



CAADP



Experts training on the Biennial Review Database and on the content of the Biennial Report on Malabo Declaration

Fundamentals of the benchmarking methods used to design the Biennial Review Database



Dakar, 26th to 28th July, 2017

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Content

Part I: Scorecard and Benchmarking

Part II: Scoring methods

Part III: Key decisions on BR scorecard...

from various consultations



Part I: Scorecard and Benchmarking



The Scorecard

- The use of Scorecard is emerging as important tool that policy makers can use:
 - *to improve sector performance;*
 - *to support institutional reform;*
 - *to enhance accountability ; and*
 - *to improve services, if it is made use of...*

- As anticipated by AU leaders, the Scorecard *remains critical to improve the quality* of agricultural sector services, and can motivate *increased performances* of member states to deliver on targets of Malabo declaration, while revitalizing the *mutual accountability* and *mutual support* platforms.





Scorecard

Understand your game. Improve your game.



Spore
Card® ?



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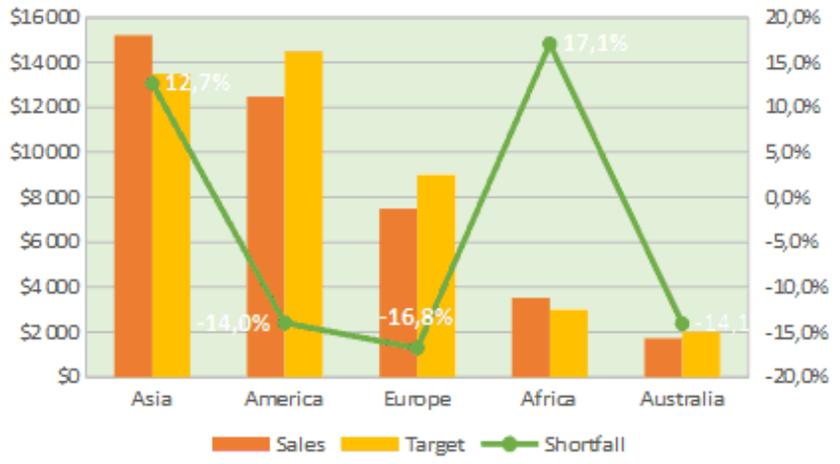


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TRANSFORMING AFRICA

All Regions 1 Year

Sales Performance Scorecard

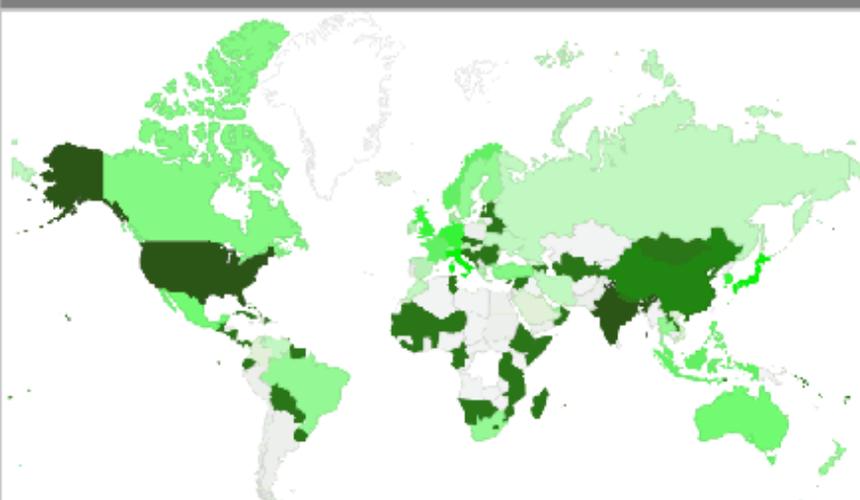
Actual Sales vs Target Sales



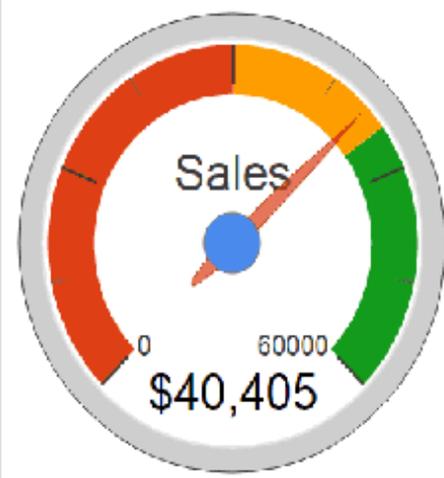
Quarterly - Sales Performance

| Region | Total Sales | Q1 | Q2 | Q3 | Q4 | FY14 |
|-----------|-------------|--------|--------|--------|--------|--------|
| AMERICA | \$ 12,473 | Yellow | Yellow | Green | Green | Yellow |
| ASIA | \$ 15,212 | Green | Green | Yellow | Green | Green |
| EUROPE | \$ 7,489 | Red | Yellow | Green | Red | Red |
| AFRICA | \$ 3,512 | Yellow | Yellow | Green | Green | Green |
| AUSTRALIA | \$ 1,719 | Yellow | Red | Yellow | Yellow | Red |

Sales Performance based on Geography

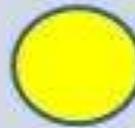


Total Sales Achieved



Shortfall

| Region | Shortfall |
|------------|-----------|
| Asia | ↑ 12.7% |
| America | ↓ -14.0% |
| Europe | ↓ -16.8% |
| Africa | ↑ 17.1% |
| Australia | ↓ -14.1% |
| All Region | ↔ -3.8% |

| Critical Success Factors | Target | Status |
|--------------------------|--|---|
| Business Benefit | <ul style="list-style-type: none"> - Customer Care costs reduced by 15% - Market share increase by 5% |  |
| Financials | <ul style="list-style-type: none"> - Program budget tracking at or under 100% of planned |  |
| Schedule | <ul style="list-style-type: none"> - Milestone 1 = week 3 - Milestone 2 = week 28 - Milestone 3 = week 48 |  |
| Technology | <ul style="list-style-type: none"> - Target patents on track - Key technology partners in place |  |
| Customer | <ul style="list-style-type: none"> - Product scores 4/5 with target consumer segment - Customer care scores 4/5 with target consumer segment |  |

Balanced Scorecard 2012-2013
Colorado Mountain College

| Strategic Focus Areas | | Key Performance Indicators | 2012-2013 Performance | | | | | 2011-2012 Performance | | 2012-2013 Performance | |
|----------------------------------|--|---|-----------------------|----------------|--------------|--------------|-------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | | | Stretch Target | Exceeds Target | Meets Target | Below Target | Take Action | 2011-2012 Performance | 2012-2013 Performance | 2011-2012 Performance | 2012-2013 Performance |
| Transformational Experiences | Students | Successful Course Completion (%) | 81.5 | 81 | 80.5 | 80 | <80 | 80.30% | 80.16% | Final | |
| | | Rate of Attempted/Completed Credits (%) | 92 | 91.5 | 91 | 90.5 | <90.5 | 86% | 87% | Final | |
| | | DevEd Student Transition to 100 level Math | 50 | 49 | 48 | 47 | <47 | 43% | 45% | Final | |
| | | DevEd Student Transition to 100 level English | 47 | 46 | 45 | 44 | <44 | 51% | 41% | Final | |
| | Employees | Professional Development of Full-time Employees (%) | 95 | 94 | 93 | 92 | <92 | | in progress | | |
| | | Employee Satisfaction (%) | 90 | 85 | 80 | 75 | <75 | 73% | 75% | Final | |
| | | All Turnover (%) | 7 | 7.5 | 8 | 8.5 | >8.5 | 8.5% | 10.5% | Final | |
| | Communities & Business Partnerships | Community Satisfaction (%) | 87 | 86 | 85 | 84 | <84 | 85% | 91.8% | Final | |
| | | Participation Rate (%) | 14 | 13.5 | 13 | 12.5 | <12.5 | 12% | 11% | Final | |
| | | Business/Educational Partnerships' Satisfaction with CMC (%) | 91 | 90 | 89 | 88 | <88 | 89% | 80% | Final | |
| | | Carbon Neutrality (%) | 3.5 | 3 | 2.5 | 2 | <2 | new | in progress | | |
| | Enrollment | Total Unduplicated Headcount (k) | 24 | 23 | 22 | 21 | <21 | 21.5 | 20,436 | Final | |
| | | FTE (100s) | 46.5 | 46 | 45.5 | 45 | <45 | 45.2 | 45.50 | Final | |
| | | Fall-to-Fall Retention First-time, Full-time, Degree Seeking Students (%) | 74 | 73.5 | 73 | 72.5 | <72.5 | 73% | 67% | Final | |
| | | Fall-to-Fall Retention First-time, Part-time, Degree Seeking Students (%) | 55 | 54.5 | 54 | 53.5 | <53.5 | 54% | 50% | Final | |
| | Programs | Employer Satisfaction with Graduates (%) | | | | | | new | 85.7% | Final | |
| General Student Satisfaction (%) | | 91 | 90.5 | 90 | 89.5 | <89.5 | 90% | 89.7% | Final | | |
| Graduate Satisfaction (%) | | 93 | 92 | 91 | 90 | <90 | 86% | in progress | | | |
| Graduate Employment (%) | | 76 | 75 | 74 | 73 | <73 | 73% | in progress | | | |
| Financial | General Fund Expenditures as a Percent of Budget (%) | 98 | 99 | 100 | 101 | >101 | 70.5% | 87.98% | As of June 17, 2013 | | |
| | General Fund Revenues as a Percent of Budget (%) | 102 | 101 | 100 | 99 | <99 | 110.4% | 100.55% | As of June 17, 2014 | | |
| | Tuition Revenue as a Percent of Budget (%) | 104 | 102 | 100 | 98 | <98 | 87.9% | 91.04% | As of June 17, 2015 | | |
| | Reserve Balance (%) | 28 | 27 | 25 | 24 | <23 | 29% | 28.19% | As of June 17, 2016 | | |
| | Foundation Income (\$M) | 3 | 2.8 | 2.5 | 2.3 | <2.0 | 2.93 | in progress | | | |

Figure 4: Dashboard on Global Nutrition Targets in Africa

Number of African countries at various stages of progress against global targets on nutrition

● Missing data ● Off course, little/no progress ● Off course, some progress ● On course, at risk ● On course

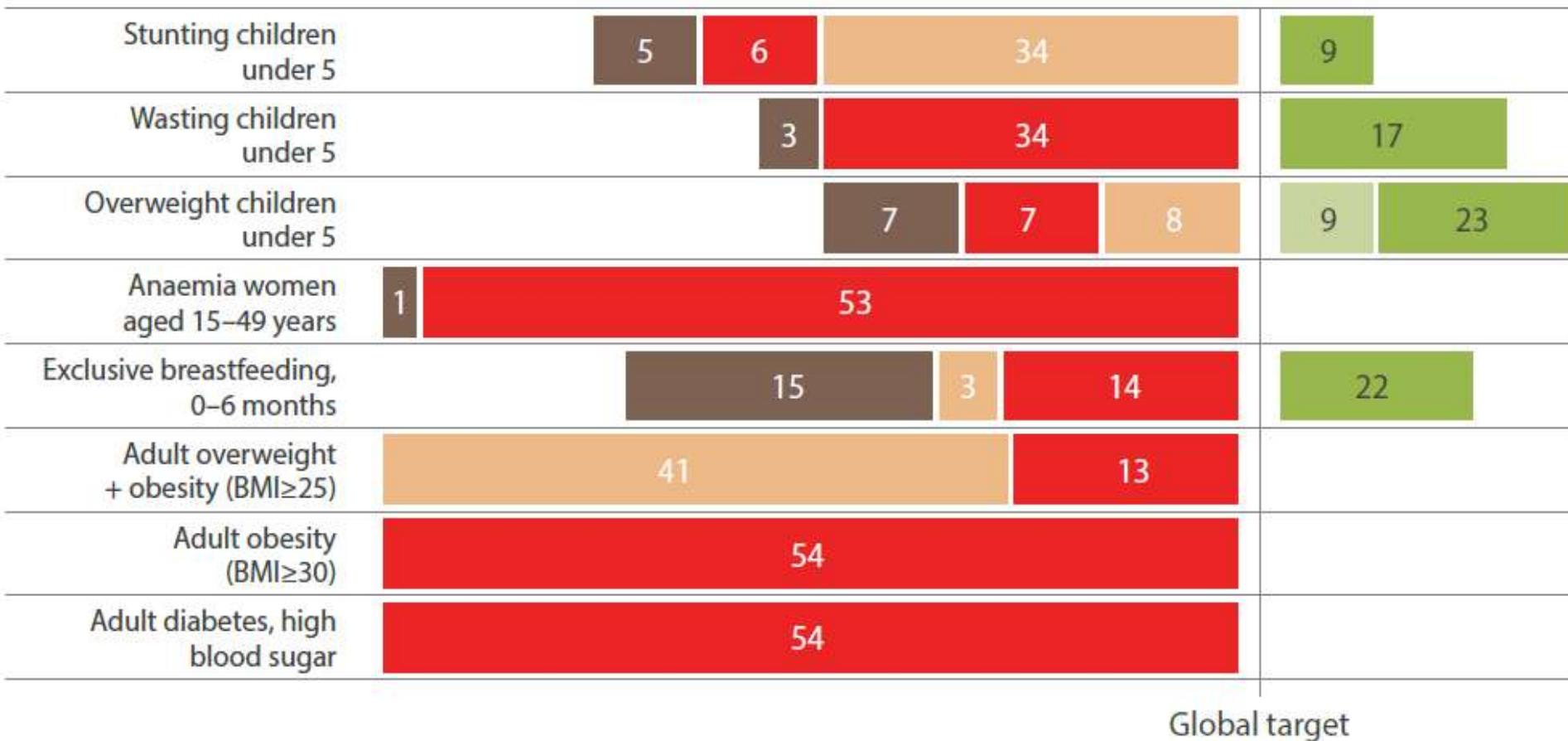


Table A2: Latest On-/Off-Course Status for Five of Six WHA Indicators for All African Countries

| Country | Year stunting | Stunting progress toward target | Year overweight | Overweight progress toward target | Year waste |
|------------------------------|---------------|---------------------------------|-----------------|-----------------------------------|------------|
| Algeria | 2012 | On course – Good progress | 2012 | Off course – Some progress | 2012 |
| Angola | 2007 | . | . | . | 2007 |
| Benin | 2014 | Off course – Some progress | 2014 | On course – Good progress | 2014 |
| Botswana | 2007 | Off course – No progress | 2007 | Off course – No progress | 2007 |
| Burkina Faso | 2012 | Off course – Some progress | 2010 | On course – At risk | 2012 |
| Burundi | 2010 | Off course – Some progress | 2010 | On course – At risk | 2010 |
| Cameroon | 2011 | Off course – Some progress | 2011 | On course – Good progress | 2011 |
| Cape Verde | . | . | . | . | . |
| Central African Republic | 2010 | Off course – Some progress | 2010 | On course – Good progress | 2010 |
| Chad | 2010 | Off course – Some progress | 2010 | On course – Good progress | 2010 |
| Comoros | 2012 | Off course – Some progress | 2012 | Off course – Some progress | 2012 |
| Congo (Republic of the) | 2011 | Off course – Some progress | 2011 | On course – Good progress | 2011 |
| Cote d'Ivoire | 2012 | Off course – Some progress | 2012 | On course – Good progress | 2012 |
| Democratic Republic of Congo | 2013 | Off course – Some progress | 2013 | On course – Good progress | 2013 |
| Djibouti | 2012 | Off course – No progress | 2012 | Off course – Some progress | 2012 |

SUMMARY OF THE RWANDA GOVERNANCE SCORECARD EDITION 2014

| | | | | | | | | | | | | | | | | | | | | |
|---|--|--|-------|--|------------------------------|-------|-----------------------------------|-------|---------------------------------|---|--|-------|---|--|-------|--------------------------|--|------|---|--|
| 1 | Rule of Law | | | | | | | | | | | | 81.63 | | | | | | | |
| | Separation of Power | | | 78.63 | Performance of the Judiciary | | | 80.26 | Performance of the Prosecution | | | 87.53 | Access to Justice | | 80.25 | | | | | |
| 2 | Political rights and Civil Liberties | | | | | | | | | | | | 77.8 | | | | | | | |
| | Democratic Rights and Freedoms | | 83.03 | Vibrancy of Non-State actors in policy formulation | | 59.7 | Rights to Media Freedom | | 75.22 | Political parties Registration and operations | | 75.68 | Access to Public Information | | 76.50 | Respect for human rights | | 75.3 | Core international human rights conventions | |
| 3 | Participation and Inclusiveness | | | | | | | | | | | | 75.36 | | | | | | | |
| | Citizen participation | | 71.68 | Decentralization | | 72.11 | Civil society participation | | 63.65 | Gender parity in leadership | | 82.93 | Power sharing | | 86.43 | | | | | |
| 4 | Safety and Security | | | | | | | | | | | | 91.96 | | | | | | | |
| | Maintaining security | | | 96.1 | National security | | | 97.6 | Personal and Property Safety | | | 93.56 | Reconciliation, social cohesion and Unity | | | 80.58 | | | | |
| 5 | Investing in Human and Social Development | | | | | | | | | | | | 81.54 | | | | | | | |
| | Education | | | 84.75 | Health | | | 79.64 | Social Protection | | | 66.77 | Environmental Protection | | | 95 | | | | |
| 6 | Control of Corruption, Transparency and Accountability | | | | | | | | | | | | 79.04 | | | | | | | |
| | Incidence of corruption | | | 76 | Control of Corruption | | | 78.76 | Transparency and accountability | | | 82.37 | | | | | | | | |
| 7 | Quality of Service delivery | | | | | | | | | | | | 72 | | | | | | | |
| | Service delivery in Local Administration | | 71.1 | Service delivery in Justice Sector | | 74.75 | Service delivery in Social Sector | | 72.79 | Service delivery in Economic Sector | | | 69.39 | | | | | | | |
| 8 | Economic and Corporate Governance | | | | | | | | | | | | 72.2 | | | | | | | |
| | Macro-economic indicators | | 72.0 | National Capital and Export Promotion | | 49.8 | Business Environment Promotion | | 87.48 | SMEs Development and Cross-border Trade | | 64.58 | Private Sector Promotion | | 87.04 | | | | | |

| | |
|-------------|---|
| 0 - 25 | D |
| 25.01 - 50 | A |
| 50.01 - 75 | Y |
| 75.01 - 100 | G |

An important note: RGS Scores are expressed in percentages. They should be interpreted with the understanding that the higher the score, the better. Therefore, an increased score indicates a better performance just as a lower score indicates greater needs for improvement.

RGS 2014 Edition: A publication of the Rwanda Governance Board

Under 5 yrs severe malnutrition

XYZ Company Scorecard

Customer Satisfaction

Satisfaction Survey—
Help Desk and Delayed
Resolution User Survey

Very Good

Satisfaction Survey—
Business Management
Survey

Excellent

Quality of Support

Time to Resolve a Problem

Very Good

Service Request
Response Time

n.a.

% of Repeating Problems

n.a.

Help Desk Answer Time

n.a.

Technical End-to-End Measurements

Availability

Excellent

Reliability

Excellent

Response Time

Satisfactory

Business Alignment

Improvement of Speed and
Efficiency of Implementation
of New Ways of Working

Very Good

Classifications

- **Simple Indicators table...**
- **Performance map...**
- **Dashboard...**
- **Traffic light...**
- **Scorecard = table of performance Index**
- ***Other innovative forms (mix of...)***

| | Water quality index (max. 100) | Report grade for service (Score 1-10) | Environmental impact index (Points/m ³) | Total costs (€/connection) | Total costs (€/m ³) |
|-----------|-----------------------------------|---|---|-------------------------------|------------------------------------|
| Wgron | 99.8 | 7.4 | 21.6 | 147 | 0.90 |
| NUON-WF | 98.0 | 7.5 | 20.8 | 196 | 1.23 |
| WMD | 99.9 | 7.6 | 13.5 | 165 | 1.06 |
| WMO | 99.5 | 7.8 | 28.8 | 199 | 1.27 |
| Hydron-Fl | 99.8 | 7.5 | 16.8 | 180 | 1.10 |
| Wgeld | 99.4 | 7.8 | 28.2 | 193 | 1.21 |
| NUON-WG | 99.8 | 7.4 | 16.1 | 166 | 1.01 |
| Hydron-MN | 98.6 | 7.6 | 24.0 | 152 | 1.01 |
| GWA | 99.8 | 7.5 | 25.7 | 198 | 1.30 |
| PWN | 96.4 | 7.7 | 38.3 | 241 | 1.59 |
| WBE | 86.9 | 7.6 | 22.0 | 228 | 1.17 |
| DZH | 97.8 | 7.5 | 23.6 | 229 | 1.78 |
| WNWB | 99.4 | 7.6 | 25.9 | 197 | 1.12 |
| WOB | 99.6 | 7.8 | 24.3 | 207 | 1.23 |
| WML | 99.7 | 7.7 | 25.5 | 221 | 1.44 |
| Average | 97.2 | 7.6 | 25.0 | 205 | 1.28 |

Source: water companies

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Scorecard

Progress status



Scorecard

*School Report or
Report Card
of Mr Tall*

| Subjects | | | |
|----------------------|-------------|------------------|---------------|
| No. | Item | Mark/20 | Weight |
| 1 | Maths | 19 | 6 |
| 2 | Physics | 19 | 6 |
| 3 | Biology | 13 | 5 |
| 4 | Languages | 12 | 1 |
| 5 | Politics | 12 | 2 |
| 6 | History | 13 | 3 |
| 7 | Singing | 6 | 1 |
| 8 | Dance | 15 | 1 |
| Average Mark: | | 15.6 | |
| Benchmark | | 12.0 | |
| Decision: | | Qualified | |



Scorecard

No matter how many millions of indicators you have

I can still aggregate !

I can still give a score !

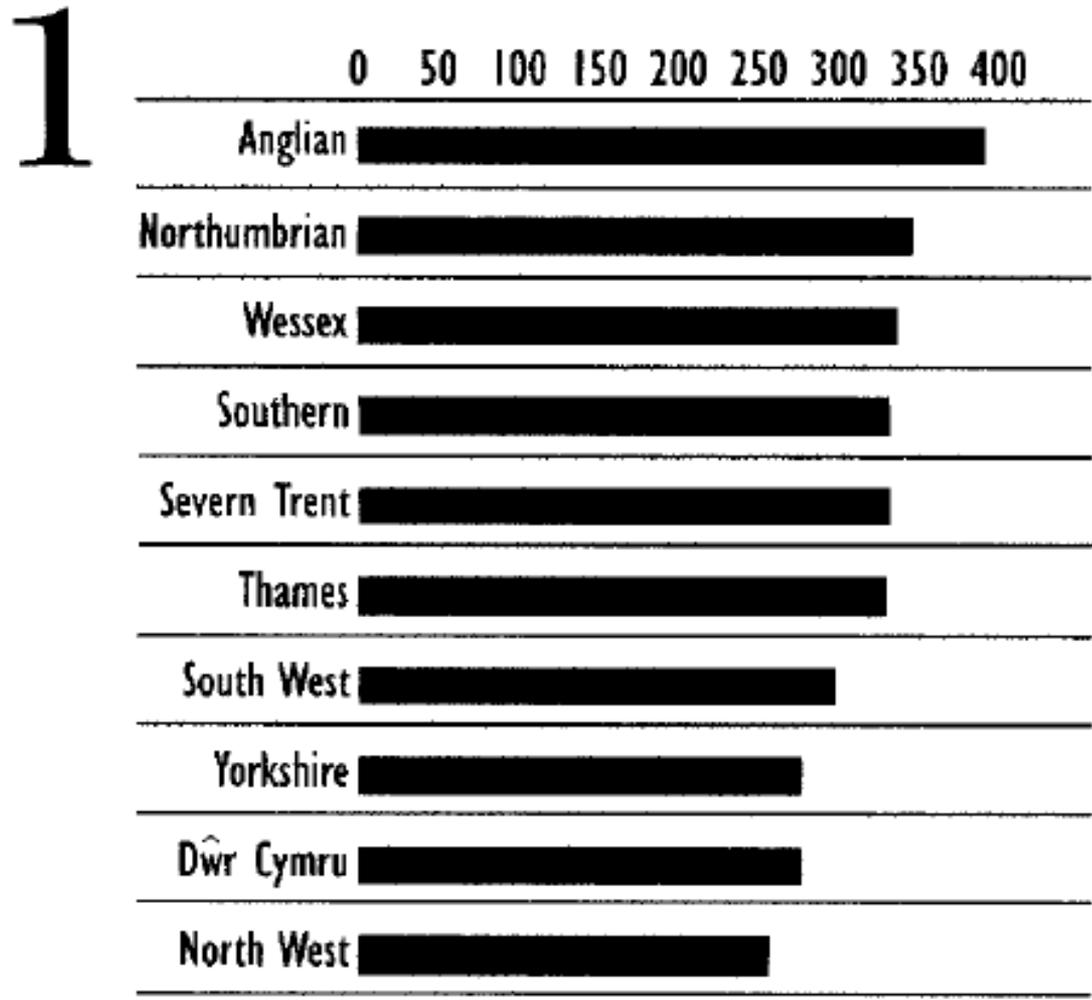
A Benchmarking Engineer



Scorecard

The question is how to tell the real story behind the score ...

Scorecard for water and sewerage companies in England and Wales, 1999–2000
Figure



Note: The scorecard is a composite index of performance for water, sewerage, and customer services.
Source: Ofwat (www.ofwat.gov.uk/pdffiles/los2000.pdf).



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METHODOLOGY SPECIFIC IDENTIFY METRIC FINANCIAL TOOLS FUNCTIONAL BEST PRACTICE INDICATOR PERFORM SURVEY MANAGEMENT

BENCHMARKING

AN COMPARE EVALUATION PROCESS TIME UNIT TECHNICAL ENERGY ASPECT PRODUCT TARGET





Dynamic Benchmarking

PERFORMANCE MATTERS



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Benchmark (standard definition)

... a point of reference from which measurements may be made

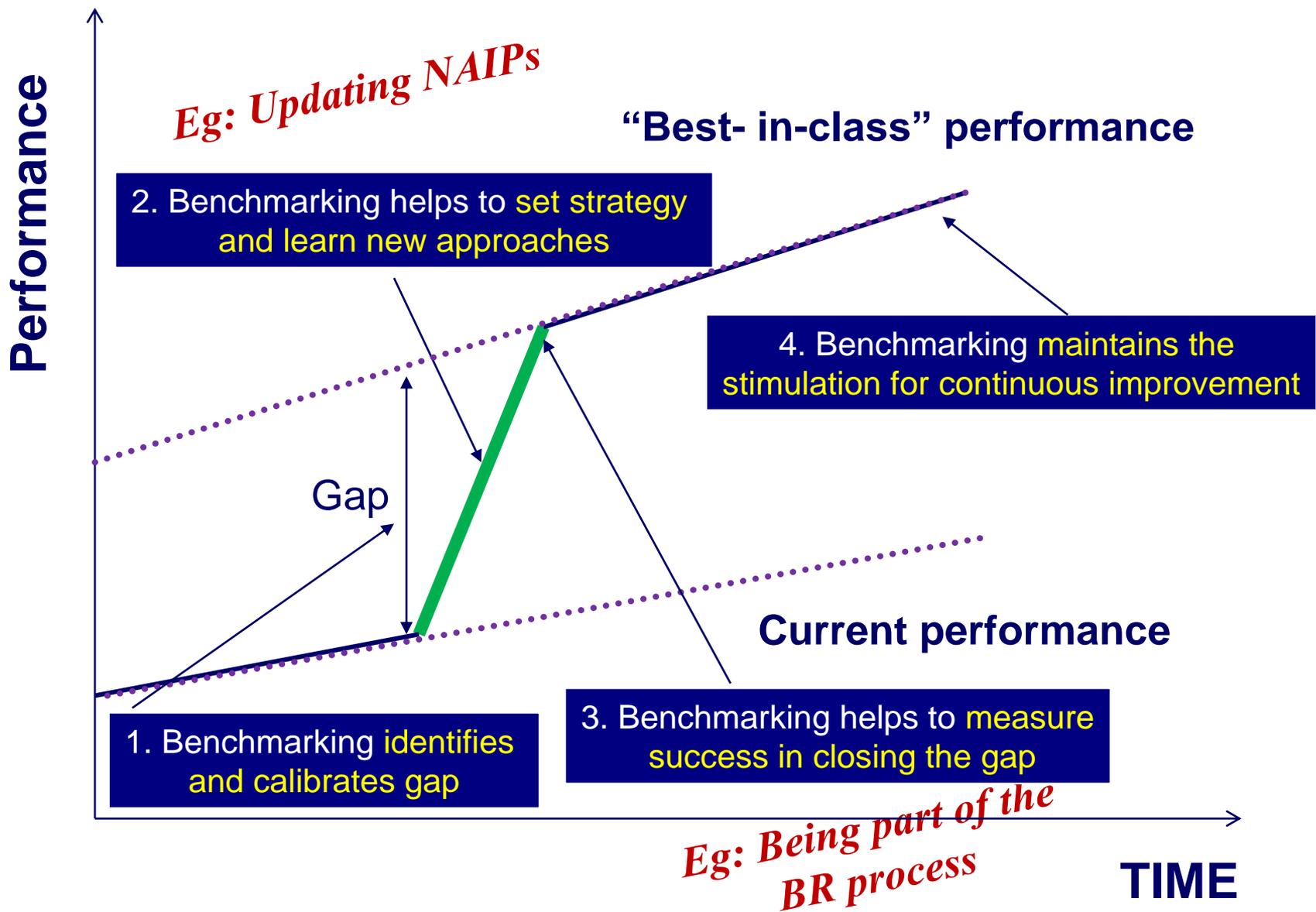
... something that serves as a standard

... *in our particular case, it is where we want a country to be* at a certain time...

What is Benchmarking?

- A continuous process of *comparing one's own performances* against the ones of others (eg. *countries*) in order to achieve *continuous improvement*.
- “A practice in which *a country is humble enough* to admit that another country is better at something, and being *wise enough to learn* how to match and even surpass the best”

Benchmarking



Why Benchmarking?

- It allows (countries) to measure their performance and *search for best practices* in order to close performance gaps ...
- It creates *incentive to challenge the status quo* and to set high standards of performance at national level to better deliver on continental goals ...
- It provides an *external perspective* to the setting of improvement goals for the country ...
- It provides a *reference point* for performance measurement ...
- It reinforces the *culture of continuous improvement...*
- It provides a *sense of urgency*.

Two common forms of benchmarking

- ***Metric benchmarking***

→ Development of performance indicators to measure ***current performance and compare*** to the best in class.

- ***Process benchmarking***

→ Identifying other countries that have achieved exemplary performances to find ***best practices***.
Learning, customising and internalizing those practices to improve performance.

*Mutual accountability
and beyond ...*

Metric and process benchmarking complement each other...

Common Barriers

- **Insufficient data:** *Benchmarking is data intensive exercise;*
- **Quality of the data needed and how to cross check ;**
- **Information sharing or using other country's information ;**
- **Nouveauté of the Benchmarking: *country not used to a format of PEB that identifies “Best in Class” and “Underachievers”;***
- **Culture of underachievement:** *Ideally, pointing the finger at the poor performance should be a wake up call for a country to do better ;*
- **Collaboration during the benchmarking exercise:** *readiness to cooperate and share best practices ;*
- **Difficulty in collecting and maintaining records related to performance indicators ;**
- **Power and interest game.**

basis include the Asian Development Bank's *Water Utilities Data Book*, the International Benchmarking Network (IBNET) supported by the World Bank and DfID, the Water Utilities Partnership (WUP) in Africa, the South East Asian Water Utilities Network (SEAWUN), the Scandinavian six-city project, and so on. Initiatives at the country level include the ones in the United Kingdom, South Africa, Australia, Indonesia, Brazil, Vietnam, and the Philippines, amongst many others (see Box 1). Performance benchmarking has become a standard practice in the regulated water utilities of England and Wales and Australia with considerable success.

Barriers to Benchmarking

While the philosophy of benchmarking as a tool for

- Difficulties in agreeing on a set of performance indicators and their definitions.

- Limitations in the availability and reliability of data, or considerable variation between utilities.

- Comparisons between utilities being influenced by the different operating environment that each one faces.

- Variations in the usefulness of an indicator, and also the likelihood of it being monitored, across utilities.

- Lack of appropriate incentives and accountability for the various utilities to collect and report reliable performance data on a regular basis.

Benchmarking U
in partnership w
Urban Developm
Government of I
project was conc
response to the
request for bette
the urban water
project aims to:

- Create aware
concept of be
its benefits fo

- Establish a s
useful, and c
understood p
indicators for
the regional c

- Collect and a
diverse samp
to identify pe
and key issu

Table 1: Key issues and possible solutions

| Key Issues | Likely Difficulties | Possible Solutions |
|---|--|---|
| METHODOLOGY | | |
| Choice of Indicators and Definitions | <ul style="list-style-type: none"> ■ Difficulties in arriving on a universally accepted set of indicators | <ul style="list-style-type: none"> ■ Choose number and type of indicators carefully based on relevance and usefulness to a broad majority of utilities, ease of understanding and measurability, their likelihood to be monitored, and so on ■ Customize global indicators to suit the local context while, at the same time, retaining the flexibility to allow international comparisons ■ Communicate indicators and their definitions to utilities clearly |
| Data Collection | <ul style="list-style-type: none"> ■ Availability and reliability of data can be limited | <ul style="list-style-type: none"> ■ <u>Communicate indicator definitions, interpretations and their calculation to utilities clearly</u> ■ Devise methods to arrive at broad indicators within the existing data constraints ■ Include robust quality assurance mechanisms to grade the reliability and accuracy of data ■ Improve accounting practices and put in place incentives for utilities to collect and report accurate data |
| Analysis and Comparability | <ul style="list-style-type: none"> ■ Issues in disaggregation and ring fencing can hinder analysis ■ Comparisons can be influenced by different operating environments | <ul style="list-style-type: none"> ■ Group utilities in comparable sub-sets based on some key parameters—size, region, natural conditions, institutional structure, and so on ■ Define adequate qualifications or explanatory factors to reflect the true picture of standard indicators ■ Better accounting practices could help in disaggregation and ring fencing as well |

DEMAND AND SUSTAINABILITY

Awareness and Demand

- Creating awareness and critical mass
- Communicate concepts and benefits to all stakeholders clearly
- Share international experiences
- Ensure targeted advocacy and training

Institutionalization

- How can demand be sustained?
- Who are the right partners at the national, state, and utility level?
- Choice of institutional model
- Put in place an incentive or regulatory framework to encourage utilities to collect, monitor, and report reliable data as part of an overall performance-linked funding plan
- Ensure utility buy-in and involvement, which is critical
- Encourage capacity-building of utilities (especially training of staff)

Financing

- How can long-term financial sustainability be ensured?
- Organize initial funding support, which is necessary to launch the program, create awareness, build capacity, and reach a critical mass; possible sources—central or state governments, donors, industry associations, among others
- Have utility contributions or subscriptions once the process takes off and is better appreciated
- Have financial commitment and ownership from utilities, which is essential for any program to be self-sustainable in the long run

Use of Results

- How can the information be used?
- How does it translate into performance improvement?
- Use benchmarking as only one of the tools of an overall performance improvement strategy
- Move from metric to process benchmarking once datasets start getting generated regularly
- Recognize benchmarking as a means and not the end

Example of Benchmarking initiatives

- PEB is well promoted in the water sector, through *many Benchmarking Initiatives*.

The Asian Development Bank (ADB) has played a pioneering role in developing, compiling, and analyzing comparative performance statistics for water utilities across Asia. *ADB Water Utilities Data Books* (1993 and 1997) and *Water in Asian Cities 2004* published as part of regional technical assistance projects, provide a broad perspective of water utility services to stakeholders and for utilities to use as benchmarks to measure their own performance. These feature water utility and city profiles by water supply data and indicators, regional profiles for inter-utility comparison and sector profiles containing summary of results (<http://www.adb.org>).

IBNET, the International Benchmarking Network for Water and Sanitation Utilities, was started to link performance information from utilities around the world and to provide support to new and existing benchmarking schemes. The initiative was started by the World Bank in the late 1990s when it developed a suite of software tools and guidance documents to help utilities compile and share performance information. IBNET facilitates the sharing of cost and performance information between utilities and between countries by creating a network of linked websites, through global partnership efforts. The development of IBNET is now supported by the DfID and the World Bank (www.ib-net.org).



Figures matter a lot in Benchmarking

The Search for a Good Scoring System

The definition of a good utility is always subjective and commonly based on the political context. Utilities at different development stages also defy a uniform performance definition. For example, in many countries, 24/7 service for 100 percent of customers is a norm for utilities; but this level of service is a distant dream for utilities in other countries. Most analyses of utilities' performance focus exclusively on financial and operational aspects. Besides these criteria, many countries assess the performance of utilities by how well they supply their service area population, including the poor.

Assessment gets even more complex when water quality is judged, because water is not a uniform product that can be easily compared.² Water quality standards and guidelines in Australia (HMRC, NRMCC 2011) are significantly different from those in Nigeria (SON 2007) or even in the EU (Council of the European Union 1998).

Many of these, and other attempts reported by the Pacific Water Association, Kenyan and Zambian regulators, the European Benchmarking Co-operation, and others to form a consolidated index, use 10–15 performance indicators. Unless properly weighted, use of such indicators in developing the aggregated score may lead to fluctuations in score components, making the final performance index less useful. In addition, weighting and normalization of indicators is often politically driven and biased to justify specific sector decisions or investment plans. As a result, the indicators can have little connection to actual performance.



IDEE: Benchmarking in agriculture sector, GOOD?

- It will be very interesting to promote **Benchmarking in Agricultural sector**, especially in the context of promoting the use of scorecard for Malabo Declaration.

African Agriculture Transformation Benchmarking Project ?

- ***To cover the comprehensive list of agricultural sector indicators beyond indicators of Malabo declaration, that could capture the true health of Agriculture sector.***
- ***To institutionalize **Benchmarking exercise** amongst African States, and even with other countries out of Africa, to allow MS to **adopt suitable governance and management approaches and technologies**, to better perform in Agricultural sector.***



Scorecard and Benchmarking ...

- The Scorecard (*tool for metric benchmarking*) is based on *Performance Evaluation and Benchmarking (PEB) principles*.
- “Well know” principles based on the “*Easy Theory*” ... but the knowledge is **not enough developed**, even under international *Benchmarking initiatives*.

Accuracy, rightness and fairness in telling the performance story

... once the Performance Indicator is calculated.

- A **Score or PI** is not only about the indicator... it is a function of *indicator and the target ... and should reflect the progress...*



Scoring approach

... many approaches loose the theory behind the scorecard

... because the performance evaluation and benchmarking (PEB) work... which comes after an indicator is calculated, is given less attention in most of the cases.

Scoring approach

*In most cases the score is given by providing a **table of values** taken by the indicators,*

*... while ignoring the **progress made towards the target set of the indicators: the actual performance Index !***

*Unless you are presenting a **Status Report**,
“**Performance Index**” need to be computed to
report progress in a **Progress Report** .*

| | | | |
|---|-------|--------------------|--------------|
| -Access to water supply (%) | 95% | 10.0 | On track |
| -Access to sanitation (%) | 87% | 10.0 | On track |
| <u>THEME 4</u> | | <u>10.0</u> | |
| -Complete Climate Change Adaptation Plan | 1.0 | 10.0 | On track |
| -Complete Disaster Prevention System | 1.0 | 10.0 | On track |
| <u>THEME 5</u> | | <u>4.0</u> | |
| -Water Policy and institutional arrangements | 0.4 | 4.0 | Not on track |
| <u>THEME 6</u> | | <u>8.2</u> | |
| -Sanitation & Hygiene Budget/GDP (10 ⁹ USD) | 0.56% | 10.0 | On track |
| -Water & Sanitation Budget/ Nat. Budg.(10 ⁹ USD) | 2.26% | 4.5 | Not on track |
| -Water and Sanitation Tariff systems | 1.0 | 10.0 | On track |
| <u>THEME 7</u> | | <u>10.0</u> | |
| -Water Information Management Systems | 1.0 | 10.0 | On track |
| Overall Performance Index (PI) | | <u>7.8</u> | |

Boundary between Indicator and PI

Example of Target to be monitored in a scorecard system:



Increase water productivity from rain-fed agriculture and Irrigation by 30%, from 2000 to 2015.

The Easy Theory

Baseline Yr 2000

Milestone 2015

Indicator Profiling Works (TG)

Agricultural GDP
A

2000

$$\frac{A}{(B-C)} \quad (e)$$

Water Productivity
 Wp_{2000}

Agri. Water
Withdrawal **B**

Water Return to
Environment **C**

Agricultural GDP
A

2013

$$\frac{A}{(B-C)} \quad (e)$$

Water Productivity
 Wp_{2013}

Agri. Water
Withdrawal **B**

Water Return to
Environment **C**

Statistics,
Econometric,
Researches, etc...

$$\frac{(Wp_{2013} - Wp_{2000})}{Wp_{2000}} \quad (f)$$

Performance indicator

Rate of Increase
 $R_i Wp$

Performance Evaluation & Benchmarking Works (TN)

PI is better and fair for evaluating performance

$$\text{Max} \left[\text{Min} \left(10 \times \frac{R_i Wp}{\tau}, 10 \right), 0 \right]$$

$$0 \leq PI \leq 10 \quad (g)$$

Performance Index
 PI_{1-2}

On Track ???

TARGET
 $\tau = 30\%$

2013 Benchmark

$$\frac{\left[\frac{(2013 - 2000)}{(2015 - 2000)} \times \tau \right] \times 10}{\tau} \quad (d)$$

Why all these are important ?

IBNET Indicator/Country: Rwanda

| Latest year available | 2003 | 2004 | 2005 |
|---|--------|--------|--------|
| Surface area (km ²) | 26,338 | 26,338 | 26,338 |
| GNI per capita, Atlas method (current US\$) | 210 | 230 | 270 |
| Total population (thousands) | 8,858 | 9,010 | 9,202 |
| Urban population (%) | 16 | 17 | 18 |
| Total urban population (thousands) | 1,419 | 1,510 | 1,610 |

MDGs

| | | | |
|--|----|----|----|
| Access to improved water sources 2010 (%) ^a | 65 | 65 | 65 |
| Access to improved sanitation 2010 (%) ^a | 55 | 55 | 55 |

IBNET sourced data

| | | | |
|---|-------|-------|-------|
| Number of utilities reporting in IBNET sample | 1 | 1 | 1 |
| Population served (water), (thousands) | 2,085 | 2,232 | 2,394 |
| Size of the sample: Total population living in service area (water supply), (thousands) | 1,843 | 1,973 | 2,010 |

Services coverage

| | | | |
|---------------------------|-----|-----|-----|
| 1.1 Water coverage (%) | 113 | 113 | 119 |
| 2.1 Sewerage coverage (%) | — | — | — |

Operational efficiency

| | | | |
|--|-------|-------|-------|
| 13.2 Electrical energy costs vs. operating costs (%) (share of energy cost as % of operational expenses) | 42 | 31 | 46 |
| 6.1 Nonrevenue water (%) | 51.00 | 44.00 | 38.00 |
| 6.2 Nonrevenue water (m ³ /km/day) | 12 | 9 | 7 |
| 12.3 Staff W/1 000 W population served (W/1 000 W population served) | 0.60 | 0.60 | 0.60 |

MDG 7c: Reduce by 50% from 1990 to 2015, the proportion of the population without improved drinking water source, and the proportion without improved sanitation facility.

~~Population with access to improved facility~~

→ 1.500.000 hbts

~~Population with out access to improved facility~~

→ 500.000 hbts

~~% of Pop. with access to improved facility~~

→ 75%

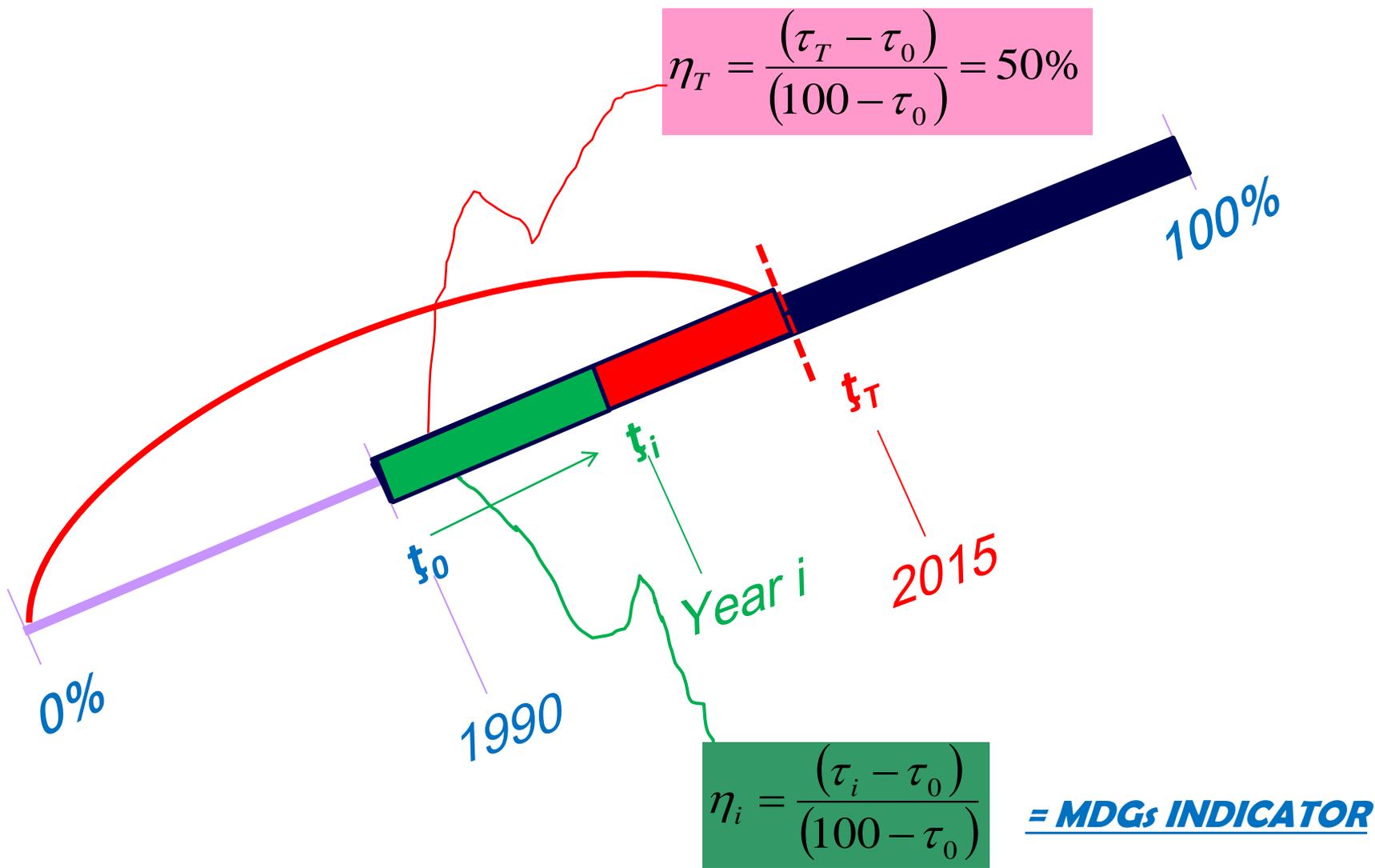
~~% of Pop. with out access to improved facility~~

→ 25%

Not TELING how much the country has reduced the population without access ...

MDG 7c: Reduce by 50% from 1990 to 2015, the proportion of the population without improved drinking water source, and the proportion without improved sanitation facility.

Argument



ANNUAL REPORT OF THE COMMISSION ON THE IMPLEMENTATION OF THE JULY
2008 ASSEMBLY DECLARATION ON THE SHARM EL SHEIKH COMMITMENTS FOR
ACCELERATING THE ACHIEVEMENT OF WATER AND SANITATION GOALS IN AFRICA
ASSEMBLY DECISION (ASSEMBLY/AU/ DECL.1 (XI)) OF JULY 2008

ASSEMBLY OF THE UNION

TWENTY FOURTH (24TH) ORDINARY

30TH – 31ST JANUARY 2015 ADDIS ABABA, ETHIOPIA

THE 2014 AFRICA WATER AND SANITATION SECTOR REPORT

SECURING SANITATION IN AFRICA



Algeria Scores **7.8** and ranks -

| Items | 2013 Value | PI | Progress |
|--|------------|--------------------|--------------|
| <u>THEME 1</u> | | <u>7.5</u> | |
| -Hydropower Utilisation (MW) | 479 | 10.0 | On track |
| -Agricultural Water Productivity (USD/m ³) | 4.00 | 0.0 | Not on track |
| -Irrigated areas (ha) | 1053 | 10.0 | On track |
| -Water Demand Satisfaction Index | 0.26 | 10.0 | On track |
| <u>THEME 2</u> | | <u>5.0</u> | |
| -Complete Water Efficiency or IWRM Plan | 1.0 | 10.0 | On track |
| -Rainwater use in municipal Consump. (10 ⁹ m ³) | 0.000 | 0.0 | Not on track |
| <u>THEME 3</u> | | <u>10.0</u> | |
| -Access to water supply (%) | 95% | 10.0 | On track |
| -Access to sanitation (%) | 87% | 10.0 | On track |
| <u>THEME 4</u> | | <u>10.0</u> | |
| -Complete Climate Change Adaptation Plan | 1.0 | 10.0 | On track |
| -Complete Disaster Prevention System | 1.0 | 10.0 | On track |
| <u>THEME 5</u> | | <u>4.0</u> | |
| -Water Policy and institutional arrangements | 0.4 | 4.0 | Not on track |
| <u>THEME 6</u> | | <u>8.2</u> | |
| -Sanitation & Hygiene Budget/GDP (10 ⁹ USD) | 0.56% | 10.0 | On track |
| -Water & Sanitation Budget/ Nat. Budg.(10 ⁹ USD) | 2.26% | 4.5 | Not on track |
| -Water and Sanitation Tariff systems | 1.0 | 10.0 | On track |
| <u>THEME 7</u> | | <u>10.0</u> | |
| -Water Information Mngament Systems | 1.0 | 10.0 | On track |
| Overall Performance Index (PI) | | <u>7.8</u> | |

Angola Scores **3.8** and ranks -

| Items | 2013 Value | PI | Progress |
|--|------------|--------------------|--------------|
| <u>THEME 1</u> | | <u>2.5</u> | |
| -Hydropower Utilisation (MW) | 1000 | 0.0 | - |
| -Agricultural Water Productivity (USD/m ³) | #VALUE! | 0.0 | - |
| -Irrigated areas (ha) | 120000 | 10.0 | On track |
| -Water Demand Satisfaction Index | #VALUE! | 0.0 | - |
| <u>THEME 2</u> | | <u>0.0</u> | |
| -Complete Water Efficiency or IWRM Plan | 0.0 | 0.0 | Not on track |
| -Rainwater use in municipal Consump. (10 ⁹ m ³) | - | 0.0 | - |
| <u>THEME 3</u> | | <u>0.0</u> | |
| -Access to water supply (%) | 62% | 0.0 | - |
| -Access to sanitation (%) | 65% | 0.0 | - |
| <u>THEME 4</u> | | <u>8.0</u> | |
| -Complete Climate Change Adaptation Plan | 0.6 | 6.0 | Not on track |
| -Complete Disaster Prevention System | 1.0 | 10.0 | On track |
| <u>THEME 5</u> | | <u>10.0</u> | |
| -Water Policy and institutional arrangements | 1.0 | 10.0 | On track |
| <u>THEME 6</u> | | <u>2.0</u> | |
| -Sanitation & Hygiene Budget/GDP (10 ⁹ USD) | #VALUE! | 0.0 | - |
| -Water & Sanitation Budget/ Nat. Budg.(10 ⁹ USD) | #VALUE! | 0.0 | - |
| -Water and Sanitation Tariff systems | 0.6 | 6.0 | On track |
| <u>THEME 7</u> | | <u>4.0</u> | |
| -Water Information Mngament Systems | 0.4 | 4.0 | On track |
| Overall Performance Index (PI) | | <u>3.8</u> | |

Reporting on Theme 3: Achieving Water supply and Sanitation MDGs in Africa

| Ord. | Countries | Performance Category | Performance Status | | Progress (IRWat/IRSan) | Target (Reduce inaccess. by) | Country th3PI | Tracking |
|------|-----------|------------------------------|--------------------|------|---------------------------|------------------------------------|------------------|--------------|
| | | | Baseline 1990 | 2013 | | | | |
| 1 | Algeria | -Access to water supply (%) | 78% | 95% | 77.27% | 50% | 10.0 | On track |
| | | -Access to sanitation (%) | 72% | 87% | 53.57% | 50% | 10.0 | On track |
| | | -Country Performance Theme 3 | | | | | 10.0 | |
| 2 | Angola | -Access to water supply (%) | - | 62% | #VALUE! | 50% | 0.0 | - |
| | | -Access to sanitation (%) | - | 65% | #VALUE! | 50% | 0.0 | - |
| | | -Country Performance Theme 3 | | | | | 0.0 | |
| 3 | Benin | -Access to water supply (%) | 41% | 67% | 43.00% | 50% | 8.6 | Not on track |
| | | -Access to sanitation (%) | 32% | 47% | 22.14% | 50% | 4.4 | Not on track |
| | | -Country Performance Theme 3 | | | | | 6.5 | |
| 4 | Botswana | -Access to water supply (%) | 93% | 96% | 42.86% | 50% | 8.6 | Not on track |
| | | -Access to sanitation (%) | 38% | 62% | 38.71% | 50% | 7.7 | Not on track |
| | | -Country Performance Theme 3 | | | | | 8.2 | |
| 5 | Burundi | -Access to water supply (%) | 68% | 77% | 29.23% | 50% | 5.8 | Not on track |
| | | -Access to sanitation (%) | - | 16% | #VALUE! | 50% | 0.0 | - |
| | | -Country Performance Theme 3 | | | | | 2.9 | |
| 38 | Rwanda | -Access to water supply (%) | 18% | 74% | 68.29% | 50% | 10.0 | On track |
| | | -Access to sanitation (%) | 3% | 75% | 73.71% | 50% | 10.0 | On track |
| | | -Country Performance Theme 3 | | | | | 10.0 | |

Note:

Benchmark Theme 3: Minimum progress required at the year 2011 to be on track for achieving targets set for Theme 3.

| | | | | |
|---|--------|-----|------|----------|
| -Unaccess to water supply to be reduced by: | 46.00% | 50% | 9.2 | On track |
| -Unaccess to sanitation to be reduced by: | 46.00% | 50% | 9.2 | On track |
| -Theme 3 Benchmark | | | 9.20 | |

Similar mistake being made under SDG !!!

Goal 6. Ensure availability and sustainable management of water and sanitation for all

6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all

6.1.1 Proportion of population using safely managed drinking water services

6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

6.2.1 Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

6.3.1 Proportion of wastewater safely treated

50%

6.3.2 Proportion of bodies of water with good ambient water quality

6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

6.4.1 Change in water-use efficiency over time

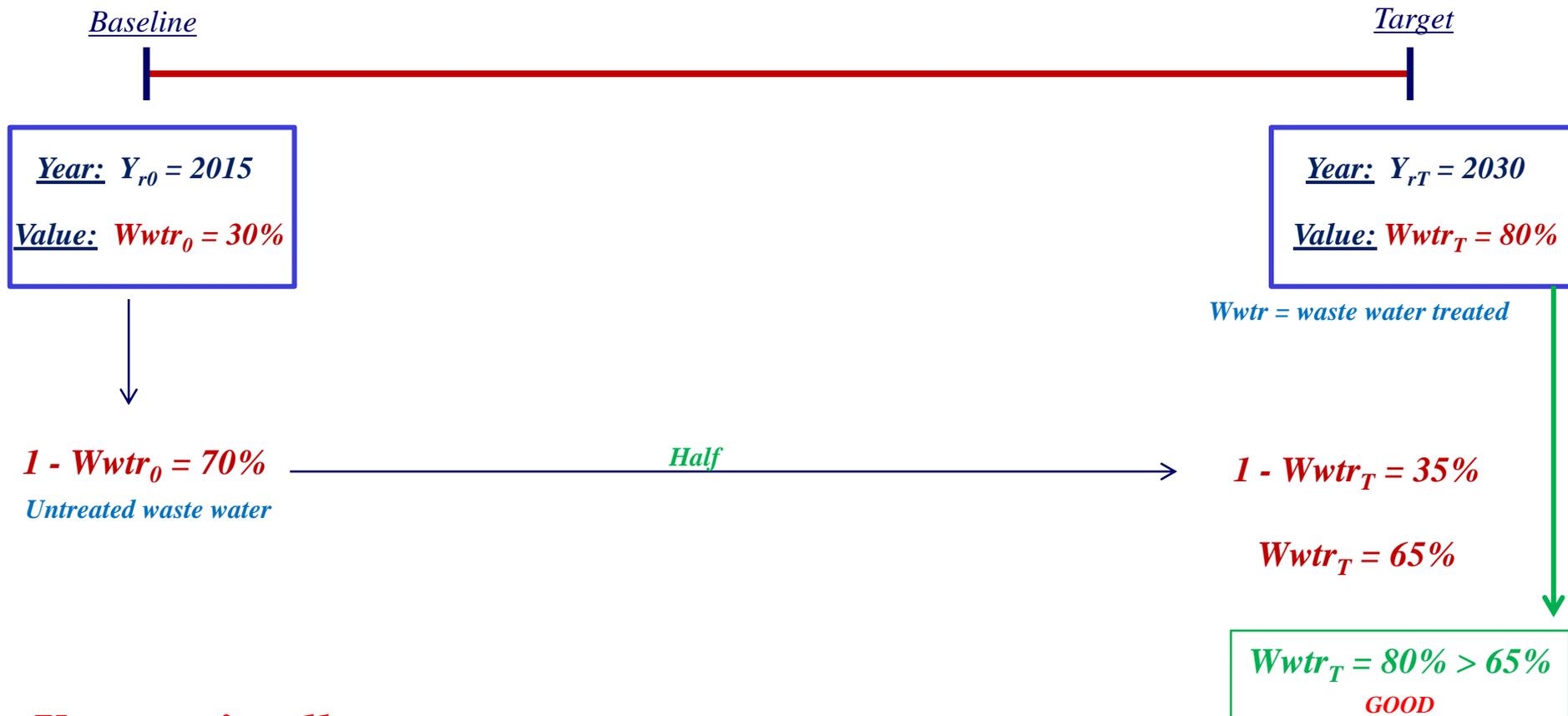
6.4.2 Level of water stress: freshwater withdrawal as a proportion of available freshwater resources

6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate

6.5.1 Degree of integrated water resources management implementation (0-100)

6.5.2 Proportion of transboundary basin area with an operational arrangement for water cooperation

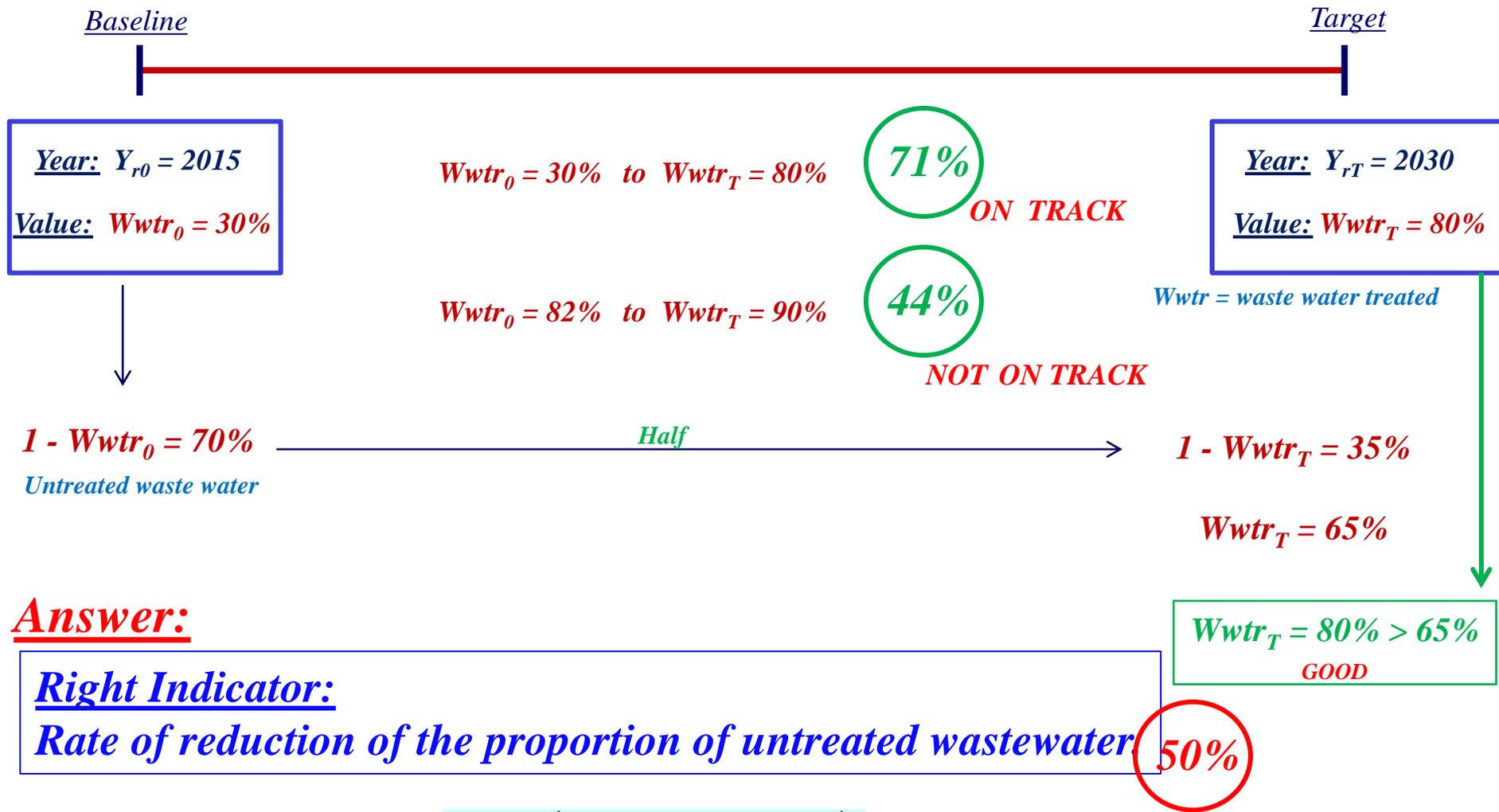
The right Indicator



You can't tell:

- *By how much is it good...*
- *What are we comparing with the SDG target of 50% ...*
- *What is actually the right indicator ?*

The right Indicator



Can be expressed by: $\eta_i = \frac{(Wwtr_i - Wwtr_0)}{(100 - Wwtr_0)}$ from the known value of $Wwtr$

The Easy Theory

Baseline Yr 2000

Milestone 2015

Indicator Profiling Works (TG)

Agricultural GDP
A

2000

$$\frac{A}{(B-C)} \quad (e)$$

Water Productivity
 Wp_{2000}

Agri. Water
Withdrawal **B**

Water Return to
Environment **C**

Agricultural GDP
A

2013

$$\frac{A}{(B-C)} \quad (e)$$

Water Productivity
 Wp_{2013}

Agri. Water
Withdrawal **B**

Water Return to
Environment **C**

Statistics,
Econometric,
Researches, etc...

$$\frac{(Wp_{2013} - Wp_{2000})}{Wp_{2000}} \quad (f)$$

Performance indicator

Rate of Increase
 $R_i Wp$

Performance Evaluation & Benchmarking Works (TN)

DECISIONS !!!

$$\text{Max} \left[\text{Min} \left(10 \times \frac{R_i Wp}{\tau}, 10 \right), 0 \right]$$

$$0 \leq PI \leq 10 \quad (g)$$

Performance Index
 PI_{1-2}

On Track ???

TARGET
 $\tau = 30\%$

2013 Benchmark

$$\frac{\left[\frac{(2013 - 2000)}{(2015 - 2000)} \times \tau \right] \times 10}{\tau} \quad (d)$$

- The Scorecard is based on *Performance Evaluation and Benchmarking (PEB)* principles.
- “Well know” principles based on the “*Easy Theory*” ... but the knowledge is not enough developed, even under existing *Benchmarking initiatives*.
- Understanding the “*Easy Theory*” will help to make necessary **Decisions** on how the Scorecard should be designed.
 - *Decision on Weights*
 - *Decision on I-Score*
 - *Decision on the scale*
 - *Decision on the Format of the Scorecard*
 - *Etc...*

Part II: Scoring methods

How to score?



CAADP



NEPAD
TRANSFORMING AFRICA

Simple Scoring case

*Master Student work on
Organizational Capacity Assessment*

Simple Scoring case, with the 7-27 menu

1. GOVERNANCE

- 1. Board***
- 2. Mission / Goals***
- 3. Leadership***

2. MANAGEMENT

- 4. Organization Structure***
- 5. Planning***
- 6. Monitoring and Evaluation***
- 7. Program Development***

3. HR DEVELOPMENT

- 8. Personnel Management***
- 9. Work Environment***
- 10. Staff Development***
- 11. Salary Benefits and Performance***

Simple Scoring case, with the 7-27 menu

4. FINANCIAL RESOURCES

- 12. Accounting and
Financial
Management
Systems***
- 13. Financial
Control and
Budgeting***

5. SERVICES DELIVERY

- 14. Sectorial
Expertise***
- 15. Community
Participation***
- 16. Impacts
Assessment***

6. EXTERNAL RELATIONS

- 17. Community
partners***
- 18. Other
Development
Organization***
- 19. Donors***
- 20. Other local
Organizations***

Simple Scoring case, with the 7-27 menu

7. ORGANIZATION AND PROGRAM SUSTAINABILITY

21. Commitment

***22. Strategic
thinking***

***23. Marketing
function***

***24. Efficiency of
Operation***

***25. Reliance on
Donor support***

***26. Alternatives to
Donors
Financing***

***27. Income
Generating
entreprise
existence and
operation.***

Simple Scoring case



ENABLING THE BUSINESS OF AGRICULTURE 2017



The Scoring approach in targets monitoring...

*Need more cautious in getting a
right and fair score on how the
target shall be achieved...*



CAADP



NEPAD
TRANSFORMING AFRICA

Delivering on the Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods in Africa

TECHNICAL NOTES

for preparing the 2017 African Agriculture Transformation Scorecard on implementing Commitments of the June 2014 AU Heads of State Malabo Declaration

The 2017 Progress Report on African Agricultural Transformation for implementing the Malabo Declaration is due at the January 2018 AU Assembly of Heads of State and Government

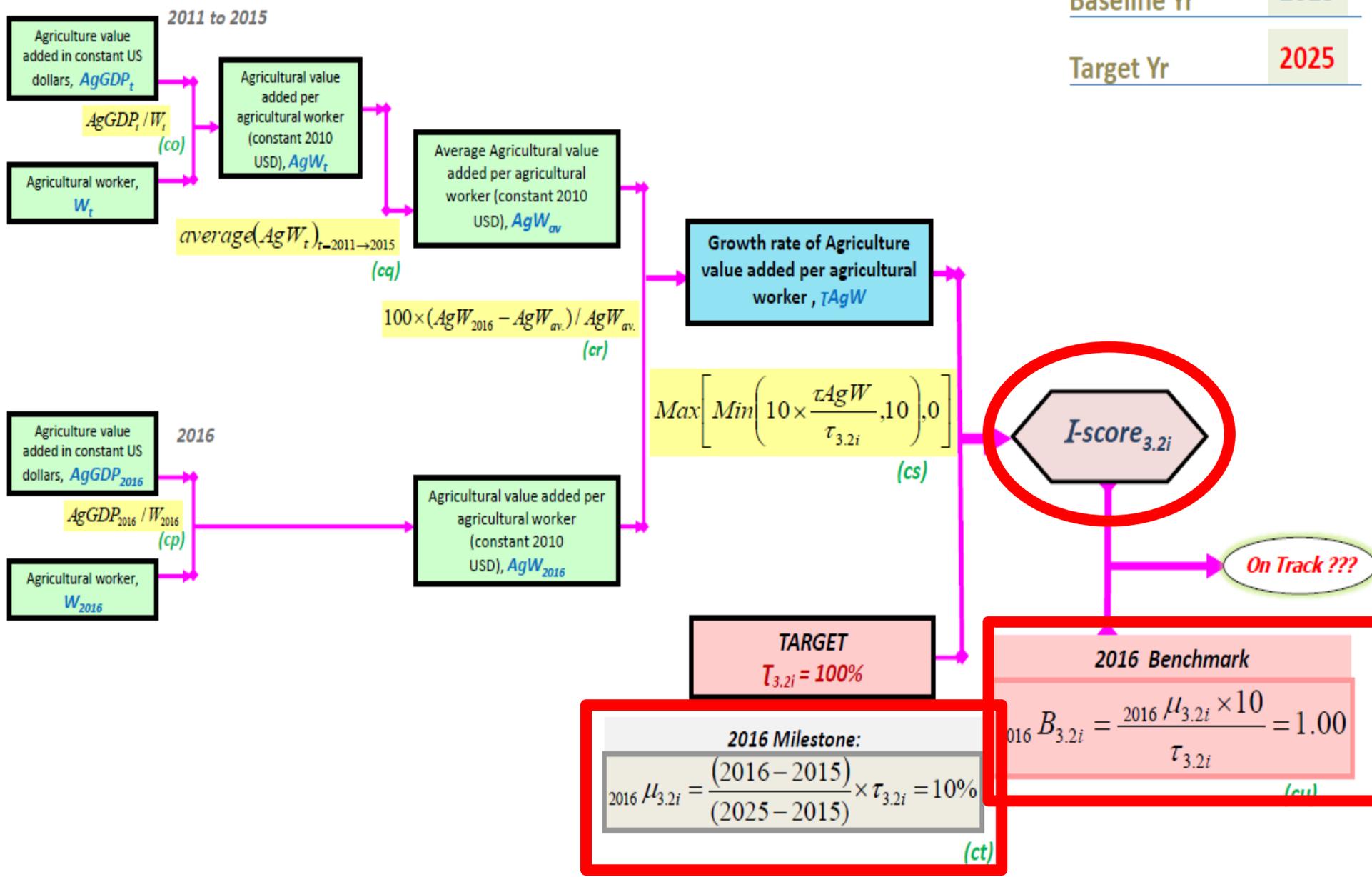
Draft March 2017, Reviewed July 2017

PC 3.2 | Agricultural Productivity

3.2i- Double (100% increase) the current agricultural labor productivity levels by the from 2015 to 2025.

Baseline Yr 2015

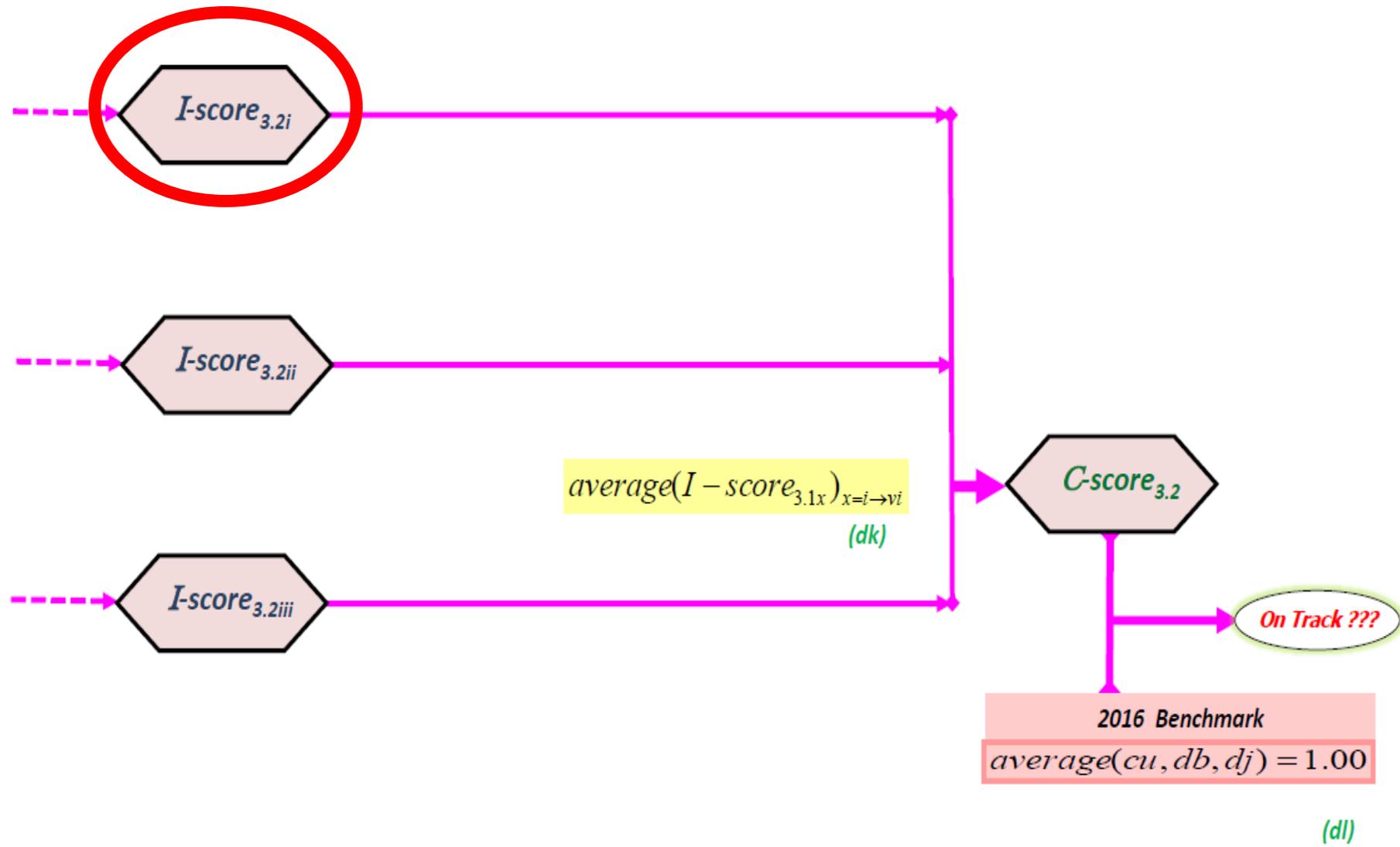
Target Yr 2025

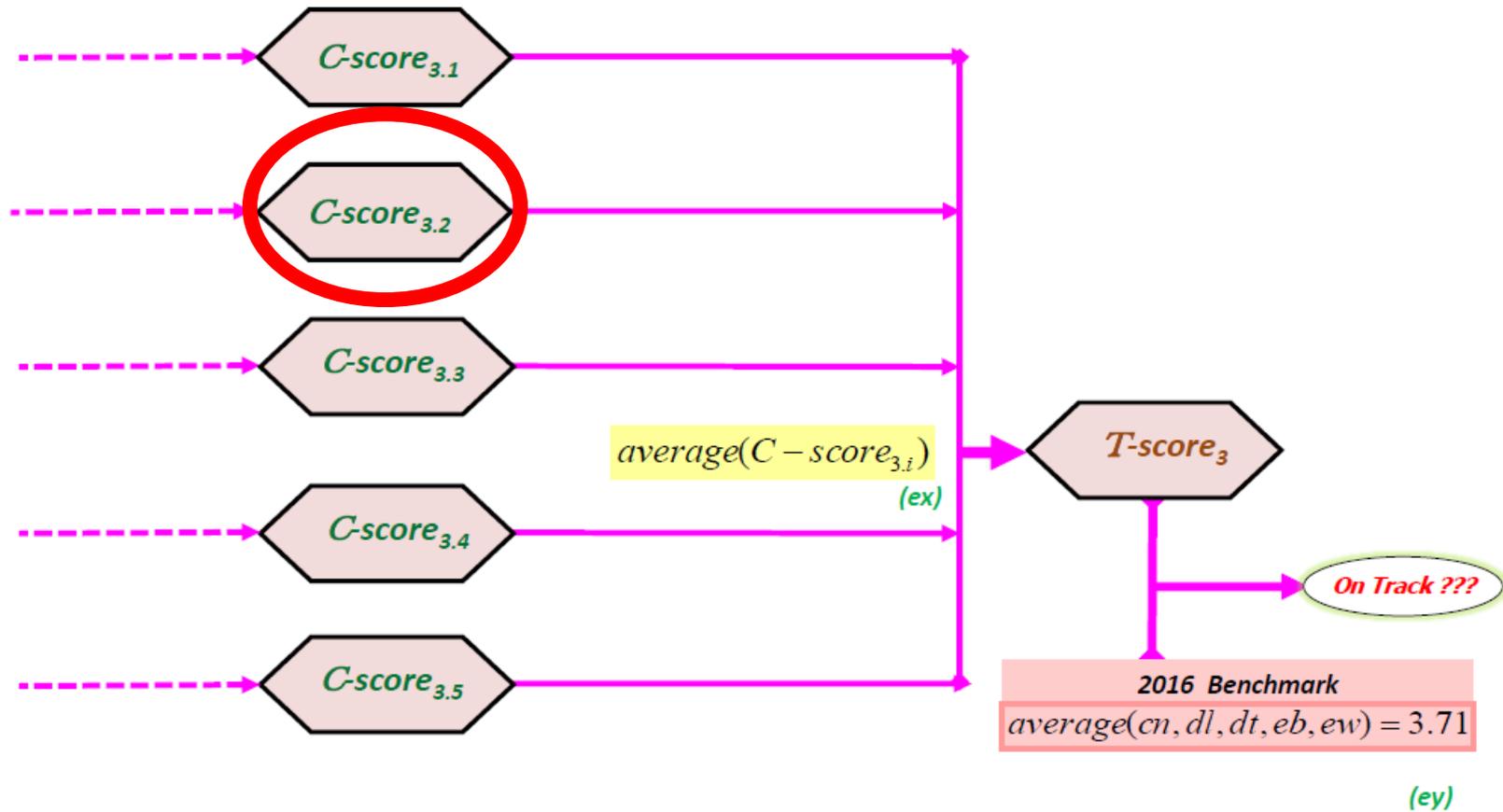


Performance Structure

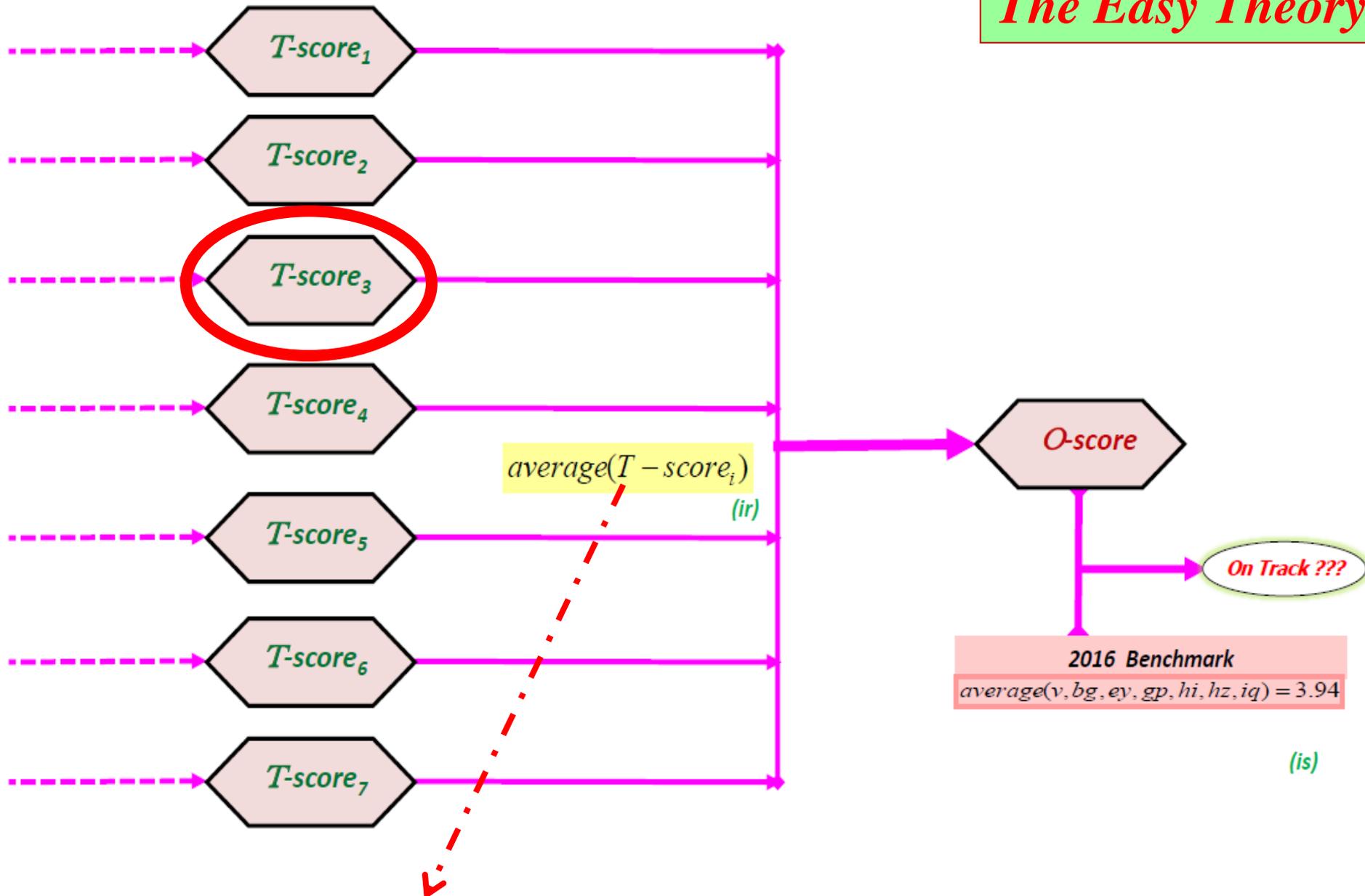
| Performance Theme | | | Performance Category | | | Performance Indicators | | |
|-------------------|----------------|-----------------|----------------------|----------------|-----------------|------------------------|----------------|-----------------|
| No. Item | <i>T-score</i> | <i>T-weight</i> | No. Item | <i>C-score</i> | <i>C-weight</i> | No. Item | <i>I-score</i> | <i>I-weight</i> |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

The diagram illustrates the hierarchical structure of performance indicators. A red circle around the number '3' in the 'Theme' column has a red arrow pointing to a red circle around '3.2' in the 'Category' column. Another red arrow points from the '3.2' circle to a red circle around '3.2i' in the 'Indicators' column. This shows that indicator 3.2i is a sub-indicator of category 3.2, which is a sub-category of theme 3.





The Easy Theory



Need decision on the weights: I-weight, C-weight and T-weight

How does it work?

How to score?



How does it work ?

| Subjects | | | | |
|----------|-----------|---------|--------|-----|
| No. | Item | Mark/20 | Weight | |
| 1 | Maths | 19 | 6 | 24% |
| 2 | Physics | 19 | 6 | 24% |
| 3 | Biology | 13 | 5 | 20% |
| 4 | Languages | 12 | 1 | 4% |
| 5 | Politics | 12 | 2 | 8% |
| 6 | History | 13 | 3 | 12% |
| 7 | Music | 6 | 1 | 4% |
| 8 | Dance | 15 | 1 | 4% |

$$AvM = \sum (Mark_i \times weight_i)$$

| | |
|---------------|------|
| Average Mark: | 15.6 |
|---------------|------|

| | |
|-----------|------|
| Benchmark | 12.0 |
|-----------|------|

| | |
|-----------|-----------|
| Decision: | Qualified |
|-----------|-----------|

How does it work ?

1st level Aggregation for decision making

| Subject Category | | | | Subjects | | | |
|------------------|---------|---------|--------|----------|-----------|-----------|--------|
| No. | Item | Mark/20 | Weight | No. | Item | Mark/20 | Weight |
| S | Science | 17.2 | 68% | 1 | Maths | 19 | 35% |
| | | | | 2 | Physics | 19 | 35% |
| A | Arts | 12.5 | 24% | 3 | Biology | 13 | 29% |
| | | | | 4 | Languages | 12 | 17% |
| | | | | 5 | Politics | 12 | 33% |
| 7 | Music | 10.5 | 8% | 6 | History | 13 | 50% |
| | | | | 7 | Singing | 6 | 50% |
| | | | | 8 | Dance | 15 | 50% |
| Average Mark: | | | | | | 15.6 | |
| Benchmark | | | | | | 12.0 | |
| Decision: | | | | | | Qualified | |

$$Av.M = \sum (C.mark_i \times C.weight_i) \leftarrow C.mark_i = \sum (mark_{ij} \times weight_{ij})$$

I-score, P-score, T-score, & O-score: How does it work?

| Performance Theme | | | Performance Category | | | Performance Indicators | | |
|--------------------------|---------|----------|------------------------------|---------|----------|---------------------------------|---------|----------|
| No. Item | T-score | T-weight | No. Item | C-score | C-weight | No. Item | I-score | I-weight |
| <i>Theme</i> <i>i</i> | | | <i>Category</i> <i>ij</i> | | | <i>Indicators</i> <i>ijk</i> | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| O-Score | | | | | | | | |

$$I.score_{ijk} = f(TARGET / Milestone)$$

$$C.score_{ij} = \sum (I.score_{ijk} \times I.weight_{ijk})$$

$$T.score_i = \sum (C.score_{ij} \times C.weight_{ij})$$

$$O.score = \sum (T.score_i \times T.weight_i)$$

I-score, P-score, T-score, & O-score: How does it work?

| Performance Theme | | | Performance Category | | | Performance Indicators | | |
|--|---------|--|---|---------|----------|---|---------|----------|
| No. Item | T-score | T-weight | No. Item | C-score | C-weight | No. Item | I-score | I-weight |
| $T.score_i = \sum (C.score_{ij} \times C.weight_{ij})$ | | | $C.score_{ij} = \sum (I.score_{ijk} \times I.weight_{ijk})$ | | | $I.score_{ijk} = f(target / benchmark)$ | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| O-Score | | $O.score = \sum (T.score_i \times T.weight_i)$ | | | | | | |

Weights ?

I-Score _{ijk} ?

The Weights... *The Weighting Principle*

- *The weighting:*

It is a Decision on **how important** is an *Performance Indicator*, or *Performance Category*, or *Performance Theme*, etc... as compared to the others at the same level of aggregation, **in having higher impact to achieving the desired overall objective.**

- *Decision making approaches:*

- *The relative weighting approach*

- *The absolute weighting approach*

The Weights... *The Weighting Principle*

→ *The relative weighting*

N decision making points ...

where N = number of aggregation levels.

| Performance Theme | | | Performance Category | | | Performance Indicators | | |
|---------------------|---------|----------|-------------------------|---------|----------|----------------------------|---------|----------|
| No. Item | T-score | T-weight | No. Item | C-score | C-weight | No. Item | I-score | I-weight |
| <i>Theme</i> i | | | <i>Category</i> ij | | | <i>Indicators</i> ijk | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

The diagram illustrates the weighting principle across three levels of aggregation. Red arrows and dashed lines show the flow from the Theme level (i) to the Category level (ij) to the Indicator level (ijk). Below the table, three red arrows point upwards to the T-weight, C-weight, and I-weight columns, indicating that these weights are determined at their respective aggregation levels.

The Weights... *The Weighting Principle*

→ The relative weighting

- Under an aggregation \mathcal{z} ,
$$\sum_j weight_{ij} = 100\%$$

- An Equi-weight is when $weight_{ijk} = Id_{ij}$; $weight_{ij} = Id_i$ & $weight_i = Id$

| Subject Category | | | | Subjects | | | |
|------------------|---------|---------|--------|----------|-----------|-----------|--------|
| No. | Item | Mark/20 | Weight | No. | Item | Mark/20 | Weight |
| S | Science | 17.2 | 68% | 1 | Maths | 19 | 35% |
| | | | | 2 | Physics | 19 | 35% |
| | | | | 3 | Biology | 13 | 29% |
| A | Arts | 12.5 | 24% | 4 | Languages | 12 | 17% |
| | | | | 5 | Politics | 12 | 33% |
| | | | | 6 | History | 13 | 50% |
| 7 | Music | 10.5 | 8% | 7 | Singing | 6 | 50% |
| | | | | 8 | Dance | 15 | 50% |
| Average Mark: | | | | | | 15.6 | |
| Benchmark | | | | | | 12.0 | |
| Decision: | | | | | | Qualified | |

The Weights... *The Weighting Principle*

→ *The absolute weighting*

Only one decision making point ...

@ the last aggregation level.

| Performance Theme | | | Performance Category | | | Performance Indicators | | |
|-------------------|---------|----------|----------------------|---------|----------|------------------------|---------|----------|
| No. Item | T-score | T-weight | No. Item | C-score | C-weight | No. Item | I-score | I-weight |
| Theme (i) | | | Category (ij) | | | Indicators | | |
| | | | | | | (ijk) | | |
| | | | | | | | | |
| | | | | | | | | |

$$T.weight_i = \sum C.weight_{ij} \quad C.weight_{ij} = \sum I.weight_{ijk}$$



The Weights... *The Weighting Principle*

→ The absolute weighting

$$\sum_{ijk} I.weight_{ijk} = 100\% \quad \left| \quad \sum_{ij} C.weight_{ij} = 100\% \quad \left| \quad \sum_i T.weight_i = 100\%$$

An Equi-weight is when $weight_{ijk} = Id$

| Subject Category | | | | Subjects | | | |
|------------------|---------|---------|--------|----------|-----------|---------|--------|
| No. | Item | Mark/20 | Weight | No. | Item | Mark/20 | Weight |
| S | Science | | 68% | 1 | Maths | | 24% |
| | | | | 2 | Physics | | 24% |
| | | | | 3 | Biology | | 20% |
| A | Arts | | 24% | 4 | Languages | | 4% |
| | | | | 5 | Politics | | 8% |
| | | | | 6 | History | | 12% |
| 7 | Music | | 8% | 7 | Singing | | 4% |
| | | | | 8 | Dance | | 4% |
| Average Mark: | | | | | | | |
| Benchmark | | | | | | | |
| Decision: | | | | | | | |

The Weights... *The Weighting Principle*

→ *Particularity for an Equi-weight System*

$$I.score_{ijk} = f(TARGET / Milestone)$$

$$C.score_{ij} = Average(I.score_{ijk})$$

$$T.score_i = Average(C.score_{ij})$$

$$O.score = Average(T.score_i)$$

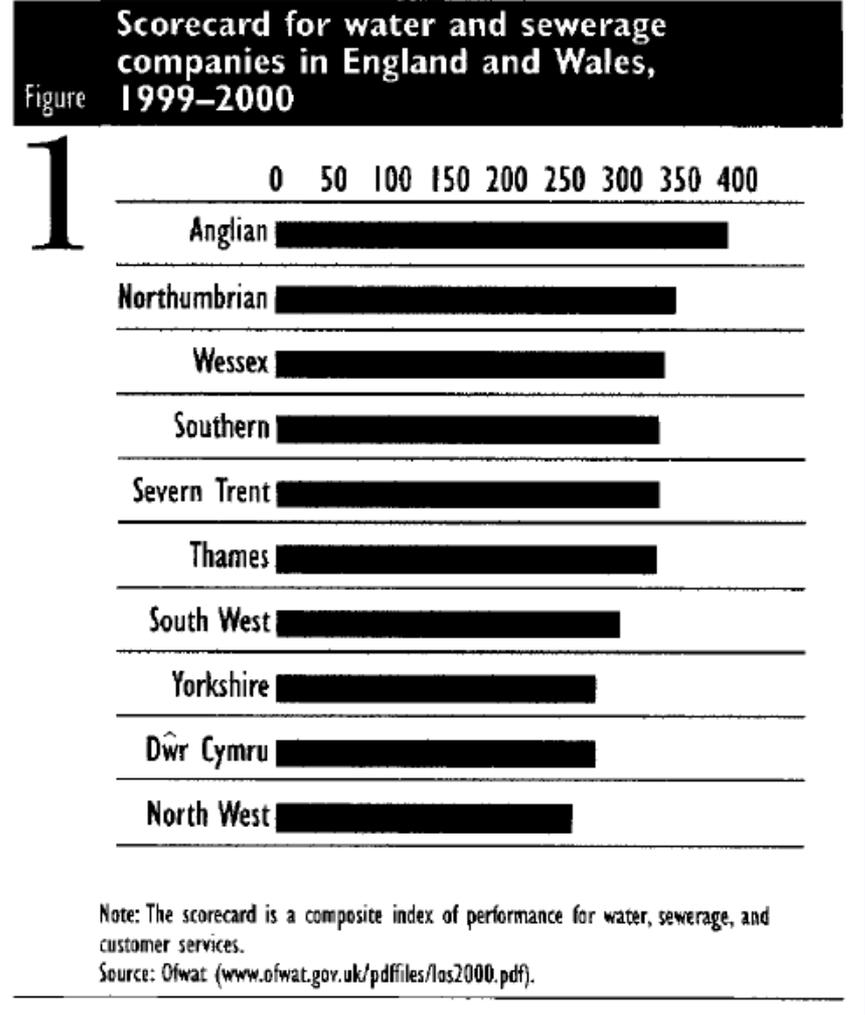
The I-score ...

- It is the score that reflects immediately **how much a target is achieved** based on the **observed value** of the indicator.

- The I-score can have or not have a range/Scale.

Example:

- 0 – 100
- 0 – 10
- etc...
- *No range ... and considered as an absolute value.*



SUMMARY OF THE RWANDA GOVERNANCE SCORECARD EDITION 2014

| | | | | | | | | | | | | | | | | | | | | |
|---|--|--|-------|--|------------------------------|-------|--------------------------------|-----------------------------------|---------------------------------|---|-------------------------------------|-------|---|-------|-------|--------------------------|--|------|---|--|
| 1 | Rule of Law | | | | | | | | | | | | 81.63 | | | | | | | |
| | Separation of Power | | | 78.63 | Performance of the Judiciary | | | 80.26 | Performance of the Prosecution | | | 87.53 | Access to Justice | | 80.25 | | | | | |
| 2 | Political rights and Civil Liberties | | | | | | | | | | | | 77.8 | | | | | | | |
| | Democratic Rights and Freedoms | | 83.03 | Vibrancy of Non-State actors in policy formulation | | 59.7 | Rights to Media Freedom | | 75.22 | Political parties Registration and operations | | 75.68 | Access to Public Information | | 76.50 | Respect for human rights | | 75.3 | Core international human rights conventions | |
| 3 | Participation and Inclusiveness | | | | | | | | | | | | 75.36 | | | | | | | |
| | Citizen participation | | 71.68 | Decentralization | | 72.11 | Civil society participation | | 63.65 | Gender parity in leadership | | 82.93 | Power sharing | | | 86.43 | | | | |
| 4 | Safety and Security | | | | | | | | | | | | 91.96 | | | | | | | |
| | Maintaining security | | | 96.1 | National security | | | 97.6 | Personal and Property Safety | | | 93.56 | Reconciliation, social cohesion and Unity | | | 80.58 | | | | |
| 5 | Investing in Human and Social Development | | | | | | | | | | | | 81.54 | | | | | | | |
| | Education | | | 84.75 | Health | | | 79.64 | Social Protection | | | 66.77 | Environmental Protection | | | 95 | | | | |
| 6 | Control of Corruption, Transparency and Accountability | | | | | | | | | | | | 79.04 | | | | | | | |
| | Incidence of corruption | | | 76 | Control of Corruption | | | 78.76 | Transparency and accountability | | | 82.37 | | | | | | | | |
| 7 | Quality of Service delivery | | | | | | | | | | | | 72 | | | | | | | |
| | Service delivery in Local Administration | | 71.1 | Service delivery in Justice Sector | | | 74.75 | Service delivery in Social Sector | | 72.79 | Service delivery in Economic Sector | | | 69.39 | | | | | | |
| 8 | Economic and Corporate Governance | | | | | | | | | | | | 72.2 | | | | | | | |
| | Macro-economic indicators | | 72.0 | National Capital and Export Promotion | | 49.8 | Business Environment Promotion | | 87.48 | SMEs Development and Cross-border Trade | | 64.58 | Private Sector Promotion | | | 87.04 | | | | |

| | |
|-------------|---|
| 0 - 25 | D |
| 25.01 - 50 | A |
| 50.01 - 75 | Y |
| 75.01 - 100 | G |

An important note: RGS Scores are expressed in percentages. They should be interpreted with the understanding that the higher the score, the better. Therefore, an increased score indicates a better performance just as a lower score indicates greater needs for improvement.

RGS 2014 Edition: A publication of the Rwanda Governance Board

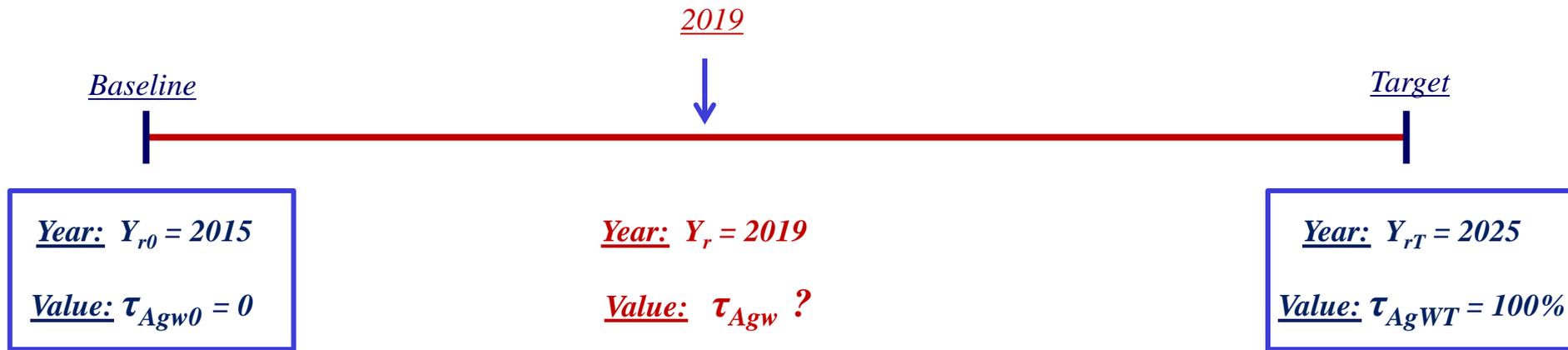
Under 5 yrs severe malnutrition

The I-score ...

■ Estimate a I-score?

Double (100% increase) the current agricultural labor productivity levels by the from 2015 to 2025 2025.

$$\tau_{AgWt} = 100 \times \frac{AgW_t - AgW_0}{AgW_0}$$



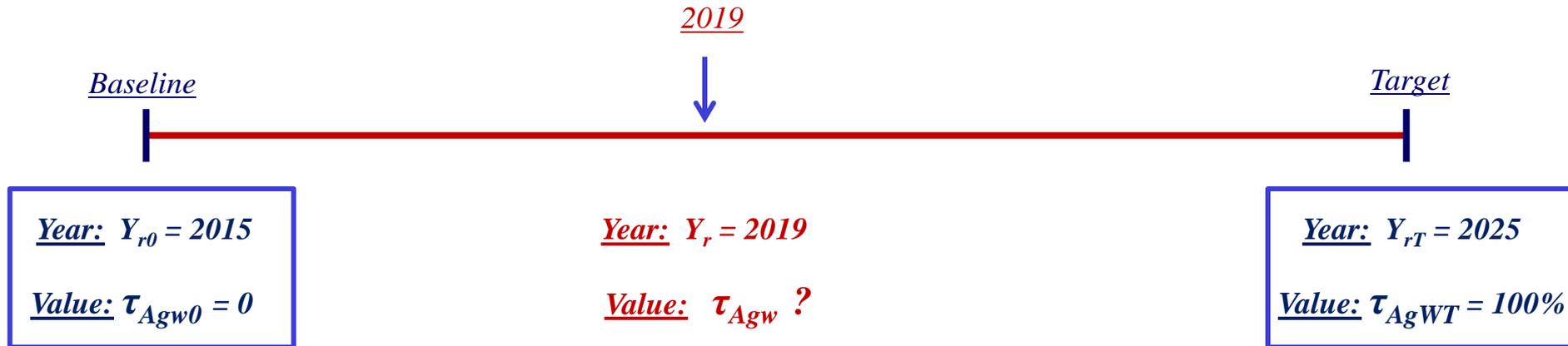
1)- Which value of τ_{AgW} , a country is supposed to have be on track ?

2)- Which Score (between 0 – 10) , for :

$\tau_{AgW} = 0\% ; 25\% ; 40\% ; 100\% , 700\% ; -1\% ; -700\% ?$

The I-score ...

■ How to estimate a Score ?



1)- It is 40%

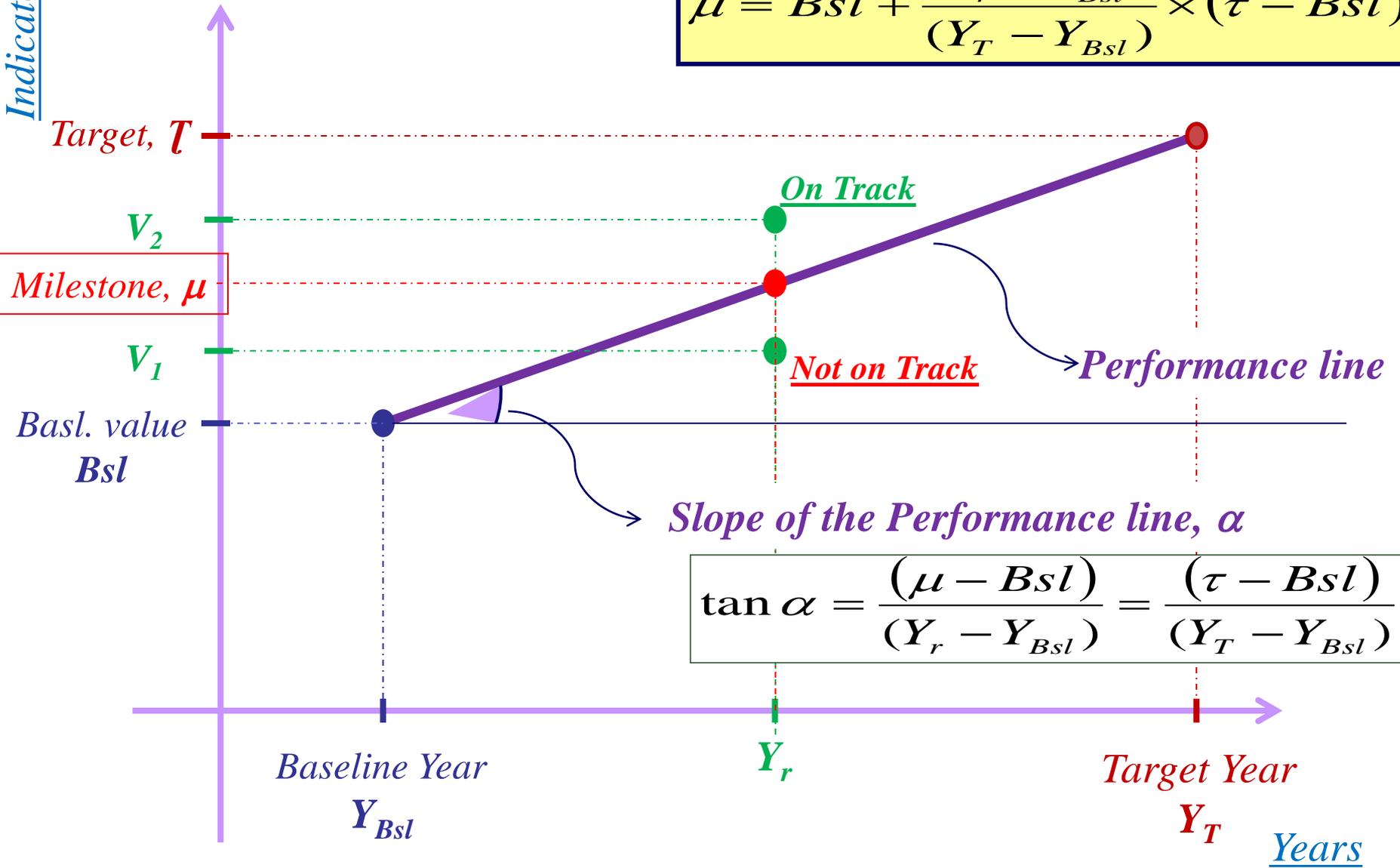
$$\frac{(Y_r - Y_{r0})}{(Y_{rT} - Y_{r0})} \times \tau$$

= The 2019 milestone

Milestone...

Indicators

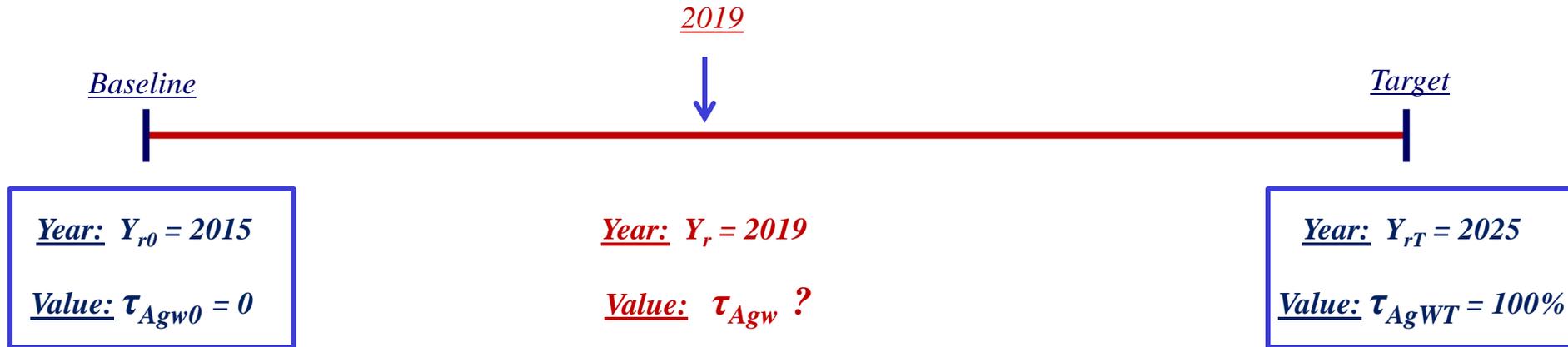
$$\mu = Bsl + \frac{(Y_r - Y_{Bsl})}{(Y_T - Y_{Bsl})} \times (\tau - Bsl)$$



$$\tan \alpha = \frac{(\mu - Bsl)}{(Y_r - Y_{Bsl})} = \frac{(\tau - Bsl)}{(Y_T - Y_{Bsl})}$$

The I-score ...

■ How to estimate a Score ?



1)- It is 40%

$$\frac{(Y_r - Y_{r0})}{(Y_{rT} - Y_{r0})} \times \tau$$

= The 2019 milestone

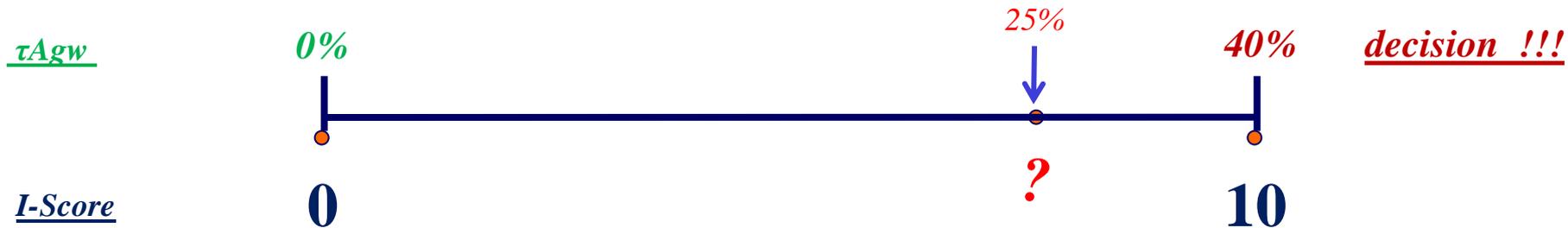
2)- Which Score (between 0 – 10), for :

| | | | | | | |
|-----------|-------|-------|--------|--------|-------|-------|
| $IRwat =$ | 25% ; | 40% ; | 100% ; | 700% ; | -1% ; | -700% |
| Score = | ? | ? | 10 | 10 ; | 0 ; | 0 |

→ Need Decision

The I-score ...

■ *Notion of Relative Scoring*



$$\rightarrow I.score_{40\%} = 10$$

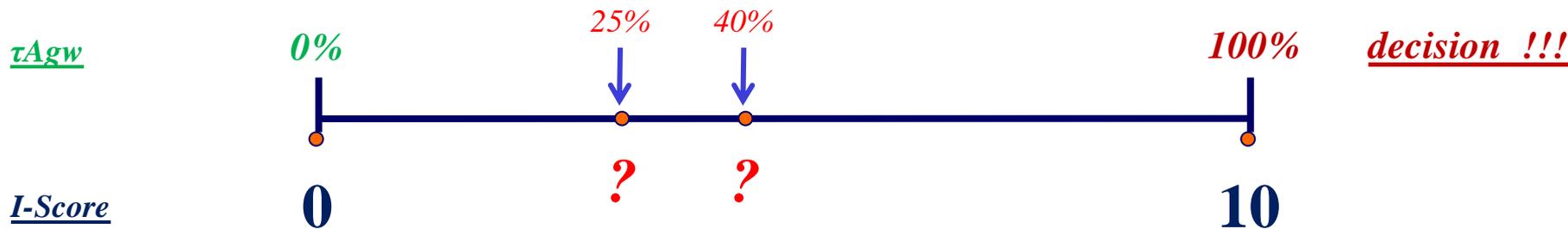
$$\rightarrow I.score_{25\%} = \frac{10}{40\%} \times 25\% = 6.25$$

Using the Milestone as Maximum Score

$$\rightarrow I.score_{\tau_{Agw}} = \text{Max}(\text{Min}(\frac{10}{\text{Milestone}} \times \tau_{Agw}, 0))$$

The I-score ...

■ *Notion of Absolute Scoring (ADVISED)*



$$\rightarrow I.score_{25\%} = \frac{10}{100\%} \times 25\% = 2.5$$

$$\rightarrow I.score_{40\%} = \frac{10}{100\%} \times 40\% = 4.0 = 2019 \text{ Benchmark}$$

Using the Target as Maximum Score

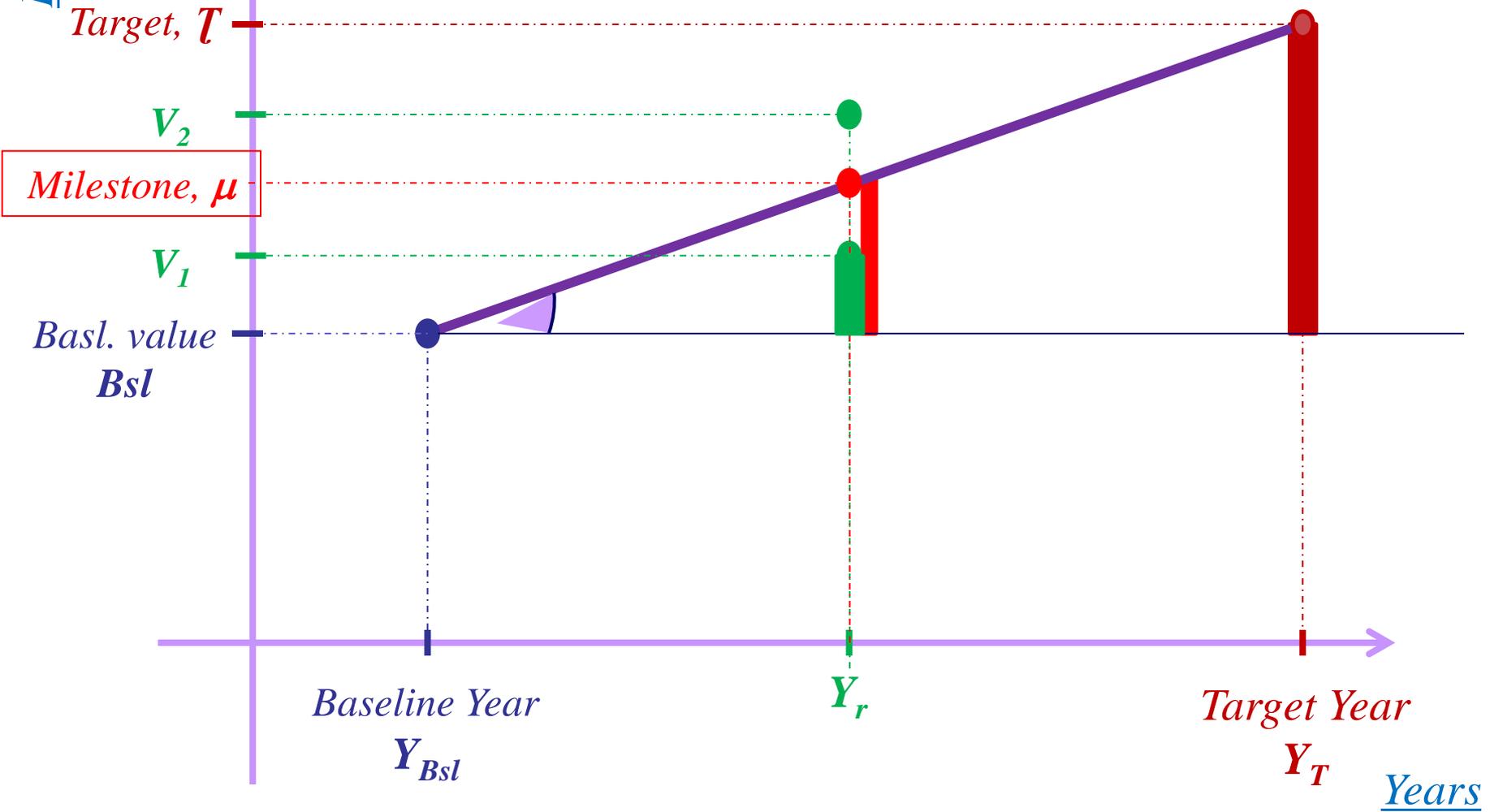
$$\rightarrow I.score_{\tau_{Agw}} = \text{Max}(\text{Min}(\frac{10}{TARGET} \times \tau_{Agw}, 0))$$

The I-Score... *measures the effort towards the target*

Indicators

$$\text{Score}_1 = \frac{\text{Green Box}}{\text{Red Box}} \times \text{Scale}$$

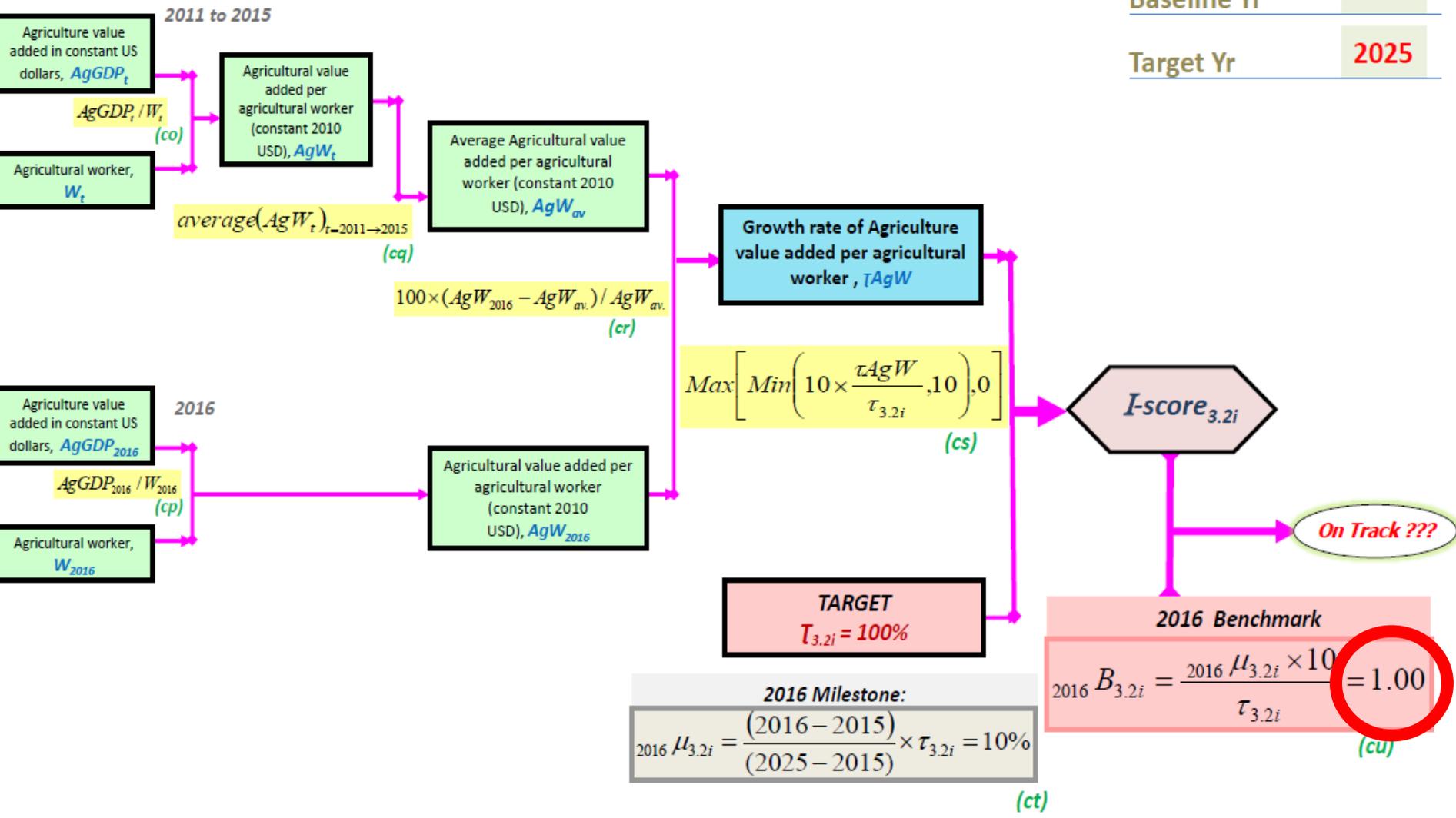
$$\text{Benchmark} = \frac{\text{Red Box}}{\text{Red Box}} \times \text{Scale}$$



The Benchmark

I-score_{3.2i} | Estimating progress on labor productivity

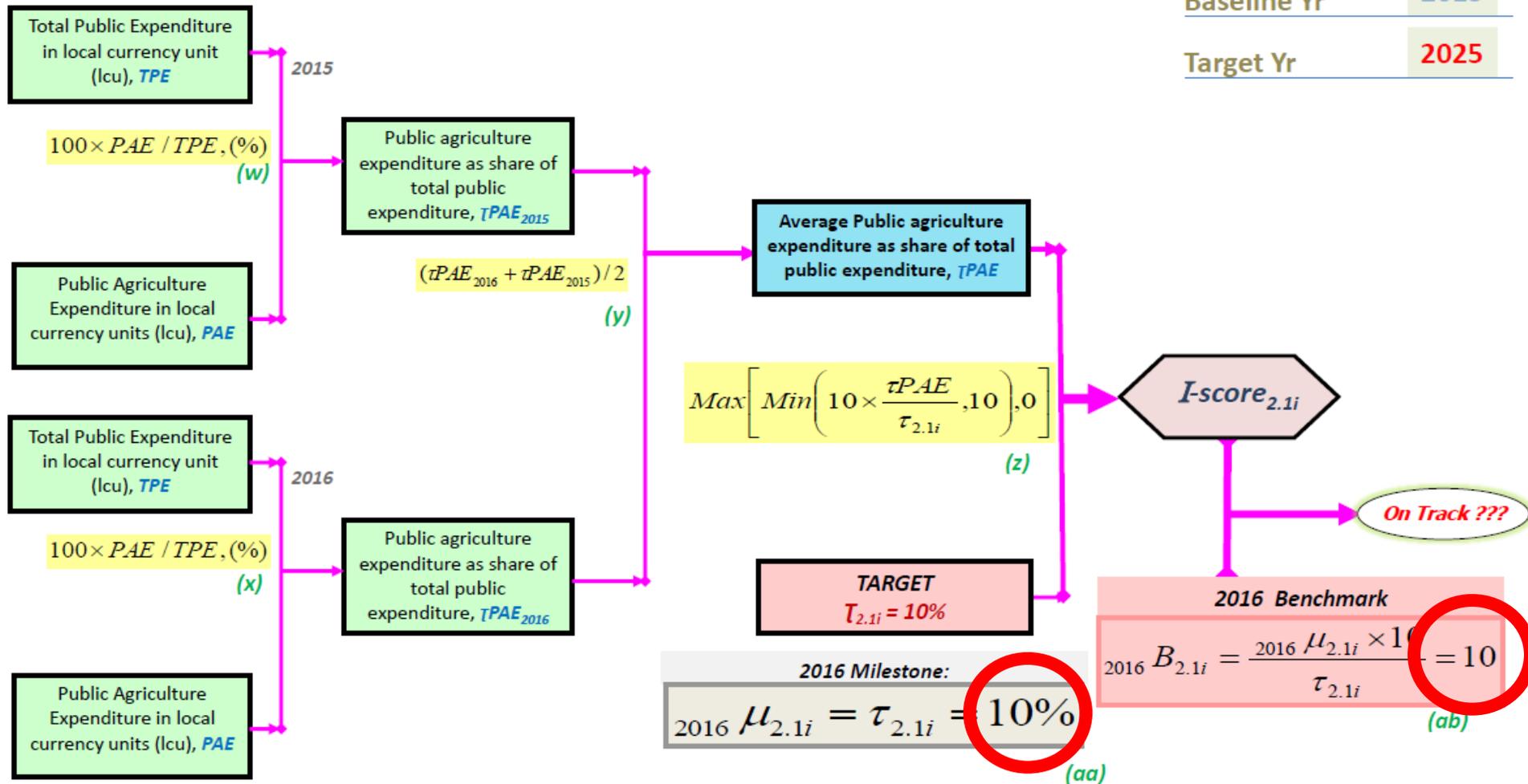
| | |
|-------------|------|
| Baseline Yr | 2015 |
| Target Yr | 2025 |



The Benchmark

I-score_{2.1i} | Estimating progress on public expenditures in agriculture

| | |
|-------------|------|
| Baseline Yr | 2015 |
| Target Yr | 2025 |



The BR 2016 Benchmark table

NOTE 1:

The I-score with range does not value:

- those who have overachieved “100%” (the target) and “700%” score “10”
- those who have negative achievements (“- 700%” and “0%” score “0”)

2017 Country Scorecard for implementing Malabo Declaration

| Country Name | | | | Benchmark | | | | |
|-----------------------|--|---------|------------|--------------------------|--|-------------------------|------------|-----------------|
| Theme (T) Performance | | | | Category (C) Performance | | | | |
| No. | Item | T-score | T-progress | No. | Item | C-score | C-Progress | |
| 1 | Re-commitment to CAADP Process | 3.33 | On track | PC 1.1 | National CAADP Process | 3.33 | On track | |
| | | | | PC 1.2 | CAADP based Cooperation, Partnership & Alliance | 3.33 | On track | |
| | | | | PC 1.3 | CAADP based Policy & Institutional Review/ Setting/ Support | 3.33 | On track | |
| 2 | Investment Finance in Agriculture | 6.67 | On track | PC 2.1 | Public Expenditures to Agriculture | 10.00 | On track | |
| | | | | PC 2.2 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent | |
| | | | | PC 2.3 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent | |
| | | | | PC 2.4 | Access to finance | 3.33 | On track | |
| 3 | Ending Hunger | 3.71 | On track | PC 3.1 | Access to Agriculture inputs and technologies | 5.53 | On track | |
| | | | | PC 3.2 | Agricultural Productivity | 1.00 | On track | |
| | | | | PC 3.3 | Post-Harvest Loss | 1.00 | On track | |
| | | | | PC 3.4 | Social Protection | 10.00 | On track | |
| | | | | PC 3.5 | Food security and Nutrition | 1.00 | On track | |
| 4 | Eradicating Poverty through Agriculture | 2.06 | On track | PC 4.1 | Agricultural GDP for Poverty Reduction | 3.25 | On track | |
| | | | | PC 4.2 | Inclusive PPPs for commodity value chains | 1.00 | On track | |
| | | | | PC 4.3 | Youth job in agriculture | 1.00 | On track | |
| | | | | PC 4.4 | Women participation in Agri-business | 3.00 | On track | |
| 5 | Intra-African Trade in Agriculture Commodities | 1.00 | On track | PC 5.1 | Intra-African Trade in agriculture commodities and services | 1.00 | On track | |
| | | | | PC 5.2 | Intra-African Trade Policies and institutional conditions | 1.00 | On track | |
| 6 | Resilience to Climate Variability | 6.00 | On track | PC 6.1 | Resilience to climate related risks | 2.00 | On track | |
| | | | | PC 6.2 | Investment in resilience building | 10.00 | On track | |
| 7 | Mutual Accountability for Actions and Results | 4.78 | On track | PC 7.1 | Country capacity for evidence based planning, impl. and M&E | 1.00 | On track | |
| | | | | PC 7.2 | Peer Review and Mutual Accountability | 3.33 | On track | |
| | | | | PC 7.3 | Biennial Agriculture Review Process | 10.00 | On track | |
| Overall Score | | | | 3.9 | | Overall progress | | On track |

The BR 2016 Benchmark table

NOTE 2:

On the Scorecard,
you decide what
 you want to
 communicate !

2017 Country Scorecard for implementing Malabo Declaration

| Country Name | | | | Benchmark | | | |
|-----------------------|--|---------|------------|--------------------------|--|---------|-----------------|
| Theme (T) Performance | | | | Category (C) Performance | | | |
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| | | | | PC 1.2 | CAADP based Cooperation, Partnership & Alliance | 3.33 | On track |
| | | | | PC 1.3 | CAADP based Policy & Institutional Review/ Setting/ Support | 3.33 | On track |
| 2 | Investment Finance in Agriculture | 6.67 | On track | PC 2.1 | Public Expenditures to Agriculture | 10.00 | On track |
| | | | | PC 2.2 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent |
| | | | | PC 2.3 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent |
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| | | | | PC 4.3 | Youth job in agriculture | 1.00 | On track |
| | | | | PC 4.4 | Women participation in Agri-business | 3.00 | On track |
| 5 | Intra-African Trade in Agriculture Commodities | 1.00 | On track | PC 5.1 | Intra-African Trade in agriculture commodities and services | 1.00 | On track |
| | | | | PC 5.2 | Intra-African Trade Policies and institutional conditions | 1.00 | On track |
| 6 | Resilience to Climate Variability | 6.00 | On track | PC 6.1 | Resilience to climate related risks | 2.00 | On track |
| | | | | PC 6.2 | Investment in resilience building | 10.00 | On track |
| 7 | Mutual Accountability for Actions and Results | 4.78 | On track | PC 7.1 | Country capacity for evidence based planning, impl. and M&E | 1.00 | On track |
| | | | | PC 7.2 | Peer Review and Mutual Accountability | 3.33 | On track |
| | | | | PC 7.3 | Biennial Agriculture Review Process | 10.00 | On track |
| Overall Score | | | 3.9 | Overall progress | | | On track |

The BR 2016 Benchmark table

NOTE 2:

On the Scorecard,
you decide what
 you want to
 communicate !

Algeria

Scores 7.8

and ranks

| Items | 2013 Value | PI | Progress |
|--|------------|--------------------|--------------|
| <u>THEME 1</u> | | <u>7.5</u> | |
| -Hydropower Utilisation (MW) | 479 | 10.0 | On track |
| -Agricultural Water Productivity (USD/m ³) | 4.00 | 0.0 | Not on track |
| -Irrigated areas (ha) | 1053 | 10.0 | On track |
| -Water Demand Satisfaction Index | 0.26 | 10.0 | On track |
| <u>THEME 2</u> | | <u>5.0</u> | |
| -Complete Water Efficiency or IWRM Plan | 1.0 | 10.0 | On track |
| -Rainwater use in municipal Consump. (10 ⁹ m ³) | 0.000 | 0.0 | Not on track |
| <u>THEME 3</u> | | <u>10.0</u> | |
| -Access to water supply (%) | 95% | 10.0 | On track |
| -Access to sanitation (%) | 87% | 10.0 | On track |
| <u>THEME 4</u> | | <u>10.0</u> | |
| -Complete Climate Change Adaptation Plan | 1.0 | 10.0 | On track |
| -Complete Disaster Prevention System | 1.0 | 10.0 | On track |
| <u>THEME 5</u> | | <u>4.0</u> | |
| -Water Policy and institutional arrangements | 0.4 | 4.0 | Not on track |
| <u>THEME 6</u> | | <u>8.2</u> | |
| -Sanitation & Hygiene Budget/GDP (10 ⁸ USD) | 0.56% | 10.0 | On track |
| -Water & Sanitation Budget/ Nat. Budg.(10 ⁹ USD) | 2.26% | 4.5 | Not on track |
| -Water and Sanitation Tariff systems | 1.0 | 10.0 | On track |
| <u>THEME 7</u> | | <u>10.0</u> | |
| -Water Information Mngament Systems | 1.0 | 10.0 | On track |
| Overall Performance Index (PI) | | <u>7.8</u> | |

Part III: Key decisions on the BR, *from various consultations*



Key Decisions under various consultations ...

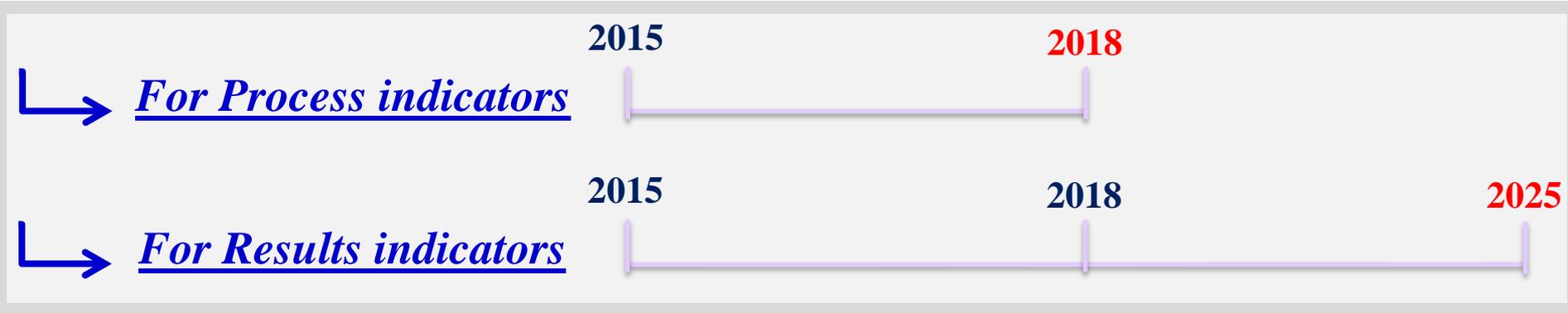


7 Performances Themes

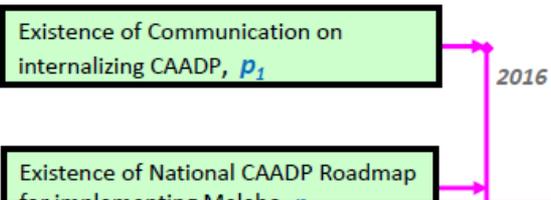
↳ *23 Performances Categories*

↳ *43 Performances Indicators*

Baseline and Target Years of BR indicators

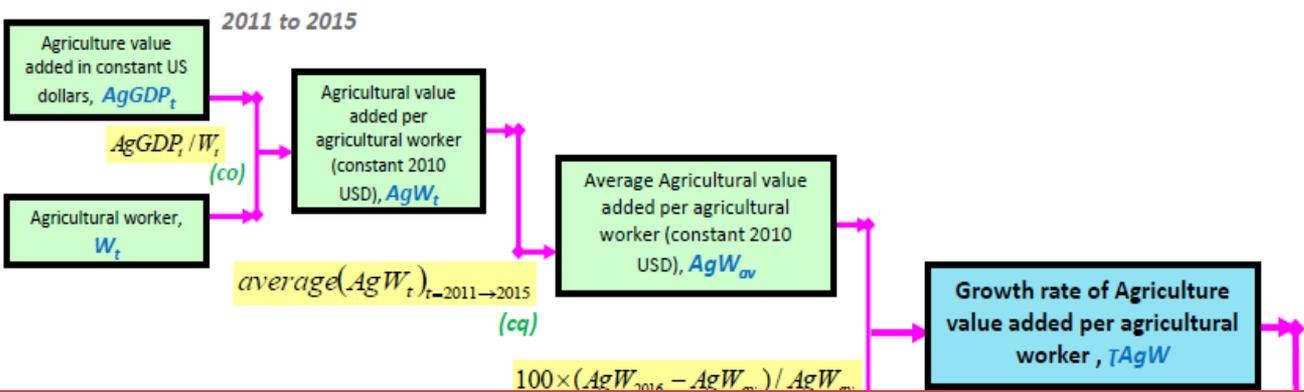


I-score_{1.1} | Estimating progress on completing CAADP Process



| | |
|-------------|------|
| Baseline Yr | 2015 |
| Target Yr | 2018 |

I-score_{3.2i} | Estimating progress on labor productivity



| | |
|-------------|------|
| Baseline Yr | 2015 |
| Target Yr | 2025 |

Weighting systems for the BR Scorecard

| Performance Theme | | | Performance Category | | | Performance Indicators | | |
|-------------------|---|----------|----------------------|--|----------|------------------------|---|----------|
| No. | Item | T-weight | No. | Item | C-weight | No. | Item | I-weight |
| 1 | Commitment to CAADP Process | 14.3% | PC 1.1 | Country CAADP Process | 4.8% | 1.1 | CAADP Process Completion Index (CAADPPro) | 4.8% |
| | | | PC 1.2 | CAADP based Cooperation, Partnership & Alliance | 4.8% | 1.2 | Existence of, and Quality of multi-sectorial and multi-stakeholder coordination body (Qc) | 4.8% |
| | | | PC 1.3 | CAADP based Policy & Institutional Review/ Setting/ Support | 4.8% | 1.3 | Evidence-based policies, supportive institutions and corresponding human resources (EIP) | 4.8% |
| 2 | Investment Finance in Agriculture | 14.3% | PC 2.1 | Public Expenditures to Agriculture | 3.6% | 2.1i | Public agriculture expenditure as share of total public expenditure (tPAE) | 1.2% |
| | | | | | | 2.1ii | Public Agriculture Expenditure as % of agriculture value added (PAEAgVA) | 1.2% |
| | | | | | | 2.1iii | ODA disbursed to agriculture as % of commitment (ODA) | 1.2% |
| | | | PC 2.2 | Domestic Private Sector Investment in Agriculture | 3.6% | 2.2 | Ratio of domestic private sector investment to public investment in agriculture (tDPrPb) | 3.6% |
| | | | PC 2.3 | Foreign Private Sector Investment in Agriculture | 3.6% | 2.3 | Ratio of foreign private direct investment to public investment in agriculture (tFPrPb) | 3.6% |
| PC 2.4 | Access to finance | 3.6% | 2.4 | Proportion of men and women engaged in agriculture with access to financial services (tAgFs) | 3.6% | | | |
| Ending Hunger | | 14.3% | PC 3.1 | Access to Agriculture inputs and technologies | 2.9% | 3.1i | Fertilizer consumption (kilogram of nutrients per hectare of arable land), (Fz) | 0.5% |
| | | | | | | 3.1ii | Growth rate of the size of irrigated areas from its value of the year 2000 (RiIA) | 0.5% |
| | | | | | | 3.1iii | Growth rate of the ratio of supplied quality agriculture inputs (seed, breed, fingerlings) to the total national inputs requirements for the commodity (tAgI) | 0.5% |
| | | | | | | 3.1iv | Proportion of farmers having access to Agricultural Advisory Services (FAgAS) | 0.5% |
| | | | | | | 3.1v | Total Agricultural Research Spending as a share of AgGDP (tTARS) | 0.5% |
| | | | | | | 3.1vi | Proportion of farm households with ownership or secure land rights (tHhSL) | 0.5% |
| | | | PC 3.2 | Agricultural Productivity | 2.9% | 3.2i | Growth rate of agriculture value added, in constant US dollars, per agricultural worker (tAgW) | 1.0% |
| | | | | | | 3.2ii | Growth rate of agriculture value added, in constant US dollar, per hectare of agricultural arable land (tAgL) | 1.0% |
| | | | | | | 3.2iii | Growth rate of yields for the 5 national priority commodities, and possibly for the 11 AU agriculture priority commodities (tY) | 1.0% |
| | | | PC 3.3 | Post-Harvest Loss | 2.9% | 3.3 | Reduction rate of Post-Harvest Losses for (at least) the 5 national priority commodities, and possibly for the 11 AU agriculture priority commodities (tPHL). | 2.9% |
| | | | PC 3.4 | Social Protection | 2.9% | 3.4 | Budget lines (%) on social protection as percentage of the total resource requirements for coverage of the vulnerable social groups (tSP) | 2.9% |
| | | | PC 3.5 | Food security and Nutrition | 2.9% | 3.5i | Prevalence of stunting (% of children under 5 years old) (St) | 0.5% |
| | | | | | | 3.5ii | Prevalence of underweight (% of children under 5 years old) (Uw) | 0.5% |
| | | | | | | 3.5iii | Prevalence of wasting (% of children under 5 old) (W). | 0.5% |
| | | | | | | 3.5iv | Proportion of the population that is undernourished (% of the country's population) (U) | 0.5% |
| 3.5v | Growth rate of the proportion of Minimum Dietary Diversity-Women (tMDDW) | 0.5% | | | | | | |
| 3.5vi | Proportion of 6-23 months old children who meet the Minimum Acceptable Diet (MAD) | 0.5% | | | | | | |

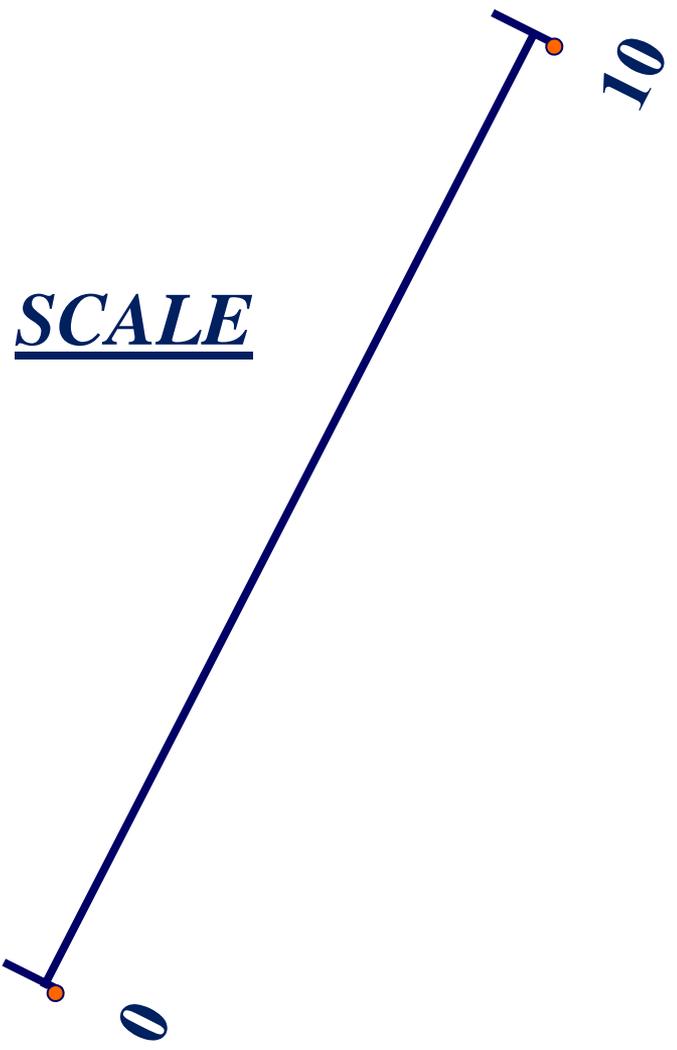
Weighting systems for the BR Scorecard: Equiweights

| Performance Theme | | | Performance Category | | |
|-------------------|-----------------------------------|----------|----------------------|---|----------|
| No. | Item | T-weight | No. | Item | C-weight |
| 1 | Commitment to CAADP Process | 14.3% | PC 1.1 | Country CAADP Process | 4.8% |
| | | | PC 1.2 | CAADP based Cooperation, Partnership & Alliance | 4.8% |
| | | | PC 1.3 | CAADP based Policy & Institutional Review/ Setting/ Support | 4.8% |
| 2 | Investment Finance in Agriculture | 14.3% | PC 2.1 | Public Expenditures to Agriculture | 3.6% |
| | | | PC 2.2 | Domestic Private Sector Investment in Agriculture | 3.6% |
| | | | PC 2.3 | Foreign Private Sector Investment in Agriculture | 3.6% |
| | | | PC 2.4 | Access to finance | 3.6% |
| | Ending Hunger | 14.3% | PC 3.1 | Access to Agriculture inputs and technologies | 2.9% |

Weighting systems for the BR Scorecard

| | | Performance Indicators | | |
|----|-----------------|------------------------|---|-----------------|
| | <i>C-weight</i> | <i>No.</i> | <i>Item</i> | <i>I-weight</i> |
| | 4.8% | 1.1 | CAADP Process Completion Index (CAADPPro) | 4.8% |
| ce | 4.8% | 1.2 | Existence of, and Quality of multi-sectorial and multi-stakeholder coordination body (Qc) | 4.8% |
| | 4.8% | 1.3 | Evidence-based policies, supportive institutions and corresponding human resources (EIP) | 4.8% |
| | 3.6% | 2.1i | Public agriculture expenditure as share of total public expenditure (₺PAE) | 1.2% |
| | | 2.1ii | Public Agriculture Expenditure as % of agriculture value added (PAEAgVA) | 1.2% |
| | | 2.1iii | ODA disbursed to agriculture as % of commitment (ODA) | 1.2% |
| e | 3.6% | 2.2 | Ratio of domestic private sector investment to public investment in agriculture (₺DPrPb) | 3.6% |
| | 3.6% | 2.3 | Ratio of foreign private direct investment to public investment in agriculture (₺FPrPb) | 3.6% |
| | 3.6% | 2.4 | Proportion of men and women engaged in agriculture with access to financial services (₺AgFs) | 3.6% |
| | 2.9% | 3.1i | Fertilizer consumption (kilogram of nutrients per hectare of arable land), (Fz) | 0.5% |
| | | 3.1ii | Growth rate of the size of irrigated areas from its value of the year 2000 (RiIA) | 0.5% |
| | | 3.1iii | Growth rate of the ratio of supplied quality agriculture inputs (seed, breed, fingerlings) to the total national inputs requirements for the commodity (₺AgI) | 0.5% |
| | | 3.1iv | Proportion of farmers having access to Agricultural Advisory Services (FAgAS) | 0.5% |

Scale of the BR Scorecard



2017 Country Scorecard for implementing Malabo Declaration

| Country Name | | | | Benchmark | | | | |
|-----------------------|--|---------|------------|--------------------------|--|-------------------------|------------|-----------------|
| Theme (T) Performance | | | | Category (C) Performance | | | | |
| No. | Item | T-score | T-progress | No. | Item | C-score | C-Progress | |
| 1 | Re-commitment to CAADP Process | 3.33 | On track | PC 1.1 | National CAADP Process | 3.33 | On track | |
| | | | | PC 1.2 | CAADP based Cooperation, Partnership & Alliance | 3.33 | On track | |
| | | | | PC 1.3 | CAADP based Policy & Institutional Review/ Setting/ Support | 3.33 | On track | |
| 2 | Investment Finance in Agriculture | 6.67 | On track | PC 2.1 | Public Expenditures to Agriculture | 10.00 | On track | |
| | | | | PC 2.2 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent | |
| | | | | PC 2.3 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent | |
| | | | | PC 2.4 | Access to finance | 3.33 | On track | |
| 3 | Ending Hunger | 3.71 | On track | PC 3.1 | Access to Agriculture inputs and technologies | 5.53 | On track | |
| | | | | PC 3.2 | Agricultural Productivity | 1.00 | On track | |
| | | | | PC 3.3 | Post-Harvest Loss | 1.00 | On track | |
| | | | | PC 3.4 | Social Protection | 10.00 | On track | |
| | | | | PC 3.5 | Food security and Nutrition | 1.00 | On track | |
| 4 | Eradicating Poverty through Agriculture | 2.06 | On track | PC 4.1 | Agricultural GDP for Poverty Reduction | 3.25 | On track | |
| | | | | PC 4.2 | Inclusive PPPs for commodity value chains | 1.00 | On track | |
| | | | | PC 4.3 | Youth job in agriculture | 1.00 | On track | |
| | | | | PC 4.4 | Women participation in Agri-business | 3.00 | On track | |
| 5 | Intra-African Trade in Agriculture Commodities | 1.00 | On track | PC 5.1 | Intra-African Trade in agriculture commodities and services | 1.00 | On track | |
| | | | | PC 5.2 | Intra-African Trade Policies and institutional conditions | 1.00 | On track | |
| 6 | Resilience to Climate Variability | 6.00 | On track | PC 6.1 | Resilience to climate related risks | 2.00 | On track | |
| | | | | PC 6.2 | Investment in resilience building | 10.00 | On track | |
| 7 | Mutual Accountability for Actions and Results | 4.78 | On track | PC 7.1 | Country capacity for evidence based planning, impl. and M&E | 1.00 | On track | |
| | | | | PC 7.2 | Peer Review and Mutual Accountability | 3.33 | On track | |
| | | | | PC 7.3 | Biennial Agriculture Review Process | 10.00 | On track | |
| Overall Score | | | | 3.9 | | Overall progress | | On track |

2017 Country Scorecard for implementing Malabo Declaration

| Country Name | | | | Benchmark | | | |
|-----------------------|--|---------|------------|--------------------------|--|---------|------------|
| Theme (T) Performance | | | | Category (C) Performance | | | |
| No. | Item | T-score | T-progress | No. | Item | C-score | C-Progress |
| 1 | Re-commitment to CAADP Process | 3.33 | On track | PC 1.1 | National CAADP Process | 3.33 | On track |
| | | | | PC 1.2 | CAADP based Cooperation, Partnership & Alliance | 3.33 | On track |
| | | | | PC 1.3 | CAADP based Policy & Institutional Review/ Setting/ Support | 3.33 | On track |
| 2 | Investment Finance in Agriculture | 6.67 | On track | PC 2.1 | Public Expenditures to Agriculture | 10.00 | On track |
| | | | | PC 2.2 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent |
| | | | | PC 2.3 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent |
| | | | | PC 2.4 | Access to finance | 3.33 | On track |
| 3 | Ending Hunger | 3.71 | On track | PC 3.1 | Access to Agriculture inputs and technologies | 5.53 | On track |
| | | | | PC 3.2 | Agricultural Productivity | 1.00 | On track |
| | | | | PC 3.3 | Post-Harvest Loss | 1.00 | On track |
| | | | | PC 3.4 | Social Protection | 10.00 | On track |
| | | | | PC 3.5 | Food security and Nutrition | 1.00 | On track |
| 4 | Eradicating Poverty through Agriculture | 2.06 | On track | PC 4.1 | Agricultural GDP for Poverty Reduction | 3.25 | On track |
| | | | | PC 4.2 | Inclusive PPPs for commodity value chains | 1.00 | On track |
| | | | | PC 4.3 | Youth job in agriculture | 1.00 | On track |
| | | | | PC 4.4 | Women participation in Agri-business | 3.00 | On track |
| 5 | Intra-African Trade in Agriculture Commodities | 1.00 | On track | PC 5.1 | Intra-African Trade in agriculture commodities and services | 1.00 | On track |
| | | | | PC 5.2 | Intra-African Trade Policies and institutional conditions | 1.00 | On track |
| 6 | Resilience to Climate Variability | 6.00 | On track | PC 6.1 | Resilience to climate related risks | 2.00 | On track |
| | | | | PC 6.2 | Investment in resilience building | 10.00 | On track |
| 7 | Mutual Accountability for Actions and Results | 4.78 | On track | PC 7.1 | Country capacity for evidence based planning, impl. and M&E | 1.00 | On track |
| | | | | PC 7.2 | Peer Review and Mutual Accountability | 3.33 | On track |
| | | | | PC 7.3 | Biennial Agriculture Review Process | 10.00 | On track |
| Overall Score | | | 3.9 | Overall progress | | | On track |

2017 Country Scorecard for implementing Malabo Declaration

| Country Name | | | | Benchmark | | | |
|-----------------------|-----------------------------------|---------|------------|--------------------------|--|---------|------------|
| Theme (T) Performance | | | | Category (C) Performance | | | |
| No. | Item | T-score | T-progress | No. | Item | C-score | C-Progress |
| 1 | Re-commitment to CAADP Process | 3.33 | On track | PC 1.1 | National CAADP Process | 3.33 | On track |
| | | | | PC 1.2 | CAADP based Cooperation, Partnership & Alliance | 3.33 | On track |
| | | | | PC 1.3 | CAADP based Policy & Institutional Review/ Setting/ Support | 3.33 | On track |
| 2 | Investment Finance in Agriculture | 6.67 | On track | PC 2.1 | Public Expenditures to Agriculture | 10.00 | On track |
| | | | | PC 2.2 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent |
| | | | | PC 2.3 | Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind. | - | silent |
| | | | | PC 2.4 | Access to finance | 3.33 | On track |
| 3 | Ending Hunger | 3.71 | On track | PC 3.1 | Access to Agriculture inputs and technologies | 5.53 | On track |
| | | | | PC 3.2 | Agricultural Productivity | 1.00 | On track |
| | | | | PC 3.3 | Post-Harvest Loss | 1.00 | On track |
| | | | | PC 3.4 | Social Protection | 10.00 | On track |
| | | | | PC 3.5 | Food Security and Nutrition | 1.00 | On track |

| | | | | | | | |
|---------------|--|------|----------|------------------|---|-------|----------|
| 3 | Ending Hunger | 3.71 | On track | PC 3.2 | Agricultural Productivity | 1.00 | On track |
| | | | | PC 3.3 | Post-Harvest Loss | 1.00 | On track |
| | | | | PC 3.4 | Social Protection | 10.00 | On track |
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| 4 | Eradicating Poverty through Agriculture | 2.06 | On track | PC 4.1 | Agricultural GDP for Poverty Reduction | 3.25 | On track |
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| | | | | PC 4.3 | Youth job in agriculture | 1.00 | On track |
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| 5 | Intra-African Trade in Agriculture Commodities | 1.00 | On track | PC 5.1 | Intra-African Trade in agriculture commodities and services | 1.00 | On track |
| | | | | PC 5.2 | Intra-African Trade Policies and institutional conditions | 1.00 | On track |
| 6 | Resilience to Climate Variability | 6.00 | On track | PC 6.1 | Resilience to climate related risks | 2.00 | On track |
| | | | | PC 6.2 | Investment in resilience building | 10.00 | On track |
| 7 | Mutual Accountability for Actions and Results | 4.78 | On track | PC 7.1 | Country capacity for evidence based planning, impl. and M&E | 1.00 | On track |
| | | | | PC 7.2 | Peer Review and Mutual Accountability | 3.33 | On track |
| | | | | PC 7.3 | Biennial Agriculture Review Process | 10.00 | On track |
| Overall Score | | | 3.9 | Overall progress | | | On track |



***Asante !
Thanks !
Merci !***

**REMEMBER M&E INFORMATION IS USEFUL
ONLY IF IT IS USED!**