Open Government Case Study - Sample Case Submission Form

[Open Data, Participation, Collaboration, Citizen Engagement, and Public Sector Innovation]

Important Information

The Economic and Social Commission for Western Asia (ESCWA) and the Organisation for Economic Co-operation and Development (OECD) are conducting a joint study on the economic and social impact of open government for the Arab region. The study will reflect on literature review and previous studies and reports made by OECD and ESCWA and other organizations, and it will consider case studies and best practices from Arab and OECD countries. As such, and for the preparation of the study, this Sample Case Submission Form is intended to help the collection efforts for inspiring case studies and best practices from government entities and agencies in the Arab region. It should be noted that selected cases may be published within the ESCWA portal for the open government, which is under design and implementation, as well as the OECD Open Government case platform[1]. Furthermore, the relevant experiences will be in featured in the planned Joint OECD-ECSWA meeting of the MENA Working Group on Open and Innovative Government this year, in coordination and collaboration with authorities concerned by these experiences.

The attached form serves as a submission form for open government activities that have been or are currently being developed and implemented at any level of government, and specifically those authorities that are working on open government development in the country, including local levels. The Case Study might cover one of the following topics: Open Government, Open Data, Stakeholder Participation, Collaboration, Citizen Engagement, Transparency, Accountability or Innovation in the Public Sector.

In the context of the attached form, an "activity" refers to any processes and actions taken to work towards the achievement of open government at national, area or local levels. An activity can consist of one or more actions. Participants can submit as many activities they wish, and it is preferable to choose activities with an economic or social impact. ESCWA will make the analysis of the contributions and may contact participants with follow-up questions.

To share a case, please complete the MS Word form, either in English or in Arabic, as many times as you wish. We must receive all submissions no later than [15/05/2020]. Should you have any questions, do not hesitate to send an email to Ms. Nibal Idlebi, chief of Innovation at ESCWA (email: idlebi@un.org, & escwa-tdd@un.org) and to the OECD Open Government Unit (Opengov@oecd.org).

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[1] https://oecd-opsi.org/case_type/open-government/

1. Organisation Details

1.1. Organisation Name	*Office of the Minister of State for Administrative Reform*
1.2. Organisation Type *[Government, NGO, International, Academia, Private Sector]*	*Government*
1.3. Country	*Lebanon*
1.4. Primary Sector *[Economic affairs, Education, Public administration, Health, Transport, etc.]*	*Public Administration*

2. Activity Case Study

Now, we are going to ask you several questions about your activity. We are very excited to find out what you did, how you did it and who benefited from it. The more comprehensive your answers are, the easier it will be for the reviewers and readers to appreciate the aims and achievements of your activity.

2.1. Title *[a title for your activity]*	*Sectoral and Organizational Performance Measurement and Inspection Program (SOPMIP)*	
2.2. Website *[the website about your activity, if existed]*	*[https://…]*	
2.3. Year Your Activity was Put Into Practice	*Pilot phase started in 2015*	
2.4. Which of the following best describes your activity? *[Please mark the main category]*		*Open Data*
	✓	*Participation*
		Collaboration
	✓	*Citizen Engagement*
	✓	*Transparency*
	✓	*Accountability*
	✓	*Public Sector Innovation*

2.5. Summary (Short and Simple Explanation)

The summary should describe your activity and be short and simple (few sentences), and it should use clear language, compel the reader to continue reading, use simple, not sector-specific terminology (no idioms, slang, or domain-specific "buzz" words). The summary should answer the following questions:
- What the activity is?
- Why it was developed or the problem/opportunity being addressed?
- And who it benefitted?

The activity (project) consists of helping the central inspection –CI-(central control body) to evaluate the performance of the public sector (ministries) based on key performance indicators (KPIs) developed in partnership between the inspectors of the CI and the teams of the ministries concerned with the technical support of the Office of the Minister of State for Administrative Reform (OMSAR)

The result of this evaluation will be included in the CI annual report sent to the Council f Ministers. It will include recommendations based on the KPIs performance and these recommendations will be used as a basis for reform and development agenda in the public sector.

This activity (project) was developed to help the central inspection concentrate not only on the employees' work legality but also on the overall performance of the organization vis a vis the tasks that are entrusted to it by the rules and regulation. At the same time, the same toll used by this project is intended to be used by the ministries as a performance management tool.

This project shall benefit the whole public sector.

2.6. Case Study Overview

The Overview is an overview of the activity and outcomes. You will have the opportunity to elaborate on some of the details. Please tell us:

- What problem the activity solves or what opportunity was taken advantage of
- What the activity is
- Objectives
- Beneficiaries
- How is it envisioned for the future? For example, how will it be institutionalised in its current context? How will it scale even bigger?

-This activity (project) help ministries evaluate their performance against goals and objectives. It will help in associating performance tracking with practical number of Key Performance indicators. It will help in tracing the steps to fix a certain problem hat hinders the performance of a ministry.

-SOPMIP stands for Sectoral and Organisational Performance Measurement and Inspection Programme and is a flagship programme of the Government of Lebanon to strengthen the overall performance of its public administration.
It is a joint tripartite undertaking of two central agencies of the administration, namely the Central Inspection (CI) and the Office of the Ministry of State for Administrative Reform (OMSAR), together with the Ministries / Public Administrations.

-The SOPMIP overall objective is to enhance the capacity of the Central Inspection of Lebanon to conduct performance inspection activities based on valid and solid key performance indicators (KPIs) 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 instead of merely concentrating on their compliance with the rules and regulations, 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.

-The beneficiaries so far are :

During the pilot phase:
1-Economy and Trade
2-Industry
3-Transport and Public works (Urban Planning)
4-Finance (revenues)
5-Education (Primary Education)
6-Water and Energy (hydraulic and Electric Resources
7-Office of the Minister of State for Administrative Reform

 Second phase:
1-Agriculture
2-Environment
3-Labor
4- Roads (Transport)

-This project shall cover the whole public sector. A team is dedicated for this project is set at the office of the Minister of State for Administrative Reform. This team shall keep on coordinating with the central inspection in order to assist them improving their capacity in applying and implementing the sectoral and organisational performance measurement and inspection.

The SOPMIP system shall be largely automated **to minimize reporting workload and to ensure consistency, objectivity and accuracy of reporting.**

Currently excel is being used to facilitate the automatic generation of performance scores and colour ratings, scorecards and dashboard graphics.

OMSAR is also working on developing a proposal for *the creation of Performance Planning and Reporting Units (PPMUs) which will help the Director-General in preparing their annual and semi-annual performance reports and operational plans*. **The main function of these units is to Prepare annual performance management reports by monitoring the KPIs. These reports will be presented to the Central Inspection and they will constitute the basis for accountability, results management and transparency with the public opinion.**

2.7. What Makes Your Activity Different, Unique, or Innovative?

What makes this project innovative is providing the opportunity at the same time to:
- **Improve the performance of the whole public sector based on, for the first time, solid and scientific KPIs.**
- **Ensure the participation between the control body (CI) and the sectoral ministries**
- **Help to give a concrete idea about the weaknesses and problems being faced in the public sector thus making the reform measures to be taken by the Council of ministers more focused**
- **Ensure the coordination between different ministries dealing with the same sector in order to exchange data and feed   the measurements related to their respective KPIs and have a clear idea about the [problems and opportunities fond in each sector.**
- **Reflect on the performance of sectoral ministries.**

3. Development

3.1. Collaborations & Partnerships

Were there partners involved? Describe what each brought to the table and why it was important to the case. These may include: Citizens, Government officials, Civil society organisations, and Companies.

The partners involved in this project are :

1-The core SOPMIP Team at the Office of the Minister of State for Administrative Reform (OMSAR), Consisting of the SOPMIP Programme Manager and two staff, plus a national expert in addition to administrative support

2-The inspectors of the Central Inspection, assigned to the SOPMIP programme, both Senior Inspectors and newly recruited Inspectors: An estimated 15 senior experts plus 10 newly recruited Assistant-Inspectors, thus about 25 Inspectors, plus the Inspector-General Administration as SOPMIP Programme Director assisted by a colleague Inspector-General especially assigned to the SOPMIP programme.

3-The Officials in the Ministries especially assigned to the SOPMIP programme, hence the SOPMIP Focal Point and about 10 officers per Ministry.

3.2. Users, Stakeholders & Beneficiaries

Who are the users, beneficiaries, and stakeholders targeted? How each group are affected. These may also include Citizens, Government officials, Civil society organisations, and Companies.

The users and stakeholders: are the ministries, the inspectors of the CI and the office of the Minister of state for administrative reform.
The Ministries will set the annual target for the KPIs; the CI will ensure the quality control of the measurements reported and the OMSAR will support the performance reporting activity and provide the technical assistance for the work being done.

Beneficiaries are the ministries, citizens and the whole public sector.

4. Reflections

4.1. Results, Outcomes & Impact

- What results and impacts have been observed from the activity so far?
- How have the results and impacts been measured (e.g., methodologies used)?
- What results and impacts do you expect in the future?
- To the extent possible, please indicate the tangible or numeric results.

- **1246 KPIs and 5453 Sub-KPIs) covering the pilot phase ministries**
- **6 performance evaluation reports covering 6 ministries**
- **4 new ministries started preparing for their performance reporting end of 2020.**
- **All the KPIs developed for the 6 pilot phase ministries were reviewed after completing the first cycle of reporting (the ministries started preparing for the 2020 reporting upon the official request of the Central Inspection (letter for the president of the CI)**
- **Guide produced for the KPIs methodology and put on OMSAR and CI page (www.omsar.gov.lb**
- **www.cib.gov.lb)**
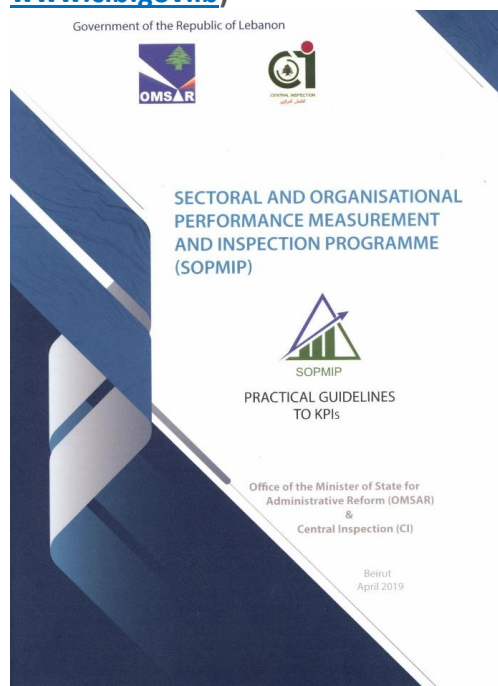
- **Started preparing the automation of the system**

4.2. Challenges

- What challenges have been encountered?
- What failures have been encountered along the way (e.g., structural failures or significant setbacks)?
- And how, if at all, have those challenges and/or failures been responded to?

> - *The main challenges being encountered have to do with the data needed to set on the baseline and to be able to have specific and wise targets.*
> - *The timeliness of the reports to be produced due to the use of excel and the problem of tracking the versions between the different partners.*
> - *The use of excel tool*
> - *Budgetary Constraints*
> - *Limited number of staff from the Technical assistance team at OMSAR*
>
> *Once the project is automated and connected between the stakeholders such problems will be solved*

4.3. Conditions for Success

What conditions do you think are necessary for the success of your activity? Conditions for success may include:
- Supporting infrastructure and services
- Policy and rules
- Leadership and guidance
- Human and financial resources
- Personal values and motivation

> *-The SOPMIP system needs to be largely automated* **to minimize reporting workload and to ensure consistency, objectivity and accuracy of reporting.**
>
> *Currently excel is being used to facilitate the automatic generation of performance scores and colour ratings, scorecards and dashboard graphics.*
>
> *-The creation of Performance Planning and Reporting Units (PPMUs) directly reporting to the respective Directors-General.* **The main function is to :**
>
> **1-Collect, arrange and evaluate information and statistics related to the Ministry's work**
> **2- Coordinate with the units within the Ministry to collect and process statistics related to performance indicators**
> **3- Ensure that semi-annual and annual reports on sectoral and organizational performance reports are prepared on time and submitted to the Central Inspection thus helping the application of the provisions of Article 7 - Paragraph 4 of Legislative Decree 59/119 (administrative organisation Decree)**
>
>
> **-Increase the Human and Financial Resources**
>
> **-Establishing Motivational rules linking the results of the performance reporting of the ministry with measures such as using Performance Based Budgeting**

4.4. Replication

Has the activity been replicated to address similar problems? If so, how? In your opinion, what is the potential for it to be further replicated in the future? You may wish to discuss how the activity has already been used by others, as well as how you believe it could be used by others in the future. These others may be in: Other organisations, within your organisation, larger or smaller agencies, organisations or governments.

AS mentioned above, this project started with a pilot phase during which we worked on 6 ministries. Those ministries have reported on the measurement of the targeted KPIs to the Central Inspection. The central Inspection in turn include their recommendations on the performance reports in the annual reports they present to the council of ministers.

The next phase we started with 4 new ministries and we have replicated the work we have done with the first 6 ministries.

Once we finish we need to continue to cover he whole ministries.

4.5. Lessons Learned

What lessons from your experience would you like to share with others like you? Where there any pitfalls to avoid?

The major lesson to learn is that we should have tackled minimum number of ministries during the pilot phase.

Then based on the result of this phase do the automation (and above have financial resources).

Increase the number of personnel working from the technical assistance side to help the ministries sand finish the pilot phase faster.

Have more frequent meetings with the Director General of each Ministry to agree on the details of the KPIs and get them more involved from the very beginning (some DG were involved more than others. Measures should be taken by the CI to get Directors Generals more into the work in each step of the project)

Limit the number of KPIs to make it more controllable.

4.6. Anything Else

Is there any other information you would like to share about the activity?

[response of no more than 300 words]

5. Materials

5.1. Materials

Do you have online materials you would like to include with your submission? Please use the fields below to insert your links.

Link for images	*[https://...]*
Link for supporting files	*[https://...]*
Project-Related Video URL 1	*[https://...]*
Project-Related Video URL 2	*[https://...]*
Other related URL	*[https://...]*
5.2. Could you give us the permission to republish the data and information, or part of them, included in this form?	*yes*
5.3. Please provide the correct reference for re-publishing purposes.	*[response]*