



IMPACT

The first e-governance platform in Lebanon

A story about digital transformation breaking boundaries and taboos to disrupt the normal order of things, manage an unprecedented crisis, and initiate an historic pathway toward governance reform in one of the most corrupt countries in the world.

<http://impact.gov.lb>

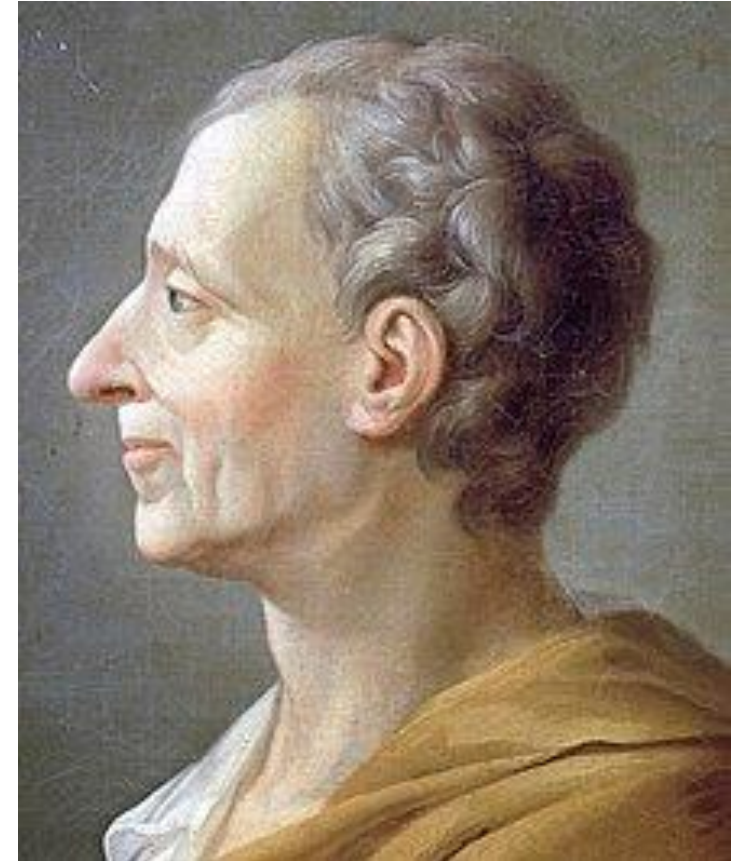
<http://development.impact.gov.lb>



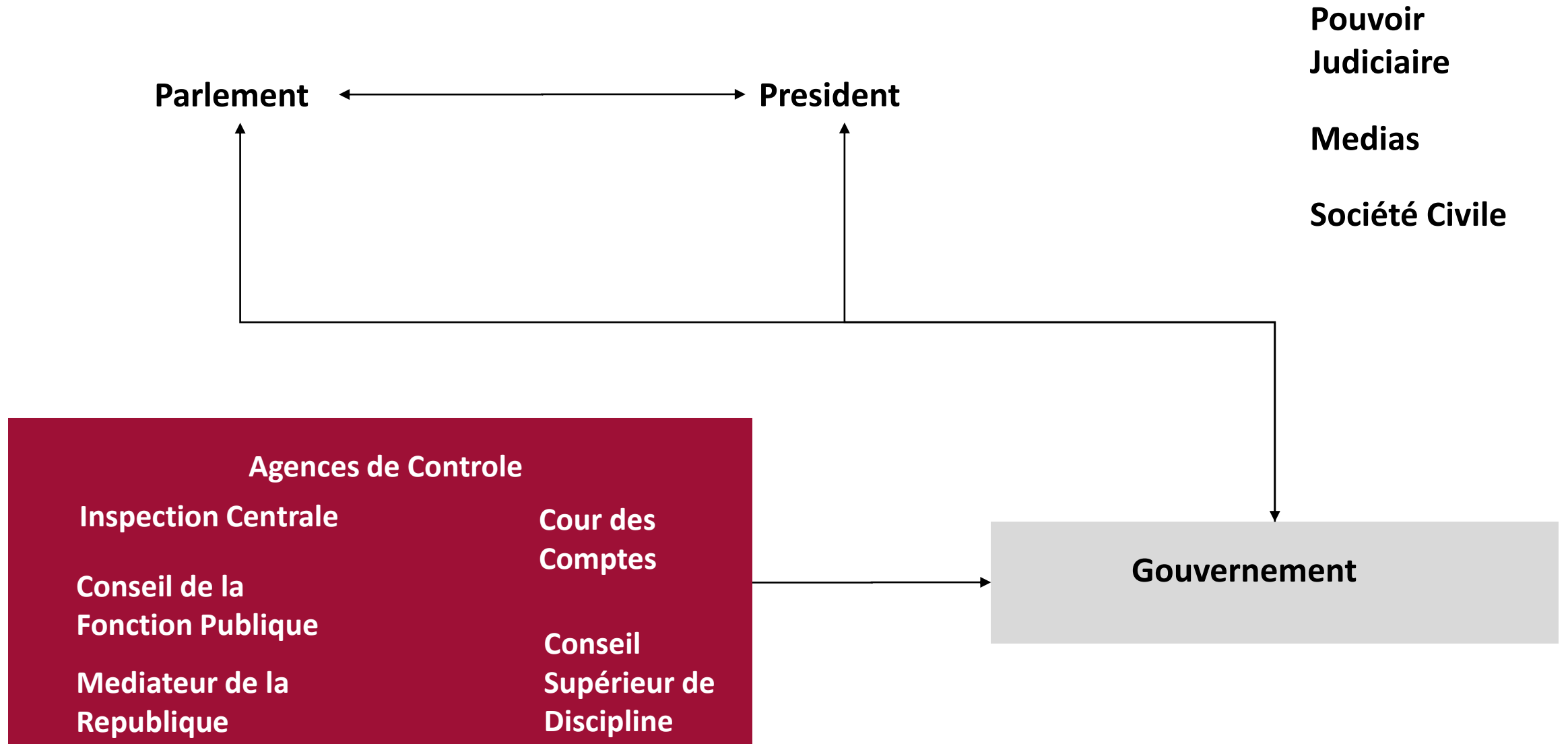
Central inspection

Le pouvoir arrête le pouvoir

- «Pour qu'on ne puisse abuser du pouvoir, il faut que par la disposition des choses, le pouvoir arrête le pouvoir»
- Le système libéral-démocratique est un espace d'articulation des contre-pouvoirs, une chaîne infinie des contre-pouvoirs, dans laquelle chaque pouvoir est en même temps le contre-pouvoir de son vis-à-vis.



Quel pouvoir arrête quel pouvoir?

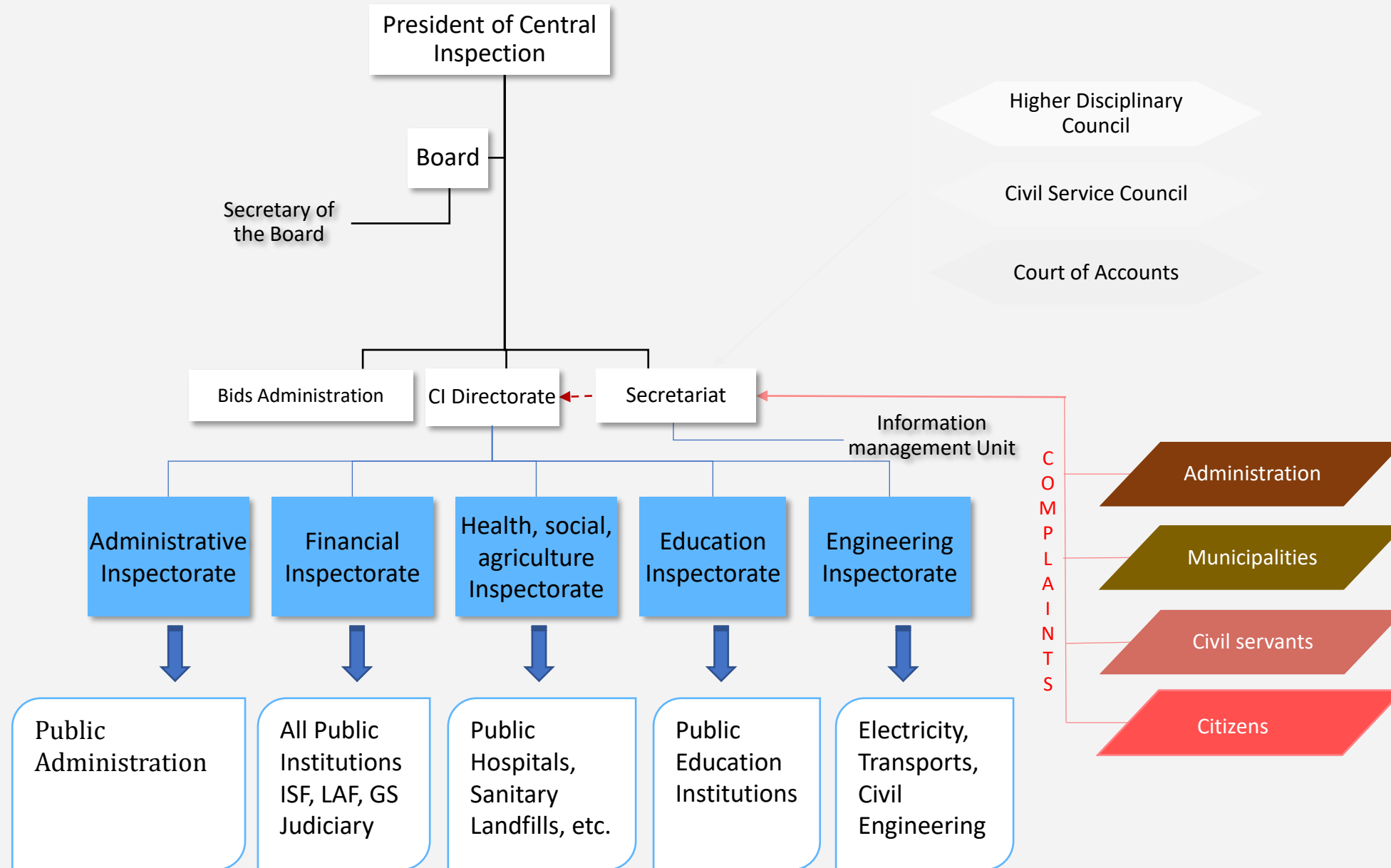


Central Inspection

Conducting inspections and investigations throughout the public service and imposing disciplinary measures.

Advising public sector institutions on the improvement of their structure and processes.

Checking and supervising public tenders for works commissioned by most public agencies.



Mission of Central Inspection

- **1 INVESTIGATE AND SANCTION**
Conduct inspections across the public administration and impose disciplinary measures if needed.
- **2 ADVISE ON PROCESS REFORM**
Advise public sector institutions on the improvement of their structures and processes.
- **3 OVERSEE PUBLIC TENDERS**
Monitor and supervise public tenders for works commissioned by most public agencies.
- **4 COORDINATE JOINT ACTIONS**
Coordinate joint actions between relevant public administrations.

Inspectors' roles

Monitor internal audit mechanisms

Ensure compliance with regulations

Establish organizational indicators

Oversee financial governance

Assess human resource management to ensure optimal performance

Improve public service efficiency

CI's slogan upon its establishment in
1959 by President Fouad Chehab:
Oversight – Guidance – Development
رقابة – توجيه – إنماء

Back to the future (1959):

Restore the role for which Central
Inspection was established and
reinstate CI's prestige.



Technology for governance, transparency and accountability

How can Lebanon overcome the current set of crises and rebuild trust in state institutions at a time when the entire system is crippled?

01



In tech we trust!

The public sector is extremely inefficient, with a huge crisis in human resources, decreasing performance and falling levels of public trust. Technology can help in addressing these problems and challenges efficiently.

02



Data-driven decision making

When the debate on reform becomes about processes, dashboards, indicators and metrics, its focus changes and political stakeholders are encouraged to examine technical information, scan the environment and collect data, and then take informed decisions.

03



Access to info and oversight

When processes are digitized and data is logged in real time, access to information is facilitated. This will allow for efficient monitoring and oversight to take place.

IMPACT: a digital ecosystem

IMPACT has around it **an entire ecosystem** including complaints and support centers, and analysis teams within the Central Inspection and collaborating institutions that regularly publish reports online.

Governance and data integrity are built "by design" into the system by a team of highly skilled individuals from diverse backgrounds, including software engineers, social scientists, designers and data experts. IMPACT allows for a degree of **transparency** previously unattainable in Lebanon.

IMPACT is facilitating the drafting of a new social contract between experts, citizens and state institutions.



Ministry of
Public Health



Ministry of
Interior



Ministry of
Social
Affairs



Ministry of
agriculture



Ministry of
Industry



Ministry of
Displaced



Ministry of
Economy

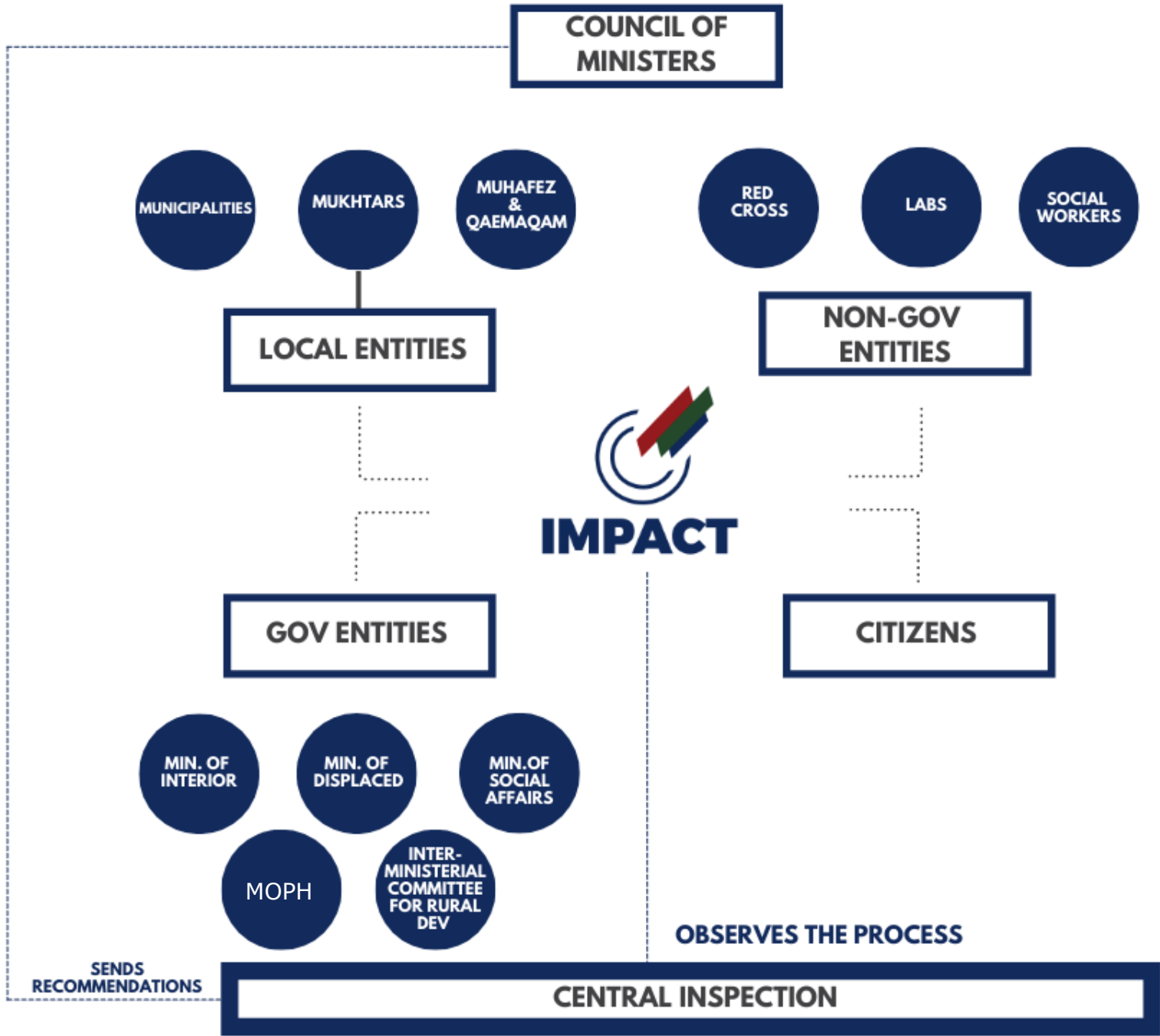


Ministry of
Justice



Central
Inspection

IMPACT connects them all



IMPACT: data for everyone

The Open Data Platform gives the possibility for everyone to **KNOW** about the current state of affairs in Lebanon by providing them with the relevant data; to **ACT** by providing the possibility to export and use the data; and finally to **IMPACT** the entire public administration by addressing deficiencies and increasing transparency.



<https://impact.gov.lb>
<http://development.impact.gov.lb>

A screenshot of the IMPACT website's overview page. The page features a navigation bar with links for IMPACT BY CI, ABOUT, OPEN DATA, UPDATES, ADOPTERS, OTHER PLATFORMS, and a LOGIN button. The main content area is titled "IMPACT, the First e-Governance platform in Lebanon" and includes a detailed paragraph about the platform's mission and data sources. A Venn diagram on the right side illustrates the intersection of three sectors: MINISTERIAL (Administrative Acts, Human Resources, Blast Damages, Digital Inspections), MUNICIPAL (Municipal Decisions, Municipal Needs, Municipal Audit, Forest Fire Prevention, COVID-19 Coordination, Rural Development, Aid Distribution), and CITIZENS (Vaccination Module, Hospital Complaints, Access to Crowded Places, Mobility Requests). At the bottom, there are three buttons: "Play Video", "Take My Vaccine", and "Local Development Site".

IMPACT BY CI ABOUT OPEN DATA UPDATES ADOPTERS OTHER PLATFORMS LOGIN عربي

OVERVIEW

IMPACT, the First e-Governance platform in Lebanon

The IMPACT Open Data website is a Central Inspection initiative to give access to the data gathered through the most comprehensive, nation-wide, online data collection operation conducted in collaboration with different ministries and municipalities. IMPACT stands for the Inter-Ministerial and Municipal Platform for Assessment, Coordination and Tracking. All the data you can find on the website is free. It is meant to provide the tools and the evidence to observe, control and audit the activities of the central and local government. The data is continuously updated and the list of topics mapped is ever growing.

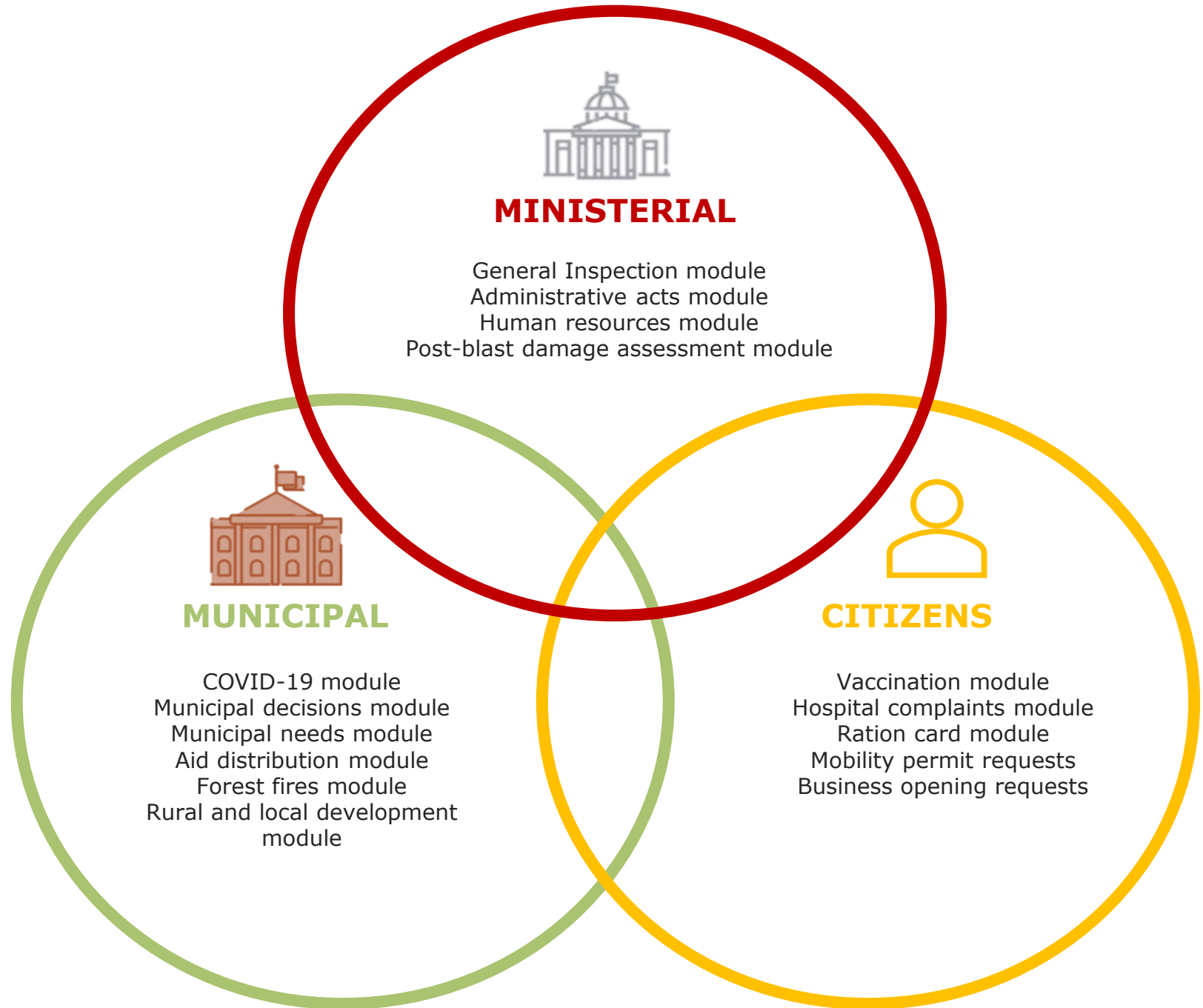
MINISTERIAL
Administrative Acts
Human Resources
Blast Damages
Digital Inspections

MUNICIPAL
Municipal Decisions
Municipal Needs
Municipal Audit
Forest Fire Prevention
COVID-19 Coordination
Rural Development
Aid Distribution

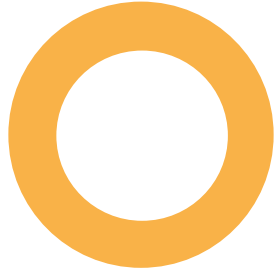
CITIZENS
Vaccination Module
Hospital Complaints
Access to Crowded Places
Mobility Requests

Play Video Take My Vaccine Local Development Site

IMPACT: 15 modules and counting

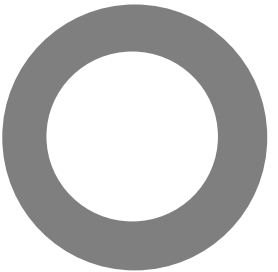


General inspection module



The story

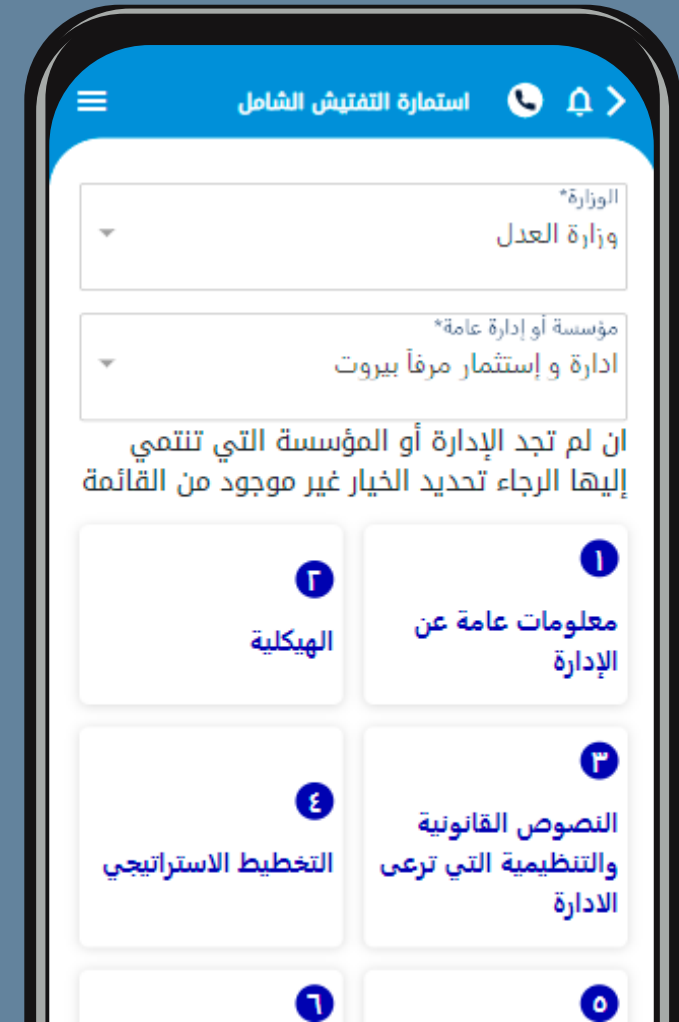
A general inspection survey was developed towards the end of 2019, in collaboration with CI's Administrative Inspectorate. It was intended to provide Administrative Inspectors with a template for their field visits across public administrations and institutions. It was later converted into a self-assessment template for public administrations and institutions to fill.



The module

- Comprehensively maps the public administration in Lebanon on all fronts (legal framework, strategic planning, internal audit, human resources, information and technology, buildings, financial administration, etc.).
- Allows inspectors to identify the challenges and the windows of opportunity for reform in the public administration.

A new vision of digital oversight and audit, making it easy to map and assess the public administration



CI's role in the general inspection module

-  **1 INVESTIGATE AND SANCTION**
Conduct inspections through the public administration and impose disciplinary measures if needed.
-  **2 ADVISE ON PROCESS REFORM**
Advise public sector institutions on the improvement of their structures and processes.
-  **3 COORDINATE JOINT ACTIONS**
Coordinate joint actions between relevant public administrations.

- Comprehensively map and assess the Lebanese public administration.
 - Audit the data entered by public administrations and institutions, and verify the accuracy of the data.
 - Ensure compliance with the general inspection survey across public administrations and institutions.
 - Enhance inspections by providing inspectors with relevant information on a given public administration or institution ahead of a field visit or inspection.
-
- Identify the challenges and windows of opportunity for reform in the public administration, and suggest actionable recommendations.
 - Inform administrative reform using a data-driven and evidence-based approach.
-
- Digitally connect all public administrations and institutions to the platform, to pave the way for institutional coordination and collaboration.

Insights on the general inspection



50 public administrations (PAs) are actively working on the survey on IMPACT, with a 16% completion rate to-date.



Strategic planning

- ✓ 36% of PAs have a strategic plan
- ✗ 64% of PAs don't have a strategic plan



Civil servant appraisal system

- ✓ 45% of PAs implement the system
- ✗ 55% of PAs do not implement the system



Internal audit system

- ✓ 69% of PAs have an internal audit system
- ✗ 31% of PAs don't have an internal audit system



Official website

- ✓ 76% of PAs have a website
- ✗ 24% of PAs don't have a website



Access to information

- ✓ 9% of administrative acts taken in PAs are published online



Accessibility in PAs

- ✓ 67% of PAs buildings are disabled-friendly
- ✗ 33% of PAs buildings are not disabled-friendly

The vaccine module

The story

To achieve the goal of an efficient, equitable and safe delivery of the COVID-19 vaccine to Lebanese and non-Lebanese residents in a prioritized manner, a digital platform that integrated all parties involved in the vaccination process - from vaccine registration through to inventory management - was needed. This would ensure the smooth handling of the entire vaccination process, as well as a high level of information transparency.

The module

- Allows residents to register online for the vaccine.
- Provides tools for prioritization based on age, medical condition, and other factors included in the national vaccination plan.
- Allows group registration.
- Provides clinics with an interface for pre-vaccine assessment and vaccinations update.
- Has an integrated digital vaccination certificate.
- Allows for hospital complaints.
- Includes privacy mechanisms and enables supply-chain visibility.

A module that manages the country's vaccination campaign

The image shows a hand holding a smartphone displaying a mobile application interface for vaccine registration. The screen features a green header with the text "تقديم طلب للقاح كورينا" (Submit an application for the Corina vaccine) and a logo of a hand holding a tree. Below the header is a progress bar with four steps (01-04), where step 01 is highlighted. The main content area contains a form with the following fields and options:

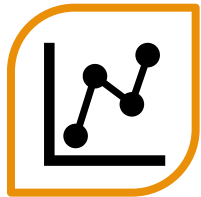
- Header: "تقديم طلب للقاح كورينا" (Submit an application for the Corina vaccine)
- Progress bar: 04, 03, 02, 01 (01 is active)
- Instruction: "الرجاء تحديد الفئة التي تنتمي إليها من بين الفئات المدرجة في القائمة أدناه" (Please select to which category you belong among the ones listed below)
- Category selection: "Other شخص آخر" (Other person) and "عامل رعاية صحية Healthcare worker" (Healthcare worker)
- Form fields: "Father Name اسم الأب" (Text goes here), "First Name الاسم الأول" (Text goes here), "Gender الجنس" (Male ذكر, Female أنثى), "Last Name الكنية" (Text goes here)
- Mobile number: "Mobile number رقم الهاتف الخليوي" (رقم الهاتف رقم الهاتف)
- Nationality: "Nationality الجنسية" (Other أخرى, Palestinian فلسطيني, Syrian سوري, Lebanese لبناني)
- Registration details: "رقم التسجيل رقم التسجيل" (Registration number), "مكان القيد مكان القيد" (Registration location)
- Bottom navigation: "التالي" (Next)

AID DISTRIBUTION ROLL-OUT

Phase 1-A

Mapping

Data is entered by citizens, NGOs, municipalities, or mokhtars.



Phase 1-B

Validating

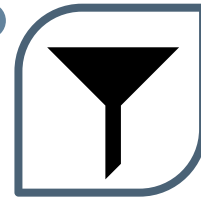
Data is cross-checked with other sources (NPTP, MOSA, CNSS, etc.). Data is also checked against CAS surveys, and quality assured through random callbacks.



Phase 2

Filtering

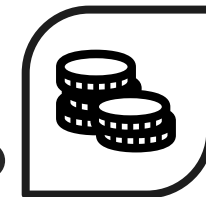
Recipients will be selected based on relevant and pre-approved criteria.



Phase 3

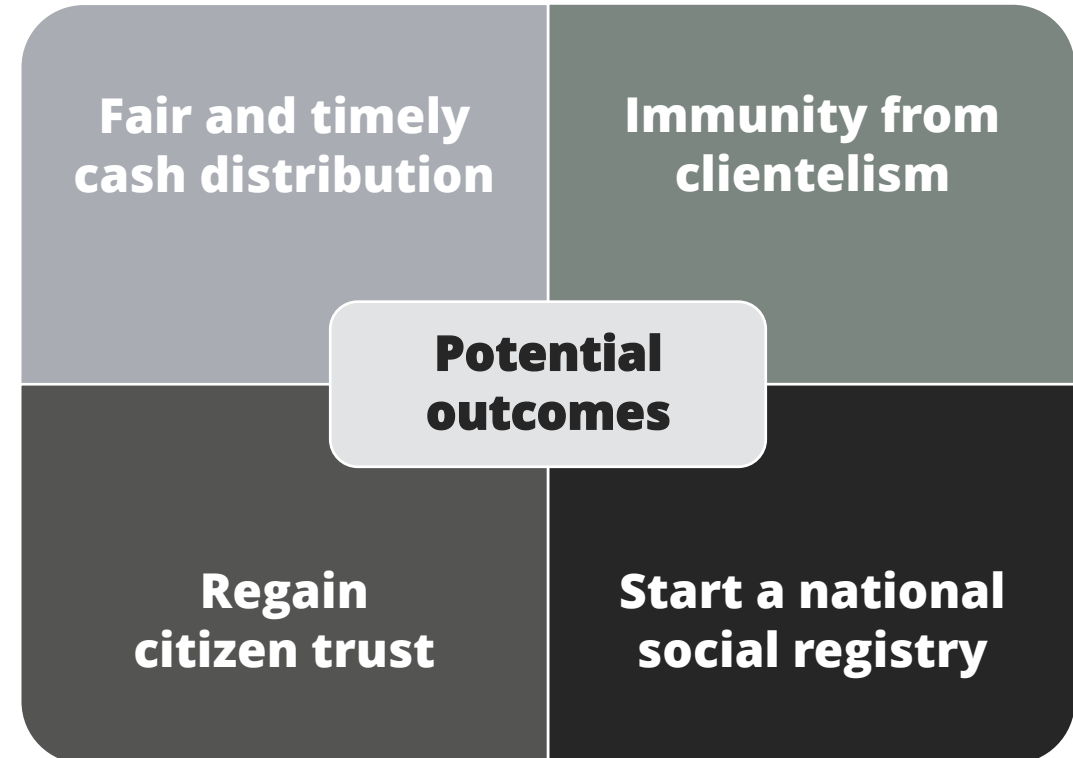
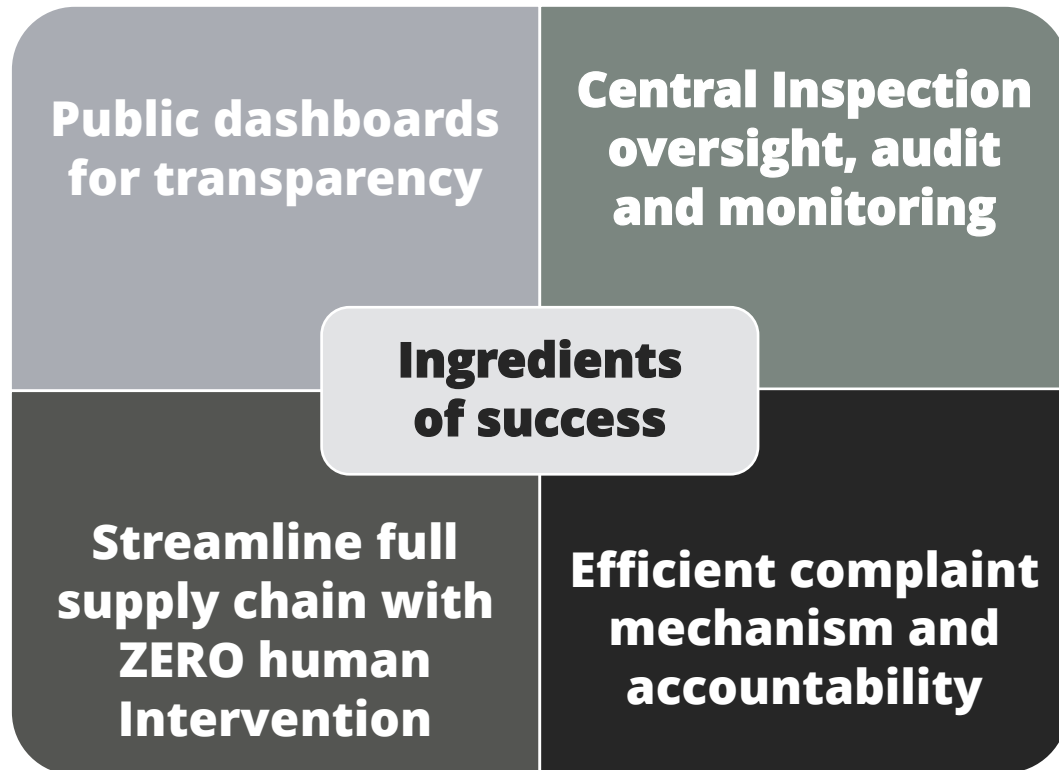
Distributing

Distribution based on the selected criteria. The entity tasked with distribution can scan identity and relevant documents to prevent fraud.



Ration card: keys to success

With IMPACT having proved its effectiveness in mapping vulnerable households in the operation conducted in April 2020, it will also serve as the registration platform for the soon to be launched ration card aid initiative that was approved by Parliament in June 2021.



Human resources module

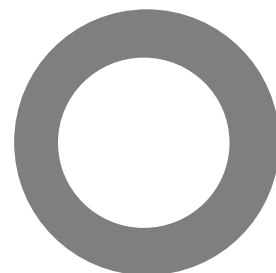


The story

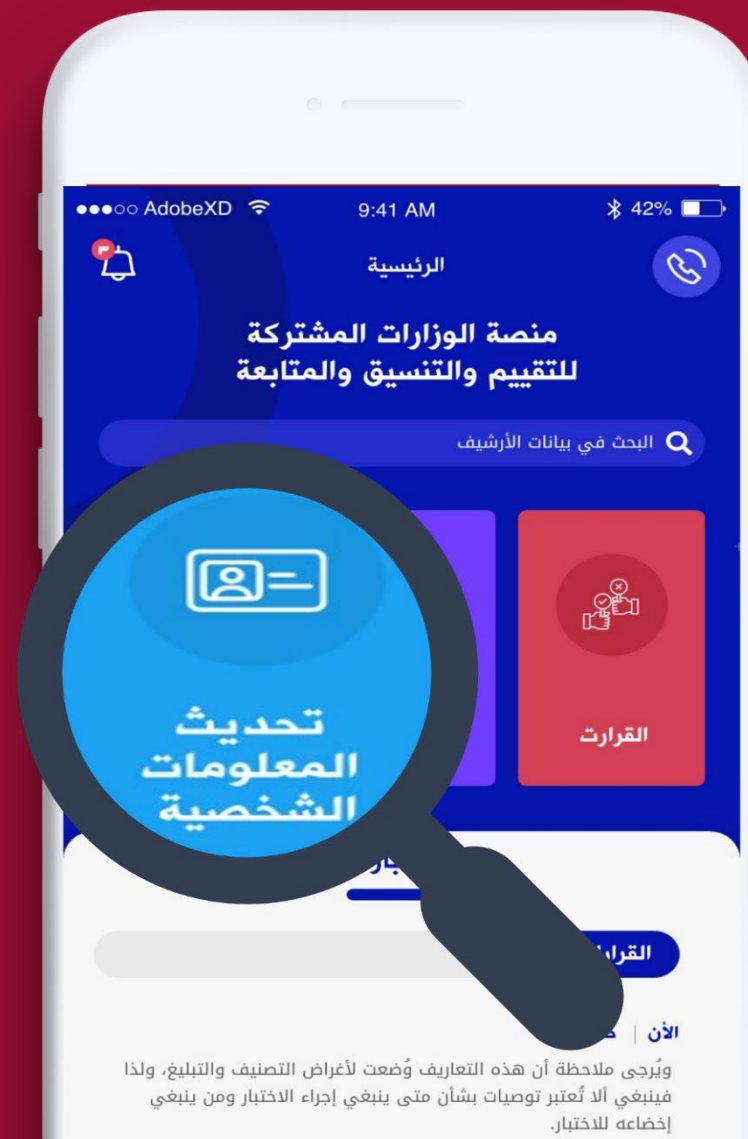
The module was developed to map civil servants, and identify their skills and their tasks in order to allocate resources properly. This is particularly important given the current recruitment ban in the public sector. Initial indications suggest a lack of training and terms of reference for employees. This module would allow for a full mapping of needs in this regard, to inform HR management and optimization. The module will be the key to reform the public sector, assess performance and improve accountability.

The module

- Maps all the positions in the public sector (tasks, salaries, position in the organigram).
- Identifies the skills and qualifications of civil servants.



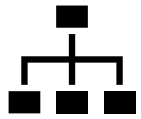
The first tool to map civil servants



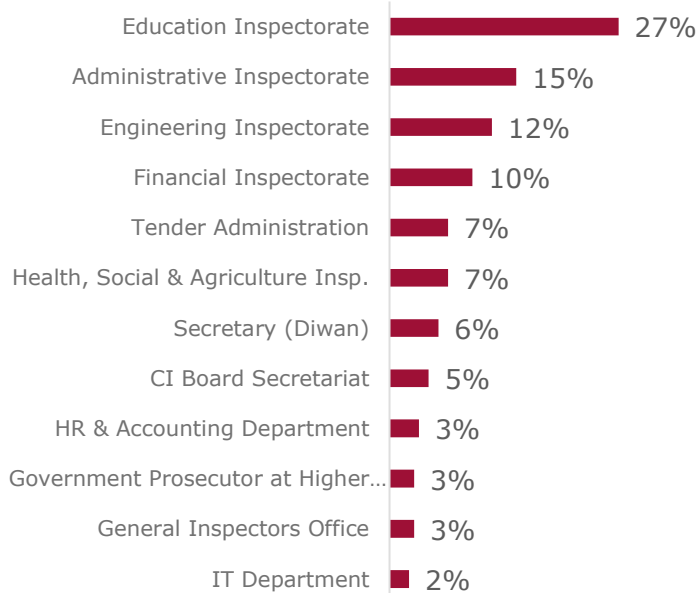
Insights on the human resources pilot



180 CI civil servants filled in the human resources form on IMPACT as part of the pilot conducted at CI.



Distribution by department



Gender distribution of CI staff



58% of CI staff are female



42% of CI staff are male



Distribution of CI staff by category

- 3** 48% are in the 3rd category
- 4** 24% are in the 4th category
- 2** 12% are in the 2nd category
- 5** 11% are in the 5th category
- 1** 5% are in the 1st category



Distribution of CI staff by generations

- 27%** are Baby Boomers (1946-1964)
- 52%** are Generation X (1965-1980)
- 21%** are Generation Y (1981-1996)
- 0%** are Generation Z (>1996)



Distribution of CI staff by area of residence



82% of CI staff live outside Beirut



18% of CI staff live in Beirut

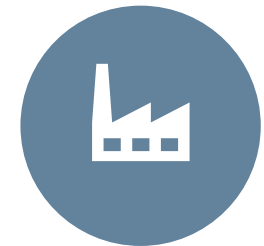
The rural and local development module



Demographics



Agriculture



Industry



Education



Health



Infrastructure



Tourism

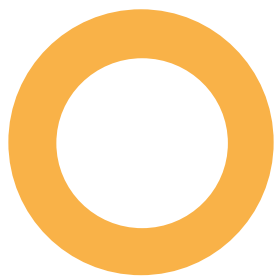


Trade & services



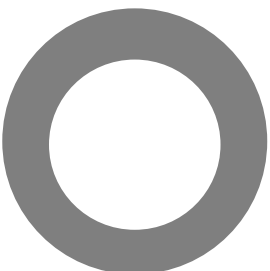
Culture and society

The COVID-19 module



The story

On March 15 2020, the country went on lockdown. This completely paralyzed the public administration and challenged its ability to respond to crises. The solution came in the form of a digital tool connecting stakeholders on the frontlines to audit COVID-19 policy.



The module

- Maps municipal decisions/measures to contain the spread of the virus.
- Informs the Ministry of Interior and Municipalities of newly identified COVID-19 cases.
- Maps and assesses quarantine locations.

A module to track COVID-19 municipal decisions



A tool for local-central authority collaboration

The COVID-19 module also facilitated close cooperation between the Ministry of Interior and Municipalities and the Ministry of Public Health, with use of the platform officialized around October 2020 after several months of the MoPH trying other, less effective, tech solutions.



The module has an expanded capacity to track and cater for positive-testing patients



The module has a wide source of information with connection to private testing labs and the Beirut Airport's testing team



The module involves the Lebanese Red Cross and the Social Workers' Syndicate to allow for a better response to the needs of patients

IMPACT has become the official tool to guide and inform decisions about lockdown and sanitary measures in specific areas of the country, guaranteeing accurate data and facilitating consensus.

The lockdown module

The story

With positive cases spinning out of control following a relatively festive and relaxed holiday season, the Lebanese government announced in early 2021 a series of lockdowns with a round the clock curfew, upon recommendation from the COVID-19 committee. Seven million individuals, and hundreds of thousands of businesses needed to be monitored, socialized into lockdown, and coordinated to reduce the virus' spread while preserving critical supply chains and economic productivity.

The module

- Manages individual permissions for mobility under total lockdown on the basis of emergency needs, with QR code integration for law enforcement verification.
- Supports call center emergency processing.
- Schedules visits to public and private places at risk of overcrowding, with QR code verification.
- Allows companies to upload PCRs, file for requests to open businesses, and get approval from relevant ministries online.

A module that provides permissions for mobility, PCR uploads, and supply chain activity management



Insights on the lockdown module



14,945,180 individual mobility requests and **54,383** business opening requests have been submitted on IMPACT since the start of the total lockdown and throughout the subsequent reopening phases.



Individual mobility requests

12.1M Mobility permit requests submitted on IMPACT

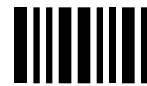
2.7M Mobility permit requests submitted by SMS



Assessment of mobility requests

85% of requests were approved

15% of requests were rejected



Scanning of QR code in mobility permits

✓ **36%** of QR codes were scanned

✗ **64%** of QR codes were not scanned



Business Opening Requests

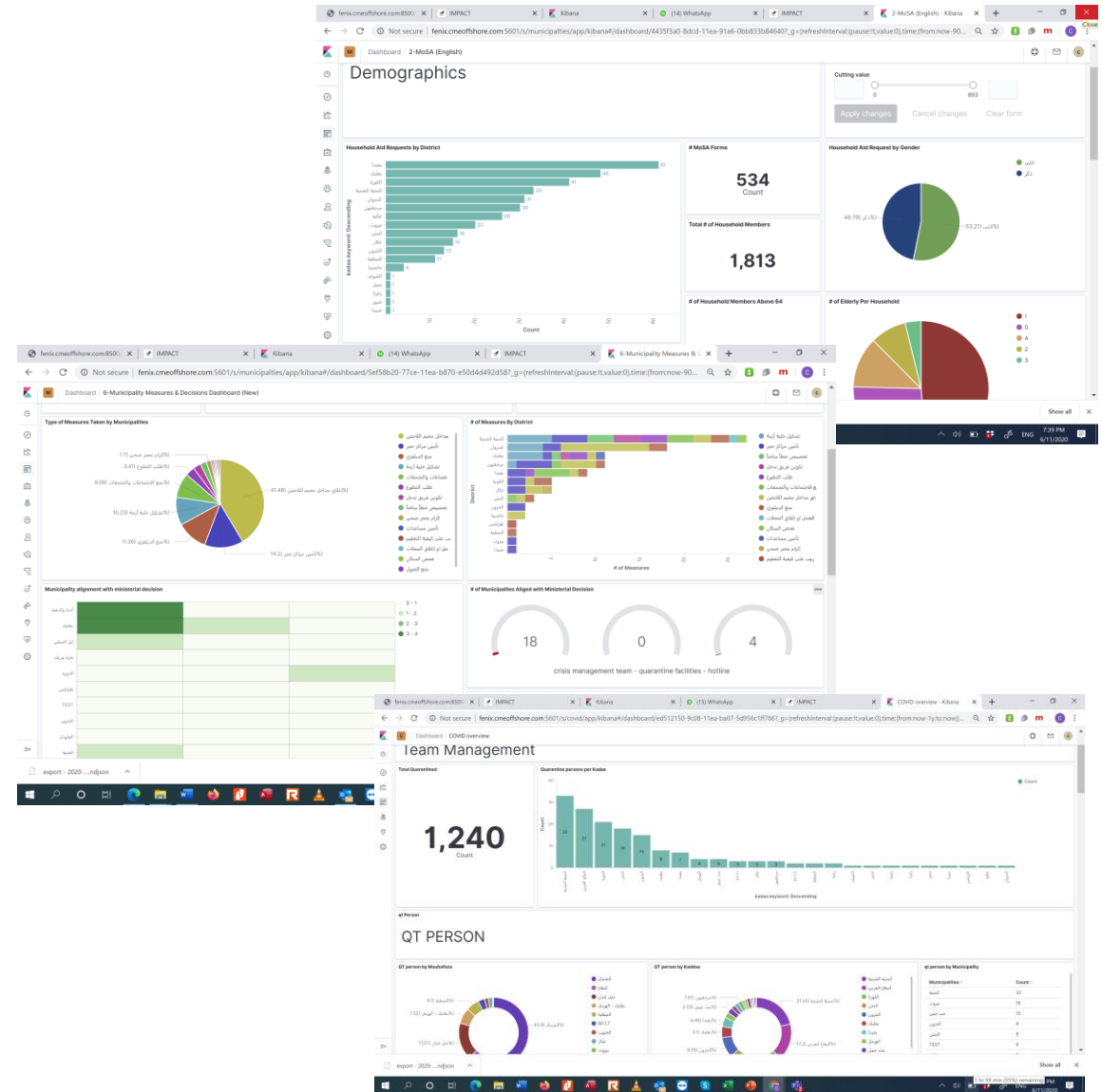
54k Business opening requests submitted

19k Positive PCR tests submitted for employees

309k Negative PCR tests submitted for employees

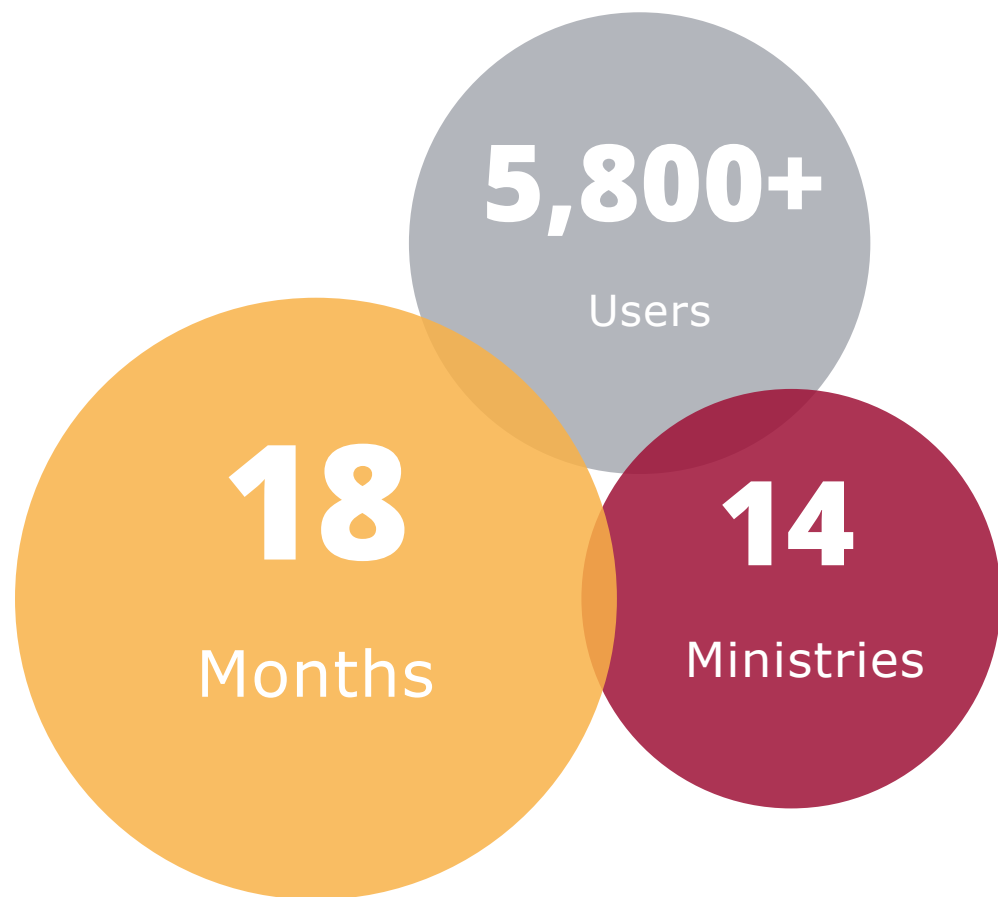
Tracing numbers through a real time dashboard

- Raw **data** reveals its full potential when it's cleaned, analyzed and visualized. **Data visualization** highlights trends, outliers and patterns in data. IMPACT used **Kibana** for this.
- Kibana is an open-source, browser-based visualization tool that makes it easy to predict or identify changes in trends, errors or other significant events of the input source. Kibana works in sync with **Elasticsearch** and **Logstash**, which together forms the so-called **ELK stack**.



IMPACT:

Measuring success



14 ministries, **1,077** municipalities **and 1,500** mukhtars collaborating on the platform

+40 public administrations and institutions being mapped in the general inspection module

+1,600 administrative acts logged

+180 civil servants at CI mapped

+230 destroyed government buildings mapped

+1,140 towns and villages mapped across 9 sectors

+460,000 households in need mapped

+1,850,000 vulnerable individuals mapped

+528,000 COVID-19 cases reported and traced

+4,800 measures taken by municipalities in response to the COVID-19 crisis

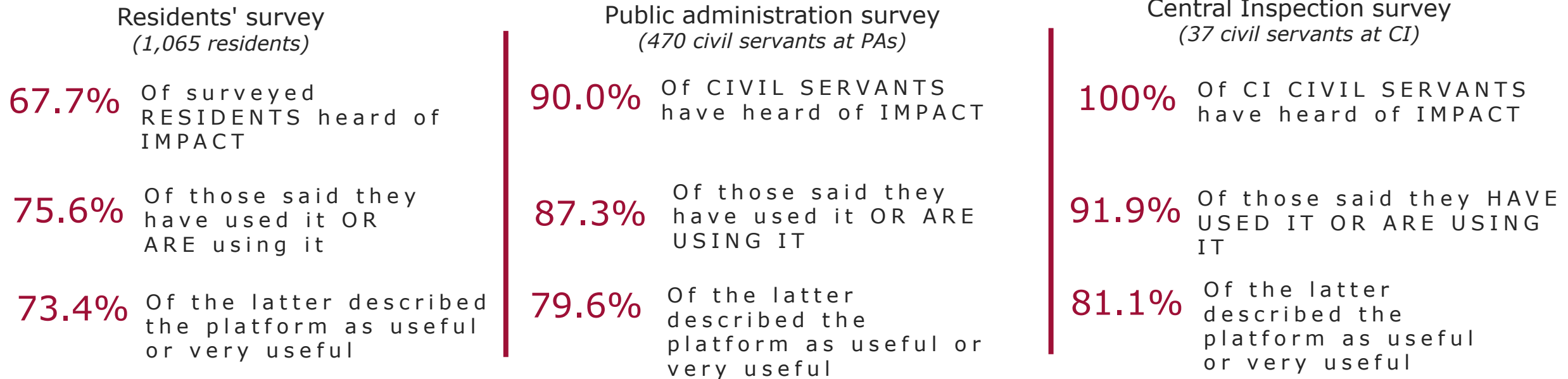
+14 million mobility permit requests submitted

+2.7 million individuals registered for the vaccine

+1.6 million individuals (fully or partially) vaccinated

IMPACT: a wider audience

As the perception [survey](#) conducted under the Youth4Governance program revealed, awareness, use and trust in IMPACT is growing among the general public, civil servants, and in Central Inspection.



When moving closer to IMPACT's source, the numbers become more positive:

- IMPACT reached a groundbreaking number of residents by virtual means, and the more they use it, the more they realize how useful it is.
- Civil servants at public administrations (PAs) are more exposed to IMPACT, as the platform is used by various PAs to enhance inter-institutional coordination and collaboration.
- Since IMPACT is owned by CI, its civil servants are the most familiar with it.



Central Inspection: digital oversight in action

Central Inspection has had a major role in the success of IMPACT.

As an oversight body, it helped enforce the usage of IMPACT, especially among generally reluctant users in the public sector.

IMPACT also ensured higher visibility for Central Inspection and strengthened its standing as a champion of change in the public sector.

IMPACT: a pillar to fight corruption



A new horizon for governance

Oversight



IMPACT has allowed real-time oversight and contribution to data-driven and evidence-based policy-making

Adaptability



IMPACT is able to be adapted at record speed to all public sector needs requiring the cooperation of different entities and data collection

Engagement



IMPACT has brought together stakeholders from across the public sector spectrum, from the central Government to local authorities, including civil society and health actors, with CI at the very center

Trust



IMPACT is one of the first government tools that has gained citizen trust, as demonstrated by the public engagement

IMPACT: A State-Owned Platform

IMPACT platform is registered under CI's name, including its codes, data and logo.

الجمهورية اللبنانية
وزارة الاقتصاد والتجارة
المديرية العامة للاقتصاد والتجارة
مصلحة حماية الملكية الفكرية

رقم الصادر: ١٨٣٥
بيروت في: ٢٠٢٠/٠٦/٣٠

شهادة بتسجيل أثر أدبي فني (برنامج معلوماتي)
رقم: ٧١٨٧

إن موقع هذه الشهادة، رئيس مصلحة حماية الملكية الفكرية، يثبت أنه في هذا اليوم الواقع في ٢٠٢٠/٠٦/٣٠ الساعة ٠٩:٤٠، أودع لدى هذه المصلحة التفتيش المركزي مركزه في بيروت، الحمراء، شارع رشيد كرامة، بناية بيضون، الطابق الرابع ثلاث نسخ من اثر أدبي فني (برنامج معلوماتي) عنوانه: IMPACT وهو عبارة عن منصة الكترونية (المنصة المشتركة للتقييم والتنسيق والمتابعة) #

وقد أعيدت إلى طالب التسجيل نسخة من هذا الأثر بعد التوقيع عليها ووضع الرقم التسلسلي ٧١٨٧ والتاريخ ٢٠٢٠/٠٦/٣٠ وختم المصلحة وفقا لاحكام القانون رقم ٧٥ تاريخ ١٩٩٩/٤/٣.

رئيس مصلحة حماية الملكية الفكرية بالتكليف
د. وسام العميل

شهادة بتسجيل علامة فارقة

رقم: ١٩٧٧٢٠

إن موقع هذه الشهادة رئيس مصلحة حماية الملكية الفكرية يثبت أن #
التفتيش المركزي مركزه في بيروت، الحمراء، شارع رشيد كرامة، بناية بيضون، لبنان

قدم في هذا اليوم الواقع في ٢٠٢٠/٠٦/٣٠ عند الساعة ١٩:٢٤ طلبا لتسجيل علامة فارقة لمدة خمسة عشر سنة وذلك وفقا لما يلي

وصف العلامة المطبق النموذج عنها علم ظهر هذه الشهادة

كلمة IMPACT بأحرف لاتينية يعلوها شكل هندسي مكون من نصف دائرة كبيرة تحتوي نصف دائرة صغيرة حيث تخترقهما ثلاثة مستطيلات مختلفة الأحجام كما هو مرفق #

وجهة استعمال هذه العلامة الفارقة توضع بجميع القياسات والالوان على #

الفئة ٣٥ - خدمات الدعاية والإعلان وإدارة وتوجيه الأعمال وتفعيل النشاط المكتبي ومنها تدقيق الحسابات - تقييم الأعمال - تقصي حقائق الأعمال - استشارات إدارة شؤون الموظفين - استشارات تنظيم الأعمال - استشارات في إدارة وتنظيم الأعمال - أبحاث الأعمال - البحث عن المعلومات في ملفات كمبيوتر للآخرين - نسخ الصور - استنساخ الوثائق - إدارة الملفات المبرمجة - التحريات عن الأعمال - تجميع المعلومات في قواعد بيانات الكمبيوتر - تجميع البيانات الإحصائية #

نظمت هذه الشهادة وفقا لتصريح طالب التسجيل أو وكيله و على مسؤوليته ولا تتحمل مصلحة حماية الملكية الفكرية اية مسؤولية من جراء ذلك
طالب التسجيل

بيروت في ٢٠٢٠/٠٦/٣٠
رئيس مصلحة حماية الملكية الفكرية بالتكليف
د. وسام العميل

الجمهورية اللبنانية
وزارة الاقتصاد والتجارة
المديرية العامة للاقتصاد والتجارة
مصلحة حماية الملكية الفكرية

شهادة بتسجيل علامة فارقة

رقم: ١٩٧٧٢٠

إن موقع هذه الشهادة رئيس مصلحة حماية الملكية الفكرية يثبت أن #
التفتيش المركزي مركزه في بيروت، الحمراء، شارع رشيد كرامة، بناية بيضون، لبنان

قدم في هذا اليوم الواقع في ٢٠٢٠/٠٦/٣٠ عند الساعة ١٩:٢٤ طلبا لتسجيل علامة فارقة لمدة خمسة عشر سنة وذلك وفقا لما يلي

وصف العلامة المطبق النموذج عنها علم ظهر هذه الشهادة

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رئيس مصلحة حماية الملكية الفكرية بالتكليف
د. وسام العميل

Result: Augmented Inspectors

- E-governance and real-time audit
- Data-driven decision-making
- Institutional coordination
- Crisis management and prevention

The IMPACT team is driven by the vision of augmented inspectors, which our country needs today and can allow for the rise and effective revival of Lebanon's oversight agencies

«.....»

