

Government of the Republic of Lebanon



# SECTORAL AND ORGANISATIONAL PERFORMANCE MEASUREMENT AND INSPECTION PROGRAMME (SOPMIP)



SOPMIP

PRACTICAL GUIDELINES  
TO KPIS

Office of the Minister of State for  
Administrative Reform (OMSAR)  
&  
Central Inspection (CI)

Beirut  
April 2019





## List of Abbreviations & 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
KPIc	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

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

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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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12.2. 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

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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<b>SOPMIP Guide Presentations Main Subject</b>	<b>Slides Numbers</b>
0. SOPMIP general introduction	003 - 037
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2. SOPMIP-2: Key Performance Indicators (KPIs) definition, selection and sources of information	063 - 132
3. SOPMIP-3: KPIs weighting and benchmarking (base data and target setting)	133 - 169
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Practical Guidelines to SOPMIP Process and Tools - V.3 - July 2018 2

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.

To access the guide and its annexes go to OMSAR webpage - [www.omsar.gov.lb](http://www.omsar.gov.lb) - or follow the hyperlinks:

1- Practical Guide: <https://goo.gl/o5K6Gx>

2- Original Annexes: <https://goo.gl/FTmeFE>

3- E-Annexes: <https://goo.gl/wNgZtu>

# 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

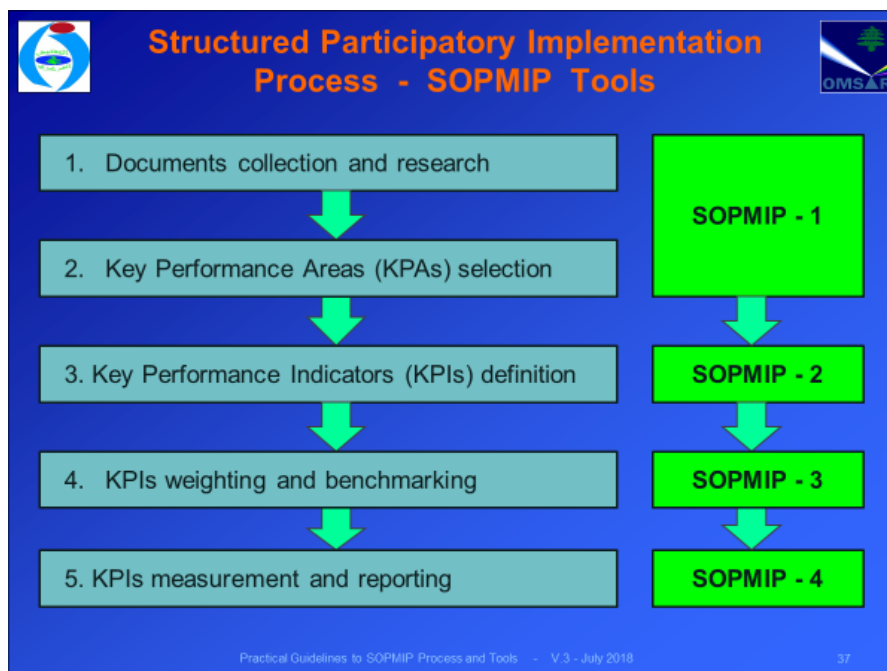
SOPMIP stands for Sectoral and Organisational Performance Measurement and Inspection Pro-gramme. It is a joint tripartite undertaking of the Central Inspection (CI) and the Office of the Ministry of State for Administrative Reform (OMSAR), together with the Ministries / Public Administrations, in a first 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 inter-related phases / stapes as depicted in the above summary figure on the preceding page.

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.

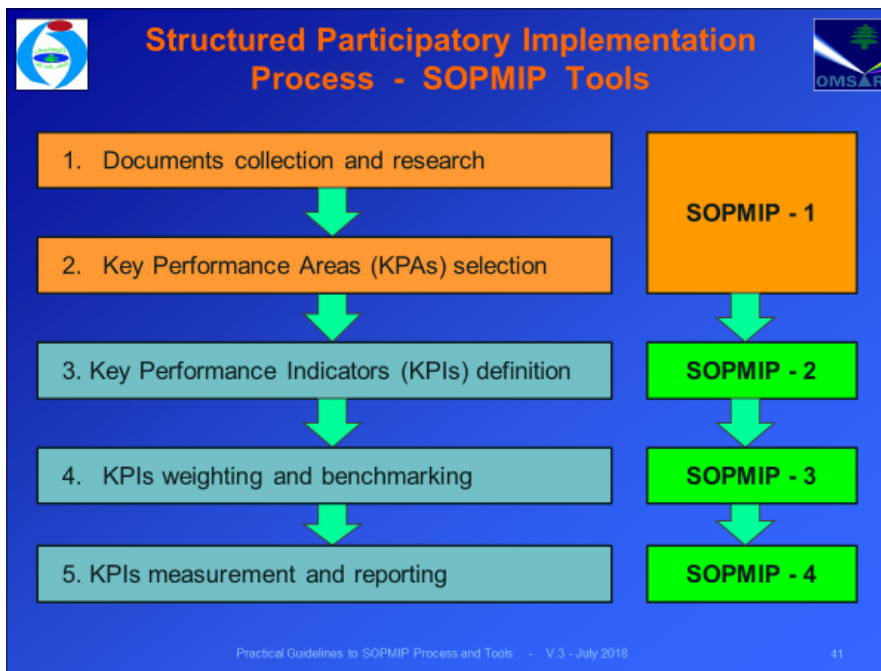
Once the (sub-)sector and the responsible, supervising Ministry / Public Administration identified, the SOPMIP process consists of the following five main phases: (1) The collection and research of all relevant documents; (2) The identification and selection of the sectoral Key Performance Areas (KPAs) 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 (KPAs) 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.

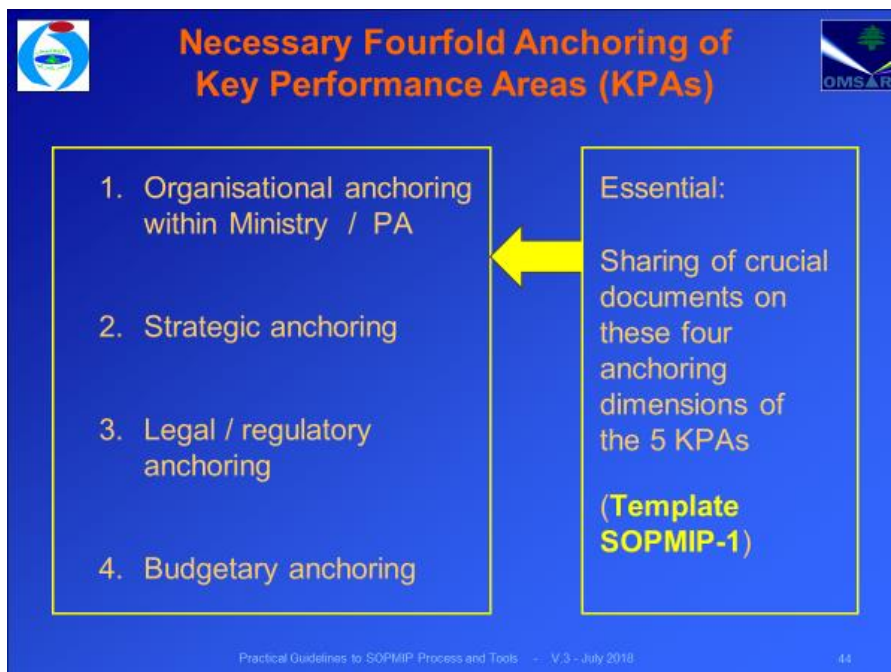
## 2.1. The four fold anchoring of the Key Performance Areas (KPAs) as system backbone

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 KPAs 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 KPAs 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 KPAs 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 (KPAs) 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		<a href="#">The SOPMIP-1 template (original in Excel)</a>
- E-Annexes (EA):	7.1	7.2	<a href="#">Practical examples of completed SOPMIP-1 templates</a>
- Slides (S) :	53 - 62		<a href="#">Features, characteristics and parts of SOPMIP-1</a>

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"> <li>- This is the succinct name of the SOPMIP sector.</li> <li>- This sector name is standard for all four SOPMIP 1 to 4 templates.</li> <li>- Field/cell format: Text</li> </ul>
Name of Sub-Sector	<ul style="list-style-type: none"> <li>- This is the succinct name of the SOPMIP sub-sector within the above SOPMIP sector.</li> <li>- This sub-sector name is standard for all four SOPMIP 1 to 4 templates.</li> <li>- The performance measurement, reporting and inspection is done on this sub-sector.</li> <li>- Field/cell format: Text</li> </ul>
SOPMIP Number	<ul style="list-style-type: none"> <li>- This is the sequence number of the sub-sector, covered by SOPMIP.</li> <li>- This number is assigned by the CI-OMSAR SOPMIP team in chronological order of coverage by the SOPMIP programme.</li> <li>- 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.</li> </ul>

The SOPMIP-1 identification box	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> <li>- This number thus is different from the version number of the SOPMIP-1 within the Ministry / Administration concerned (see next field)</li> <li>- Field/cell format: Number</li> </ul>
Version Number This KPA-List	<ul style="list-style-type: none"> <li>- This is the sequential version number / version update of the KPA-list.</li> <li>- 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.</li> <li>- Field/cell format: V.[number]</li> <li>- For example: V.1 V.1.1 V.2.3</li> <li>- 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.</li> <li>- The final version of the SOPMIP-1 sheet has a "F" added to the number. For example final version V.4.2F.</li> <li>- Once the SOPMIP system is automated, the version number will be automatically generated.</li> </ul>
Name of Responsible Ministry	<ul style="list-style-type: none"> <li>- This is the official, legal full name of the (tutelage) Ministry in charge of / bearing overall responsibilities for the sector / sub-sector concerned.</li> <li>- The abbreviation / acronym of the Ministry may also be added.</li> <li>- It is important to have the latest, official name of the Ministry reflected here.</li> <li>- Only one name of a Ministry can be filled-out.</li> <li>- Field/cell format: Text</li> </ul>
Name of Responsible Directorate-General	<ul style="list-style-type: none"> <li>- This is the official, legal full name of the Directorate-General in charge of / bearing overall responsibilities for the sector / sub-sector concerned.</li> <li>- Only one name of the responsible Directorate-General can be filled out here.</li> <li>- 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.</li> <li>- The abbreviation / acronym of the Directorate-General may also be added.</li> <li>- Field/cell format: Text</li> </ul>
Name of Responsible Directorate(s) and Main Services / Bureaus	<ul style="list-style-type: none"> <li>- To be reflected here: the name(s) of the responsible Directorate(s) and the main Services / Bureaus under this / these Directorate(s).</li> <li>- 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.</li> <li>- The list of organisational entities reflected here should be as limited as possible.</li> <li>- Field/cell format: Text</li> </ul>
Submitted by: Name	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Field/cell format: Text</li> </ul>
Submitted by: Position	<ul style="list-style-type: none"> <li>- This should be standard: Director-General</li> </ul>

The SOPMIP-1 identification box	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> <li>- Field/cell format: Text</li> </ul>
Submission date	<ul style="list-style-type: none"> <li>- This is the completion date of the template version in relation to the Version number identified above.</li> <li>- Field/cell format: date</li> <li>- Date format: dd/mm/yyyy For example: 20/12/2017</li> </ul>

## 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
<p>1 Number of the Selected Key Performance Area (KPA) (Column 1)</p>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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"> <li>- KPA 5A is the ministry specific organisational performance KPA</li> <li>- KPA 5B is the generic organisational performance KPA with a set of standard indicators applied to all Ministries / Public Administrations</li> </ul> </li> <li>- Field/cell format: Text (not number, since also having to accommodate KPA numbers 5A and 5B)</li> </ul>
<p>2 Description of the Key Performance Area (Column 2)</p>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- This description will be used standard throughout the SOPMIP cycle and in all SOPMIP reporting.</li> <li>- As a rule of thumb, the succinct description of the KPA may not contain more than 10 words.</li> <li>- Field/cell format: Text</li> </ul>
<p>3 KPA weight (Column 3)</p>	<ul style="list-style-type: none"> <li>- In this cell the KPA weight needs to be reflected as a percentage value between 0% and 100%.</li> <li>- The weight is the expression of the relative importance of the KPA vis-à-vis the other KPAs within the sector / sub-sector.</li> <li>- The sum of all KPA weights should be 100%.</li> <li>- 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.</li> <li>- 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.</li> <li>- Field/cell format: Percentage</li> <li>- Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%</li> </ul>
<p><b>The table columns 4 to 6 ensure the organisational anchoring of the KPAs within the Ministry / Public Administration</b></p>	

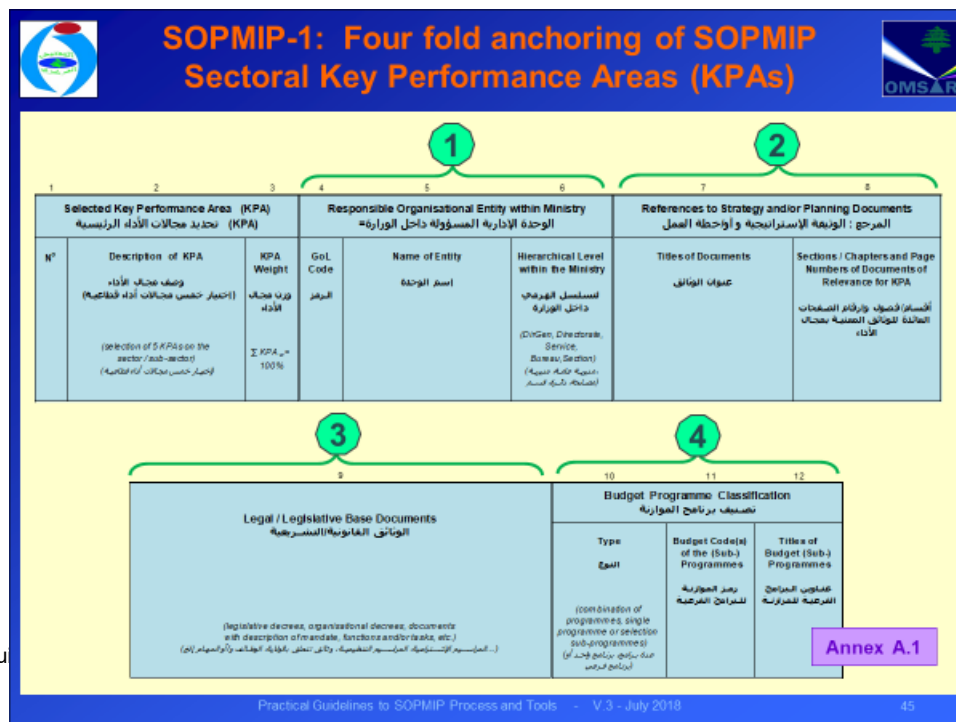
<b>The SOPMIP-1 Table of Selected Key Performance Areas (KPA's)</b>	
<b>S1 Field Name / Column Title</b>	<b>Practical Guidelines for Filling-Out, Notes and/or Observations</b>
<p>4 Responsible organisational entity within Ministry – GoL Code <i>(Column 4)</i></p>	<ul style="list-style-type: none"> <li>- This is the official Government of Lebanon (GoL) administrative-organisational code of the responsible organisational entity within the Ministry responsible for the KPA.</li> <li>- 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).</li> <li>- Field/cell format: Text (from coding list)</li> </ul>
<p>5 Responsible organisational entity within Ministry – Name of Entity <i>(Column 5)</i></p>	<ul style="list-style-type: none"> <li>- Ideally the name of only one responsible organisational entity can be reflected. The name is reflected in the original decree, original chart, etc.</li> <li>- 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.</li> <li>- This organisational entity also has the responsibility for all SOPMIP reporting and other events/initiatives pertaining to the KPA concerned.</li> <li>- Field/cell format: Text</li> </ul>
<p>6 Responsible organisational entity within Ministry – Hierarchical level within the Ministry <i>(Column 6)</i></p>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- The pop-up classification of six categories to be selected from has been programmed as follows: <ul style="list-style-type: none"> <li>- Directorate-General</li> <li>- Directorate</li> <li>- Service / Department</li> <li>- Bureau</li> <li>- Section</li> <li>- Other</li> </ul> </li> <li>- 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.</li> <li>- Field/cell format: Pop-up window with predetermined categories to select from by ticking</li> </ul>
<p><b><i>The table columns 7 and 8 ensure the strategic anchoring of the KPAs within the overall sectoral / sub-sectoral strategies and plans</i></b></p>	
<p>7 References to Strategy and/or Planning Documents – Titles of Documents <i>(Column 7)</i></p>	<ul style="list-style-type: none"> <li>- This table column / fields contains the listing of all relevant strategy and/or planning documents, vision documents, roadmaps etc. for each of the KPAs.</li> <li>- Not only the correct, official title of the document is requested for, but if possible also the month and year of publication / issuance.</li> <li>- Field/cell format: Text</li> <li>- Preference for bulleted listings of documents.</li> </ul>
<p>8 References to Strategy and/or Planning Documents – Sections / Chapters and Page Numbers of Documents of Relevance for KPA</p>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Not only the high(est) accuracy of references is strived for, but also comprehensiveness. Needless to point out that these relevant excerpts of reference</li> </ul>

The SOPMIP-1 Table of Selected Key Performance Areas (KPAs)	
S1 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
(Column 8)	<p>documents are a main authoritative source of indicators identification and their benchmarking (both baseline and target setting).</p> <ul style="list-style-type: none"> <li>- Field/cell format: Text</li> <li>- Preference for bulleted listings.</li> </ul>
9 Legal / Legislative Base Documents (Column 9)	<ul style="list-style-type: none"> <li>- This column / field contains the main legal and regulatory documents on the sector / sub-sector.</li> <li>- Examples of such types of documents include: Laws, Legislative Decrees, Decrees, Circulars / Memos, Decisions of CoM, and the like.</li> <li>- 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.</li> <li>- 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.).</li> <li>- Field/cell format: Text - listing</li> <li>- Preference for bulleted listings</li> </ul>
<p><b>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.</b></p>	
10 Budget Programme Classification – Type (Column 10)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- 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 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.</li> <li>- Field/cell format: Pop-up window with predetermined categories to select the correct one by simple ticking: <ul style="list-style-type: none"> <li>- Single programme</li> <li>- Selection of sub-programmes within one programme</li> <li>- Combination of programmes</li> <li>- Selection of sub-programmes within different programmes</li> <li>- Other</li> </ul> </li> </ul>
11 Budget Programme Classification: Budget	<ul style="list-style-type: none"> <li>- Need to be reflected here the official budget code(s) of the (sub-)programmes pertaining to the KPA.</li> </ul>

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
Code(s) of the (Sub-) Programmes <i>(Column 11)</i>	<ul style="list-style-type: none"> <li>- Depending on the budget lay-out and structure, this may be one or different budget lines.</li> <li>- 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.</li> </ul>
12 Budget Programme Classification: Titles of the Budget (Sub-)Programmes <i>(Column 12)</i>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- The official titles as appearing in the state budget need to be reflected.</li> </ul>

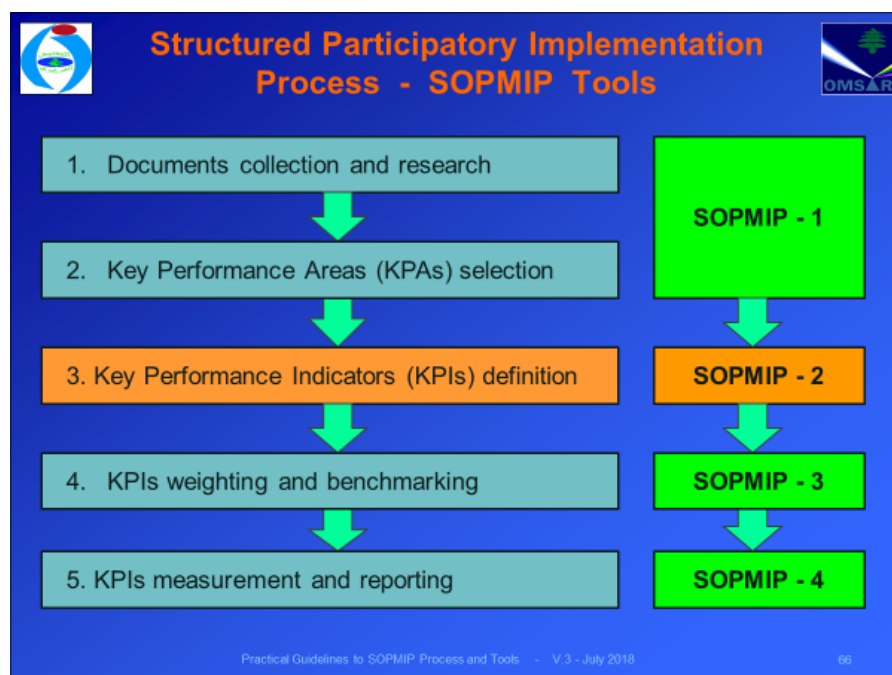
Some general notes / observations:

- 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 (KPA) 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 (%) وزن المؤشر	Key Performance Sub-Indicator (S-KPI) مؤشر الأداء الفرعي		Unit of Measurement وحدة القياس	Weight <sup>(2)</sup> of S-KPIs (sub-indicators) الأوزان الخاصة بالمؤشرات الفرعية
Code الرمز	Operational Definition وصف المؤشر	$\Sigma OI_w = 100\%$	Code الرمز	Sub-Indicator / Category of KPI المؤشر الفرعي / فئة مؤشر الأداء الرئيسي	(%, scale, HSPU, y/n)	$\Sigma S-KPI_w = 100\%$
1.1.04	Net intake rate (NIR) in primary education - National and with breakdown by Muhafaza الحاق الصافي في التعليم الأساسي 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

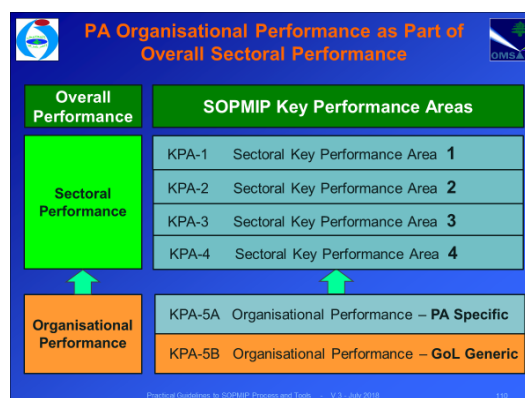
indicators benchmarking (particularly for the targets setting) and the SOPMIP-4 performance reporting. The reason for this is that in quite some cases, if not the vast majority of cases, OI Outcome/Impact indicators performance to a large extent depends on performance on the AO Activity/Output indicators.

- 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"> <li>- This is the name of the SOPMIP sector.</li> <li>- 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.</li> <li>- Field/cell format: Text</li> </ul>
Name of Sub-Sector	<ul style="list-style-type: none"> <li>- This is the name of the SOPMIP sub-sector within the above SOPMIP sector.</li> <li>- 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.</li> <li>- 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).</li> <li>- Field/cell format: Text</li> </ul>
Version Number of This Key Performance Indicators (KPIs) List	<ul style="list-style-type: none"> <li>- This is the sequential version number / version update of the KPIs list</li> <li>- 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.</li> <li>- Field/cell format: V.[number]</li> <li>- For example: V.1 V.1.1 V.2.3</li> <li>- 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</li> </ul>

The SOPMIP-2 identification box																	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations																
	<ul style="list-style-type: none"> <li>- The final version of the SOPMIP-2 sheet has a "F" added to the number. For example final version V.4.2F</li> </ul>																
Date of this KPIs List	<ul style="list-style-type: none"> <li>- 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).</li> <li>- The subsequent versions of the SOPMIP-2 (as also for the other SOPMIP templates 1, 3 and 4) are chronologically organised.</li> <li>- Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018</li> </ul>																
Name of Responsible Ministry	<ul style="list-style-type: none"> <li>- This is the official, full name of the (tutelage) Ministry bearing overall responsibilities for the sector / sub-sector concerned.</li> <li>- This is the same name as included in the SOPMIP-1 KPAs template.</li> <li>- The abbreviation / acronym of the Ministry may also be added</li> <li>- Only one name of a Ministry can be filled-out</li> <li>- Field/cell format: Text</li> </ul>																
Name of Responsible Directorate-General	<ul style="list-style-type: none"> <li>- This is the official, full name of the Directorate-General in charge of / bearing overall responsibilities for the sector / sub-sector concerned.</li> <li>- This is the same name as included in the SOPMIP-1 KPAs template.</li> <li>- Only one name of the responsible Directorate-General can be filled out here.</li> <li>- The abbreviation / acronym of the Directorate-General may also be added.</li> <li>- Field/cell format: Text</li> </ul>																
Name of Responsible Directorate(s) and Main Services / Bureaus	<ul style="list-style-type: none"> <li>- To include here the name(s) of the responsible Directorate(s) and the main Services / Bureaus under this / these Directorate(s)</li> <li>- This cell necessarily contains the same list of entities as included in the SOPMIP-1 KPAs template.</li> <li>- 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.</li> <li>- The list of organisational entities reflected here should be as limited as possible.</li> <li>- Field/cell format: Text</li> </ul>																
Total Number of Key Performance Areas (KPAs)	<ul style="list-style-type: none"> <li>- This is the total number of Key Performance Areas (KPAs) as identified in the SOPMIP-1 template list of KPAs.</li> <li>- The standard for all SOPMIP sectors is 5 (4 sectoral and the 5<sup>th</sup> organisational). But in some exceptional cases this total number of KPAs may be 6 (as for example in the case of MoF – Financial Revenue sub-sector – see E-Annex).</li> <li>- Field/cell format: Number</li> </ul>																
Summary Stats on Sectoral Key Performance Indicators of this KPA	<table border="1"> <thead> <tr> <th>Summary Stats on Sectoral Key Performance Indicators This KPA الخلاصة الإحصائية لهذه المؤشرات</th> <th>Number of KPIs عدد المؤشرات</th> <th>Of Which Composite Indicators منها المؤشرات الفرعية</th> <th>Number of Component / Sub- Indicators عدد العناصر/المؤشرات الفرعية</th> </tr> </thead> <tbody> <tr> <td>Development Results Indicators ( outcome and impact - OI ) ت النتائج (الحصيلة و التأثير)</td> <td>0</td> <td></td> <td>0</td> </tr> <tr> <td>Process Indicators ( Activities and Outputs / Direct Results - AO ) شرات العمار (تشاطات ونتائج/نتائج 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> </tbody> </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 (الحصيلة و التأثير)	0		0	Process Indicators ( Activities and Outputs / Direct Results - AO ) شرات العمار (تشاطات ونتائج/نتائج 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 (الحصيلة و التأثير)	0		0														
Process Indicators ( Activities and Outputs / Direct Results - AO ) شرات العمار (تشاطات ونتائج/نتائج مباشرة)	0		0														
Total number of Indicators (both OI and AO together) العدد الإجمالي للمؤشرات أعلاه	0	0	0														

The SOPMIP-2 identification box	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> <li>- 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.</li> <li>- These summary indicators statistics for the KPA are presented in the following format:</li> <li>- 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.</li> <li>- 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.</li> </ul>
General Remarks on this Sectoral KPIs Development and Selection Sheet	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- Field/cell format: Text (free format)</li> </ul>

**2 & 3 The SOPMIP-2 tables of Key Performance Indicators identification and selection, for both OI indicators (1<sup>st</sup> table) and AO indicators (2<sup>nd</sup> 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 (table name)	<ul style="list-style-type: none"> <li>- This KPA number and title is filled out in the reverse shaded area right above the indicators table concerned.</li> <li>- The name of the KPA is taken from the SOPMIP-1 list of indicators.</li> <li>- One specific, separate worksheet for each of the five/six KPAs.</li> <li>- Format : <b>KPA - 1 : [ Name of KPA ]</b></li> </ul>
1 Identification of the Key Performance Area: Number (Column 1)	<ul style="list-style-type: none"> <li>- This is the KPA number pertaining to that particular KPA as indicated in the reverse shaded area just above the table.</li> <li>- This number in principle is reflected left-top within each printed table page to ensure easy identification of the indicators set.</li> </ul>

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"> <li>- Field/cell format: Text</li> <li>- Format: Number followed by a dot (same for 5A. and 5B.)</li> </ul>
2 Identification of the Key Performance Area: Title (Column 2)	<ul style="list-style-type: none"> <li>- This is the KPA name pertaining to that particular KPA as indicated in the reverse shaded area just above the table<sup>1</sup>.</li> <li>- This KPA title in principle is reflected left-top within each printed table page to ensure easy identification of the indicators set.</li> <li>- Field/cell format: Text</li> </ul>
3 Type of Key Performance Indicator (Column 3)	<ul style="list-style-type: none"> <li>- Here one of the two main types<sup>2</sup> of Key Performance Indicators is filled out: <ul style="list-style-type: none"> <li>- OI = Outcome / Impact KPIs (= development relevance indicators)</li> <li>- AO = Activities / Outputs / Direct Results KPIs (= process indicators)</li> </ul> </li> <li>- 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).</li> <li>- 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.</li> <li>- Field/cell format: Text</li> <li>- Code format: [code of the KPA].[code of the main type of indicators]</li> <li>- Example of code: 4.2 refers to the AO indicators of KPA 4</li> </ul>
4 Key Performance Indicator (KPI): Code (Column 4)	<ul style="list-style-type: none"> <li>- This is the unique identification code of the Key Performance Indicator.</li> <li>- Strict, standardized and unique coding is necessary, not only for a distinct identification of the KPIs themselves, but also for system automation purposes.</li> <li>- 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).</li> <li>- Field/cell format: Text (pre-filled codes – not number since containing double dots)</li> <li>- 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</li> <li>- Example: 3.2.07: Is the seventh Key Performance Indicator under the AO activity/output indicators of the third Key Performance Area</li> </ul>
5 Key Performance Indicator (KPI) Operational Definition	<ul style="list-style-type: none"> <li>- Here the operational definition of the Key Performance Indicator is provided.</li> <li>- Refined and accurate operational definitions of indicators are required<sup>3</sup>.</li> </ul>

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> 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-2 Tables of Key Performance Indicators (KPIs) Identification and Selection	
S2 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
(Column 5)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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></li> <li>- 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.</li> </ul>
6 Weight of the KPI (Column 6)	<ul style="list-style-type: none"> <li>- In this column / cell the KPI indicator weight needs to be reflected as a percentage value between 0% and 100%.</li> <li>- 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.</li> <li>- The sum of all OI KPI weights necessarily is 100%, so is the sum of all AO KPI weights</li> <li>- 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.</li> <li>- 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.;</li> <li>- Field/cell format: Percentage</li> <li>- Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%</li> </ul>
7 Key Performance Sub-Indicator (S-KPI): Code (Column 7)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- Field/cell format: Text (pre-filled codes – not number since containing double dots)</li> <li>- 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.</li> <li>- 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</li> </ul>

- 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
	<ul style="list-style-type: none"> <li>- In case more than 26 sub-indicators for an indicator (thus more than the number of letters in the alphabet), than a numeric may be added to the letter. For example, in the classification of GOL Ministries, the OMSAR sub-indicator has code y1.</li> </ul>
<p>8 Key Performance Sub-Indicator (S-KPI): Name of Sub-Indicator / Category of the KPI (Column 8)</p>	<ul style="list-style-type: none"> <li>- Sub-indicators are always defined in relation to / within the “mother” indicator.</li> <li>-</li> <li>- 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).</li> <li>- 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.</li> <li>- Field/cell format: Text (pre-filled codes – not number since containing double dots)</li> </ul>
<p>9 Unit of Measurement (Column 9)</p>	<ul style="list-style-type: none"> <li>- Since SOPMIP is a performance measurement system, for each of the sub-indicators the Unit of Measurement (UoM) needs to be identified.</li> <li>- 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"> <li>- Metric: (1) Number (#) (2) Percentage (%)</li> <li>- Ordinal : (3) 0-10 scale; (4) 0-5 scale, and; (5) HSPU qualitative (H - Highly satisfactory, S - Satisfactory, P - Partially satisfactory, and U - Unsatisfactory)</li> <li>- Logic : (6) Yes / no ( y/n )</li> </ul> </li> <li>- The applicable Unit of Measurement for the respective KPIs can be selected from the pop-up window.</li> <li>- Field/cell format: Pop-up window with six predetermined UoM categories to select the correct / applicable one from by ticking.</li> </ul>
<p>10 Weight of Sub-KPIs (Column 10)</p>	<ul style="list-style-type: none"> <li>- In this column / cell the S-KPI sub- indicators weights needs to be reflected as a percentage value between 0% and 100%.</li> <li>- 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).</li> <li>- The sum of the weights of all sub-indicators within each of the indicator necessarily is 100%.</li> <li>- 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.</li> <li>- 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).</li> </ul>

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
	<p>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.;</p> <ul style="list-style-type: none"> <li>- Field/cell format: Percentage</li> <li>- Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%</li> </ul>
<p>11 Main Source(s) of Information / Means of Verification (Column 11)</p>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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;</li> <li>- In case the MoV are not (yet) available, not (yet) established at the moment of KPI development, this should be clearly stated as such.</li> <li>- 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.</li> <li>- The list of Means of Verification is best provided in bullet format since providing as such the best overview.</li> <li>- Field/cell format: Text</li> </ul>
<p>12 Actual KPI Situational Analysis in the Administration: Target Setting on KPI Practiced (Column 12)</p>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.<sup>1</sup></li> <li>- 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.</li> </ul>

<sup>1</sup> 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"> <li>- Field/cell format: Pop-up window with predetermined binary / logical categories to select from by ticking as follows: <ul style="list-style-type: none"> <li>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)</li> <li>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)</li> </ul> </li> </ul>
13 Actual KPI Situational Analysis in the Administration: Quality of KPI Data Collection (Column 13)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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</li> </ul>
14 Methodological Remarks, Details and Clarifications (Column 14)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> </ul>
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"> <li>- 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.</li> <li>- 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.</li> </ul>

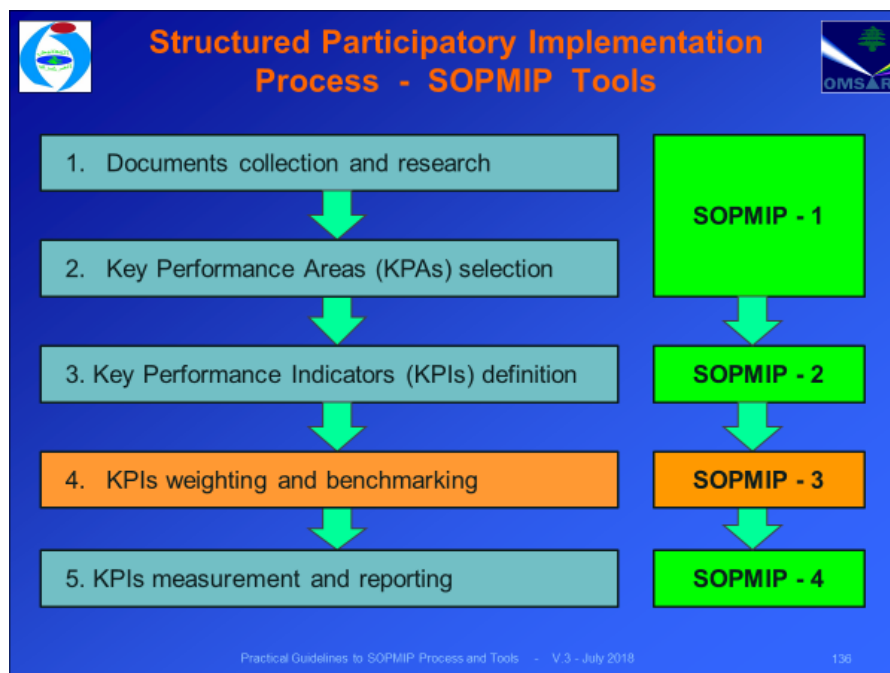
### Summary Figures at the Bottom of the SOPMIP-2 Indicators Development Tables

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 manner<sup>1</sup>. 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. 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).

<sup>1</sup> 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.

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 - )<sup>1</sup>
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 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.

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

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)**

<b>The SOPMIP-3 sector and indicators set identification box (Annex 3, Page 31, Box 1)</b>	
<b>S3 Field Name / Column Title</b>	<b>Practical Guidelines for Filling-Out, Notes and/or Observations</b>
Name of sector	<ul style="list-style-type: none"> <li>- This is the succinct name of the SOPMIP sector.</li> <li>- 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.</li> <li>- Field/cell format: Text</li> </ul>
Name of Sub-Sector	<ul style="list-style-type: none"> <li>- This is the succinct name of the SOPMIP sub-sector within the above SOP-MIP sector.</li> <li>- 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.</li> <li>- 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).</li> <li>- Field/cell format: Text</li> </ul>
Version Number of This KPIs Indicators Benchmarking Sheet	<ul style="list-style-type: none"> <li>- This is the sequential version number of the KPIs benchmarking sheet.</li> <li>- 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.</li> <li>- Field/cell format: V.[number]</li> <li>- For example: V.1 V.1.1 V.2.3</li> <li>- The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version</li> <li>- The final version of the SOPMIP-3 sheet has a "F" added to the number. For example final version V.4.2F</li> </ul>
Date of this KPIs Benchmarking Sheet	<ul style="list-style-type: none"> <li>- 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).</li> <li>- Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018</li> </ul>
Name of Responsible Ministry	<ul style="list-style-type: none"> <li>- This is the official, full name of the (tutelage) Ministry in charge of / bearing overall responsibilities for the sector / sub-sector concerned.</li> <li>- This is the same name as included in the SOPMIP-1 KPAs and the SOP-MIP-2 KPIs templates.</li> <li>- The abbreviation / acronym of the Ministry may also be added</li> <li>- Only one name of a Ministry can be filled-out</li> </ul>

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"> <li>- Field/cell format: Text</li> </ul>
Name of Responsible Directorate-General	<ul style="list-style-type: none"> <li>- 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.</li> <li>- This is the same name as included in the SOPMIP-1 KPAs template and the SOPMIP-2 KPIs template.</li> <li>- Only one name of the responsible Directorate-General can be filled out here.</li> <li>- 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.</li> <li>- The abbreviation / acronym of the Directorate-General may also be added.</li> <li>- Field/cell format: Text</li> </ul>
Name of Responsible Directorate(s) and Main Services / Bureaus	<ul style="list-style-type: none"> <li>- 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)</li> <li>- This cell necessarily contains the same list of entities as included in the SOPMIP-1 KPAs template.</li> <li>- 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.</li> <li>- The list of organisational entities reflected here should be as limited as possible.</li> <li>- Field/cell format: Text</li> </ul>
Name, Date and Signature of the Director-General	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> </ul>
Version Number of KPIs Template 2 as Basis for this Benchmarking	<ul style="list-style-type: none"> <li>- This is the final version number of the SOPMIP-2 indicators sheet as basis of this benchmarking.</li> <li>- 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.</li> <li>- Field/cell format: V.[number]</li> <li>- For example: V.1 V.1.1 V.2.3</li> <li>- The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version</li> <li>- The final version of the SOPMIP-2 sheet has a "F" added to the number. For example final version V.4.2F</li> </ul>
Date of this KPIs Template 2 at the Basis	<ul style="list-style-type: none"> <li>- 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).</li> </ul>

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"> <li>- Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018</li> </ul>						
Summary Statistics on the Sectoral Key Performance Indicators of this KPA	<ul style="list-style-type: none"> <li>- 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.</li> </ul> <table border="1" style="margin-left: auto; margin-right: auto;"> <tbody> <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 المعنى (OI الحاصيلة و التأثير)</td> <td style="text-align: center;">0</td> <td style="text-align: center;">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 الأنشطة و النتائج المباشرة) المعنى</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>- These summary indicators and sub-indicators statistics for the KPA are presented in the following format:</li> <li>- 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.</li> <li>- 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.</li> <li>- 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)</li> </ul>	Total number of Development Results Indicators and Sub-Indicators (Outcome and Impact - OI) of this KPA العدد الإجمالي للمؤشرات المتعلقة ب لمجال الأداء المعنى (OI الحاصيلة 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 الأنشطة و النتائج المباشرة) المعنى	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 المعنى (OI الحاصيلة 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 الأنشطة و النتائج المباشرة) المعنى	0	0					
General Remarks on this Sectoral KPIs Development and Selection Sheet	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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)</li> <li>- Field/cell format: Text (free format)</li> </ul>						

## 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
<b>2a) Strategic Planning</b>	
1 Medium / long term plan for KPA	<ul style="list-style-type: none"> <li>- Indicate with yes or no if a medium / long term plan for the Key Performance Area (KPA) is available.</li> <li>- A medium / long plan is considered to have a time horizon of at least three years.</li> <li>- Field/cell format: yes/no logical (pls. select from pop-up window by ticking).</li> </ul>
2 If yes, title of plan	<ul style="list-style-type: none"> <li>- The precise title of this medium / long term plan for the KPA is to be reflected here.</li> <li>- Pls. fill out the official, full-title and the author.</li> <li>- Field/cell format: Text</li> </ul>
3 Type of plan	<ul style="list-style-type: none"> <li>- Fill-out here the type of the medium / long term plan (brief categorization).</li> <li>- Examples of types: long-term, 5-year, roll-over, indicative, master, strategic, ...plan.</li> <li>- Field/cell format: Text</li> </ul>
4 Date latest approved version of plan	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Field/cell format: date with standard format: dd/mm/yyyy. For example: 09/04/2018</li> </ul>
5 Covered plan period: From	<ul style="list-style-type: none"> <li>- This is the start / commencement date of the plan period.</li> <li>- If the precise date is known, pls. fill out the full date. If not, the month and year can do.</li> <li>- Field/cell format: Text</li> </ul>
6 Covered plan period: To	<ul style="list-style-type: none"> <li>- This is the end date of the plan period.</li> <li>- If the precise date is known, pls. fill out the full date. If not, the month and year can do.</li> <li>- Field/cell format: Text</li> </ul>
7 KPA planning part of larger planning document	<ul style="list-style-type: none"> <li>- Needs to be reflected here with a simple yes or no if the KPA plan is part of a larger, comprehensive planning document.</li> <li>- 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.</li> <li>- Field/cell format: yes/no logical (pls. select from pop-up window by ticking)</li> </ul>
8 If yes, title of chapter(s) and page numbers	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Be complete in the listing of chapters and accurate regarding their titles and/or page numbers.</li> <li>- Field/cell format: Text</li> </ul>
9 Medium/long term plan has target setting on Key Indicators	<ul style="list-style-type: none"> <li>- Indicate here with yes or no if this medium / long term plan includes indicators with target setting for the covered period</li> <li>- Field/cell format: yes/no logical (pls. select from pop-up window by ticking)</li> </ul>
10 Plan has budget, with breakdown by year	<ul style="list-style-type: none"> <li>- Indicate here with yes or no if this medium / long term has a budget, a costing with figures broken down by year (annual budgets)</li> <li>- Field/cell format: yes/no logical (pls. select from pop-up window by ticking)</li> </ul>
<b>2b) Annual Planning for Current Financial Year (CFY)</b>	
11 Annual plan for the Current Financial Year	<ul style="list-style-type: none"> <li>- Indicate with yes or no if an annual plan for the Current Financial Year (CFY) for the Key Performance Area (KPA) is available.</li> </ul>



	<ul style="list-style-type: none"> <li>- An annual plan covers a one year period (12 calendar months).</li> <li>- Field/cell format: yes/no logical (pls. select from pop-up window by ticking).</li> </ul>
12 If yes, title of plan	<ul style="list-style-type: none"> <li>- The precise title of this annual plan for the KPA is to be reflected here.</li> <li>- Pls. fill out the official, full-title of the plan.</li> <li>- Field/cell format: Text</li> </ul>
13 Version number of latest approved version	<ul style="list-style-type: none"> <li>- Pls. reflect here the version number of the latest approved plan.</li> <li>- If only one version is available, pls. reflect V.1</li> <li>- Field/cell format: V.[number]</li> <li>- For example: V.1 V.1.1 V.2.3</li> <li>- The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version</li> </ul>
14 Date latest approved version of plan	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Field/cell format: date with standard format: dd/mm/yyyy For example: 17/12/2017</li> </ul>
15 Plan period: From	<ul style="list-style-type: none"> <li>- This is the start / commencement date of the annual plan period.</li> <li>- By default this is the first day of the fiscal year, which in Lebanon coincides with the start of the calendar year (thus 1<sup>st</sup> of January). If not so, pls. indicate the actual start date of the annual plan period</li> <li>- Field/cell format: date with standard format: dd/mm/yyyy For example: 01/01/2018</li> </ul>
16 Plan period: To	<ul style="list-style-type: none"> <li>- This is the end date of the annual plan period.</li> <li>- By default this is the last day of the fiscal year, which in Lebanon coincides with the end of the calendar year (thus 31<sup>st</sup> of December). If not so, pls. indicate the actual end date of the annual plan period</li> <li>- Field/cell format: date with standard format: dd/mm/yyyy For example: 31/12/2018</li> </ul>
17 KPA planning part of larger planning document	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- Field/cell format: yes/no logical (pls. select from pop-up window by ticking)</li> </ul>
18 If yes, title of chapter(s) and page numbers	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Be complete in the listing of chapters and accurate regarding their titles and/or page numbers.</li> <li>- Field/cell format: Text</li> </ul>
19 Annual plan has target setting on Key Indicators	<ul style="list-style-type: none"> <li>- 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).</li> <li>- Field/cell format: yes/no logical (pls. select from pop-up window by ticking)</li> </ul>
20 Plan has budget, with breakdown by BL	<ul style="list-style-type: none"> <li>- Indicate here with yes or no if the annual plan has a budget, a costing with figures broken down by main Budget Line (BL).</li> <li>- Field/cell format: yes/no logical (pls. select from pop-up window by ticking)</li> </ul>

**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

<b>The SOPMIP-3 Tables of Key Performance Indicators Benchmarking, by KPA</b> <i>(Annex 3, Pages 32-34)</i>	
<b>S3 Field Name / Column Title</b>	<b>Practical Guidelines for Filling-Out, Notes and/or Observations</b>
KPA number and title <i>(Table name)</i>	<ul style="list-style-type: none"> <li>- Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet .</li> <li>- This KPA number and title is filled out in the reverse shaded area right above the indicators table concerned.</li> <li>- The name of the KPA is taken from the SOPMIP-1 list of Key Performance Areas.</li> <li>- One specific, separate worksheet for each of the five/six KPAs.</li> <li>- Format : <b>KPA - 1 : [ Name of KPA ]</b></li> </ul>
<b>Identification of Key Performance Indicators and Sub-indicators ( Table columns 1 to 10 )</b>	
1 Identification of the Key Performance Area: Number	- Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet. <sup>1 2</sup>

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

<sup>2</sup> 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.

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
(Column 1)	<ul style="list-style-type: none"> <li>- This number in principle is reflected left-top within each printed table page to ensure easy identification of the indicators set.</li> <li>- Format: Number followed by a dot (same for 5A. and 5B.)</li> </ul>
2 Identification of the Key Performance Area: Title (Column 2)	<ul style="list-style-type: none"> <li>- Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet.</li> <li>- This KPA title in principle is reflected left-top within each printed table page to ensure easy identification of the indicators set.</li> <li>- Field/cell format: Text</li> </ul>
3 Type of Key Performance Indicator (Column 3)	<ul style="list-style-type: none"> <li>- Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-2 indicators development sheet.</li> <li>- Here one of the two main types of Key Performance Indicators is filled out:<sup>1</sup> <ul style="list-style-type: none"> <li>- OI = Outcome / Impact KPIs (= development relevance indicators)</li> <li>- AO = Activities / Outputs / Direct Results KPIs (= process indicators)</li> </ul> </li> <li>- 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).</li> <li>- 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.</li> <li>- Field/cell format: Text</li> <li>- Code format: [code of the KPA].[code of the main type of indicators]</li> <li>- Example of code: 4.2 refers to the AO indicators of KPA 4</li> </ul>
4 Key Performance Indicator (KPI): Code (Column 4)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- This is the unique identification code of the Key Performance Indicator.</li> <li>- Strict, standardized and unique coding is necessary, not only for a distinct identification of the KPIs themselves, but also for system automation purposes.</li> <li>- Field/cell format: Text (pre-filled codes – not number since containing double dots)</li> <li>- 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</li> <li>- Example: 3.2.07: Is the seventh Key Performance Indicator under the AO activity/output indicators of the third Key Performance Area</li> </ul>
5 Key Performance Indicator (KPI) Operational Definition (Column 5)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Refined and accurate operational definitions of indicators are required.<sup>2</sup></li> </ul>

<sup>1</sup> 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

<sup>2</sup> 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
	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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></li> <li>- 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.</li> </ul>
6 Weight of the KPI (Column 6)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- For practical tips on indicators benchmarking see the bulleted list under above chapter 4.1 on Indicators Weighting in Practice</li> <li>- In this column / cell the KPI indicator weight needs to be reflected as a percentage value between 0% and 100%.</li> <li>- 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.</li> <li>- The sum of all OI KPI weights necessarily is 100%, so is the sum of all AO KPI weights</li> <li>- 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.</li> <li>- 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.;</li> <li>- Field/cell format: Percentage</li> <li>- Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%</li> </ul>
7 Key Performance Sub-Indicator (S-KPI): Code (Column 7)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- Field/cell format: Text (pre-filled codes – not number since containing double dots)</li> <li>- 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.</li> </ul>

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"> <li>- 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</li> <li>- 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.</li> </ul>
8 Key Performance Sub-Indicator (S-KPI): Name of Sub-Indicator / Category of the KPI (Column 8)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Sub-indicators are always defined in relation to / within the “mother” indicator.<sup>1</sup></li> <li>- 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.</li> </ul>
9 Unit of Measurement (Column 9)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Since SOPMIP is a performance measurement system, for each of the sub-indicators the Unit of Measurement (UoM) needs to be identified.</li> <li>- 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"> <li>- Metric: (1) Number (#) (2) Percentage (%)</li> <li>- Ordinal : (3) 0-10 scale; (4) 0-5 scale, and; (5) HSPU qualitative (H - Highly satisfactory, S - Satisfactory, P - Partially satisfactory, and U - Unsatisfactory)</li> <li>- Logic : (6) Yes / no ( y/n )</li> </ul> </li> <li>- The applicable Unit of Measurement for the respective KPIs can be selected from the pop-up window.</li> <li>- Field/cell format: Pop-up window with six predetermined UoM categories to select the correct / applicable one from by ticking.</li> </ul>
10 Weight of Sub-KPIs / KPI components (Column 10)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- These sub-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.</li> </ul>

<sup>1</sup> 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"> <li>- In this column / cell the final S-KPI sub-indicators weights needs to be reflected as a percentage value between 0% and 100%.</li> <li>- 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).</li> <li>- The sum of the weights of all sub-indicators within each of the indicator necessarily is 100%.</li> <li>- 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.</li> <li>- 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.;</li> <li>- Field/cell format: Percentage</li> <li>- Percentage format: xx.y% (one decimal). For example: 20.0% or 12.5%</li> </ul>
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"> <li>- This is the date of the most recent / last actual measurement of the sub-indicator.</li> <li>- 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 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).</li> <li>- 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</li> <li>- 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.</li> </ul>
12 S-KPI Baseline Value (Column 12)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- 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).</li> <li>- For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).</li> </ul>
Target Setting of Key Performance Sub-indicators ( Table columns 15 to 18 )	

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
13 KPI Target for Year 1: Date (Column 13)	<ul style="list-style-type: none"> <li>- The date of the first year annual target of the sub-indicator needs to be filled out here. This in principle is the 31<sup>st</sup> of December of the next calendar / fiscal year.</li> <li>- 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</li> <li>- Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018</li> </ul>
14 KPI Target for Year 1: Y1 Target Value (Column 14)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9).</li> <li>- Be complete and in principle do not leave any cell blank.</li> <li>- 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).</li> <li>- For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).</li> </ul>
15 KPI Targets for Subsequent Years: Year 2 (Column 15)	<ul style="list-style-type: none"> <li>- This needs to be the second (2<sup>nd</sup>) year cumulative target value of the sub-indicator (thus on the year 1 target date + 1 full year)</li> <li>- 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.</li> <li>- The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9).</li> <li>- Be complete and in principle do not leave any cell blank.</li> <li>- 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).</li> <li>- For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).</li> </ul>
16 KPI Targets for Subsequent Years: Year 3 (Column 16)	<ul style="list-style-type: none"> <li>- This needs to be the third (3<sup>rd</sup>) year cumulative target value of the sub-indicator (thus on the year 1 target date + 2 full years)</li> <li>- 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.</li> <li>- The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9).</li> <li>- Be complete and in principle do not leave any cell blank.</li> <li>- 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).</li> </ul>

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"> <li>- For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).</li> </ul>
17 KPI Targets for Subsequent Years: Year 4 (Column 17)	<ul style="list-style-type: none"> <li>- This needs to be the fourth (4<sup>th</sup>) year cumulative target value of the sub-indicator (thus on the year 1 target date + 3 full years)</li> <li>- 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.</li> <li>- The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9).</li> <li>- Be complete and in principle do not leave any cell blank.</li> <li>- 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).</li> <li>- For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).</li> </ul>
18 KPI Targets for Subsequent Years: Year 5 (Column 18)	<ul style="list-style-type: none"> <li>- This needs to be the fifth (5<sup>th</sup>) and final year cumulative target value of the sub-indicator (thus on the year 1 target date + 4 full years)</li> <li>- 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.</li> <li>- The benchmarks (both baseline and targets) need to be expressed in the same Unit of Measurement of the sub-indicator (see column 9).</li> <li>- Be complete and in principle do not leave any cell blank.</li> <li>- 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).</li> <li>- For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).</li> </ul>
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"> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- 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).</li> </ul>



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"> <li>- Comments need to be succinct and preferably presented in bullet style.</li> <li>- 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.</li> <li>- Field/cell format: Text (free format)</li> </ul>

**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

<b>The SOPMIP-3a Identification Box (Annex 3a, Pages 38-39)</b>	
<b>S3a Field Name / Column Title</b>	<b>Practical Guidelines for Filling-Out, Notes and/or Observations</b>
SOPMIP Ministry and Sector	- To be filled-out here the abbreviation of the SOPMIP Ministry, together with the official name of the SOPMIP sector or sub-sector.

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

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"> <li>- Automatically filled-out by the SOPMIP automated system, based on the corresponding KPA SOPMIP-3 indicators benchmarking sheet (Shaded area).</li> <li>- The name of the KPA is taken from the SOPMIP-1 list of Key Performance Areas.</li> <li>- One specific, separate worksheet for each of the five/six KPAs.</li> <li>- Format : <b>KPA - 1 : [ Name of KPA ]</b></li> </ul>
This SOPMIP-3a Version Number ( <i>Table head / banner</i> )	<ul style="list-style-type: none"> <li>- This is the sequential version number / version update of this baseline data collection table</li> <li>- 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.</li> <li>- Field/cell format: V.[number]</li> <li>- For example: V.1 V.1.1 V.2.3</li> <li>- The first number refers to main versions, while the second number (if any) refers to minor changes/updates of the main version</li> <li>- The final version of the SOPMIP-3a sheet has a "F" added to the number. For example final version V.4.2F</li> </ul>
This SOPMIP-3a Version Date ( <i>Table head / banner</i> )	<ul style="list-style-type: none"> <li>- 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).</li> </ul>

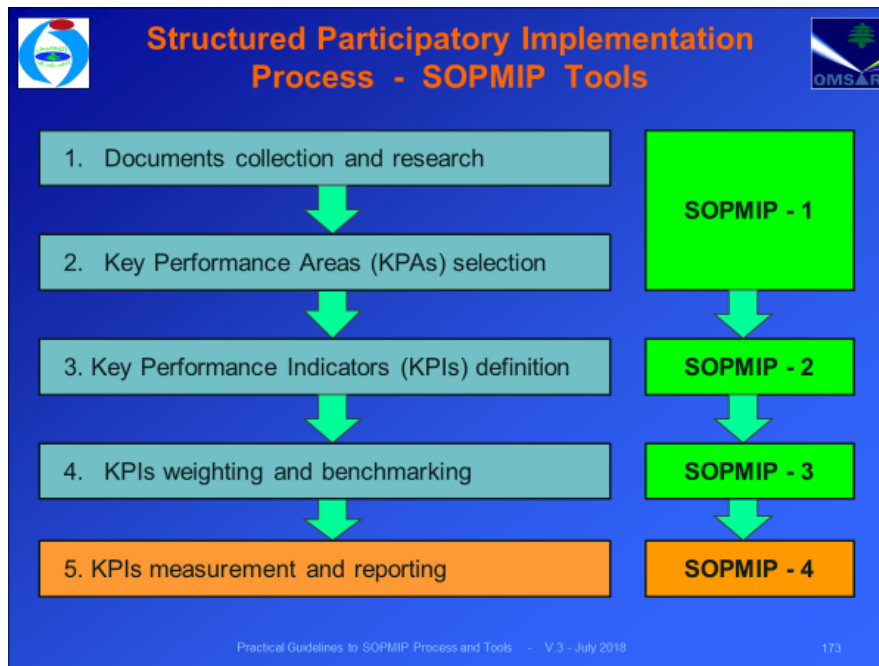
The SOPMIP-3a actual indicators baseline data collection from main sources with quality control table	
S3a Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<ul style="list-style-type: none"> <li>- It is critical to have a rigid version control system of the subsequent versions of the SOPMIP-3a (as also for the other SOPMIP templates 1 to 4) which preferably is chronologically organised.</li> <li>- Field/cell format: date with standard format: dd mmm yyy. For example 25 Aug 2017</li> </ul>
4 Key Performance Indicator (KPI): Code (Column 4)	<ul style="list-style-type: none"> <li>- Same as SOPMIP-3 template column 4</li> <li>- For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template</li> </ul>
5 Key Performance Indicator (KPI): Operational Definition (Column 5)	<ul style="list-style-type: none"> <li>- Same as SOPMIP-3 template column 5</li> <li>- For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template</li> </ul>
7 Key Performance Sub- Indicator (S-KPI): Code (Column 7)	<ul style="list-style-type: none"> <li>- Same as SOPMIP-3 template column 7</li> <li>- For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template</li> </ul>
8 Key Performance Sub-Indicator (S-KPI): Description sub-indicator / category of KPI (Column 8)	<ul style="list-style-type: none"> <li>- Same as SOPMIP-3 template column 8</li> <li>- For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template</li> </ul>
9 Unit of Measurement (Column 9)	<ul style="list-style-type: none"> <li>- Same as SOPMIP-3 template column 9</li> <li>- For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template</li> </ul>
11 Baseline Value: Date of Last Measurement (Column 11)	<ul style="list-style-type: none"> <li>- Same as SOPMIP-3 template column 11</li> <li>- For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template</li> </ul>
12 Baseline Value (Column 12)	<ul style="list-style-type: none"> <li>- Same as SOPMIP-3 template column 12</li> <li>- For practical guidelines / tips, see above Chapter 4.3 on the SOPMIP-3 template</li> </ul>
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"> <li>- Fill-out here an "X" mark from the pop-up window in case yes..</li> <li>- 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</li> <li>- Field/cell format: X or blank (pls. select from pop-up window by ticking)</li> </ul>
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"> <li>- This is the second possible source: Available within the Ministry itself, but from another entity.</li> <li>- 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.</li> <li>- Field/cell format: Text</li> </ul>
15 Identification of Responsible GoL PA to retrieve Baseline Value from: 3.1 Available from other	<ul style="list-style-type: none"> <li>- This is the third possible source: Available from another Ministry or Entity thereunder.</li> </ul>

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
Ministry or Entity Thereunder – Name of (Tutelage) Ministry <i>(Column 15)</i>	<ul style="list-style-type: none"> <li>– This field needs to be filled out with the name of this other Tutelage Ministry / Public Administration.</li> <li>– Field/cell format: Pop-up list of categories to select / tick the applicable (tutelage) Ministry / PA from.</li> </ul>
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 <i>(Column 16)</i>	<ul style="list-style-type: none"> <li>– 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.</li> <li>– 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.</li> <li>– 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.</li> <li>– Field/cell format: Text</li> </ul>
17 Chronology of Baseline Data Collection Process from Third Source: Date of request Letter by the Central Inspection to the Ministry / Entity <i>(Column 17)</i>	<ul style="list-style-type: none"> <li>– 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.</li> <li>– Field/cell format: date with standard format: dd/mm/yyyy. For example 09/04/2018</li> </ul>
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 <i>(Column 18)</i>	<ul style="list-style-type: none"> <li>– 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.</li> <li>– 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.)</li> <li>– Field/cell format: date with standard format: dd/mm/yyyy. For example 15/06/2018</li> </ul>
19 Quality Control of the Baseline Data Provided by the Third Source – Accepted by Ministry SOPMIP Team <i>(Column 19)</i>	<ul style="list-style-type: none"> <li>– Fill-out here a simple yes or no if the received baseline data are accepted or not by the requesting Ministry SOPMIP Team.</li> <li>– 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.</li> <li>– Field/cell format: yes/no logical (pls. select from pop-up window by ticking)</li> </ul>
20 Quality Control of the Baseline Data Provided by the Third Source – Approved by the CI Coordinating Inspector <i>(Column 20)</i>	<ul style="list-style-type: none"> <li>– 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).</li> <li>– 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.</li> <li>– Field/cell format: yes/no logical (pls. select from pop-up window by ticking)</li> </ul>

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
<p>21 Any Remarks / Comments on the Baseline Data and/or their Collection Process <i>(Column 21)</i></p>	<ul style="list-style-type: none"> <li>- This is the narrative section where any remarks, comments and/or suggestions on the indicators baseline data retrieval process can be reflected.</li> <li>- 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).</li> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- Comments need to be succinct and preferably presented in bullet style.</li> <li>- 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 SOPMIP-3a sheet.</li> <li>- Field/cell format: Text (free format)</li> </ul>

## 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).

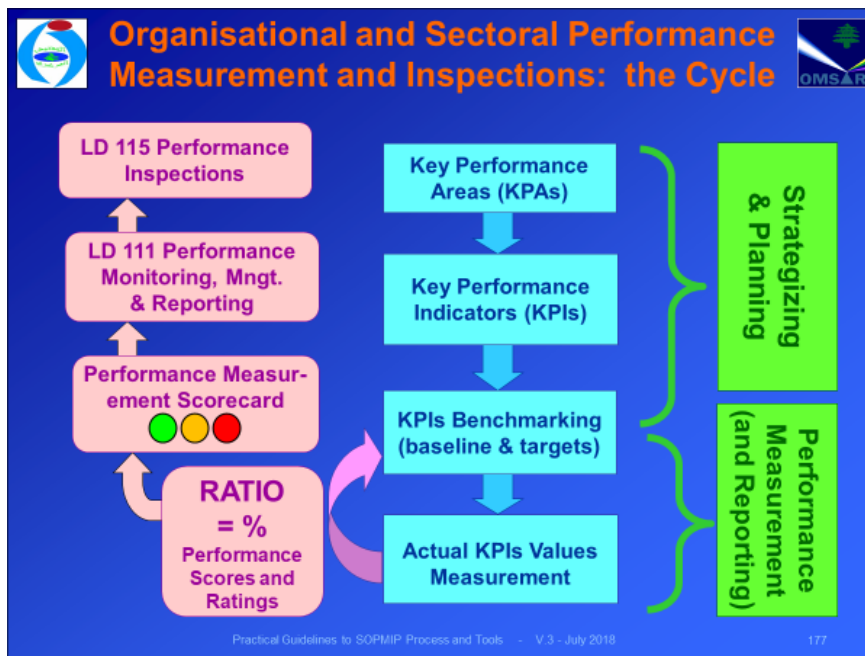
### 5.1. Performance measurement, scorecarding and reporting

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) <sup>1</sup>
Of the individual Key Performance Sub-Indicators (S-KPIs)	Column 16 of all five/six KPAs scorecards (Blocks 5 to 9c)

Automatically Calculated Performance Scores and Colour Ratings	Location in SOPMIP-4 template (Block Number) <sup>1</sup>
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	Summary scorecard all OI (sub-)indicators (Block 10.1.B)
Of all AO type (sub-)indicators	Summary scorecard all AO (sub-)indicators (Block 10.2.B)
Of only reported OI type (sub-)indicators	Summary scorecard reported OI (sub-)indicators (Block 10.1.A)
Of only reported AO type (sub-)indicators	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 focus on essential performance information, (2) by maximum automation and (3) by making maximum use of what has been developed already in the preceding phases of the SOPMIP process in relation to the selection of the performance areas, the definition of the indicators and their benchmarking. The below reduced scale picture of the SOPMIP-4 template gives a summary impression of this reduced

reporting workload by visualizing (in dark blue colour) the SOPMIP-4 reporting fields / table columns which only need to be filled-out by the Ministry /DG at the moment of reporting. All other columns and fields are automatically filled by the SOPMIP system based on information entered on a prior occasion or automatically processed and reflected based on the reported information in the current reporting period. The green background coloured columns indicate the quality assurance / inspection table part reserved for the Central Inspection. The original SOPMIP-4 version in Excel of this picture is attached to these Guidelines under Annex 4.1 on page 58 for ready reference.

5. Performance Measurement and Inspection of KPA-1 : كفاية وقياس الأداء القطاعي المتعلق بمجال الأداء الأول : KPA weight % 20%

5.1. Development Results (Outcome / Impact) Key Performance Indicators (OI- KPIs) for KPA-1 مؤشرات الأداء الخاصة بالنتائج والنتائج المرتبطة بمجال الأداء الثالث Code : KPA-YY-ZZ-17.2-V.8.3

DESCRIPTION OF INDICATOR وصف المؤشر				SUB-INDICATOR MEASUREMENT by ADMINISTRATION قياس أداء المؤشرات الفرعية من قبل الإدارة المتعددة													INSPECTION ASSESSMENT BY C.I. TEAM تقييم الأداء من قبل فريق التفتيش			
Code الرمز	Short Name الاسم المختصر	Operational Definition وصف المؤشر	KPI Weight وزن المؤشر	Key Performance Sub-Indicator (S-KPI) مؤشرات الأداء الفرعية	Unit of Measurement وحدة القياس	Weight of S-KPIs (Sub-Indicators) وزن المؤشرات الفرعية	Frequency of Measurement تواتر القياس	Baseline / Latest (S-KPI) Indicator Value (القيمة السابقة / القيمة الحالية للمؤشر الفرعي)	Target Value (القيمة المستهدفة)	Actual / Latest Measurement (القياس الفعلي / القياس الأخير)		Sub-Indicator (S-KPI) Performance Score in % (النسبة المئوية لنتيجة المؤشر الفرعي)	Indicator (KPI) Performance Score and Color Rating (النسبة المئوية لنتيجة المؤشر ودرجة اللون)	Indicator (KPI) Score and Color Rating (النسبة المئوية لنتيجة المؤشر ودرجة اللون)	Performance Self-Rating and Comments (التقييم الذاتي للمؤشر والتعليقات)	Measurement by CI (التقييم من قبل فريق التفتيش)	Quality Rating of KPI (درجة تقييم المؤشر)	Main Observations (الملاحظات الرئيسية)	Main Recommendations (التوصيات الرئيسية)	
										Date التاريخ	Value القيمة									Date التاريخ
1.1.01			15.0%	1.1.01.a		20.0%	31/12/16	31/12/17												
1.1.02				1.1.02.a		50.0%	31/12/16	31/12/17	20	20	100.0%	50.0%	100.0%							
1.1.03				1.1.03.a		30.0%	31/12/16	31/12/17	10	10	99.3%	47.0%	67.1%							
1.1.04				1.1.04.a		40.0%	31/12/16	31/12/17	50	40	80.0%	75.0%	75.0%							
1.1.05			5.0%	1.1.05.a		30.0%	31/12/16	31/12/17	20	20	100.0%									
1.1.06				1.1.06.a		50.0%	31/12/16	31/12/17												
				1.1.06.b		20.0%	31/12/16	31/12/17												
				1.1.06.c			31/12/16	31/12/17												
				1.1.06.d			31/12/16	31/12/17												
				1.1.06.e			31/12/16	31/12/17												
<b>Totals, Averages and Weighted Scores for Outcome/Impact (OI) KPIs for KPA-1</b>			5	100.0%	15	0	100.0%	0	6	1	2	1	0	8	8	58.6%	87.6%	6.99		

**SOPMIP Reduced Reporting Workload**

The **dark 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 16 - 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.

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 SOPMIP system.

As can be directly seen on the above snapshot of a SOPMIP-4 KPA scorecard reporting table (dark blue background coloured columns with arrows pointing at them), at the moment of reporting only four columns / cells per indicator need to be filled-up by the Ministry / Public Administration (columns 14, 15, 18 and 19), of which moreover only one is a narrative cell (column 19). As all other cells are automatically generated by the SOPMIP System, this provides further evidence of SOPMIP effectively reducing reporting workload

Further details on these four columns / fields are provided under chapter 5.5 hereafter in the presentation of the SOPMIP-4 template.

<b>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)</b>		
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.

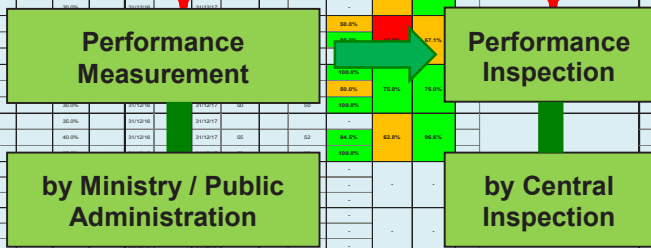
3. The narrative performance inspection report by the Central Inspection (CI) inspection team as Block 11 of the SOPMIP-4 report Part 4 (see Annex 4, Page 54), and should be written after the filling of the narrative reports by the Public Administration itself. This CI narrative report incorporates the 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).

DESCRIPTION OF INDICATOR												(SUB-) INDICATOR MEASUREMENT BY ADMINISTRATION										INSPECTION ASSESSMENT BY C.I. TEAM		
Key Performance Indicator (KPI)		Key Performance Sub-Indicator (S-KPI)		Unit of Measurement	Weight of Sub-Indicator	Frequency of Measurement	Baseline / Latest (Sub-) Indicator Value	Target Value for Reporting Period	Actual Latest Measurement	Sub-Indicator Performance Score (Scale 1-5)	Sub-Indicator Performance Rating (Colour Rating)	Sub-Indicator Performance Score (Scale 1-5)	Sub-Indicator Performance Rating (Colour Rating)	Performance Self-Rating and Comments by the Public Administration		Inspection Assessment by CI Team	Quality Rating of KPI Measurement	Main Observations	Main Recommendations					
Code	Short Name	Operational Definition	Code				Date	Date	Date	Value	Value	Value	Value	1	2	3	4	5						
1.1.01					20%	Quarterly	2019/01/01	2019/12/31	2019/12/31	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5						
1.1.02					10%	Quarterly	2019/01/01	2019/12/31	2019/12/31	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0						
1.1.03					20%	Quarterly	2019/01/01	2019/12/31	2019/12/31	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5						
1.1.04					20%	Quarterly	2019/01/01	2019/12/31	2019/12/31	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5						
1.1.05					5%	Quarterly	2019/01/01	2019/12/31	2019/12/31	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5						
1.1.06					5%	Quarterly	2019/01/01	2019/12/31	2019/12/31	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5						
Totals, Average and Weighted Scores for Outcome/Impact (OI) KPIs for KPA-1				18	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5						



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 (KPA 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 <i>(pls. tick)</i>	<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 الحصيلة 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 وفتيش 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 <i>(current version is highlighted with bold italics font and green background colour)</i>	V.3	Final Draft	-	
		V.2	Processed Draft	-	
		V.1	Draft	-	
<b>V.0.3</b>		<b>Zero draft</b>	-		
S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations				
1.1 Reporting Year	<ul style="list-style-type: none"> <li>- This is the calendar year the current SOPMIP-4 reports on (in Lebanon, the fiscal year coincides with the calendar year).</li> <li>- Field format: Year ( yyyy )</li> </ul>				
1.2 Type of Report	<ul style="list-style-type: none"> <li>- 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 &amp; AO KPIs).</li> <li>- Just tick the right box with an "x" mark from the pop-up menu.</li> </ul>				
1.3 Report Code and Title: CI Code	<ul style="list-style-type: none"> <li>- The unique Central Inspection (CI) Code of the present SOPMIP-4 reports needs to be filled-out here.</li> <li>- Standard SOPMIP-4 code format: X.T4-YY.ZZ-AA.B-V.C.D With following code elements:               <ul style="list-style-type: none"> <li>- X This is the sequence number of the sub-sector covered by SOPMIP. This number is assigned by the CI-OMSAR SOPMIP team</li> </ul> </li> </ul>				

Block 1 - Identification of the SOPMIP-4 report : <span style="float: right;">(Annex 4, Page 44, Shaded Area 1)</span>	
List of fields with practical guidelines / tips	
S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations
	<p>in chronological order of coverage by the SOPMIP Programme. (For this number, see the SOPMIP-2 identification box).</p> <ul style="list-style-type: none"> <li>- T4 Is the standard code for the SOPMIP-4 report template (as T1 stands for SOPMIP-1, etc.)</li> <li>- YY Is the two capital letters Central Inspection (CI) code of the public sector (see also field 3.1 here below in Block 3)</li> <li>- ZZ Is the two capital letters Central Inspection (CI) code of the sub-sector (see also field 3.2 here below in Block 3)</li> <li>- 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.)</li> <li>- 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)</li> <li>- 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</li> </ul> <p>- 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:</p> <ul style="list-style-type: none"> <li>- 6 = Sequence number of SOPMIP sector</li> <li>- T4 = SOPMIP-4 performance report</li> <li>- PW = Public Works sector</li> <li>- UP = Urban Planning sub-sector\</li> <li>- 17 = SOPMIP Reporting year 2017</li> <li>- 2 = the annual report (cut-off date 31 December 2017)</li> <li>- V.2.1 = Report version number</li> </ul> <ul style="list-style-type: none"> <li>- This report code is automatically reflected on all KPA and overall scorecards under this report (see at the top right after "Report Code").</li> <li>- 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 number – only visible in Excel print preview mode and on the hard copy printed pages)</li> <li>- This report code also serves as a unique code for the SOPMIP e-repository and database.</li> </ul>
1.3 Report Code and Title: <i>Description</i>	<ul style="list-style-type: none"> <li>- This is the narrative description / title of the report, uniquely identifying the report, including the report version number.</li> <li>- 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.</li> </ul>
1.3 Report Code and Title: <i>Reporting Cut-Off Date</i>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- This date is automatically generated by the SOPMIP system based on the data entry in above cells 1.1 and 1.2.</li> </ul>

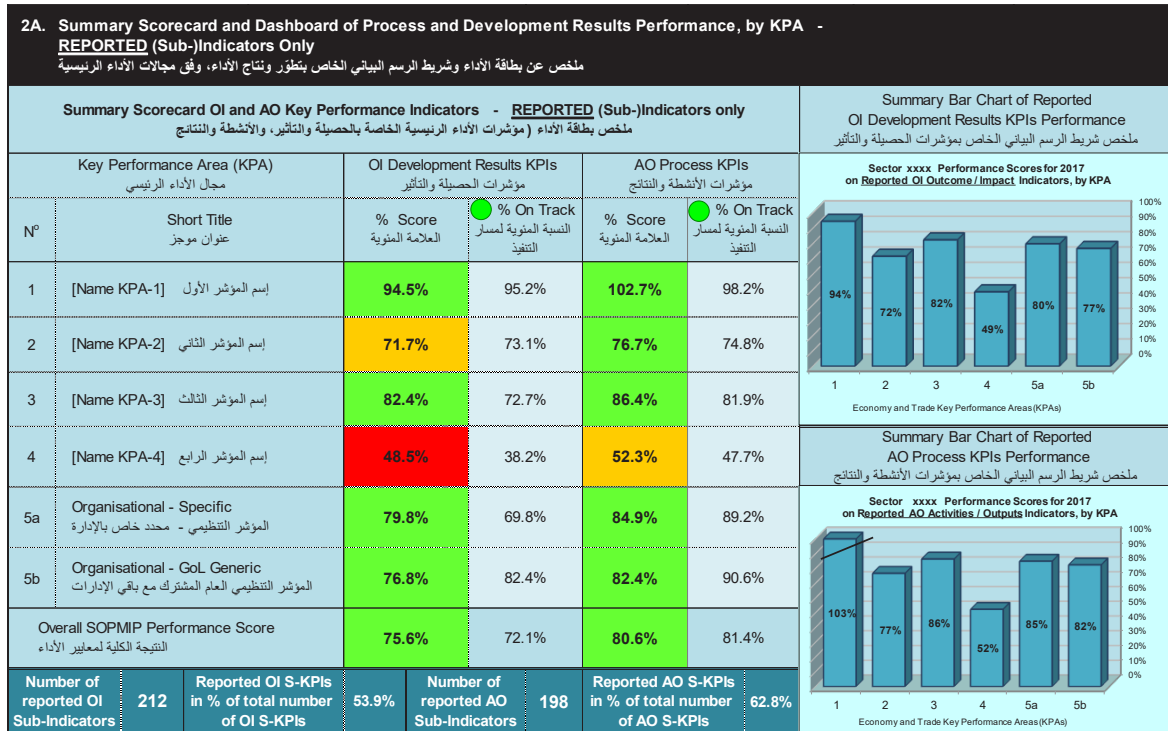
Block 1 - Identification of the SOPMIP-4 report : <span style="float: right;">(Annex 4, Page 44, Shaded Area 1)</span>																									
List of fields with practical guidelines / tips																									
S4 Field Name / Column Title	Practical Guidelines for Filling-Out, Notes and/or Observations																								
1.4 Report Version Control	<ul style="list-style-type: none"> <li>- The report version control table gives an overview of the subsequent report versions with the dates of submission and of inspection.</li> <li>- 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.</li> <li>- 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.</li> <li>- SOPMIP-4 versions process flow table: <table border="1" style="margin: 10px auto; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Version Number</th> <th>Final or Draft Version</th> <th>Date Submitted by DG</th> <th>Date Inspected by CI</th> </tr> </thead> <tbody> <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 style="background-color: #d4edda;"> <td><b><i>V.0.3</i></b></td> <td><b><i>Zero draft</i></b></td> <td>-</td> <td></td> </tr> </tbody> </table> </li> <li>- 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.</li> </ul>	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		-	<b><i>V.0.3</i></b>	<b><i>Zero draft</i></b>	-	
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V.1	Draft		-																						
<b><i>V.0.3</i></b>	<b><i>Zero draft</i></b>	-																							

**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 scorecard 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) 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), 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

<b>Block 3 – Identification of (Sub)-Sector :</b> <b>List of fields with practical guidelines / tips</b>	
<b>S4 Field Name / Column Title</b>	<b>Practical Guidelines for Filling-Out, Notes and/or Observations</b>
<p>3.1 Public Sector</p> <ul style="list-style-type: none"> <li>- Name</li> <li>- CI Code</li> </ul>	<ul style="list-style-type: none"> <li>- The name of the public sector is to be taken from the SOPMIP 2 or 3 templates (consistency in naming is to be observed).</li> <li>- - - - -</li> <li>- 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</li> <li>- See also field 1.3 on the report code and title here above under Block 1.</li> </ul>
<p>3.2 Sub-Sector</p> <ul style="list-style-type: none"> <li>- Name</li> <li>- CI Code</li> </ul>	<ul style="list-style-type: none"> <li>- 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).</li> <li>- - - - -</li> <li>- 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)</li> <li>- See also field 1.3 on the report code and title here above under Block 1.</li> </ul>
<p>3.3 Responsible Public Administration Entity</p> <ul style="list-style-type: none"> <li>- Ministry</li> <li>- Directorate-General</li> <li>- Directorate / Service / Bureau</li> </ul>	<ul style="list-style-type: none"> <li>- The official names of respectively               <ol style="list-style-type: none"> <li>(1) the Ministry,</li> <li>(2) the Directorate-General, and</li> <li>(3) the Directorate(s) / Service(s) / Bureau(s)</li> </ol>               are to be taken from the SOPMIP 2 or 3 templates.             </li> <li>- Consistency in naming is to be observed.</li> </ul>
<p>3.4 Responsible Contact Person in the Administration</p>	<ul style="list-style-type: none"> <li>- This in principle is either the designated SOPMIP Focal Point official or the Director-General.</li> <li>- The identification of the responsible SOPMIP contact person in the Administration includes the following:               <ul style="list-style-type: none"> <li>- Name: First name and family name</li> <li>- Position: Official title of the position, with also the name of the organisational entity</li> <li>- Office phone number: Office land line number and the extension number</li> <li>- Mobile phone number: If any mobile phone number</li> <li>- Fax number: Office fax number (if available)</li> <li>- E-mail address : Official e-mail address of the contact person in the Administration, or in absence of this the personal email address.</li> </ul> </li> </ul>

**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																								
<ul style="list-style-type: none"> <li>- Date Instruction</li>   <li>- Expected Report Submission Date</li> </ul>	<p>-----</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Field/cell format: date</li> <li>- Date format: dd/mm/yyyy For example: 27/11/2016</li> </ul> <p>-----</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Field/cell format: date</li> <li>- Date format: dd/mm/yyyy For example: 03/10/2018</li> </ul>																								
4.4 Timeframe of the Sectoral Performance Measurement and Inspection	<ul style="list-style-type: none"> <li>- 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"> <li>- Performance measurement and reporting by the Public Administration Entity</li> <li>- Preparation and field work by the CI Inspection Team</li> <li>- Inspection report writing by the CI Inspection Team</li> </ul> </li> <li>- This is the CI performance and timeliness management and control tool of the SOPMIP process itself</li> <li>- The planned periods (from ... to ...) are to be determined and preferably incorporated in the CI Annual Plan or in official CI SOPMIP instruction letter itself.</li> <li>- Planned / Actual timeframe matrix: (Annex 4, Page 46)</li> </ul> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th rowspan="2">Process Phase المرحلة</th> <th colspan="2">Planned الفترة المخطط لها لإجراء التفتيش</th> <th colspan="2">Actual التاريخ الفعلي لإجراء التفتيش</th> </tr> <tr> <th>From من</th> <th>To إلى</th> <th>From من</th> <th>To إلى</th> </tr> </thead> <tbody> <tr> <td>Performance Measurement &amp; Reporting by the Public Administration Entity قياس الأداء وإعداد تقرير من قبل الإدارة المعنية</td> <td>01/01/2018</td> <td>28/02/2018</td> <td></td> <td></td> </tr> <tr> <td>Preparation and field work by the CI Inspection Team الإعداد والعمل الميداني من قبل فريق التفتيش</td> <td>01/03/2018</td> <td>15/04/2018</td> <td></td> <td></td> </tr> <tr> <td>Inspection report writing by the CI Inspection Team إنجاز كتابة التقرير من قبل فريق التفتيش</td> <td>15/04/2018</td> <td>30/04/2018</td> <td></td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>- Fields/cells format: date</li> <li>- Date format: dd/mm/yyyy For example: 27/11/2016</li> </ul>	Process Phase المرحلة	Planned الفترة المخطط لها لإجراء التفتيش		Actual التاريخ الفعلي لإجراء التفتيش		From من	To إلى	From من	To إلى	Performance Measurement & Reporting by the Public Administration Entity قياس الأداء وإعداد تقرير من قبل الإدارة المعنية	01/01/2018	28/02/2018			Preparation and field work by the CI Inspection Team الإعداد والعمل الميداني من قبل فريق التفتيش	01/03/2018	15/04/2018			Inspection report writing by the CI Inspection Team إنجاز كتابة التقرير من قبل فريق التفتيش	15/04/2018	30/04/2018		
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4.5 Composition of the CI Performance Inspection Team	<ul style="list-style-type: none"> <li>- SOPMIP Inspections are executed by CI Performance Inspection Teams, which preferably are multidisciplinary. A typical SOPMIP Inspection Team is a minimally four member inspectors team consisting of a Team Leader, one other Senior Inspector and two Junior Inspectors.</li> </ul>																								

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																		
	<ul style="list-style-type: none"> <li>- The Team Leader or one of the two senior Inspectors is an Administrative Inspector. The other Senior Inspector is an Engineer Inspector, a Financial Inspector, an Education Inspector or other sectoral Inspector as the sector inspection requires.</li> <li>- The Team Leader is responsible for the compilation and timely submission of the final SOPMIP inspection report.</li> <li>- For each of the Team Members need to be indicated: (1) The name; (2) The Position or type of inspector (e.g. Administrative Inspector, Engineering Inspector, etc.), and (3) Which main performance/ inspection area(s) will be covered.</li> <li>- The Inspection Team composition table format under Block 4 is as follows:</li> </ul> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Composition التركيبية</th> <th style="width: 10%;">Name الإسم</th> <th style="width: 20%;">Position الصفة الوظيفية</th> <th style="width: 55%;">Main Performance Inspection Areas المجالات الرئيسية لتقييم الأداء</th> </tr> </thead> <tbody> <tr> <td>Team Leader رئيس الفريق</td> <td></td> <td>[ Type ] Inspector - SOPMIP Coordinating Inspector</td> <td>All sectoral and organisational performance areas &amp; issues covered by this SOPMIP-4 report on the [ name ] sector, including final reporting</td> </tr> <tr> <td rowspan="3">Core Team Members الأعضاء</td> <td>1.</td> <td>[ Type ] Inspector</td> <td>[ Main inspection subjects / areas ]</td> </tr> <tr> <td>2.</td> <td>[ Type ] Inspector</td> <td>[ Main inspection subjects / areas ]</td> </tr> <tr> <td>3.</td> <td>[ Type ] Inspector</td> <td>[ Main inspection subjects / areas ]</td> </tr> </tbody> </table>	Composition التركيبية	Name الإسم	Position الصفة الوظيفية	Main Performance Inspection Areas المجالات الرئيسية لتقييم الأداء	Team Leader رئيس الفريق		[ Type ] Inspector - SOPMIP Coordinating Inspector	All sectoral and organisational performance areas & issues covered by this SOPMIP-4 report on the [ name ] sector, including final reporting	Core Team Members الأعضاء	1.	[ Type ] Inspector	[ Main inspection subjects / areas ]	2.	[ Type ] Inspector	[ Main inspection subjects / areas ]	3.	[ Type ] Inspector	[ Main inspection subjects / areas ]
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	2.	[ Type ] Inspector	[ Main inspection subjects / areas ]																
	3.	[ Type ] Inspector	[ Main inspection subjects / areas ]																
4.6 Designated Supervising Inspector-General - Name - Inspectorate-General	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> </ul>																		
4A Special CI Inspection Instructions	<ul style="list-style-type: none"> <li>- The CI special inspection instructions are to be included in this text box.</li> <li>- 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.</li> <li>- These Special Inspection Instructions are preferably listed in number or bullet format.</li> <li>- 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):</li> </ul> <ol style="list-style-type: none"> <li>1. <i>Inspect on validity and correctness/accuracy of (sub-)indicators base-line values and on both feasibility and robustness of target setting.</i></li> <li>2. <i>Inspect on sources of information, objectively verifiability and accuracy of actual (sub-)indicators performance reporting</i></li> <li>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></li> <li>4. <i>Inspect on quality of summary reporting as derived from / based on the indicators performance reporting.</i></li> </ol>																		



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>5. <i>Inspect on timeliness of reporting and on due authentication and approval of reporting.</i></p> <p>– Fields/cells format: text (free format)</p>											
4B Authentication and Approval of this Sectoral Performance Inspection Report	<p>– 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:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ol> <table border="1" data-bbox="604 1285 1350 1644"> <thead> <tr> <th>Report prepared by التقرير من إعداد</th> <th>Report endorsed by Supervising Inspector-General المصادقة على التقرير من قبل المعتمد العام المشرف على فريق العمل</th> <th>Report approved by the President of the Central Inspection تقرير معتمد من رئيس قسم التفتيش المركزي</th> </tr> </thead> <tbody> <tr> <td>Name الإسم</td> <td>Name الإسم</td> <td rowspan="2">Signature التوقيع</td> </tr> <tr> <td>Position المصفاة الوظيفية</td> <td>Signature التوقيع</td> </tr> <tr> <td>Signature التوقيع</td> <td>Date التاريخ</td> <td>Date التاريخ</td> </tr> </tbody> </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-</p>	Report prepared by التقرير من إعداد	Report endorsed by Supervising Inspector-General المصادقة على التقرير من قبل المعتمد العام المشرف على فريق العمل	Report approved by the President of the Central Inspection تقرير معتمد من رئيس قسم التفتيش المركزي	Name الإسم	Name الإسم	Signature التوقيع	Position المصفاة الوظيفية	Signature التوقيع	Signature التوقيع	Date التاريخ	Date التاريخ
Report prepared by التقرير من إعداد	Report endorsed by Supervising Inspector-General المصادقة على التقرير من قبل المعتمد العام المشرف على فريق العمل	Report approved by the President of the Central Inspection تقرير معتمد من رئيس قسم التفتيش المركزي										
Name الإسم	Name الإسم	Signature التوقيع										
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<b>Block 4 – Identification of the (sub-)sector performance measurement and inspection : List of fields with practical guidelines / tips</b>	
<b>S4 Field Name / Column Title</b>	<b>Practical Guidelines for Filling-Out, Notes and/or Observations</b>
	<p>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>

**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) Blocks 5 to 8  
(Annex 4, Pages 47-48)
- One standard organisational development KPA,  
  
both sector specific (KPA 5A) <sup>1</sup> 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 <sup>2</sup> 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.

<sup>1</sup> 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.

<sup>2</sup> 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).

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).

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



**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**

<b>S4 Field Name / Column Title</b>	<b>Practical Guidelines for Filling-Out, Notes and/or Observations</b>
1 Key Performance Indicator (KPI): Code (Column 1)	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 - Automatic transfer</li> <li>- For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 4</li> </ul>
2 Key Performance Indicator (KPI): Short name (Column 2)	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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"</li> </ul>
3 Key Performance Indicator (KPI): Operational Definition (Column 3)	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 - Automatic transfer</li> <li>- For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 5</li> </ul>
4 KPI Weight (Column 4)	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 - Automatic transfer</li> <li>- For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 6</li> </ul>
5 Key Performance Sub-Indicator (S-KPI): Code (Column 5)	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 - Automatic transfer</li> <li>- For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 7</li> </ul>
6 Key Performance Sub-Indicator (S-KPI): Name Sub-Indicator/Category of KPI (Column 6)	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 - Automatic transfer</li> <li>- For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 8</li> </ul>
7 Unit of Measurement (Column 7)	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 - Automatic transfer</li> <li>- For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 9</li> </ul>
8 Weight of S-KPIs (sub-indicators) (Column 8)	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 - Automatic transfer</li> <li>- For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 10</li> </ul>
9 Frequency of Measurement (Column 9)	<ul style="list-style-type: none"> <li>- This is an additional field not appearing in the prior SOPMIP-2 indicators identification or SOPMIP-3 indicators benchmarking templates.</li> <li>- 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.</li> </ul>

**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"> <li>- 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"> <li>- Weekly</li> <li>- Monthly</li> <li>- Quarterly</li> <li>- Annually</li> <li>- Multi-annually</li> <li>- Ad Hoc</li> <li>- Other</li> </ul> </li> <li>- 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</li> <li>- "Other" is the rest category and can be used for any not explicitly listed frequencies / occurrences.</li> </ul>

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

(SUB-) INDICATOR MEASUREMENT by ADMINISTRATION									
قياس أداء المؤشر الفرعي من قبل الإدارة المعيّنة									
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 / اللفظي		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
Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر	Date التاريخ	Value قيمة المؤشر				
(dd/mm/yy) بالتقويم الهجري	(in UoM) بالاتحادية الوحدة القياس	(dd/mm/yy) بالتقويم الهجري	(in UoM) بالاتحادية الوحدة القياس	(dd/mm/yy) بالتقويم الهجري	(in UoM) بالاتحادية الوحدة القياس	(%) <span style="color: green;">●</span> <span style="color: yellow;">●</span> <span style="color: red;">●</span>	(%) <span style="color: green;">●</span> <span style="color: yellow;">●</span> <span style="color: red;">●</span>	(%) <span style="color: green;">●</span> <span style="color: yellow;">●</span> <span style="color: red;">●</span>	<b>Brief Narrative on Achievements :</b> 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 للإنجازات: 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 تم اقتراحها، ومن قام بذلك الشروحات والملاحظات الأخرى (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 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)	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 - Automatic transfer</li> <li>- This date of the indicator baseline value measurement thus should be the same as the date included in the SOPMIP-3 benchmarking sheet.</li> <li>- 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.</li> </ul>

<b>Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :</b> <b>Columns 10 to 19: (Sub-)Indicator Measurement by the Administration - Annex 4, Pages 47-48</b> <b>List of fields with practical guidelines / tips</b>	
<b>S4 Field Name / Column Title</b>	<b>Practical Guidelines for Filling-Out, Notes and/or Observations</b>
	<ul style="list-style-type: none"> <li>- For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 11</li> <li>- For practical guidelines on indicators benchmarking (including baseline values) in general, pls. refer to chapter 4.2 "Indicators benchmarking in practice".</li> <li>- Field/cell format: date with standard format: dd/mm/yyyy For example: 31/12/2016</li> </ul>
11 Baseline / Latest (Sub-) Indicator Value: Value <i>(Column 11)</i>	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 - Automatic transfer</li> <li>- This indicator baseline value thus should be the same as the value included in the SOPMIP-3 benchmarking sheet.</li> <li>- 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.</li> <li>- For further info and practical guidelines see above SOPMIP-3 S3 Field Name / Column Title 12</li> <li>- For practical guidelines on indicators benchmarking (including baseline values) in general, pls. refer to chapter 4.2 "Indicators benchmarking in practice".</li> <li>- 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).</li> <li>- For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).</li> </ul>
12 Target Value for Reporting Period: Date <i>(Column 12)</i>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- For practical guidelines on indicators benchmarking (including baseline values and target setting) in general, pls. refer to chapter 4.2 "Indicators benchmarking in practice".</li> <li>- Field/cell format: date with standard format: dd/mm/yyyy For example: 31/12/2016</li> </ul>
13 Target Value for Reporting Period: Value <i>(Column 13)</i>	<ul style="list-style-type: none"> <li>- Same as in SOPMIP-3 – Automatic transfer</li> <li>- 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).</li> <li>- For further info and practical guidelines see these SOPMIP-3 S3 Field Names / Column Titles 14 to 18.</li> <li>- For practical guidelines on indicators benchmarking (both baseline values and target setting) in general, pls. refer to chapter 4.2 "Indicators benchmarking in practice".</li> </ul>

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"> <li>- 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).</li> <li>- For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).</li> </ul>
14 Actual / Latest Measurement: Date (Column 14)	<ul style="list-style-type: none"> <li>- For actual reporting data entry by the Ministry / DG.</li> <li>- This is the date of the latest measurement of the actual indicator value for the reporting year.</li> <li>- 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 date. But of course, this is not always possible depending on the actual data collection and processing timing.</li> <li>- 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.</li> </ul>
15 Actual / Latest Measurement: Value (Column 15)	<ul style="list-style-type: none"> <li>- For actual reporting data entry by the Ministry / DG.</li> <li>- 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.</li> <li>- 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).</li> <li>- For scale, HSPU or y/n indicators restricted data entry from pop-up window (automated application of cell data validation rules).</li> </ul>
16 Sub-indicator (S-KPI) Performance Score in % and Colour Rating (Column 16)	<ul style="list-style-type: none"> <li>- This is the percentage performance score for the individual indicators automatically calculated by the SOPMIP system.</li> <li>- The system furthermore also automatically reflects the corresponding performance rating traffic-light cell colouring </li> <li>- 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"> <li>1. The "mother" indicator weight is filled-out (column 4)</li> <li>2. The sub-indicator weight is filled-out (column 8)</li> <li>3. The target value of the sub-indicator is filled-out (column 13)</li> <li>4. The actual / latest indicator measurement is filled-out (column 15)</li> <li>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.</li> </ol> </li> <li>- 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.</li> <li>- Field/cell format: Percentage with one digital (automated) with concomitant auto-colouring of the cell</li> </ul>
17a Indicator (KPI) Performance Score and Colour Rating – For All Sub-KPIs	<ul style="list-style-type: none"> <li>- 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</li> </ul>



<b>Blocks 5 to 9 - Performance measurement scorecards and inspections of KPAs 1 to 5 :</b> <b>Columns 10 to 19: (Sub-)Indicator Measurement by the Administration - Annex 4, Pages 47-48</b> <b>List of fields with practical guidelines / tips</b>	
<b>S4 Field Name / Column Title</b>	<b>Practical Guidelines for Filling-Out, Notes and/or Observations</b>
<p>(Column 17a)</p>	<p>sub-indicators). Two performance scores of the indicator are automatically calculated by the SOPMIP system:</p> <p>(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>.</p> <p>(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 the next <u>column 17b</u>.</p> <ul style="list-style-type: none"> <li>- In case there is no performance scoring on any of the sub-indicators, a hyphen “-“ sign is reflected in the indicator score cell.</li> <li>- 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.</li> <li>- Field/cell format: Percentage with one digital (automated) with concomitant auto-colouring <span style="color: green;">●</span><span style="color: orange;">●</span><span style="color: red;">●</span> of the whole indicator cell (thus in size covering all component sub-indicators)</li> </ul>
<p>17b Indicator (KPI) Performance Score and Colour Rating – For Reported Sub-KPIs Only (Column 17b)</p>	<p>- 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:</p> <p>(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>.</p> <p>(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>.</p> <ul style="list-style-type: none"> <li>- In case there is no performance scoring on any of the sub-indicators, a hyphen “-“ sign is reflected in the indicator score cell.</li> <li>- 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.</li> <li>- Field/cell format: Percentage with one digital (automated) with concomitant auto-colouring <span style="color: green;">●</span><span style="color: orange;">●</span><span style="color: red;">●</span> of the whole indicator cell (thus in size covering all component sub-indicators)</li> </ul>

**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>18 Performance Self-Rating and Comments by the Public Administration - Self-Rating (Column 18)</p>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- At the bottom of the table, all self-ratings are averaged for the whole KPA in a rating on 10.</li> <li>- Field/cell format: Pop-up window with the five predetermined scores from 1 to 5 to select from.</li> </ul>
<p>19 Performance Self-Rating and Comments by the Public Administration – Brief Narrative on Achievements (Column 19)</p>	<ul style="list-style-type: none"> <li>- The brief narrative on indicator achievements covers for each indicator:                             <ol style="list-style-type: none"> <li>a) Summary description of achievements</li> <li>b) If problems/delays encountered, briefly describe</li> <li>c) If problems/delays, remedial actions taken or suggested and by whom</li> </ol> </li> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- For more details and guidelines on the narrative reporting, pls. refer to chapter 5.3 here above.</li> <li>- See to it that the narrative (this column 19) and the self-rating score (preceding column 18) are aligned with each other</li> <li>- 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.</li> </ul>

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

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

**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 <i>(Column 20)</i></p>	<ul style="list-style-type: none"> <li>- 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").</li> <li>- 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.</li> <li>- The total number of no-endorsements are automatically calculated and reflected at the bottom of the table.</li> <li>- Field/cell format: yes/no logical (pls. select from pop-up window by ticking)</li> </ul>
<p>21 Quality Rating of KPI Measurement <i>(Column 21)</i></p>	<ul style="list-style-type: none"> <li>- 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).</li> <li>- 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.</li> <li>- 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.</li> <li>- This quality assessment will help to assess improvements in indicators data collection, processing and reporting over time.</li> <li>- Field/cell format: HSPU standard quality ratings (pls. select correct / applicable one from pop-up window by ticking)</li> </ul>
<p>22 Main Observations <i>(Column 22)</i></p>	<ul style="list-style-type: none"> <li>- This "Main Observations" by the CI Inspectors team on the KPI performance may pertain to both the measurement quality and the actual performance.</li> <li>- This is the narrative assessment part, with main observations succinctly reflected in preferably bullet style.</li> <li>- 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.</li> <li>- 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.</li> <li>- Observations should be balanced. They should highlight both positive and negative aspects, in an overall atmosphere of constructiveness and transparency.</li> <li>- These main observations on the respective indicators performance serve as evidence basis and base materials for the overall summary assessment at</li> </ul>

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
	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.
23 Main Recommendations (Column 23)	<ul style="list-style-type: none"> <li>- This "Main Recommendations" by the CI Inspectors team on the KPI performance may pertain to both the measurement quality and the actual performance.</li> <li>- This is the narrative recommendations part, with main recommendations succinctly reflected in preferably bullet style.</li> <li>- 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.</li> <li>- 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.</li> <li>- Directly useful and pertinent recommendations are provided in an overall atmosphere of constructiveness and transparency.</li> <li>- 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.</li> </ul>

**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 1<sup>st</sup> 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 (KPAs 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) scorecards<sup>1</sup>

- 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 مقياس 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 : 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					Summary KPA Performance Scores				Follow-Up Ratings				Average KPA	Inspection Assessment by CI Team						
Key Performance Area (KPA)					Calculated KPA / Sector Performance Score for Reported (Sub-) Indicators only				Follow-Up Ratings				Average KPA	Inspection Assessment by CI Team						
Code	Description	KPA Weight (%)	Number of KPIs	Number of Sub-Indicators (S-KPIs)	Number of Actual S-KPI Measurements	Measurements in % of Total Number of S-KPIs	Latest KPA Performance Score Before	Percent Change in Performance Score	On Track, As Planned		Needing Attention		Requiring Follow-Up and Action		Positive S-KPI Performance Measurement Endorsements	Number of S-KPI Performance Measurements Not Accepted	Average Quality Rating of S-KPI Measurements			
									#	% of Total Reported	#	% of Total Reported	#	% of Total Reported				#	% of Total	%
Σ OI = 100%		#	#	#	(c6/c5)	%	(d8/dmm/y)	%	(c8-c10)	(c12-c6)	(c14-c6)	(c16-c6)	(1-10 scale)	(c19-c6)	(c21-c6)	(1-10 scale)				
1.1	[Name KPA-1] (اسم 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] (اسم المؤشر الثاني)	20.0%	0	0	0	-	-	-	0	-	0	-	0	-	-	-	-	-	-	10.00
3.1	[Name KPA-3] (اسم المؤشر الثالث)	20.0%	0	0	0	-	-	-	0	-	0	-	0	-	-	-	-	-	-	10.00
4.1	[Name KPA-4] (اسم المؤشر الرابع)	20.0%	0	0	0	-	-	-	0	-	0	-	0	-	-	-	-	-	-	1.00
5A.1	Organisational Development and Institutional Strengthening - Specific	5.0%	0	0	0	-	-	-	0	-	0	-	0	-	-	-	-	-	-	10.00
5B.1	Organisational Development and Institutional Strengthening - Generic	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
<b>Totals, Average and Weighted Scores for the REPORTED Sector Outcome/Impact OI KPIs</b>		<b>100.0%</b>	<b>25</b>	<b>42</b>	<b>18</b>	<b>42.9%</b>	<b>86.2%</b>	<b>-</b>	<b>14</b>	<b>77.8%</b>	<b>3</b>	<b>16.7%</b>	<b>1</b>	<b>5.6%</b>	<b>-</b>	<b>16</b>	<b>88.9%</b>	<b>2</b>	<b>11.1%</b>	<b>8.50</b>

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.

<sup>1</sup> 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.

**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 SOP-MIP-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 الإسم		Name الإسم		Signature التوقيع	
Position الصفة الوظيفية		Signature التوقيع			
Signature التوقيع		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 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 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) المصادقة على التقرير من قبل رئيس الوحدة المسؤولة عن تخطيط ومراقبة وقياس 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 الإشتراعي 111)	
Name الإسم		Name الإسم		Name الإسم	
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.)

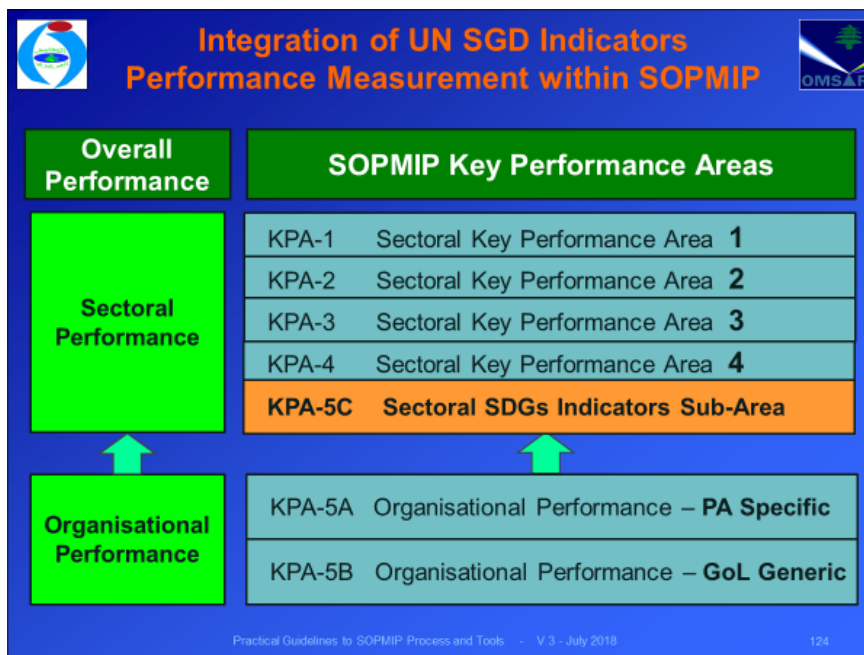
## 6. The integration of Sustainable Development Goals (SDGs) Indicators

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

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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 6<sup>th</sup> to the 9<sup>th</sup> 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.

