (from ... to ...) of the SOPMIP inspection, broken down for three main inspection process implementation phases as follows: <ul style="list-style-type: none"> - Performance measurement and reporting by the Public Administration Entity - Preparation and field work by the CI Inspection Team - Inspection report writing by the CI Inspection Team

¹ For the SOPMIP programme pilot phase covering six Pilot Sectors / Pilot Ministries, these six SOPMIP inspection initiatives and instructions have been emanating from / have been a joint initiative of the President of the Central Inspection in close coordination with the Minister of OMSAR and the Directors-General of the six Ministries / Directorates-General concerned as for example formally sanctioned as an outcome of the SOPMIP executive introduction and planning meeting of 14 January 2014. As such, the above CI Inspection Assignment Instructions are not applied yet for these six pilot SOPMIP inspections

**Block 4 – Identification of the (sub-)sector performance measurement and inspection :
List of fields with practical guidelines / tips**

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
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Block 4 – Identification of the (sub-)sector performance measurement and inspection : List of fields with practical guidelines / tips	
S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
4.6 Designated Supervising Inspector-General - Name - Inspectorate-General	<ul style="list-style-type: none"> - The Designated Supervising Inspector-General in principle is the Administrative Inspector-General as SOPMIP Programme Director, unless otherwise is stipulated in the CI inspection assignment instruction. - To be filled-out is the name (first and family name) of the supervising Inspector-General as well as the Inspectorate-General he/she is heading. In case of an Inspector-General without portfolio, this should be stated as such.
4A Special CI Inspection Instructions	<ul style="list-style-type: none"> - The CI special inspection instructions are to be included in this text box. - This can be any type and/or number of instructions pertaining to any subject or aspect of the SOPMIP sectoral and organisational performance measurement and inspection. - These Special Inspection Instructions are preferably listed in number or bullet format. - Just by way of example here direct below are some special CI inspection instructions, which were also included in the zero draft template for the first batch of SOPMIP inspections, just for the sake of illustration (Annex 4, Page 46): <ol style="list-style-type: none"> 1. <i>Inspect on validity and correctness/accuracy of (sub-)indicators baseline values and on both feasibility and robustness of target setting.</i> 2. <i>Inspect on sources of information, objectively verifiability and accuracy of actual (sub-)indicators performance reporting</i> 3. <i>Inspect on completeness of reporting (no cells left blank), both quantitative and qualitative/narrative fields, of both individual (sub-)indicators and consolidated reporting.</i> 4. <i>Inspect on quality of summary reporting as derived from / based on the indicators performance reporting.</i> 5. <i>Inspect on timeliness of reporting and on due authentication and approval of reporting.</i> - Fields/cells format: text (free format)
4B Authentication and Approval of this Sectoral Performance Inspection Report	<ul style="list-style-type: none"> - The SOPMIP-4 inspection report authentication and approval process within the Central Inspection of Lebanon consists of three main steps, involving three different CI internal parties: <ol style="list-style-type: none"> 1. SOPMIP-4 inspection report preparation, finalisation and submission by the Team Leader of the CI Performance Inspection Team after having retrieved and integrated all contributions from the Team Members (See SOPMIP-4 template item 4.5 for the Team composition and responsibilities – Annex 4, Page 46). This finalisation of the SOPMIP-4 inspection report is an iterative process consisting of different subsequent versions. Hence it is important to be sure that the submitted SOPMIP-4 report version is the latest one. The name, position and signature of the Team Leader are required here as well as the date of submission to the supervising Inspector-General for quality assurance and verification purposes. 2. SOPMIP-4 report endorsement by the Supervising Inspector General This is the second internal report quality assurance and verification level. The Supervising Inspector-General in principle is the Inspector-General Administration as SOPMIP Programme Director, unless otherwise stipulated in the CI Inspection Assignment Instruction. See SOPMIP-4 identification information block 4.3 and 4.6 concerned for more details). The

Block 4 – Identification of the (sub-)sector performance measurement and inspection :
List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations																												
	<p>name and signature of the Supervising Inspector-General are required here, together with the date of endorsement.</p> <p>3. Report approved by the President of the Central Inspection Final approval authority of the SOPMIP-4 final report is vested in the President of the Central Inspection. Required here are the President's signature and date of report approval.</p> <table><tr><td colspan="2">Report prepared by التقرير من إعداد</td><td colspan="2">Report endorsed by Supervising Inspector-General المصادقة على التقرير من قبل المفتش العام المشرف على فريق العمل</td><td colspan="2">Report approved by the President of the Central Inspection تقرير معتمد من رئيس قسم التفتيش المركزي</td></tr><tr><td>Name الاسم</td><td></td><td>Name الاسم</td><td></td><td rowspan="2">Signature التوقيع</td><td rowspan="2"></td></tr><tr><td>Position الصفة الوظيفية</td><td></td><td>Signature التوقيع</td><td></td></tr><tr><td>Signature التوقيع</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Date التاريخ</td><td></td><td>Date التاريخ</td><td></td><td>Date التاريخ</td><td></td></tr></table> <p>- The three signatures make it also possible to further strengthen internal process management and to guarantee timeliness of the SOPMIP process and its sub-processes. See the reference timeframe of the sectoral performance measurement and inspection under the standard introductory item 4.4 of the SOPMIP-4 reporting template.</p> <p>- For authentication, e-repository management and for filing/archiving purposes both an electronic version and one original signed hard copy of the final SOPMIP-4 report are required for the CI. An original signed copy are also sent to the Pilot Ministry Director-General.</p> <p>- For reasons of compliance with the provisions in the law on access to public information, it is recommended to also post the final and approved SOPMIP-4 performance measurement and inspection report on the website of the Central Inspection and on the general portal of the Government of Lebanon.</p> <p>- The same report authentication and approval information and signatures by the Central Inspection are to be repeated at the end of the SOPMIP-4 report under item 11.4 (see Annex 4, Page 54, Shaded Area 11.4)</p>	Report prepared by التقرير من إعداد		Report endorsed by Supervising Inspector-General المصادقة على التقرير من قبل المفتش العام المشرف على فريق العمل		Report approved by the President of the Central Inspection تقرير معتمد من رئيس قسم التفتيش المركزي		Name الاسم		Name الاسم		Signature التوقيع		Position الصفة الوظيفية		Signature التوقيع		Signature التوقيع						Date التاريخ		Date التاريخ		Date التاريخ	
Report prepared by التقرير من إعداد		Report endorsed by Supervising Inspector-General المصادقة على التقرير من قبل المفتش العام المشرف على فريق العمل		Report approved by the President of the Central Inspection تقرير معتمد من رئيس قسم التفتيش المركزي																									
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Position الصفة الوظيفية		Signature التوقيع																											
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Date التاريخ		Date التاريخ		Date التاريخ																									

Blocks 5 to 9 : Performance measurement scorecards and inspections of KPAs 1 to 5
(Annex 4, Pages 47-51, Shaded Areas 5 to 9)

The SOPMIP-4 template blocks 5 to 9 concern the performance measurement and inspection scorecards for the each of the five (or six) Key Performance Areas (KPAs) identified for the sector. As such, one such detailed scorecard is generated for each of the KPAs as follows:

- Four sectoral Key Performance Areas (KPAs 1 to 4)
(Annex 4, Pages 47-48)

Blocks 5 to 8

- One standard organisational development KPA, both sector specific (KPA 5A) ¹ and GoL generic (KPA 5B) Blocks 9A & 9B
(For KPA 5A – Annex 4, Pages 47-48)
(For KPA 5B – Annex 4, Pages 49-51)
- One UN SDGs sectoral indicators Sub-KPA 5C ² Block 9C
(For KPA 5C – Annex 4, Pages 47-48)

All above scorecards templates have the same structure and lay-out and follow the same methodology. There are some slight further customizations for standard KPA 5B (Organisational Development and Institutional Strengthening - GoL Generic), as further discussed under prior Chapter 3.2 “The generic, standard set of GoL organisational performance indicators”. The scorecard template for the Sub-KPA 5C on the UN SDGs sectoral indicators is exactly the same, only that instead of the two scorecard tables for the OI – Outcome/Impact indicators and the AO – Activity/Output indicators, the UN SDGs have these two scorecards for the SDG indicators which are in the SDG Database for Lebanon and those which are not, as further explained under prior chapter 3.3 “The integration of Sustainable Development Goals (SDGs) indicators.

As such, the below explanations and practical guidelines pertain to all the above KPA scorecards under SOPMIP-4 template Blocks 5 to 9C alike. (Annex 4, Pages 47-48)

These detailed KPA scorecards are the base core tools of SOPMIP-4 reporting, as they serve as evidence base for the (automatic) calculation of the aggregate sectoral performance scores and for the narrative reporting.

The full original template of the scorecards is attached to these Guidelines under Annex A.4. Practical examples are attached under E-annexes EA.10.1 and EA.10.2 (in the embedded CD)

References to Pertinent Earlier Practical Guidelines Chapters: As discussed here before under chapter 5.1 “Performance measurement, scorecarding and reporting” and chapter 5.2 “Automation of consolidated performance measurement, scorecarding and reporting”, the SOPMIP-4 template is almost fully automated, requiring that the Ministry / Directorate-General at the moment of reporting only needs to fill-out four table columns / fields (notably columns 14, 15, 18 and 19), with the rest of the performance measurement and reporting columns/fields automatically generated or calculated by the SOPMIP system. Under earlier chapter 5.4, it also has been discussed that the SOPMIP-4 detailed KPA scorecards also cover the quality assurance and inspection by the Central Inspection (CI) of the indicators performance measurement and report (columns 20 to 23).

¹ KPA-5A has the same format as KPAs 1 to 4. So therefore the same reference to Annex 4, Pages 47-48. See also the note concerned at the bottom of Annex 4, Page 48.

² For further details on KPA 5C on the integration of the UN SDGs indicators in SOPMIP, pls. refer to Chapter 6 hereafter. The SOPMIP-4 reporting template for these KPA 5C UN SDGs indicators is the same as for the sectoral KPAs 1 to 4. So for the KPA 5C SOPMIP-4 reporting template, see Annex 4, Pages 47-48. Practical examples of SDGs indicators integration in SOPMIP for the education sector and the water sector are included under Electronic Annex 11 (E-Annex 11).

**SOPMIP-4 Report Information Blocks 5.1 to 9.1 :
Detailed Performance Measurement and Inspection
Scorecards, by KPA**

5. Performance Measurement and Inspection of KPA-1

5.1. Development/Results / Outcomes / Impact / Key Performance Indicators (KPIs - KPIs) for KPA-1

DEVELOPMENT OF INDICATORS

INDICATOR MEASUREMENT

INSPECTION ASSESSMENT BY CI TEAM

Practical Guidelines to SOPMIP Process and Tools - V.3 - July 2018

As such, the SOPMIP-4 detailed scorecards for the individual Key Performance Areas, which solidly build on the prior SOPMIP-3 KPAs indicators benchmarking sheets concerned, consist of the following three main parts:

- Description of the indicator Columns 01 - 09
- (Sub-)indicator measurement Columns 10 - 19
- Inspection assessment by the CI Team Columns 20 - 23

Each of these three parts of the KPAs performance measurement and inspection scorecards is visually presented hereunder, followed by a summary table with practical guidelines or references per scorecard table column / field. But first the contents of the standard banner of the different KPA-1 to KPA-5 tables is introduced

Table Banner (on top of the table in reverse shading) - Annex 4, Page 47	
KPA number and title (Table name)	<ul style="list-style-type: none"> – Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet . – This KPA number and title is filled out in the reverse shaded area right above the indicators table concerned. – The name of the KPA is taken from the SOPMIP-1 list of Key Performance Areas. – One specific, separate worksheet for each of the five/six KPAs. – Format : KPA - 1 : [Name of KPA]

KPA weight in (Sub-) Sector	<ul style="list-style-type: none"> - Location: Top right of the table in the reverse shaded table banner - This is the weight of the Key Performance Area (KPA) within the (Sub-)Sector and serves as basis for the automated calculation of the aggregate over-all sector performance score. - Is the weight assigned to the KPA during the SOPMIP-2 identification and selection phase of the (sub-)sector Key Performance Areas by executive decision-making (by the responsible Director-General and possibly other Ministerial Executives in consultation with other executive parties concerned. - The weight is expressed in %
OI or AO indicators table	<ul style="list-style-type: none"> - Location: Second reverse shaded banner on top of the table - Indicates if the performance measurement and inspection scorecard is for the OI – Outcome/Impact Development Results Indicators or for the AO – Activity/Output Process Indicators.
Report Code	<ul style="list-style-type: none"> - Location: Second reverse shaded banner on top right hand side of the table. - This code is automatically generated by the system based on report code entry on the first page of the report template (see field 1.3). - Format of the code: As described earlier in relation to field 1.3 - Practical example of code: 3.T4-ET.ET-17.2-V.2.1

The Description of the Indicator (Columns 1 to 9) - Annex 4, Pages 47-48

1	2	3	4	5	6	7	8	9
DESCRIPTION of INDICATOR وصف المؤشر								
Key Performance Indicator (KPI) مؤشر الأداء الرئيسي (KPI)			KPI Weight (2) وزن المؤشر	Key Performance Sub-Indicator (S-KPI) مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس	Weight of S-KPIs (sub-indicators) الأوزان الخاصة (المؤشرات الفرعية)	Frequency of Measurement عدد المرات التي يتم فيها قياس الأداء
Code الرمز	Short Name الاسم المختصر	Operational Definition وصف المؤشر	$\sum OI_w = 100\%$	Code الرمز	Sub-Indicator / Category of KPI فئة مؤشر الأداء الرئيسي	(#, %, scale, HSPU, y/n)	$\sum S-KPI_w = 100\%$	(Monthly, Quarterly, Annually, ...) (شهرية، فصلية، سنوية)

Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :

Columns 1 to 9: Description of the Indicator - Annex 4, Pages 47-48

List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
1 Key Performance Indicator (KPI): Code (Column 1)	<ul style="list-style-type: none"> - Same as in SOPMIP-3 - Automatic transfer - For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 4
2 Key Performance Indicator (KPI): Short name (Column 2)	<ul style="list-style-type: none"> - The short name of the indicator in principle does not have more than 6 words. As such, the short indicator name enables the use of easy, short references to the indicator and its full, operational definition.

Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :

Columns 1 to 9: Description of the Indicator - *Annex 4, Pages 47-48*

List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - For further practical guidance see item (g) on operational definitions and short names of indicators under chapter 3.1 "Key Performance Indicators as system building blocks"
<p>3 Key Performance Indicator (KPI): Operational Definition (Column 3)</p>	<ul style="list-style-type: none"> - Same as in SOPMIP-3 - Automatic transfer - For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 5
<p>4 KPI Weight (Column 4)</p>	<ul style="list-style-type: none"> - Same as in SOPMIP-3 - Automatic transfer - For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 6
<p>5 Key Performance Sub-Indicator (S-KPI): Code (Column 5)</p>	<ul style="list-style-type: none"> - Same as in SOPMIP-3 - Automatic transfer - For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 7
<p>6 Key Performance Sub-Indicator (S-KPI): Name Sub-Indicator/Category of KPI (Column 6)</p>	<ul style="list-style-type: none"> - Same as in SOPMIP-3 - Automatic transfer - For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 8
<p>7 Unit of Measurement (Column 7)</p>	<ul style="list-style-type: none"> - Same as in SOPMIP-3 - Automatic transfer - For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 9
<p>8 Weight of S-KPIs (sub-indicators) (Column 8)</p>	<ul style="list-style-type: none"> - Same as in SOPMIP-3 - Automatic transfer - For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 10
<p>9 Frequency of Measurement (Column 9)</p>	<ul style="list-style-type: none"> - This is an additional field not appearing in the prior SOPMIP-2 indicators identification or SOPMIP-3 indicators benchmarking templates. - This field has been introduced here to draw new, special attention for indicator measurement / data collection matters on the time of reporting to keep in mind already data collection requirements for the next (semi-)annual reporting cycles and to already introduce / further strengthen initiatives if needed. - Field/cell format: Pop-up window with six predetermined Frequency of Measurement categories to select the correct / applicable one from by ticking, as follows: <ul style="list-style-type: none"> - Weekly - Monthly - Quarterly - Annually - Multi-annually - Ad Hoc - Other - Whereas the other categories of the classification point at kind of regular measurement activity, the ad hoc category basically refers to info / data collection on special demand

Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :

Columns 1 to 9: Description of the Indicator - Annex 4, Pages 47-48

List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	– “Other” is the rest category and can be used for any not explicitly listed frequencies / occurrences.

Sub-Indicator Measurement (Columns 10 to 19) - Annex 4, Pages 47-48

(SUB-) INDICATOR MEASUREMENT by ADMINISTRATION قياس أداء المؤشر الفرعي من قبل الإدارة المعنية									
Baseline / Latest (Sub-) Indicator Value نقطة الإنطلاق / قيمة المؤشر حسب آخر المعطيات المتوفرة		Target Value for Reporting Period القيمة المتوخاة		Actual / Latest Measurement قياس الأداء الأخير / أو الفعلي		Sub-Indicator (S-KPI) Performance Score in % and Colour Rating - for All Sub-KPIs (3) (4)	Indicator (KPI) Performance Score and Colour Rating - for All Sub-KPIs (3) (4)	Indicator (KPI) Performance Score and Colour Rating - for Reported Sub-KPIs only (3) (4)	Performance Self-Rating and Comments by the Public Administration تقييم ذاتي للأداء - تصنيف الإدارة
Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر				Self-Rating التقييم الذاتي
(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(%) ● ● ● ● ●	(%) ● ● ● ● ●	(%) ● ● ● ● ●	<p>Brief Narrative on Achievements :</p> <p>a) Summary description of achievements</p> <p>b) If problems/delays encountered, briefly describe</p> <p>c) If problems/delays, remedial actions taken or suggested and by whom</p> <p>سرد موجز عن الإنجازات</p> <p>أ- وصف موجز للإنجازات</p> <p>ب- إذا واجهت مشاكل أو تأخير معين، أوصف بإيجاز</p> <p>ج- إذا واجهت مشاكل أو تأخير معين، أوصف الخطوات التصحيحية التي اتخذت أو تم اقتراحها، ومن قام بذلك الشروحات والملاحظات الأخرى</p> <p>(1-5 scale) (5)</p> <p>(Use additional sheets if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)</p>

Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :


Columns 10 to 19: (Sub-)Indicator Measurement by the Administration - Annex 4, Pages 47-48

List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
10 Baseline / Latest (Sub-) Indicator Value: Date (Column 10)	<p>– Same as in SOPMIP-3 - Automatic transfer</p> <p>– This date of the indicator baseline value measurement thus should be the same as the date included in the SOPMIP-3 benchmarking sheet.</p> <p>– However, in case of no baseline value and date in the SOPMIP-3 benchmarking sheet and in the meantime before submitting the SOPMIP-4 report a baseline value became available pertaining to a date before the start of the five year SOPMIP cycle, this date and value of the baseline measurement should be reflected. This should also be done in case there is a baseline value reflected in the SOPMIP-3 sheet, but in the meantime before the SOPMIP-4 reporting a more recent baseline value dating before the start of the SOPMIP cycle became available.</p> <p>– For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 11</p> <p>– For practical guidelines on indicators benchmarking (including baseline values) in general, pls. refer to chapter 4.2 “Indicators benchmarking in practice”.</p> <p>– Field/cell format: date with standard format: dd/mm/yyyy For example: 31/12/2016</p>
11 Baseline / Latest (Sub-) Indicator Value: Value (Column 11)	<p>– Same as in SOPMIP-3 - Automatic transfer</p> <p>– This indicator baseline value thus should be the same as the value included in the SOPMIP-3 benchmarking sheet.</p>

Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :
Columns 10 to 19: (Sub-)Indicator Measurement by the Administration - Annex 4, Pages 47-48
List of fields with practical guidelines / tips







S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - However, in case of no baseline value in the SOPMIP-3 benchmarking sheet and in the meantime before submitting the SOPMIP-4 report a baseline value became available pertaining to a date before the start of the five year SOPMIP cycle, this date and value of the baseline measurement should be reflected. This should also be done in case there is a baseline value reflected in the SOPMIP-3 sheet, but in the meantime before the SOPMIP-4 reporting a more recent baseline value dating before the start of the SOPMIP cycle became available. - For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 12 - For practical guidelines on indicators benchmarking (including baseline values) in general, pls. refer to chapter 4.2 "Indicators benchmarking in practice". - Field/cell format: Pre-formatted depending on the sub-indicator Unit of Measurement (UoM) as determined under column 9: (#, %, 0-10 scale, 0-5 scale HSPU or y/n). - For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).
<p>12 Target Value for Reporting Period: Date (Column 12)</p>	<ul style="list-style-type: none"> - This date in principle is the last day of the performance measurement calendar year concerned as last cut-off date for the performance measurement related to the year concerned. Thus in principle 31 December of the year concerned. - For practical guidelines on indicators benchmarking (including baseline values and target setting) in general, pls. refer to chapter 4.2 "Indicators benchmarking in practice". - Field/cell format: date with standard format: dd/mm/yyyy For example: 31/12/2016
<p>13 Target Value for Reporting Period: Value (Column 13)</p>	<ul style="list-style-type: none"> - Same as in SOPMIP-3 – Automatic transfer - Depending on the reporting year, this value thus is the indicator target date as reflected in the SOPMIP-3 benchmarking sheet for Y1 - year 1 (column 14) or any of the following years Y2 to Y5 (columns 15 to 18). - For further info and practical guidelines see these SOPMIP-3 S3 Field Names / Column Titles 14 to 18. - For practical guidelines on indicators benchmarking (both baseline values and target setting) in general, pls. refer to chapter 4.2 "Indicators benchmarking in practice". - Field/cell format: Pre-formatted depending on the sub-indicator Unit of Measurement (UoM) as determined under column 9: (#, %, 0-10 scale, 0-5 scale HSPU or y/n). - For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).
<p>14 Actual / Latest Measurement: Date (Column 14)</p>	<ul style="list-style-type: none"> - For actual reporting data entry by the Ministry / DG. - This is the date of the latest measurement of the actual indicator value for the reporting year. - In order to avoid any underreporting, this date therefore should be as much to the end of the reporting year as possible, with 31 December as actual

Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 : Columns 10 to 19: (Sub-)Indicator Measurement by the Administration - Annex 4, Pages 47-48 List of fields with practical guidelines / tips	
S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<p>date. But of course, this is not always possible depending on the actual data collection and processing timing.</p> <ul style="list-style-type: none"> - In case there is no actual indicator measurement in the reporting year, the last actual indicator measurement value of the preceding periods is to be reflected.
15 Actual / Latest Measurement: Value <i>(Column 15)</i>	<ul style="list-style-type: none"> - For actual reporting data entry by the Ministry / DG. - This is the value of the latest actual measurement of the indicator in the reporting year concerned, thus on the date indicated in the just preceding column 14 here above. - Field/cell format: Pre-formatted depending on the sub-indicator Unit of Measurement (UoM) as determined under column 9: (#, %, 0-10 scale, 0-5 scale HSPU or y/n). - For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).
16 Sub-indicator (S-KPI) Performance Score in % and Colour Rating <i>(Column 16)</i>	<ul style="list-style-type: none"> - This is the percentage performance score for the individual indicators automatically calculated by the SOPMIP system. - The system furthermore also automatically reflects the corresponding performance rating traffic-light cell colouring . - A sub-indicator performance score is only calculated and reflected by the SOPMIP system if the following five conditions are met: <ol style="list-style-type: none"> 1. The "mother" indicator weight is filled-out (column 4) 2. The sub-indicator weight is filled-out (column 8) 3. The target value of the sub-indicator is filled-out (column 13) 4. The actual / latest indicator measurement is filled-out (column 15) 5. In all other cases, a dash ("-") sign reflected in the performance score cell concerned, signifying that no performance score could be calculated for one or more of the above reasons. - For more information on the SOPMIP automation of performance measurement, scorecarding and reporting, pls. refer to the above chapters 5.1 and 5.2 concerned. - Field/cell format: Percentage with one digital (automated) with concomitant auto-colouring of the cell
17a Indicator (KPI) Performance Score and Colour Rating – For All Sub-KPIs <i>(Column 17a)</i>	<ul style="list-style-type: none"> - Based on the performance scores on the sub-indicators (see column 16 here just above), the performance score of the indicator itself is automatically calculated (as the sum of the weighted performance scores of the constituting sub-indicators). Two performance scores of the indicator are automatically calculated by the SOPMIP system: <ol style="list-style-type: none"> (a) The KPI performance score based on the scores of <u>all</u> component sub-indicators, thus including also for the sub-indicators for which there is no performance reporting and their actual performance is considered zero. Thus this is the more strategic performance scoring based on all sub-indicators. - This is the KPI performance score reflected under this <u>column 17a</u>. (b) The KPI performance score based on the scores of <u>only</u> those component sub-indicators for which there is actual performance reporting and scoring in the reporting period, thus excluding the sub-indicators for which there is no performance reporting and scoring. This is the

Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :

Columns 10 to 19: (Sub-)Indicator Measurement by the Administration - Annex 4, Pages 47-48

List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<p>more operational performance scoring based on only the sub-indicators with reporting of performance. - This is the KPI performance score reflected under the next <u>column 17b</u>.</p> <ul style="list-style-type: none"> - In case there is no performance scoring on any of the sub-indicators, a hyphen "-" sign is reflected in the indicator score cell. - For more information on the SOPMIP automation of performance measurement, scorecarding and reporting, pls. refer to the above chapters 5.1 and 5.2 concerned. - Field/cell format: Percentage with one digital (automated) with concomitant auto-colouring    of the whole indicator cell (thus in size covering all component sub-indicators)
<p>17b Indicator (KPI) Performance Score and Colour Rating – For Reported Sub-KPIs Only (Column 17b)</p>	<ul style="list-style-type: none"> - Based on the performance scores on the sub-indicators (see column 16 here earlier), the performance score of the indicator itself is automatically calculated (as the sum of the weighted performance scores of the constituting sub-indicators). Two performance scores of the indicator are automatically calculated by the SOPMIP system: <ul style="list-style-type: none"> (a) The KPI performance score based on the scores of <u>all</u> component sub-indicators, thus including also the sub-indicators for which there is no performance reporting and their actual performance is considered zero. This thus is the more strategic performance scoring based on all sub-indicators. - This is the KPI performance score reflected under the just preceding <u>column 17a</u>. (b) The KPI performance score based on the scores of <u>only</u> those component sub-indicators for which there is actual performance reporting and scoring in the reporting period, thus excluding the sub-indicators for which there is no performance reporting and scoring. This is the more operational performance scoring based on only the sub-indicators with reporting of performance. - This is the KPI performance score reflected under this <u>column 17b</u>. - In case there is no performance scoring on any of the sub-indicators, a hyphen "-" sign is reflected in the indicator score cell. - For more information on the SOPMIP automation of performance measurement, scorecarding and reporting, pls. refer to the above chapters 5.1 and 5.2 concerned. - Field/cell format: Percentage with one digital (automated) with concomitant auto-colouring    of the whole indicator cell (thus in size covering all component sub-indicators)
<p>18 Performance Self-Rating and Comments by the Public Administration - Self-Rating (Column 18)</p>	<ul style="list-style-type: none"> - This self-rating by the reporting Ministry / Directorate General itself of the sectoral (or organisational) performance on the sub-indicators is done on a 1-5 scale, ranging from a lowest 1 rating to a highest 5 rating. - This performance self-rating is one of the features to effectively make SOPMIP a combined self-assessment and external inspection tool. See chapter 5.4 for more details. - At the bottom of the table, all self-ratings are averaged for the whole KPA in a rating on 10. - Field/cell format: Pop-up window with the five predetermined scores from 1 to 5 to select from.

Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :
Columns 10 to 19: (Sub-)Indicator Measurement by the Administration - Annex 4, Pages 47-48
List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
19 Performance Self-Rating and Comments by the Public Administration – Brief Narrative on Achievements (Column 19)	<ul style="list-style-type: none"> The brief narrative on indicator achievements covers for each indicator: <ul style="list-style-type: none"> a) Summary description of achievements b) If problems/delays encountered, briefly describe c) If problems/delays, remedial actions taken or suggested and by whom The SOPMIP narrative reporting on the indicators achievements as such concerns both success stories / good practices on the one hand and problems / delays encountered on the other hand. Also, this narrative reporting is not limited to a description of the actual situation (both positive and negative elements), but also is forward looking from a programming and managerial point of view by asking for proposed remedial actions to be taken or suggested in case of problems and/or delays encountered , and by whom this should / is suggested to be done. The brief narratives on the indicators achievements should form the basis to fill in the summary narrative performance reporting on the KPAs and the sector as a whole in the Annexes to the report. See SOPMIP-4 Annex 1A (Annex 4, Page 55) and SOPMIP-4 Annex 1B (Annex 4, Page 56) regarding for respectively the OI and AO indicators summary performance narrative reports. Be frank and open in the assessments, but at the same time balanced attending to both positive and negative aspects of performance so far with a view of further improving for the future, if and where need and feasible. For more details and guidelines on the narrative reporting, pls. refer to chapter 5.3 here above. See to it that the narrative (this column 19) and the self-rating score (preceding column 18) are aligned with each other Format: Text (free format). These narrative comments however are best in bullet style format, for clarity purposes and also for easy listing and processing reasons.

Inspection Assessment by the CI Inspectors team (Columns 20 to 23) - Annex 4, Pages 47-48

20	21	22	23
INSPECTION ASSESSMENT BY C.I. TEAM تقييم الأداء من قبل فريق التفتيش			
Measurement Endorsed by CI Inspection Team	Quality Rating of KPI Measurement	Main Observations	Main Recommendations
قياس الأداء مصادق عليه من قبل فريق التفتيش	تقييم نوعية قياس الأداء	الملاحظات الرئيسية	التوصيات الرئيسية
(y / n) ⁽⁶⁾ نعم/لا	(HSPU) ⁽⁷⁾	(Use additional sheets, if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)	(Use additional sheets, if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)

Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :
Columns 20 to 23 : Inspection Assessment by the Central Inspection (CI) Team - Annex 4, Pages 47-48
List of fields with practical guidelines / tips


S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
<p>20 Measurement Endorsed by CI Inspection Team (Column 20)</p>	<ul style="list-style-type: none"> - The endorsement or not of the Sub-Indicator performance measurement by the CI Inspection Team is indicated in this column with a yes (= "y") or no (= "n"). - In case an "n" for "no endorsement" is selected by the CI Inspection Team automatically the cell lights up in red colour. This would mean that the indicator measurement should be re-reported by the Ministry / Directorate General, unless otherwise indicated so by the CI Inspection Team. - The total number of no-endorsements are automatically calculated and reflected at the bottom of the table. - Field/cell format: yes/no logical (pls. select from pop-up window by ticking)
<p>21 Quality Rating of KPI Measurement (Column 21)</p>	<ul style="list-style-type: none"> - Whereas in the previous column the assessment of the Central Inspection Team is rather rigid (yes or no), the current Column enables the CI Inspection Team to make a somewhat more refined quality appreciation of the sub-indicator measurement on a HSPU quality indicator (Highly satisfactory, Satisfactory, Partially satisfactory and Unsatisfactory). - An alignment of the Columns 20 and 21 should be ensured. For example, with a no endorsement under Column 20, the Column 21 quality rating should be Unsatisfactory or at best Partially satisfactory. - The CI average quality ratings on 10 of all OI and all AO indicators measurements are automatically calculated and reflected at the bottom of the this column. - This quality assessment will help to assess improvements in indicators data collection, processing and reporting over time. - Field/cell format: HSPU standard quality ratings (pls. select correct / applicable one from pop-up window by ticking)
<p>22 Main Observations (Column 22)</p>	<ul style="list-style-type: none"> - This "Main Observations" by the CI Inspectors team on the KPI performance may pertain to both the measurement quality and the actual performance. - This is the narrative assessment part, with main observations succinctly reflected in preferably bullet style. - The main observations are at the level of the indicators, but obviously there also is the possibility to additionally make observations on individual sub-indicators. - Observations may pertain to both indicator measurement quality and the sectoral performance itself, and for the latter may relate to both the quantitative performance scores and the narrative. - Observations should be balanced. They should highlight both positive and negative aspects, in an overall atmosphere of constructiveness and transparency. - These main observations on the respective indicators performance serve as evidence basis and base materials for the overall summary assessment at KPAs and overall sector levels in Annex 1A (Annex 4, Page 55) and Annex 1B (Annex 4, Page 56) for respectively AO and OI indicators.
<p>23 Main Recommendations (Column 23)</p>	<ul style="list-style-type: none"> - This "Main Recommendations" by the CI Inspectors team on the KPI performance may pertain to both the measurement quality and the actual performance.



Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :
Columns 20 to 23 : Inspection Assessment by the Central Inspection (CI) Team - Annex 4, Pages 47-48
List of fields with practical guidelines / tips

S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> - This is the narrative recommendations part, with main recommendations succinctly reflected in preferably bullet style. - The main recommendations are at the level of the indicators, but obviously there also is the possibility to additionally make recommendations regarding individual sub-indicators. - Recommendations may pertain to both indicator measurement quality and the sectoral performance itself, and for the latter may relate to both the quantitative performance scores and the narrative. - Directly useful and pertinent recommendations are provided in an overall atmosphere of constructiveness and transparency. - These recommendations at the level of the respective individual indicators in turn serve as solid evidence basis for the consolidated recommendations at higher KPA and overall sector levels under Annex 1A (Annex 4, Page 55) and Annex 1B (Annex 4, Page 56) for respectively AO and OI indicators.

Summary Figures at the Bottom of the SOPMIP-4 KPAs Performance Scorecards
(Annex 4, Pages 47-48)

(Sub-)indicators totals, averages, counts, etc. are automatically calculated and reflected in the KPAs scorecards summary row (in darker blue shading) at the bottom of both the SOPMIP-4 KPAs AO and OI indicators tables. These totals in turn serve as sources link for the SOPMIP-4 summary performance scorecards under Block 10 and discussed hereafter. As such are automatically (see underlying formulas) reflected for each SOPMIP-4 KPA scorecard sheets at the bottom :

- Under column 3: The total number of (OI or AO) Key Performance Indicators (KPIs)
- Under column 4: The sum of all indicators weights with an automated verification of the correctness of the indicators weights (green cell colour in case of a correct weights sum of 100%, red cell colour in case of any other total percentage).
- Under column 6: The total number of identified (OI or AO) Key Performance Sub-Indicators (S-KPIs)
- Under column 7: The number of sub-indicators with an identified Unit of Measurement (UoM)
- Under column 8: The sum of all sub-indicators weights with an automated verification of the correctness of the sub-indicators weights (green cell colour in case of a correct weights sum of 100% (the sum of all sub-indicators weights divided by the number of indicators), red cell colour in case of any other total percentage).
- Under column 9: The number of sub-indicators with an identified measurement frequency
- Under column 10: The number of OI or AO sub-indicators with “on track / according to plan” performance scores (thus with $s \geq 75\%$) with a green colour 
- Under column 11: The number of sub-indicators with baseline measures / values

- Under column 12: Number of OI or AO sub-Indicators with "needing attention" scores (thus with $50\% \leq s < 75\%$) with an amber / orange colour 
- Under column 13: Number of sub-indicators with 1st year target setting
- Under column 14: Number of OI or AO Sub-Indicators with "requiring follow-up / action" scores (thus with $s < 50\%$) with a red colour 
- Under column 15: Number of actual sub-indicators performance measures
- Under column 16: Number of sub-indicators performance scores
- Under column 17a: Weighted overall KPIs score for all OI or AO Sub-Indicators
- Under column 17b: Weighted overall KPIs score for reported OI or AO sub-indicator
- Under column 18: Ministry / Directorate General average self-rating score on 10
- Under column 20: Number of sub-indicator measures not accepted by the Central Inspection
- Under column 21: Average Central Inspection quality rating of the KPI measurement on 10
- Under column 22: Number of Indicators for which main observations are reported
- Under column 23: Number of Indicators for which main recommendations are formulated

**Block 10: Summary performance scorecards, for OI and AO indicators,
for both all and reported KPIs only**
(Annex 4, Pages 52-53)

The above performance measurement scorecards and inspection tables for the individual Key Performance Areas 1 to 5 (KPA 1 – 5) under SOPMIP-4 information blocks 5 to 9 are summarily presented in the summary scorecards for the whole sector included under the present information block 10 of the SOPMIP-4 Sectoral and Organisational Performance Measurement and Inspection Report.

These four summary sectoral performance measurement scorecards with breakdown by (1) indicators types (OI and AO) and (2) for both all indicators and for only those on which there is actual reporting and scoring, are fully automated by the SOPMIP system based on the detailed indicators scorecards by individual KPA scorecards. They all four have the same layout and structure and are presented one after another under Block 10 of the SOPMIP-4 report with following table numbering:

- 10.1 Summary development results (OI – Outcome / impact) scorecards
 - A. Related to only reported OI indicators and sub-indicators (Annex 4, Page 52)
 - B. Related to all OI indicators and sub-indicators (Annex 4, Page 53)
- 10.2 Summary process (AO – Activities / Outputs) scorecards¹

¹ The AO indicators scorecard format is the same as the OI indicators scorecard format. Hence, the AO scorecard format has not been included additionally in the annexes here. For the full SOPMIP-4 template, pls. refer to Electronic Annex EA-3.

- A. Related to only reported AO indicators and sub-indicators
B. Related to all AO indicators and sub-indicators

10. Summary Sectoral Performance Measures, with Breakdown by Indicators Type (OI and AO) and by Key Performance Area (KPA)
خلاصة قياس الأداء القطاعي مع تجزئته وفقاً لنوع المؤشر ومجال الأداء الرئيسي

Form SOPMIP-4 - V.12F - 23 March 2018

10.1. Summary Development Results (Outcome / Impact) Key Performance Measures (OI - KPIs)																		Report Code : رمز التقرير		X.T4-YY.ZZ-17.2-V.0.3			
A. Related to ONLY REPORTED OI Indicators and Sub-Indicators																							
Identification of Key Performance Area (KPA) - Outcome / Impact Indicators تعريف مجال الأداء الرئيسي للنتيجة والتأثير							Summary KPA Performance Scores خلاصة تقييم مجالات الأداء الرئيسية				Follow-Up Ratings تقييم الأداء				Average KPA Self-Rating by the Administration متوسط التقييم الذاتي لمجال الأداء الرئيسي	Inspection Assessment by CI Team التقييم من قبل فريق التفتيش							
Key Performance Area (KPA) مجال الأداء الرئيسي		Number of Constituent Key Performance Indicators (KPIs) and Sub-Indicators (S-KPIs) عدد مؤشرات الأداء القطاعية والعناصر التي تتكون منها ومؤشرات الأداء الفرعية					Calculated KPA / Sector Performance Score for Reported (Sub-) Indicators only الأداء القطاعي في مجال الأداء الرئيسي	Latest KPA Performance Score Before أعلى المؤشرات السابقة		Percent Change in Performance Score التغير المئوي في النتيجة	On Track, As Planned الأداء يسير وفق الخطة		Needing Attention الأداء يحتاج إلى الانتباه		Requiring Follow-Up and Action الأداء يتطلب المتابعة والتحرك		Average KPA Self-Rating by the Administration متوسط التقييم الذاتي لمجال الأداء الرئيسي	Positive S-KPI Performance Measurement Endorsements المصادقة الإيجابية على تقييم الأداء الخاص بمؤشرات الأداء الفرعية		Number of S-KPI Performance Measurements Not Accepted عدد المؤشرات الفرعية للأداء التي لم تقبلها		Average Quality Rating of S-KPI Measurements متوسط نوعية قياسات المؤشرات الفرعية	
Code الرمز	Description وصف المؤشر	KPA Weight وزن المجال الرئيسي	Number of KPIs عدد مؤشرات الأداء الرئيسية	Number of Sub-Indicators (S-KPIs) عدد المؤشرات الفرعية	Number of Actual S-KPI Measurements عدد القياسات الفعلية للمؤشرات الفرعية	Measurements in % of Total Number of S-KPIs النسبة المئوية لعدد القياسات الفعلية من إجمالي عدد مؤشرات الأداء الرئيسية		Date التاريخ	Latest Score Before نقطة القياس السابقة		# of S-KPIs	% of Total Reported	# of S-KPIs	% of Total Reported	# of S-KPIs	% of Total Reported		#	% of Total	#	% of Total		
		Σ OI =100%	#	#	#	(c6/c5)	%	(dd/mm/yy) يوم/شهر/سنة	%	(c8-c10)	(c12/c6)	(c14/c6)	(c16/c6)	(1-10 scale)	(c19/c6)	(c21/c6)	(1-10 scale)						
1.1	[Name KPA-1] (إسم المؤشر الأول)	20.0%	5	15	8	53.3%	87.5%		-	6	75.0%	2	25.0%	0	0.0%	-	7	87.5%	1	12.5%	10.00		
2.1	[Name KPA-2] (إسم المؤشر الثاني)	20.0%	0	0	0	-	-		-	0	-	0	-	0	-	-	-	-	-	-	10.00		
3.1	[Name KPA-3] (إسم المؤشر الثالث)	20.0%	0	0	0	-	-		-	0	-	0	-	0	-	-	-	-	-	-	10.00		
4.1	[Name KPA-4] (إسم المؤشر الرابع)	20.0%	0	0	0	-	-		-	0	-	0	-	0	-	-	-	-	-	-	1.00		
5A.1	Organisational Development and Institutional Strengthening - Specific (التطوير التنظيمي والتعزيز المؤسسي - محدد)	5.0%	0	0	0	-	-		-	0	-	0	-	0	-	-	-	-	-	-	10.00		
5B.1	Organisational Development and Institutional Strengthening - Generic (التطوير التنظيمي والتعزيز المؤسسي - عام)	15.0%	20	27	10	37.0%	85.3%		-	8	80.0%	1	10.0%	1	10.0%	-	9	90.0%	1	10.0%	10.00		
Totals, Average and Weighted Scores for the REPORTED Sector Outcome/Impact OI KPIs (مجموع، ومتوسط، ووزن النتائج التي حققها القطاع على صعيد مؤشرات الأداء الرئيسية)		100.0%	25	42	18	42.9%	86.2%		-	-	14	77.8%	3	16.7%	1	5.6%	-	16	88.9%	2	11.1%	8.50	

The summary scorecard tables are fully automatically generated and filled-out by the SOPMIP system based on the detailed indicators scorecards per KPA (just preceding SOPMIP blocks 5 to 9B). As such they do not require any data entry or other action at all, neither from the reporting Ministry / Directorate-General, nor from the Central Inspection. The SOPMIP-4 report code including the version number is reflected in the table header on the right side (see reverse shaded table banner).

These summary scorecards (see Annex 4, Pages 52-53) cover both the performance reporting and scoring (see table columns 8 to 18) and the inspection assessments by the CI Teams (columns 19 to 23). They moreover give a summary overview of the completeness of indicators reporting by individual Key Performance Area (columns 1 to 7). At the bottom of the tables (in the darker shaded bottom row) the totals, averages and weighted scores for the whole (sub-)sector are presented.

Block 10 - Summary sectoral performance scorecards, for OI and AO indicators, for both all and reported KPIs only: Table structure
(Annex 4, Pages 52-53)

Table Main Section	Table Sub-Section	Table Column	
		Title	Column Number
Identification of Key Performance Area (KPA) (Columns 1 → 7)	Key Performance Area (KPA) (Columns 1 → 3)	Code	1
		Description	2
		KPA Weight	3
	Number of Constituent Key Performance Indicators (KPIs) and Sub-Indicators (S-KPIs) (Columns 4 → 7)	Number of KPIs	4
		Number of Sub-Indicators (S-KPIs)	5
		Number of Actual S-KPI Measurements	6
		Measurements in % of Total Number of S-KPIs	7
Summary KPA Performance Scores (Columns 8 → 11)	Calculated KPA/ Sector Performance Score for Reported (Sub-)Indicators only		8
	Latest KPA Performance Score Before (Columns 9 → 10)	Date	9
		Latest score before	10
	Percent Change in Performance Score		11
Follow-up Ratings (Columns 12 → 17)	On Track As Planned (Columns 12 → 13)	# of S-KPIs	12
		% of Total Reported	13
	Needing attention (Columns 14 → 15)	# of S-KPIs	14
		% of Total Reported	15
	Requiring Follow-Up and Action (Columns 16 → 17)	# of S-KPIs	16
		% of Total Reported	17
Average KPA Self-Rating by the Administration (Column 18)			18
Inspection Assessment by CI Team (Columns 19 → 23)	Positive S-KPI Performance Measurement Endorsements (Columns 19 → 20)	#	19
		% of Total	20
	Number of S-KPI Performance Measurements Not Accepted (Columns 20 → 23)	#	21
		% of Total	22
	Average Quality Rating of S-KPI Measurements		23

Above is the table structure of all table columns. Since these are self-explanatory and since they are automatically generated, this overview table just reflects the table structure with a listing of all columns contents without any further practical guidelines for filling-out the table. For further background information and explanations, pls. refer to the preceding chapters on the detailed scorecards per KPA and on the executive scorecards on the cover page of the SOPMIP-4 report.

Just by way of example, the summary outcome/impact (OI) development results scorecard for only reported indicators (the first scorecard table 10.1.A) is taken for table structure illustration purposes. (Annex 4, Page 52)

Block 11 : The Narrative Performance Inspection Report by the CI Inspection Team
(Annex 4, Page 54)

As stipulated earlier already in Guidelines Chapter 5.3 “Narrative reporting”, SOPMIP aims at a complementary and mutually reinforcing balance between quantitative (e.g. via the performance scores and scorecards) and narrative assessments of sectoral and organisational performance. In fact, the quantitative scorecard measurements have the explicit purpose of providing a solid and objective quantitative basis for the narrative performance reporting and inspection.

The detailed performance measurement and inspection scorecard reports by individual Key Performance Area (under SOPMIP Blocks 5 to 9C as discussed here above) include special narrative sections for main observations and recommendations by the CI Inspection team on the reported (sub-)indicators performance.

The narrative reporting by the Ministry / Directorate-General on the indicators achievements in the five KPA scorecards (Annex 4, Page 47, Column 19) specifies the actual accomplishments, but at the same time also points at problems / difficulties / delays encountered, with suggestions for remedial action to be taken and by whom. These short narrative quality assurance and inspection assessments at indicators level are the basis for the summary narrative performance reporting at the level of the Key Performance Indicators (KPAs) and of the (sub-)sector as a whole by the Ministry / Directorate-General. This summary Performance Inspection Report by the Central Inspection (CI) Inspection Team is included under Block 11 of the SOPMIP-4 performance reporting template. (see Annex, Page 54)

This summary inspection report (and particularly its main findings and recommendations) in turn is the basis for the summary excerpt concerned included in the Central Inspection’s Annual Report to the Council of Ministers, Parliament and Presidency of the Republic.

Under Annex 6.2 (Page 70) to these Guidelines, a Summary List and Guide of SOPMIP-4 Quality Assurance / Inspection Issues and Tasks by CI SOPMIP Inspectors Teams is included. These practical guidelines provide a good account of the special quality assurance and inspection issues which may be given special attention by the CI Inspector Teams when assessing the SOPMIP-4 performance reports submitted by the Ministries / Directorates-General. These clustered issues lists may be found of good use also by the CI Inspector Teams as reference for the contents / salient point for the drafting of the summary narrative inspection report.

This bulleted list of SOPMIP-4 quality assurance / inspection issues included under Annex 6.4 to these Guidelines is grouped in five clusters of issues as follows:

1. QA / inspection methodology and special provisions in the SOPMIP-4 form
2. Completeness of reporting
3. Quality of KPIs data collection and performance reporting
4. Quality of narrative reporting (both KPIs operational and KPAs consolidated / synthetic summary)
5. Timeliness and authentication

The above clustered issues lists may be found of good use also by the CI Inspector Teams as reference for the contents / salient points when drafting the SOPMIP-4 summary narrative inspection report.

This summary inspection report by the Central Inspection inspectors team under SOPMIP-4 Block 11 has four main parts. For each of these parts some practical guidelines / tips for completing them are provided hereunder in bullet format.

11.1 Main Findings of the Sectoral Performance Inspection by the CI Inspection Team
(Annex 4, Page 54, Block 11.1)

- These main findings pertain to both strengths / good practices on the one hand (to be reflected on the left side of the table) and challenges / weaknesses on the other (to be reflected on the right side of the table);
- As much as possible, depending on the case, a balanced presentation of both strengths / good practices and challenges / weaknesses needs to be pursued;
- The listing of main findings should be a synthetic summary (not a listing) of the observations contained in the respective KPA scorecards under column 22;
- They cover all Key Performance Areas, and thus covering both sectoral (KPAs 1-4) and organisational (KPAs 5A and 5B) performance issues;
- The main findings should pertain both to the quality of the measurements and reporting and to the actual sectoral and organisational performance itself;
- Whereas there is no strict hierarchical order of importance in the listing of the main findings, the most important ones are preferably listed first to immediately catch attention;
- Special findings should be included regarding the comprehensiveness of indicators performance reporting (how many missing – see summary scorecard) and thus compliance with reporting requirements, and particularly also the responsibilities in this of other sectoral stakeholders / institutional partners;
- It also is suggested to include special findings on the number and type of performance measurement which were not endorsed by the Inspection Team (red coloured cells under column 20 of the KPAs scorecard tables - Annex 4, Page 47) and/or which had an Unsatisfactory quality rating (under column 21);
- Special findings should also be included if the comments provided by the Central Inspection on earlier drafts were well complied with;
- If there have been prior SOPMIP-4 reporting and inspection cycles, special findings should be included regarding the (level of) actual compliance of the Ministry / Directorate-General with these prior CI recommendations;
- Be short and brief, but at the same time encompassing in covering all main salient points of the assessment, both positive and negative;
- Findings are best formulated in bullet style to keep them easily readable;
- Ensure that the findings are evidence-based by always basing them as much as possible on the other parts of the report (individual indicators performance scores, aggregate scores, reporting completeness figures, narrative reporting, provided supportive documentary evidence, etc.) and/or on authoritative documents / materials (e.g. laws, decrees, Ministerial decisions, etc.);

- If documents or other empirical evidence have not been provided to back up the reported performance, the findings should clearly identify these;
- Ensure that findings are formulated at sectoral or organisational level, as SOPMIP is a sectoral and organisational performance measurement and inspection programme, not a project / projects portfolio monitoring and evaluation system.

11.2 Main Recommendations of the Sectoral Performance Inspection by the CI Inspection Team:
(Annex 4, Page 54, Block 11.2)

- The main recommendations should be logically related / linked to the main findings listed in the preceding box;
- The recommendations should be clear, practical and action oriented as “to do’s”;
- As for the findings, also the recommendations are best formulated in bullet style;
- If any recommendations for concrete actions are to be taken, these recommendations should identify the timeframe and the party(ies)/persons responsible for these;
- Whereas there is no strict hierarchical order of importance in the listing of the main recommendations, the most important ones are preferably listed first to immediate catch attention for priority action taken;
- They should be formulated in such way that their actual implementation and follow-up given by the Ministry / Public Administration can be readily monitored and the actual execution assessed on the occasion of the next SOPMIP-4 performance reporting and inspection;
- In case of substantively missing indicators performance measures and scores, the recommendations need to include a request for an action plan to be developed by the Ministry / Directorate-General to obtain the missing data and/or to set the missing targets on a priority / urgent basis, with indication from which parties the information is to be obtained, by what time and in which format.
- In case of imbalances in performance reporting for the different KPAs, the KPAs lagging behind should be particularly focused on in the recommendations for corrective actions to be taken, and by whom.
- If after the first year of SOPMIP pilot testing, from the SOPMIP-4 reporting concerned it is evident that there is a need for revisiting the indicators target setting in a substantive way, the recommendation for such revisiting process should be incorporated, including its tripartite (pilot ministry DG – Central Inspection – OMSAR) process management and responsibilities.

11.3 Remarks on Inspection Quality and Procedures:
(Annex 4, Page 54, Block 11.3)

- These remarks on inspection quality and procedures may pertain to any quality, procedural and/or methodological aspects of the SOPMIP-4 performance measurement and inspection process, hence covering both the measurement (by the Ministry / DG) and inspection (by the Central Inspection) aspects

- As for the findings and recommendations, the text format is open but it is suggested to also here use bullet style listing of issues.
- Some of the more pertinent issues which may be considered for highlighting are:
 - Overall quality and proactiveness of the cooperation / collaboration by the Pilot Ministry / Directorate General with the CI Inspectors Team during the whole SOPMIP-4 process;
 - Overall availability of and accessibility to necessary key information, key data and key persons;
 - Overall completeness of reporting, particularly in relation of the indicators measurement and their related narrative reporting;
 - Overall quality, reliability and accuracy of the SOPMIP-4 reporting;
 - Overall quality of the reported indicators measures for all KPAs;
 - Overall quality of the indicators benchmarking, both baseline and target setting;
 - Overall quality of the narrative reporting, regarding both individual indicators performance and overall, summary reporting;
 - Timeliness of the overall SOPMIP process and sub-processes;
 - Internal functioning of the Ministerial DG SOPMIP Team led by the SOPMIP Focal Point;
 - Level and quality of internal cooperation within the DG and Ministry on all aspects of the SOPMIP-4 process;
 - Quality of cooperation of key sectoral stakeholders and other parties with regard to timely availability, accuracy and completeness of necessary base information and data sharing;
 - Overall quality of compliance with SOPMIP procedures, use of templates, rules and regulations;
 - Any observations and recommendations for further improving SOPMIP procedures, tools and systems.
- Remarks on the inspection quality and procedures should be written from the perspective of lessons learned and good/best practices, useful for other and future SOPMIP process and possibly to further enhance and strengthen these.

11.4 Authentication and Approval of this Sectoral Performance Inspection : (Annex 4, Page 54, Block 11.2)

- The SOPMIP-4 inspection report authentication and approval process within the Central Inspection of Lebanon consists of three main steps, involving three different CI internal parties:

1. SOPMIP-4 inspection report preparation, finalisation and submission by the Team Leader of the CI Performance Inspection Team after having retrieved and integrated all contributions from the Team Members (See SOPMIP-4 template item 4.5 for the Team composition and responsibilities - Annex 4, Page 46).

This finalisation of the SOPMIP-4 inspection report is an iterative process consisting of different subsequent versions. Hence it is important to be sure that the submitted SOPMIP-4 report version is the latest one. The name, position and signature of the Team Leader are required here as well as the date of submission to the supervising Inspector-General for quality assurance and verification purposes.

2. SOPMIP-4 report endorsement by the Supervising Inspector General

This is the second internal report quality assurance and verification level. The Supervising Inspector-General in principle is the Inspector-General Administration as SOPMIP Programme Director, unless otherwise stipulated in the CI Inspection Assignment Instruction. See SOPMIP-4 identification information block 4.3 and 4.6 concerned for more details). The name and signature of the Supervising Inspector-General are required here, together with the date of endorsement.

3. Report approved by the President of the Central Inspection

Final approval authority of the SOPMIP-4 final report is vested in the President of the Central Inspection. Required here are the President's signature and date of report approval.

Report prepared by التقرير من إعداد		Report endorsed by Supervising Inspector-General المصادقة على التقرير من قبل المفتش العام المشرف على فريق العمل		Report approved by the President of the Central Inspection تقرير معتمد من رئيس قسم التفتيش المركزي	
Name الاسم		Name الاسم		Signature التوقيع	
Position الصفة الوظيفية		Signature التوقيع			
Signature التوقيع					
Date التاريخ		Date التاريخ		Date التاريخ	

- The three signatures make it also possible to further strengthen internal process management and to guarantee timeliness of the SOPMIP process and its sub-processes. See the reference timeframe of the sectoral performance measurement and inspection under the standard introductory item 4.4 of the SOPMIP-4 reporting template (Annex 4, Page 46).
- For authentication, e-repository management and for filing/archiving purposes both an electronic version and one original signed hard copy of the final SOPMIP-4 report are required for the Central Inspection. An original signed copy is also sent to the Pilot Ministry Director-General.

- For transparency purposes and also for compliance reasons with the provisions in the law on access to public information, it is recommended to also post the final and approved SOPMIP-4 performance measurement and inspection report on the website of the Central Inspection and on the general portal of the Government of Lebanon.

Annexes 1A and 1B: Narrative Summary Reports by the Public Administration
(Annex 4, Pages 55-56)

- **Half-Yearly on the AO Progress Indicators**
- **Yearly on the OI Development Results Indicators**

The narrative reporting by the Ministry / Directorate-General on the indicators achievements in the five KPA scorecards (under column 19 of Blocks 2 to 5C – Annex 4, Page 47) highlights not only the actual accomplishments, but at the same time also points at problems / difficulties / delays encountered, with suggestions for remedial action to be taken and by whom.

These short narrative assessments (in Column 19) at indicators level, together with the performance scores and summary scorecards, form the basis for the summary narrative performance reporting at the level of the Key Performance Indicators (KPAs) and the (sub-)sector as a whole by the Ministry / Directorate-General. These narrative summary reports are attached as standard annexes to the SOPMIP-4 Report, more particularly as:

- Mandatory Standard Annex 1A (see Annex 4, Page 55): The Half-Yearly Narrative Summary Report by the Public Administration on the AO – Activity/Output Progress Indicators, and
- Mandatory Standard Annex 1B (see Annex 4, Page 56): The Annual Narrative Summary Report by the Public Administration on the OI – Outcome/Impact Development Results Indicators

It is strongly recommended to the Ministry / Directorate-General to first fill out the narrative for the AO Activity/Output indicators before the OI Outcome/Impact indicators. The main reason for that is related to the simple fact that in many cases (if not the majority of cases) KPAs and sectoral development results performance (on the OI Outcome/Impact indicators) is strongly affected, if not determined by processes performance (on the AO Activity/Output indicators).

In the SOPMIP-4 structured process, the above summary narrative reporting by the (Pilot) Ministry / Public Administration under Annexes 1A and 1B precedes the Central Inspection's final inspection reporting under SOPMIP-4 block 11. Since SOPMIP is a performance reporting system and programme with the Central inspection (execution of the provisions concerned in Legislative Decrees 111 and 115), the CI's inspection report is part of the main SOPMIP-4 report itself (under block 11). For the same reason, the Pilot Ministry / Directorate General narrative summary report formally is in the SOPMIP-4 report annexes, as procedurally also agreed upon between the different parties concerned.

This summary narrative report by the Ministry / Directorate-General under SOPMIP-4 Annexes 1A and 1B has three main parts. For each of these parts some practical guidelines / tips for completing them are provided hereunder in bullet format.

Annexes 1.1: Main Findings of the (AO/OI) KPIs Performance Self-Assessment

(Annex 4, Pages 55-56, Shaded Areas A-1A.1 and A – 1B.1)

- The main findings box of SOPMIP-4 mandatory Annex 1A on the AO Activity/Output process indicators performance should be prepared on a half-yearly (semi-annual) basis, whereas mandatory Annex 1B on the OI Outcome/Impact development results indicators performance should be prepared on a yearly (annual) basis only.
- Different from the above main findings by the Central Inspection, these main findings here concern the findings by the Ministry / Directorate-General itself on the sectoral performance in the reporting period. As such these findings are a kind of self-assessment;
- These main findings pertain to both strengths / good practices on the one hand (to be reflected on the left side of the table) and challenges / weaknesses on the other (to be reflected on the right side of the table);
- As much as possible, depending on the case, a balanced presentation of both strengths / good practices and challenges / weaknesses needs to be pursued;
- Different from the findings by the Central Inspection, the self-assessment findings by the Ministry / Directorate-General are to be split and presented by Key Performance Area (KPA) individually, thus for each KPA separately;
- Once this is done, a brief general findings summary of all these should be made for the sector / sub-sector on the whole. Obviously this is to be done by the SOPMIP Focal Point who has the best overview of performance in the different KPAs within the (sub-)sector, in close coordination / consultation with the Director-General;
- In these general findings for the sector as a whole, special attention needs to be given to issues which are cross-cutting the different KPAs and are relevant / pertinent to the (sub-)sector as whole;
- The listing of main findings should be a synthetic summary (not a listing) of the brief narrative self-assessments of indicators performance contained in the respective KPA scorecards under column 19;
- The main findings can pertain to the quality of the measurements and reporting, but in first instance should be related to the actual sectoral and organisational performance itself;
- Special findings should be included regarding the comprehensiveness of indicators performance reporting (how many missing – see summary scorecard) and thus regarding actual compliance with reporting requirements;
- It also is suggested to include special findings on those (sub-)indicators for which the self-rating score by the Ministry / Directorate-General itself in the individual KPA scorecard sheets on the 1-5 scale has been on the low side, i.e. a 1 or 2 score (see column 18 for these self-ratings);

- Special findings should also be included if the comments provided by the Central Inspection on earlier drafts were well attended to, and if not a listing of the main reasons why not;
- If there have been prior SOPMIP-4 reporting and inspection cycles, special findings should be included regarding the (level of) actual execution of / compliance of the Ministry / Directorate-General with these prior CI recommendations;
- Be brief, but at the same time encompassing in covering all main points of the assessment, both positive and negative;
- Findings are best formulated in bullet style to keep them crisp and easily readable;
- Ensure that the findings are evidence-based by always basing them as much as possible on the other parts of the report (individual indicators performance scores, aggregate scores, reporting completeness figures, narrative reporting, provided supportive documentary evidence, etc.) and/or on authoritative documents (Laws, Decrees, Ministerial Decisions, etc.);
- Ensure that findings are formulated at sectoral or organisational level, as SOPMIP is a sectoral and organisational performance measurement and inspection programme, not a project / projects portfolio monitoring and evaluation system.

Annexes 1.2: Main Recommendations to Further Improve Sectoral (AO/OI) KPIs Performance *(Annex 4, Pages 55-56, Shaded Areas A-1A.2 and A-1B.2)*

- The main recommendations box of SOPMIP-4 mandatory Annex 1A on the AO Activity/Output process indicators performance should be prepared on a half-yearly (semi-annual) basis, whereas mandatory Annex 1B on the OI Outcome/Impact development results indicators performance should be completed on a yearly (annual) basis only;
- Different from the recommendations by the Central Inspection (under SOPMIP-4 Block 11), the main recommendations by the Ministry / Directorate-General itself are to be split and presented by Key Performance Area (KPA) individually, thus for each KPA separately;
- Once this is done, a brief general recommendations summary of all these should be made for the sector / sub-sector on the whole. Obviously this is to be done by the SOPMIP Focal Point who has the best overview of performance in the different KPAs within the (sub-)sector, and as such also is in the position to make recommendations for performance approval, in close coordination / consultation with the Director-General;
- The main recommendations should be logically related / linked to the main findings listed in the preceding box;
- The recommendations should be clear, practical and action oriented as “to do’s”;
- As for the findings, also the recommendations are best formulated in bullet style;
- If any recommendations for concrete actions to be taken, these recommendations should identify the timeframe and the party(ies)/persons responsible for these;
- Whereas there is no strict hierarchical order of importance in the listing of the main recommendations, the most important ones are preferably listed first to immediately catch attention for priority action taken;

- They should be formulated in such way that their actual implementation and follow-up given by the Ministry / Public Administration can be readily monitored and the actual execution assessed on the occasion of the next SOPMIP-4 performance reporting and inspection;
- In case of substantively missing indicators performance measures and scores, the recommendations need to include an action plan by the Ministry / Directorate-General to obtain the missing data and/or to set the missing targets on a priority basis, with indication from which parties the information is to be obtained, by what time and in which format;
- In case of imbalances in performance reporting for the different KPAs, the KPAs lagging behind should be particularly focused on in the recommendations for corrective actions to be taken, and by whom;
- If after the first year, from the SOPMIP-4 reporting concerned it is evident that there is a need for revisiting the indicators target setting in a substantive way, the recommendation for such revisiting process should be incorporated, including recommendations for its tripartite (pilot ministry DG – Central Inspection – OMSAR) process management and responsibilities.

Annexes 1.3: Authentication and Approval of the Self-Assessment (OIs / AOs) Performance Report by the Public Administration

(Annex 4, Pages 55-56, Shaded Areas A-1A.3 and A-1B.3)

Report <u>prepared</u> by التقرير من إعداد		Report <u>Authenticated</u> by the Head of the Entity in Charge of Performance Planning and Monitoring (if any) <i>المصادقة على التقرير من قبل رئيس الوحدة المسؤولة عن تخطيط مراقبة وقياس الأداء (في حال وجد)</i>		Report <u>Approved</u> by the Director-General for Submission to the Central Inspection and other parties concerned (LD 111) <i>الموافقة على التقرير من قبل المدير العام تمهيداً لرفعه إلى التفتيش المركزي (المرسوم الإشتراعي 111)</i>	
Name الاسم		Name الاسم		Name الاسم	
Position الصفة الوظيفية		Position الصفة الوظيفية		Signature التوقيع	
Signature التوقيع		Signature التوقيع			
Date التاريخ		Date التاريخ		Date التاريخ	

- The authentication and approval process of the SOPMIP-4 Self-Assessment Performance Report within the Ministry / Directorate-General consists of three main steps, involving three different parties within the Ministry / Directorate-General as follows:
 1. SOPMIP-4 performance report preparation, finalisation and submission by the designated Ministry / Directorate-General SOPMIP Focal Point after having retrieved and integrated all contributions from the SOPMIP Team Members and other KPA contributors (See SOPMIP-4 template item 3.4 for the identification of the SOPMIP Responsible Contact Person in the Administration, in most cases the SOPMIP Focal Point).

This finalisation of the SOPMIP-4 sectoral and organisational performance measurement report is an inclusive, iterative process consisting of different subsequent versions.

Hence it is important to be sure that the submitted SOPMIP-4 report version is the latest one. The name, position and signature of the SOPMIP Focal Point are required here as well as the date of submission to the Head of the Ministry / Directorate-General entity in charge of performance planning and monitoring, for authentication and endorsement purposes.

2. SOPMIP-4 report authentication by the Head of the Ministry / Directorate-General entity in charge of performance planning and monitoring (if any)

This is the second internal report quality assurance, authentication and endorsement level. In case such entity (as for example a Performance Planning and Monitoring Unit – a PPMU) is not in place, it is the Head of the entity assuming such similar responsibilities (e.g. the Head of DIWAN). This Head should be minimally at Head of Service level. The name and signature of the Head of this entity are required here, together with the date of endorsement.

3. Report approved by the Director-General for official submission to the Central Inspection and other parties concerned as determined in LD 111/59.

Final approval authority of the SOPMIP-4 final report is vested in the Director-General. Required here are the Director-General's signature and date of report approval.

- The three signatures make it also possible to further strengthen internal process management and to guarantee timeliness of the SOPMIP process and its sub-processes. See the reference timeframe of the sectoral performance measurement and inspection under the standard introductory item 4.4 of the SOPMIP-4 reporting template (Annex 4, Page 46).
- For authentication, e-repository management and for filing/archiving purposes both an electronic version and one original signed hard copy of the final SOPMIP-4 report are required for the Central Inspection. An original signed copy is also sent to the Pilot Ministry Director-General.
- For reasons of compliance with the provisions in the law on access to public information, it is recommended to also post the final and approved SOPMIP-4 performance measurement and inspection report on the website of the Central Inspection and on the general portal of the Government of Lebanon.
- This is the same report authentication and approval information and signatures by the Central Inspection, which were filled out on the cover page of the SOPMIP-4 report under item 4.B (see Annex 4, Page 46, Shaded Area 4B.)

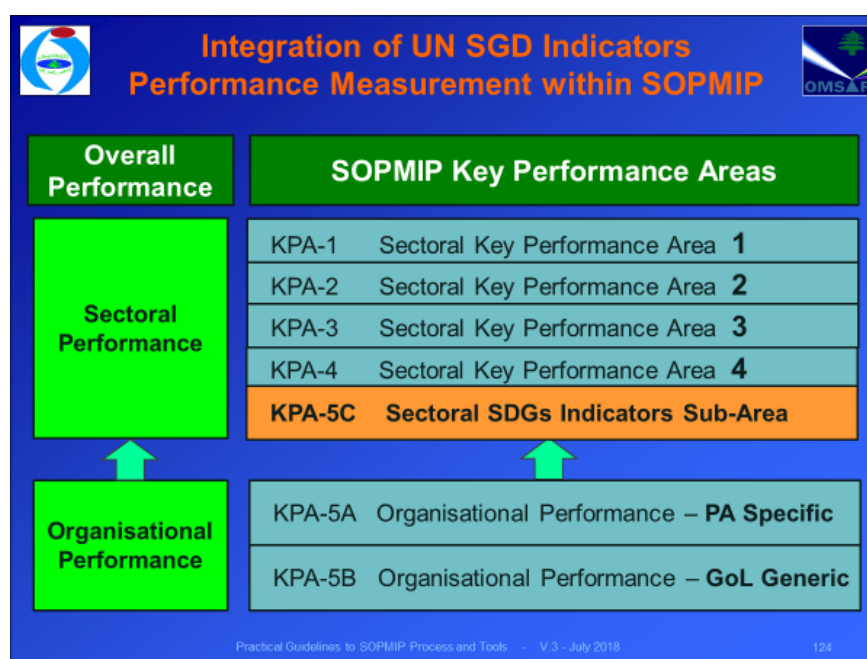
6. The integration of Sustainable Development Goals (SDGs) Indicators

Further referrals to:

- Annexes (A) : 2.2
- E-Annexes (EA): 8.1 8.2
- Slides (S) : 124-132

The United Nations (UN) Sustainable Development Goals (SDGs) indicators performance measurement is integrated into the SOPMIP sectoral and organisational system under standard KPA-5C specifically created for this purpose, as shown in the summary overview sheet of SOPMIP Key Performance Areas here below. Since the SDGs indicators are sectoral in nature, they are also presented as such right after the sectoral KPA-4.

The official configuration of UN SDGs, targets and indicators as for example appearing on the official UNSTAT website is used as basis (<https://sustainabledevelopment.un.org/content/documents/11803Official-List-of-Proposed-SDG-Indicators.pdf>). There are a total of 17 SDGs, with a total of 169 SDG targets and a total of 241 SDG indicators.



As far as the identification of the United Nations SDG Indicators, the UNSTATS Database for Lebanon (SDG-DB and SDG-NDG indicators), the allocation of SDG Indicators to SOPMIP Pilot Ministries for benchmarking under SOPMIP KPA-5C, and their further processing are concerned, the following should be noted:

- Two main types of SDG Indicators for Lebanon are differentiated (with for both a separate table under SOPMIP 2 to 4 templates):
 - SDG-DB: Those SDG indicators which are included in the UNSTATS database for Lebanon, and consisting of both base SDG indicators and additional SDG indicators (= Part / List 1 of Electronic Annex 11.3 - EA.11.3)

- **SDG-NDB:** Those SDG indicators which are not (yet) included in the UNSTATS database for Lebanon (= Part / List 2 of Electronic Annex 11.3 – EA.11.3)
- In the SOPMIP-2a template on SDG indicators for Lebanon PART 1 list of SDG indicators WITHIN the UNSTATS database for Lebanon (30 Sep 2016 latest update), of the total of 209 such SDG indicators not (yet) in the UNSTATS database for Lebanon, a total of 185 SDG Indicators have been preliminarily allocated to GoL Ministries, with 72 of these preliminarily identified for integration in the SOPMIP-2 sectoral and organisational Key Performance Indicators lists of the six SOPMIP Pilot Ministries / Sectors (plus OMSAR). Their preliminary allocation to SOPMIP Pilot Ministries is further specified under table columns 19 and 20 of the SOPMIP-2a Part 1 table and columns 17a and 17b of the above Part 1 table (incl. hidden rows). (Excerpt of SOPMIP-2a template - Part 1)
- In the SOPMIP-2a template on SDG indicators for Lebanon PART 2 list of SDG indicators NOT (YET) WITHIN the UNSTATS database for Lebanon (30 Sep 2016 latest update), of the total of 151 such SDG indicators not (yet) in the UNSTATS database for Lebanon, a total of 111 SDG Indicators have been preliminarily allocated to GoL Ministries, with 66 of these preliminarily identified for integration in the SOPMIP-2 sectoral and organisational Key Performance Indicators lists of the six SOPMIP Pilot Ministries / Sectors (plus OMSAR). Their preliminary allocation to SOPMIP Pilot Ministries is further specified under table columns 19 and 20 of the SOPMIP-2a Part 2 table and columns 17a and 17b of the above Part 2 table (incl. hidden rows). (Excerpt of SOPMIP-2a template - Part 2)
- In summary: Overall totals for PART 1 and PART 2 United Nations SDG indicators lists include: 360 SDG Indicators, of which 296 (or 82.2%) have been preliminarily allocated to GoL Ministries awaiting CoM decision making, and of which 138 (or 38.3% or more than one third) preliminarily allocated to the six SOPMIP Pilot Ministries plus OMSAR (number may increase with the final GoL allocation). (Excerpt of SOPMIP-2a – Table bottom row)
- Since most of the original SDG indicators are composite indicators, the respective component sub-indicators are reflected under S-KPA-5C table column 8, with their codes under column 7 (to be developed still, awaiting Council of Ministers decision making on the allocation of SDGs Indicators to the respective GoL Ministries).

Integration of UN Sustainable Development Goals (SDGs) Indicator in SOPMIP KPA-5C : Education SDGs as example

- Number of SDG Indicators tentatively allocated to MoEHE, awaiting decision making by GoL:**
 - From UNSTATS Lebanon database list 1: 25
 - Not (yet) in UNSTATS database list 2: 9
 - Hence, a total number of SDG indicators for MoEHE 34
- Processed KPA-5C SDG Key Performance Indicators and Sub-KPIs for MoEHE:**

	KPIs	S-KPIs
• From SDGs Part 1 database:	15	89
• From SDGs Part 2 list:	11	78
• Hence total KPA-5C SDG indicators:	26	167

Practical Guidelines to SOPMIP Process and Tools - V.3 - July 2018
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- Here above, just by way of example / illustration, is a summary sheet of SDG indicators pertaining to the education sector, while awaiting decision making by the GoL tentatively allocated under SOPMIP to the Ministry of Education (MoEHE) and further processed for integration into SOPMIP KPA-5C.
- For further details and for the full list of SDGs indicators, see the “SOPMIP-2a SDGs Pilots” worksheet with all SDG indicators (both Parts / Lists 1 and 2) with the preliminarily identified SDG indicators allocated to the Ministries concerned highlighted. (E-Annex EA.11.3)

7. The SOPMIP summary statistical tables and graphics

In view of their importance for both strategic and operational planning processes concerning the whole sector, it is essential that the SOPMIP-2 indicators identification and selection processes and the SOPMIP-3 indicators benchmarking processes are truly inclusive and participatory, involving all key officials in the Ministry / Directorate-General concerned and in coordination with, as may be required, also other key sectoral stakeholders from both the public and private sectors. Both SOPMIP-2 and SOPMIP-3 processes therefore necessarily are iterative processes, with also pro-active involvement of the CI-OMSAR SOPMIP team for technical support and quality assurance purposes.

SOPMIP summary statistical templates and graphics have been prepared to support, steer and follow-up these benchmarking processes. A compilation of these benchmarking summary tables by pilot sector / Ministry are attached to these Guidelines under Annex 5, complemented by summary graphics included under Annex 5.2. For each of the SOPMIP Ministries / Sectors, the date and version number of the latest updated SOPMIP-3 benchmarking sheets are reflected. As can be seen from the table, most SOPMIP benchmarking processes are intensive, iterative processes with the latest version ranging from the 6th to the 9th version. Separate tables are worked out for both the baseline values and the target setting.

Benchmarking statistics are presented for both the OI - Outcome/Impact Development Results indicators (see Annex 5.1) and the AO - Activity/Output Process indicators (see Annex 5.3), and this for both indicators (KPIs) and sub-indicators (S-KPIs), including for each the percentages of the total number of (sub-)indicators benchmarked. To further strengthen these summary benchmarking tables as management tools, they are also visualized in graphics (see Annex 5.2). To further support the DGs and SOPMIP Sectoral Teams, more detailed statistical benchmarking tables have been worked out for each of the Pilot Sectors / Ministries individually, containing detailed benchmarking figures for each of the Key Performance Areas (KPAs). Some examples are attached hereto as practical illustration under E-Annexes 9.3 and 9.4.

In the same way, also summary tables are generated on the actual SOPMIP-4 performance reporting by the Administrations. These tables show the number of indicators and sub-indicators, the number and percentage of these with annual targets for the reporting year and the number and percentage of indicators and sub-indicators on which there is actual SOPMIP-4 performance reporting. Summary statistical tables are generated for all covered Administrations with breakdown for both OI Outcome-Impact indicators and AO – Activity/Output indicators. The statistical tables per Administration provide further detailed statistical figures per Key Performance Area (KPA). In this way, these statistical tables are crucial for both overall SOPMIP programme management and for internal sectoral and organisational performance management at the level of / by the Administrations concerned. Some examples can be found under E-Annexes 10.3 to 10.5.

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List of Electronic Annexes



e-Sets 7-10 : List of electronic annexes in original file format (EAs – Electronic Annexes)

NOTE:

The below E- Annexes (EAs) are attached to these Practical Guidelines as electronic files only in their original format (mostly Excel, and also PowerPoint). The respective file names start with the indication EA followed by the document number as per the below.

7. Practical examples of completed SOPMIP-1: Selection sheet of sectoral Key Performance Areas (KPAs) for the development of sets of Key Performance Indicators (KPIs)
 - 7.1. For water sector (Ministry of Energy and Water - MoEW)
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8. Practical examples of completed SOPMIP-2: Participatory development of (sub-) sectoral Key Performance Indicators (KPIs), by Key Performance Area (KPA)
 - 8.1. For base education sector (Ministry of Education and Higher Education – MoEHE)
 - 8.2. For economy and trade sector (Ministry of Economy and Trade – MoET)
9. Practical examples of completed SOPMIP-3: Baseline and targets benchmarking of (sub-) sectoral Key Performance Indicators, by Key Performance Area
 - 9.1. For financial revenue sector (Ministry of Finance – MoF)
 - 9.2. For industrial development sector (Ministry of Industry - Mol)
 - 9.3. Example statistical tables on financial revenue indicators benchmarking
 - 9.4. Example statistical tables on industrial development indicators benchmarking
 - 9.5. Summary statistics on indicators benchmarking by the 6 Pilot Ministries
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 - 9.7. Practical examples of indicators benchmarking for different Units of Measurement
10. Practical examples of completed SOPMIP Template 4: Sectoral and organisational performance measurement and inspection report:
 - 10.1. For economy and trade sector (Ministry of Economy and Trade – MoET)
 - 10.2. For urban planning sector (Ministry of Public Works and Transport – MoPWT)
 - 10.3. Example statistical tables on economy and trade indicators sectoral reporting
 - 10.4. Example statistical tables on urban planning indicators sectoral reporting

- 10.5. Summary statistics on sectoral performance reporting by the six pilot Ministries
11. Legislative and regulatory documents of special relevance to sectoral and organisational performance measurement, reporting and inspection by the DGs:
- 11.1. Excerpts of Legislative Decree 111 of 12 June 1959 (LD 111-59) on the organisation of the Lebanese Public Administration, with Art. 7 Par. 4 particularly on DGs performance reporting
 - 11.2. Excerpts of Legislative Decree 115 of 12 June 1959 (LD 115-59) on the Central Inspection of Lebanon
 - 11.3. Council of Ministers – Central Inspection Decree 2862 of 16 December 1959 on the basis and procedures of CI Inspections, as amended by Decree 4034 of 8 March 1966
12. SOPMIP practical guidelines' compilation of slides (in PowerPoint) – SOPMIP general introduction and slides by SOPMIP templates 1 to 4 (total of 224 slides)

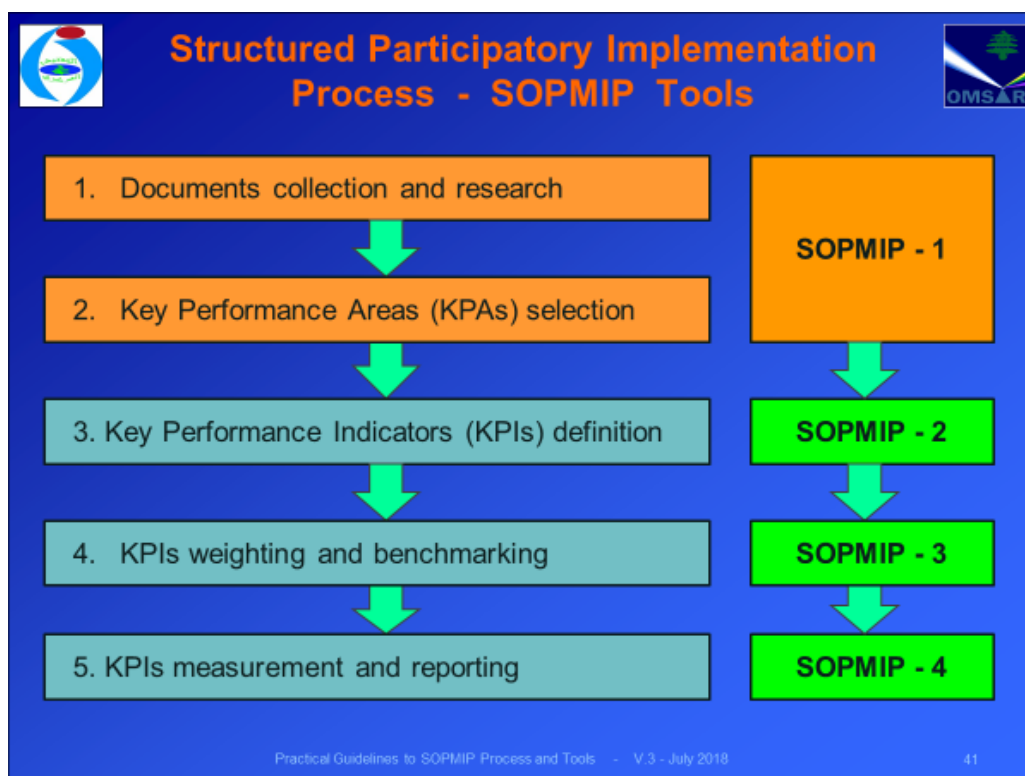
 SOPMIP Guide Presentations Table of Contents 	
SOPMIP Guide Presentations Main Subject	Slides Numbers
0. SOPMIP general introduction	003 - 037
1. SOPMIP-1: Key Performance Areas (KPA)s identification and anchoring	038 - 062
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Practical Guidelines to SOPMIP Process and Tools - V.3 - July 2018 2	

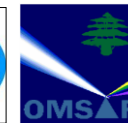
SETS 1 to 5 : THE STANDARD SOPMIP TEMPLATES

Annex 1

Template SOPMIP-1 :

Selection sheet of sectoral Key Performance Areas (KPAs) for
the development of sets of Key Performance Indicators (KPIs)





Template SOPMIP-1 : Selection Sheet of Sectoral Key Performance Areas (KPAs) for the Development of Sets of Sectoral Key Performance Indicators (KPIs)
(KPIs) التي ستستخدم لوضع مؤشرات الأداء القطاعية (KPAs) نموذج 1 : مجالات الأداء الرئيسية

Form SOPMIP-1 - V.6F - 17 Jan 2017

Name of Sector القطاع		Name of Responsible Ministry الوزارة		Submitted by : مزودة من قبل	Name اسم	
Name of Sub-Sector / SOPMIP Number القطاع الفرعي		Name of Responsible Directorate-General ال مديرية العامة			Position المركز	Director-General
Version Number This KPA - List رقم النسخة المتعلقة بمجالات الأداء الرئيسية	V.	Name of Responsible Directorate(s) and Main Services / Bureaus المديرية			Date التاريخ (dd/mm/yyyy)	

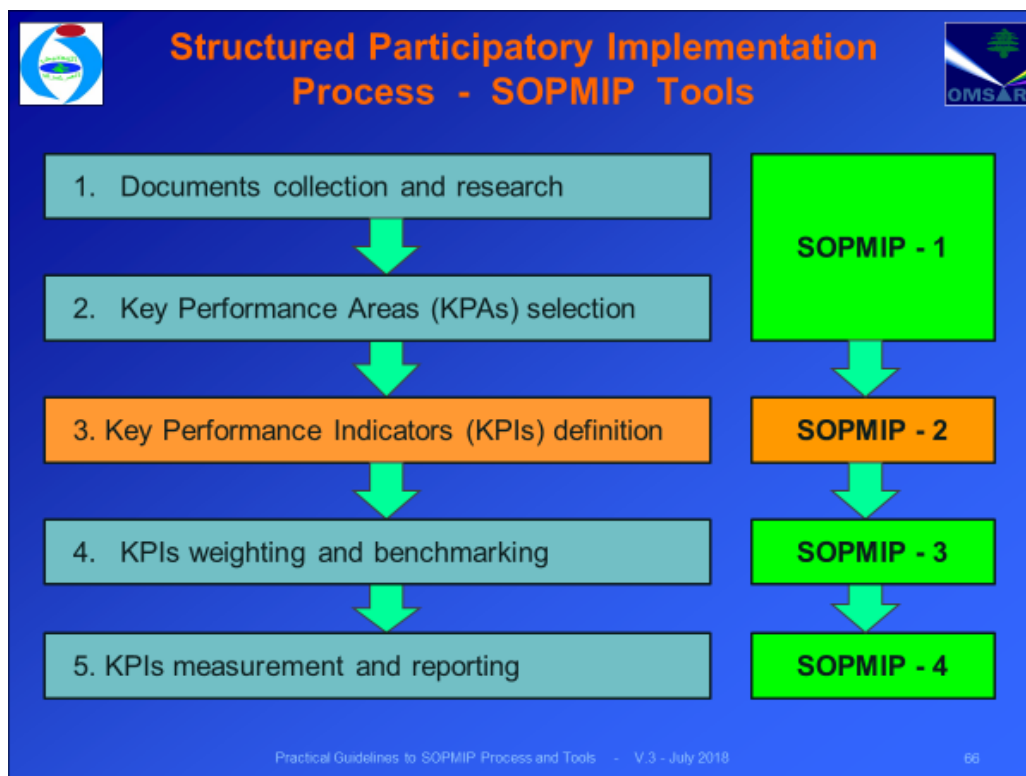
Important Note: Please attach soft copies for each of the documents / materials you list in the below table under columns 7 to 12) and please also provide hard copies. / ملاحظة هامة: الرجاء إرفاق نسخ إلكترونية لكل من الوثائق والمواد المدرجة أدناه من الخلة 7 إلى 12 إضافة إلى النسخ الورقية.

1		2		3		4		5		6		7		8		9		10		11		12	
Selected Key Performance Area (KPA) تحديد مجالات الأداء الرئيسية (KPA)				Responsible Organisational Entity within Ministry الوحدة الإدارية المسؤولة داخل الوزارة				References to Strategy and/or Planning Documents المرجع : الوثيقة الاستراتيجية و أولخطة العمل				Legal / Legislative Base Documents الوثائق القانونية/التشريعية				Budget Programme Classification تصنيف برنامج الموازنة							
N°	Description of KPA وصف مجال الأداء (اختيار خمس مجالات أداء قطاعية) (selection of 5 KPAs on the sector / sub-sector) (اختيار خمس مجالات أداء قطاعية)	KPA Weight وزن مجال الأداء Σ KPA _n = 100%	GoL Code الرمز	Name of Entity إسم الوحدة	Hierarchical Level within the Ministry لتسلسل الهرمي داخل الوزارة (Dir/Gen, Directorate, Service, Bureau, Section) مديرية عامة، مديرية، مصلحة (إدارة، قسم	Titles of Documents عنوان الوثائق	Sections / Chapters and Page Numbers of Documents of Relevance for KPA أقسام/فصول وأرقام الصفحات العائدة للوثائق المعنية بمجال الأداء	Type النوع (combination of programmes, single programme or selection sub-programmes) عدة برامج، برنامج واحد أو (برنامج فرعي	Budget Code(s) of the (Sub-) Programmes رمز الموازنة للبرامج الفرعية	Titles of Budget (Sub-) Programmes عناوين البرامج الفرعية للموازنة													
1		20.0%																					
2		20.0%																					
3		20.0%																					
4		20.0%																					
5A	Organisational development and institutional strengthening - Ministry Specific التطوير التنظيمي والتعزيز المؤسسي /خاص بالوزارة	20.0%		Service of Administration / Diwan مصلحة الديوان	Service مصلحة			For KPA 5B: SOPMIP generic indicators for Government of Lebanon Public Administrations determined and agreed upon jointly by OMSAR and Central Inspection مؤشرات عامة للإدارة اللبنانية العامة جرى تحديدها والاتفاق عليها بشكل مشترك من قبل مكتب وزير الدولة و التفتيش المركزي	SOPMIP-2 KPA-5B set of 60 clusters consisting of a total of 76 standard Key Performance Indicators (OMSAR-CI Meeting of 15 May 2015) مجموعة من 60 مجموعات تشكل ما مجموعه 76 معيار من مؤشرات الأداء الرئيسية (اجتماع مكتب وزير و التفتيش المركزي للدولة 15 مايو 2015)														
5B	Organisational development and institutional strengthening - GoL Generic التطوير التنظيمي والتعزيز المؤسسي /يطبق على الإدارة اللبنانية																						
Automated verification of weights accuracy (sum necessarily = 100%) %مجموع أوزان مجالات الأداء يساوي 100		100.0%	Notes: - This automatic control function checks on the accuracy of KPAs weight setting. If the sum of the KPAs weights is correct at 100% then this sum cell turns green. In all other error cases, it turns red. - In this template, an equal weight for all KPAs is assumed as basis. These weights need to be adjusted in accordance with the relative importance of the respective Key Performance Areas. ملاحظة: - هذه الخطة تكون خضراء في حال كان مجموع أوزان مجالات الأداء 100%. و في حالات وجود أخطاء تكون حمراء - في هذا النموذج، يجب إعطاء نفس الوزن لكل مجال من مجالات الأداء الخمس. هذه الأوزان تحتاج أن تعكس نسبة لأهمية مجال الأداء -																				

Annex 2

Template SOPMIP-2 :

Participatory development and final selection of (sub-)sectoral Key Performance Measurement and Inspection Indicators, by Key Performance Area



**Main Parts / Columns of the SOPMIP Template 2 Main Tables on KPIs
(for both OI and AO Key Performance Indicators):**

- | | |
|--|-----------------|
| • Identification of Key Performance Area (KPA) | columns 1 – 2 |
| • Type of Key Performance Indicator (OI and AO) | column 3 |
| • Key Performance Indicators (KPIs) | columns 4 – 5 |
| • Weight of Key Performance Indicators | column 6 |
| • Key Performance Sub-Indicators (S-KPIs) | columns 7 – 8 |
| • Unit of Measurement (UoM) | column 9 |
| • Weight of KPI components / Sub-KPIs | columns 10 |
| • Main Source(s) of Information / Means of Verification | columns 11 |
| • KPI situational analysis in the Administration | columns 12 - 13 |
| • Methodological remarks, details and clarifications | column 14 |
| • Remarks / suggestions by the Directorate-General of ... and/or
by the Central Inspection on the indicator | column 15 |



Sectoral and Organisational Performance Measurement and Inspection Programme (SOPMIP)
برنامج التفتيش وقياس الأداء القطاعي والمؤسسي



Template SOPMIP-2 : Participatory Development of (Sub-)Sectoral Key Performance Measurement and Inspection Indicators, by Key Performance Area

نموذج 2 : مجالات الأداء الرئيسية (KPA) التي ستستخدم لوضع مؤشرات الأداء القطاعية (KPIs)

Form SOPMIP-2 - V.8F - 22 Feb 2018

Name of Sector القطاع	Responsible Ministry الوزارة المعنية	Summary Stats on Sectoral Key Performance Indicators This KPA الخلاصة الإحصائية لهذه المؤشرات	Number of KPIs عدد المؤشرات	Of Which Composite Indicators / منها المؤشرات الفرعية	Number of Component / Sub- Indicators عدد العناصر للمؤشرات الفرعية	General Remarks on this Sectoral KPIs Development and Selection Sheet الملاحظات العامة
Name of Sub-Sector القطاع الفرعي (if applicable)	Responsible Directorate-General المديرية المعنية	Development Results Indicators (outcome and impact - OI) ت النتائج (الحيطة و التأثير)	0		0	
Version Number of This Key Performance Indicators (KPIs) List رقم النسخة	Names of Responsible Directorate(s) and Main Services المديريات والمصالح	Process Indicators (Activities and Outputs / Direct Results - AO) شرات المسار (نشاطات ونتاج/نتائج مباشرة)	0		0	
Date of this KPIs List التاريخ (dd/mm/yyyy)	22/02/2018	Total Number of Sectoral Key Performance Areas (KPA) (see SOPMIP-1 template)	5	Total number of Indicators (both OI and AO together) العدد الإجمالي للمؤشرات اعلاه	0	0

KPA - 1 :

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Identification of the Five (5) Key Performance Areas	Type of Key Performance Indicators (2)(3) نوع مؤشر الأداء (OI or AO)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽⁴⁾ وزن المؤشر $\sum OI = 100\%$ $\sum AO = 100\%$	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (5) (%, scale, HSPU, y/n)	Weight of Sub-KPIs ⁽⁴⁾ وزن مؤشر الأداء الفرعي $\sum KPI_i$ within KPI = 100%	Main Source(s) of Information / Means of Verification مصدر المعلومات/وسائل التحقق (e.g.: name of document, records, report, stats, computerized database, MIS, ...) بمثال: اسم الوثيقة، التقرير، الإحصاءات، البيانات الممكنة نظام إدارة المعلومات إلخ	Actual KPI Situational Analysis ⁽⁶⁾ in the Administration الوضع الحالي لمؤشر الأداء الرئيسي في الإدارة		Methodological Remarks, Details and Clarifications ملاحظات ، تفاصيل وإيضاحات	Remarks / Suggestions ⁽⁷⁾ by the Directorate-General of Economy and Trade and/or by the Central Inspection on the Indicator ملاحظات/اقتراحات من قبل المديرية العامة للاقتصاد والتجارة وأ/أو إدارة التفتيش المركزي حول هذا المؤشر		
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/فئة مؤشر الأداء الرئيسي				Target Setting on KPI Practiced تحديد الهدف (y / n)	Quality of KPI Data Collection نوعية المؤشر جمع المعلومات (on 0 - 5 scale)				
1.	1.1 OI - KPIs Outcome / Impact Indicators مؤشرات الحيصة والتأثير (Develop-ment Results KPIs) (النتائج)	1.1.01		10.0%	1.1.01.a										
					1.1.01.b										
					1.1.01.c										
		1.1.02		10.0%	1.1.02.a										
					1.1.02.b										
					1.1.02.c										
		1.1.03		10.0%	1.1.03.a										
					1.1.03.b										
					1.1.03.c										
Relative Weight ⁽³⁾ of OI vis-à-vis AO Indicators الوزن النسبي للحيصة والنتائج مقارنة مع مؤشرات النشاطات والنتائج		40%	0	Automated verification of KPIs weights accuracy ⁽⁴⁾ التحقق الآلي من دقة الأوزان (sum necessarily = 100%) (%المجموع=100)		100.0%	0	Automated verification of S-KPIs weights accuracy ⁽⁴⁾ التحقق الآلي من دقة الأوزان بالنسبة لمؤشرات الأداء القطاعية (sum necessarily = 100%) (%المجموع=100)		0.0%	Number of KPIs targeting and av. KPIs data collection quality عدد الأهداف الموضوعية لمؤشرات الأداء ونوعية مؤشرات الأداء المتوقعة (0-5 scale)		0	#DIV/0!	0

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Identification of the Five (5) Key Performance Areas	Type of Key Performance Indicators ⁽²⁾⁽³⁾ نوع مؤشر الأداء (OI or AO)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽⁴⁾ وزن المؤشر Σ OI = 100% Σ AO =100%	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (5) (#, %, scale, HSPU, y/n)	Weight of Sub-KPIs ⁽⁴⁾ وزن مؤشر الأداء الفرعي Σ KPI, within KPI = 100%	Main Source(s) of Information / Means of Verification مصدر المعلومات/اوسائل التحقق (e.g.: name of document, records, report, stats, computerized database, MIS, ...) ممثلًا: اسم الوثيقة، التقرير، الإحصاءات، البيانات الممكنة نظم إدارة المعلومات إلخ	Actual KPI Situational Analysis ⁽⁶⁾ in the Administration الوضع الحالي لمؤشر الأداء الرئيسي في الإدارة		Methodological Remarks, Details and Clarifications ملاحظات ، تفاصيل وإيضاحات	Remarks / Suggestions ⁽⁷⁾ by the Directorate-General of Economy and Trade and/or by the Central Inspection on the Indicator ملاحظات/اقتراحات من قبل المديرية العامة للاقتصاد والتجارة وإلأو إدارة التفتيش المركزي حول هذا المؤشر	
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/فئة مؤشر الأداء الرئيسي				Target Setting on KPI Practiced تحديد الهدف (y / n)	Quality of KPI Data Collection نوعية المؤشر جمع المعلومات (on 0 - 5 scale)			
1.	1.2 AO - KPIs Activities / Outputs Indicators مؤشرات النشاطات والنتائج (Process KPIs) (مؤشرات المسار)	1.2.01		10.0%	1.2.01.a									
					1.2.01.b									
					1.2.01.c									
		1.2.02		10.0%	1.2.02.a									
					1.2.02.b									
					1.2.02.c									
		1.2.03		10.0%	1.2.03.a									
					1.2.03.b									
					1.2.03.c									
		1.2.04		10.0%	1.2.04.a									
					1.2.04.b									
					1.2.04.c									
		1.2.05		10.0%	1.2.05.a									
					1.2.05.b									
					1.2.05.c									
		1.2.06		10.0%	1.2.06.a									
					1.2.06.b									
					1.2.06.c									
		1.2.07		10.0%	1.2.07.a									
					1.2.07.b									
					1.2.07.c									
		1.2.08		10.0%	1.2.08.a									
					1.2.08.b									
					1.2.08.c									
Relative Weight ⁽³⁾ of OA vis-à-vis OI Indicators الوزن النسبي للخصبة والنتائج مقارنة مع مؤشرات النشاطات والنتائج	60%	0	Automated verification of KPIs weights accuracy ⁽⁴⁾ التحقق الآلي من دقة الأوزان (sum necessarily = 100%) (%المجموع=100)	100.0%	0	Automated verification of S-KPIs weights accuracy ⁽⁴⁾ التحقق الآلي من دقة الأوزان بالنسبة لمؤشرات الأداء القطاعية (sum necessarily = 100%) (%المجموع=100)	0.0%	Number of KPIs targeting and av. KPIs data collection quality عدد الأهداف الموضوعة لمؤشرات الأداء ونوعية مؤشرات الأداء المتلقاة (0-5 scale)	0	#DIV/0!	0	0		

Notes : (1) Column 1 and 2: Identification of the Five (5) Key Performance Areas

See the SOPMIP-1 table for the list of Key Performance Areas (KPA) for the sector / sub-sector concerned. This list of 5 KPAs is also at the basis of the SOPMIP-2 list of Key Performance Indicators, in turn serving as basis for this present SOPMIP-3 template for indicators benchmarking (both baseline and target setting).

راجع النموذج 1 للائحة مجالات الأداء الرئيسية للقطاع الفرعي المعني. هذه اللائحة من مؤشرات الأداء الرئيسية هي أساس لائحة النموذج 2 فيما يتعلق بمؤشرات الأداء ، والتي تخدم كأساس للنموذج الثالث الذي يعنى بالقياس (نقطة الإنطلاق والهدف المرجو)

(2) Column 3: Type of Key Performance Indicators

- OI = Outcome / Impact KPIs (= development relevance indicators) ; مؤشرات مرتبطة بالحصيلة و التأثير
AO = Activities / Outputs / Direct Results KPIs (= process indicators) مؤشرات مرتبطة بالأنشطة و النتائج (مؤشرات المسار)
- At least 8 KPIs per Sectoral Key Performance Area are envisioned, with minimum 4 KPIs for both OI and AO types of KPIs
. على الأقل 8 مؤشرات أداء لكل مجال أداء ، مع 4 مؤشرات فرعية على الأقل لكل من النتائج والمسار
- A balanced number of OI and AO indicators is strived for in line with performance measurement principles covering all levels of the effects / results chain (cfr. the 3Es of performance measurement)
- نسعى إلى عدد متوازن من مؤشرات النتائج والمسار
- The operational definition of the KPI is reflected under column 5. In the final development stages of the indicators list, the operational definitions of the indicator may be replaced by a short name (or a short name may be added).
تعريف المؤشر موجود في الخانة رقم 5
- This template printout has a visual provision for 8 indicators (for both OI and AO levels) and for 3 component indicators (or sub-indicators) per indicator. Obviously, any configuration of number of indicators and sub-indicators can be accommodated by the system. Or in short: The SOPMIP system and templates can accommodate any level of complexity or simplicity of the sets of indicators and sub-indicators.
إن هذا النموذج الذي نستخدمه يمكنه إضافة مؤشرات رئيسية كما ومؤشرات فرعية إضافية

(3) Column 3 - Bottom of the Tables : Relative Weight of OI vis-à-vis AO Indicators (and vice versa)

- The relative weight of the clustered OI development relevance indicators vis-à-vis the clustered AO process indicators can be adjusted over time: at first more intense concentration on activities and outputs (processes), later more on outcome & impact (development results).
Indeed, first things first, and moreover also because of the time lag of impact generation.
- Suggestion: At the start about 50 - 60 % weight for clustered AO KPIs, with gradual reduction to about 25 - 30 %.
يمكن تعديل الأوزان الملحوظة لكل من مؤشرات النتائج والمسار مع الوقت. التركيز في الأساس على مؤشرات أداء المسار وبعدها النتائج
- The relative weight of the AO indicators vis-à-vis the OI indicators is automatically calculated as 100% minus the percentage weight of the OI indicators.

(4) Columns 6 and 10: Weights of Indicators and Sub-Indicators

- The sum of the OI indicators weights necessarily equals 100%, so does the sum of the AO indicator weights.
- The sum of the weights of the component indicators (or the Key Performance Sub-Indicators - S-KPIs) within each of the Key Performance Indicators (KPIs) also necessarily equals 100%.
- At the bottom of both OI and AO indicators sheets, an automatic control function is built in on the accuracy of KRIs weight setting: If the sum of the KPIs weights is correct at 100% , the cell concerned turns green. In all other error cases, it turns red. This is the same for the sum of the component or sub-indicators weights within each of the indicators.
. مجموع مؤشرات الأداء للنتائج والمسار هي 100 الكل منها. إن هذا النموذج يحسب الأوزان أوتوماتيكياً. إذا المجموع 100 % تلحظ الخانة بالأخضر وفي حال وجود خطأ تلون بالأحمر. نفس الألوان تظهر بالنسبة للمؤشرات الفرعية

(5) Column 9: Sub-Indicators Unit of Measurement (UoM)

- To standardize and simplify the performance measurement system , there are only six Units of Measurement (UoM's) for the Key Performance Indicators for the three main statistical hierarchical levels of indicators as follows:
 - Metric: (1) Number (#), and; (2) Percentage (%)
 - Ordinal : (3) 0-10 scale; (4) 0-5 scale, and; (5) HSPU qualitative (**H**ighly satisfactory, **S**atisfactory, **P**artially satisfactory, and **U**nsatisfactory)
 - Logic : (6) Yes / no (y/n)
 - The applicable Unit of Measurement for the respective KPIs can be selected from the pop-up window.
- هناك 6 وحدات قياس لهذا النموذج الذي نستخدمه لتقييم وقياس الأداء. هناك الأرقام ، العدد، النسبة المئوية، الدرجات ، الدرج، النوعي، و المنطقي يمكن اختيارها من خلال النموذج

(6) Columns 12-13: The actual KPIs situational analysis in the administration

The actual KPIs situational analysis in the administration (columns 12 and 13) is a kind of reality check on the actual situation of indicator use in the sector by the administration concerned. The abridged situational analysis relates both to the actual planning and target setting on the KPIs (column 12), and to the extent and quality of actual data collection on the KPI (column 13).

- The former on indicators benchmarking is answered by a simple yes (=y) or a no (=n), which can be retrieved from the pop-up menu by a simple click.
- The latter quality assessment of actual KPIs data collection is answered on a 0-5 scale, with a "0" signifying that there is no data collection at all in place, whereas a 5 score relates to high quality / excellent and regular data collection.

إن مؤشرات الأداء الرئيسية والتي تحلل الوضع الفعلي في إدارة (الأعمدة 12-13) هي نوع من الاختيار الواقع على الوضع الفعلي لاستخدام المؤشر في القطاع من قبل الإدارة المعنية . ويتعلق تحليل الوضع والتخطيط الفعلي و تحديد الأهداف بجمع المعلومات المتعلقة بالمؤشر المعني .
و الإجابة عليها تكون بنعم (= ص) أو رقم (= ن) ، والتي يمكن استردادها من القائمة المنبثقة من خلال نقرة بسيطة .
يتم الرد على تقييم جودة الأخير من جمع البيانات الفعلية على نطاقين 0-5 ، مع " 0 " مما يدل على أنه لا يوجد جمع البيانات على الإطلاق في المكان، في حين تتعلق على بعد 5 نقاط للجودة العالية / جمع البيانات الممتاز و العادي .

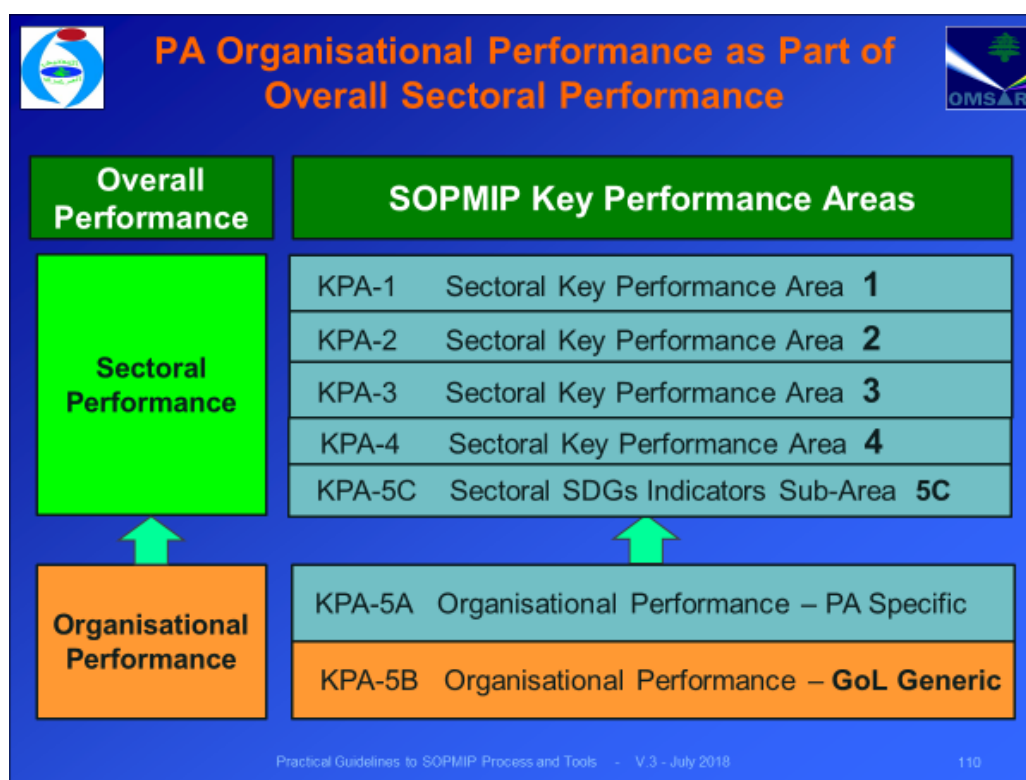
(7) Column 15: Remarks / Suggestions (7) by the Directorate-General of Economy and Trade and/or by the Central Inspection on the Indicator

In this field / column 15 any narrative comments, remarks, observations and/or suggestions can be made by the Public Administration concerned and/or the Central Inspection. For easily identifying such remarks by the PA, the remark(s) are preceded by the name of the Pilot Ministry / Sector SOPMIP Team: For example "MoET SOPMIP team" or "MoPWT-DGoUP SOPMIP Team". This particularly pertains to comments on the subsequent draft versions of the indicator and/or sub-indicators. In the iterative process of indicators finalisation, the CI-OMSAR SOPMIP Team usually responds to such remarks or suggestions. The reactions are usually preceded standard by "CI-OMSAR SOPMIP Team: "

Annex 2.1

Template SOPMIP-2 - Standard KPA 5B:

Standard Key Performance Area 5B on Organisational and Institutional Development: Standard set of generic indicators, by Performance Sub-Area






KPA 5.B Standard Organisational Development and Institutional Strengthening KPIs: 6 Areas




1. Results orientation and strategic management
2. Citizens / client orientation
3. Organisational strengthening
4. Personnel and human resources development
5. Financial management
6. Internal control, monitoring and evaluation

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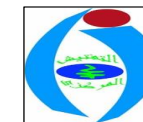
Standard, Generic KPIs for KPA-6 on Organisational and Institutional Development



Summary Stats on Sectoral Key Performance Indicators This Standard KPA-5B, by Sub-Area (S-KPA)	Number of KPI clusters	Number of KPIs
1. Results orientation and strategic mngt	10	15
2. Citizens / client orientation	10	12
3. Organisational strengthening	10	12
4. Personnel and human resources dev't	10	15
5. Financial management	10	12
6. Internal control, monitoring and evaluation	10	10
Total number of Indicators (all 6 S-KPAs)	60	76

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Sectoral and Organisational Performance Measurement and Inspection Programme (SOPMIP)
برنامج التفتيش وقياس الأداء القطاعي والمؤسسي

Template SOPMIP-2 : Participatory Development of (Sub-)Sectoral Key Performance Measurement and Inspection Indicators, by Key Performance Area

نموذج 2 : مجالات الأداء الرئيسية (KPAs) التي ستستخدم لوضع مؤشرات الأداء القطاعية (KPIs)

Form SOPMIP-2 - V.5 EN&AR - 08 Oct 2015

Name of Sector القطاع	Public Works and Transport	Responsible Ministry الوزارة	Ministry of Public Works and Transport	Summary Stats on Sectoral Key Performance Indicators This Standard KPA-5B, by Sub-Area (S-KPA) لخص عن وضع مجالات الأداء الرئيسية	Number of KPI clusters	Number of KPIs	General Remarks on this Sectoral KPIs Development and Selection Sheet
				1. Results orientation and strategic mngt الإدارة الاستراتيجية والتركيز على النتائج	12	15	KPA-6B set of generic organisational and institutional strengthening indicators and their weighting have been updated and agreed upon as an outcome of the 15 May 2015 Central Inspection and OMSAR coordination meeting concerned. The updated set is derived from the original CI-OMSAR Public Administration Composite Performance Index (PA-CPI) developed under the EC-GoL ARLA project in 2004. تم تحديث الموافقة على مجموعة مجالات أداء رئيسية 6B للمؤشرات العامة المتعلقة بالتعزيز المؤسسي والتنظيمي، وذلك نتيجة الاجتماع التنسيق بين وزارة الدولة لشؤون التنمية الإدارية والتفتيش المركزي. المجموعة المحدثة مشتقة من مؤشرات الأداء المركبة للإدارة العامة والذي تم تطويره في عام 2004 تحت مشروع للحكومة اللبنانية والاتحاد الأوروبي ARLA.
Name of Sub-Sector القطاع الفرعي (if applicable)	Urban Planning	Responsible Directorate-General المديرية العامة	Directorate-General of Urban Planning	2. Citizens / client orientation التركيز على المواطن/الزبون	11	12	
Version Number of This Key Performance Indicators (KPIs) List رقم النسخة المتعلقة بمجالات الأداء الرئيسية	V.2	Names of Responsible Directorate(s) المديرية	<ul style="list-style-type: none"> - Service of Physical Planning Studies - Service of Municipal Projects - Bureau of the Secretariat-General of the Higher Council of Urban Planning - Bureau of the Regions - Bureau of Information and Documentation - Diwan Service 	3. Organisational strengthening التعزيز التنظيمي	10	12	
Date of this KPIs List التاريخ (dd/mm/yyyy)	12-Apr-16			4. Personnel and human resources dev't تطوير الموارد البشرية والموظفين	11	15	
				5. Financial management الإدارة المالية	10	12	
				6. Internal control, monitoring and evaluation المراقبة الداخلية، الرصد والتقييم	10	10	
		Total Number of Sectoral Key Performance Areas (KPAs) (see SOPMIP-1)	5	Total number of Indicators (all 6 S-KPAs) (جميع مجالات الأداء الرئيسية الستة) العدد الإجمالي للمؤشرات أعلاه	64	76	For use as input into the 14 April 2016 OMSAR-CI first SOPMIP Workshop with the Ministry of Public Works and Transport (MoPWT) Directorate-General of Urban Planning.

KPA-5B : Organisational and Institutional Development : Standard Set of Generic Indicators, by Performance Sub-Area ⁽¹⁾

لتطوير التنظيمي والمؤسسي: مجموعة مؤشرات عامة قياسية، لمجالات أداء فرعي

1	2	3	4	5	6	7	8	9	10	11	12
Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2)	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قياسي			Weight of KPI ⁽²⁾ وزن مؤشر الأداء	Unit of Measurement ⁽³⁾ وحدة القياس	Main Source(s) of Information / Means of Verification ⁽⁴⁾ الدليل الحسي/وسائل التحقق	Actual KPI Situational Analysis ⁽⁴⁾ in the Administration تحليل الوضع الحالي لمؤشرات الأداء في الإدارة المعنية		In case of no or deficient information / data collection at present, brief description of concrete suggestion(s) for improvement / of concrete actions to be undertaken		Any Other Remarks ملاحظات أخرى
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجميع)	KPI-Code الرمز	Operational Definition of KPI وصف عملي للمؤشر	Within each S-KPA: Σ KPIs = 100%	(%, scale, HSPU, y/n)	(e.g. : name of document, records, report, stats, computerized database, MIS, ...) مثلاً اسم المستند أو الوثيقة، السجلات، قواعد البيانات، نظام (...معلوماتي، الخ)	Target Setting on KPI Practiced وضع أهداف محددة لمؤشرات الأداء (y / n)	Quality of KPI Data Collection نوعية المعلومات المتعلقة بمؤشرات الأداء	في حال عدم توافر المعلومات أو قلة برجا وضع اقتراحات ملموسة للتحسين أو اقتراحات لإجراءات يمكن اتخاذها		
5B.1 Strategic planning horizon and benchmarking الافق التخطيط الإستراتيجي و القياس	Hierarchy of objectives التسلسل الهرمي للأهداف	5B.1.01a	Availability of documents with clearly spelled-out and officially approved (a) mission statement توافر وثائق مكتوبة تعكس بشكل واضح (أ) إيمان المهمة المتوافق عليه رسمياً	2.5%	y/n						
		5B.1.01b	Availability of documents with clearly spelled-out and officially approved (b) overall goal setting توافر وثائق مكتوبة تعكس بشكل واضح (ب) للهدف العام المتوافق عليه رسمياً	2.5%	y/n						
		5B.1.01c	Availability of documents with clearly spelled-out and officially approved (c) strategic, long-term objectives توافر وثائق مكتوبة تعكس بشكل واضح (ج) الأهداف الاستراتيجية طويلة الأجل المتوافق عليها رسمياً	5.0%	y/n						

1	2	3	4	5	6	7
Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2)	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قياسي			Weight of KPI ⁽²⁾ وزن مؤشر الأداء	Unit of Measurement ⁽³⁾ وحدة القياس	
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف عملي للمؤشر			
This S-KPA 16.7% 5B.1 weight	Translation objectives in operational terms ترجمة الأهداف لخطوات عملية	5B.1.02	Extent / quality of effective translation of mission, goals and strategic objectives in operational objectives and results which are measurable or at least objectively verifiable مدى / جودة الترجمة الفعالة للرسالة والأهداف والغايات الاستراتيجية لأهداف ونتائج عملية يمكن قياسها أو على الأقل يمكن التحقق منها بشكل موضوعي	10.0%	0-10 scale	
5B.1 Strategic planning horizon and benchmarking أفق التخطيط الإستراتيجي و القياس (continued)	Strategic planning horizon and benchmarking أفق التخطيط الإستراتيجي و القياس	5B.1.03a	Strategic Planning: (a) Existence of a strategic plan with a time horizon determined by the inspected entity, but of at least three years التخطيط الاستراتيجي : (أ) وجود خطة استراتيجية مع أفق زمني تحدده الجهة الخاضعة للتفتيش، ولكن لثلاث سنوات على الأقل	5.0%	y/n	
		5B.1.03b	Strategic Planning: (b) Quality of plan benchmarking (baseline data and target setting) التخطيط الإستراتيجي: جودة قياس الخطة ببيانات خط الأساس وتحديد الأهداف (أ)	5.0%	y/n	
	Annual plan الخطة السنوية	5B.1.04a	Annual planning: (a) Existence of an annual plan for the operations at present for the inspected entity as a whole التخطيط السنوي : (أ) وجود خطة سنوية للأعمال في الوقت الحاضر للكيان الذي يتم تفتيشه ككل	10.0%	y/n	
	Annual plan الخطة السنوية	5B.1.04b	Annual planning: (b) Extent to which the annual plan is aligned with / fitting in the strategic plan التخطيط السنوي : (ب) مدى تماشي الخطة السنوية مع / المتناسب في الخطة الاستراتيجية	5.0%	0-5 scale	
	Plans of the units خطط الوحدات	5B.1.05	Percentage of organisational units within the inspected entity with (i) an annual work plan and/or (ii) quarterly or more frequent (e.g. monthly) work programmes نسبة الوحدات التنظيمية داخل الكيان الذي يخضع للتفتيش مع (أ) خطة عمل سنوية و (ب) برامج عمل فصلية أو أكثر تواترا (على سبيل المثال شهريا)	10.0%	%	
	Plan flexibility مرونة الخطة	5B.1.06	Flexibility and effectiveness of plan adaptation to changed conditions and requirements and/or to results of internal monitoring and interim evaluation exercises, if necessary مرونة وفعالية في تكيف الخطة للظروف والمتطلبات المتغيرة و / أو لنتائج الرقابة الداخلية و عمليات التقييم المؤقتة ، إذا لزم الأمر	5.0%	0-10 scale	
	Managerial capacity building بناء القدرات الإدارية	5B.1.07a	Managerial capacity building: (a) Existence of a training strategy and plan on results / strategic management in the inspected entity بناء القدرات الإدارية : (أ) وجود استراتيجية تدريب و خطة مبنية على النتائج / الإدارة الاستراتيجية في الكيان الذي يخضع للتفتيش	5.0%	y/n	
		5B.1.07b	Managerial capacity building: (b) Percentage of heads of units within the inspected entity who benefitted from at least one managerial capacity building opportunity (HRD, training, supportive consultancy services, etc.) in the last year بناء القدرات الإدارية : (ب) النسبة المئوية من رؤساء الوحدات داخل الكيان الذي يخضع للتفتيش و الذين استفادوا من فرصة واحدة على الأقل لبناء قدرات (تنمية الموارد البشرية ، تدريب مخدمات استشارية داعمة ، إلخ) في العام الماضي	5.0%	%	

1	2	3	4	5	6	7
Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2)	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قياسي			Weight of KPI ⁽²⁾ وزن مؤشر الأداء	Unit of Measurement ⁽³⁾ وحدة القياس	
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف عملي للمؤشر			
5B.1 Strategic planning horizon and benchmarking أفق التخطيط الإستراتيجي و القياس (continued)	Concentration on core functions التركيز على المهام الرئيسية	5B.1.08	Effective concentration of the inspected entity on its official core functions as evidenced by the operational plans and the activities effectively undertaken in the last year as reflected its the annual and other progress reports التركيز الفعال للكيان الخاضع للتفتيش على الوظائف الأساسية كما يتضح من الخطط التشغيلية و الأنشطة التي تضطلع بها على نحو فعال، في العام الماضي، كما عكست التقارير السنوية وغيرها من التقارير	5.0%	0-10 scale	
	Results based management tools إدارة قائمة على النتائج	5B.1.09	Results based management tools effectively used / in practice in the inspected entity and/or any of its component units, with particular attention for the use of benchmarked indicators, MIS and M&E systems إدارة قائمة على النتائج وتماثل بشكل فعال في الكيان الذي يخضع للتفتيش و ، أو أي من الوحدات المكونة لها ، مع إيلاء اهتمام خاص لاستخدام مؤشرات قياس / و نظم الرصد والتقييم MIS	15.0%	0-10 scale	
	Commitment to results based management الالتزام بإدارة قائمة على النتائج	5B.1.10	Active interest in and effective commitment of the head / management of the inspected entity to strengthen results orientation and strategic management in the inspected entity as evidenced by the strategic and operational plans and the reporting thereon الاهتمام بالنشاط والالتزام الفعال لرئيس / الإدارة التي تخضع للتفتيش بتعزيز التوجه نحو تحقيق النتائج و الإدارة الاستراتيجية كما يتضح من الخطط الاستراتيجية والتشغيلية والتقارير المعدة	10.0%	0-10 scale	
	Totals for S-KPA 5B.1 : Results Orientation and Strategic Management			100.0%	15	
	5B.2 Citizens / Client Orientation المواطن/توجيه العميل					
This S-KPA 16.7% 5B.2 weight	Services to citizens as key policy and strategy خدمات للمواطنين كما السياسات والاستراتيجيات الرئيسية	5B.2.01a	(a) Timely , efficient and effective delivery of quality services to the citizens / customers / clients is explicitly pervading policy documents, plans and programmes إنجاز الخدمات النوعية للمواطنين / الزبائن / العملاء/ ضمن الوقت المناسب هو السائد صراحتا في الوثائق و السياسات والخطط والبرامج	10.0%	0-10 scale	
		5B.2.01b	(b) Tangible operational initiatives that have been effectively undertaken by the inspected entity in the last year to guide citizens to get more effective and better quality services from it بإتخاذ مبادرات عملية وملموسة من قبل الإدارة التي تخضع للتفتيش في العام الماضي لتوجيه المواطنين للحصول على خدمات أكثر فعالية و نوعية	5.0%	0-10 scale	
	E-government services خدمات الحكومة الإلكترونية	5B.2.02a	Overall comprehensiveness, quality, interactivity and extent of regular updating of the inspected entity's website الشمولية ، النوعية و التفاعل و مدى تيوم الموقع الإلكتروني للإدارة التي تخضع للتفتيش	7.5%	0-10 scale	
		5B.2.02b	Percentage of inspected entity's transactions with the citizens accomplished electronically partially or fully نسبة معاملات الإدارة التي تخضع للتفتيش، مع المواطنين، التي أنجزت إلكترونيا جزئيا أو كليا	7.5%	%	
	Existence of quality control system وجود نظام لمراقبة الجودة	5B.2.03	Extent of internal ad hoc checkings or of a regular quality control system of services provided to the public / clients مدى المراجعات الداخلية المخصصة لمراقبة جودة الخدمات المقدمة للجمهور / العملاء	10.0%	HSPU	
	Quality of services measurement نوعية قياس الخدمات	5B.2.04	If a Quality Control system is in place (see 2.03.) , average difference between actual quality of services and pre-set quality standards في حال هناك نظام لمراقبة الجودة (انظر 2.03) ، ما هو متوسط الفرق بين الجودة الفعلية للخدمات ومعايير الجودة المحددة مسبقا	10.0%	HSPU	

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Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2)	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قبليسي			Weight of KPI (2) وزن مؤشر الأداء	Unit of Measurement (3) وحدة القياس	
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف عملي للمؤشر	Within each S-KPA: Σ KPIs = 100%	(#, %, scale, HSPU, y/n)	
تحديد ستة مجالات أداء فرعية						
5B.2 Citizens / Client Orientation المواطن/توجيه العميل (continued)	Decentralisation of services لا مركزية الخدمات	5B.2.05	Level of effective decentralisation of services to the citizens / clients through the Muhafaza and Caza regional and local levels (where applicable) مستوى اللامركزية للخدمات المقدمة للمواطنين / العملاء من خلال المستويات الإقليمية والمحلية (المحافظة والقضاء)	15.0%	0-10 scale	
	One-stop-shop خدمة الشباك الموحد	5B.2.06	Extent to which the principle of "One-stop-shop" of entity services principle introduced and being made operational / already effectively operational مدى تطبيق نظام "الشباك الموحد" على الخدمات المقدمة من قبل الإدارة و التي يتم تشغيلها بشكل فعال	10.0%	HSPU	
	Complaints monitoring system نظام مراقبة الشكاوى	5B.2.07	Operational status level of a citizens / clients complaints monitoring system regarding entity's services المستوى العملي لنظام مراقبة شكاوى المواطنين / العملاء والمتعلق بالخدمات المقدمة	10.0%	0-5 scale	
	Reaction to complaints ردود الفعل حول الشكاوى	5B.2.08	If a complaints monitoring system is (partly) in place (see 2.07.), percentage of complaints that have been reacted upon in a satisfactory manner within the prescribed time في حال وجود نظام لرصد الشكاوى (جزئيا) (انظر 2.07)، نسبة الشكاوى التي تم الرد عليها بطريقة مرضية في الوقت المحدد	5.0%	%	
	Client satisfaction surveys استطلاعات رضا العملاء	5B.2.09	Number of client satisfaction surveys conducted by the inspected entity and/or organisational units under it in the last year عدد مسوحات رضا العميل التي أجرتها الجهة الخاضعة للتفتيش / أو الوحدات التنظيمية التابعة لها ، في العام الماضي	5.0%	#	
	Client satisfaction rating نسبة رضا العملاء	5B.2.10	If client satisfaction surveys have been conducted (see 2.09.), average satisfaction rating by the citizens / clients with entity's services في حال تم إجراء مسوحات لقياس رضا العميل (انظر 2.09)، ما هو متوسط رضا المواطنين / العملاء من الخدمات المقدمة	5.0%	%	
	Totals for S-KPA 5B.2 : Citizens / Client Orientation			100.0%	12	
	5B.3 Organisational Development التعزيز التنظيمي This S-KPA 5B.3 weight 16.7%	Updated organisational chart التعزيز التنظيمي	5B.3.01	Extent to which the officially approved organisational chart of the inspected entity is in accordance with and is effectively supportive to the actual mission, objectives and needs of the inspected entity at present مدى توافق ودعم الهيكل التنظيمي الرسمي في الإدارة الخاضعة للتفتيش للمهام الفعلية التي تقوم بها هذه الجهة ولأهدافها وحاجاتها في الوقت الحالي	15.0%	0-10 scale
Filled-up positions نسبة الوظائف المملوءة		5B.3.02	Percentage of officially approved positions effectively filled-up as evidenced by the payroll (percentage of cadres effectively replenished) النسبة المئوية للوظائف التي تمت الموافقة عليها رسمياً والتي شُغلت كما يتضح في جدول الرواتب (النسبة المئوية للوظائف في الملاك التي تم ملء النقص فيها بشكل فعال)	10.0%	%	
Function description of units الوحدات الوظيفية		5B.3.03	Percentage of organisational units within the inspected entity with a clearly spelled out function description (with enumeration of goals, objectives, key result areas, key tasks and activities) النسبة المئوية للوحدات التنظيمية، في الإدارة الخاضعة للتفتيش ، التي لديها وصف واضح لعملها (تعداد الأهداف، الغايات، مجالات النتائج الرئيسية، المهام الرئيسية والنشاطات)	10.0%	%	

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Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2) تحديد ستة مجالات أداء فرعية	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قبليسي			Weight of KPI (2) وزن مؤشر الأداء Within each S-KPA: Σ KPIs = 100%	Unit of Measurement (3) وحدة القياس (#, %, scale, HSPU, y/n)	
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف عملي للمؤشر			
5B.3 Organisational Development التعزيز التنظيمي (continued)	Job descriptions	5B.3.04	Percentage of staff with job descriptions in line with the function descriptions of their units concerned النسبة المئوية للموظفين الذين لديهم توصيف وظيفي يتماشى مع التوصيف العملي (أو) توصيف المهام، أو توصيف العمل الذي تقوم به) للوحدات التي يعملون بها	10.0%	%	
	Coverage by procedures	5B.3.05	Extent to which the regular / routine activities or transactions of the inspected entity are regulated / covered by formally laid down and clearly spelled out Standard Operating Procedures (SOP compilation) مدى تنظيم/تغطية النشاطات الاعتيادية /الروتينية أوالمعاملات المتعلقة بالإدارة الخاضعة لتفتيش من خلال إجراءات التشغيل القياسية الموضوعة رسمياً والمنصوص عليها بوضوح	15.0%	0-10 scale	
	Simplification of internal procedures	5B.3.06	Extent to which the procedures in the inspected entity have been / are being streamlined and simplified, particularly for internal performance enhancement purposes (including e-procedures) مدى تبسيط الإجراءات في الإدارة الخاضعة للتفتيش، وتحديد أهداف تحسين الأداء الداخلي (بما فيها الإجراءات الالكترونية)	7.5%	0-10 scale	
	Simplification of procedures with external stakeholders	5B.3.07	Extent to which the procedures of the inspected entity have been / are being further streamlined and simplified for enhanced citizens / customer services and client friendliness reasons (with special focus on e-forms) مدى وجود مزيد من تبسيط الإجراءات في الإدارة الخاضعة للتفتيش بهدف تحسين الخدمات للمواطن/الزبون ولأهداف جعلها سهلة الاستعمال من قبل المواطن (مع تركيز خاص على الاستمارات الالكترونية)	7.5%	0-10 scale	
	Access to computers	5B.3.08	Percentage of staff having access to personal computers نسبة الموظفين الذين لديهم ولوج الى أجهزة حواسيب شخصية	7.5%	%	
	Training on computer use	5B.3.09a	(a) Percentage of staff trained on computer basics and software programmes نسبة الموظفين المدربين على أساسيات ومبادئ استعمال الحاسوب وبرامجه	3.75%	%	
		5B.3.09b	(b) Percentage of staff trained by / on the account of the inspected entity concerned النسبة المئوية للموظفين الذين تم تدريبهم من قبل الإدارة الخاضعة للتفتيش /الذين تم تدريبهم على نفقة هذه الإدارة	3.75%	%	
	Quality of communications	5B.3.10a	(a) Quality of vertical communication between the different hierarchical levels and جودة التواصل العمودي بين مختلف المستويات الهرمية	5.0%	HSPU	
		5B.3.10b	(b) Quality of horizontal communications between the different units at the same level within the inspected entity (e.g. meetings, memo's, reporting, feedbacking, ...) جودة التواصل الأفقي بين مختلف الوحدات الموجودة على نفس المستوى في الإدارة الخاضعة للتفتيش (اجتماعات، تقارير، التغذية الراجعة)	5.0%	HSPU	
	Totals for S-KPA 5B.3 : Organisational Development				100.0%	12

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Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2)	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قياسي			Weight of KPI (2) وزن مؤشر الأداء	Unit of Measurement (3) وحدة القياس	Within each S-KPA: $\sum KPIs = 100\%$ (# , % , scale, HSPU, y/n)
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف عملي للمؤشر			
5B.4 Personnel and Human Resources Development تطوير الموارد البشرية والموظفين This S-KPA 16.7% 5B.4 weight	Personnel section and policy	5B.4.01a	(a) Existence of an adequately staffed personnel section in the Administration concerned (e.g. at DG level) وجود قسم به عدد كاف من الموظفين في الإدارة المعنية (مثلاً على مستوى المدير العام)	5.0%	y/n	
		5B.4.01b	(b) quality assessment of personnel policy, planning and management practice with regard to the inspected entity جودة تقييم سياسة شؤون الموظفين ، التخطيط والممارسات الإدارية في الإدارات الخاضعة للتفتيش	10.0%	0-5 scale	
	Personnel records	5B.4.02a	(a) Percentage of staff of the inspected entity of whom documented information is available in the Bureau of Personnel of the inspected entity with regard to their personal, academic and professional qualifications and history (utilizing a standard template) النسبة المئوية للموظفين في الإدارة الخاضعة للتفتيش الذين تتواجد عنهم معلومات موثقة في دائرة الموظفين في هذه الإدارة وذلك بما يتعلق بالمؤهلات الشخصية، الأكاديمية والمهنية، إضافة إلى تاريخهم في الوظيفة (من خلال استعمال نموذج قياسي (أو معتد))	5.0%	%	
		5B.4.02b	(b) Matching percentage of the list with the Civil Service Board (CSB) records تطابق النسبة المئوية للائحة مع سجلات مجلس الخدمة المدنية	5.0%	%	
	Recruitment	5B.4.03a	(a) Percentage of new appointments in the last year which are recruited in accordance with the official rules and regulations نسبة التعيينات الجديدة في السنة الماضية والذين تم توظيفهم بموجب القواعد والإجراءات	10.0%	%	
		5B.4.03b	(b) Percentage of Category I (DG level) recruitments in line with the updated procedures, rules and regulations concerned نسبة توظيفات الفئة الأولى (مستوى المدير العام) والتي تمت تطبيقاً مع الإجراءات المحدثة وذات الصلة	5.0%	%	
	Staff equal opportunities	5B.4.04a	(a) Extent to which gender equality principles are complied with in relation to job allocations and recruitment of staff مدى الامتثال لمبادئ المساواة بين الجنسين فيما يتعلق بتخصيص الوظائف وتعيين الموظفين	3.75%	0-10 scale	
		5B.4.04b	(b) Extent of equality / fairness in actual distribution of work as evidenced by personnel records, personal appraisal report and other sources مدى المساواة والعدالة في التوزيع الفعلي للأعمال كما يتضح من سجلات الموظفين وتقرير التقييم الشخصي ومصادر أخرى	3.75%	0-10 scale	
	Gender equality	5B.4.05	Percentage of female professional and executive staff in the inspected entity in relation to total professional and executive staff (grade 3 and higher) نسبة الموظفين المهنيين والتفنيين الإناث في الإدارة الخاضعة للتفتيش وذلك بالنسبة لمجموع الموظفين المهنيين والتفنيين (الفئة الثالثة و مفوق أعلى)	7.5%	%	

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Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2) تحديد ستة مجالات أداء فرعية	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قياسي			Weight of KPI ⁽²⁾ وزن مؤشر الأداء Within each S-KPA: Σ KPIs = 100%	Unit of Measurement ⁽³⁾ وحدة القياس (#, %, scale, HSPU, y/n)	
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف عملي للمؤشر			
5B.4 Personnel and Human Resources Development تطوير الموارد البشرية والموظفين (continued)	Staff performance appraisal system	5B.4.06	Operational status of a standardized staff performance planning and appraisal system in the entity for all those subject to staff appraisal in accordance with the rules and regulations الوضع الحالي للنظام الموحد للتقييم وتخطيط الأداء للموظفين في الإدارة الخاضعة للتفتيش أولئك لجميع الموظفين الخاضعين لتقييم الأداء وفقاً للقواعد والأنظمة المرعية	10.0%	0-5 scale	
	Execution of staff performance appraisals	5B.4.07	Percentage of staff of which performance has been effectively evaluated in the last year in relation to the total number of staff, based on a competency based performance appraisal model and system النسبة المئوية للموظفين الذين تم تقييم أداءهم بشكل فعال في السنة الماضية وذلك بالنسبة إلى العدد الكامل للموظفين (استناداً إلى نظام ونموذج تقييم الأداء القائم على أساس الكفاءة)	7.5%	%	
	Staff meetings	5B.4.08	Percentage of organisational units in the inspected entity with at least monthly staff meetings, as documented نسبة الوحدات التنظيمية في الإدارة الخاضعة للتفتيش التي تعقد اجتماعاً شهرياً على الأقل للموظفين وتوثقه	10.0%	%	
	Staff HRD and training plan	5B.4.09a	Existence of a human resources development and training plan for staff in the inspected entity as updated, based on a training needs assessment وجود خطة محدثة للتدريب وتطوير الكوادر البشرية في الإدارة الخاضعة للتفتيش وذلك بناء على تقييم حاجات للتدريب	5.0%	y/n	
		5B.4.09b	Membership of the inspected entity of a national training network عضوية الإدارة الخاضعة للتفتيش في شبكة تدريب وطنية	2.5%	y/n	
	Training of staff	5B.4.10	Average number of hours of training per staff member in the last year معدل ساعات التدريب لكل موظف في السنة الماضية	10.0%	#	
	Totals for S-KPA 5B.4 : Personnel and Human Resources Development				100.0%	15
	5B.5 Financial Management الإدارة المالية This S-KPA 16.7% 5B.5 weight	Budget based on work plan الموازنة على أساس خطة العمل	5B.5.01	Extent to which the budget and the effective allocation of resources of the inspected entity is explicitly based on work plans and/or work programmes (= issue of performance budgeting: budget lines explicitly referring to / hooked on clearly defined work plan components) <i>Important remark:</i> see column 11 regarding the non-existence of an official budget ever since 2005. مدى اعتماد الموازنة والموارد المخصصة للإدارة الخاضعة للتفتيش على خطط و/أو برامج العمل (= مسألة موازنة الأداء: بنود الموازنة تشير إلى / تتصل بمكونات خطة عمل واضحة المعالم ملاحظة هامة: انظر إلى العمود 11 بشأن عدم وجود موازنة رسمية منذ عام 2005	10.0%	0-10 scale
Re-allocations between budget lines إعادة توزيع المخصصات بين بنود الموازنة		5B.5.02	Percentage of total original approved budget for last year that has not been re-allocated to one or more other budget lines in the course of the last financial year. <i>Important note:</i> In case still no official budget, alternative KPI formulation: Overall percentage re-allocation between last year real expenditures and current year النسبة المئوية من إجمالي الموازنة الأصلية المصدق عليها للعام الماضي التي لم يتم إعادة تخصيصها لواحد أو أكثر من بنود موازنة العام المالي الماضي ملاحظة هامة: في حال عدم وجود موازنة رسمية، إعداد مؤشر أداء بديل: النسبة الكلية لإعادة تخصيص النفقات بين العام الماضي والعام الحالي	7.5%	0-10 scale	

1	2	3	4	5	6	7
Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2)	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قياسي			Weight of KPI ⁽²⁾ وزن مؤشر الأداء	Unit of Measurement ⁽³⁾ وحدة القياس	
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف على المؤشر			
تحديد ستة مجالات أداء فرعية ^{(1) (2)}				Within each S-KPA: $\sum KPIs = 100\%$	(#, %, scale, HSPU, y/n)	
5B.5 Financial Management الإدارة المالية <i>(continued)</i>	Overshooting of budgets تجاوزات الموازنات	5B.5.03	Total new credits opened for the inspected entity in the last financial year as percentage of the total originally approved budget of the inspected entity for that year <i>Important note:</i> In case still no official budget, alternative KPI formulation: Total new credits opened for the inspected entity in the last financial year as percentage of the real expenditures of last year مجموع القروض الجديدة المتاحة للإدارات الخاضعة للتفتيش والخاصة بالعمل المالي الماضي كنسبة مئوية من إجمالي الميزانية المعتمدة أصلاً للإدارة الخاضعة للتفتيش هذا العام. ملاحظة هامة: في حال عدم وجود موازنة رسمية، إعداد مؤشر أداء بديل: مجموع القروض الجديدة المتاحة للإدارة التي تم تفتيشها في العام المالي الماضي كنسبة مئوية من النفقات الحقيقية للعام المالي الماضي	7.5%	0-10 scale	
	Quality of internal auditing جودة التدقيق الداخلي	5B.5.04	Average quality of internal auditing work in the last financial year by the unit in charge concerned, in accordance with the established practices, norms, rules and regulations متوسط جودة العمل الخاص بالتدقيق الداخلي في العام المالي الماضي من قبل الوحدة المسؤولة المعنية، وفقاً للممارسات والمعايير والقوانين والأنظمة المعتمدة	15.0%	0-10 scale	
	Quality of accounting جودة المحاسبة	5B.5.05a	(a) Percentage of total number of financial transactions not returned for action by the designated expenditures controller (or internal expenditures controller, or central expenditures controller within MoF, or Court of Audit); (أ) النسبة المئوية من إجمالي عدد الصفقات المالية والتي لم تعاد لثبث بها من قبل مراقب النفقات المعتمد (أو مراقب النفقات الداخلية، أو مراقب النفقات المركزية داخل وزارة المالية، أو ديوان المحاسبة)؛	4.0%	%	
		5B.5.06B	(b) Percentage of total original approved budget not committed as a reserve النسبة المئوية من إجمالي الموازنة الأصلية المعتمدة الغير مرتكبة كاحتياطي (ب)	3.5%	%	
	Procurement compliance with rules الإمتثال لقواعد المشتريات	5B.5.06	Extent to which external services have been procured by the inspected entity in the last financial year in compliance with the official procedures, rules and regulations مدى توريد الخدمات الخارجية في العام المالي الماضي من قبل الإدارة الخاضعة للتفتيش وفقاً للإجراءات الرسمية والقوانين والأنظمة	15.0%	0-10 scale	
	Participatory financial management الإدارة المالية المشاركة	5B.5.07	Overall quality of participation by the heads of organisational units in the Inspected Entity in financial management of the Entity, as evidenced by formal documents (budget proposals, minutes of meetings, financial reports, etc.) الجودة الكلية للمشاركة من جانب رؤساء الوحدات التنظيمية في الإدارة الخاضعة للتفتيش في الإدارة المالية للإدارة المذكورة، كما يتضح من خلال الوثائق الرسمية (مقترحات (الموازنة، ومحاضر الاجتماعات، والتقارير المالية، الخ	7.5%	0-10 scale	
	Automation of financial management ممكنة الإدارة المالية	5B.5.08a	(a) Status of automation / computerization of financial management (incl. budgeting, allocations, accounting, etc.) of the inspected entity وضع التشغيل الآلي / ممكنة الإدارة المالية (بما في ذلك إعداد الموازنات (والمخصصات، والمحاسبة، الخ) للإدارة الخاضعة للتفتيش. (أ)	2.5%	0-5 scale	
		5B.5.08b	(b) Quality of the computerized system and extent of system use (ب) جودة النظام الممكن ومدى استخدام هذا النظام	5.0%	0-10 scale	

1	2	3	4	5	6	7
Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2)	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قياسي			Weight of KPI ⁽²⁾ وزن مؤشر الأداء	Unit of Measurement ⁽³⁾ وحدة القياس	
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف على المؤشر			
تحديد ستة مجالات أداء فرعية ^{(1) (2)}				Within each S-KPA: $\sum KPIs = 100\%$	(#, %, scale, HSPU, y/n)	
5B.5 Financial Management الإدارة المالية <i>(continued)</i>	Quality of financial reporting جودة التقارير المالية	5B.5.09	Completeness and overall quality of the financial reporting section of the overall performance reports by the Inspected Entity as contribution to the semi-annual report of the Director-General of the last financial year in compliance with Legislative Decree 111, in compliance with International Public Service Accounting Standards (IPAS) الإكتمال والجودة الكلية لنصم التقارير المالية في التقارير الكلية للتفتيش في (IPAS) الإدارات الخاضعة للتفتيش كمساهمة في تقرير المدير العام نصف السنوي في العام المالي الماضي والممثل للمرسوم الإشتراعي 111، والممثل لمعايير الخدمة العامة الدولية	15.0%	0-10 scale	
	Commitment to strengthen financial management الإلتزام بتعزيز الإدارة المالية	5B.5.10	Extent to which the head of the inspected entity is committed to strengthen its overall financial management system (incl. budgeting, (re-)allocations, accounting, internal audit, etc.) as evidenced by formal documents (memo's, project proposals, minutes of meetings, etc.) مدى التزام رئيس الإدارة الخاضعة للتفتيش تعزيز النظام الكلي للإدارة المالية (بما في ذلك الموازنة، (إعادة توزيع) المخصصات، والمحاسبة، والتدقيق الداخلي، الخ) كما يتضح من خلال الوثائق الرسمية (مذكرات إدارية، ومقترحات مشاريع، ومحاضر (الاجتماعات وغيرها	7.5%	0-10 scale	
	Totals for S-KPA 5B.5 : Financial Management			100.0%	12	
	5B.6 Internal Control, Monitoring and Evaluation المراقبة الداخلية، الرصد والتقييم					
This S-KPA 5B.6 weight	Compliance with LD 111 reporting الإلتزام بصياغة التقارير وفق المرسوم الإشتراعي 111	5B.6.01	Percentage of reports effectively submitted in relation to the total number of reports due by the inspected entity in the last three years to the Director-General concerned in compliance with L.D. 111 and instructions of the D.G. in preparation of the DG's (semi-) annual reports إجمالي التقارير المقدمة إلى المدير العام في السنوات الثلاث الماضية مقارنة مع عدد التقارير المطلوبة من قبل الإدارة الخاضعة للتفتيش، والممتثلة للمرسوم الإشتراعي وتعليمات المدير العام في إعداد التقارير النصف سنوية 111	10.0%	%	
	Contributions of units to LD 111 reporting مساهمات الوحدات في التقارير الخاصة بالمرسوم الإشتراعي 111	5B.6.02	Percentage of organisational units within/under the inspected entity which have submitted their report as contribution to the preparation of the last report by the DG, in compliance with Legislative Decree 111 النسبة المئوية للوحدات التنظيمية في/التابعة للإدارات الخاضعة للتفتيش والتي قدمت تقريرها كجزء من التقرير النهائي للمدير العام، وذلك وفقاً للمرسوم الإشتراعي 111	15.0%	%	
	Quality of last report جودة التقرير النهائي	5B.6.03	Quality rating of the last report submitted by the inspected entity for integration in the DG's report in compliance with LD 111 تقييم جودة التقرير الأخير المقدم من قبل الإدارة الخاضعة للتفتيش كمكون من مكونات التقرير النهائي للمدير العام، وذلك وفقاً للمرسوم الإشتراعي 111	10.0%	0-10 scale	
	Impact assessment تقييم الأثر	5B.6.04	Extent to which the inspected entity's programmes and activities are assessed on the ground, at the level of the citizens, clients and/or customers (ev. communities, society at large) in the preceding year مدى تقييم البرامج والأنشطة على أرض الواقع والخاصة بالإدارات الخاضعة للتفتيش على مستوى المواطنين، والزبائن و/ أو العملاء (المجتمعات المحلية، المجتمع بشكل عام) في السنة السابقة	15.0%	0-10 scale	
	Measurement of impact قياس الأثر	5B.6.05	Average overall quality rating of the impact assessments referred to under 6.4 above متوسط التقييم الكلي للجودة لتقييم الأثر المشار إليه أعلاه 6.4	5.0%	0-10 scale	
	16.7%					

1	2	3	4	5	6	7	8	9	10	11	12	
Identification of the Six KPA-5 Standard Key Performance Sub-Areas (S-KPAs) (1) (2) تحديد ستة مجالات أداء فرعية		Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي قياسي			Weight of KPI ⁽²⁾ وزن مؤشر الأداء Within each S-KPA: Σ KPIs = 100%	Unit of Measurement ⁽³⁾ وحدة القياس (#, %, scale, HSPU, y/n)	Main Source(s) of Information / Means of Verification ⁽⁴⁾ الدليل الحسي/وسائل التحقق (e.g. : name of document, records, report, stats, computerized database, MIS, ...) مثلاً اسم المستند أو الوثيقة، السجلات،قواعد البيانات، نظام (...معلوماتي، الخ	Actual KPI Situational Analysis ⁽⁴⁾ in the Administration تحليل الوضع الحالي لمؤشرات الأداء في الإدارة المعنية		In case of no or deficient information / data collection at present, brief description of concrete suggestion(s) for improvement / of concrete actions to be undertaken في حال عدم توافر المعلومات أو قلةتها برجا وضع اقتراحات ملموسة للتصسين أو الاقتراحات لإجراءات يمكن اتخاذها	Any Other Remarks ملاحظات أخرى	
		Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف عملي للمؤشر				Target Setting on KPI Practiced وضع أهداف محددة لمؤشرات الأداء (y / n)	Quality of KPI Data Collection نوعية المعلومات المتعلقة بمؤشرات الأداء			
5B.6 Internal Control, Monitoring and Evaluation المراقبة الداخلية، الرصد والتقييم (continued)	Internal control and inspections الرقابة والتفتيش الداخلي	5B.6.06	Percentage of internal inspections by heads of entities under him/her due in the last year in accordance with Par. 3 of Art. 8 of Legislative Decree 111 which have also been effectively executed نسبة التفتيش الداخلي الذي يقوم به رؤساء الوحدات الخاضعة للتفتيش والمطلوب منه للسنة المنصرمة تطبيقاً للفقرة 3 من المادة 8 من المرسوم الإشتراعي 111 و الذي تم تنفيذه بشكل فعال	10.0%	%							
	Existence of performance measurement indicators وجود مؤشرات لقياس وتقييم الأداء	5B.6.07	Existence and level of operational use of sets of standard performance measurement, monitoring and evaluation indicators, developed and generally accepted for measuring performance of the inspected entity concerned تطوير و جود ومستوى عملي لمجموعات معايير قياس الأداء والرصد و التقييم والتي تم التوافق عليها لقياس أداء في الوحدات الخاضعة للتفتيش	10.0%	0-10 scale							
	Operational status monitoring system نظام رصد الوضع التشغيلي	5B.6.08	Extent to which a regular monitoring system based on indicators is developed and effectively implemented مدى تطوير نظام رصد منتظم يستند إلى مؤشرات تم إختبارها على نحو فعال	15.0%	0-10 scale							
	Budget for quality control موازنة مراقبة الجودة	5B.6.09	Percentage of last year's overall budget of the inspected unit explicitly allocated for quality control, monitoring and evaluation purposes النسبة المئوية من الموازنة الكلية للعام المنصرم و المتعلقة بالوحدة الخاضعة للتفتيش والمخصصة بوضوح لأهداف مراقبة الجودة والرصد و أغراض التقييم	5.0%	%							
	Staff training on monitoring and evaluation تدريب الموظفين على الرقابة والتقييم	5B.6.10	Percentage of professional and executive staff trained on monitoring and evaluation methodologies and practice (grade 3 and above) نسبة الموظفين الفنيين و التنفيذيين المدربين على طرق و أساليب الرصد و التقييم (بدء من الفئة الثالثة)	5.0%	%							
	Totals for S-KPA 5B.6 : Internal Control, Monitoring and Evaluation				100.0%	10	0	0	#DIV/0!	0	0	
	Total S-KPAs Weights	100.0%	Grand Totals for All Six Generic KPA-6B Result Sub-Areas			60 KPI clusters	100.0%	76	0	0	#DIV/0!	0

Notes : (1) KPA-5B set of generic organisational and institutional strengthening indicators and their weighting have been updated and agreed upon as an outcome of the 15 May 2015 Central Inspection and OMSAR coordination meeting concerned. The updated set is derived from the original CI-OMSAR Public Administration Composite Performance Index (PA-CPI) developed under the EC-GoL ARLA project in 2004.

مجال الأداء هو مجموع مؤشرات أداء تتعلق بمجال التعزيز التنظيمي والمؤسسي ، و القياس المعتمد، والتي جرى تبويبها في الاجتماع الذي عقد في 15 أيار 2015 بين مكتب وزير الدولة لشؤون التنمية الإدارية والتفتيش المركزي أما اللائحة الأساسية فهي نتاج عمل جرى بين الوزارة والتفتيش المركزي ضمن مشروع اربلا الممول من الإتحاد الأوروبي في عام 2004

A total of 60 KPI clusters with a total of 76 Key Performance Indicators for the following 6 KPA-5B performance sub-areas (S-KPAs):

مؤشر أداء مع مجموع 75 مؤشر لمجالات الأداء الفرعية 60

1. Results orientation and strategic management لتركيز على النتائج و الإدارة الاستراتيجية
2. Citizens / client orientation التركيز على المواطن
3. Organisational strengthening التعزيز التنظيمي
4. Personnel and human resources development تنمية الموارد البشرية
5. Financial management الإدارة المالية
6. Internal control, monitoring and evaluation الرقابة الداخلية ، الرصد والتقييم

- (2) - The sum of the six KPA-5B performance sub-areas (S-KPAs) weights (in column 1) necessarily equals 100%
%مجموع مجالات الأداء الـ6 و المجالات الفرعية ، الأوزان، العمود رقم 1 يجب أن يكون 100
- The sum of the weights of the Key Performance Indicators (KPIs - see column 6) within each of the six KPA-5B performance sub-areas (S-KPAs - see column 1) also necessarily equals 100% for each of the six S-KPAs.
%مجموع أوزان العمود رقم 6 داخل كل من المجالات الأداء الست يجب أيضاً أن يكون 100
- At the end of each of the six S-KPA lists of indicators and also at the table bottom of all six S-KPAs, an automatic control function is built in to double-check on the accuracy of S-KPA (column 2) and KPI (column 6) weight setting:
If the sum of the weights is correct at 100% , the control cell concerned automatically turns green. In all other error cases, it turns red.

. مجموع مؤشرات الأداء للنتائج والمسار هي 100 الكل منها إن هذا النموذج يحسب الأوزان أوتوماتيكياً. إذا المجموع 100 % تلحظ الخانة بالأخضر وفي حال وجود خطأ تلون بالأحمر . نفس الألوان تظهر بالنسبة للمؤشرات الفرعية

- (3) - To standardize and simplify the performance measurement system, there are only six Units of Measurement (UoM's) for the Key Performance Indicators for the three main statistical hierarchical levels of indicators as follows:
- Metric: (1) Number (#), and; (2) Percentage (%)
 - Ordinal : (3) 0-10 scale; (4) 0-5 scale, and; (5) HSPU qualitative (Highly satisfactory, Satisfactory, Partially satisfactory, and Unsatisfactory)
 - Logic : (6) Yes / no (y/n)
- The applicable Unit of Measurement for the respective KPIs has been selected from the pop-up window.

هناك 6 وحدات قياس لهذا النموذج الذي نستخدمه لتقييم وقياس الأداء . هناك الأرقام ، العدد، النسبة المئوية، الدرجات ، الدرج، النوعي، والمنطقي يمكن إختيارها من خلال النموذج

- (4) The actual KPIs situational analysis in the administration (columns 10 to 11) is a kind of reality check on the actual situation of indicator use in the sector by the administration concerned. The abridged situational analysis relates both to the actual planning and target setting on the KPIs, and to the extent and quality of actual data collection on the KPI. The former is answered by a simple yes (=y) or a no (=n), which can be retrieved from the pop-up menu by a simple click. The latter quality assessment of actual KPIs data collection is answered on a 0-5 scale, with a "0" signifying that there is no data collection at all in place, whereas a 5 score relates to high quality / excellent and regular data collection.

إن مؤشرات الأداء الرئيسية والتي تحلل الوضع الفعلي في إدارة (الأعمدة 10-11) هي نوع من الاختيار الواقع على الوضع الفعلي لاستخدام المؤشر في القطاع من قبل الإدارة المعنية . ويتعلق تحليل الوضع والتخطيط الفعلي و تحديد الأهداف بجمع المعلومات المتعلقة بالمؤشر المعني .

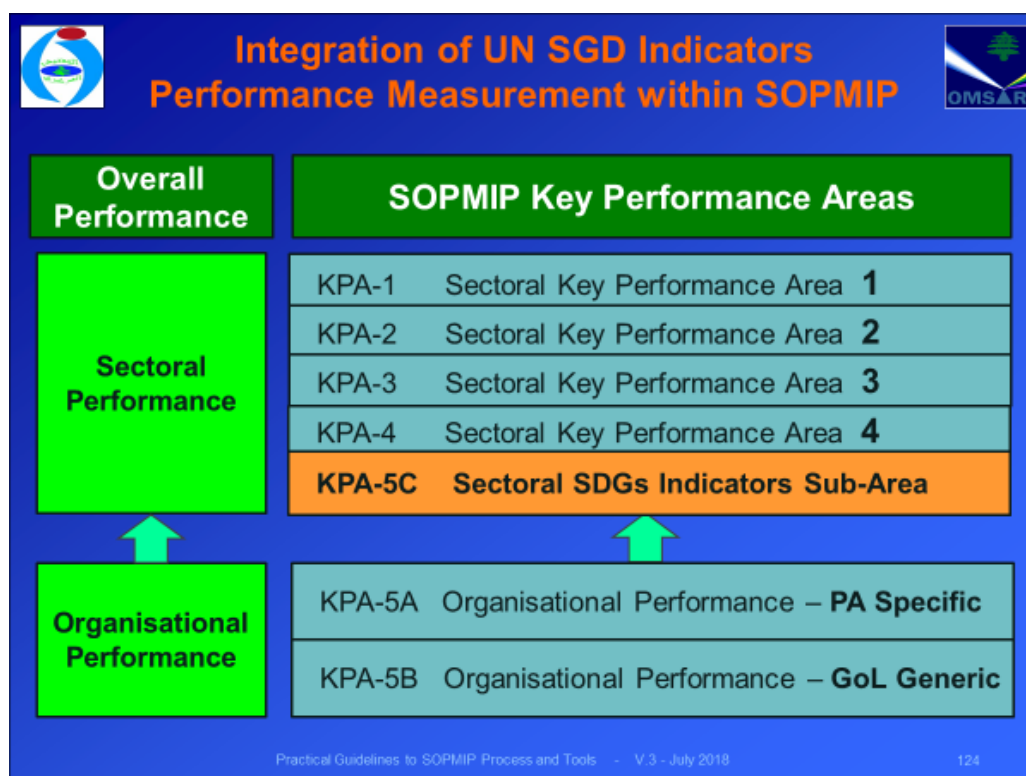
و الإجابة عليها تكون بنعم (= ص) أو رقم (= ن) ، والتي يمكن استردادها من القائمة المنبثقة من خلال نقرة بسيطة .
يتم الرد على تقييم جودة الأخير من جمع البيانات الفعلية على نطاقين 0-5 ، مع "0" مما يدل على أنه لا يوجد جمع البيانات على الإطلاق في المكان، في حين تتعلق على بعد 5 نقاط للجودة العالية / جمع البيانات الممتاز و العادي

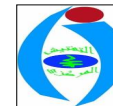
Annex 2.2

Template SOPMIP-2 :

Standard Key Performance Area 5C on United Nations (UN) Sustainable Development Goals (SDGs) Indicators preliminarily allocated to Ministries

Example of Ministry of Education and Higher Education (MoEHE) for the education sector





Template SOPMIP-2 : Participatory Development of (Sub-)Sectoral Key Performance Measurement and Inspection Indicators, by Key Performance Area

نموذج 2 : مجالات الأداء الرئيسية (KPIs) التي ستستخدم لوضع مؤشرات الأداء القطاعية (KPIs)

Form SOPMIP-2 - V.7F - 20 Jan 2017

Name of Sector القطاع	Education	Responsible Ministry الوزارة	Ministry of Education and Higher Education	Summary Stats on Sectoral Key Performance Indicators This KPA الخلاصة الإحصائية لهذه المؤشرات	Number of KPIs عدد المؤشرات	Of Which Composite Indicators / منها المؤشرات الفرعية	Number of Sub-Indicators عدد العناصر/المؤشرات الفرعية	General Remarks on this Sectoral KPIs Development and Selection Sheet الملاحظات العامة
Name of Sub-Sector (if applicable) القطاع الفرعي (إن وجد)	Base Education	Responsible Directorate-General المديرية العامة	Dir-Gen of Education	Number of SDG Indicators within the UNSTATS Database for Lebanon	15	15	89	Comments and suggested revisions/updates by the MoEHE and CI-OMSAR received up to this day of 30 March 2017 have been processed and incorporated in this final Version V.9F of the SOPMIP-2 list of KPIs for the base education sector, including the outputs of: (1) The 21-22 January 2015 two day CI-OMSAR SOPMIP key performance indicators development workshop with the Ministry of Education and Higher Education; (2) The 14 May 2016 follow-up workshop on KPIs benchmarking and reporting; (3) The indicators updates included in the SOPMIP-3 indicators benchmarking sheets received from MoEHE Directorate-General of Education early this year 2017; (4) The different interim follow-up meetings with the Central Inspection and/or OMSAR SOPMIP Team up to this date of 30 March 2017;
Version Number of This Key Performance Indicators (KPIs) List رقم النسخة المتعلقة بالنتيجة مؤشرات (KPIs) الأداء الرئيسية	V.5	Names of Responsible Directorate(s) / Entities المديريات ذات الصلة	1. Primary Education 2. Early Childhood Education 3. Center for Educational Research and Development	Number of SDG Indicators not (yet) in the UNSTATS Database for Lebanon	11	11	78	(5) The CI-OMSAR SOPMIP team brainstorming sessions and the preliminary tools developed for the integration of the applicable and pertinent UN Sustainable Development Goals (SDGs) Indicators into the SOPMIP programmes with the GoL Pilot Ministries (draft only, awaiting formal allocation of SDGs indicators to the respective GoL ministries by the Council of Ministers (CoM). For the time being: A total of 34 SDG indicators for MoEHE: 25 Part 1 KPIs in the UNSTATS database for Lebanon and 9 Part 2 KPIs not (yet) in the UNSTATS database for Lebanon - see the KPA-5C table hereunder.
Date of this KPIs List (dd/mm/yyyy) تاريخ (يوم/شهر/سنة)	30/03/2017	Total Number of Sectoral Key Performance Areas (KPIAs) (see SOPMIP-1 template) عدد مجالات الأداء الرئيسية (نموذج 1)	5	Total Number of SDG Indicators allocated to OMSAR	26	26	167	

KPA - 5C : United Nations (UN) Sustainable Development Goals (SDGs) Indicators of the Government of Lebanon preliminarily allocated to the Ministry of Education and Higher Education (MoEHE) ⁽⁶⁾

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Identification of the Five (5) Key Performance Areas	Type of SDG Key Performance Indicator (1) (2) (6) (DB / NDB)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽³⁾ وزن المؤشر	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (4)	Weight KPI Components ⁽³⁾ وزن مؤشر الأداء الفرعي	Main Source(s) of Information / Means of Verification مصدر المعلومات/وسائل التحقق (e.g. : name of document, records, report, stats, computerized database, MIS, ...) مثال: اسم الوثيقة، التقرير، الإحصائيات، البيانات المكملة، نظم إدارة المعلومات الخ	Actual KPI Situational Analysis ⁽⁵⁾ in the Administration الوضع الحالي لمؤشر الأداء الرئيسي في الإدارة		Methodological Remarks, Details and Clarifications ملاحظات ، تفاصيل وإيضاحات	Remarks / Suggestions by the Directorate-General of Economy and Trade and/or by the Central Inspection on the Indicator ملاحظات/اقتراحات من قبل المديرية العامة للاقتصاد والتجارة ولاو إدارة التفتيش المركزي حول هذا المؤشر	
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/فئة مؤشر الأداء الرئيسي				Target Setting on KPI Practiced تحديد الهدف (y / n)	Quality of KPI Data Collection نوعية المؤشر جمع المعلومات (on 0 - 5 scale)			
5C. United Nations (UN) Sustainable Development Goals (SDGs) Indicators for Lebanon allocated to MoEHE (SDGs-MoEHE) (6)	5C.1 PART 1: SDG Indicators within the UNSTATS Database for Lebanon (SDG-DB)	5C.1.01	Proportion of children at the end of lower secondary achieving at least a minimum proficiency level in mathematics - Overall nationwide and with breakdown by sex (3 S-KPIs) Reference SDG Indicator 4.4.1: Proportion of children at the end of lower secondary achieving at least a minimum proficiency level in mathematics (3 subs: total, male, female) (SOPMIP-2A Part 1 - Sequence No 63-65)	6.7%	5C.1.01.a	Proportion of children at the end of lower secondary achieving at least a minimum proficiency level in mathematics - Overall nationwide	%	33.3%						
			5C.1.01.b		Proportion of children at the end of lower secondary achieving at least a minimum proficiency level in mathematics - Male	%	33.3%							
			5C.1.01.c		Proportion of children at the end of lower secondary achieving at least a minimum proficiency level in mathematics - Female	%	33.3%							
		5C.1.02	Proportion of children at the end of lower secondary achieving at least a minimum proficiency level in mathematics - Breakdown by Muhafaza (8 S-KPIs) Reference SDG Indicator 4.4.1: Proportion of children at the end of lower secondary achieving at least a minimum proficiency level in mathematics (3 subs: total, male, female)	6.7%	5C.1.02.a	Proportion of children at the end of lower secondary achieving at least a minimum proficiency level in mathematics - In Beirut في بيروت	%	12.5%						
					5C.1.02.b	Mount Lebanon قسم جبل لبنان	%	12.5%						
					5C.1.02.c	North Lebanon شمال لبنان	%	12.5%						
					5C.1.02.d	Bekaa قسم البقاع	%	12.5%						

1	2	3	4	5	6	7	8	9	10
Identification of the Five (5) Key Performance Areas	Type of SDG Key Performance Indicator (1) (2) (6) (DB / NDB)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽³⁾ وزن المؤشر Σ CI = 100% Σ AO = 100%	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement (4) (%, scale, HSPU, y/y)	Weight KPI Components (3) وزن مؤشر الأداء الفرعي Σ KPI within KPI = 100%	
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/إفئة مؤشر الأداء الرئيسي			
5C. United Nations (UN) Sustainable Development Goals (SDGs) Indicators for Lebanon allocated to MoEHE (SDGs-MoEHE) (6) (continued)	5C.1 PART 1: SDG Indicators within the UNSTATS Database for Lebanon (SDG-DB) (6) (continued)		(SOPMIP-2A Part 1 - Sequence No 63-65)		5C.1.02.e	South Lebanon قسم جنوب لبنان	%	12.5%	
				5C.1.02.f	Nabatiyeh قسم النبطية	%	12.5%		
				5C.1.02.g	Akkar عكار	%	12.5%		
				5C.1.02.h	Baalbek-Hermel بعلبك الهرمل	%	12.5%		
		5C.1.03	Proportion of girls at the end of lower secondary achieving at least a minimum proficiency level in mathematics - Breakdown by Muhafaza (8 S-KPIs) Reference SDG Indicator 4.4.1: Proportion of children at the end of lower secondary achieving at least a minimum proficiency level in mathematics (3 subs: total, male, female) (SOPMIP-2A Part 1 - Sequence No 63-65)	6.7%	5C.1.03.a	Proportion of girls at the end of lower secondary achieving at least a minimum proficiency level in mathematics - Breakdown by Muhafaza - In Beirut في بيروت	%	12.5%	
					5C.1.03.b	Mount Lebanon قسم جبل لبنان	%	12.5%	
					5C.1.03.c	North Lebanon شمال لبنان	%	12.5%	
					5C.1.03.d	Bekaa قسم البقاع	%	12.5%	
					5C.1.03.e	South Lebanon قسم جنوب لبنان	%	12.5%	
					5C.1.03.f	Nabatiyeh قسم النبطية	%	12.5%	
					5C.1.03.g	Akkar عكار	%	12.5%	
					5C.1.03.h	Baalbek-Hermel بعلبك الهرمل	%	12.5%	
		5C.1.04	Participation rate in organized learning (one year before the official primary entry age) - Overall nationwide and with breakdown by sex (3 S-KPIs) Reference SDG Indicator 4.2.2: Participation rate in organized learning (one year before the official primary entry age) (SOPMIP-2A Part 1 - Sequence No 66-68)	6.7%	5C.1.04.a	Participation rate in organized learning (one year before the official primary entry age) - Overall nationwide - Overall nationwide	%	33.3%	
					5C.1.04.b	Participation rate in organized learning (one year before the official primary entry age) - Overall nationwide - Male	%	33.3%	
					5C.1.04.c	Participation rate in organized learning (one year before the official primary entry age) - Overall nationwide - Female	%	33.3%	
		5C.1.05	Participation rate in organized learning (one year before the official primary entry age) - Breakdown by Muhafaza (8 S-KPIs) Reference SDG Indicator 4.2.2: Participation rate in organized learning (one year before the official primary entry age) (SOPMIP-2A Part 1 - Sequence No 66-68)	6.7%	5C.1.05.a	Participation rate in organized learning (one year before the official primary entry age) - In Beirut في بيروت	%	12.5%	
					5C.1.05.b	Mount Lebanon قسم جبل لبنان	%	12.5%	
					5C.1.05.c	North Lebanon شمال لبنان	%	12.5%	
					5C.1.05.d	Bekaa قسم البقاع	%	12.5%	
					5C.1.05.e	South Lebanon قسم جنوب لبنان	%	12.5%	
					5C.1.05.f	Nabatiyeh قسم النبطية	%	12.5%	
					5C.1.05.g	Akkar عكار	%	12.5%	
					5C.1.05.h	Baalbek-Hermel بعلبك الهرمل	%	12.5%	
		5C.1.06	Gender parity index for participation in organized learning (one year before the official primary entry age) - Breakdown by Muhafaza (8 S-KPIs) Reference SDG Indicator 4.2.2: Gender parity index for participation rate in organized learning (one year before the official primary entry age) - ratio	6.7%	5C.1.06.a	Gender parity index for participation in organized learning (one year before the official primary entry age) - Breakdown by Muhafaza - In Beirut في بيروت	%	12.5%	
					5C.1.06.b	Mount Lebanon قسم جبل لبنان	%	12.5%	
					5C.1.06.c	North Lebanon شمال لبنان	%	12.5%	
					5C.1.06.d	Bekaa قسم البقاع	%	12.5%	

1	2	3	4	5	6	7	8	9	10
Identification of the Five (5) Key Performance Areas	Type of SDG Key Performance Indicator (1) (2) (6)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽³⁾ وزن المؤشر	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement (4) وحدة القياس	Weight KPI Components ⁽³⁾ وزن مؤشرات الأداء الفرعي	
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/فئة مؤشر الأداء الرئيسي			
	تحديد 5 مجالات أداء رئيسية	(DB / NDB)			$\sum CI = 100\%$ $\sum AO = 100\%$			(%, scale, HSPU, y/n)	$\sum KPIs \text{ within KPI} = 100\%$
5C. United Nations (UN) Sustainable Development Goals (SDGs) Indicators for Lebanon allocated to MoEHE (SDGs-MoEHE) (6) (continued)	5C.1 PART 1: SDG Indicators within the UNSTATS Database for Lebanon (SDG-DB) (6) (continued)		(SOPMIP-2A Part 1 - Sequence No 71)		5C.1.06.e	South Lebanon قسم جنوب لبنان	%	12.5%	
					5C.1.06.f	Nabatiyeh قسم النبطية	%	12.5%	
					5C.1.06.g	Akkar عكار	%	12.5%	
					5C.1.06.h	Baalbek-Hermel بعلبك الهرمل	%	12.5%	
		5C.1.07	Gender parity index for achievement in mathematics by the end of lower secondary - Overall nationwide and with breakdown by Muhafaza (9 S-KPIs) Reference SDG Indicator 4.5.1: Gender parity index for achievement in mathematics by the end of lower secondary - ratio (SOPMIP-2A Part 1 - Sequence No 69)	6.7%	5C.1.07.a	Gender parity index for achievement in mathematics by the end of lower secondary - Overall nationwide	#	30.0%	
					5C.1.07.b	Beirut في بيروت	#	8.8%	
					5C.1.07.c	Mount Lebanon قسم جبل لبنان	#	8.8%	
					5C.1.07.d	North Lebanon شمال لبنان	#	8.8%	
					5C.1.07.e	Bekaa قسم البقاع	#	8.8%	
					5C.1.07.f	South Lebanon قسم جنوب لبنان	#	8.8%	
					5C.1.07.g	Nabatiyeh قسم النبطية	#	8.8%	
					5C.1.07.h	Akkar عكار	#	8.8%	
					5C.1.07.i	Baalbek-Hermel بعلبك الهرمل	#	8.8%	
		5C.1.08	Gender parity index of teachers who are trained, overall and by education / school level (5 S-KPIs) Reference SDG Indicator 4.5.1: Gender parity index of teachers who are trained (pre-primary, primary, lower secondary and upper secondary) (SOPMIP-2A Part 1 - Sequence No 70, 72, 73 and 74)	6.7%	5C.1.08.a	Gender parity index of teachers who are trained, all teachers	#	30.0%	
					5C.1.08.b	Gender parity index of pre-primary education teachers who are trained	#	17.5%	
					5C.1.08.c	Gender parity index of primary education teachers who are trained	#	17.5%	
					5C.1.08.d	Gender parity index of lower-secondary education teachers who are trained	#	17.5%	
					5C.1.08.e	Gender parity index of upper-secondary education teachers who are trained	#	17.5%	
		5C.1.09	Gender parity index of all teachers (pre-primary, primary, lower secondary and upper secondary) who are trained - Breakdown by Muhafaza (8 S-KPIs) Reference SDG Indicator 4.5.1: Gender parity index of teachers who are trained (pre-primary, primary, lower secondary and upper secondary) (SOPMIP-2A Part 1 - Sequence No 70, 72, 73 and 74)	6.7%	5C.1.09.a	Gender parity index of all teachers (pre-primary, primary, lower secondary and upper secondary) who are trained - In Beirut في بيروت	#	12.5%	
					5C.1.09.b	Mount Lebanon قسم جبل لبنان	#	12.5%	
					5C.1.09.c	North Lebanon شمال لبنان	#	12.5%	
					5C.1.09.d	Bekaa قسم البقاع	#	12.5%	
					5C.1.09.e	South Lebanon قسم جنوب لبنان	#	12.5%	
					5C.1.09.f	Nabatiyeh قسم النبطية	#	12.5%	
					5C.1.09.g	Akkar عكار	#	12.5%	
					5C.1.09.h	Baalbek-Hermel بعلبك الهرمل	#	12.5%	

2	3	4	5	6	7	8	9	10
Identification of the Five (5) Key Performance Areas	Type of SDG Key Performance Indicator (1) (2) (6) (DB / NDB)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽³⁾ وزن المؤشر Σ OI = 100% Σ AO = 100%	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (#, %, scale, HSPU, y/n)	Weight KPI Components وزن مؤشر الأداء الفرعي Σ KPIi within KPI = 100%
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/القيمة مؤشر الأداء الرئيسي		
5C. United Nations (UN) Sustainable Development Goals (SDGs) Indicators for Lebanon allocated to MoEHE (6) (continued)	5C.1 PART 1: SDG Indicators within the UNSTATS Database for Lebanon (SDG-DB) (6) (continued)	5C.1.10	Total official flows for scholarships, by recipient (constant in millions LBP equivalent) - Overall and with breakdown by main recipient (9 S-KPIs) Reference SDG Indicator 4.b.1: Total official flows for scholarships, by recipient (constant in millions USD) (SOPMIP-2A Part 1 - Sequence No 75)	6.7%	5C.1.10.a	Total official flows for scholarships, by recipient (constant in millions LBP equivalent) - Overall and with breakdown by main recipient	#	30.0%
					5C.1.10.b	Total official flows for scholarships, by recipient (constant in millions LBP equivalent) - By main recipient 1 [name]	#	8.8%
					5C.1.10.c	By main recipient 2 [name]	#	8.8%
					5C.1.10.d	By main recipient 3 [name]	#	8.8%
					5C.1.10.e	By main recipient 4 [name]	#	8.8%
					5C.1.10.f	By main recipient 5 [name]	#	8.8%
					5C.1.10.g	By main recipient 6 [name]	#	8.8%
					5C.1.10.h	By main recipient 7 [name]	#	8.8%
					5C.1.10.i	The remaining recipients together	#	8.8%
		5C.1.11	Proportion of teachers in pre-primary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - All, and with breakdown by sex of the teacher. (3 S-KPIs) Reference SDG Indicator 4.c.1: Proportion of teachers in pre-primary, primary, lower secondary and upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country (SOPMIP-2A Part 1 - Sequence No 76 to 87)	6.7%	5C.1.11.a	Proportion of teachers in pre-primary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - All	%	33.3%
					5C.1.11.b	Female Teachers	%	33.3%
					5C.1.11.c	Male Teachers	%	33.3%
		5C.1.12	Proportion of teachers in primary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - All, and with breakdown by sex of the teacher (3 S-KPIs) Reference SDG Indicator 4.c.1: Proportion of teachers in pre-primary, primary, lower secondary and upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country (SOPMIP-2A Part 1 - Sequence No 76-87)	6.7%	5C.1.12.a	Proportion of teachers in primary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - All	%	33.3%
					5C.1.12.b	Female Teachers	%	33.3%
					5C.1.12.c	Male Teachers	%	33.3%
		5C.1.13	Proportion of teachers in lower secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - All, and with breakdown by sex of the teacher (3 S-KPIs) Reference SDG Indicator 4.c.1: Proportion of teachers in pre-primary, primary, lower secondary and upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country (SOPMIP-2A Part 1 - Sequence No 76-87)	6.7%	5C.1.13.a	Proportion of teachers in lower secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - All	%	33.3%
					5C.1.13.b	Female Teachers	%	33.3%
					5C.1.13.c	Male Teachers	%	33.3%

1	2	3	4	5	6	7	8	9	10
Identification of the Five (5) Key Performance Areas	Type of SDG Key Performance Indicator (1) (2) (6) (DB / NDB)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽³⁾ وزن المؤشر Σ OI = 100% Σ AO = 100%	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement (4) (E, %, scale, HSPVL, yth)	Weight KPI Components (5) وزن مؤشرات الأداء الفرعي Σ KPIs within KPI = 100%	
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/فئة مؤشر الأداء الرئيسي			
5C. United Nations (UN) Sustainable Development Goals (SDGs) Indicators for Lebanon allocated to MoEHE (6) (continued)	5C.1 PART 1: SDG Indicators within the UNSTATS Database for Lebanon (SDG-DB) (6) (continued)	5C.1.14	Proportion of teachers in higher secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - All, and with breakdown by sex of the teacher (3 S-KPIs)	6.7%	5C.1.14.a	Proportion of teachers in higher secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - All	%	33.3%	
			5C.1.14.b		Female Teachers	%	33.3%		
			5C.1.14.c		Male Teachers	%	33.3%		
		5C.1.15	Proportion of teachers (all levels) who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - Breakdown by Muhafaza (8 S-KPIs) Reference SDG Indicator 4.c.1: Proportion of teachers in pre-primary, primary, lower secondary and upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country (SOPMIP-2A Part 1 - Sequence No 76 to 87)	6.7%	5C.1.15.a	Proportion of teachers (all levels) who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level - In Beirut في بيروت	%	12.5%	
					5C.1.15.b	Mount Lebanon قسم جبل لبنان	%	12.5%	
					5C.1.15.c	North Lebanon شمال لبنان	%	12.5%	
					5C.1.15.d	Bekaa قسم البقاع	%	12.5%	
					5C.1.15.e	South Lebanon قسم جنوب لبنان	%	12.5%	
					5C.1.15.f	Nabatieh قسم النبطية	%	12.5%	
					5C.1.15.g	Akkar عكار	%	12.5%	
					5C.1.15.h	Baalbek-Hermel بعلبك الهرمل	%	12.5%	
		5C.1.16	(S-KPIs) Reference SDG Indicator : (SOPMIP-2A Part 1 - Sequence No)		5C.1.16.a				
					5C.1.16.b				
					5C.1.16.c				
		Relative Weight ⁽²⁾ of PART 1 SDG Indicators Versus PART 2 SDG Indicators	74%	15	Automated verification of KPIs weights accuracy ⁽³⁾ (sum necessarily = 100%) (المجموع=100%) التحقق (الآتية من فئة الأوزان	100.0%	89	Automated verification of S-KPIs weights accuracy ⁽³⁾ (sum necessarily = 100%) (المجموع=100%) التحقق (الآتية من فئة الأوزان بالنسبة لمؤشرات الأداء القطاعية	

2	3	4	5	6	7	8	9	10	11	12	13	14	15
Identification of the Five (5) Key Performance Areas	Type of SDG Key Performance Indicator (1) (2) (6) (DB / NDB)	Key Performance Indicator (KPI) (1) مؤشر الأداء الرئيسي		Weight of KPI (3) وزن المؤشر Σ OI = 100% Σ AO =100%	Key Performance Sub-Indicator (S-KPI) (1) مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (4) (#, % scale, HSPU, y/n)	Weight KPI Components (3) وزن مؤشر الأداء الفرعي Σ KPIi within KPI = 100%	Main Source(s) of Information / Means of Verification مصدر المعلومات/وسائل التحقق (e.g.: name of document, records, report, stats, computerized database, MIS, ...) مثال: اسم الوثيقة، التقرير، الإحصائيات، البيانات المكملة، نظام إدارة المعلومات إلخ	Actual KPI Situational Analysis (6) in the Administration الوضع الحالي لمؤشر الأداء الرئيسي في الإدارة		Methodological Remarks, Details and Clarifications ملاحظات ، تفاصيل وإيضاحات	Remarks / Suggestions (7) by the MoF Directorate of Revenue and/or by the Central Inspection on the Indicator ملاحظات/اقتراحات من قبل المديرية وأو إدارة التفتيش المركزي حول هذا المؤشر
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/فئة مؤشر الأداء الرئيسي				Target Setting on KPI Practiced تحديد الهدف (y / n)	Quality of KPI Data Collection نوعية المؤشر جمع المعلومات (on 0 - 5 scale)		
5C. United Nations (UN) Sustainable Development Goals (SDGs) Indicators for Lebanon allocated to MoEHE (SDGs-MoEHE) (6)	5C.2 Part 2: SDG Indicators not (yet) within the UNSTATS Database for Lebanon (SDG-NDB) (6)	5C.2.01	Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex (3 S-KPIs) Reference SDG Indicator 4.2.1: Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex (SOPMIP-2A Part 2 - Sequence No 25)	9.1%	5C.2.01.a	Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being - All	%	33.3%					
					5C.2.01.b	Proportion of girls under 5 years of age	%	33.3%					
					5C.2.01.c	Proportion of boys under 5 years of age	%	33.3%					
		5C.2.02	Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being - Breakdown by Muhafaza (3 S-KPIs) Reference SDG Indicator 4.2.1: Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex (SOPMIP-2A Part 2 - Sequence No 25)	9.1%	5C.2.02.a	Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being - In Beirut في بيروت	%	12.5%					
					5C.2.02.b	Mount Lebanon قسم جبل لبنان	%	12.5%					
					5C.2.02.c	North Lebanon شمال لبنان	%	12.5%					
					5C.2.02.d	Bekaa قسم البقاع	%	12.5%					
					5C.2.02.e	South Lebanon قسم جنوب لبنان	%	12.5%					
					5C.2.02.f	Nabatiyeh قسم النبطية	%	12.5%					
					5C.2.02.g	Akkar عكار	%	12.5%					
					5C.2.02.h	Baalbek-Hermel بعلبك الهرمل	%	12.5%					
		5C.2.03	Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex (13 S-KPIs) Reference SDG Indicator 4.3.1: Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex (SOPMIP-2A Part 2 - Sequence No 26)	9.1%	5C.2.03.a	Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months	%	30.0%					
					5C.2.03.b	Participation rate of youth in formal education in the previous 12 months	%	5.8%					
					5C.2.03.c	Participation rate of female youth in formal education in the previous 12 months	%	5.8%					
					5C.2.03.d	Participation rate of male youth in formal education in the previous 12 months	%	5.8%					
					5C.2.03.e	Participation rate of youth in non-formal education and training in the previous 12 months	%	5.8%					
					5C.2.03.f	Participation rate of female youth in non-formal education and training in the previous 12 months	%	5.8%					
					5C.2.03.g	Participation rate of male youth in non-formal education and training in the previous 12 months	%	5.8%					
					5C.2.03.h	Participation rate of adults in formal education in the previous 12 months	%	5.8%					
					5C.2.03.i	Participation rate of female adults in formal education in the previous 12 months	%	5.8%					
					5C.2.03.j	Participation rate of male adults in formal education in the previous 12 months	%	5.8%					
					5C.2.03.k	Participation rate of adults in non-formal education and training in the previous 12 months	%	5.8%					
					5C.2.03.l	Participation rate of female adults in non-formal education and training in the previous 12 months	%	5.8%					
					5C.2.03.m	Participation rate of male adults in non-formal education and training in the previous 12 months	%	5.8%					

2	3	4	5	6	7	8	9	10
Identification of the Five (5) Key Performance Areas	Type of SDG Key Performance Indicator (1) (2) (6) (DB / NDB)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽³⁾ وزن المؤشر Σ OI = 100% Σ AO = 100%	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (4) (%, scale, HSPU, y/n)	Weight KPI Components ⁽³⁾ وزن مؤشرات الأداء الفرعي Σ KPIs within KPI = 100%
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/فئة مؤشر الأداء الرئيسي		
5C. United Nations (UN) Sustainable Development Goals (SDGs) Indicators for Lebanon allocated to MoEHE (SDGs-MoEHE) (6) (continued)	5C.2 PART 2: SDG Indicators not (yet) within the UNSTATS Database for Lebanon (SDG-NDB) (6) (continued)	5C.2.04	Proportion of youth and adults with information and communications technology (ICT) skills - Overall and by type of ICT skill (9 S-KPIs) Reference SDG Indicator 4.4.1: Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill (SOPMIP-2A Part 2 - Sequence No 27)	9.1%	5C.2.04.a	Proportion of youth and adults with information and communications technology (ICT) skills - Overall	%	30.0%
					5C.2.04.b	Word Processing	%	8.8%
					5C.2.04.c	Spreadsheets	%	8.8%
					5C.2.04.d	Presentations	%	8.8%
					5C.2.04.e	Database	%	8.8%
					5C.2.04.f	Base computer skills (Windows, ...)	%	8.8%
					5C.2.04.g	Social media	%	8.8%
					5C.2.04.h	Internet search / browsing	%	8.8%
					5C.2.04.j	Other ICT skills	%	8.8%
		5C.2.05	Proportion of youth and adults with information and communications technology (ICT) skills - Breakdown by Muhafaza (8 S-KPIs) Reference SDG Indicator 4.4.1: Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill (SOPMIP-2A Part 2 - Sequence No 27)	9.1%	5C.2.05.a	Proportion of youth and adults with information and communications technology (ICT) skills - In Beirut في بيروت	%	12.5%
					5C.2.05.b	Mount Lebanon قسم جبل لبنان	%	12.5%
					5C.2.05.c	North Lebanon شمال لبنان	%	12.5%
					5C.2.05.d	Bekaa قسم البقاع	%	12.5%
					5C.2.05.e	South Lebanon قسم جنوب لبنان	%	12.5%
					5C.2.05.f	Nabatiyeh قسم النبطية	%	12.5%
					5C.2.05.g	Akkar عكا	%	12.5%
					5C.2.05.h	Baalbek-Hermel بعلبك الهرمل	%	12.5%
		5C.2.06	Percentage of population achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall and by sex and by age group (9 S-KPIs) Reference SDG Indicator 4.6.1: Percentage of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex (SOPMIP-2A Part 2 - Sequence No 28)	9.1%	5C.2.06.a	Percentage of population achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%
					5C.2.06.b	Percentage of female population achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%
					5C.2.06.c	Percentage of male population achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%
					5C.2.06.d	Percentage of population in the age bracket 15 to 30 achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%
					5C.2.06.e	Percentage of female population in the age bracket 15 to 30 achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%
					5C.2.06.f	Percentage of male population in the age bracket 15 to 30 achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%
					5C.2.06.g	Percentage of population above age 30 achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%
					5C.2.06.h	Percentage of female population above age 30 achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%
					5C.2.06.i	Percentage of male population above age 30 achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%
					5C.2.06.j	Percentage of female population above age 30 achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - Overall, nationwide	%	11.1%

1	2	3	4	5	6	7	8	9	10
Identification of the Five (5) Key Performance Areas	Type of SDG Key Performance Indicator (1) (2) (6) (DB / NDB)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽³⁾ وزن المؤشر $\sum OI = 100\%$ $\sum AO = 100\%$	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (4) (#, %, scale, HSPU, y/n)	Weight KPI Components (3) وزن مؤشرات الأداء الفرعي $\sum KPI_{\text{within KPI}} = 100\%$	
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/فئة مؤشر الأداء الرئيسي			
		تحديد 5 مجالات أداء رئيسية							
5C. United Nations (UN) Sustainable Development Goals (SDGs) Indicators for Lebanon allocated to MoEHE (SDGs-MoEHE) (6) (continued)	5C.2 PART 2: SDG Indicators not (yet) within the UNSTATS Database for Lebanon (SDG-NDB) (6) (continued)	5C.2.07	Percentage of population achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - by Muhafaza (8 S-KPIs) Reference SDG Indicator 4.6.1: Percentage of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex (SOPMIP-2A Part 2 - Sequence No 28)	9.1%	5C.2.07.a	Percentage of population achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills - In Beirut في بيروت	%	12.5%	
					5C.2.07.b	Mount Lebanon قسم جبل لبنان	%	12.5%	
					5C.2.07.c	North Lebanon شمال لبنان	%	12.5%	
					5C.2.07.d	Bekaa قسم البقاع	%	12.5%	
					5C.2.07.e	South Lebanon قسم جنوب لبنان	%	12.5%	
					5C.2.07.f	Nabatiyeh قسم النبطية	%	12.5%	
					5C.2.07.g	Akkar عكا	%	12.5%	
					5C.2.07.h	Baalbek-Hermel بعلبك الهرمل	%	12.5%	
		5C.2.08	Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies, (b) curricula, (c) teacher education and (d) student assessment (5 S-KPIs) Reference SDG Indicator 4.7.1 and 12.8.1 (= same indicators): Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies, (b) curricula, (c) teacher education and (d) student assessment (SOPMIP-2A Part 2 - Sequence No 29 and also 91)	9.1%	5C.2.08.a	Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies, (b) curricula, (c) teacher education and (d) student assessment - In general	HSPU	20.0%	
					5C.2.08.b	Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in (a) national education policies	HSPU	20.0%	
					5C.2.08.c	Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in (b) curricula	HSPU	20.0%	
					5C.2.08.d	Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in (c) teacher education	HSPU	20.0%	
					5C.2.08.e	Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in (d) student assessment	HSPU	20.0%	
		5C.2.09	Proportion of schools nationwide with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic handwashing facilities (as per the WASH indicator definitions) (8 S-KPIs) Reference SDG Indicator 4.a.1: Proportion of schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic handwashing facilities (as per the WASH indicator definitions) (SOPMIP-2A Part 2 - Sequence No 30)	9.1%	5C.2.09.a	Proportion of schools nationwide with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic handwashing facilities (as per the WASH indicator definitions)	%	12.5%	
					5C.2.09.b	Proportion of schools nationwide with access to: (a) electricity	%	12.5%	
					5C.2.09.c	Proportion of schools nationwide with access to: (b) the Internet for pedagogical purposes;	%	12.5%	
					5C.2.09.d	Proportion of schools nationwide with access to: (c) computers for pedagogical purposes;	%	12.5%	
					5C.2.09.e	Proportion of schools nationwide with access to: (d) adapted infrastructure and materials for students with disabilities;	%	12.5%	
					5C.2.09.f	Proportion of schools nationwide with access to: (e) basic drinking water;	%	12.5%	
					5C.2.09.g	Proportion of schools nationwide with access to: (f) single-sex basic sanitation facilities	%	12.5%	
					5C.2.09.h	Proportion of schools nationwide with access to: (g) basic handwashing facilities (as per the WASH indicator definitions)	%	12.5%	

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Identification of the Five (5) Key Performance Areas	Type of SDG Key Performance Indicator (1) (2) (4) (DB / NDB)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽³⁾	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement	Weight KPI Components ⁽³⁾	Main Source(s) of Information / Means of Verification مصدر المعلومات/وسائل التحقق (e.g.: name of document, records, report, stats, computerized database, MIS, ...) مثال: اسم الوثيقة، التقرير، الإحصاءات، البيانات المسجلة، نظام إدارة المعلومات، إلخ	Actual KPI Situational Analysis ⁽⁶⁾ in the Administration الوضع الحالي لمؤشر الأداء الرئيسي في الإدارة		Methodological Remarks, Details and Clarifications ملاحظات ، تفاصيل وإيضاحات	Remarks / Suggestions ⁽⁷⁾ by the MoF Directorate of Revenue and/or by the Central Inspection on the Indicator ملاحظات/اقتراحات من قبل المديرية و/أو إدارة التفتيش المركزي حول هذا المؤشر	
		Code	Operational Definition التعريف العملي	وزن المؤشر Σ OI = 100% Σ AO =100%	Code	Sub-Indicator / Category of KPI المؤشر الفرعي/فئة مؤشر الأداء الرئيسي	وحدة القياس (4) (%, %, scale, HSPU, y/n)	وزن مؤشر الأداء الفرعي Σ KPIs within KPI = 100%		Target Setting on KPI Practiced تحديد الهدف (y / n)	Quality of KPI Data Collection نوعية المؤشر جمع المعلومات (on 0 - 5 scale)			
5C. United Nations (UN) Sustainable Development Goals (SDGs) Indicators for Lebanon allocated to MoEHE (SDGs-MoEHE) ⁽⁶⁾ (continued)	5C.2 PART 2: SDG Indicators not (yet) within the UNSTATS Database for Lebanon (SDG-NDB) ⁽⁶⁾ (continued)	5C.2.10	Number of researchers (in full-time equivalent) per million inhabitants - Overall and by sex (3 S-KPIs) Reference SDG Indicator 9.5.2: Researchers (in full-time equivalent) per million inhabitants (SOPMIP-2A Part 2 - Sequence No 66)	9.1%	5C.2.10.a	Number of researchers (in full-time equivalent) per million inhabitants	#	33.3%						
			5C.2.10.b		Number of female researchers (in full-time equivalent) per million inhabitants	#	33.3%							
			5C.2.10.c		Number of male researchers (in full-time equivalent) per million inhabitants	#	33.3%							
		5C.2.11	Extent to which climate change mitigation, adaptation, impact reduction and early warning is integrated in education curricula - Overall and with breakdown by primary, secondary and tertiary curricula (4 S-KPIs) Reference SDG Indicator 13.3.1: Number of countries that have integrated climate change mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula (SOPMIP-2A Part 2 - Sequence No 96)	9.1%	5C.2.11.a	Extent to which climate change mitigation, adaptation, impact reduction and early warning is integrated in education curricula - in general	HSPU	25.0%						
					5C.2.11.b	Extent to which climate change mitigation, adaptation, impact reduction and early warning is integrated in primary education curricula	HSPU	25.0%						
					5C.2.11.c	Extent to which climate change mitigation, adaptation, impact reduction and early warning is integrated in secondary education curricula	HSPU	25.0%						
					5C.2.11.d	Extent to which climate change mitigation, adaptation, impact reduction and early warning is integrated in tertiary education curricula	HSPU	25.0%						
		5C.2.12	(S-KPIs) Reference SDG Indicator : (SOPMIP-2A Part 2 - Sequence No)		5C.2.12.a									
					5C.2.12.b									
					5C.2.12.c									
Relative Weight ⁽²⁾ of PART 2 SDG Indicators Versus PART 1 SDG Indicators	26%	11	Automated verification of KPIs weights accuracy ⁽³⁾ (sum necessarily = 100%) (المجموع=100%) (التحقق الآلي من دقة الأوزان بالضرورة=100%)	100.0%	78	Automated verification of S-KPIs weights accuracy ⁽³⁾ (sum necessarily = 100%) (التحقق الآلي من دقة الأوزان بالنسبة لمؤشرات الأداء القطاعية بالضرورة=100%) (3)		100.0%	Number of KPIs targeting and av. KPIs data collection quality عدد الأهداف الموجهة لمؤشرات الأداء ونوعية مؤشرات الأداء المتكافئة (0-5 scale)	0	#DIV/0!	-	-	

Notes : (1) . - Two main types of SDG Indicators for Lebanon are differentiated (for more details, see note 6 here below):

- SDG-DB: Those SDG indicators which are included in the UNSTATS database for Lebanon (= Part / List 1 above)
- SDG-NDB: Those SDG indicators which are not (yet) included in the UNSTATS database for Lebanon (= Part / List 2 above)
- The SOP-PMR operational definition of the SDG Key Performance Indicator is reflected under column 5 together with the name and code of the original SDG Indicator, as well as the sequence number in the SOPMIP-2a base allocation table of SDG indicators to GoL Ministries / Public Administrations - see the worksheet right hereafter for the full list of SDGs (both Part 1 and Part 2)
- Since most of the original SDG indicators are composite indicators, the respective component sub-indicators are reflected under column 8, with their codes under column 7 (to be developed still, awaiting Council of Ministers decision making on the allocation of SDGs Indicators to the respective GoL Ministries.
- This is a draft compilation of MoEHE SDG indicators and sub-indicators only. The final allocation of SDG indicators to MoEHE (and the other Ministries) depends on decision making by the Government of Lebanon (see note 6 hereafter). The list of sub-indicators per SDG indicators is for discussion by the MoEHE SOPMIP-Team and final decision making by the MoEHE executives.

- (2) - The relative weight of the clustered PART 1 SDG indicators already in the UNSTATS SDGs Database for Lebanon vis-à-vis the clustered PART 2 SDG indicators not (yet) included in the UNSTATS SDGs Database for Lebanon can be adjusted over time. For now, the Part 1 indicators weight (draft total of 25 SDGs indicators) and the Part 2 indicators weight (draft total of 9 SDGs indicators) is proportionately set at respectively 74% (25/34) and 26% (9/34).
- (3) - The sum of the PART 1 indicators weights necessarily equals 100%, so does the sum of the PART 2 indicators weights.
- The sum of the weights of the component indicators (or the Key Performance Sub-Indicators - S-KPIs) within each of the Key Performance Indicators (KPIs) also necessarily equals 100%.
 - At the bottom of both PART 1 and PART 2 indicators sheets, an automatic control function is built in on the accuracy of KPIs weight setting: If the sum of the KPIs weights is correct at 100% , the cell concerned turns green. In all other error cases, it turns red. This is the same for the sum of the component or sub- indicators weights within each of the indicators.

. مجموع مؤشرات الأداء للنتائج والمسار هي 100 الكل منها إن هذا النموذج بحسب الأوزان أوتوماتيكياً. إذا المجموع 100 % تلحظ الخانة بالأخضر وفي حال وجود خطأ تلون بالأحمر . نفس الألوان تظهر بالنسبة للمؤشرات الفرعية

- (4) - To standardize and simplify the performance measurement system , there are only six Units of Measurement (UoM's) for the Key Performance Indicators for the three main statistical hierarchical levels of indicators as follows:
- Metric: (1) Number (#), and; (2) Percentage (%)
 - Ordinal: (3) 0-10 scale; (4) 0-5 scale, and; (5) HSPU qualitative (Highly satisfactory, Satisfactory, Partially satisfactory, and Unsatisfactory)
 - Logic : (6) Yes / no (y/n)
- The applicable Unit of Measurement for the respective KPIs can be selected from the pop-up window.

هناك 6 وحدات قياس لهذا النموذج الذي نستخدمه لتقييم وقياس الأداء . هناك الأرقام ، العدد، النسبة المئوية، الدرجات ، الدرجة، النوعي، و المنطقي يمكن اختيارها من خلال النموذج

- (5) The actual KPIs situational analysis in the administration (columns 12 and 13) is a kind of reality check on the actual situation of indicator use in the sector by the administration concerned. The abridged situational analysis relates both to the actual planning and target setting on the KPIs, and to the extent and quality of actual data collection on the KPI. The former is answered by a simple yes (=y) or a no (=n), which can be retrieved from the pop-up menu by a simple click. The latter quality assessment of actual KPIs data collection is answered on a 0-5 scale, with a "0" signifying that there is no data collection at all in place, whereas a 5 score relates to high quality / excellent and regular data collection.

. إن مؤشرات الأداء الرئيسية والتي تحلل الوضع الفعلي في إدارة (الأعمدة 12-13) هي نوع من الاختيار الواقع على الوضع الفعلي لاستخدام المؤشر في القطاع من قبل الإدارة المعنية . ويتعلق تحليل الوضع والتخطيط الفعلي وتحديد الأهداف بجمع المعلومات المتعلقة بالمؤشر المعني والإجابة عليها تكون بنعم (= ص) أو رقم (= ن) ، والتي يمكن استردادها من القائمة المنبثقة من خلال نقرة بسيطة . يتم الرد على تقييم جودة الأخير من جمع البيانات الفعلية على نطاقين 0-5 ، مع "0" مما يدل على أنه لا يوجد جمع البيانات على الإطلاق في المكان، في حين تتعلق على بعد 5 نقاط للجودة العالية / جمع البيانات الممتاز و العادي

- (6) KPA - 5C : United Nations (UN) Sustainable Development Goals (SDGs) Indicators of the Government of Lebanon tentatively allocated to the Ministry of Education and Higher Education (MoEHE), awaiting Council of Ministers (COM) decision making:

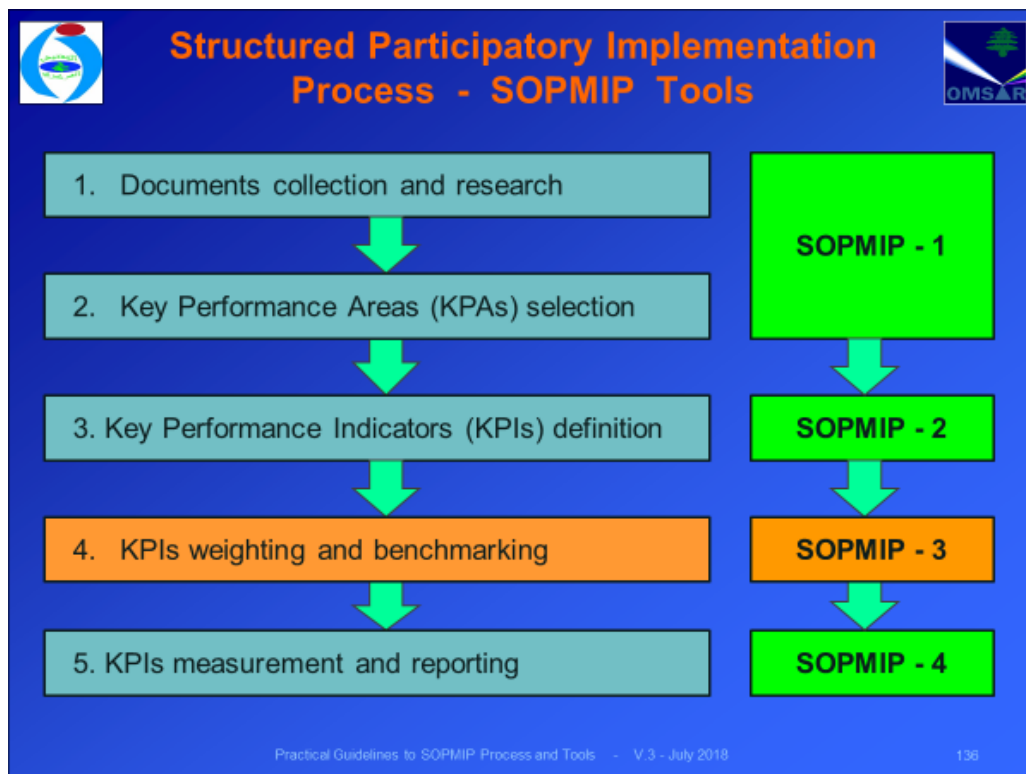
Identification of United Nations SDG Indicators, the UNSTATS Database for Lebanon (SDG-DB and SDG-NDG indicators) and allocation of SDG Indicators to SOPMIP Pilot Ministries for benchmarking under SOPMIP KPA-5C:

- The base SOPMIP-2a template and the indicators list and values are based on the UNSTATS SDG Indicators database for Lebanon latest update of 30 September 2016 (<http://unstats.un.org/sdgs/indicators/database/?area=LBN>) and on the final list of proposed Sustainable Development Goals indicators taken note of by ECOSOC at its 70th Session in June 2016 (<http://unstats.un.org/sdgs/indicators/indicators-list/>)
- The global indicator list is contained in the Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2016/2/Rev.1), Annex IV (<http://unstats.un.org/unsd/statcom/47th-session/documents/2016-2-IAEG-SDGs-E.pdf>)
- Two main types of SDG Indicators for Lebanon are differentiated:
 - SDG-DB: Those SDG indicators which are included in the UNSTATS database for Lebanon (= Part / List 1 above)
 - SDG-NDB: Those SDG indicators which are not (yet) included in the UNSTATS database for Lebanon (= Part / List 2 above)
- The actual formal allocation of SDG indicators to the Ministries of the Government of Lebanon depends on decision making by the duly mandated GOL authority concerned (Council of Ministers - CoM). The base SOPMIP-2a template facilitates the summary reflection of this decision making for all SDG indicators within one summary table consisting of both above Parts 1 and 2. In the above KPA-5C table, only those SDG indicators are reflected which are preliminarily allocated to the designated responsible Ministry concerned, in this case the Ministry of Education (MoEHE). For further details and for the full list of SDG Indicators see the next support worksheet with all SDG indicators (both Parts / Lists 1 and 2) with the preliminarily identified SDG indicators allocated to the Ministry of Education and Higher Education (MoEHE) highlighted.

Annex 3

Template SOPMIP-3 :

Weighting and benchmarking of (sub-)sectoral Key Performance Indicators, by Key Performance Area



Main Parts of the SOPMIP-3 Template :

1) Identification of sector and indicators set

2) Base information on both strategic and operational planning

- 2a) Strategic planning
- 2b) Annual planning for Current Financial / Fiscal Year (CFY)

3) Key Performance Indicators (KPIs) Benchmarking Table, by Key Performance Area (KPA 1 to 5A)

- 3a) Of development results indicators (Outcome/Impact Indicators – OI)
- 3b) Of progress indicators (Activities / Outputs Indicators - AO)
 - Identification of Key Performance Area (KPA) columns 1 – 2
 - Type of Key Performance Indicator column 3
 - Key Performance Indicators (KPIs) with weight columns 4 – 6
 - Key Performance Sub-Indicators (S-KPIs) with Unit of Measurement and weight columns 7 - 10
 - Baseline benchmarking columns 11 - 12
 - Target benchmarking first year columns 13 - 14
 - Target benchmarking subsequent years columns 15 - 18

4) KPA-5B: Organisational and Institutional Strengthening: Government of Lebanon Generic Set of Generic Indicators, by Performance Sub-Area (6 sub-areas)



Template SOPMIP-3 : Baseline and Targets Benchmarking of (Sub-)Sectoral Key Performance Indicators ⁽¹⁾, by Key Performance Area
نموذج 3 القياس ومقارنة الأهداف المتعلقة بمؤشرات الأداء القطاعية (الفرعية) بحسب مجالات الأداء الرئيسية

Form SOPMIP-3 - V.8F - 22 Feb 2018

KPA - 1 : Aa

1) Identification of Sector and Indicators Set \ تحديد القطاع والمؤشرات

Name of Sector القطاع		Responsible Ministry الوزارة		Version Number of KPIs Template 2 as Basis for this Benchmarking رقم النسخة المتعلقة بمؤشرات الأداء الرئيسية (نموذج 2) كقاعدة قياس	V.	General Remarks on this Sectoral KPIs Benchmarking Sheet ملاحظات عامة حول القياس المتعلق بمؤشرات الأداء الرئيسية وتحديد الهدف المنشود	
Name of Sub-Sector القطاع الفرعي (if applicable)		Responsible Directorate-General عدد مجالات الأداء الرئيسية		Date of this KPIs Template 2 at the Basis المؤرخة 2 تاريخ (dd/mm/yyyy) (يوم/شهر/سنة)		This first draft benchmarking sheet is based on the indicators list (template 2) version number V.[sequence number] of [date] For use as input to the [date] Central Inspection - OMSAR workshop on [name of sector] Sectoral Indicators Development and Benchmarking Workshop with the Ministry of	
Version Number of This KPIs Indicators Benchmarking Sheet رقم هذه النسخة المتعلقة بمؤشرات الأداء الرئيسية كقاعدة قياس (KPI)	V.	Names of Responsible Directorate(s) المديريات ذات الصلة		Total number of Development Results Indicators and Sub-Indicators (Outcome and Impact - OI) of this KPA العدد الإجمالي للمؤشرات المتعلقة بـ (النتيجة و التأثير) لـ مجال الأداء (المعني)	0		0
Date this KPIs Benchmarking Sheet تاريخ (dd/mm/yyyy) (يوم/شهر/سنة)		Name, Date and Signature of the Director General Mo ... Directorate-General of . . .	Signature: Name : Date :	Total number of Process Indicators and Sub-Indicators (Activities and Outputs / Direct Results - AO) of this KPA العدد الإجمالي لمؤشرات المسار (الأنشطة و النتائج المباشرة) لـ مجال الأداء (المعني)	0	0	هذه المسودة من لفظة الإطلاق تتعلق بالاحلة المؤشرات (نموذج2) نسخة رقم 2015 للاستعمال خلال ورشة العمل من قبل التفقيش المركزي ووزارة التنمية الإدارية حول.....المؤشرات القطاعية التي نتجت و ورشة عمل القياس مع وزارة

2a) Strategic Planning \ التخطيط الاستراتيجي (a2)

1. Medium/long term plan for KPA تخطيط متوسط وطويل الأمد لمجال الأداء (with time horizon ≥ 3 years) - yes / no (أكثر من 3 سنوات أو أكثر) نعم/لا	2. If yes, title of plan في حال كانت الإجابة نعم، عنوان (If no, go to 11) الخطة (في حال كلا، الخطة 11)	3. Type of plan نوع الخطة (طويلة الأمد، خمس (long-term, 5-year, roll over, indicative, master, ...) (.....خواتم متكررة ذات دلالة رئيسية)	4. Date latest approved version of plan تاريخ آخر خطة تم إقرارها من إلى (dd/mm/yyyy) (يوم/شهر/سنة)
5. Covered plan period : From مدة الخطة من (dd/mm/yyyy) (يوم/شهر/سنة)	6. Covered plan period : To مدة الخطة إلى (dd/mm/yyyy) (يوم/شهر/سنة)	7. KPA planning part of larger planning document تخطيط المجالات من خلال وثيقة تخطيط كبرى (yes/no - نعم/لا)	8. If yes, title of chapter(s) and page numbers في حال نعم، عنوان الفصل وأرقام الصفحات
9. Medium/long term plan has target setting on Key Indicators خطة متوسطة أو طويلة الأمد ذات أهداف مرتبطة بمؤشرات أداء (yes/no - نعم/لا)	10. Plan has budget, with breakdown by year خطة لها موازنة، مع تطور لونية (yes/no - نعم/لا)		

2b) Annual Planning for Current Financial Year (CFY) \ الخطة السنوية للسنة المالية الحالية (b2) (CFY)

11. Annual plan for the Current Financial Year خطة السنوية للسنة المالية الحالية (yes/no - نعم/لا)	12. If yes, title of plan الخطة (If no, go to 3a here below) (في حال كلا الخطة 3)	13. Version number of latest approved version رقم آخر نسخة تم التوافق	14. Date latest approved version of plan تاريخ آخر خطة تم إقرارها من إلى (dd/mm/yyyy) (يوم/شهر/سنة)
15. Plan period : From مدة الخطة : من (dd/mm/yyyy) (يوم/شهر/سنة)	16. Plan period : To مدة الخطة : إلى (dd/mm/yyyy) (يوم/شهر/سنة)	17. KPA planning part of larger planning document تخطيط المجالات من خلال وثيقة تخطيط كبرى (yes/no - نعم/لا)	18. If yes, title of chapter(s) and page numbers في حال نعم، عنوان الفصل وأرقام الصفحات
19. Annual plan has target setting on Key Indicators خطة سنوية ذات أهداف مرتبطة بمؤشرات أداء (yes/no - نعم/لا)	20. Plan has budget, with breakdown by BL خطة لها موازنة، مع خطوط صرف (yes/no - نعم/لا)		

3a) Key Performance Indicators Benchmarking Table of Development Results Indicators (Outcome / Impact Indicators - OI), by Key Performance Area
(a3) والمتعلقة بمجالات الأداء الرئيسية (OI-النتائج/الأثر) جدول القياس المتعلق بمؤشرات الأداء الرئيسية لمؤشرات النتائج التي تم إعدادها (a3)

KPIs Benchmarking Process																		
Identification of the Five (5) Key Performance Areas	Type of Key Performance Indicator (KPI) (1)(2) (OI or AO)	Key Performance Indicator (KPI) (1) مؤشر الأداء الرئيسي		Weight of KPI (4) وزن المؤشر Σ OI = 100% Σ AO =100%	Key Performance Sub-Indicator (S-KPI) (1) مؤشر الأداء الفرعي		Unit of Measurement (5) (%, scale, HSPU, y/n)	Weight KPI Components (4) Σ KPIs within KPI = 100%	KPI Baseline Value (6) القيمة المعتمدة كنقطة انطلاق لمؤشر الأداء		KPI Target for Year 1 (7) مؤشر الأداء الهدف للسنة الأولى		KPI Targets for Subsequent Years (8) مؤشرات الأداء الهدف للسنوات التالية				Remarks / Comments / Suggestions (9) on KPIs Benchmarking Process, if any	
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/لغة مؤشر الأداء الرئيسي			Date of Last Measurement تاريخ آخر قياس (dd/mm/yyyy) (يوم/شهر/سنة)	Baseline Value القيمة المعتمدة كنقطة انطلاق (in UoM) (وحدة القياس)	Date تاريخ (dd/mm/yyyy) (يوم/شهر/سنة)	Y1 Target Value الهدف المحقق للسنة الأولى (in UoM) (وحدة القياس)	Year 2 السنة الثانية (in UoM) (وحدة القياس)	Year 3 السنة الثالثة (in UoM) (وحدة القياس)	Year 4 السنة الرابعة (in UoM) (وحدة القياس)	Year 5 لسنة الخامسة (in UoM) (وحدة القياس)		
1.	1.1 OI - KPIs Outcome / Impact Indicators مؤشرات الحصيلة والتأثير (Development Results KPIs) (النتائج)	1.1.01		55.0%		1.1.01.a		50.0%										
						1.1.01.b		25.0%										
						1.1.01.c		25.0%										
		1.1.02		45.0%		1.1.02.a		30.0%										
						1.1.02.b		70.0%										
						1.1.02.c												
		1.1.03				1.1.03.a												
						1.1.03.b												
						1.1.03.c												
		1.1.04				1.1.04.a												
						1.1.04.b												
						1.1.04.c												
		1.1.05				1.1.05.a												
						1.1.05.b												
						1.1.05.c												
		1.1.06				1.1.06.a												
						1.1.06.b												
						1.1.06.c												
		1.1.07				1.1.07.a												
						1.1.07.b												
						1.1.07.c												
		1.1.08				1.1.08.a												
						1.1.08.b												
						1.1.08.c												
Relative Weight (3) of OI vis-à-vis AO Indicators		40%	0	Automated verification of KPIs weights accuracy (4) التحقق الآلي من دقة الأوزان بالنسبة لمؤشرات الأداء القطاعية (sum necessarily = 100%) (100=مجموع%)		100.0%	0	Automated verification of S-KPIs weights accuracy (4) التحقق الآلي من دقة الأوزان بالنسبة لمؤشرات الأداء القطاعية (sum necessarily = 100%) (100=مجموع%)		100.0%	N° of Bench-marked OI KPIs عدد مؤشرات الحصيلة والتأثير المقاسة	0	-	0	0	0	0	

3b) Key Performance Indicators Benchmarking Table of Process Indicators (Activities / Outputs Indicators - AO), by Key Performance Area
(b3) والمتعلقة بمجالات (AO)-الأنشطة/مؤشرات النتائج)جدول القياس المنطق بمؤشرات الأداء الرئيسية لمؤشرات المسار

Identification of the Five (5) Key Performance Areas	Type of Key Performance Indicator (KPI)	Key Performance Indicator (KPI) ⁽¹⁾ مؤشر الأداء الرئيسي		Weight of KPI ⁽⁴⁾ وزن المؤشر Σ OI = 100% Σ AO =100%	Key Performance Sub-Indicator (S-KPI) ⁽¹⁾ مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (S) (%, scale, HSPU, y/n)	Weight KPI Components ⁽⁴⁾ وزن مؤشر الأداء الفرعي Σ KPIs within KPI = 100%	Baseline Value ⁽⁶⁾ القيمة المعتمدة كنقطة انطلاق لمؤشر الأداء		KPI Target for Year 1 ⁽⁷⁾ مؤشر الأداء الهدف للسنة الأولى		KPI Targets for Subsequent Years ⁽⁸⁾ مؤشرات الأداء الهدف للسنوات التالية				Remarks / Comments / Suggestions ⁽⁹⁾ on KPIs Benchmarking Process, if any	
		Code	Operational Definition التعريف العملي		Code	Sub-Indicator / Category of KPI المؤشر الفرعي/لغة مؤشر الأداء الرئيسي			Date of Last Measurement تاريخ آخر قياس (dd/mm/yyyy) (يوم/شهر/سنة)	Baseline Value القيمة المعتمدة كنقطة انطلاق (وحدة القياس) (in UoM)	Date تاريخ (dd/mm/yyyy) (يوم/شهر/سنة)	Y1 Target Value الهدف المحقق للسنة الأولى (in UoM) (وحدة القياس)	Year 2 السنة الثانية (in UoM) (وحدة القياس)	Year 3 السنة الثالثة (in UoM) (وحدة القياس)	Year 4 السنة الرابعة (in UoM) (وحدة القياس)	Year 5 لسنة الخامسة (in UoM) (وحدة القياس)		
1.	1.2 AO - KPIs Activities / Outputs Indicators مؤشرات النشاطات والنتائج (Process KPIs) (مؤشرات المسار)	1.2.01		55.0%	1.2.01.a			50.0%										
					1.2.01.b			25.0%										
					1.2.01.c			25.0%										
		1.2.02		45.0%	1.2.02.a			30.0%										
					1.2.02.b			70.0%										
					1.2.02.c													
		1.2.03			1.2.03.a													
					1.2.03.b													
					1.2.03.c													
		1.2.04			1.2.04.a													
					1.2.04.b													
					1.2.04.c													
		1.2.05			1.2.05.a													
					1.2.05.b													
					1.2.05.c													
		1.2.06			1.2.06.a													
					1.2.06.b													
					1.2.06.c													
		1.2.07			1.2.07.a													
					1.2.07.b													
					1.2.07.c													
		1.2.08			1.2.08.a													
					1.2.08.b													
					1.2.08.c													
Relative Weight ⁽³⁾ of AO vis-à-vis OI Indicators الوزن النسبي للخصبة والنتاج مقارنة مع مؤشرات النشاطات والنتائج	60%	0	Automated verification of KPIs weights accuracy ⁽⁴⁾ التحقق الآلي من دقة الأوزان (sum necessarily = 100%) (100=المجموع=100%)	100.0%	0	Automated verification of S-KPIs weights accuracy ⁽⁴⁾ التحقق الآلي من دقة الأوزان بالنسبة لمؤشرات الأداء القطاعية (sum necessarily = 100%) (100=المجموع=100%)	100.0%	N° of Bench-marked AO KPIs عدد مؤشرات الخصبة والتأثير المقاسة	0	-	0	0	0	0	0	0		

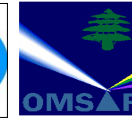
- Notes :** (1) See the SOPMIP-1 table for the list of Key Performance Areas (KPIs) for the sector / sub-sector concerned. This list of 5 KPIs is also at the basis of the SOPMIP-2 list of Key Performance Indicators, in turn serving as basis for this present SOPMIP-3 template for indicators benchmarking (both baseline and target setting).
- راجع النموذج 1 للائحة مجالات الأداء الرئيسية للقطاع الفرعي المعني. هذه اللائحة من مؤشرات الأداء الرئيسية هي أساس لائحة النموذج 2 فيما يتعلق بمؤشرات الأداء ، والتي تخدم كأساس للنموذج الثالث الذي يعنى بالقياس (نقطة الإنطلاق والهدف المرجو)
- (2) - *OI = Outcome / Impact KPIs (= development relevance indicators) ;* مؤشرات مرتبطة بالحصيلة و التأثير
AO = Activities / Outputs / Direct Results KPIs (= process indicators) مؤشرات مرتبطة بالنشاطات و النتائج (مؤشرات المسار)
- *At least 8 KPIs per Sectoral Key Performance Area are envisioned, with minimum 4 KPIs for both OI and AO types of KPIs*
 . على الأقل 8 مؤشرات أداء لكل مجال أداء ، مع 4 مؤشرات فرعية على الأقل لكل من النتائج والمسار
- *A balanced number of OI and AO indicators is strived for in line with performance measurement principles covering all levels of the effects / results chain (cfr. the 3Es of performance measurement)*
 - نسعى إلى عدد متوازن من مؤشرات النتائج والمسار
- *The operational definition of the KPI is reflected under column 5. In the final development stages of the indicators list, the operational definitions of the indicator may be replaced by a short name (or a short name may be added).*
 تعريف المؤشر موجود في الخانة رقم 5
- *This template printout has a visual provision for 8 indicators (for both OI and AO levels) and for 3 component indicators (or sub-indicators) per indicator. Obviously, any configuration of number of indicators and sub-indicators can be accommodated by the system. Or in short: The SOPMIP system and templates can accommodate any level of complexity or simplicity of the sets of indicators and sub-indicators.*
 إن هذا النموذج الذي نستخدمه يمكنه إضافة مؤشرات رئيسية كما ومؤشرات فرعية إضافية
- (3) - *The relative weight of the clustered OI development relevance indicators vis-à-vis the clustered AO process indicators can be adjusted over time: at first more intense concentration on activities and outputs (processes), later more on outcome & impact (development results). Indeed, first things first, and moreover also because of the time lag of impact generation.*
 يمكن تعديل الأوزان الملحوظة لكل من مؤشرات النتائج والمسار مع الوقت. التركيز في الأساس على مؤشرات أداء المسار وبعدها النتائج
- *Suggestion: at start about 50 - 60 % weight for clustered AO KPIs, with gradual reduction to about 25 - 30 %.*
 يمكن تعديل الأوزان الملحوظة لكل من مؤشرات النتائج والمسار مع الوقت. التركيز في الأساس على مؤشرات أداء المسار وبعدها النتائج
- (4) - *The sum of the OI indicators weights necessarily equals 100%, so does the sum of the AO indicator weights.*
 - *The sum of the weights of the component indicators (or the Key Performance Sub-Indicators - S-KPIs) within each of the Key Performance Indicators (KPIs) also necessarily equals 100%.*
 - *At the bottom of both OI and AO indicators sheets, an automatic control function is built in on the accuracy of KPIs weight setting: If the sum of the KPIs weights is correct at 100% , the cell concerned turns green. In all other error cases, it turns red. This is the same for the sum of the component or sub-indicators weights within each of the indicators.*
 . مجموع مؤشرات الأداء للنتائج والمسار هي 100 الكل منها إن هذا النموذج يحسب الأوزان أوتوماتيكياً. إذا المجموع 100 % تلاحظ الخانة بالأخضر وفي حال وجود خطأ تلون بالأحمر. نفس الألوان تظهر بالنسبة للمؤشرات الفرعية
- (5) - *To standardize and simplify the performance measurement system , there are only six Units of Measurement (UoM's) for the Key Performance Indicators for the three main statistical hierarchical levels of indicators as follows:*
 - *Metric: (1) Number (#), and; (2) Percentage (%)*
 - *Ordinal : (3) 0-10 scale; (4) 0-5 scale, and; (5) HSPU qualitative (Highly satisfactory, Satisfactory, Partially satisfactory, and Unsatisfactory)*
 - *Logic : (6) Yes / no (y/n)*
 The applicable Unit of Measurement for the respective KPIs can be selected from the pop-up window.
- هناك 6 وحدات قياس لهذا النموذج الذي نستخدمه لتقييم وقياس الأداء . هناك الأرقام ، العدد، النسبة المئوية، الدرجات ، الدرج، النوعي، و المنطقي يمكن اختيارها من خلال النموذج

- (6) *The baseline value of the indicator is the latest measurement of the indicator before the actual start of the SOPMIP programme/project period. Since there may be large variations in the actual time / period of the last indicators measurement, also the dates of these last measurements ahead of the programme need to be included under column 11.*
 قيمة خط الأساس للمؤشر هي أحدث قياس للمؤشر قبل البدء الفعلي لمدة المشروع/ البرنامج . و بما أنه قد تكون هناك اختلافات كبيرة في الوقت الفعلي/ فترة آخر قياس للمؤشر ، فإن مواعيد / تاريخ هذه القياسات الأخيرة يجب أن تدرج أيضاً في العمود رقم 11.
- (7) *For the first target value of the indicator also the date for which the indicator target is set needs to be included under column 14. This mostly is the end of the first financial year following the year in which the planning was made (mostly 31 December of the following year).*
 عن القيمة المستهدفة الأولى للمؤشر يجب إدراج تاريخ المؤشر الهدف في العمود رقم 14 . هذا في الغالب في نهاية السنة المالية الأولى التي تلي السنة التي تم فيها التخطيط (في الغالب 31 كانون الأول من السنة التالية)
- (8) *The indicator targets for the subsequent years are for the same data in those years as indicated in relation to the first target year under column 14. Depending on the type and duration of planning, the determination of the subsequent targets can be for any number of years thereafter. The template standard has a provision for 4 target settings after the first year, but any other number of targets can be determined (e.g. total of three targets for a 3 year rolling plan, five targets in case of five year planning, etc.). It is advisable not to include target setting for longer than a five year time period, since too unpredictable if for a longer period of time.*
 إن المؤشر الأهداف للسنوات اللاحقة هي لنفس نفس البيانات في تلك السنوات كما هو مبين في السنة الأولى المستهدفة تحت العمود 14 . اعتماداً على نوع ومدة التخطيط يتم تحديد الأهداف اللاحقة للسنوات التالية . هذا النموذج يلحظ 4 إعدادات لهدف بعد السنة الأولى ، ولكن تحديد أي رقم آخر من الأهداف (مثلاً إجمالي 3 أهداف لثلاث سنوات متتالية، 5 أهداف في حال التخطيط كان ضمن مهلة الخمس سنوات إلخ). من المستحسن عدم إدراج الهدف لمدة أطول من فترة زمنية تتعدى الخمس سنوات ، إذ لا يمكن التنبؤ بها .
- (9) Column 19: Remarks / Comments / Suggestions on KPIs Benchmarking Process, if any

In this field / column 19 any narrative comments, remarks, observations and/or suggestions can be made by the Public Administration SOPMIP Team concerned and/or the Central Inspection - OMSAR SOPMIP Team. For easily identifying such remarks by the PA, the remark(s) are preceded by the name of the Pilot Ministry / Sector SOPMIP Team: For example "MoET SOPMIP team" or "MoPWT-DGoUP SOPMIP Team". This particularly pertains to comments on and/or suggestions for the benchmarking, related to both indicators baseline values and target setting. In the iterative process of benchmarking finalisation, the CI-OMSAR SOPMIP Team usually responds to such remarks or suggestions. The reactions are usually preceded standard by "CI-OMSAR SOPMIP Team: "

The same SOPMIP-3 template as for the above KPA-1 is used for the other KPAs and S-KPAs, except for generic KPA-5B which is slightly different because of the standard indicators list.

By way of illustration, see the first page of the SOPMIP-3 KPA-5B template here right below.



Template SOPMIP-3 : Baseline and Targets Benchmarking of (Sub-)Sectoral Key Performance Indicators ⁽¹⁾, by Key Performance Area
نموذج 3 القياس ومقارنة الأهداف المتعلقة بمؤشرات الأداء القطاعية (الفرعية) بحسب مجالات الأداء الرئيسية

Form SOPMIP-3 - V.8F - 22 Feb 2018

Name of Sector القطاع	Economy and Trade	Name of Sub-Sector القطاع الفرعي (if applicable)	Economy and Trade	Version Number of this KPIs Indicators Benchmarking Sheet رقم هذه النسخة المتعلقة بمؤشرات الأداء الرئيسية كنقطة قياس (KPI)	V.	Date this KPIs Benchmarking Sheet تاريخ (dd/mm/yyyy)	
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KPA-5B : Organisational and Institutional Strengthening : Government of Lebanon Generic Set of Generic Indicators, by Performance Sub-Area ⁽¹⁾

KPA-5B : ⁽¹⁾ التعزيز المؤسسي والتنظيمي: مجموعة عامة خاصة بالمؤشرات النوعية لمجالات الأداء الفرعية الخاصة بالحكومة اللبنانية

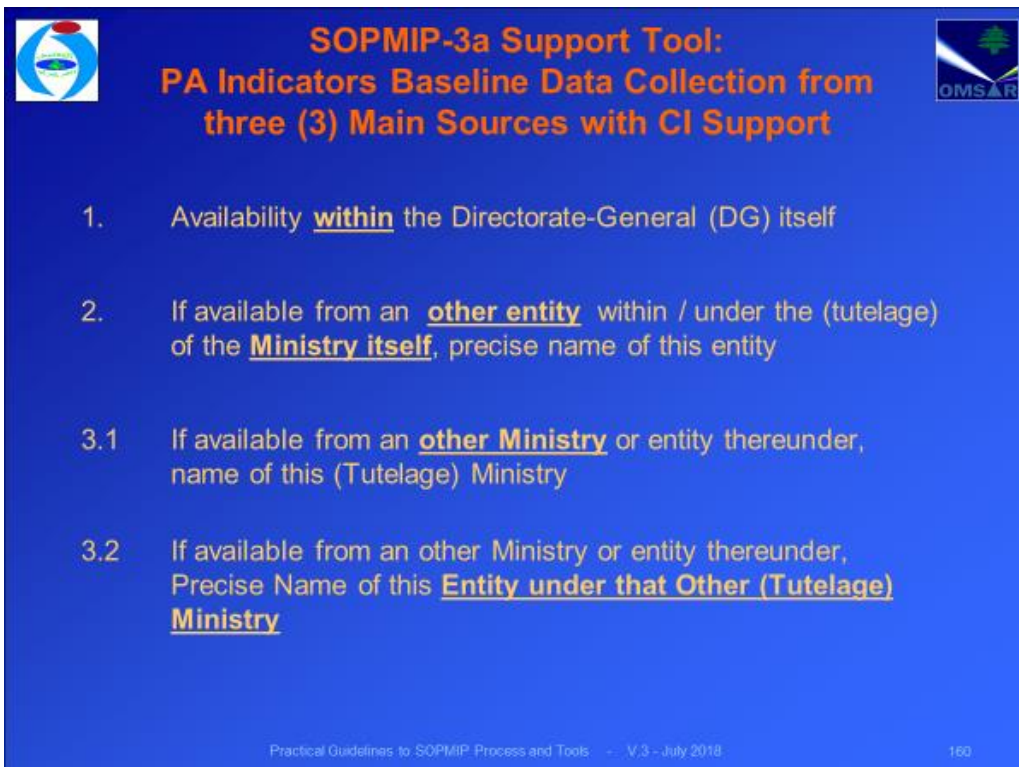
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Identification of the Six KPA-5B Standard Key Performance Sub-Areas (S-KPAs) (1) (2)	Standard Key Performance Indicator (KPI) مؤشر أداء رئيسي			Weight of KPI (2) وزن مؤشر الأداء Within each S-KPA: Σ KPIs = 100%	Unit of Measurement (3) وحدة القياس (#, %, scale, HSPU, y/n)	Baseline Value of KPI (4) القيمة المعتمدة كنقطة انطلاق لمؤشر الأداء		KPI Target for Year 1 (5) يؤشر الأداء الهدف للسنة الأولى		KPI Targets for Subsequent Years (6) مؤشرات الأداء الهدف للسنوات التالية				Remarks / Comments / Suggestions (7) on KPIs Benchmarking Process, if any		
	Concern / Brief Name of KPI (cluster) الاسم المختصر لمؤشر الأداء (التجمع)	KPI-Code الرمز	Operational Definition of KPI وصف عملي للمؤشر			Date of Last Measurement تاريخ آخر قياس (dd/mm/yyyy) (يوم/شهر/سنة)	Baseline Value القيمة المعتمدة كنقطة انطلاق (in UoM) (وحدة القياس)	Date تاريخ (dd/mm/yyyy) (يوم/شهر/سنة)	Y1 Target Value الهدف المحقق للسنة الأولى (in UoM) (وحدة القياس)	Year 2 السنة الثانية (in UoM) (وحدة القياس)	Year 3 السنة الثالثة (in UoM) (وحدة القياس)	Year 4 السنة الرابعة (in UoM) (وحدة القياس)	Year 5 السنة الخامسة (in UoM) (وحدة القياس)			
5B.1 Results orientation and strategic management التركيز على النتائج والإدارة الاستراتيجية This S-KPA 16.7% weight	Hierarchy of objectives التسلسل الهرمي لل الأهداف	5B.1.01a	Availability of documents with clearly spelled-out and officially approved (a) mission statement توافر وثائق مكتوبة تعكس بشكل واضح (أ)إليبيان المهمة المتوافق عليه رسمياً	2.5%	y/n											
		5B.1.01b	Availability of documents with clearly spelled-out and officially approved (b) overall goal setting توافر وثائق مكتوبة تعكس بشكل واضح (ب) للهدف العام المتوافق عليه رسمياً	2.5%	y/n											
		5B.1.01c	Availability of documents with clearly spelled-out and officially approved (c) strategic, long-term objectives توافر وثائق مكتوبة تعكس بشكل واضح (ج) الأهداف الاستراتيجية طويلة الأجل المتوافق عليها رسمياً	5.0%	y/n											
	Translation objectives in operational terms ترجمة الأهداف لخطوات عملانية	5B.1.02	Extent / quality of effective translation of mission, goals and strategic objectives in operational objectives and results which are measurable or at least objectively verifiable مدى / جودة الترجمة الفعالة للرسالة والأهداف والغايات الاستراتيجية لأهداف ونتائج عملانية يمكن قياسها أو على الأقل يمكن التحقق منها بشكل موضوعي	10.0%	0-10 scale											
	Strategic planning horizon and benchmarking افق التخطيط الإستراتيجي و القياس	5B.1.03a	Strategic Planning: (a) Existence of a strategic plan with a time horizon determined by the inspected entity, but of at least three years التخطيط الاستراتيجي : (أ) وجود خطة استراتيجية مع افق زمني تحدده الجهة الخاضعة للتفتيش، ولكن لثلاث سنوات على الأقل	5.0%	y/n											
		5B.1.03b	Strategic Planning: (b) Quality of plan benchmarking (baseline data and target setting) التخطيط الإستراتيجي: جودة قياس الخطة ببيانات خط الأساس و تحديد الأهداف (أ)	5.0%	0-5 scale											
	Annual plan الخطة السنوية	5B.1.04a	Annual planning: (a) Existence of an annual plan for the operations at present for the inspected entity as a whole التخطيط السنوي : (أ) وجود خطة سنوية للأعمال في الوقت الحاضر للكيان الذي يتم تفتيشه ككل	10.0%	y/n											
	Annual plan الخطة السنوية	5B.1.04b	Annual planning: (b) Extent to which the annual plan is aligned with / fitting in the strategic plan التخطيط السنوي : (ب) مدى تماشي الخطة السنوية مع / المتناسب في الخطة الاستراتيجية	5.0%	0-5 scale											

Annex 3a

Template SOPMIP-3a :

Indicators baseline data collection from Pilot Ministry internal and external sources

Example of Ministry of Energy and Water (MoEW) for the water sector



SOPMIP-3a Support Tool:
PA Indicators Baseline Data Collection from three (3) Main Sources with CI Support

1. Availability within the Directorate-General (DG) itself
2. If available from an other entity within / under the (tutelage) of the Ministry itself, precise name of this entity
- 3.1 If available from an other Ministry or entity thereunder, name of this (Tutelage) Ministry
- 3.2 If available from an other Ministry or entity thereunder, Precise Name of this Entity under that Other (Tutelage) Ministry

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Template SOPMIP-3a : Collection of (Sub-)Indicators Benchmarking Baseline Data from Pilot Ministry Internal and External Sources ⁽¹⁾

Form SOPMIP-3a - V.1 - 14 April 2017

SOPMIP Ministry & Sector	MoEW - Water Sector	Directorate - General	DG of Hydraulic and Electric Resources (DGoHER)	SOPMIP-2 Indicators Version and Date	V.6F - 14 Mar 2017	SOPMIP-3 Benchmarking Version and Date	V.4.1 - 25 Aug 2017
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KPA-1 : Water resources and storage infrastructure planning, execution and M&E

This SOPMIP-3a Version Number and Date : V.2 25/08/17

(1) Development Results Indicators (OI - Outcome / Impact Indicators)

4		5	7	8	9	11	12	13	14	15	16	17	18	19	20	21
Key Performance Indicator (KPI) مؤشر الأداء الرئيسي		Key Performance Sub-Indicator (S-KPI) مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (% , scale, HSPU, y/h)	Baseline Value القيمة المعتمدة كنقطة انطلاق لمؤشر الأداء		Identification of the Responsible GoL Public Administration / Agency ⁽²⁾ from which the Indicator Baseline Value is to be Retrieved				Chronology of Base Line Data Collection Process from the Third Source		Quality Control of the Baseline Data Provided by the Third Source		Any Remarks / Comments on the Baseline Data and/or their Collection Process	
Code	Operational Definition التعريف العملي	Code	Sub-Indicator / Category of KPI المؤشر الفرعي/لغة مؤشر الأداء الرئيسي		Date of Last Measurement تاريخ آخر قياس (dd/mm/yyyy) (يوم/شهر/سنة)	Baseline Value القيمة المعتمدة كنقطة انطلاق (Unit of Measurement) (وحدة القياس) (in UoM)	1. Available within the DG itself (Mark "X" if yes)	2. If available from an Other Entity within / under the (tutelage) of the Ministry itself, Precise Name of this Entity (name of DG, Public Administration / Agency under Tutelage)	3.1 If available from an Other Ministry or Entity Thereunder, Name of this (Tutelage) Ministry (pls. select GoL Ministry from pop-up list)	3.2 If available from an Other Ministry or Entity Thereunder, Precise Name of this Entity under that Other (Tutelage) Ministry (name of DG, Public Administration / Agency under Tutelage)	Date of Request Letter by the Central Inspection to the Ministry / Entity	Date of Reply by the Ministry / Entity with the Baseline Data included under Column 10	Accepted by Ministry SOPMIP Team (yes / no)	Approved by the CI Coordinating Inspector (yes / no)	(By the Ministry SOPMIP Team, by the Central Inspection, by OMSAR and/or by the Provider of the Baseline Data)	
1.1.01	Total renewable water resources per capita remaining in Lebanon, with breakdown for groundwater and surface flow (expressed in m3/capita/year) (3 S-KPIs) مجموع مصادر المياه المتجددة، للفرد الواحد المتبقية في لبنان. وذلك مع التفصيل بالنسبة للمياه الجوفية والمياه السطحية	1.1.01.a	Total renewable water resources per capita remaining in Lebanon, overall مجموع مصادر المياه المتجددة، للفرد الواحد، المتبقية في لبنان	#												
		1.1.01.b	To groundwater المياه الجوفية	#												
		1.1.01.c	Surface flow المياه السطحية	#												
1.1.02	Total renewable water resources per capita remaining in Lebanon above (+) or below (-) the water scarcity threshold of 1,000 m3 / capita / year (expressed in m3/capita/year) (1 S-KPI) مجموع مصادر المياه المتجددة، للفرد الواحد المتبقية في لبنان والتي تزيد أو تنقص عن حد شح المياه (1000 متر مكعب للفرد في السنة)	1.1.02.a	Total renewable water resources per capita remaining in Lebanon above (+) or below (-) the water scarcity threshold of 1,000 m3 / capita / year مجموع مصادر المياه المتجددة، للفرد الواحد، المتبقية في لبنان والتي تزيد أو تنقص عن حد شح المياه (1000 متر مكعب للفرد في السنة)	#												
1.1.03	Actual exploitation level of surface water resources, by main source (5 S-KPIs) مستوى الاستعمال الفعلي لمصادر المياه السطحية	1.1.03.a	Percentage of used water resources in relation to the maximum yield (both expressed in Million Cubic Meters per year - MCM/year) النسبة المئوية للمياه المستعملة بالنسبة للإنتاج الأقصى (بمليون متر مكعب في السنة)	%												
		1.1.03.b	Percentage dam capacity as percentage of total renewable water resources النسبة المئوية لسعة السد وذلك كنسبة من مجموع مصادر المياه المتجددة	%												
		1.1.03.c	Total groundwater extraction through public wells (in MCM/year) مجموع استخراج المياه الجوفية من خلال الآبار العامة (بمليون متر مكعب في السنة)	#												
		1.1.03.d	Total groundwater extraction from private wells (in MCM/year) مجموع استخراج المياه الجوفية من خلال الآبار الخاصة (بمليون متر مكعب في السنة)	#												
		1.1.03.e	Total water resources effectively used as percentage of the total existing surface storage مجموع مصادر المياه المستعملة على نحو فعال وذلك كنسبة من مجموع المياه السطحية الموجودة والمخازنة	%												

(2) <u>Process Indicators</u> (AO - Activities / Outputs Indicators)																
Key Performance Indicator (KPI) مؤشر الأداء الرئيسي		Key Performance Sub-Indicator (S-KPI) مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس (#, %, scale, HSPU, y/h)	Baseline Value القيمة المعتمدة كنقطة انطلاق لمؤشر الأداء		Identification of the Responsible GoL Public Administration / Agency ⁽²⁾ from which the Indicator Baseline Value is to be Retrieved				Chronology of Base Line Data Collection Process from the Third Source		Quality Control of the Baseline Data Provided by the Third Source		Any Remarks / Comments on the Baseline Data and/or their Collection Process <i>(By the Ministry SOPMIP Team, by the Central Inspection, by OMSAR and/or by the Provider of the Baseline Data)</i>	
Code	Operational Definition التعريف العملي	Code	Sub-Indicator / Category of KPI المؤشر الفرعي/الفئة مؤشر الأداء الرئيسي		Date of Last Measurement تاريخ آخر قياس <i>(dd/mm/yyyy) (يوم/شهر/سنة)</i>	Baseline Value القيمة المعتمدة كنقطة انطلاق <i>(وحدة القياس) (in UoM)</i>	1. Available within the <u>DG Itself</u> <i>(Mark "X" if yes)</i>	2. If available from an <u>Other Entity</u> within / under the (tutelage) of the <u>Ministry Itself</u> . Precise Name of this Entity <i>(name of DG, Public Administration / Agency under Tutelage)</i>	3.1 If available from an <u>Other Ministry</u> or Entity Thereunder, Name of this (Tutelage) Ministry <i>(pls. select GoL Ministry from pop-up list)</i>	3.2 If available from an Other Ministry or Entity Thereunder, Precise Name of this <u>Entity under that Other (Tutelage) Ministry</u> <i>(name of DG, Public Administration / Agency under Tutelage)</i>	Date of Request Letter by the Central Inspection to the Ministry / Entity	Date of Reply by the Ministry / Entity with the Baseline Data included under Column 10	Accepted by Ministry SOPMIP Team <i>(yes / no)</i>	Approved by the CI Coordinating Inspector <i>(yes / no)</i>		
1.2.01	Total annual capital expenditure requirements (CAPEX - in million Lebanese Pounds) for the Lebanese water sector, overall and split by type of additional water resources <i>(5 S-KPIs)</i>	1.2.01.a	Total needed annual capital expenditure requirements (CAPEX - in million Lebanese Pounds) for the Lebanese water sector, overall	#												
		1.2.01.b	For optimization of spring outflow	#												
		1.2.01.c	For artificial recharge of aquifers	#												
		1.2.01.d	For surface storage	#												
		1.2.01.e	For reuse of treated wastewater	#												
1.2.02	Total annual capital expenditure requirements (CAPEX - in million Lebanese Pounds) for the Lebanese water sector, by region <i>(4 S-KPIs)</i>	1.2.02.a	For the Beirut and Mount Lebanon region	#												
		1.2.02.b	For North Lebanon	#												
		1.2.02.c	For South Lebanon	#												
		1.2.02.d	For Bekaa	#												
1.2.03	Total annual operational expenditure requirements (OPEX - in million Lebanese Pounds) for the Lebanese water sector, overall and by main sub-sector <i>(5 S-KPIs)</i>	1.2.03.a	Total needed annual operational expenditure requirements (OPEX - in million Lebanese Pounds) for the Lebanese water sector, overall	#												
		1.2.03.b	For water supply (without corresponding dams)	#												
		1.2.03.c	For irrigation (without corresponding dams)	#												
		1.2.03.d	For dams	#												
		1.2.03.e	For wastewater	#												
1.2.04	Total annual operational expenditure requirements (OPEX - in million Lebanese Pounds) for the Lebanese water sector, by region <i>(4 S-KPIs)</i>	1.2.04.a	For the Beirut and Mount Lebanon region	#												
		1.2.04.b	For North Lebanon	#												
		1.2.04.c	For South Lebanon	#												
		1.2.04.d	For Bekaa	#												
1.2.05	Total number of additional water resources projects ongoing, committed or planned in the year, nationwide <i>(4 S-KPIs)</i>	1.2.05.a	Total number of additional water resources projects for the year, nationwide	#												
		1.2.05.b	Total additional number of ongoing projects	#												
		1.2.05.c	Total additional number of committed projects	#												
		1.2.05.c	Total additional number of planned projects	#												
1.2.06	Total value (in million Lebanese Pounds) of additional water resources projects, overall and by region <i>(5 S-KPIs)</i>	1.2.06.a	Total value of additional water resources projects, overall nationwide	#												
		1.2.06.b	For the Beirut and Mount Lebanon region	#												
		1.2.06.c	For North Lebanon	#												
		1.2.06.d	For South Lebanon	#												
		1.2.06.e	For Bekaa	#												

Notes: (1) This template SOPMIP-3a "Collection of (Sub-)Indicators Benchmarking Baseline Data from Pilot Ministry Internal and External Sources" has been developed as further support for the SOPMIP-3 sectoral and organisational indicators benchmarking, and more particularly regarding the collection of indicators baseline data from the responsible GoL Public Administration / Agency concerned. This tool SOPMIP-3A is the offshoot of the CI-OMSAR SOPMIP follow-up work sessions with the SOPMIP Pilot Ministries on indicators benchmarking. It emanates from the SOPMIP triangular institutional programme set-up of the GoL Ministries with the two main proponents of the SOPMIP programme: the Central Inspection and OMSAR.

With this tool, the Central Inspection supports the SOPMIP Ministries / Directorates-General concerned in retrieving the missing indicators baseline data (see columns 11 and 12)

For each of the Indicators and sub-indicators, the Pilot Ministries identifies the institutional sources of information (see columns 13 to 16) .

The SOPMIP Pilot Ministry groups the missing indicators baseline values by source and provides this list to the Central Inspection, as basis for the issuance of official CI letters to the Public Administrations concerned to duly comply with the timely provision of these indicators baseline values to the SOPMIP Ministry / Directorate-General concerned. (see columns 17 and 18).

The Central Inspection together with the Pilot Ministry also ensure quality control / assurance of the reported baseline values (see columns 19 and 20).

(2) Columns 13 to 16: "Identification of the Responsible GoL Public Administration / Agency from which the Indicator Baseline Value is to be Retrieved"

From the perspective of the Pilot Ministry concerned, there are three main categories of GoL institutional sources from which the data are available / can be retrieved.

For each of the sub-indicators, only one of these three sources should be clearly identified as follows under:

1. Column 13: Available within the DG itself --> If so, pls. mark with a simple "X" from the pop-up menu;
2. Column 14: Available from an other entity within / under the (tutelage) of the Ministry itself --> If so, pls. fill out the precise name of this entity (name of the DG or of the Public Administration / Agency under the tutelage of the Ministry);
3. Columns 15 & 16: Available from an other Ministry or entity thereunder --> If so two columns 15 and 16 need to be filled out to identify the source of the baseline data:
 - Column 15: The name of the other (tutelage) Ministry --> Please choose the applicable Ministry by clicking from the pop-up menu with 32 GoL (tutelage) Ministries (incl. 2 Presidencies, 21 Ministries and 9 Ministries of State);
 - Column 16: Pls. fill out the precise name of the entity within / under this (tutelage) Ministry concerned (name of the DG or of the Public Administration / Agency under the tutelage of the Ministry);

SOPMIP Ministries / Directorates-General are strongly encouraged to conclude formal agreements (e.g. via Memoranda of Understanding - MoU's) with the Public Administrations / Authorities from which the indicator data are to be retrieved on a timely and qualitative basis for future SOPMIP sectoral performance reporting:

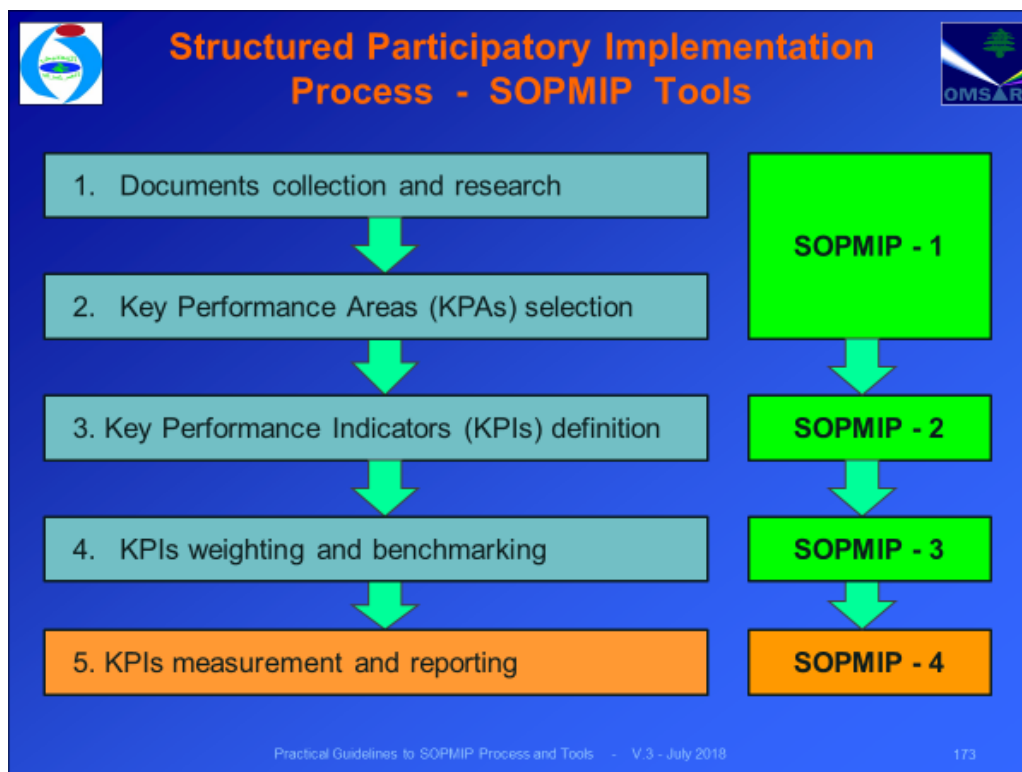
- On an annual basis for the Development Results (OI - Outcome/Impact) indicators
- On a semi-annual basis for the Process (AO - Activities/Outputs) indicators.

Compliance with this formally agreed upon reporting can be further guaranteed in coordination with the Central Inspection if so desired / found necessary by the SOPMIP Pilot Ministry and/or on the authoritative initiative of the Central Inspection itself any time.

Annex 4

Template SOPMIP-4 :

Sectoral and organisational performance measurement and inspection report for sector xx, sub-sector yy



The five main parts with numbered information blocks of the SOPMIP template 4 :

PART 1: Base identification information of sector and inspection

1. Identification of the SOPMIP-4 report
- 2A. Summary scorecard and dashboard of process and development results performance, by KPA
– For reported (sub-)indicators only
- 2B. Summary scorecard and dashboard of process and development results performance, by KPA
– For all (sub-)indicators
3. Identification of the (sub-)sector
4. Identification of the (sub-)sector performance measurement and inspection
- 4A. Special CI inspection instructions

PART 2: The actual performance measurement and inspection by individual KPA

5. Performance measurement and inspection of KPA – 1
 - 5.1. Development results (outcome / impact) key performance indicators (OI – KPIs) for KPA-1
 - 5.2. Process (activities / outputs) key performance indicators (AO – KPIs) for KPA-1
6. Performance measurement and inspection of KPA – 2 (not included hereafter, see E-version)
7. Performance measurement and inspection of KPA – 3 (not included hereafter, see E-version)
8. Performance measurement and inspection of KPA – 4 (not included hereafter, see E-version)
- 9A. Performance measurement and inspection of KPA – 5A (not included hereafter, see E-version)
- 9B. Performance measurement and inspection of KPA – 5B on organisational and institutional strengthening - Government of Lebanon (GoL) set of standard, generic indicators, by performance sub-area for KPA-5B
- 9C. Performance measurement and inspection of KPA – 5c on UN Sustainable Development Goals (SDGs) sectoral indicators

PART 3: The summary sectoral performance scorecard

- 10.1. Summary performance measures, with breakdown by indicators type and by Key Performance Area - Summary development results (Outcome / Impact) Key Performance Measures (OI – KPIs)
- 10.2. Summary performance measures, with breakdown by indicators type and by Key Performance Area - Summary process (Activities / Outputs) Key Performance Measures (AO – KPIs)

PART 4: The narrative performance inspection report by the CI inspection team

- 11.1. Main findings of the sectoral performance inspection
- 11.2. Main recommendations of the sectoral performance inspection
- 11.3. Remarks on inspection quality and procedures
- 11.4. Authentication and approval of this sectoral performance inspection report

PART 5: Annex I – The narrative performance report by the Public Administration

Annex 1A: Mandatory standard Annex 1A to the SOPMIP-4 sector performance report: Half-yearly narrative summary report by the Public Administration on the AO progress indicators

- 1A.1. Main findings of the sectoral process KPIs performance self-assessment
- 1A.2. Main recommendations to further improve sectoral process KPIs performance
- 1A.3. Authentication and approval of the self-assessment AOs performance report by the Public Administration

Annex 1B: Mandatory standard Annex 1B to the SOPMIP-4 sector performance report: Annual narrative summary report by the Public Administration on the OI Development Results indicators

- 1B.1. Main findings of the sectoral development results performance self-assessment
- 1B.2. Main recommendations to further improve sectoral development results performance
- 1B.3. Authentication and approval of the self-assessment sectoral performance report by the Public Administration

PART 1: Base identification information of sector and inspection




Republic of Lebanon - Central Inspection & OMSAR
الجمهورية اللبنانية - التفقيش المركزي ومكتب وزير الدولة لشؤون التنمية الإدارية

Sectoral and Organisational Performance Measurement
and Inspection Programme (SOPMIP)
برنامج قياس وتقييم الأداء القطاعي والتنظيمي



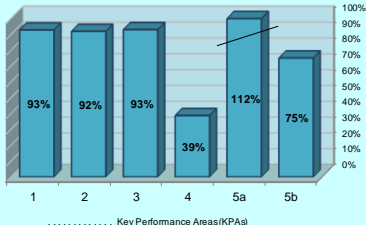

Template SOPMIP-4 : Sectoral and Organisational Performance Measurement and Inspection Report
جدول قياس و تقييم الأداء القطاعي والتنظيمي

Form SOPMIP-4 - V.12F - 23 March 2018

SOPMIP Sector: ...
قطاع SOPMIP : ...

تعريف التقرير					
1. Identification of this SOPMIP-4 Report					
1.1.	Reporting Year سنة التقرير	2017			
1.2.	Type of Report نوع التقرير <small>(pls. tick)</small>	<input type="checkbox"/> Mid-year progress report (on Activities/Outputs Key Performance Indicators only - AO KPIs) (متعلق بمؤشرات الأداء الخاصة بالأنشطة والنتائج) تقرير نصف سنوي <input checked="" type="checkbox"/> Annual development results report (on both Outcome/Impact and Activities/Outputs Indicators - OI & AO KPIs) (المتعلق بمؤشرات الحصة والتأثير ومؤشرات الأنشطة والنتائج) التقرير السنوي			
1.3.	Report Code and Title عنوان التقرير ورمزه	CI Code رمز التفقيش Description الوصف Reporting Cut-Off Date تاريخ المتوقع لتسليم التقرير (اليوم/ الشهر/ السنة)	X.T4-YY.ZZ-17.2-V.0.3 Annual sectoral and organisational performance measurement and inspection report on the [Ministry Abbreviation] sub-sector of [XX.YY] for the year 2017 تقرير سنوي حول قياس وتقييم الأداء القطاعي والتنظيمي المتعلق بالمجال الفرعي والذي يشمل الفترة الزمنية من ____ إلى ____ 31 December 2017		
1.4.	Report Version Control	Report Version	Version Number	Final or Draft Version	Date Submitted by DG
			V.4F	Final Report	-
			V.3	Final Draft	-
			V.2	Processed Draft	-
			V.1	Draft	-
			V.0.3	Zero draft	-
2A. Summary Scorecard and Dashboard of Process and Development Results Performance, by KPA - REPORTED (Sub-)Indicators Only					
ملخص عن بطاقة الأداء وشريط الرسم البياني الخاص بنتائج الأداء، وفق مجالات الأداء الرئيسية					
Summary Scorecard OI and AO Key Performance Indicators - REPORTED (Sub-)Indicators only ملخص بطاقة الأداء (مؤشرات الأداء الرئيسية الخاصة بالحصة والتأثير، والأنشطة والنتائج)				Summary Bar Chart of Reported OI Development Results KPIs Performance ملخص شريط الرسم البياني الخاص بمؤشرات الحصة والتأثير	
Key Performance Area (KPA) مجال الأداء الرئيسي		OI Development Results KPIs مؤشرات الحصة والتأثير		AO Process KPIs مؤشرات الأنشطة والنتائج	
N°	Short Title عنوان موجز	% Score العلامة المئوية	% On Track النسبة المئوية لمعيار التنفيذ	% Score العلامة المئوية	% On Track النسبة المئوية لمعيار التنفيذ
1	[Name KPA-1] - (إسم المؤشر الأول)	87.5%	75.0%	-	-
2	[Name KPA-2] - (إسم المؤشر الثاني)	-	-	-	-
3	[Name KPA-3] - (إسم المؤشر الثالث)	-	-	-	-
4	[Name KPA-4] - (إسم المؤشر الرابع)	-	-	-	-
5	[Name KPA-5] - if applicable (إسم المؤشر الخامس- في حال وجوده)	-	-	-	-
5a-6a	Organisational - Specific المؤشر التنظيمي - محدد خاص بالإدارة	-	-	-	-
5b-6b	Organisational - GoL Generic المؤشر التنظيمي العام المشترك مع باقي الإدارات	85.3%	80.0%	-	-
Overall SOPMIP Performance Score النتيجة الكلية لمعايير الأداء		86.2%	77.8%	-	-
Number of reported OI Sub-Indicators		18	Reported OI S-KPIs in % of total number of OI S-KPIs	42.9%	Number of reported AO Sub-Indicators
				0	Reported AO S-KPIs in % of total number of AO S-KPIs
				0.0%	

..... Sectoral Performance Scores for 2017 on Reported OI Outcome/Impact Indicators, by KPA

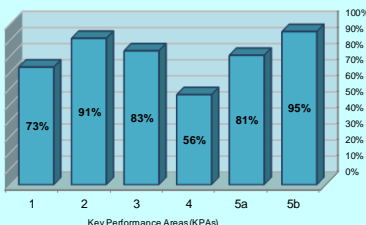


..... Key Performance Areas (KPA)

..... Summary Bar Chart of Reported AO Process KPIs Performance

..... ملخص شريط الرسم البياني الخاص بمؤشرات الأنشطة والنتائج

..... Sectoral Performance Scores for 2017 on Reported AO Activities / Outputs Indicators, by KPA



..... Key Performance Areas (KPA)

2B. Summary Scorecard and Dashboard of Process and Development Results Performance, by KPA and Overall -

ALL (Sub-)Indicators

ملخص عن بطاقة الأداء وشريط الرسم البياني الخاص بتطور ونتائج الأداء، وفق مجالات الأداء الرئيسية

Summary Scorecard OI and AO Key Performance Indicators - ALL Sectoral (Sub-)Indicators ملخص بطاقة الأداء (مؤشرات الأداء الرئيسية الخاصة بالحصيلة والتأثير، والأنشطة والنتائج)						Summary Bar Chart of All OI Development Results KPIs Performance ملخص شريط الرسم البياني الخاص بمؤشرات الحصيلة والتأثير	
Key Performance Area (KPA) مجال الأداء الرئيسي		OI Development Results KPIs مؤشرات الحصيلة والتأثير		AO Process KPIs مؤشرات الأنشطة والنتائج		Sectoral Performance Scores for 2017 on All OI Outcome/Impact Indicators, by KPA	
N°	Short Title عنوان موجز	% Score العلامة المئوية	% On Track النسبة المئوية لمسار التنفيذ	% Score العلامة المئوية	% On Track النسبة المئوية لمسار التنفيذ		
1	[Name KPA-1] إسم المؤشر الأول	58.6%	40.0%	-	0.0%		
2	[Name KPA-2] إسم المؤشر الثاني	-	-	-	0.0%		
3	[Name KPA-3] إسم المؤشر الثالث	-	-	-	0.0%		
4	[Name KPA-4] إسم المؤشر الرابع	-	-	-	0.0%		
5	[Name KPA-5] - if applicable إسم المؤشر الخامس - في حال وجوده					Summary Bar Chart All AO Process KPIs Performance ملخص شريط الرسم البياني الخاص بمؤشرات الأنشطة والنتائج	
5a-6a	Organisational - Specific المؤشر التنظيمي - محدد خاص بالإدارة	-	-	-	0.0%		
5b-6b	Organisational - GoL Generic المؤشر التنظيمي العام المشترك مع باقي الإدارات	26.6%	29.6%	-	0.0%		
Overall SOPMIP Performance Score النتيجة الكلية لمعيار الأداء		15.7%	33.3%	-	0.0%		
Total # of OI S-KPIs in scorecard	42	% of this total # of OI S-KPIs actually reported on	42.9%	Total # of AO S-SKPs in scorecard	49	% of this total # of AO S-SKPs actually reported on	0.0%
						Key Performance Areas (KPA)	

3. Identification of (Sub-)Sector

تعريف قطاع الأداء (الفرعي)

3.1. Public Sector القطاع العام	Name الإسم	
	CI Code رمز التفتيش	
3.2. Sub-Sector (if applicable) القطاع الفرعي (في حال اعتماده)	Name الإسم	
	CI Code رمز التفتيش	
3.3. Responsible Public Administration Entity الإدارة المسؤولة	Ministry الوزارة	
	Directorate-General المديرية العامة	
	Directorate/Service/Bureau مديرية/مصلحة/بائنة	
3.4. Responsible Contact Person in Administration الممثل لدى الإدارة	Name الإسم	
	Position المركز	
	Office Phone Number رقم هاتف المكتب	
	Mobile Phone Number رقم الخليوي	
	Fax Number رقم الفاكس	
	E-Mail Address عنوان البريد الإلكتروني	

4. Identification of the (Sub-)Sector Performance Measurement & Inspection				تعريف قياس وتقييم أداء القطاع (الفرعي)		
4.1. Covered Yearly Period	From (dd/mm/yyyy)	من يوم/شهر/سنة				
	To (dd/mm/yyyy)	إلى يوم/شهر/سنة				
	Seq. Number This Report	الرقم التسلسلي لهذا التقرير	01			
4.2. Reference KPIs Set and Benchmark Sheet	SOPMIP-3 Benchmarking Version Number as basis for this SOPMIP-4 Report					
	رقم نسخة مجموعة المؤشرات					
	Date of this Benchmarking Sheet (dd/mm/yyyy)					
	تاريخ لائحة المعايير التي تشكل أساساً لقياس الأداء (اليوم/الشهر/السنة)					
4.3. CI Inspection Assignment Instruction	Instruction Number		رقم التكليف	SOPMIP-17.01		
	CI Source of Instruction		مصدر التكليف	CI President		
	Date Instruction (dd/mm/yyyy)		تاريخ التكليف (اليوم/الشهر/السنة)	01/08/2017		
	Expected Report Sub-mission Date (dd/mm/yyyy)		تاريخ المتوقع لتسليم التقرير (اليوم/الشهر/السنة)	28/02/2018		
4.4. Timeframe of the Sectoral Performance Measurement & Inspection	Process Phase		Planned		Actual	
	المرحلة		الفترة المخطط لها لإجراء التفتيش		التاريخ الفعلي لإجراء التفتيش	
			From	To	من	إلى
	Performance Measurement & Reporting by the Public Administration Entity		01/01/2018	28/02/2018		
	Preparation and field work by the CI Inspection Team		01/03/2018	15/04/2018		
	Inspection report writing by the CI Inspection Team		15/04/2018	30/04/2018		
4.5. Composition of the CI Performance Inspection Team	Composition	Name	Position	Main Performance Inspection Areas		
	التركيبة	الاسم	الصفة الوظيفية	المجالات الرئيسية لتقييم الأداء		
	Team Leader	رئيس الفريق	[Type] Inspector – SOPMIP Coordinating Inspector the [Name] Sector	All sectoral and organisational performance areas & issues covered by this SOPMIP-4 report on the [name] sector, including final reporting		
	Core Team Members	1.	[Type] Inspector	[Main inspection subjects / areas]		
2.		[Type] Inspector	[Main inspection subjects / areas]			
3.		[Type] Inspector	[Main inspection subjects / areas]			
4.6. Designated Supervising Inspector-General	Name		Mr. Fadi Haidamous			
	المفتش العام المشرف على عمل الفريق		Inspector-General of Administration			
4A. Special CI Inspection Instructions						
(Example for illustration purposes only - for final determination and decision making by the Central Inspection)						
<p>1. Inspect on validity and correctness/accuracy of (sub-)indicators baseline values and on both feasibility and robustness of target setting.</p> <p>2. Inspect on sources of information, objectively verifiability and accuracy of actual (sub-)indicators performance reporting</p> <p>3. Inspect on completeness of reporting (no cells left blank), both quantitative and qualitative/narrative fields, of both individual (sub-)indicators and consolidated reporting.</p> <p>4. Inspect on quality of summary reporting as derived from / based on the indicators performance reporting.</p> <p>5. Inspect on timeliness of reporting and on due authentication and approval of reporting.</p>						
4B. Authentication and Approval of this Sectoral Performance Inspection Report (same as under B.11 at end)						
Report prepared by		Report endorsed by Supervising Inspector-General		Report approved by the President of the Central Inspection		
التقرير من إعداد		المصادقة على التقرير من قبل المفتش العام المشرف على فريق العمل		تقرير معتمد من رئيس قسم التفتيش المركزي		
Name		Name		Signature		
الاسم		الاسم				
Position		Signature				
Signature		Date		Date		
التوقيع		التاريخ		التاريخ		

PART 2: The actual performance measurement and inspection by individual KPA

5. Performance Measurement and Inspection of KPA-1 :
""

قياس وتفتيش الأداء القطاعي المتعلق بمجال الأداء الأول :
""

KPA weight ⁽²⁾ in (Sub-)Sector : 20%

Form SOPMP-4 - V.12F- 23 March 2018

5.1. Development Results (Outcome / Impact) Key Performance Indicators (OI- KPIs) ⁽¹⁾ for KPA-1

مؤشرات الأداء الخاصة بالحصيلة والتأثير المرتبطة بمجال الأداء الثالث

Report Code : X.T4-YY.ZZ.17.2-V.0.3

DESCRIPTION of INDICATOR			(SUB-) INDICATOR MEASUREMENT by ADMINISTRATION																INSPECTION ASSESSMENT BY C.I. TEAM					
وصف المؤشر			قياس أداء المؤشر الفرعي من قبل الإدارة المعنية																تقييم الأداء من قبل فريق التفتيش					
Key Performance Indicator (KPI) مؤشر الأداء الرئيسي (KPI)			KPI Weight (١)	Key Performance Sub-Indicator (S-KPI) مؤشر الأداء الفرعي		Unit of Measurement	Weight ⁽²⁾ of S-KPIs (sub-Indicators)	Frequency of Measurement	Baseline / Latest (Sub-) Indicator Value نقطة الإنطلاق / قيمة المؤشر حسب آخر المعطيات المتوفرة		Target Value for Reporting Period القيمة المستهدفة		Actual / Latest Measurement قياس الأداء الأخير أو الفعلي		Sub-Indicator (S-KPI) Performance Score in % and Colour Rating ^{(3) (4)}	Indicator (KPI) Performance Score and Colour Rating - for All Sub-KPIs ^{(3) (4)}	Indicator (KPI) Performance Score and Colour Rating - for Reported Sub-KPIs only ^{(3) (4)}	Performance Self-Rating and Comments by the Public Administration تقييم ذاتي للأداء - تصنيف الإدارة		Measurement Endorsed by CI Inspection Team	Quality Rating of KPI Measurement	Main Observations	Main Recommendations	
Code الرمز	Short Name الاسم المختصر	Operational Definition وصف المؤشر	وزن المؤشر	Code الرمز	Sub-Indicator / Category of KPI فئة مؤشر الأداء الفرعي	وحدة القياس		عدد المرات التي يتم فيها قياس الأداء	Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر	مؤشر الأداء الفرعي (S-KPI) الدرجة اللونية (KPI) علامات مؤشرات الأداء والتصنيف من ناحية اللون	مؤشر الأداء الرئيسي (KPI) الدرجة اللونية (KPI) علامات مؤشرات الأداء والتصنيف من ناحية اللون	مؤشر الأداء الرئيسي (KPI) الدرجة اللونية (KPI) علامات مؤشرات الأداء والتصنيف من ناحية اللون	Brief Narrative on Achievements : a) Summary description of achievements b) If problems/delays encountered, briefly describe c) If problems/delays, remedial actions taken or suggested and by whom مرد موجز عن الإنجازات أ- وصف موجز للتحديات ب- إذا واجهت مشاكل أو تأخير معين، أوصف بإيجاز ج- إذا واجهت مشاكل أو تأخير معين، أوصف الخطوات التصحيحية التي اتخذت أو تم اقتراحها، ومن قام بتلك الخطوات والملاحظات الأخرى (Use additional sheets if necessary) يمكن استعمال أوراق إضافية عند الضرورة	Self-Rating التقييم الذاتي	قياس الأداء مصادق عليه من قبل فريق التفتيش	تقييم نوعية قياس الأداء	الملاحظات الرئيسية	التوصيات الرئيسية	
			ΣOI _w = 100%			(g. %, scale, HSPU, yth)	Σ S-KPI _w = 100%	(Monthly, Quarterly, Annually, ...) (شهرًا، ربعيًا، سنويًا، ...)	(dd/mm/yy) بـ (يوم/شهر/سنة)	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) بـ (يوم/شهر/سنة)	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) بـ (يوم/شهر/سنة)	(in UoM) بالاستناد إلى وحدة القياس	(%) ● ● ● ● ●	(%) ● ● ● ● ●	(%) ● ● ● ● ●	(1-5 scale) (5)		(y/n) ⁽⁶⁾ نعم/لا	(HSPU) ⁽⁷⁾	(Use additional sheets, if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)	(Use additional sheets, if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)	
1.1.01			15.0%	1.1.01.a			20.0%		31/12/16		31/12/17				-									
				1.1.01.b			50.0%		31/12/16		31/12/17	20	20		100.0%	50.0%	100.0%							
				1.1.01.c			30.0%		31/12/16		31/12/17				-									
1.1.02			10.0%	1.1.02.a			30.0%		31/12/16		31/12/17	20	10		50.0%									
				1.1.02.b			40.0%		31/12/16		31/12/17	50	40		80.0%	47.0%	67.1%							
				1.1.02.c			30.0%		31/12/16		31/12/17				-									
1.1.03			20.0%	1.1.03.a			20.0%		31/12/16		31/12/17	20	20		100.0%									
				1.1.03.b			50.0%		31/12/16		31/12/17	40	20		50.0%	75.0%	75.0%							
				1.1.03.c			30.0%		31/12/16		31/12/17	50	50		100.0%									
1.1.04			50.0%	1.1.04.a			35.0%		31/12/16		31/12/17				-									
				1.1.04.b			40.0%		31/12/16		31/12/17	55	52		94.5%	62.8%	96.6%							
				1.1.04.c			25.0%		31/12/16		31/12/17	20	20		100.0%									
1.1.05			5.0%	1.1.05.a			30.0%		31/12/16		31/12/17				-									
				1.1.05.b			50.0%		31/12/16		31/12/17				-	-	-							
				1.1.05.c			20.0%		31/12/16		31/12/17				-									
1.1.06				1.1.06.a					31/12/16		31/12/17				-									
				1.1.06.b					31/12/16		31/12/17				-									
				1.1.06.c					31/12/16		31/12/17				-									
Totals, Averages and Weighted Scores for Outcome/Impact ^(١) (OI) KPIs for KPA-1			5	100.0%			15	0	100.0%	0	6	1	2	1	0	8	8	58.6%	87.5%	-	1	10.00	0	0
المجموع، متوسط العلامات، والأوزان المتفصلة بمؤشرات الأداء الخاصة بالحصيلة والتأثير			Sum of KPI weights checking (١)		Number of OI Sub-Indicators (S-KPIs)	N° of UoM's Identified	Sum of S-KPI weights checking (١)	N° of Measurement Frequencies Identified	Number of OI Sub-Indicators with "on track / according to plan" scores (g ≥ 75%)	N° of S-KPI baseline measures	Number of OI Sub-Indicators with "needing attention" scores (50% ≤ g < 75%)	N° of S-KPI targets	Number of OI Sub-Indicators with "requiring follow-up / action" scores g < 50 %	N° of actual S-KPI performance measures	N° of S-KPI performance scores	Weighted overall KPI score for all OI Sub-KPIs ^(٤)	Weighted overall KPI score for Reported OI Sub-KPIs only ^(٤)	Average self-rating score on 10	# of S-KPI measures not accepted by CI	Average CI quality rating on 10	Number of KPIs for which main observations are reported	Number of KPIs for which main recommendations are formulated		
عدد مؤشرات الأداء الخاصة بالحصيلة والتأثير			مجموع أوزان المؤشرات		عدد مؤشرات الأداء الفرعية الخاصة بالحصيلة والتأثير	عدد وحدات القياس التي تم تحديدها	مجموع أوزان المؤشرات الفرعية	عدد مرات التي تم فيها قياس الأداء	عدد مؤشرات الأداء الفرعية التي تم التخطيط لها (g ≥ 75%)	عدد مؤشرات الأداء الفرعية الأساسية	عدد مؤشرات الأداء الفرعية التي تحتاج إلى اهتمام (50% ≤ g < 75%)	عدد مؤشرات الأداء الفرعية المستهدفة	عدد مؤشرات الأداء الفرعية التي تتطلب متابعة	عدد مؤشرات الأداء الفرعية الحقيقية	عدد مؤشرات الأداء الفرعية الحقيقية	الدرجة الكلية لمؤشرات الأداء الخاصة بالحصيلة والتأثير	الدرجة الكلية لمؤشرات الأداء الفرعية الخاصة بالحصيلة والتأثير	الدرجة الذاتية المتوسطة	عدد مؤشرات الأداء الفرعية التي لم تقبلها اللجنة	الدرجة الكلية لمؤشرات الأداء الفرعية الحقيقية	عدد المؤشرات التي تم تقديم الملاحظات الرئيسية بها	عدد المؤشرات التي تم تقديم التوصيات الرئيسية بها		

5.2. Process (Activities/Outputs) Key Performance Indicators (AO - KPIs) ⁽¹⁾ for KPA-1																	مؤشرات		Report Code : XT4-YY.ZZ-17.2-V.0.3					
DESCRIPTION of ACTIVITY / OUTPUT INDICATOR (الأنشطة/النتائج) وصف المؤشر										(SUB-) INDICATOR MEASUREMENT by ADMINISTRATION قياس أداء المؤشر الفرعي من قبل الإدارة المعنية										INSPECTION ASSESSMENT BY C.I. TEAM تقييم الأداء من قبل فريق التفتيش				
Key Performance Indicator (KPI) مؤشر الأداء الرئيسي (KPI)			KPI Weight (2)	Key Performance Sub-Indicator (S-KPI) مؤشر الأداء الفرعي		Unit of Measure- ment	Weight ⁽²⁾ of S-KPIs (sub- Indicators)	Frequency of Measure- ment	Baseline / Latest (Sub-) Indicator Value نقطة (الخطي) قيمة المؤشر حسب آخر المعطيات المتوفرة		Target Value for Reporting Period القيمة المتوخاة		Actual / Latest Measurement قياس الأداء الأخير / أو الفعلي		Sub-indicator (S-KPI) Performance Score in % and Colour Rating (3) (4)	Indicator (KPI) Performance Score and Colour Rating - for All Sub-KPIs (3) (4)	Indicator (KPI) Performance Score and Colour Rating - for Reported Sub-KPIs only (3) (4)	Performance Self-Rating and Comments by the Public Administration تقييم ذاتي للأداء - تصنيف الإدارة		Measure- ment Endorsed by CI Inspection Team	Quality Rating of KPI Measure- ment	Main Observations الملاحظات الرئيسية	Main Recommendations التوصيات الرئيسية	
Code	Short Name	Operational Definition	وزن المؤشر	Code	Sub-Indicator / Category of KPI فئة مؤشر الأداء الفرعي	وحدة القياس		عدد المرات التي يتم فيها قياس الأداء	Date	Value	Date	Value	Date	Value	قيمة المؤشر الفرعي (S- KPI) العلامة المئوية (KPI) لمؤشرات مؤشرات الأداء	مؤشر الأداء الرئيسي (KPI) علامة مؤشر الأداء والصنيف من ناحية نتيجة اللون	مؤشر الأداء الرئيسي (KPI) علامة مؤشر الأداء والصنيف من ناحية نتيجة اللون	مؤشر الأداء الرئيسي (KPI) علامة مؤشر الأداء والصنيف من ناحية نتيجة اللون	Self- Rating التقييم الذاتي	Brief Narrative on Achievements : a) Summary description of achievements b) If problems/delays encountered, briefly describe c) If problems/delays, remedial actions taken or suggested and by whom سرد موجز عن الإنجازات ب- إذا واجهت مشاكل أو تأخير معين، أوصف بإيجاز الخطوات التصحيحية التي اتخذت أو قُدمت مقترحة، ومن قام بتلك الخطوات والملاحظات الأخرى (Use additional sheets if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)	قياس الأداء مع مصادق عليه من قبل فريق التفتيش	قياس الأداء مع مصادق عليه من قبل فريق التفتيش	(Use additional sheets, if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)	(Use additional sheets, if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)
			ΣAO _w = 100%			(# , % , scale, HSPU, y/n)	Σ S-KPI _w = 100%	(Monthly, Quarterly, Annually, ...) شهرية، ربع سنوية، سنوية	(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(%) ●●●●●	(%) ●●●●●	(%) ●●●●●	(1-5 scale) (5)		(y / n) ⁽⁶⁾ نعم/لا	(HSPU) ⁽⁷⁾			
1.2.01				1.2.01.a					31/12/16		31/12/17				-									
				1.2.01.b					31/12/16		31/12/17				-	-	-							
				1.2.01.c					31/12/16		31/12/17				-									
1.2.02				1.2.02.a					31/12/16		31/12/17				-									
				1.2.02.b					31/12/16		31/12/17				-	-	-							
				1.2.02.c					31/12/16		31/12/17				-									
1.2.03				1.2.03.a					31/12/16		31/12/17				-									
				1.2.03.b					31/12/16		31/12/17				-	-	-							
				1.2.03.c					31/12/16		31/12/17				-									
1.2.04				1.2.04.a					31/12/16		31/12/17				-									
				1.2.04.b					31/12/16		31/12/17				-	-	-							
				1.2.04.c					31/12/16		31/12/17				-									
1.2.05				1.2.05.a					31/12/16		31/12/17				-									
				1.2.05.b					31/12/16		31/12/17				-	-	-							
				1.2.05.c					31/12/16		31/12/17				-									
1.2.06				1.2.06.a					31/12/16		31/12/17				-									
				1.2.06.b					31/12/16		31/12/17				-	-	-							
				1.2.06.c					31/12/16		31/12/17				-									
Totals, Averages and Weighted Scores for Activity / Output ⁽¹⁾ (AO) KPIs for KPA-1			0	0.0%	0	0	-	0	0	1	0	1	0	0	0	-	-	-	-	-	0	0	0	
			Number of AO KPIs	Sum of KPI weights checking (2)	Number of AO Sub-Indicators (S-KPIs)	N° of UoM's Identified	Sum of S-KPI weights checking (2)	N° of Measurement Frequencies Identified	Number of AO Sub-Indicators with "on track" / according to plan * scores (5 ≥ 75%)	N° of S-KPI baseline measures	Number of AO Sub-Indicators with "needing attention" scores (50% ≤ s < 75%)	Number of S-KPI targets	Number of AO Sub-Indicators with "requiring follow-up" / action" scores s < 50 %	N° of actual S-KPI performance measures	N° of S-KPI performance scores	Weighted overall KPIs score for All AO Sub-KPIs (4)	Weighted overall KPIs score for Reported AO Sub-KPIs only (4)	Average self-rating score on 10	# of S-KPI measures not accepted by CI	Average CI quality rating on 10	Number of KPIs for which main observations are reported	Number of KPIs for which main recommendations are formulated		
			عدد مؤشرات الأداء الخاصة بالأنشطة والنتائج	مجموع وزن المؤشرات الفرعية	عدد مؤشرات الأداء الفرعية الخاصة بالأنشطة والنتائج	عدد وحدات القياس التي تم تحديدها	مجموع وزن المؤشرات الفرعية	عدد المرات التي يتم فيها قياس الأداء	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	عدد مؤشرات الأداء الفرعية (بالاستناد إلى وحدة القياس)	

NOTE: The same KPA scorecard template is used for the other KPAs 2, 3, 4, 5A and 5C, with slight differences for generic KPA-5B since consisting of a generic set of indicators, without sub-indicators, clustered around six standard Key Performance Sub-Areas (S-KPAs). See 2 pages of this KPA-5B scorecard here right under.

9B.1. KPA-5B : Organisational and Institutional Strengthening : Government of Lebanon Generic Set of Standard, Generic Indicators, by Performance Sub-Area ⁽¹⁾ for KPA-5B

مؤشرات الأداء الخاصة بالصحة والتأثير المرتبطة بمجال الأداء الخامس "ب" KPA - 5B (OI)

Report Code : X.T4-YY.ZZ.12-V.0.3

DESCRIPTION OF KPA-5B STANDARD INDICATOR		(SUB-) INDICATOR MEASUREMENT by ADMINISTRATION										INSPECTION ASSESSMENT BY C.I. TEAM							
KPA - 5B وصف مؤشر الأداء الخامس "ب" العام		قياس أداء المؤشر الفرعي من قبل الإدارة المعنية										تقييم الأداء من قبل فريق التفتيش							
Identification of the 6 KPA-5B Standard Key Performance Sub-Areas (S-KPAs) (1) (2) وصف مجالات الأداء الفرعية الستة التابعة "لمجال الأداء الخامس" ب S-KPAs (1) (2)	Concern / Brief Name of KPI (cluster) (تجمع) الاسم المختصر للمؤشر	Code الرمز	Standard Key Performance Indicator مؤشر الأداء العام	Weight ⁽⁴⁾ of Indicator بالمؤشر الوزن الخاص	Unit of Measure-ment وحدة القياس	Frequency of Measure-ment عدد المرات التي يتم فيها قياس الأداء	Baseline / Latest (Sub-) Indicator Value نقطةالانطلاق/ قيمة المؤشر حسب آخر المعطيات المتوفرة		Target Value for Reporting Period		Actual / Latest Measurement		Indicator Performance Score in % and Colour Rating (3) (4) العلامة المئوية لمؤشرات الأداء	Performance Self-Rating and Comments by the Public Administration تقييم الأداء الذاتي من قبل الإدارة		Measure-ment Endorsed by CI Inspection Team قياس الأداء من قبل فريق التفتيش	Quality Rating of KPI Measure-ment تقييم نوعية قياس الأداء	Main Observations الملاحظات الرئيسية	Main Recommendations التوصيات الرئيسية
							Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر		Self-Rating التقييم الذاتي	Brief Narrative on Achievements : a) Summary description of achievements b) If problems/delays encountered, briefly describe c) If problems/delays, remedial actions taken or suggested and by whom مرد موجز عن الإنجازات ب- إذا واجهت مشاكل أو تأخير معين، أوصف بإيجاز ج- إذا واجهت مشاكل أو تأخير معين، أوصف الخطوات التصحيحية التي اتخذت أو تم اقتراحها، ومن قام بذلك التروحات والملاحظات الأخرى (Use additional sheets if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)				
Σ S-KPA = 100%				(%, scale, HSPU, y/n)	(Monthly, Quarterly, Annually, ...)	(dd/mm/yy) بوتيمو كند	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) بوتيمو كند	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) بوتيمو كند	(in UoM) بالاستناد إلى وحدة القياس	(%) <div><div></div><div></div><div></div><div></div></div>	(1-5 scale) (6)	(y / n) ⁽⁶⁾ لعمدلا	(HSPU) ⁽⁷⁾	(Use additional sheets, if necessary) يمكن استعمال أوراق إضافية عند الضرورة	(Use additional sheets, if necessary) يمكن استعمال أوراق إضافية عند الضرورة		
5B.1 Results orientation and strategic management التركيز على النتائج و الإدارة الاستراتيجية	Hierarchy of objectives التسلسل الهرمي للأهداف	5B.1.01a	Availability of documents with clearly spelled-out and officially approved (a) mission statement توافر وثائق مكتوبة تعكس بشكل واضح (أ) إثنين المهمة المتوافق عليه رسمياً	2.5%	y/n		31/12/16		31/12/17				-						
		5B.1.01b	Availability of documents with clearly spelled-out and officially approved (b) overall goal setting توافر وثائق مكتوبة تعكس بشكل واضح (ب) للهدف العام المتوافق عليه رسمياً	2.5%	y/n		31/12/16		31/12/17	y		y	100.0%						
		5B.1.01c	Availability of documents with clearly spelled-out and officially approved (c) strategic, long-term objectives توافر وثائق مكتوبة تعكس بشكل واضح (ج) الأهداف الاستراتيجية طويلة الأجل المتوافق عليها رسمياً	5.0%	y/n		31/12/16		31/12/17	y		n	0.0%						
	Translation objectives in operational terms ترجمة الأهداف لخطوات عملية	5B.1.02	Extent / quality of effective translation of mission, goals and strategic objectives in operational objectives and results which are measurable or at least objectively verifiable مدى / جودة الترجمة الفعالة للرسالة والأهداف والغايات الاستراتيجية لأهداف ونتائج عملية يمكن قياسها أو على الأقل يمكن التحقق منها بشكل موضوعي	10.0%	0-10 scale		31/12/16		31/12/17	8		7	87.5%						
	Strategic planning horizon and benchmarking أفق التخطيط الاستراتيجي و القياس	5B.1.03a	Strategic Planning: (a) Existence of a strategic plan with a time horizon determined by the inspected entity, but of at least three years التخطيط الاستراتيجي : (أ) وجود خطة استراتيجية مع أفق زمني تحدده الجهة الخاضعة للتفتيش، ولكن ثلاث سنوات على الأقل	5.0%	y/n		31/12/16		31/12/17	y		y	100.0%						
		5B.1.03b	Strategic Planning: (b) Quality of plan benchmarking (baseline data and target setting) التخطيط الإستراتيجي: جودة قياس الخطة بإفادت خط الأساس و تحديد الأهداف	5.0%	y/n		31/12/16		31/12/17				-						
	Annual plan الخطة السنوية	5B.1.04a	Annual planning: (a) Existence of an annual plan for the operations at present for the inspected entity as a whole التخطيط السنوي : (أ) وجود خطة سنوية للأعمال في الوقت الحاضر للكيان الذي يتم تفتيشه ككل	10.0%	y/n		31/12/16		31/12/17	n		y	100.0%						
		5B.1.04b	Annual planning: (b) Extent to which the annual plan is aligned with / fitting in the strategic plan التخطيط السنوي : (ب) مدى تماشي الخطة السنوية مع / المناسب في الخطة الاستراتيجية	5.0%	0-5 scale		31/12/16		31/12/17	4		5	125.0%						
	Plans of the units خطط الوحدات	5B.1.05	Percentage of organisational units within the inspected entity with (i) an annual work plan and/or (ii) quarterly or more frequent (e.g. monthly) work programmes نسبة الوحدات التنظيمية داخل الكيان الذي يخضع للتفتيش مع (أ) خطة عمل سنوية و / أو (ب) برامج عمل فصلية أو أكثر تواترا (على سبيل المثال شهريا)	10.0%	%		31/12/16		31/12/17	75.0%		52.0%	69.3%						
	Plan flexibility مرونة الخطة	5B.1.06	Flexibility and effectiveness of plan adaptation to changed conditions and requirements and/or to results of internal monitoring and interim evaluation exercises, if necessary مرونة وفعالية في تكيف الخطة للظروف والمتطلبات المتغيرة و / أو لنتائج الرقابة الداخلية و عمليات التقييم المؤقتة ، إذا لزم الأمر	5.0%	0-10 scale		31/12/16		31/12/17	7		7	100.0%						

DESCRIPTION of KPA-5B STANDARD INDICATOR KPA - 5B وصف مؤشر الأداء الخامس "ب" العام								(SUB-) INDICATOR MEASUREMENT by ADMINISTRATION قياس أداء المؤشر الفرعي من قبل الإدارة المعيّنة								INSPECTION ASSESSMENT BY C.I. TEAM تقييم الأداء من قبل فريق التفتيش			
Identification of the 6 KPA-5B Standard Key Performance Sub-Areas (S-KPAs) (1) (2) وصف مجالات الأداء الفرعية الستة التابعة "ب" المجال الأداء الخامس "ب" S-KPAs (1) (2)	Concern / Brief Name of KPI (cluster) الاسم المختصر للمؤشر (تجمع)	Code الرمز	Standard Key Performance Indicator مؤشر الأداء العام	Weight ^(*) of Indicator الوزن الخاص بالمؤشر	Unit of Measure-ment وحدة القياس	Frequency of Measure-ment عدد المرات التي يتم فيها قياس الأداء	Baseline / Latest (Sub-) Indicator Value نقطة القياس / قيمة المؤشر حسب آخر المعطيات المتوفرة		Target Value for Reporting Period		Actual / Latest Measurement		Indicator Performance Score in % and Colour Rating (3) (4) العلامة لدرجة مؤشرات الأداء	Performance Self-Rating and Comments by the Public Administration تقييم الأداء الذاتي من قبل الإدارة		Measurement Endorsed by CI Inspection Team قياس الأداء من قبل فريق التفتيش	Quality Rating of KPI Measurement تقييم نوعية قياس الأداء	Main Observations الملاحظات الرئيسية	Main Recommendations التوصيات الرئيسية
							Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر		Self-Rating التقييم الذاتي	Brief Narrative on Achievements : a) Summary description of achievements b) If problems/delays encountered, briefly describe c) If problems/delays, remedial actions taken or suggested and by whom سرد موجز عن الإنجازات أ- وصف موجز للمشاكل أو تأخير معين، أوصف بإيجاز ب- إذا واجهت مشاكل أو تأخير معين، أوصف الخطوات التصحيحية التي اتخذت ج- إذا واجهت مشاكل أو تأخير معين، أوصف الخطوات التصحيحية التي اتخذت أو تم اقتراحها، ومن قام بذلك التروحات والملاحظات الأخرى (Use additional sheets if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)				
(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(%) 	(1-5 scale) (5)												
				$\sum S-KPI_i = 100\%$	(#, %, scale, HSPU, y/n)	(Monthly, Quarterly, Annually, ...) شهرية، ربع سنوية، سنوية									(y / n) ⁽⁶⁾ لعمريلا	(HSPU) ⁽⁷⁾	(Use additional sheets, if necessary) يمكن استعمال أوراق إضافية عند الضرورة	(Use additional sheets, if necessary) يمكن استعمال أوراق إضافية عند الضرورة	
5B.6 Internal Control, Monitoring and Evaluation الرقابة الداخلية والرصد والتقييم This S-KPA 5B.6 weight : 16.7%	Compliance with LD 111 reporting الالتزام بصياغة التقارير وفق المرسوم الإشرافي 111	5B.6.01	Percentage of reports effectively submitted in relation to the total number of reports due by the inspected entity in the last three years to the Director-General concerned in compliance with L.D. 111 and instructions of the D.G. in preparation of the DG's (semi-) annual reports إجمالي التقارير المقدمة إلى المدير العام في السنوات الثلاث الماضية مقارنة مع عدد التقارير المطلوبة من قبل الإدارة الخاضعة للتفتيش، والمسجلة للمرسوم الإشرافي 111 وتعليمات المدير العام في إعداد التقارير النصف سنوية 111.	10.0%	%		31/12/16		31/12/17				-						
	Contributions of units to LD 111 reporting مساهمات الوحدات الخاضعة في التقارير الإشرافي بالمرسوم الإشرافي 111	5B.6.02	Percentage of organisational units within/under the inspected entity which have submitted their report as contribution to the preparation of the last report by the DG, in compliance with Legislative Decree 111 النسبة المئوية للوحدات التنظيمية في/تحت إدارات الخاضعة للتفتيش والتي قدمت تقريرها كجزء من التقرير النهائي للمدير العام، وذلك وفقاً للمرسوم الإشرافي 111	15.0%	%		31/12/16		31/12/17				-						
	Quality of last report جودة التقرير النهائي	5B.6.03	Quality rating of the last report submitted by the inspected entity for integration in the DG's report in compliance with LD 111 تقييم جودة التقرير الأخير المقدم من قبل الإدارة الخاضعة للتفتيش كمكون من مكونات التقرير النهائي للمدير العام، وذلك وفق المرسوم الإشرافي 111	10.0%	0-10 scale		31/12/16		31/12/17				-						
	Impact assessment تقييم الأثر	5B.6.04	Extent to which the inspected entity's programmes and activities are assessed on the ground, at the level of the citizens, clients and/or customers (ev. communities, society at large) in the preceding year مدى تقييم البرامج والأنشطة على أرض الواقع والخاضعة بالإدارات الخاضعة للتفتيش على مستوى المواطنين، والراغبين وأ/ أو العملاء (المجتمعات المحلية، المجتمع بشكل عام) في السنة السابقة	15.0%	0-10 scale		31/12/16		31/12/17				-						
	Measurement of impact إس الأثر	5B.6.05	Average overall quality rating of the impact assessments referred to under 6.4 above متوسط التقييم الكلي للجودة لتقييم الأثر المشار إليه أعلاه 6.4	5.0%	0-10 scale		31/12/16		31/12/17				-						
	Internal control and inspections الرقابة أو التفتيش الداخلي	5B.6.06	Percentage of internal inspections by heads of entities under him/her due in the last year in accordance with Par. 3 of Art. 8 of Legislative Decree 111 which have also been effectively executed نسبة التفتيش الداخلي الذي يقوم به رؤساء الوحدات الخاضعة للتفتيش والمطلوب منه للسنة المنصرمة تطبيقاً للفقرة 3 من المادة 8 من المرسوم الإشرافي 111 والذي تم تنفيذه بشكل فعال	10.0%	%		31/12/16		31/12/17				-						
	Existence of performance measurement indicators وجود مؤشرات لقياس وتقييم الأداء	5B.6.07	Existence and level of operational use of sets of standard performance measurement, monitoring and evaluation indicators, developed and generally accepted for measuring performance of the inspected entity concerned تطوير وجود ومستوى عملي لمجموعات معايير قياس الأداء والرصد والتقييم والتي تم التوافق عليها لقياس أداء في الوحدات الخاضعة للتفتيش	10.0%	0-10 scale		31/12/16		31/12/17				-						
	Operational status monitoring system نظام رصد الوضع التشغيلي	5B.6.08	Extent to which a regular monitoring system based on indicators is developed and effectively implemented مدى تطوير نظام رصد منتظم يستند إلى مؤشرات تم إختيارها على نحو فعال	15.0%	0-10 scale		31/12/16		31/12/17				-						

DESCRIPTION of KPA-5B STANDARD INDICATOR KPA - 5B وصف مؤشر الأداء الخاص "ب" العام							(SUB-) INDICATOR MEASUREMENT by ADMINISTRATION قياس أداء المؤشر الفرعي من قبل الإدارة المعنية										INSPECTION ASSESSMENT BY C.I. TEAM تقييم الأداء من قبل فريق التفتيش				
Identification of the 6 KPA-5B Standard Key Performance Sub-Areas (S-KPAs) (1) (2) وصف مجالات الأداء الفرعية الستة التابعة "المجال الأداء الخاص" ب S-KPAs (1) (2)	Concern / Brief Name of KPI (cluster) الاسم المختصر للمؤشر (تجمع)	Code الرمز	Standard Key Performance Indicator مؤشر الأداء العام	Weight (2) of Indicator بالمؤشر الوزن الخاص	Unit of Measurement وحدة القياس	Frequency of Measurement عدد المرات التي يتم فيها قياس الأداء	Baseline / Latest (Sub-) Indicator Value نقطة/القياس/ قيمة المؤشر حسب آخر المعطيات المتوفرة		Target Value for Reporting Period		Actual / Latest Measurement		Indicator Performance Score in % and Colour Rating (3) (4) العلامة اللونية لمؤشرات الأداء	Performance Self-Rating and Comments by the Public Administration تقييم الأداء الذاتي من قبل الإدارة		Measurement Endorsed by CI Inspection Team قياس الأداء عليه مصافق فريق التفتيش	Quality Rating of KPI Measurement تقييم نوعية قياس الأداء	Main Observations الملاحظات الرئيسية	Main Recommendations التوصيات الرئيسية		
							Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر		Self-Rating التقييم الذاتي	Brief Narrative on Achievements : a) Summary description of achievements b) If problems/delays encountered, briefly describe c) If problems/delays, remedial actions taken or suggested and by whom سرد موجز عن الإنجازات أ- وصف موجز للإنجازات ب- إذا واجهت مشاكل أو تأخير معين، أوصف بإيجاز ج- إذا واجهت مشاكل أو تأخير معين، أوصف الخطوات التصحيحية التي اتخذت أو تم اقتراحها، ومن قام بذلك الشروحات والملاحظات الأخرى (Use additional sheets if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)						
							(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس	(dd/mm/yy) يوم/شهر/سنة	(in UoM) بالاستناد إلى وحدة القياس								(1-5 scale) (5)	
5B.6 Internal Control, Monitoring and Evaluation الرقابة الداخلية، والرصد والتقييم	Budget for quality control موازنة مراقبة الجودة	5B.6.09	Percentage of last year's overall budget of the inspected unit explicitly allocated for quality control, monitoring and evaluation purposes النسبة المئوية من الموازنة الكلية للعام المنصرم و المتعلقة بالوحدة الخاضعة للتفتيش والمخصصة بوضوح لأغراض مراقبة الجودة والرصد و أغراض التقييم	5.0%	%		31/12/16		31/12/17				-								
	Staff training on monitoring and evaluation تدريب الموظفين على الرقابة والتقييم	5B.6.10	Percentage of professional and executive staff trained on monitoring and evaluation methodologies and practice (grade 3 and above) نسبة الموظفين الفنيين و التقنيين المدربين على طرق و أساليب الرصد و التقييم (بدرج 3 ومن الفئة الثالثة)	5.0%	%		31/12/16		31/12/17				-								
	Totals for S-KPA 5B.6 : Internal Control, Monitoring and Evaluation (3) (4) المجموع الخاص بمجال الأداء الفرعي S-KPA 5B.6: الرقابة الداخلية، الرصد، والتقييم			100.0%	10	0	-	0	-	0	-	0	-	-	0	-	0	0			
	Totals for S-KPA 5B Activities/Outputs (AO) Indicators (3) (4) المجموع بمجال الأداء الفرعي S-KPA 5B مؤشرات الأنشطة/النتائج			100.0%	49	0	0	0	0	0	0	-	-	-	-	0	0				
Totals for S-KPA 5B (3) (4) المجموع بمجال الأداء الفرعي S-KPA 5B مؤشرات الأنشطة/النتائج				100.0%	76	0	8	0	1	10	1	10	8.9%	-	85.3%	1	10.00	0	0		
Grand Totals for All Six Generic KPA-5B Result Sub-Areas (3) (4) المجموع الكلي لمجالات الأداء الفرعية الستة التابعة "المجال الأداء الرئيسي الخامس" ب KPA-5B		60	100.0%	60	100.0%	76	0	8	0	1	10	1	10	8.9%	-	85.3%	1	10.00	0	0	
		N° of KPA-5B concerns العدد الخاص بمخاوف KPA-5B	Sum of weights checking of the six Key Performance Sub-Areas (S-KPAs) of KPA-5B (2) مجموع الأوزان التابعة لمجالات الأداء الفرعية KPA-5B الستة الخاصة بال KPA-5B	N° of standard KPA-5B concerns عدد المؤشرات القياسية	Sum of KPI weights checking (2) مجموع أوزان المؤشرات	N° of KPA-5B Indicators عدد مؤشرات KPA-5B	N° of Measurement Frequencies Identified عدد المرات التي يتم فيها قياس الأداء	Number of KPA-5B Indicators with "on track" or "according to plan" scores (s ≥ 75%) عدد مؤشرات KPA-5B مع درجات "متابعة" أو "مطابق للخطة" (s ≥ 75%)	Number of S-KPI baseline measures عدد مؤشرات KPA-5B الأساسية	Number of KPA-5B Indicators with "needing attention" scores (50% ≤ s < 75%) عدد مؤشرات KPA-5B مع درجات "تحتاج انتباه" (50% ≤ s < 75%)	N° of S-KPI targets عدد مؤشرات KPA-5B المستهدفة	Number of KPA-5B Indicators with "requiring follow-up / action" scores s < 50 % عدد مؤشرات KPA-5B مع درجات "تحتاج متابعة / إجراء" (s < 50 %)	N° of actual S-KPI performance measures عدد قياسات الأداء الفعلية	Weighted S-KPAs and KPA-5B scores for ALL KPAs (3) (4) مؤشرات KPA-5B مع علامات مؤشرات الأداء الفرعية الفعلية	Average self-rating score on 10 (5) متوسط التقييم الذاتي (علامة من 10)	N° of S-KPI measures not accepted by CI (6) عدد قياسات KPA-5B غير مقبولة من قبل فريق التفتيش	Average CI quality rating on 10 (7) معدل التقييم النوعي على 10	Number of KPIs for which main observations are reported عدد المؤشرات التي تم تقديم الملاحظات الرئيسية بها	Number of KPIs for which main recommendations are formulated عدد المؤشرات التي تم صياغة التوصيات المتعلقة بها		

PART 3: The summary sectoral performance scorecard

10. Summary Sectoral Performance Measures, with Breakdown by Indicators Type (OI and AO) and by Key Performance Area (KPA)

خلاصة قياس الأداء القطاعي مع تجزئته وفقاً لنوع المؤشر ومجال الأداء الرئيسي

Form SOPMIP-4 - V.12F - 23 March 2018

											(table automatically generated and filled-out based on preceding SOPMIP-4 template items 5 to 9B) نَمُلَا الخَدَات أوتوماتيكياً بالاستناد إلى 9.1 و 5.1 (*)						Report Code : رمز التقرير		X.T4-YY.ZZ-17.2-V.0.3							
A. Related to <u>ONLY REPORTED</u> OI Indicators and Sub-Indicators																										
Identification of Key Performance Area (KPA) - Outcome / Impact Indicators (KPA)تعريف مجال الأداء الرئيسي للحصولة والتأثير							Summary KPA Performance Scores خلاصة تقييم مجالات الأداء الرئيسية				Follow-Up Ratings تقييم الأداء						Average KPA Self-Rating by the Administration متوسط التقييم الذاتي لمجال الأداء الرئيسي الذي تجريه الإدارة المعنية	Inspection Assessment by CI Team التقييم من قبل فريق التفتيش								
Key Performance Area (KPA) KPA مجال الأداء الرئيسي			Number of Constituent Key Performance Indicators (KPIs) and Sub-Indicators (S-KPIs) عدد مؤشرات الأداء القطاعية والعنصر التي تتكون منها ومؤشرات الأداء الفرعية				Calculated KPA / Sector Performance Score for Reported (Sub-) Indicators only النتيجة المحسنة لأداء القطاع في مجال الأداء الرئيسي	Latest KPA Performance Score Before نقطةالقياس/ قيمة المؤشر حسب آخر المعطيات المتوفرة		Percent Change in Performance Score التغيير المستجذ بالـ% على نتيجة الأداء	On Track, As Planned الأداء يسير وفق الخطة		Needing Attention الأداء يحتاج إلى الانتباه		Requiring Follow-Up and Action الأداء يتطلب التحرك		# of S-KPIs	% of Total Reported	# of S-KPIs	% of Total Reported	# of S-KPIs	% of Total Reported	Positive S-KPI Performance Measurement Endorsements المصادقة الإيجابية على تقييم الأداء الخاص بالمؤشرات الفرعية	Number of S-KPI Performance Measurements Not Accepted عدد المؤشرات الفرعية للأداء التي تم رفضها		Average Quality Rating of S-KPI Measurements متوسط نوعية قياس الأداء
Code الرمز	Description وصف المؤشر	KPA Weight (2) الوزن المعطى لمجال الأداء الرئيسي	Number of KPIs عدد مؤشرات الأداء الرئيسية KPI	Number of Sub-Indicators (S-KPIs) عدد المعايير الفرعية للمؤشر	Number of Actual S-KPI Measurements العدد الفعلي لمعطيات قياس الأداء	Measurements in % of Total Number of S-KPIs لمجموع مؤشرات الأداء		Date التاريخ	Latest Score Before العلامة النهائية/ نقطة القياس		# of S-KPIs	% of Total Reported	# of S-KPIs	% of Total Reported	# of S-KPIs	% of Total Reported								#	% of Total	
		Σ OI =100%	#	#	#	(c6/c5)	%	(dd/mm/yy) يوم/شهر/سنة	%	(c8-c10)	(c12/c6)	(c14/c6)	(c16/c6)	(c16/c6)	(1-10 scale)	(c19/c6)	(c21/c6)	(c21/c6)	(1- 10 scale)							
1.1	[Name KPA-1] إسم المؤشر الأول	20.0%	5	15	8	53.3%	87.5%			-	6	75.0%	2	25.0%	0	0.0%	-	7	87.5%	1	12.5%	10.00				
2.1	[Name KPA-2] إسم المؤشر الثاني	20.0%	0	0	0	-	-			-	0	-	0	-	0	-	-	-	-	-	-	-	10.00			
3.1	[Name KPA-3] إسم المؤشر الثالث	20.0%	0	0	0	-	-			-	0	-	0	-	0	-	-	-	-	-	-	-	10.00			
4.1	[Name KPA-4] إسم المؤشر الرابع	20.0%	0	0	0	-	-			-	0	-	0	-	0	-	-	-	-	-	-	-	1.00			
5A.1	Organisational Development and Institutional Strengthening - Specific التطوير التنظيمي والتعزيز المؤسسي - محدد	5.0%	0	0	0	-	-			-	0	-	0	-	0	-	-	-	-	-	-	-	10.00			
5B.1	Organisational Development and Institutional Strengthening - Generic التطوير التنظيمي والتعزيز المؤسسي - عام	15.0%	20	27	10	37.0%	85.3%			-	8	80.0%	1	10.0%	1	10.0%	-	9	90.0%	1	10.0%	10.00				
Totals, Average and Weighted Scores for the <u>REPORTED</u> Sector Outcome/Impact OI KPIs مجموع، ومتوسط، ووزن النتائج التي حققها القطاع على صعيد المؤشرات المرتبطة بالحصولة والتأثير		100.0%	25	42	18	42.9%	86.2%		-	-	14	77.8%	3	16.7%	1	5.6%	-	16	88.9%	2	11.1%	8.50				

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23		
10.1. Summary Development Results (Outcome / Impact) Key Performance Measures (OI - KPIs)																		Report Code :		X.T4-YY.ZZ-17.2-V.0.3				
(table automatically generated and filled-out based on preceding SOPMIP-4 template items 5 to 9B) (*) تُملأ الخانات أوتوماتيكياً بالاستند إلى 9.1 و 5.1																		رمز التقرير						
B. Related to ALL OI Indicators and Sub-Indicators																								
Identification of Key Performance Area (KPA) - Outcome / Impact Indicators (KPA)تعريف مجال الأداء الرئيسي للحصيلة والتأثير							Summary KPA Performance Scores خلاصة تقييم مجالات الأداء الرئيسية			Follow-Up Ratings تقييم الأداء						Average KPA Self-Rating by the Administration متوسط التقييم الذاتي لمجال الأداء الرئيسي الذي KPA تجريبه الإدارة المعنية	Inspection Assessment by CI Team التقييم من قبل فريق التفتيش							
Key Performance Area (KPA) مجال الأداء الرئيسي			Number of Constituent Key Performance Indicators (KPIs) and Sub-Indicators (S-KPIs) عدد مؤشرات الأداء القطاعية والعناصر التي تتكون منها ومؤشرات الأداء الفرعية				Calculated KPA / Sector Performance Score for ALL OI Indicators النتيجة المحسنة لأداء القطاع في مجال الأداء الرئيسي	Latest KPA Performance Score Before نقطةالقياس/ قيمة المؤشر حسب آخر المعطيات المتوفرة		Percent Change in Performance Score التغير المستجد بالـ% على نتيجة الأداء	On Track, As Planned الأداء يسير وفق الخطة		Needing Attention الأداء يحتاج إلى الانتباه		Requiring Follow-Up and Action الأداء يتطلب التحرك		Positive S-KPI Performance Measurement Endorsements المصادقة الإيجابية على تقييم الأداء الخاص بالمؤشرات الفرعية		Number of S-KPI Performance Measurements Not Accepted عدد المؤشرات الفرعية للأداء التي تم رفضها		Average Quality Rating of S-KPI Measurements متوسط نوعية قياس الأداء			
Code الرمز	Description وصف المؤشر		KPA Weight (2) الوزن المعطى لمجال الأداء الرئيسي	Number of KPIs عدد مؤشرات الأداء الرئيسية KPI	Number of Sub-Indicators (S-KPIs) عدد المعايير الفرعية للمؤشر	Number of Actual S-KPI Measurements العدد الفعلي لمعطيات قياس الأداء		Measurements in % of Total Number of S-KPIs %القياس بـ لمجموع مؤشرات الأداء	Date التاريخ		Latest Score Before /العلامة النهائية نقطة القياس	# of S-KPIs	% of Total S-KPIs	# of S-KPIs	% of Total		# of S-KPIs	% of Total	#	% of Total		#	% of Total	
			Σ OI =100%	#	#	#	(c6/c5)	%	(dd/mm/yy) يوم/شهر/سنة	%	(c8-c10)	(c12/c5)	(c12/c5)	(c12/c5)	(c16/c5)	(1-10 scale)	(c19/c6)	(c19/c6)	(c21/c6)	(c21/c6)	(1- 10 scale)			
1.1	[Name KPA-1] إسم المؤشر الأول		20.0%	5	15	8	53.3%	58.6%			-	6	40.0%	2	13.3%	0	0.0%	-	7	87.5%	1	12.5%	10.00	
2.1	[Name KPA-2] إسم المؤشر الثاني		20.0%	0	0	0	-	-			-	0	-	0	-	0	-	-	-	-	-	10.00		
3.1	[Name KPA-3] إسم المؤشر الثالث		20.0%	0	0	0	-	-			-	0	-	0	-	0	-	-	-	-	-	10.00		
4.1	[Name KPA-4] إسم المؤشر الرابع		20.0%	0	0	0	-	-			-	0	-	0	-	0	-	-	-	-	-	1.00		
5A.1	Organisational Development and Institutional Strengthening - Specific التطوير التنظيمي والتعزيز المؤسسي - محدد		5.0%	0	0	0	-	-			-	0	-	0	-	0	-	-	-	-	-	10.00		
5B.1	Organisational Development and Institutional Strengthening - Generic التطوير التنظيمي والتعزيز المؤسسي - عام		15.0%	20	27	10	37.0%	26.6%			-	8	29.6%	1	3.7%	1	3.7%	-	9	90.0%	1	10.0%	10.00	
Totals, Average and Weighted Scores for ALL Sector Outcome/Impact OI KPIs مجموع، ومتوسط، ووزن النتائج التي حققها القطاع على صعيد OI المؤشرات المرتبطة بالحصيلة والتأثير			100.0%	25	42	18	42.9%	15.7%			-	-	14	33.3%	3	7.1%	1	2.4%	-	16	88.9%	2	11.1%	8.50

PART 4: The narrative performance inspection report by the CI inspection team

11. Performance Inspection Report by the Central Inspection (CI) Inspection Team تقرير تفتيش الأداء من قبل فريق التفتيش المركزي					
11.1 Main FINDINGS of the Sectoral Performance Inspection (by the CI Inspection Team) الخصلة الرئيسية لتقييم الأداء القطاعي (تقييم يجريه فريق التفتيش)					
Strengths / Good Practices نقاط القوة/ممارسات جيدة			Challenges / Weaknesses نقاط الضعف/التحديات		
11.2 Main RECOMMENDATIONS of the Sectoral Performance Inspection (by the CI Inspection Team) التوصيات الرئيسية حول تقييم الأداء القطاعي (يرفعها فريق التفتيش)					
11.3 Remarks on Inspection Quality and Procedures ملاحظات حول نوعية وإجراءات التفتيش					
11.4. Authentication and Approval of this Sectoral Performance Inspection Report المصادقة و التوافق على التقرير المتعلق بتفتيش/تقييم الأداء القطاعي					
Report prepared by التقرير من إعداد		Report endorsed by Supervising Inspector-General المصادقة على التقرير من قبل المفتش العام المشرف على فريق العمل		Report approved by the President of the Central Inspection تقرير معتمد من رئيس قسم التفتيش المركزي	
Name الاسم		Name الاسم		Signature التوقيع	
Position الصفة الوظيفية		Signature التوقيع			
Signature التوقيع					
Date التاريخ		Date التاريخ		Date التاريخ	

PART 5: Annex I – The narrative performance report by the Public Administration


Mandatory Standard <u>Annex 1A</u> to the SOPMIP-4 Sector Performance Report : <u>Half-Yearly Narrative Summary Report by the Public Administration on the AO Progress Indicators</u> ملحق الزاوي 1أ لتقرير الأداء القطاعي: تقرير سردي نصف سنوي خاص بمؤشرات الأنشطة والنتائج معد من قبل الإدارة العامة المعنية					
A-1A.1 Main FINDINGS of the Sectoral Process KPIs Performance Self-Assessment (by the Public Administration itself) (من قبل الإدارة المعنية) الحصيلة الرئيسية للتقييم الذاتي للأداء القطاعي					
KPA	Strengths / Good Practices نقاط القوة/ممارسات جيدة			Challenges / Weaknesses نقاط الضعف/التحديات	
General for Sector التقييم العام للقطاع					
for KPA-1 تقييم لمجال الأداء الأول KPA1					
for KPA-2 تقييم لمجال الأداء الثاني KPA2					
for KPA-3 تقييم لمجال الأداء الثالث KPA3					
for KPA-4 تقييم لمجال الأداء الرابع KPA4					
for KPA-5 تقييم لمجال الأداء الخامس KPA5					
A-1A.2 Main RECOMMENDATIONS to Further Improve Sectoral Process KPIs Performance (by the P.A. itself) (من قبل الإدارة المعنية) التوصيات الرئيسية لتحسين الأداء القطاعي					
General for Sector التقييم العام للقطاع					
for KPA-1 تقييم لمجال الأداء الأول KPA1					
for KPA-2 تقييم لمجال الأداء الثاني KPA2					
for KPA-3 تقييم لمجال الأداء الثالث KPA3					
for KPA-4 تقييم لمجال الأداء الرابع KPA4					
for KPA-5 تقييم لمجال الأداء الخامس KPA5					
A-1A.3 Authentication and Approval of the Self-Assessment AOs Performance Report by the Public Administration المصادقة و الموافقة على تقرير التقييم الذاتي (الأنشطة/النتائج) من قبل الإدارة المعنية					
Report <u>prepared</u> by التقرير من إعداد		Report <u>Authenticated</u> by the Head of the Entity in Charge of Performance Planning and Monitoring (if any) المصادقة على التقرير من قبل رئيس الوحدة المسؤولة عن تخطيط ومراقبة و قياس الأداء (في حال وجد)		Report <u>Approved</u> by the Director-General for Submission to the Central Inspection and other parties concerned (LD 111) الموافقة على التقرير من قبل المدير العام تمهيداً لرفعه إلى التفتيش المركزي (المرسوم الإشرافي 111)	
Name الاسم		Name الاسم		Name الاسم	
Position المسبة الوظيفية		Position المسبة الوظيفية		Signature التوقيع	
Signature التوقيع		Signature التوقيع			
Date التاريخ		Date التاريخ		Date التاريخ	

<p>Mandatory Standard Annex 1B to the SOPMIP-4 Sector Performance Report : Annual Narrative Summary Report by the Public Administration on the <u>OI Development Results Indicators</u> ملحق إلزامي لتقرير الأداء القطاعي تقرير سردي سنوي خاص بالحصيلة والتأثير معد من قبل الإدارة العامة المعنية</p>					
<p>A-1B.1 Main FINDINGS of the Sectoral Development Results Performance Self-Assessment (by the Public Administration) (من قبل الإدارة المعنية) الحصيلة الرئيسية للتقييم الذاتي للأداء القطاعي</p>					
KPA	Strengths / Good Practices نقاط القوة/ممارسات جيدة		Challenges / Weaknesses نقاط الضعف/التحديات		
General for Sector التقييم العام للقطاع					
for KPA-1 تقييم لمجال الأداء الأول KPA1					
for KPA-2 تقييم لمجال الأداء الثاني KPA2					
for KPA-3 تقييم لمجال الأداء الثالث KPA3					
for KPA-4 تقييم لمجال الأداء الرابع KPA4					
for KPA-5 تقييم لمجال الأداء الخامس KPA5					
<p>A-1B.2 Main RECOMMENDATIONS to Further Improve Sectoral Development Results Performance (by the P.A.) (من قبل الإدارة المعنية) التوصيات الرئيسية لتحسين الأداء القطاعي</p>					
General for Sector التقييم العام للقطاع					
for KPA-1 تقييم لمجال الأداء الأول KPA1					
for KPA-2 تقييم لمجال الأداء الثاني KPA2					
for KPA-3 تقييم لمجال الأداء الثالث KPA3					
for KPA-4 تقييم لمجال الأداء الرابع KPA4					
for KPA-5 تقييم لمجال الأداء الخامس KPA5					
<p>A-1B.3 Authentication and Approval of the Self-Assessment Sectoral Performance Report by the Administration قمة و الموافقة على تقرير التقييم الذاتي من قبل الإدارة المعنية</p>					
Report prepared by التقرير من إعداد		Report <u>Authenticated</u> by the Head of the Entity in Charge of Performance Planning and Monitoring (if any) <i>المصادقة على التقرير من قبل رئيس الوحدة المسؤولة عن تخطيط ومراقبة و قياس الأداء (في حال وجد)</i>		Report <u>Approved</u> by the Director-General for Submission to the Central Inspection and other parties concerned (LD 111) <i>الموافقة على التقرير من قبل المدير العام تمهيداً لرفعه إلى التفتيش المركزي (المرسوم الإشتراعي 111)</i>	
Name الاسم		Name الاسم		Name الاسم	
Position الحصة الوظيفية		Position الحصة الوظيفية		Signature التوقيع	
Signature التوقيع		Signature التوقيع			
Date التاريخ		Date التاريخ		Date التاريخ	


Annex 4.1

Visualisation of reduced workload of SOPMIP-4 performance reporting thanks to automated partial pre-filling of the report


SOPMIP Reduced Reporting Workload




The blue background colour indicates the cells of the SOPMIP-4 performance report which need to be filled-out by the Public Administration. This thus only concerns the columns 14 - 15 with the actual indicator value and the columns 18 - 19 with a self-assessment score (1-5 scale) and a short narrative.



The green background colour indicates the cells of the SOPMIP-4 performance report which need to be filled-out by the Central Inspection. This thus only concerns the columns 20 to 23 as a quality assurance / quality control and inspection of the performance measurements reported by the Public Administration concerned.



All other cells (light blue and the coloured performance scores), thus columns 1 to 13 and columns 16 - 17 are automatically generated and filled-out by the automated SOP-MIP system.



5.1. Development Results (Outcome /Impact) Key Performance Indicators (OI- KPIs) ⁽¹⁾ for KPA-1																Report Code :		X.T4-YY.ZZ.17-2-V.0.3						
DESCRIPTION of INDICATOR										(SUB-) INDICATOR MEASUREMENT by ADMINISTRATION										INSPECTION / ASSESSMENT BY C.I. TEAM				
Key Performance Indicator (KPI) مؤشر الأداء الرئيسي (KPI)			KPI Weight (%) وزن المؤشر	Key Performance Sub-Indicator (S-KPI) مؤشر الأداء الفرعي		Unit of Measure- ment	Weight ⁽²⁾ of S-KPIs (sub- indicators)	Frequency of Measure- ment	Baseline / Latest (Sub-) Indicator Value نقطة الانطلاق / قيمة المؤشر حسب اخر المعلومات المتوفرة		Target Value for Reporting Period القيمة المستهدفة		Actual / Latest Measurement قياس الأداء الاخير او الفعلي		Sub-Indicator (S-KPI) Performance Score in % and Colour Rating ^{(3) (4)}	Indicator (KPI) Performance Score and Colour Rating - for All Sub-KPIs ^{(3) (4)}	Indicator (KPI) Performance Score and Colour Rating - for Reported Sub-KPIs only ^{(3) (4)}	Performance Self-Rating and Comments by the Public Administration تقديم ذاتي لأداء تصنيف الإدارة		Measurement Endorsed by CI Inspection Team	Quality Rating of KPI Measurement	Main Observations	Main Recommendations	
Code	Short Name	Operational Definition		Code	Sub-Indicator / Category of KPI المؤشر الفرعي / فئة مؤشر الأداء الرئيسي	وحدة القياس		عدد المرات التي يتم فيها قياس الأداء	Date	Value	Date	Value	Date	Value	مؤشر الأداء الفرعي (S-KPI) العلامة المئوية (KPI) لمؤشرات مؤشرات الأداء والتصنيف من ناحية اللون	مؤشر الأداء الرئيسي (KPI) العلامة مؤشر الأداء والتصنيف من اللون	مؤشر الأداء الرئيسي (KPI) علامة مؤشر الأداء والتصنيف من ناحية اللون	Brief Narrative on Achievements : a) Summary description of achievements b) If problems/delays encountered, briefly describe c) If problems/delays, remedial actions taken or suggested and by whom د- وصف موجز عن الإنجازات هـ- إذا واجهت مشاكل أو تأخير معين، اوصف الإجراءات التصحيحية التي اتخذت أو المقترحة، ومن قام بذلك الشروحات والملاحظات الأخرى (Use additional sheets if necessary) (يمكن استعمال أوراق إضافية عند الضرورة)	Self-Rating التقديم الذاتي	(y/n) ⁽⁶⁾ نعم/لا	(HSPU) ⁽⁷⁾	(Use additional sheets, if necessary) يمكن استعمال أوراق إضافية عند الضرورة	(Use additional sheets, if necessary) يمكن استعمال أوراق إضافية عند الضرورة	
1.1.01			15.0%	1.1.01.a			20.0%		31/12/16		31/12/17			-			5		y	H				
				1.1.01.b			50.0%		31/12/16		31/12/17	20		20	100.0%	50.0%	100.0%	4		y	S			
									31/12/16		31/12/17			-			1		y	S				
1.1.02									31/12/16		31/12/17	20		10	50.0%		5		n	U				
									31/12/16		31/12/17	50		40	80.0%	47.0%	67.1%	2		y	S			
									31/12/16		31/12/17			-			4		y	P				
1.1.03									31/12/16		31/12/17	20		20	100.0%		2		y	H				
									31/12/16		31/12/17	40		20	50.0%	75.0%	75.0%	5		y	P			
									31/12/16		31/12/17	50		50	100.0%		3		y	S				
1.1.04									31/12/16		31/12/17			-					y	S				
				1.1.04.b			40.0%		31/12/16		31/12/17	55		52	94.5%	62.8%	96.6%			y	S			
				1.1.04.c			25.0%		31/12/16		31/12/17	20		20	100.0%				y	H				
1.1.05			5.0%	1.1.05.a			30.0%		31/12/16		31/12/17			-										
				1.1.05.b			50.0%		31/12/16		31/12/17			-		-	-							
				1.1.05.c			20.0%		31/12/16		31/12/17			-										
1.1.06				1.1.06.a					31/12/16		31/12/17			-										
				1.1.06.b					31/12/16		31/12/17			-		-	-							
				1.1.06.c					31/12/16		31/12/17			-										
Totals, Averages and Weighted Scores for Outcome/Impact ⁽¹⁾ (OI) KPIs for KPA-1			5	100.0%		15	0	100.0%	0	6	1	2	1	0	8	8	58.6%	87.5%	6.89	-	1	6.39	0	0
			Number of OI KPIs	Sum of KPI weights checking ⁽⁵⁾	Number of OI Sub-Indicators (S-KPIs)	N° of UoM's Identified	Sum of S-KPI weights checking ⁽⁵⁾	N° of Measurements Frequencies Identified	Number of OI Sub-Indicators with "on track / according to plan" scores (s ≥ 75%)	N° of S-KPI baseline measures "needing attention" scores (50% ≤ s < 75%)	Number of OI Sub-Indicators with "requiring follow-up / action" scores (s < 50 %)	N° of actual S-KPI performance measures	N° of S-KPI performance scores	Weighted overall KPIs score for all Sub-KPIs ⁽⁴⁾	Weighted overall KPIs score for Reported OI Sub-KPIs only ⁽⁴⁾	Average self-rating score on 10		# of S-KPI measures not accepted by CI	Average CI quality rating on 10	Number of KPIs for which main observations are reported	Number of KPIs for which main recommendations are formulated			
المجموع، متوسط العلامات، والأوزان المتعلقة بمؤشرات الأداء الخاصة بالحصيلة والتأثير			عدد مؤشرات الأداء الخاصة بالحصيلة والتأثير	مجموع اوزان المؤشرات الفرعية	عدد مؤشرات الأداء الفرعية الخاصة بالحصيلة والتأثير	عدد وحدات القياس التي تم تحديدها	مجموع اوزان المؤشرات الفرعية	عدد المرات التي يتم فيها قياس الأداء	عدد مؤشرات الأداء الفرعية التي تم قياسها بعلامات "متابعة" (75% ≤ s)	عدد مؤشرات الأداء الفرعية التي تم قياسها بعلامات "تحتاج انتباه" (50% ≤ s < 75%)	عدد مؤشرات الأداء الفرعية التي تم قياسها بعلامات "تحتاج متابعة / إجراء" (s < 50 %)	عدد مؤشرات الأداء الفرعية التي تم قياسها	عدد مؤشرات الأداء الفرعية التي تم قياسها	الدرجة الكلية لمؤشرات الأداء الفرعية الخاصة بالحصيلة والتأثير	الدرجة الكلية لمؤشرات الأداء الفرعية الخاصة بالحصيلة والتأثير	متوسط التقييم الذاتي (على مقياس 10)		عدد قياسات مؤشرات الأداء الفرعية التي لم تقبلها	الدرجة على مقياس 10	عدد المؤشرات التي تم تقديم الملاحظات الرئيسية بها	عدد المؤشرات التي تم تقديم التوصيات المتعلقة بها			

Annex 5

Summary statistical tables and graphics on indicators selection benchmarking and performance reporting by the six pilot ministries

- 5.1. Summary statistical table on the baseline values benchmarking of sectoral and organisational Key Performance Indicators by the six SOPMIP Pilot Ministries - V.8F of 25 Feb. 2018
- 5.2. Summary graphics on indicators baseline values benchmarking by the six SOPMIP Pilot Ministries
- 5.3. Summary statistical table on the year 1 (2017) target setting benchmarking of sectoral and organisational Key Performance Indicators by the six SOPMIP Pilot Ministries - V.8F of 25 Feb. 2018
- 5.4. Summary graphics on indicators target setting benchmarking for the first year (2017) by the six SOPMIP Pilot Ministries
- 5.5. Summary statistical overview table of Pilot Ministries / Sectors performance reporting on Key Performance Indicators and Sub-Indicators : Year 1 (2017) - SOPMIP-4 Version V.2.1 as of 18 April 2018

Annex 5.1 : Indicators and Sub-indicators with Baseline Values - with breakdowns for (1) OI and AO indicators and for (2) indicators and sub-indicators

1	2a	2b	2c	2d	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
SOPMIP Pilot Ministry and Sector			Latest Updated SOPMIP-3 Benchmarking		Number of Development Results (Outcome / Impact - OI) Key Performance Indicators and Sub-Indicators with Baseline Values						Number of Process (Activities / Outputs - AO) Key Performance Indicators and Sub-Indicators with Baseline Values						Total Number of Key Performance Indicators and Sub-Indicators (KPIs and S-KPIs) with Baseline Values					
Code	Name of Ministry	Name of Sector / Sub-Sector	Version Number	Date	OI Key Performance Indicators (OI - KPIs)			OI Key Performance Sub-Indicators (OI - S-KPIs)			AO Key Performance Indicators (AO - KPIs)			AO Key Performance Sub-Indicators (AO - S-KPIs)			Key Performance Indicators (KPIs)			Key Performance Sub-Indicators (S-KPIs)		
					Number of OI KPIs	Number with Baseline Values for All S-KPIs	In % of Total OI KPIs	Number of OI S-KPIs	Number with Baseline Value	In % of Total OI S-KPIs	Number of AO KPIs	Number with Baseline Values for All S-KPIs	In % of Total AO KPIs	Number of AO S-KPIs	Number with Baseline Value	In % of Total AO S-KPIs	Number of KPIs	Number with Baseline Values for All S-KPIs	In % of Total KPIs	Number of S-KPIs	Number with Baseline Value	In % of Total S-KPIs
1.	Ministry of Education and Higher Education (MoEHE)	Base Education	V.8.1F	27/Dec/17	102	18	17.6%	520	101	19.4%	93	26	28.0%	261	61	23.4%	195	44	22.6%	781	162	20.7%
2.	Ministry of Finance (MoF)	Financial Revenue	V.6.2F	22/Dec/17	114	48	42.1%	357	174	48.7%	119	57	47.9%	363	195	53.7%	233	105	45.1%	720	369	51.3%
3.	Ministry of Economy and Trade (MoET)	Economy and Trade	V.6.3F	21/Jul/17	88	35	39.8%	393	165	42.0%	133	53	39.8%	445	173	38.9%	221	88	39.8%	838	338	40.3%
4.	Ministry of Industry (MoI) ⁽⁴⁾	Industrial Development ⁽⁴⁾	V.7.1F	20/Feb/18	100	45	45.0%	513	270	52.6%	136	56	41.2%	555	270	48.6%	236	101	42.8%	1,068	540	50.6%
5.	Ministry of Energy and Water (MoEW)	Water	V.6.1F	18/Oct/17	119	57	47.9%	506	228	45.1%	126	57	45.2%	481	237	49.3%	245	114	46.5%	987	465	47.1%
6.	Ministry of Public Works and Transport (MoPWT)	Urban Planning	V.9.3F	6/Sep/17	95	95	100.0%	814	814	100.0%	111	110	99.1%	681	680	99.9%	206	205	99.5%	1,495	1,494	99.9%
Totals for the Six SOPMIP Pilot Ministries / Sectors			-	-	618	298	48.2%	3,103	1,752	56.5%	718	359	50.0%	2,786	1,616	58.0%	1,336	657	49.2%	5,889	3,368	57.2%
Averages per Ministry / Sector			-	-	103	50	-	517	292	-	120	60	-	464	269	-	223	110	-	982	561	-

Notes :

- (1) The summary statistics presented in the above summary table cover all identified indicators and sub-indicators (by means of the SOPMIP-2 participatory processes as further updated during the SOPMIP-3 benchmarking processes) for all 5 or 6 Key Performance Areas (KPA) for each of the six Pilot Ministries / Sectors - Status as of 25 February 2018 (final version for 2017 performance reporting).
The benchmarking statistics thus also cover the common KPA 5 (or 6) on organisational and institutional strengthening (both 5A Generic and 5B GoL Generic) and also the KPA 5C on the UN Sustainable Development Goals (SDG) Indicators (tentative SDG indicators allocation, awaiting GoL decision making).
- (2) KPA-6B set of generic organisational and institutional strengthening indicators and their weighting have been updated and agreed upon as an outcome of the 15 May 2015 Central Inspection and OMSAR coordination meeting concerned. The updated set is derived from the original CI-OMSAR Public Administration Composite Performance Index (PA-CPI) developed under the EC-GoL ARLA project in 2004. Updated set: 6 sub-areas with each 10 indicator clusters / concerns (total of 60 clusters) and a total of 76 indicators (15 indicator clusters are composite indicators).
Generally, the S-KPA 1 and 2 indicators on results orientation / strategic management and citizens / client orientation can be considered as more concerned with outcome / impact at the level of the Lebanese society / population (OI indicators), whereas the indicators pertaining to the other 4 S-KPAs can be more or less considered as activity/output indicators since more specifically concerned with administration internal processes (AO indicators). This obviously is a very broad / rude categorization only.
- (3) The base Sustainable Development Goals (SDGs) indicators SOPMIP-2a template and the SDGs indicators list and values are based on the UNSTATS SDG Indicators database for Lebanon update of 30 September 2016 (<http://unstats.un.org/sdgs/indicators/database/?area=LBN>) and on the final list of proposed Sustainable Development Goals indicators taken note of by ECOSOC at its 70th Session in June 2016 (<http://unstats.un.org/sdgs/indicators/indicators-list/>).
The global indicator list is contained in the Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2016/2/Rev.1), Annex IV (<http://unstats.un.org/unsd/statcom/47th-session/documents/2016-2-IAEG-SDGs-E.pdf>).
The SOPMIP breakdown of SDG Indicators for Lebanon covers both List 1 (in UNSTATS database for Lebanon) and List 2 (not yet in UNSTATS database for Lebanon) as of 30 Sep 2016.
Both Lists basically are OI - Outcome/Impact indicators, and are also incorporated as such in the above summary statistical table under columns 3 to 8 concerned.
In some cases, the SDG indicators preliminarily allocated to Ministries awaiting GoL decision making, have not yet been disaggregated in component indicators / sub-indicators awaiting this decision making first.
- (4) As of this date of 25 February 2017, the benchmarking process of Ministry of Industry (MoI) Industrial Development sector indicators and sub-indicators is still not completed for KPAs 1 and 5b. However, for practical reasons related to the facilitation of consolidation for all six pilot ministries for the 2017 performance reporting, this version V.7.1F of 20 Feb 2018 is considered the final version.

Annex 5.2 : Summary graphics on indicators and sub-indicators baseline values benchmarking by the six SOPMIP Pilot Ministries

Figure 2a: Total Number of Key Performance Indicators (KPIs) with Baseline Value, by SOPMIP Pilot Sector / Sub-Sector

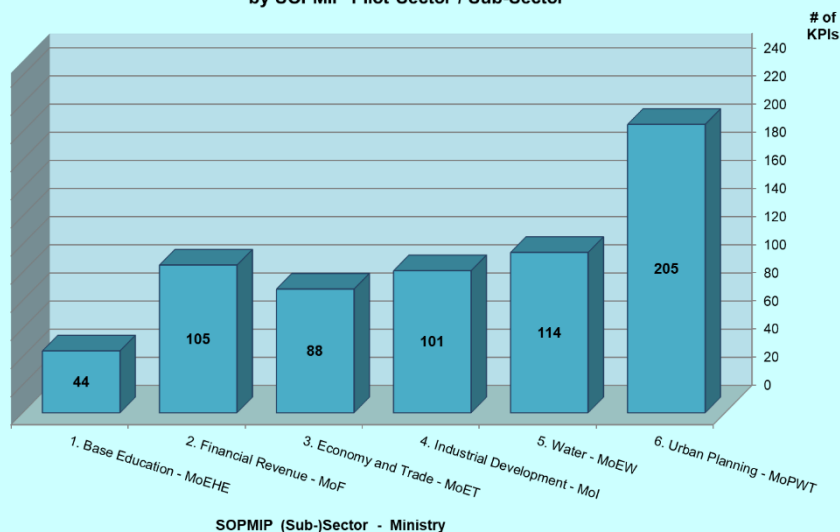


Figure 3a: Total Number of Key Performance Sub-Indicators (S-KPIs) with Baseline Value, by SOPMIP Pilot Sector / Sub-Sector

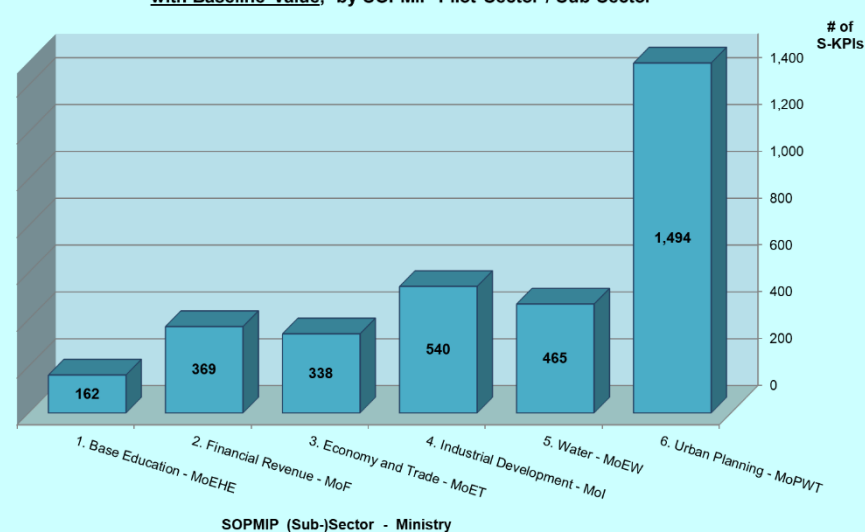


Figure 2b: Percentage of Key Performance Indicators (KPIs) with Baseline Value, by SOPMIP Pilot Sector / Sub-Sector

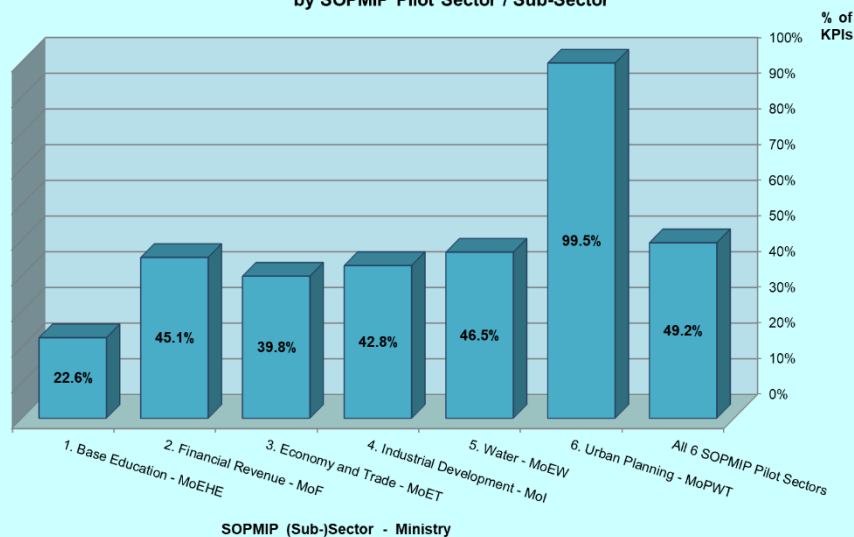
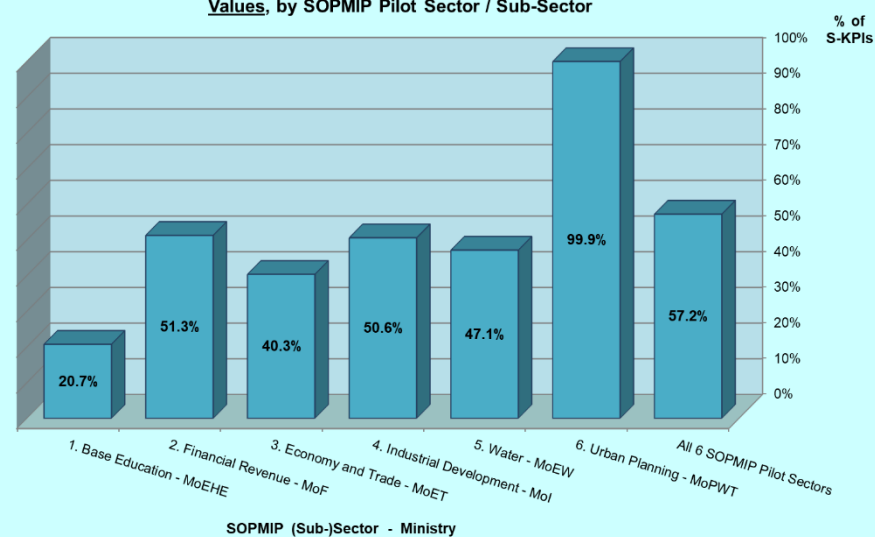


Figure 3b: Percentage of Key Performance Sub-Indicators (S-KPIs) with Baseline Values, by SOPMIP Pilot Sector / Sub-Sector



Annex 5.3 : Indicators and Sub-indicators with Year 1 (2017) Targets - with breakdowns for (1) OI and AO indicators and for (2) indicators and sub-indicators

1	2a	2b	2c	2d	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
SOPMIP Pilot Ministry and Sector			Latest Updated SOPMIP-3 Benchmarking		Number of Development Results (Outcome / Impact - OI) Key Performance Indicators and Sub-Indicators with Year 1 Targets						Number of Process (Activities / Outputs - AO) Key Performance Indicators and Sub-Indicators with Year 1 Targets						Total Number of Key Performance Indicators and Sub-Indicators (KPIs and S-KPIs) with Year 1 Targets					
Code	Name of Ministry	Name of Sector / Sub-Sector	Version Number	Date	OI Key Performance Indicators (OI - KPIs)			OI Key Performance Sub-Indicators (OI - S-KPIs)			AO Key Performance Indicators (AO - KPIs)			AO Key Performance Sub-Indicators (AO - S-KPIs)			Key Performance Indicators (KPIs)			Key Performance Sub-Indicators (S-KPIs)		
					Number of OI KPIs	Number with Year 1 Targets for All S-KPIs	In % of Total OI KPIs	Number of OI S-KPIs	Number with Year 1 Target	In % of Total OI S-KPIs	Number of AO KPIs	Number with Year 1 Targets for All S-KPIs	In % of Total AO KPIs	Number of AO S-KPIs	Number with Year 1 Target	In % of Total AO S-KPIs	Number of KPIs	Number with Year 1 Targets for All S-KPIs	In % of Total KPIs	Number of S-KPIs	Number with Year 1 Target	In % of Total S-KPIs
1.	Ministry of Education and Higher Education (MoEHE)	Base Education	V.8.1F	27/Dec/17	102	17	16.7%	520	91	17.5%	93	22	23.7%	261	54	20.7%	195	39	20.0%	781	145	18.6%
2.	Ministry of Finance (MoF)	Financial Revenue	V.6.2F	22/Dec/17	114	47	41.2%	357	173	48.5%	119	55	46.2%	363	168	46.3%	233	102	43.8%	720	341	47.4%
3.	Ministry of Economy and Trade (MoET)	Economy and Trade	V.6.3F	21/Jul/17	88	33	37.5%	393	159	40.5%	133	43	32.3%	445	140	31.5%	221	76	34.4%	838	299	35.7%
4.	Ministry of Industry (MoI) ⁽⁴⁾	Industrial Development ⁽⁴⁾	V.7.1F	20/Feb/18	100	42	42.0%	513	269	52.4%	136	55	40.4%	555	264	47.6%	236	97	41.1%	1,068	533	49.9%
5.	Ministry of Energy and Water (MoEW)	Water	V.6.1F	18/Oct/17	119	63	52.9%	506	245	48.4%	126	52	41.3%	481	234	48.6%	245	115	46.9%	987	479	48.5%
6.	Ministry of Public Works and Transport (MoPWT)	Urban Planning	V.9.3F	6/Sep/17	95	95	100.0%	814	814	100.0%	111	110	99.1%	681	680	99.9%	206	205	99.5%	1,495	1,494	99.9%
Totals for the Six SOPMIP Pilot Ministries / Sectors			-	-	618	297	48.1%	3,103	1,751	56.4%	718	337	46.9%	2,786	1,540	55.3%	1,336	634	47.5%	5,889	3,291	55.9%
Averages per Ministry / Sector			-	-	103	50	-	517	292	-	120	56	-	464	257	-	223	106	-	982	549	-

Notes :

- (1) The summary statistics presented in the above summary table cover all identified indicators and sub-indicators (by means of the SOPMIP-2 participatory processes as further updated during the SOPMIP-3 benchmarking processes) for all 5 or 6 Key Performance Areas (KPA) for each of the six Pilot Ministries / Sectors - Status as of 25 February 2018 (final version for 2017 performance reporting).
The benchmarking statistics thus also cover the common KPA 5 (or 6) on organisational and institutional strengthening (both 5A Generic and 5B GoL Generic) and also the KPA 5C on the UN Sustainable Development Goals (SDG) Indicators (tentative SDG indicators allocation, awaiting GoL decision making).
- (2) KPA-6B set of generic organisational and institutional strengthening indicators and their weighting have been updated and agreed upon as an outcome of the 15 May 2015 Central Inspection and OMSAR coordination meeting concerned. The updated set is derived from the original CI-OMSAR Public Administration Composite Performance Index (PA-CPI) developed under the EC-GoL ARLA project in 2004. Updated set: 6 sub-areas with each 10 indicator clusters / concerns (total of 60 clusters) and a total of 76 indicators (15 indicator clusters are composite indicators).
Generally, the S-KPA 1 and 2 indicators on results orientation / strategic management and citizens / client orientation can be considered as more concerned with outcome / impact at the level of the Lebanese society / population (OI indicators), whereas the indicators pertaining to the other 4 S-KPAs can be more or less considered as activity/output indicators since more specifically concerned with administration internal processes (AO indicators). This obviously is a very broad / rude categorization only.
- (3) The base Sustainable Development Goals (SDGs) indicators SOPMIP-2a template and the SDGs indicators list and values are based on the UNSTATS SDG Indicators database for Lebanon update of 30 September 2016 (<http://unstats.un.org/sdgs/indicators/database/?area=LBN>) and on the final list of proposed Sustainable Development Goals indicators taken note of by ECOSOC at its 70th Session in June 2016 (<http://unstats.un.org/sdgs/indicators/indicators-list/>)
The global indicator list is contained in the Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2016/2/Rev.1), Annex IV (<http://unstats.un.org/unsd/statcom/47th-session/documents/2016-2-IAEG-SDGs-E.pdf>)
The SOPMIP breakdown of SDG Indicators for Lebanon covers both List 1 (in UNSTATS database for Lebanon) and List 2 (not yet in UNSTATS database for Lebanon) as of 30 Sep 2016.
Both Lists basically are OI - Outcome/Impact indicators, and are also incorporated as such in the above summary statistical table under columns 3 to 8 concerned.
In some cases, the SDG indicators preliminarily allocated to Ministries awaiting GoL decision making, have not yet been disaggregated in component indicators / sub-indicators awaiting this decision making first.
- (4) As of this date of 25 February 2017, the benchmarking process of Ministry of Industry (MoI) Industrial Development sector indicators and sub-indicators is still not completed for KPAs 1 and 5b. However, for practical reasons related to the facilitation of consolidation for all six pilot ministries for the 2017 performance reporting, this version V.7.1F of 20 Feb 2018 is considered the final version.

Annex 5.4 : Summary graphics on indicators and sub-indicators target setting benchmarking for the first year (2017) by the six SOPMIP Pilot Ministries

Figure 4a: Total Number of Key Performance Indicators (KPIs) with Y1 Targets, by SOPMIP Pilot Sector / Sub-Sector

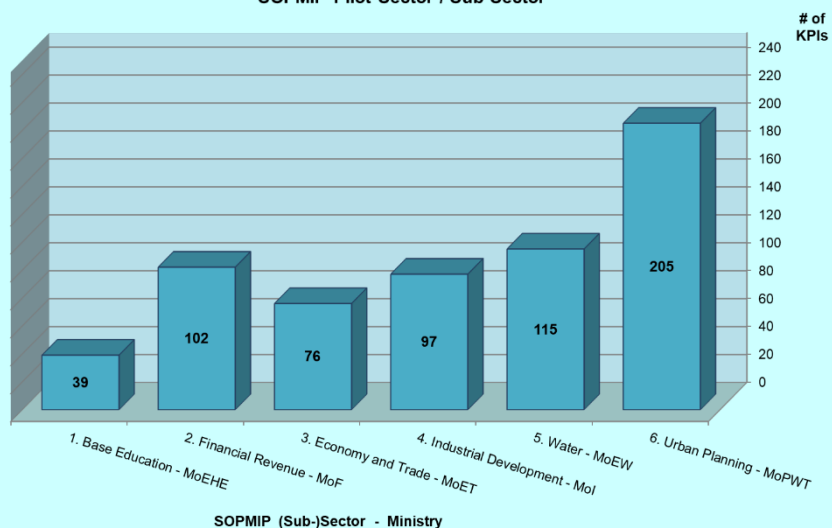


Figure 5a: Total Number of Key Performance Sub-Indicators (S-KPIs) with Y1 Targets, by SOPMIP Pilot Sector / Sub-Sector

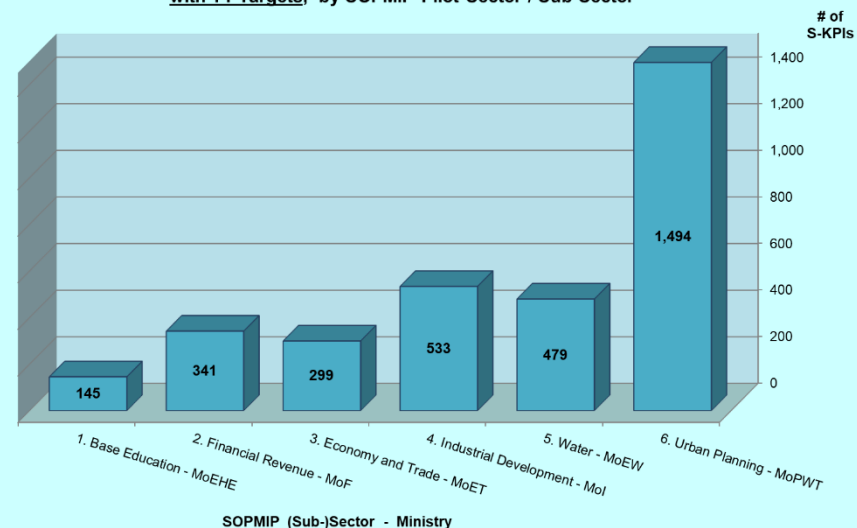


Figure 4b: Percentage of Key Performance Indicators (KPIs) with Y1 Targets, by SOPMIP Pilot Sector / Sub-Sector

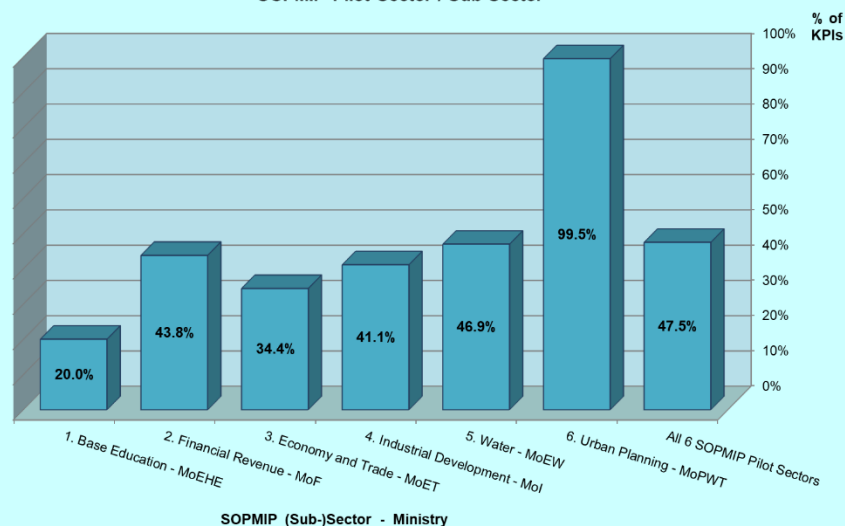
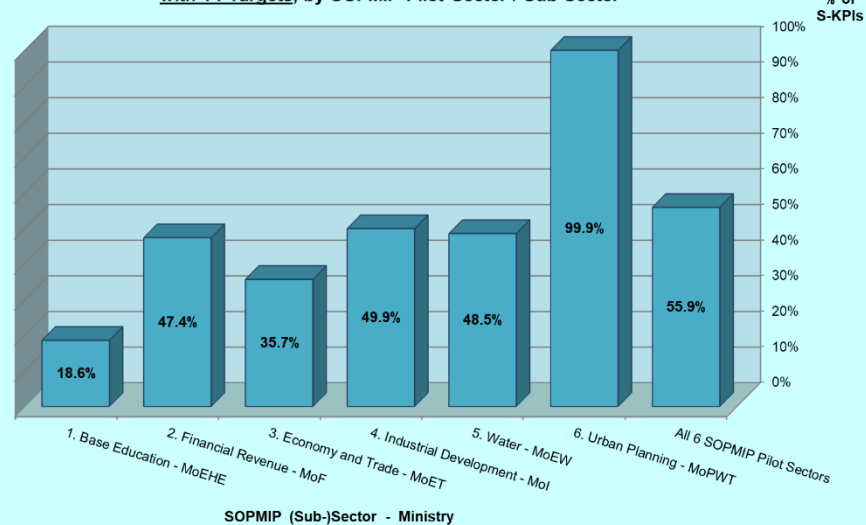


Figure 5b: Percentage of Key Performance Sub-Indicators (S-KPIs) with Y1 Targets, by SOPMIP Pilot Sector / Sub-Sector



Annex 5.5 : Summary Statistical Overview Table of Pilot Ministries / Sectors Performance Reporting on Key Performance Indicators and Sub-Indicators : Year 1 (2017) - SOPMIP-4 Version V.2.1 by 18 April 2018

V.2.1 - 18 Apr 2018

1a	1b	1c	2a	2b	2a	2b	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
SOPMIP Pilot Ministry and Sector			SOPMIP-4 Report Version and Date		Latest Updated SOPMIP-3 Benchmarking as Basis		Number of Development Results (Outcome / Impact - OI) Key Performance Indicators and Sub-Indicators with Year 1 Targets							Number of Process (Activities / Outputs - AO) Key Performance Indicators and Sub-Indicators with Year 1 Targets							Total Number of Key Performance Indicators and Sub-Indicators (KPIs and S-KPIs) with Year 1 Targets									
Code	Name of Ministry	Name of Sector / Sub-Sector	Version Number	Date	Version Number	Date	OI Key Performance Indicators (OI - KPIs)				OI Key Performance Sub-Indicators (OI - S-KPIs)				AO Key Performance Indicators (AO - KPIs)				AO Key Performance Sub-Indicators (AO - S-KPIs)				Key Performance Indicators (KPIs)				Key Performance Sub-Indicators (S-KPIs)			
							Number of OI KPIs	Number with Year 1 Targets for All S-KPIs ⁽¹⁾	Number with Year 1 Reporting for All S-KPIs	Reported KPIs in % of Total OI KPIs	Number of OI S-KPIs	Number with Year 1 Target ⁽¹⁾	Number with Year 1 Reporting	Reported S-KPIs in % of Total OI S-KPIs	Number of AO KPIs	Number with Year 1 Targets for All S-KPIs ⁽¹⁾	Number with Year 1 Reporting for All S-KPIs	Reported KPIs in % of Total AO KPIs	Number of AO S-KPIs	Number with Year 1 Target ⁽¹⁾	Number with Year 1 Reporting	Reported S-KPIs in % of Total AO S-KPIs	Number of KPIs	Number with Year 1 Targets for All S-KPIs ⁽¹⁾	Number with Year 1 Reporting for All S-KPIs	Reported KPIs in % of Total KPIs	Number of S-KPIs	Number with Year 1 Target ⁽¹⁾	Number with Year 1 Reporting	Reported S-KPIs in % of Total S-KPIs
1.	Ministry of Education and Higher Education (MoEHE)	Base Education	V.2.1	17.04.18	V.8.1F	27.12.17	76	17	15	19.7%	353	91	71	20.1%	93	22	19	20.4%	261	54	44	16.9%	169	39	34	20.1%	614	145	115	18.7%
2.	Ministry of Finance (MoF)	Financial Revenue	V.2.1	16.04.18	V.6.2F	22.12.17	90	47	66	73.3%	333	173	187	56.2%	119	55	45	37.8%	363	168	176	48.5%	209	102	111	53.1%	696	341	363	52.2%
3.	Ministry of Economy and Trade (MoET)	Economy and Trade	V.2.1	10.04.18	V.6.3F	21.07.17	88	33	42	47.7%	394	159	180	45.7%	133	43	47	35.3%	446	140	157	35.2%	221	76	89	40.3%	840	299	337	40.1%
4.	Ministry of Industry (Mol)	Industrial Development	V.2.1	12.04.18	V.7.1F	20.02.18	93	45	27	29.0%	464	270	123	26.5%	136	56	41	30.1%	555	270	199	35.9%	229	101	68	29.7%	1019	540	322	31.6%
5.	Ministry of Energy and Water (MoEW)	Water	V.2.1	19.04.18	V.6.1F	18.10.17	100	63	63	63.0%	413	245	257	62.2%	126	52	56	44.4%	481	234	241	50.1%	226	115	119	52.7%	894	479	498	55.7%
6.	Ministry of Public Works and Transport (MoPWT)	Urban Planning	V.2.1	19.04.18	V.9.3F	06.09.17	95	95	85	89.5%	814	814	681	83.7%	111	110	109	98.2%	681	680	665	97.7%	206	205	194	94.2%	1495	1494	1346	90.0%
Totals for the Six SOPMIP Pilot Ministries / Sectors			-	-	-	-	542	300	298	55.0%	2,771	1,752	1,499	54.1%	718	338	317	44.2%	2,787	1,546	1,482	53.2%	1,260	638	615	48.8%	5,558	3,298	2,981	53.6%
Averages per Ministry / Sector			-	-	-	-	90	50	50	55.0%	462	292	250	54.1%	120	56	53	44.2%	465	258	247	53.2%	210	106	103	48.8%	926	550	497	53.6%

Notes :

(1) This SOPMIP-4 summary statistical overview of 2017 sectoral and organisational performance reporting by the six SOPMIP Pilot Ministries covers all 5 or 6 Key Performance Areas (KPA) of the respective Ministries / Sectors, exception made for the SDG Indicators. This is also why the total figures of indicators and sub-indicators may vary from the SOPMIP-3 summary statistical benchmarking tables.

(2) The organisational and institutional strengthening indicators (KPA-6) are sub-divided in two (2) sub-sets of respectively specific (6A) and generic (6B) indicators. KPA-6A has the MoF Financial Revenue specific organisational and institutional strengthening indicators as identified jointly by MoF and CI on the occasion of the 20-21 May 2015 OMSAR-CI Joint SOPMIP First Two Days Workshop with the Ministry of Finance, Directorate of Revenue - Working Group 6.
KPA-6B set of generic organisational and institutional strengthening indicators and their weighting have been updated and agreed upon as an outcome of the 15 May 2015 Central Inspection and OMSAR coordination meeting concerned. The updated set is derived from the original CI-OMSAR Public Administration Composite Performance Index (PA-CPI) developed under the EC-GoL ARLA project in 2004. Updated set: 6 sub-areas with each 10 indicator clusters / concerns (total of 60 clusters) and a total of 76 indicators (15 indicator clusters are composite indicators). Generally, the S-KPA 1 and 2 indicators on results orientation / strategic management and citizens / client orientation can be considered as more concerned with outcome / impact at the level of the Lebanese society / population (OI indicators), whereas the indicators pertaining to the other 4 S-KPAs can be more or less considered as activity/output indicators since more specifically concerned with administration internal processes (AO indicators). This obviously is a very broad / rude categorization only.

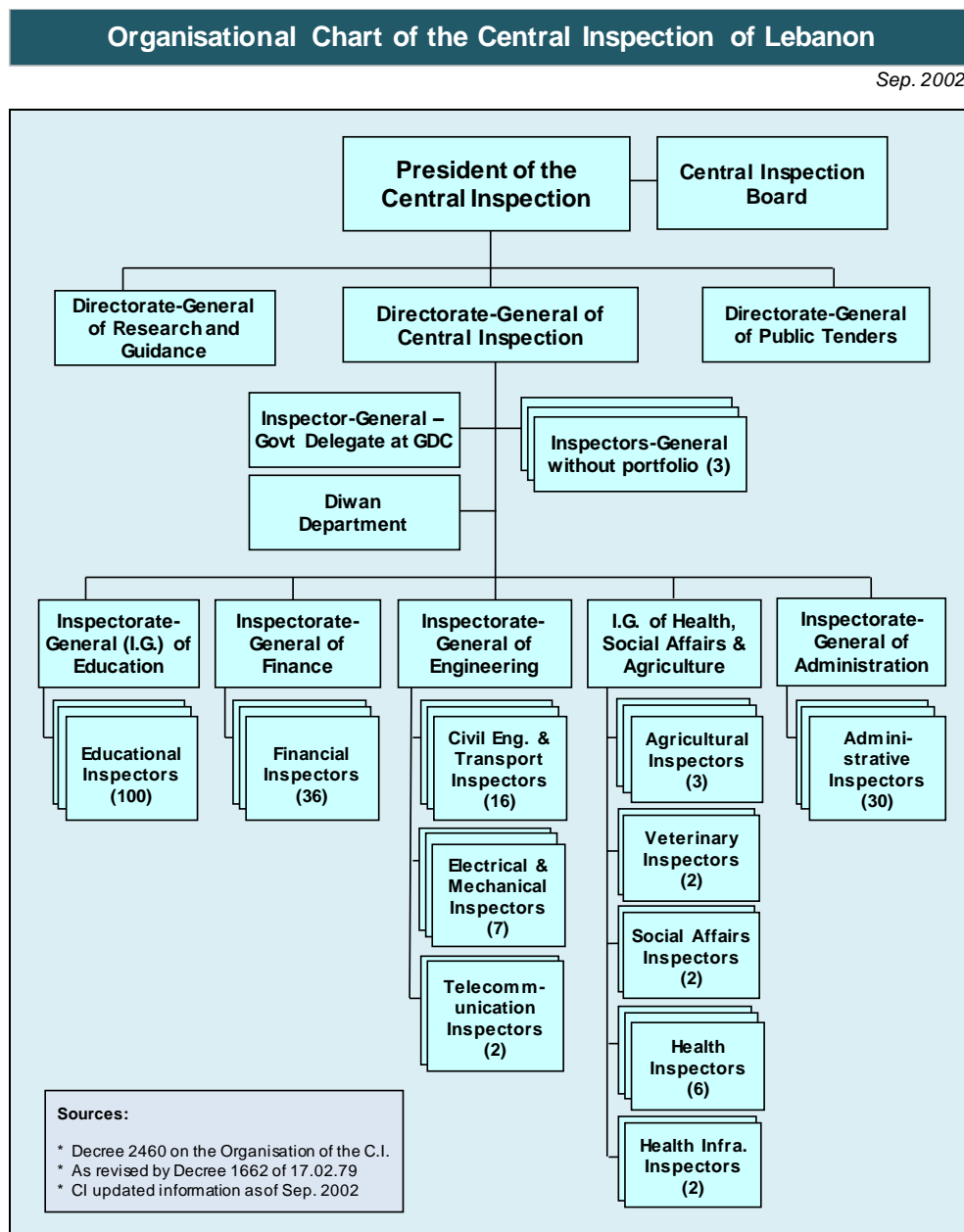
(3) Numbers of indicators and sub-indicators with target setting are taken from the latest SOPMIP-3 benchmarking tables (see work sheet on targets benchmarking here just before), and thus are without the possible further targets benchmarking completions within the SOPMIP-4 actual performance measurement reports.

SETS 6 : SOPMIP ORGANISATIONAL AND HR ASPECTS IN CENTRAL INSPECTION AND PILOT MINISTRIES

- Set 6.1 Summary figures on SOPMIP institutional anchoring within Central
Inspection and Pilot ministries
- Set 6.2 Clustered issues list for Central Inspection quality assurance and
inspection of SOPMIP-4 reports submitted by public administra-
tions

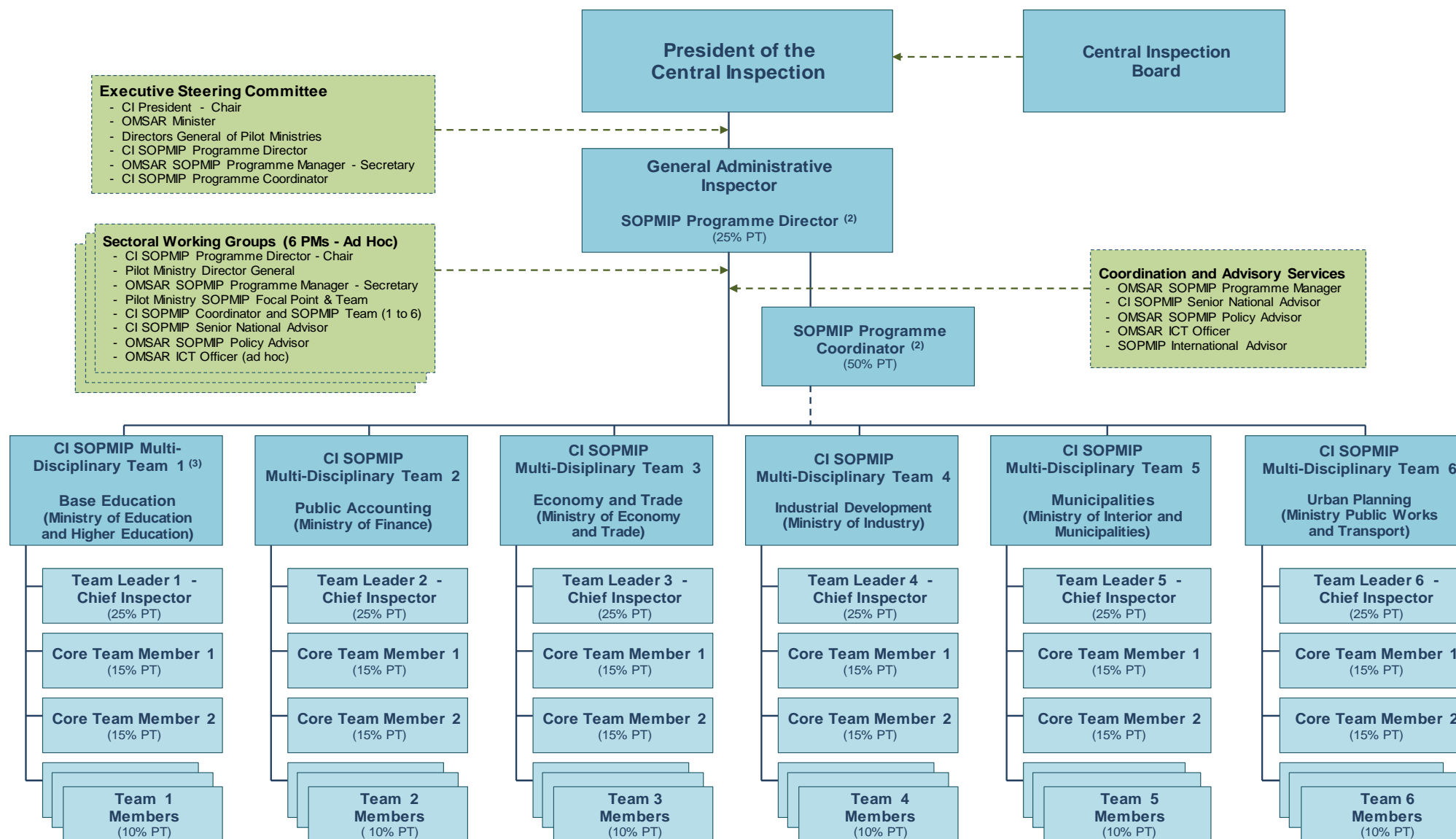
Set 6.1: Summary figures on SOPMIP institutional anchoring within Central Inspection and Pilot ministries

Annex 6.1.1: Organisational Chart of the Central Inspection of Lebanon



Annex 6.1.2: SOPMIP Programme Institutional Anchoring within the Central Inspection & Human Resources Planning

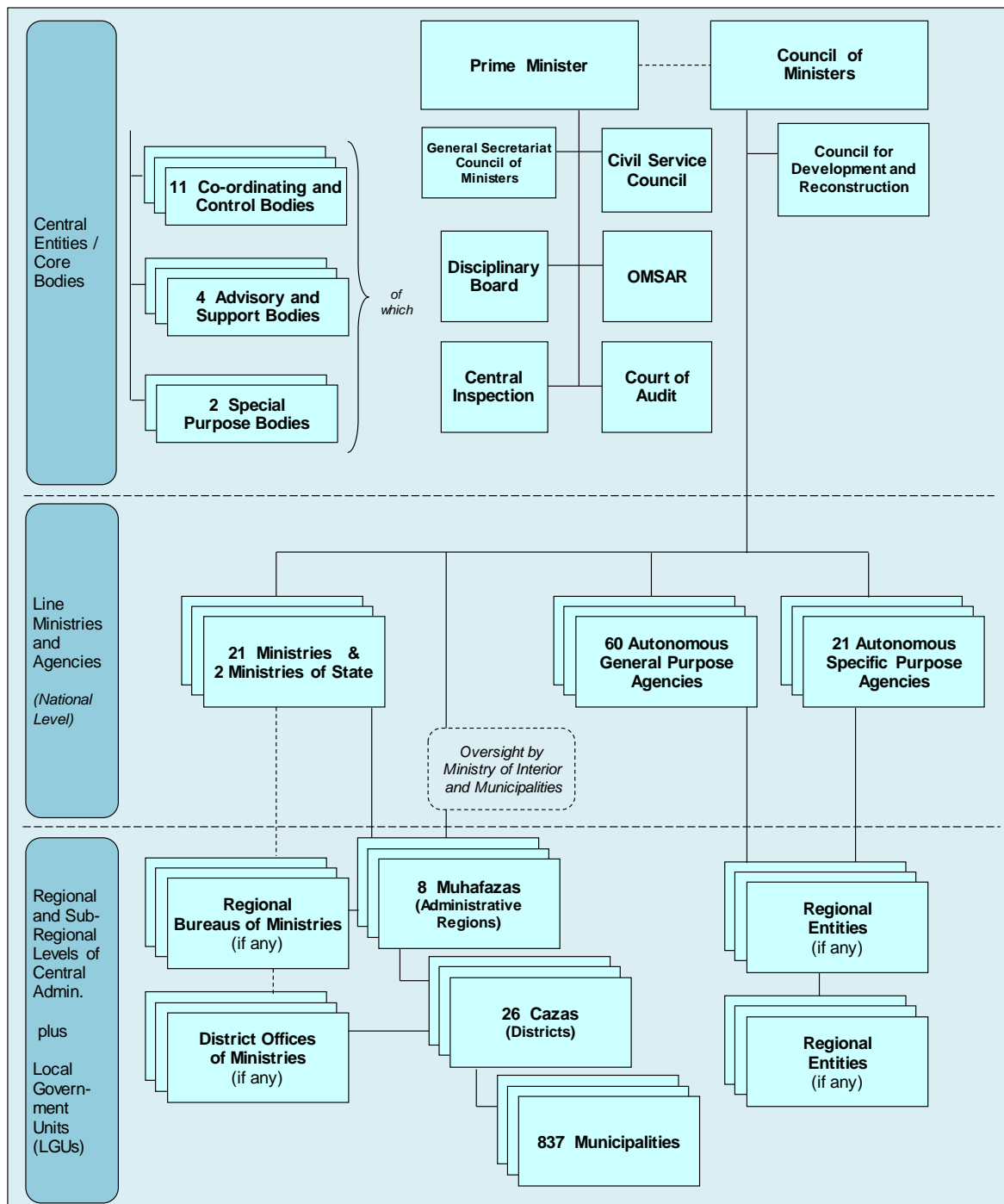
V.4 - 13 Jan 2015



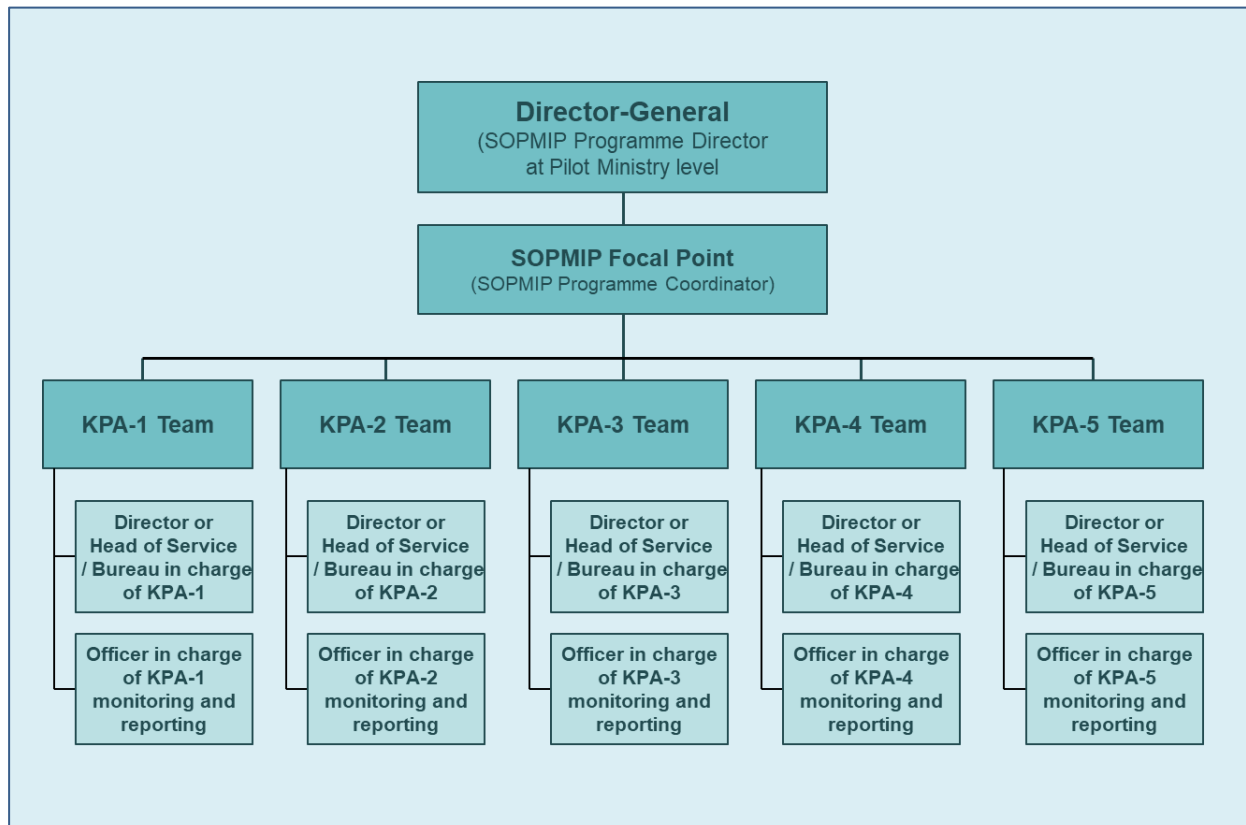
Annex 6.1.3 : Institutiogramme of Government of Lebanon (GoL) Main Public Administration Entities and Entity Categories, from the Perspective of Performance Measurement System Operations

Institutiogramme of Main Public Administration Entities and Entity Categories, from the Perspective of Performance Measurement System Operations

Update 2016



Annex 6.1.4 : The SOPMIP Process Organisational Set-Up in the Pilot Ministries and Human Resources



Set 6.2: Summary List and Guide of SOPMIP-4 Quality Assurance / Inspection Issues and Tasks by CI SOPMIP Inspectors Teams

Version V.2 of 09 April 2017

Please be reminded that the SOPMIP-4 itself already includes special inspection instructions by the Central Inspection by way of illustration under **item 5 of the SOPMIP-4 cover page** as follows:

- Inspect on validity and correctness/accuracy of (sub-)indicators baseline values and on both feasibility and robustness of target setting.
- Inspect on sources of information, objectively verifiability and accuracy of actual (sub-) indicators performance reporting.
- Inspect on completeness of reporting (no cells left blank), both quantitative and qualitative / narrative fields, of both individual (sub-)indicators and consolidated reporting.
- Inspect on quality of summary reporting as derived from / based on the indicators performance reporting.
- Inspect on timeliness of reporting and on due authentication and approval of reporting.

These should serve a broader framework and inspiration for the actual quality assurance / inspection work by the designated CI Inspectors Teams. They also served as basis for the below clustered and more detailed bulleted issues list.

Draft summary bulleted list of SOPMIP-4 quality assurance / inspection issues, **grouped by five main clusters** as follows:

6. QA / inspection methodology and special provisions in the SOPMIP-4 form
7. Completeness of reporting
8. Quality of KPIs data collection and performance reporting
9. Quality of narrative reporting (both KPIs operational and KPAs consolidated / synthetic summary)
10. Timeliness and authentication

1. Quality Assurance / inspection methodology and special provisions in the SOPMIP-4 form: Guidelines - Instructions

- 1.1. Special section on "Inspection Assessment by CI Team" in the performance scorecards for each of the five (or six for MoF) Key Performance Areas (KPAs): This pertains to the right-side columns numbered 19 to 23 of the respective KPAs sheets (both OI and AO tables).

- 1.2. This is the quality assurance and inspection section of the KPAs scorecarding table especially reserved for the designated CI Inspectors team and needs to be duly completed for all indicators reported on in case of a full SOPMIP-4 inspection (or for only those indicators which the Central Inspection has selected in case of a specifically targeted inspection).
- 1.3. In column 20 needs to be identified if the sub-KPI measurement is endorsed or not by the Inspection team (simple pop-up menu choice to be selected from : y or n).
- 1.4. In column 21 a quality rating of the sub-KPI measurement is to be indicated (rating on a 0-5 scale to be chosen from a pop-up menu).
- 1.5. The narrative assessment consists of two elements: Succinct main observations under column 22 and succinct main recommendations under column 23.
- 1.6. The quality assurance / inspection assessment for each of the individual indicators individually need to serve as basis for the summary / executive performance inspection reporting by the Inspection Team included under box 11 at the end of the report.
- 1.7. So this box 11 only is a summary reporting with main inspection findings and recommendations for the entire sector and for the sector Key Performance Areas (KPAs). Also the summary reporting by the reporting Public Administration concerned itself (see annex A-1 for the outcome/impact development results performance and annex A-2 for the activity/output process performance) is an important basis for this summary / executive reporting by the Inspection Team.
- 1.8. The summary / executive narrative reporting by the CI Inspection Team consists of three parts as can be seen under this SOPMIP-4 box 11 concerned entitled "Performance Inspection Report by the Central Inspection (CI) Inspection Team":
 1. Main findings of the sectoral performance inspection (on the one hand strengths / good practices and on the other hand challenges / weaknesses);
 2. Main recommendations of the sectoral performance inspection;
 3. Remarks on the inspection quality and procedures.
- 1.9. This executive / summary reporting preferably is in bullet style, in order to keep the reporting as succinct, to-the-point and action oriented as possible.
- 1.10. Filling out of section 11.4 to ensure due authentication and approval of the sectoral performance inspection report by the Central Inspection. This pertains to the three main parties concerned: (1) The Coordinating Inspector (Team Leader) who prepared the final report (see item 4.5 Composition of the CI Inspection Team – Team Leader); (2) the Supervising Inspector-General, and; (3) the CI President. For each is needed: the name, position, signature and date of signature.
- 1.11. Also the approval information by the Central Inspection Board is to be completed under this box 11.4 (name, signature and date).

- 1.12. File / archive the report utilizing the report code and title as included under item 1.3 “Report Code and Title” of the SOPMIP-4 cover page. This for example also is important for the preparation of the SOPMIP-4 consolidated section in the Central Inspection’s overall annual report.

2. Completeness of reporting

- 2.1. First check on the completeness of the SOPMIP-4 reporting by the reporting Pilot Ministry.
- 2.2. In principle all cells /boxes of the SOPMIP-4 should be completed and no cells should be left blank, unless this is for justified reasons as explained / clarified by the reporting party. Any such explanation can / is expected to be done by the reporting party in the narrative column 19 of the performance measurement and reporting tables.
- 2.3. For easy reference, the cells still needing completion are indicated with a different background colour (light orange) by the CI-OMSAR SOPMIP Team.
- 2.4. In case no baseline data are available the cell can be left blank. This is a special indication for the Inspection team to be of support to the Administration concerned to collect the data / information from internal or external third parties (possibly during the next reporting round).
- 2.5. The checking / control of reporting completeness pertains to both (1) the indicators measurements and their narrative reporting in the KPA sheets and (2) the executive / summary reporting under annex 1A for the outcome/impact development results performance self-assessment reporting and annex 1B for the activities/outputs process performance self-assessment reporting.
- 2.6. Of special importance is the due completion of the Performance Self Rating and Comments by the Public Administration under columns 18 and 19. The self-rating by the PA is on a 1-5 scale (see column 18 – pop-up menu ticking) and the narrative reporting on the indicators is under column 19.
- 2.7. This brief narrative reporting under column 19 for the different indicators by the Public Administration consists of three main parts, as is also indicated in the table header concerned: a) Summary description of achievements; b) If problems/delays encountered, briefly describe; c) If problems/delays, remedial actions taken or suggested and by whom.
- 2.8. This completion of columns 19 and 20 by the Public Administration indeed is essential for both internal performance management (a most important aspect in line with the SOPMIP overall philosophy and objective of support to public administration strengthening) and external performance reporting and accountability (as it also forms a further essential basis for the CI quality control and inspection under columns 20 to 23).
- 2.9. The SOPMIP-4 scorecard system has an automatic featuring of calculations of completeness of reporting. For easy reference and use, this is automatically calculated and reflected in the KPAs summary scorecards (see report block 11 columns 6 and 7 for each KPA individually and for the entire sector – for both OI and AO indicators) and also automatically

reflected in the SOPMIP-4 cover sheet summary scorecards (see last items / rows in the scorecards “# of reported S-KPIs as basis of score and in % of total number of S-KPIs”).

- 2.10. This completeness of reporting is a special concern during the first years of SOPMIP system operationalization, particularly since not all KPIs and sub-KPIs data are collected, analyzed and reported on. This is a gradual process spread over different years. It also is the reason why there are two types of scorecards: One for the reported indicators only (see the scorecard under section 2A of the cover page) and one for all indicators (see the scorecard under section 2B of the cover page). It will be seen that the summary performance scores for both are quite different, with the performance scores for the reported-on indicators only generally (substantially) higher than the score for all indicators. This gap will gradually decrease over time as more indicators / sub-indicators are reported on. It is for the gradual decrease of this gap that the tripartite collaboration between OMSAR, CI and the Pilot Ministries is of particular significance with special added value.
- 2.11. For the next annual reporting round (for the year 2018), also the double-checking on the differentiated weighting of sub-indicators, indicators and KPAs will become more important (for now, for many of these just equal weighting is applied standard, without any reference to relative importance). See KPAs scorecards column 4 for the KPIs / indicators weighting and column 8 for the S-KPIs / sub-indicator weighting. The relative weighting of the different Key Performance Areas (KPAs) is included in the right corner of the KPA title box (in reverse shading).

3. Quality of KPIs data collection and performance reporting

- 3.1. Obviously, in line with its legal and institutional mandate, the Central Inspection has special duties, roles and tasks regarding quality control and inspection of sectoral and organisational performance reporting (e.g. see LD 111 and decisions, implementing rules and regulations).
- 3.2. This pertains to both the quality of collected and reported data (addressed here under this point 3) and to the quality of its narrative performance reporting based on these (addressed hereafter under point 4).
- 3.3. The quality control of data collection and reported KPI values pertains to columns 14 and 15 of the KPA scorecards entitled “actual / latest measurement”.
- 3.4. The quality control relates to the accuracy, objectivity, reliability, representativeness and empirical evidence / documentary basis of the reporting. There thus is a need for documentary evidence in hard copy and/or soft digital basis.
- 3.5. Also the consistency and logical link with the baseline data (column 10) and the target setting (columns 12 and 13) is to be checked.
- 3.6. For this aspect of the data and performance reporting quality assurance and inspection, it is of special importance to also keep the SOPMIP-2 (indicators selection) alongside the SOPMIP-4 since this SOPMIP-2 has all available details on the documentary basis / sources of information / means of verification.

- 3.7. It is also important to keep the SOPMIP-3 on indicators target setting at hand, since here the official target setting as approved by the Director-General is included.
- 3.8. In no way, in the SOPMIP-4 a tampering of the baseline values and targets as included in the SOPMIP-3 is allowed without official notification and approval.
- 3.9. Of special importance also is that the special column 9 "Frequency of Measurement" is filled-out based on a ticking of the appropriate category from the pop-up box. This gives an indirect, if not direct indication of the source of information / means of verification, and thus not only of the frequency of measurement.
- 3.10. Of special importance is the reflection of the date of measurement of the actual indicator value (under column 14) in order to ensure that this is the latest measurement available.
- 3.11. The inspection team's quality control assessment is to be reflected under columns 20 to 23 of the KPAs scorecards (see further under bullets cluster 1 here above regarding methodology).
- 3.12. For data found unreliable / doubtful / dubious, the inspection team is formally entitled / mandated to make special requests for (additional) documentary evidence, to have interviews, to make field visits and/or to make use of any other means and tools within the legal and institutional authority of the Central Inspection as included in the laws, rules and regulations concerned.
- 3.13. The automatically generated scorecards are a major support tool for actual performance assessment, as they provide an objective basis for performance reporting via automatically generated performance scores at sub-indicators level, automatically aggregated for indicators performance and then further up for sector area (KPA) level and then ultimately for the whole sector.
- 3.14. These summary scorecards can be found under worksheet B.10, both for the OI outcome/impact indicators and the AO activity/output indicators. For both of these, there in turn are separate scorecards pertaining to all indicators and pertaining to only the reported indicators (see above 1 on methodological aspects). These are summarily represented on the cover page of the report via automatically generated executive scorecards for the five (or six) Key Performance Areas (KPAs) and for the Sector as a whole.
- 3.15. Also the graphical visualization of the aggregate KPA scores via bar charts is fully automated. Hence a slight change in the performance of one of the sub-indicators automatically translates in a recalculation of the entire sectoral performance score, based on hundreds of sub-indicator measurements. The visualization via traffic light (green, amber and red) performance ratings makes these scorecards a strong performance management and accountability tool. They for example enable sectoral and sub-sectoral programme managers to concentrate on problematic areas and indicators (indicated / visualized by red scores) or to act proactively / in a preventive way by for example also concentrating on special amber performance scores.

4. Quality of narrative reporting (both KPIs operational and KPAs consolidated / synthetic summary)

- 4.1. As already stated here above, in line with its legal and institutional mandate, the Central Inspection has a special formal duty, role and task regarding quality control and inspection of sectoral and organisational performance reporting (e.g. see LD 111 and decisions, implementing rules and regulations).
- 4.2. This pertains to both the quality of collected and reported data (addressed here under this point 4) and to the quality of its narrative performance reporting based on these (addressed earlier here above under point 3).
- 4.3. The here just above described scorecards provide the objective basis for the overall sector performance measurement and reporting and for the Central Inspection's quality assurance / inspection of these.
- 4.4. However, this scorecard quantitative assessment (which by its very nature also concentrates heavily on quality aspects via the many individual quality indicators and sub-indicators concerned) needs to be complemented by narrative reporting. This narrative reporting especially focuses on problem areas / delays and how to address them, how to overcome them.
- 4.5. For that, the brief narrative reporting under column 19 for the different indicators by the Public Administration consists of three main parts, as is also indicated in the table header concerned: a) Summary description of achievements; b) If problems/delays encountered, briefly describe; c) If problems/delays, remedial actions taken or suggested and by whom
- 4.6. As such, this due completion of columns 19 and 20 by the Public Administration indeed is essential for both internal performance management (a most important aspect in line with the SOPMIP overall philosophy, vision and objective of support to public administration strengthening) and external performance reporting and accountability (as it also forms a further essential basis for the CI quality control and inspection under columns 20 to 23).
- 4.7. The CI quality assessment / inspection of the SOPMIP-4 reports therefore should especially concentrate on the completeness and the quality of this narrative performance reporting by the Public Administration under column 19 of the KPA scorecards. This also, and even stronger, pertains to the executive narrative reporting by the Public Administrations under Annex 1A (for the OI outcome/impact development results performance) and under Annex 1B (for the AO activity/output processes performance). Again, in principle none of these narrative reporting cells should be left blank (see light orange background coloured cells visualizing empty cells where reporting is still lacking)
- 4.8. The inspection team's quality control assessment is to be reflected under columns 20 to 23 of the KPAs scorecards (see further under the cluster 1 bullets here above regarding methodology).
- 4.9. Of special importance is the quality assurance / inspection of the summary narrative reporting under these annexes 1A and 1B: This needs to be a balanced, synthetic and strategic

reflection of the different / many operational issues emanating from the detailed scorecards reporting on the indicators and sub-indicators.

- 4.10. For all matters it should be kept in mind that SOPMIP pertains to sectoral and organisational performance and thus not to individual project performance. So SOPMIP-4 in no way can be seen / can be downgraded to project reporting. This at the same time constitutes an important challenge for CI quality control / inspection of the submitted SOPMIP-4 reports, to always keep this performance perspective of the sector or sub-sector, thus to the benefit of country as a whole.

5. Timeliness and authentication

- 5.1. Report version control and timeliness of reporting: See SOPMIP-4 item 1.4 on "Report version control", item 4.4 on "Timeframe of the sectoral performance measurement & inspection" of the cover sheet. Pls. complete, keep track and update.
- 5.2. Identification of the responsible contact person in the administration. Pls ensure to have the name, position and contact information reflected in SOPMIP-4 item 3.4 on "Responsible Contact Person in the Administration" of the cover sheet.
- 5.3. Check on report authentication and approval as provided for in the boxes concerned of the summary narrative reporting at the end of the SOPMIP-4 report:
- See box A-1A.3 for the Half-Yearly Narrative Summary Report by the Public Administration on the AO activities/outputs progress indicators
 - See box A-1B.3 for the additional Annual Narrative Summary Report by the Public Administration on the OI outcome/impact development results indicators
- 5.4. Ensure that both boxes are completed, signed and dated
- 5.5. This pertains to the three parties concerned: (1) The person who prepared/coordinated the report; (2) The person who authenticated the report – this is the head of the entity in charge of performance planning and monitoring (if any) or similar position holder in the office of the DG or Diwan for example, and (3) The Director-General officially submitting the report in compliance with LD-111/59.
- 5.6. Ensure timeliness of CI internal quality control / inspection processes and reporting: - See 2nd and 3rd row of box 4.4 on "Timeframe of the sectoral performance measurement & inspection" of the cover sheet" - Please duly update / complete the actual dates.
- 5.7. Ensure to have both an e-copy (e.g. in PDF) and an original signed hard copy of the submitted duly signed final SOPMIP-4 report officially submitted by the Director-General of the Public Administration concerned.
- 5.8. File / archive the report utilizing the report code and title as included under item 1.3 "Report Code and Title" of the SOPMIP-4 cover page. This for example also is important for the preparation of the SOPMIP-4 consolidated section in the Central Inspection's overall annual report.

List of Electronic Annexes

E-SETS 7 to 10 : LIST OF ELECTRONIC ANNEXES IN ORIGINAL FILE FOMRAT (EAs – ELECTRONIC ANNEXES)

NOTE:

The below E-Annexes (EAs) are attached to these Practical Guidelines as electronic files only in their original format (mostly Excel, and also PowerPoint). The respective file names start with the indication EA followed by the document number as per the below.

SET 7: Practical examples of completed SOPMIP-1: Selection sheet of sectoral Key Performance Areas (KPA) for the development of sets of Key Performance Indicators (KPIs)

- 7.1. For water sector (Ministry of Energy and Water - MoEW)
- 7.2. For urban planning sector (Ministry of Public Works and Transport – MoPWT)

SET 8: Practical examples of completed SOPMIP-2: Participatory development of (sub-) sectoral Key Performance Indicators (KPIs), by Key Performance Area (KPA)

- 8.1. For base education sector (Ministry of Education and Higher Education – MoEHE)
- 8.2. For economy and trade sector (Ministry of Economy and Trade – MoET)

SET 9: Practical examples of completed SOPMIP-3: Baseline and targets benchmarking of (sub-) sectoral Key Performance Indicators, by Key Performance Area

- 9.1. For financial revenue sector (Ministry of Finance – MoF)
- 9.2. For industrial development sector (Ministry of Industry - Mol)
- 9.3. Example statistical tables on financial revenue indicators benchmarking
- 9.4. Example statistical tables on industrial development indicators benchmarking
- 9.5. Summary statistics on indicators benchmarking by the 6 Pilot Ministries
- 9.6. Summary graphics on indicators benchmarking by the 6 Pilot Ministries
- 9.7. Practical examples of indicators benchmarking for different Units of Measurement

SET 10: Practical examples of completed SOPMIP Template 4: Sectoral and organisational performance measurement and inspection report:

- 10.1. For economy and trade sector (Ministry of Economy and Trade – MoET)
- 10.2. For urban planning sector (Ministry of Public Works and Transport – MoPWT)
- 10.3. Example statistical tables on economy and trade indicators sectoral reporting
- 10.4. Example statistical tables on urban planning indicators sectoral reporting
- 10.5. Summary statistics on sectoral performance reporting by the six pilot Ministries



SET 11: Practical examples of integration of Sustainable Development Goals (SDGs) indicators in SOPMIP:

- 11.1. For education sector (Ministry of Education and Higher Education – MoEHE)
- 11.2. For water sector (Ministry of Energy and Water - MoEW)
- 11.3. SOPMIP-2a: UN Sustainable Development Goals (SDGs) Indicators – Allocation table of SDG Indicators to Government of Lebanon (GoL) Ministries (preliminary draft awaiting GoL decision making) – Highlighting of SDG indicators allocation to MoEHE

SET 12: Legislative and regulatory documents of special relevance to sectoral and organisational performance measurement, reporting and inspection by the DGs:

- 12.1. Excerpts of Legislative Decree 111 of 12 June 1959 (LD 111-59) on the organisation of the Lebanese Public Administration, with Art. 7 Par. 4 particularly on DGs performance reporting
- 12.2. Excerpts of Legislative Decree 115 of 12 June 1959 (LD 115-59) on the Central Inspection of Lebanon
- 12.3. Council of Ministers – Central Inspection Decree 2862 of 16 December 1959 on the basis and procedures of CI Inspections, as amended by Decree 4034 of 8 March 1966

SET 13: SOPMIP practical guidelines' compilation of slides (in PowerPoint) – SOPMIP general introduction and slides by SOPMIP templates 1 to 4 (total of 224 slides)

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3. SOPMIP-3: KPI)s weighting and benchmarking (base data and target setting)	133 - 169
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