



2015

Ibrahim Index of
African Governance

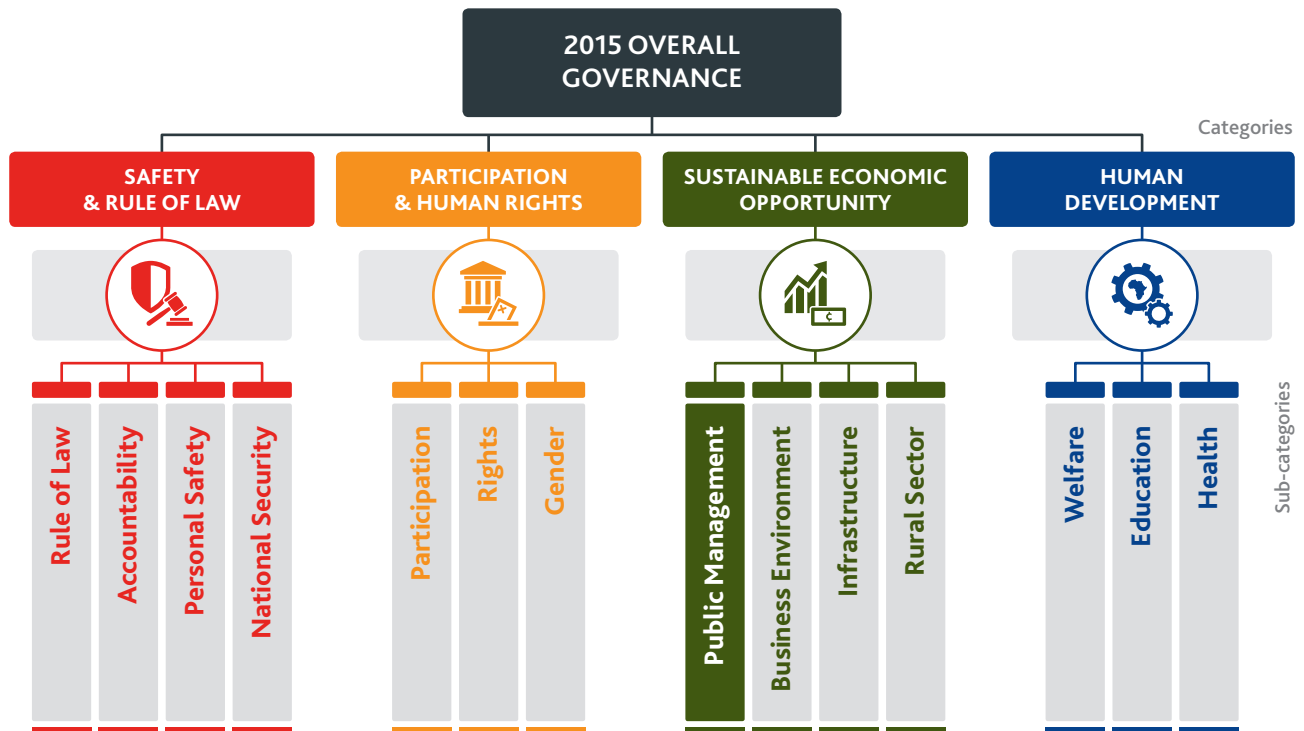
**SUB-CATEGORY
INSIGHTS**

**PUBLIC
MANAGEMENT**



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> **Public Management**

Indicators

1. Public Administration
2. Statistical Capacity
3. Diversification
4. Budget Management
5. Ratio of Total Revenue to Total Expenditure
6. Fiscal Policy
7. Ratio of External Debt Service to Exports
8. Revenue Mobilisation
9. Access to Financial Records of State-owned Companies

- *Public Management* is one of 14 sub-categories of the IIAG.
- *Public Management* is one of four sub-categories within the *Sustainable Economic Opportunity* category of the IIAG.
- There are nine indicators within the *Public Management* sub-category of the IIAG. These indicator scores are averaged to give the *Public Management* sub-category score.
- Indicator definitions and sources can be found on page 5.

Public Management registers a negative trajectory over the past four years, contributing to the average continental decline in its parent category *Sustainable Economic Opportunity*. Only five countries show their highest ever score in 2014, the fewest of any sub-category in the IIAG. Despite this, *Public Management* has shown less deterioration than the other constituent sub-categories that have shown deterioration, *Business Environment* and *Rural Sector*, with 22 countries showing improvement since 2011.

The ten countries to show the largest improvement in *Public Management* are diverse; Southern African countries (Zimbabwe, Lesotho and Namibia), large African economies (Morocco, Tanzania and Nigeria), post-conflict countries (Rwanda and Sierra Leone) and countries showing gains from a low base (Democratic Republic of Congo).

Positively, the indicator *Revenue Mobilisation* shows the largest continental improvement in *Public Management*, with 35 countries registering an upward trajectory. However, *Ratio of External Debt Service to Exports* exhibits negative trends, with 35 countries deteriorating since 2011.

- The African average score for *Public Management* is 46.0 (out of 100), making it the second highest scoring sub-category in *Sustainable Economic Opportunity* in 2014. It ranks 9th out of the 14 sub-categories in the IIAG.
- There has been a deterioration in the African average score (-0.3) since 2011.
 - This deterioration has been driven by the indicators *Statistical Capacity* (-0.5), *Ratio of Total Revenue to Total Expenditure* (-1.4), *Fiscal Policy* (-1.8) and *Ratio of External Debt Service to Exports* (-3.4).
- The ten highest scoring countries in 2014 are: South Africa (71.6), Botswana (67.6), Tunisia (63.1), Morocco (63.1), Namibia (61.0), Rwanda (60.7), Cabo Verde (60.6), Lesotho (60.3), Burkina Faso (59.2) and Senegal (58.7).
 - The range in score between these ten countries is 12.9 points.
- Morocco, Namibia, Rwanda and Lesotho perform particularly well, in that they rank highly and show some of the largest improvements since 2011.
- South Africa features in the top ten scoring countries, but shows the fourth largest deterioration on the continent since 2011.
- The ten lowest scoring countries in 2014 are: Somalia (1.3), South Sudan (15.2), Libya (17.2), Eritrea (20.0), Guinea-Bissau (25.7), Sudan (29.3), Central African Republic (31.9), Comoros (33.1), Zimbabwe (33.6) and Equatorial Guinea (34.1).
 - The range in score between these ten countries is 32.9 points.
- Although Zimbabwe features in the bottom ten scoring countries, it shows the largest improvement on the continent since 2011.
- Libya, Guinea-Bissau and Central African Republic all feature in the lowest scoring countries, and show some of the largest deteriorations in score since 2011.
- The ten most improved countries since 2011 are: Zimbabwe (+7.5), Lesotho (+6.8), Democratic Republic of Congo (+5.8), Mauritania (+4.0), Tanzania (+3.9), Namibia (+3.8), Morocco (+3.8), Rwanda (+3.5), Sierra Leone (+2.4) and Nigeria (+2.4).
- The ten most deteriorated countries since 2011 are: Central African Republic (-11.6), Ghana (-10.0), Guinea-Bissau (-8.0), South Africa (-5.0), Congo (-4.3), Libya (-4.3), Mauritius (-4.1), Algeria (-3.2), Gabon (-3.0) and Malawi (-2.1).
- Five countries show their best ever score in *Public Management* in 2014: Democratic Republic of Congo, Lesotho, Rwanda, Sudan and Zimbabwe.
- Southern Africa is the highest scoring region (53.1) on the continent in 2014.
- Two out of the five regions have shown improvement since 2011: East Africa (+0.5) and Southern Africa (+0.5). Central Africa (-1.7), North Africa (-0.4) and West Africa (-0.8) show deterioration.

Country and group performance in 2014, in the *Public Management* sub-category**ORDERED BY SCORE**

Rank/54	Score/100	Change 2011-2014	
1	South Africa	71.6	-5.0
2	Botswana	67.6	+1.8
3	Tunisia	63.1	-1.7
4	Morocco	63.1	+3.8
5	Namibia	61.0	+3.8
6	Rwanda	60.7	+3.5
7	Cabo Verde	60.6	-1.1
8	Lesotho	60.3	+6.8
9	Burkina Faso	59.2	-0.8
10	Senegal	58.7	+2.3
11	Mauritius	57.5	-4.1
12	Mozambique	56.6	+0.3
13	Kenya	56.5	+0.2
14	Benin	55.9	-0.3
15	Tanzania	55.3	+3.9
16	Mali	54.2	+2.0
17	Mauritania	52.0	+4.0
18	Nigeria	51.8	+2.4
19	Zambia	51.3	-1.1
20	Ethiopia	50.9	-0.0
21	Niger	49.5	-1.1
22	Uganda	49.2	-0.1
23	Swaziland	48.6	+1.5
24	Malawi	47.9	-2.1
25	Algeria	47.5	-3.2
26	Côte d'Ivoire	47.0	+1.6
27	Sierra Leone	46.4	+2.4
28	Liberia	46.1	-1.0
29	Seychelles	46.0	+0.5
30	Cameroon	45.9	-1.6
31	Gambia	45.4	-0.7
32	Ghana	45.1	-10.0
33	Guinea	44.6	+1.1
34	Congo	44.6	-4.3
35	São Tomé & Príncipe	44.1	+0.5
36	DRC	43.6	+5.8
37	Gabon	43.3	-3.0
38	Togo	42.8	-0.9
39	Burundi	42.7	-0.2
40	Djibouti	42.7	-0.2
41	Madagascar	42.5	-1.7
42	Egypt	41.3	-0.9
43	Chad	41.0	+0.3
44	Angola	38.9	-1.5
45	Equatorial Guinea	34.1	-0.0
46	Zimbabwe	33.6	+7.5
47	Comoros	33.1	-0.8
48	CAR	31.9	-11.6
49	Sudan	29.3	+1.3
50	Guinea-Bissau	25.7	-8.0
51	Eritrea	20.0	-0.5
52	Libya	17.2	-4.3
53	South Sudan	15.2	-0.3
54	Somalia	1.3	-0.7

Regional averages

	Score/100	Change 2011-2014
Africa	46.0	-0.3
1 Southern Africa	53.1	+0.5
2 West Africa	48.9	-0.8
3 North Africa	47.4	-0.4
. Sub-Saharan Africa	45.9	-0.3
4 Central Africa	41.0	-1.7
5 East Africa	38.7	+0.5

RECs averages

	Score/100	Change 2011-2014
1 EAC	52.9	+1.5
2 SADC	52.1	+1.1
3 ECOWAS	48.9	-0.8
4 AMU	48.6	-0.3
5 CEN-SAD	43.8	-0.8
6 COMESA	42.9	+0.2
7 ECCAS	41.0	-1.6
8 IGAD	33.1	-0.1

Geographical averages

	Score/100	Change 2011-2014
1 Landlocked	47.7	+0.4
2 Island	47.3	-1.1
3 Coastal	45.0	-0.5

ORDERED BY SCORE CHANGE

Rank/54	Score/100	Change 2011-2014	
46	Zimbabwe	33.6	+7.5
8	Lesotho	60.3	+6.8
36	DRC	43.6	+5.8
17	Mauritania	52.0	+4.0
15	Tanzania	55.3	+3.9
5	Namibia	61.0	+3.8
4	Morocco	63.1	+3.8
6	Rwanda	60.7	+3.5
27	Sierra Leone	46.4	+2.4
18	Nigeria	51.8	+2.4
10	Senegal	58.7	+2.3
16	Mali	54.2	+2.0
2	Botswana	67.6	+1.8
26	Côte d'Ivoire	47.0	+1.6
23	Swaziland	48.6	+1.5
49	Sudan	29.3	+1.3
33	Guinea	44.6	+1.1
29	Seychelles	46.0	+0.5
35	São Tomé & Príncipe	44.1	+0.5
12	Mozambique	56.6	+0.3
43	Chad	41.0	+0.3
13	Kenya	56.5	+0.2
20	Ethiopia	50.9	-0.0
45	Equatorial Guinea	34.1	-0.0
22	Uganda	49.2	-0.1
39	Burundi	42.7	-0.2
40	Djibouti	42.7	-0.2
14	Benin	55.9	-0.3
53	South Sudan	15.2	-0.3
51	Eritrea	20.0	-0.5
54	Somalia	1.3	-0.7
31	Gambia	45.4	-0.7
9	Burkina Faso	59.2	-0.8
47	Comoros	33.1	-0.8
42	Egypt	41.3	-0.9
38	Togo	42.8	-0.9
28	Liberia	46.1	-1.0
19	Zambia	51.3	-1.1
7	Cabo Verde	60.6	-1.1
21	Niger	49.5	-1.1
44	Angola	38.9	-1.5
30	Cameroon	45.9	-1.6
41	Madagascar	42.5	-1.7
3	Tunisia	63.1	-1.7
24	Malawi	47.9	-2.1
37	Gabon	43.3	-3.0
25	Algeria	47.5	-3.2
11	Mauritius	57.5	-4.1
52	Libya	17.2	-4.3
34	Congo	44.6	-4.3
1	South Africa	71.6	-5.0
50	Guinea-Bissau	25.7	-8.0
32	Ghana	45.1	-10.0
48	CAR	31.9	-11.6

Regional averages

	Score/100	Change 2011-2014
Africa	46.0	-0.3
1 Southern Africa	53.1	+0.5
5 East Africa	38.7	+0.5
. Sub-Saharan Africa	45.9	-0.3
3 North Africa	47.4	-0.4
2 West Africa	48.9	-0.8
4 Central Africa	41.0	-1.7

RECs averages

	Score/100	Change 2011-2014
1 EAC	52.9	+1.5
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4 AMU	48.6	-0.3
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3 ECOWAS	48.9	-0.8
7 ECCAS	41.0	-1.6

Geographical averages

	Score/100	Change 2011-2014
1 Landlocked	47.7	+0.4
3 Coastal	45.0	-0.5
2 Island	47.3	-1.1

ORDERED ALPHABETICALLY

Rank/54	Score/100	Change 2011-2014	
25	Algeria	47.5	-3.2
44	Angola	38.9	-1.5
14	Benin	55.9	-0.3
2	Botswana	67.6	+1.8
9	Burkina Faso	59.2	-0.8
39	Burundi	42.7	-0.2
7	Cabo Verde	60.6	-1.1
30	Cameroon	45.9	-1.6
48	CAR	31.9	-11.6
43	Chad	41.0	+0.3
47	Comoros	33.1	-0.8
34	Congo	44.6	-4.3
26	Côte d'Ivoire	47.0	+1.6
36	DRC	43.6	+5.8
40	Djibouti	42.7	-0.2
42	Egypt	41.3	-0.9
45	Equatorial Guinea	34.1	-0.0
51	Eritrea	20.0	-0.5
20	Ethiopia	50.9	-0.0
37	Gabon	43.3	-3.0
31	Gambia	45.4	-0.7
32	Ghana	45.1	-10.0
33	Guinea	44.6	+1.1
50	Guinea-Bissau	25.7	-8.0
13	Kenya	56.5	+0.2
8	Lesotho	60.3	+6.8
28	Liberia	46.1	-1.0
52	Libya	17.2	-4.3
41	Madagascar	42.5	-1.7
24	Malawi	47.9	-2.1
16	Mali	54.2	+2.0
17	Mauritania	52.0	+4.0
11	Mauritius	57.5	-4.1
4	Morocco	63.1	+3.8
12	Mozambique	56.6	+0.3
5	Namibia	61.0	+3.8
21	Niger	49.5	-1.1
18	Nigeria	51.8	+2.4
6	Rwanda	60.7	+3.5
35	São Tomé & Príncipe	44.1	+0.5
10	Senegal	58.7	+2.3
29	Seychelles	46.0	+0.5
27	Sierra Leone	46.4	+2.4
54	Somalia	1.3	-0.7
1	South Africa	71.6	-5.0
53	South Sudan	15.2	-0.3
49	Sudan	29.3	+1.3
23	Swaziland	48.6	+1.5
15	Tanzania	55.3	+3.9
38	Togo	42.8	-0.9
3	Tunisia	63.1	-1.7
22	Uganda	49.2	-0.1
19	Zambia	51.3	-1.1
46	Zimbabwe	33.6	+7.5

Regional averages

	Score/100	Change 2011-2014
Africa	46.0	-0.3
4 Central Africa	41.0	-1.7
5 East Africa	38.7	+0.5
3 North Africa	47.4	-0.4
1 Southern Africa	53.1	+0.5
. Sub-Saharan Africa	45.9	-0.3
2 West Africa	48.9	-0.8

RECs averages

	Score/100	Change 2011-2014
4 AMU	48.6	-0.3
5 CEN-SAD	43.8	-0.8
6 COMESA	42.9	+0.2
1 EAC	52.9	+1.5
7 ECCAS	41.0	-1.6
3 ECOWAS	48.9	-0.8
8 IGAD	33.1	-0.1
2 SADC	52.1	+1.1

Geographical averages

	Score/100	Change 2011-2014
3 Coastal	45.0	-0.5
2 Island	47.3	-1.1
1 Landlocked	47.7	+0.4

2014 Score**Top 5**

South Africa	71.6
Botswana	67.6
Tunisia	63.1
Morocco	63.1
Namibia	61.0

Bottom 5

Guinea-Bissau	25.7
Eritrea	20.0
Libya	17.2
South Sudan	15.2
Somalia	1.3

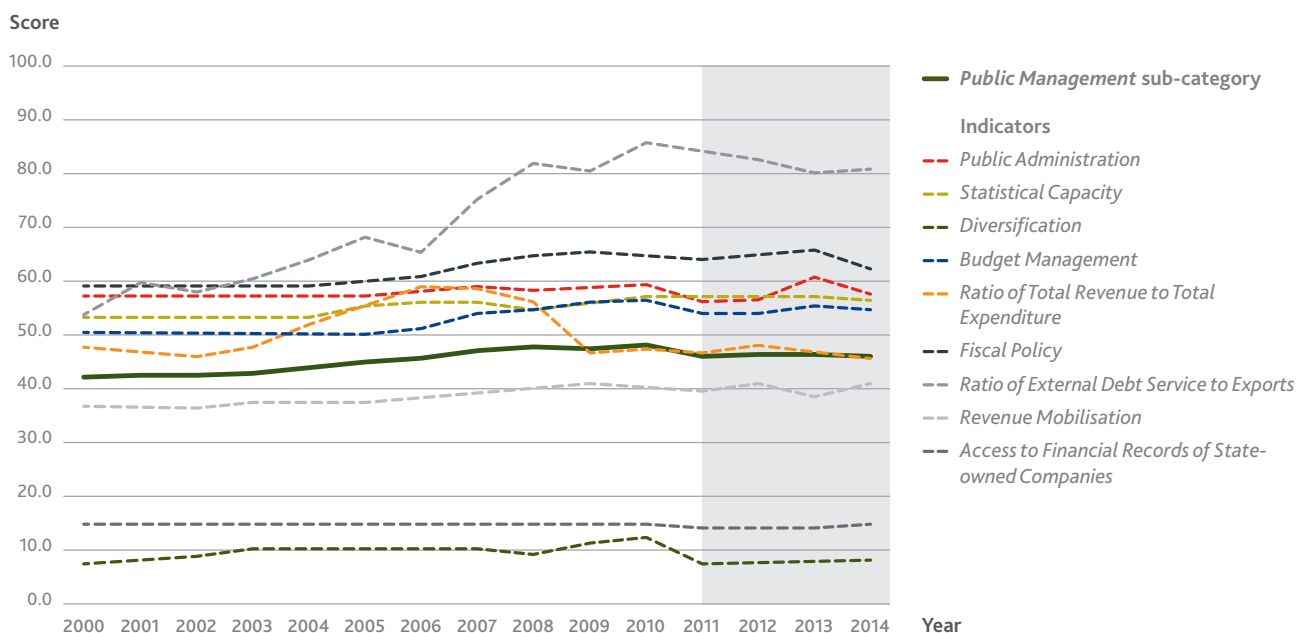
Change 2011-2014**Most improved**

Zimbabwe	+7.5
Lesotho	+6.8
DRC	+5.8
Mauritania	+4.0
Tanzania	+3.9

Most deteriorated

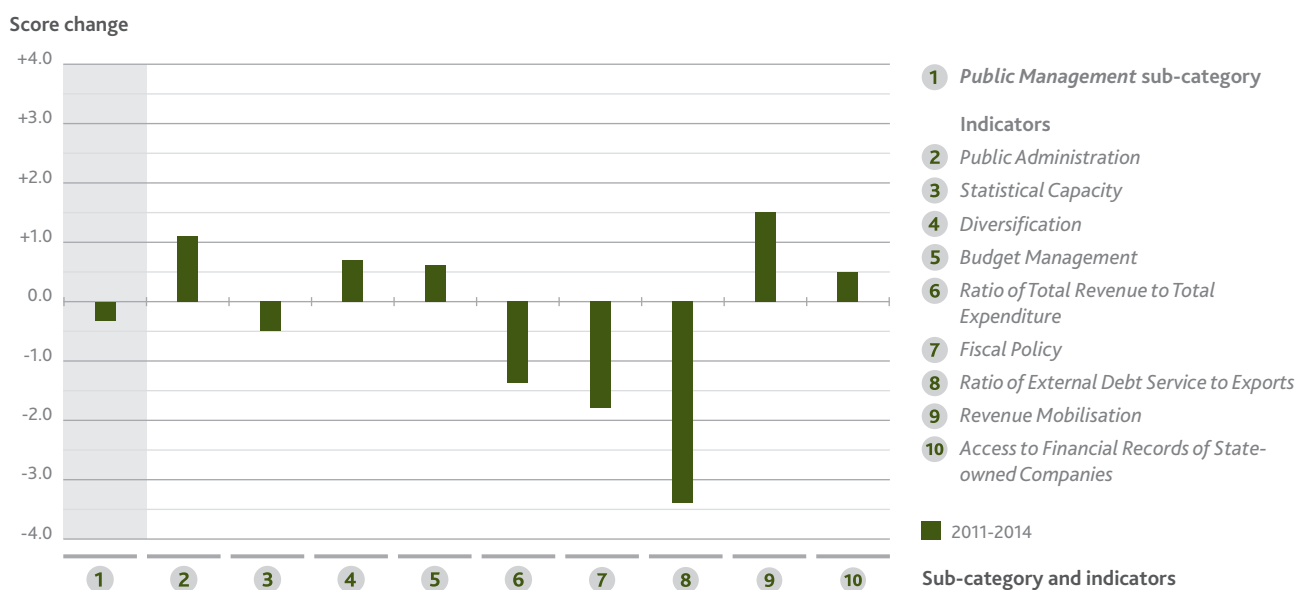
CAR	-11.6
Ghana	-10.0
Guinea-Bissau	-8.0
South Africa	-5.0
Congo	-4.3

African average performance since 2000, in the *Public Management* sub-category and its indicators



AFRICAN AVERAGE	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2011-2014
PUBLIC MANAGEMENT	42.0	42.6	42.4	43.0	43.9	45.0	45.6	47.5	47.8	47.3	48.2	46.3	46.6	46.0	46.0	-0.3
Public Administration (AfDB/WB)	57.4	57.4	57.4	57.4	57.4	57.6	58.1	59.4	58.3	58.8	59.5	56.3	56.9	60.6	57.4	+1.1
Statistical Capacity (WB)	53.4	53.4	53.4	53.4	53.4	55.4	55.9	56.1	54.9	55.9	57.4	56.8	56.8	57.1	56.3	-0.5
Diversification (AfDB/OECD/UNDP)	7.5	8.4	8.9	10.4	10.6	9.9	10.7	10.3	9.5	11.5	12.2	7.4	7.5	8.1	8.1	+0.7
Budget Management (AfDB/WB)	50.5	50.5	50.5	50.5	50.5	50.1	51.3	54.0	54.6	55.9	56.6	54.1	54.1	55.4	54.8	+0.6
Ratio of Total Revenue to Total Expenditure (AfDB/AUC/UNECA)	47.6	46.9	46.0	47.7	51.9	55.3	58.8	58.7	56.0	46.6	47.4	46.8	48.1	46.7	45.5	-1.4
Fiscal Policy (AfDB/WB)	59.2	59.2	59.2	59.2	59.2	59.9	60.9	63.7	64.7	65.2	64.7	63.9	64.9	65.8	62.2	-1.8
Ratio of External Debt Service to Exports (EIU)	53.9	59.7	58.0	60.4	64.1	68.3	65.4	75.8	82.0	80.5	86.0	84.4	82.4	80.0	80.9	-3.4
Revenue Mobilisation (AfDB/WB/ICTD)	36.7	36.7	36.7	37.1	37.6	37.7	38.5	39.4	40.4	41.0	40.3	39.6	41.0	38.4	41.1	+1.5
Access to Financial Records of State-owned Companies (GI)	14.9	14.9	14.9	14.9	14.9	14.9	14.9	14.9	14.9	14.9	14.9	14.4	14.4	14.4	14.8	+0.5

African average performance since 2011



Indicator name	Definition	Data Provider Acronym
1 <i>Public Administration</i>	Effectiveness of the civilian central government in designing and implementing policy, delivering public services and managing human resources. It consists of two sub-indicators.	AfDB/WB
2 <i>Statistical Capacity</i>	Capacity of national statistical systems in terms of methodology, data sources, periodicity and timeliness.	WB
3 <i>Diversification</i>	Extent to which exports are diversified.	AfDB/OECD/UNDP
4 <i>Budget Management</i>	Extent to which there is a comprehensive and credible budget, effective financial management and fiscal reporting. It consists of two sub-indicators.	AfDB/WB
5 <i>Ratio of Total Revenue to Total Expenditure</i>	Total budget revenue as a proportion of total budget expenditure.	AfDB/AUC/UNECA
6 <i>Fiscal Policy</i>	Quality and sustainability of fiscal policy. It consists of two sub-indicators.	AfDB/WB
7 <i>Ratio of External Debt Service to Exports</i>	Total external debt service due in relation to exports of goods, non-factor services, income and workers' remittances.	EIU
8 <i>Revenue Mobilisation</i>	Overall pattern of domestic resource mobilisation. It consists of three sub-indicators.	AfDB/WB/ICTD
9 <i>Access to Financial Records of State-owned Companies</i>	Extent to which the financial records of state-owned companies are available online or offline to journalists, auditors and citizens in a timely and cost-efficient manner.	GI

For data provider acronyms see page 7.

Annex 2: Country and group performance since 2000

6

PUBLIC MANAGEMENT																Change	
2014 Rank/54	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2011-2014	
25	Algeria	45.3	42.5	41.8	44.3	44.4	53.5	54.2	53.1	54.4	49.0	50.7	50.7	49.4	49.2	47.5	-3.2
44	Angola	34.8	35.4	34.9	35.0	36.9	40.0	39.9	39.0	37.3	35.0	39.0	40.4	41.7	39.9	38.9	-1.5
14	Benin	53.5	54.8	54.5	54.9	56.4	56.2	54.1	58.9	58.1	55.6	55.8	56.2	55.9	59.1	55.9	-0.3
2	Botswana	66.5	67.2	63.5	63.8	65.0	69.1	70.3	71.9	69.8	66.9	64.7	65.7	68.0	66.5	67.6	+1.8
9	Burkina Faso	54.4	55.0	54.6	55.3	55.8	55.5	53.4	57.0	58.4	59.8	60.3	60.0	61.3	61.5	59.2	-0.8
39	Burundi	29.3	28.8	28.0	27.3	28.4	28.4	33.8	37.0	40.4	33.0	42.2	42.9	44.2	44.6	42.7	-0.2
7	Cabo Verde	56.9	59.6	59.4	60.9	61.9	60.1	62.0	66.7	65.8	63.8	62.4	61.7	60.1	60.8	60.6	-1.1
30	Cameroon	41.1	44.6	45.1	44.6	43.2	43.3	50.6	53.0	50.7	48.7	49.0	47.5	47.8	48.3	45.9	-1.6
48	CAR	26.1	26.6	26.6	24.9	30.1	28.1	33.0	31.3	38.4	37.3	45.3	43.5	44.9	31.3	31.9	-11.6
43	Chad	36.3	38.3	36.8	39.8	42.2	40.0	43.4	40.3	40.2	35.6	38.1	40.7	40.4	42.1	41.0	+0.3
47	Comoros	31.2	30.6	31.1	31.1	23.6	33.5	28.2	20.6	27.2	32.0	35.9	33.8	33.7	41.7	33.1	-0.8
3	Congo	38.9	37.7	33.7	35.9	37.5	45.1	44.6	42.3	44.4	44.2	47.9	48.8	45.8	45.9	44.6	-4.3
26	Côte d'Ivoire	37.6	39.5	41.8	41.4	40.3	43.7	43.5	42.7	41.9	44.2	43.7	45.4	47.9	47.3	47.0	+1.6
36	DRC	27.4	19.5	23.9	27.1	32.1	31.8	33.2	33.5	33.7	28.2	36.6	37.8	39.8	43.2	43.6	+5.8
40	Djibouti	46.2	49.2	45.0	43.6	45.4	47.7	43.2	38.7	41.4	40.0	41.9	42.9	41.3	43.3	42.7	-0.2
42	Egypt	50.1	56.1	49.2	49.5	50.7	46.4	44.1	48.5	50.5	49.4	52.2	42.2	41.7	42.1	41.3	-0.9
45	Equatorial Guinea	36.5	36.5	36.4	36.4	36.5	38.9	38.3	38.2	38.3	33.2	32.3	34.1	32.3	31.8	34.1	-0.0
51	Eritrea	31.7	26.2	25.9	29.0	28.7	26.8	27.4	22.6	26.4	25.0	25.9	20.6	18.8	18.4	20.0	-0.5
20	Ethiopia	43.6	44.6	47.1	47.5	49.0	50.7	46.5	50.0	51.8	51.9	52.0	50.9	51.4	51.1	50.9	-0.0
37	Gabon	46.1	40.2	41.0	39.2	46.7	47.9	45.2	45.2	41.9	47.1	45.0	46.3	43.9	41.5	43.3	-3.0
31	Gambia	41.8	37.4	40.5	40.3	40.3	39.8	43.3	45.2	43.9	45.4	46.1	46.4	45.0	45.4	45.4	-0.7
32	Ghana	48.9	50.6	51.0	50.7	53.8	52.9	56.3	55.6	54.4	53.0	52.7	55.1	51.1	49.5	45.1	-10.0
33	Guinea	36.8	42.0	41.2	41.0	38.3	42.6	42.1	47.0	46.1	40.4	39.7	43.6	48.5	49.0	44.6	+1.1
50	Guinea-Bissau	23.9	23.6	23.0	22.6	24.8	25.8	27.8	28.0	28.1	32.8	33.7	33.7	27.9	27.7	25.7	-8.0
13	Kenya	51.9	52.1	52.8	52.5	56.1	54.3	54.2	57.5	57.6	55.6	55.5	56.3	57.1	56.0	56.5	+0.2
8	Lesotho	49.8	52.4	52.8	52.7	54.8	56.3	56.4	55.9	55.9	55.9	54.6	53.5	55.8	55.1	60.3	+6.8
28	Liberia	24.5	23.4	23.4	24.9	26.3	27.7	33.0	34.5	34.0	44.5	35.7	47.0	48.6	46.9	46.1	-1.0
52	Libya	41.4	36.5	39.3	39.4	40.6	43.9	43.5	44.0	44.2	42.5	42.9	21.5	29.6	22.4	17.2	-4.3
41	Madagascar	42.3	45.2	42.9	45.1	46.3	46.4	41.8	52.3	54.5	50.5	49.4	44.1	42.5	42.2	42.5	-1.7
24	Malawi	39.6	43.3	42.1	42.4	43.2	42.0	45.6	50.3	50.3	49.8	51.7	50.0	47.4	50.8	47.9	-2.1
16	Mali	44.9	45.7	45.9	47.3	45.8	47.7	55.8	52.0	51.1	52.4	53.1	52.2	52.3	52.7	54.2	+2.0
17	Mauritania	34.0	33.3	32.0	36.2	39.2	37.7	46.6	43.0	42.1	43.1	46.3	48.0	47.9	53.6	52.0	+4.0
11	Mauritius	62.6	66.1	65.0	64.6	64.8	64.5	65.6	67.6	67.9	68.0	69.3	61.6	63.0	61.6	57.5	-4.1
4	Morocco	52.1	53.4	57.5	55.8	59.2	62.6	62.3	64.4	61.2	63.4	60.9	59.4	58.0	59.6	63.1	+3.8
12	Mozambique	42.3	50.4	50.1	49.6	50.1	50.9	51.6	53.1	52.7	57.8	56.5	56.3	58.4	59.6	56.6	+0.3
5	Namibia	55.0	55.1	54.2	55.1	49.6	48.1	55.0	58.5	60.9	61.0	67.7	57.3	60.0	53.2	61.0	+3.8
21	Niger	40.1	43.6	42.9	42.4	43.0	41.5	41.8	49.1	51.3	52.3	59.7	50.6	53.2	50.4	49.5	-1.1
18	Nigeria	42.8	38.4	37.2	39.4	44.0	44.0	48.1	50.7	50.2	48.9	48.5	49.4	51.8	53.3	51.8	+2.4
6	Rwanda	45.2	47.6	47.9	48.7	50.1	50.5	48.2	57.1	57.0	58.8	58.1	57.2	60.7	59.8	60.7	+3.5
35	São Tomé & Príncipe	33.9	33.7	32.3	31.8	30.0	38.1	30.2	41.0	48.6	41.2	40.3	43.5	34.9	42.8	44.1	+0.5
10	Senegal	56.8	55.5	56.7	57.4	56.6	56.8	57.7	61.2	55.2	55.6	56.7	56.4	56.7	61.5	58.7	+2.3
29	Seychelles	35.5	33.8	32.3	36.5	37.4	37.7	35.8	35.5	42.9	39.2	43.4	45.4	46.1	47.9	46.0	+0.5
27	Sierra Leone	27.4	28.2	28.7	29.0	35.2	31.5	33.1	50.3	42.4	45.4	44.1	44.0	43.7	46.0	46.4	+2.4
54	Somalia	1.4	2.8	2.2	2.8	2.4	2.3	2.7	3.9	3.0	2.2	2.5	2.0	3.0	2.1	1.3	-0.7
1	South Africa	74.7	74.5	75.8	78.2	78.5	77.9	79.3	83.8	81.9	78.6	76.9	76.6	74.3	74.5	71.6	-5.0
53	South Sudan	15.5	15.7	15.8	15.2	-0.3
49	Sudan	28.0	24.2	26.4	29.3	+1.3
23	Swaziland	49.1	50.5	50.7	49.8	49.9	48.6	52.7	56.9	55.2	54.1	51.4	47.1	52.0	49.4	48.6	+1.5
15	Tanzania	53.5	55.3	54.7	55.1	53.5	55.5	55.9	56.6	58.3	54.6	52.1	51.4	53.9	56.3	55.3	+3.9
38	Togo	27.5	32.2	30.5	33.9	32.1	34.3	32.9	36.2	34.4	38.6	42.7	43.7	45.0	45.8	42.8	-0.9
3	Tunisia	61.5	61.1	63.4	63.5	63.4	64.1	63.4	64.7	66.4	66.8	64.0	64.8	63.5	63.1	63.1	-1.7
22	Uganda	45.7	47.5	48.5	48.6	49.1	50.0	51.1	54.8	52.2	51.6	50.0	49.3	50.1	53.3	49.2	-0.1
19	Zambia	38.1	37.7	38.3	38.3	39.9	46.8	46.8	51.4	51.5	51.1	50.9	52.4	51.7	49.1	51.3	-1.1
46	Zimbabwe	28.0	29.2	28.5	30.5	32.5	28.6	25.1	17.3	17.8	25.4	30.4	26.1	30.0	25.6	33.6	+7.5
Regional averages																	
	Africa	42.0	42.6	42.4	43.0	43.9	45.0	45.6	47.5	47.8	47.3	48.2	46.3	46.6	46.6	46.0	-0.3
4	Central Africa	35.8	34.6	34.5	35.0	37.3	39.1	39.8	40.6	42.0	39.4	41.8	42.8	41.2	40.9	41.0	-1.7
5	East Africa	37.7	38.1	37.8	38.4	38.5	39.8	38.8	39.5	41.6	40.3	41.8	38.2	38.5	39.7	38.7	+0.5
3	North Africa	47.4	47.1	47.2	48.1	49.6	51.4	52.4	53.0	53.1	52.4	52.8	47.8	48.3	48.3	47.4	-0.4
1	Southern Africa	48.6	50.6	49.9	50.4	50.9	51.6	52.5	54.8	54.6	54.5	55.2	52.6	53.7	52.3	53.1	+0.5
.	Sub-Saharan Africa	41.4	42.0	41.8	42.4	43.2	44.1	44.7	46.7	47.1	46.6	47.6	46.1	46.4	46.4	45.9	-0.3
2	West Africa	41.2	42.0	42.1	42.8	43.6	44.0	45.4	48.9	47.8	48.7	49.0	49.7	50.0	50.4	48.9	-0.8
RECs averages																	
4	AMU	46.9	45.4	46.8	47.8	49.4	52.4	54.0	53.9	53.7	53.0	52.9	48.9	49.7	49.6	48.6	-0.3
5	CEN-SAD	39.8	40.3	40.2	40.8	41.6	42.4	43.0	44.8	45.1	45.2	45.9	44.6	44.5	44.9	43.8	-0.8
6	COMESA	41.0	41.4	41.0	41.7	42.6	43.3	42.6	44.2	45.7	44.8	46.6	42.6	43.4	43.6	42.9	+0.2
1	EAC	45.1	46.3	46.4	46.4	47.4	47.7	48.6	52.6	53.1	50.7	51.6	51.4	53.2	54.0	52.9	+1.5
7	ECCAS	35.0	34.1	33.9	34.2	36.3	38.2	39.2	40.1	41.4	38.3	41.6	42.6	41.6	41.1	41.0	-1.6
3	ECOWAS	41.2	42.0	42.1	42.8	43.6	44.0	45.4	48.9	47.8	48.7	49.0	49.7	50.0	50.4	48.9	-0.8
8	IGAD	36.7	37.1	36.9	37.3	38.4	38.6	37.5	37.9	38.7	37.7	38.0	33.2	32.7	33.3	33.1	-0.1
2	SADC	46.6	47.7	47.3	48.3	49.0	49.6	50.3	52.2	52.7	51.7	53.0	51.1	52.3	51.7	52.1	+1.1
Geographical averages																	
3	Coastal	41.5	41.5	41.5	42.2	43.3	44.3	45.3	46.8	46.4	46.1	46.6	45.4	45.5	45.7	45.0	-0.5
2	Island	43.7	44.8	43.8	45.0	44.0	46.7	43.9	47.3	51.1	49.1	50.1	48.4	46.7	49.5	47.3	-1.1
1	Landlocked	42.4	43.9	43.6	44.0	45.2	45.6	46.9	48.8	49.4	49.0	50.8	47.4	48.7	47.4	47.7	+0.4

The 2015 IIAG was calculated using data from 33 independent institutions.

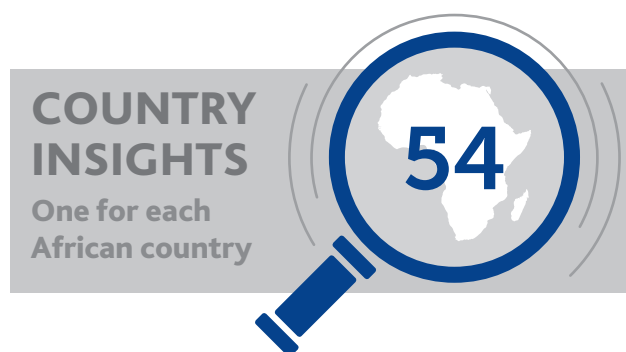
African Development Bank (AfDB)
 African Union Commission (AUC)
 Armed Conflict Location & Event Data Project (ACLED)
 Bertelsmann Stiftung (BS)
 Economist Intelligence Unit (EIU)
 Freedom House (FH)
 Ghana Center for Democratic Development (CDD-Ghana)
 Global Integrity (GI)
 Institut de Recherche Empirique en Economie Politique (IREEP)
 Inter-agency Group for Child Mortality Estimation (IGME)
 Internal Displacement Monitoring Centre (IDMC)
 International Centre for Tax and Development (ICTD)
 International Fund for Agricultural Development (IFAD)
 International Telecommunication Union (ITU)
 Inter-Parliamentary Union (IPU)
 Joint United Nations Programme on HIV/AIDS (UNAIDS)
 Office of the High Commissioner for Human Rights (OHCHR)
 Office of the United Nations High Commissioner for Refugees (UNHCR)
 Organisation for Economic Co-operation and Development (OECD)
 Political Terror Scale (PTS)
 Reporters sans frontières (RSF)
 The Heritage Foundation (HER)
 United Nations Children's Fund (UNICEF)
 United Nations Department of Economic and Social Affairs (UNDESA)
 United Nations Development Programme (UNDP)
 United Nations Economic Commission for Africa (UNECA)
 United Nations Educational, Scientific and Cultural Organization (UNESCO)
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 United States Department of State - Office to Monitor and Combat Trafficking in Persons (USDS)
 Uppsala University, Department of Peace and Conflict Research - Uppsala Conflict Data Programme (UCDP)
 World Bank (WB)
 World Economic Forum (WEF)
 World Health Organization (WHO)

To explore the 2015 IIAG further, including information on the IIAG methodology and data sources, download the IIAG Data Portal, Executive Summary or Country Insights from www.moibrahimfoundation.org/iiag/downloads/.



The IIAG Data Portal is an interactive Excel-based application, available for in-depth analysis of the results of the IIAG, in English or French.

- > EXPLORE KEY FINDINGS
- > EXPLORE BY COUNTRY
- > EXPLORE BY REGION, REC OR GEOGRAPHICAL GROUP
- > EXPLORE BY INDICATOR
- > COMPARE COUNTRIES OR GROUPS



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The 2015 IIAG covers a 15-year data period from 2000 to 2014. The full IIAG data set, including underlying raw data and normalised scores, as calculated for the expressed purposes of the Index, is available online at: www.moibrahimfoundation.org/iiag/downloads/.

All figures are displayed to one decimal place within this report. For this reason, countries may appear to have the same score, or the same trend over time, but do not when decimal places are taken into account. This is also why countries may appear to have a trend over time of $-/+0.0$. Countries have been ranked, trends have been described and graphs have been designed based on the numbers to full IIAG precision (ten decimal places), not the rounded numbers.

Analysis of trends over time (improvements and deteriorations) take into consideration a four-year period: 2011-2014. References to the past four years refer to this time period.

Thirty-three indicators were formed by clustering together a number of underlying sub-indicators which each measure the same dimension or a similar concept. For each indicator the sub-indicators may come from the same or multiple sources. The value of a clustered indicator is the average of the underlying sub-indicators.

Following the secession of South Sudan in 2011, both South Sudan and Sudan were excluded from the IIAG due to inadequate data availability. These two countries are included in the 2015 IIAG, receiving data for 2011-2014 inclusive. South Sudan and Sudan are not included in the calculation of any average values for groupings prior to 2011.

Somalia has no underlying raw data for all indicators in the *Rural Sector* sub-category (2000-2014) and South Sudan has no underlying raw data for all indicators in the *Education* sub-category (2012 and 2014). In these instances Somalia and South Sudan do not receive a score or rank and the cases are indicated by ".".

The Mo Ibrahim Foundation (MIF) is aware that some sources update their data sets after our documentation is sent to print. IIAG raw data are correct as per the date "last accessed", which is stated for each indicator within the Data Portal.

Regional Groups

Central Africa	Cameroon, Central African Republic (CAR), Chad, Congo, Democratic Republic of Congo (DRC), Equatorial Guinea, Gabon, São Tomé & Príncipe.
East Africa	Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, South Sudan, Sudan, Tanzania, Uganda.
North Africa	Algeria, Egypt, Libya, Mauritania, Morocco, Tunisia.
Southern Africa	Angola, Botswana, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia, Zimbabwe.
West Africa	Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo.

Source: African Economic Outlook (AEO) 2015 (AfDB/OECD/UNDP)

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