

**ASSOCIATION OF AFRICAN
DEVELOPMENT FINANCE INSTITUTIONS (AADFI)**



**REPORT ON THE 7th PEER REVIEW
WITH THE AADFI PRUDENTIAL STANDARDS, GUIDELINES AND
RATING SYSTEM (PSGRS) IN 2017**

**Abuja, NIGERIA
November 8, 2017**

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I. INTRODUCTION

1.1 Background

1.1.1 The Peer Review of the performance of Participating Institutions of the Association of African Development Finance Institutions (AADFI) with the PSGRS in 2017 was conducted in Abuja on 8 November 2017.

1.1.2 Preparation of the assessment report followed the process prescribed in the PSGRS. The following activities were performed sequentially:

- a. The General Secretariat of AADFI published the guidelines governing the Peer Review in 2016 by a circular letter dated April 3, 2017 and sent a reminder on June 27, 2017 for the information of all Member Institutions and Participants.
- b. The General Secretariat received self-evaluations as prescribed and proceeded with the preparation of the analytical tools.
- c. The Consultant checked the tables and information from the self-evaluations with a view to ensuring the correctness and the completeness of the data provided and performed the analyses of the results.
- d. The consultant prepared the report submitted for consideration by the Peers on November 8, 2017 in Abuja.

1.1.3 Tables in appendix provides detailed figures for full understanding of the report.

1.2 Acknowledgements

1.2.1 The Consultant wishes to reiterate its appreciation for the opportunity offered by the Association and its Executive Committee, to prepare this assessment report. He expresses sincere thanks to Mr. J. A. Amihere, Secretary General of AADFI and his team, for their active cooperation.

II. OVERVIEW OF THE VISION AND OBJECTIVES OF THE PSGRS

2.1 Vision

2.1.1 The PSGRS is designed primarily to assist each participating institution, its owners, examine its own operations and, in so doing, to identify and consolidate its strengths and to address weaknesses.

2.1.2 The identified strengths will be assets to safeguard and showcase for the sustainability of the institution and especially for possible engagement in mutually beneficial partnerships. On the other hand, identified weaknesses will guide the planning, organization on the definition of institutional, organizational, financial or operational reforms.

2.2 Objectives

2.2.1 The five objectives of the PSGRS are as follows¹:

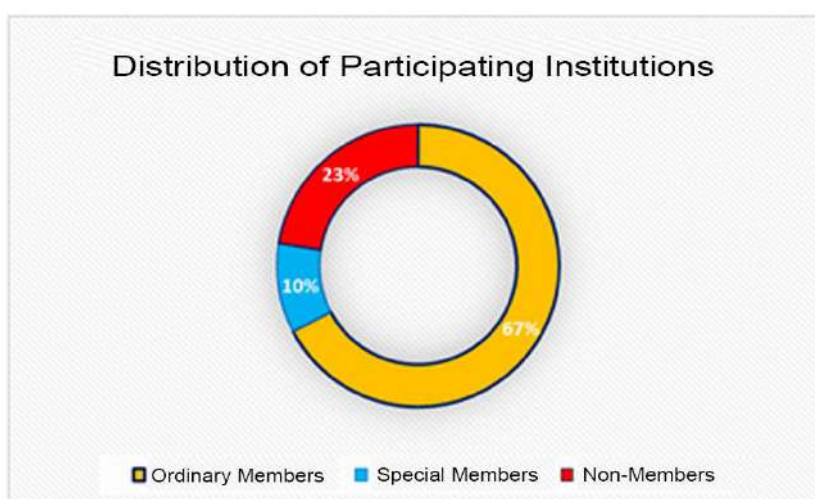
- a. Provide DFIs with useful guidance as to what their own rules and regulatory policies should be as well as a benchmark to compare these policies and results with other DFIs in the African region.
- b. Introduce a self-regulated early warning system for DFIs to assist them in initiating credible remedial measures before they are forced to do so by owners, regulators or lenders.
- c. Provide central banks and owners in some countries with useful proposals for possible custom tailoring of existing regulatory requirements imposed on DFIs as well as providing them with some leverage to require weaker DFIs to take corrective measures when they are showing signs of trouble.
- d. Provide donors with a useful set of standards and yardsticks by which to assess DFIs and their suitability as financial intermediaries' worthy of funding and/or technical assistance support.
- e. Improve the reputation of DFIs that apply the standards through the adoption of best professional practices to enable them easily present comparable results with similar DFIs in Africa, defend the results with the certification from AADFI through Peer Review when presenting application for financing from fund donors for assistance.

III. ANALYSIS OF PARTICIPATION IN THE PEER REVIEW

3.1 Participation in 2017

3.1.1 Participation in the Peer Review in 2017 recorded 49 African financial institutions, as indicated in Table No. 2; those institutions are distributed as follows:

- 33 ordinary AADFI member institutions
- 5 Special AADFI member institutions
- 11 non AADFI member institutions (marked with Asterisk in the table in appendix.)



¹ AADFI, Prudential Standards, Guidelines and Rating System designated for Development Banks and Development Finance Institutions in Africa, Documents, mars 2009, Introduction, pp. 7 - 8 (English Version).

3.1.2 The participation of non AADFI member institutions was facilitated by the SADC Development Finance Research Center (DFRC), a specialized agency of the South African Development Community (SADC) which collects and transmits to the AADFI Secretariat the self-assessment results documents from institutions in Southern African Region. The cooperation between the Agency and the AADFI is a good example of institutional cooperation.

3.2 Evolution of participation between 2016 and 2017

3.2.1 Participation in the Peer Review significantly increased in 2017. The total number of participating institutions increased by 29% from 2016 to 2017. The total number of participating institutions increased from 38 to 49 of which:

- 31 institutions participated in 2016;
- 12 institutions did not participate in 2016, but had participated before;
- 6 institutions participated for the first time in 2017.

3.2.2 On the whole, this result is very encouraging, because the total number of participants significantly increased for two categories of institutions:

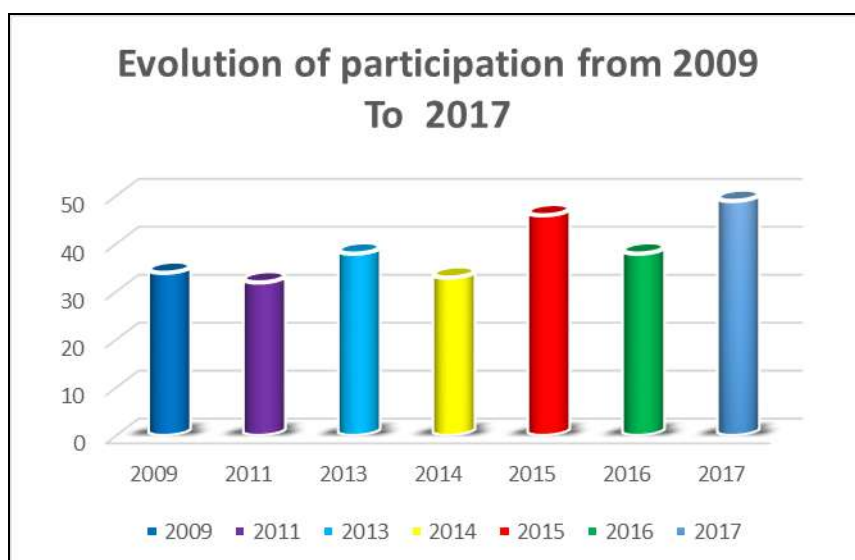
- The total number of AADFI ordinary member institutions increased from 26 to 33, or an increase of 27%;
- The total number of AADFI special member institutions slightly dropped from 6 to 5, or a drop of 17%;
- The total number of non AADFI member institutions specifically increased from 6 to 11, or an increase of 83%;

3.2.3 This result reflects in particular a better understanding of the objectives of the PSGRS by a larger number of African financial institutions and also the strengthening of bilateral relations between African development finance institutions and the AADFI secretariat;

3.2.4 Another favorable factor was certainly the successful holding of the consultative workshop on the revision of the Prudential Standards, Guidelines and Rating systems (PSGRS), at the AADFI headquarters in Abidjan on 10 and 11 April 2017. The report was presented to the Executive Committee at its meeting held in Ahmedabad, India on May 21, 2017. The results of the delegates' work at the workshop responded to the concerns of the participating DFIs, as was expressed at the CEO forum in Kampala on November 2015.

3.3 Evolution of participation between 2009 to 2017

3.3.1 The Peer Review in 2017 is part of the series which began in 2009. It was organized every two years until 2013. Since 2014 it is conducted every year. The number of participation in the previous editions of the Peer Review are presented below:



3.3.2 The number of participating institutions went up and down. From 2009 to 2014 and in 2016, this number was less than 40 participating institutions each year. On the other hand, this number was above 40 participating institutions from 2015 to 2017.

3.3.3 In this respect, the awareness efforts of African development finance institutions made by the General Secretariat of AADFI have undoubtedly begun to produce significant results. These efforts deserve to be strongly encouraged by member institutions and supported with adequate budget.

3.4 Quantitative analysis of participation by regions from 2015 to 2017

3.4.1 The details of the 2017 participating institutions analysis are in annex, table N°6. The box N° 1 below is showing the comparative participation per region from 2015 to 2017.

Box 1: Distribution of participating institutions by regions in Africa

Regions	2015	2016	2017
Central Africa	0	1	2
North Africa	1	3	4
West Africa	8	9	9
East Africa	13	11	15
Southern Africa	24	14	19
Totals	46	38	49

3.4.2 Box 1 shows that participation from the Central Africa Region and the North Africa Region have steadily increased from 2015 to 2017; the West Africa Region is stable in 2016 and 2017; the East Africa Region exceeded in 2017 its highest level reached in 2015 while the Southern Africa Region remains below its highest level reached in 2015. The quantitative change in participation by region can be summarized as follows:

- The participation of two institutions in Central Africa in 2017 against 1 participation in 2016 and no participation in 2015;
- Four institutions in North Africa participated in 2017 against three institutions in 2016 and one in 2015;
- Nine institutions in West Africa participated in 2017 as in 2016 and eight in 2015;

- Fifteen institutions in Eastern Africa participated in 2017 against eleven in 2016 and thirteen in 2015;
- Nineteen institutions of southern Africa participated in 2017 against fourteen in 2016 and twenty-four in 2015;

IV. PERFORMANCE ANALYSIS

4.1 Analytical tools

- 4.1.1 The analytical tools are made up of six tables developed according to the PSGRS.
- 4.1.2 Table 1 concerns the results of compliance of each of the participating institutions in the 100 rating standards while Table 2 presents summaries of the three Sectors of assessment (governance, finance and operations) and the 17 subsectors of the PSGRS rating standards.
- 4.1.3 Table 3 presents the compliance results of each participating institution and arrange them according to ratings. Table 4 presents the weighted averages of the compliance results by sectors and subsectors, concerning all the participating institutions and arrange them in descending order.
- 4.1.4 Table 5 shows the summary of the results obtained by the participating institutions in the Peer Reviews exercises from 2009 to 2017. It allows to identify the frequency of participation of each participating institution in the Peer Reviews.
- 4.1.5 Table 6 presents the same summary of the results obtained by the participating institutions according to the 5 Economic Regions in Africa: West, East, Central, North and South.

4.2 Analysis of the results of 2017 by Standards

- 4.2.1 Table 1 shows the scores obtained by each participating institution for each of the one hundred standards of the PSGRS. The last but one line at the bottom of the table provides the number of standards complied out of hundred standards of the mechanism. by all the participating institutions for each of the one hundred standards.
- 4.2.2 A significant progress can be observed as a whole, because the total number of standards complied with over 80% represents 67 standards in 2017 against 65 in 2016 and 56 in 2015.

The progress in other number of standards is observable:

- The number of standards, complied with from 79% to 70% represented 21 standards in 2017 against 28 in 2016 and 24 in 2015. This trend has been upwards and downwards;
- The number of standards, complied with from 69% to 60% represented 9 standards in 2017 against 4 in 2016 and 13 in 2015. This trend has been upwards and downwards;
- No standard was complied with from 59% and 50% in 2017, against 1 in 2016 and in 2015 as well. The change is satisfactory.
- The number of standards, estimated at less 49%, represents 3 standards in 2017 against 2 in 2016 and in 2015. This change is unsatisfactory.

4.2.3 Box 2 provides details of compliance results by groups of criteria and performance levels. The progress result is mixed on the whole:

- The level of performance "very high" (80% to 100%) concerns 67 standards in 2017 against 65 in 2016 and 56 in 2015; progress has been constant.
- The level of performance "very high" (80% to 100%) concerns 67 standards in 2017 against 65 in 2016 and 56 in 2015; progress has been constant.
- the level of performance "high" (70% to 79%) concerns 21 standards in 2017 against 28 in 2016 and 24 in 2015. The progress is contrasted.
- The combined performances "very high" and "high" concern 88 standards in 2017 against 93 in 2016 and 80 in 2015. Progress is mixed.
- The "average" performance level (60% to 69%) concerns 9 standards in 2017 compared to 4 in 2016 and 13 in 2015. Progress is mixed.
- The "fair" and "low" levels (50% to 59% and 30% to 49%) concern respectively 0 and 3 standards in 2017 compared to 1 and 2 in 2016 and in 2015. There has been a clear improvement in the "passable" and a decline to the "low" level.

Level of conformity	Number of criteria 2013	Number of criteria 2014	Number of criteria 2015	Number of criteria 2016	Number of criteria 2017	Level of performance
100%	7	0	0	0	0	Very high
98%	0	2	2	0	0	
97%	2	3	0	5	4	
96%	0	0	2	1	3	
95%	0	8	8	9	3	
94%	0	3	0	0	5	
93%	9	0	3	3	4	
92%	0	4	3	5	4	
91%	0	5	1	8	2	
90%	10	0	1	0	5	
89%	0	2	6	6	2	
88%	0	8	3	3	3	
87%	10	0	6	6	2	
86%	0	6	3	3	8	
85%	0	4	6	0	5	
84%	0	0	4	6	3	
83%	8	3	7	7	3	
82%	0	2	2	1	4	
81%	0	0	0	0	3	
80%	8	1	3	2	4	
Sub-total	54	51	56	65	67	
79%	0	3	3	7	1	High
78%	0	0	2	3	2	
77%	10	7	0	0	3	
76%	0	6	5	3	3	
75%	0	0	2	1	0	
74%	0	4	2	4	4	
73%	8	2	4	0	0	
72%	0	0	3	5	3	
71%	0	4	2	5	2	
70%	10	5	1	0	3	
Sub-total	28	31	24	28	21	
69	0	0	0	0	2	Average
68%	0	3	4	1	0	
67%	4	3	2	0	1	
66%	0	0	2	0	1	
65%	0	4	0	0	2	
64%	0	2	3	2	1	
63%	3	0	0	0	1	
62%	0	1	0	1	0	
61%	0	0	0	0	1	
60%	5	0	2	0	0	
Sub-total	12	13	13	4	9	
59%	0	1	0	0	0	Fair
58%	0	0	0	0	0	
57%	1	0	0	0	0	
56%	0	0	0	0	0	
55%	0	0	0	0	0	
53%	0	1	0	0	0	
52%	0	0	0	0	0	
51%	0	0	1	0	0	
50%	2	0	0	1	0	
Sub-total	3	2	1	1	0	
47%	2	2	0	1	0	Weak
45%	0	0	0	1	0	
44%	0	0	0	0	1	
43%	1	0	0	0	0	
42%	0	0	0	0	1	
40%	0	0	1	0	1	
37%	0	0	1	0	0	
Sub-total	3	2	2	2	3	
30%	0	1	0	0	0	
Total	100	100	100	100	100	

4.3 Analysis of the results totals by Standards

4.3.1 Table N ° 4 shows that the area of governance enjoys the highest level of compliance, namely 86% in 2017 as much as in 2016 and 2015, followed by the area of operations with 81% in 2017 compared to 82% in 2016 and 78% in 2015, and the Finance sector with 77% in 2017 against 79% in 2016 and 77% in 2015. The collective level of compliance is estimated at 82% in 2017 against 83% in 2016 and 81% in 2015. The collective progress is slightly lower in 2017 compared to 2016.

4.3.2 By sector, the highest average compliance remains 92% in 2017 as in 2016 regarding «the independence of the Management and Incentives" as in 2015 concerning "Accounting and Audit". The lowest average compliance score is 63% in 2017 and 2016 for "Profitability and Efficiency" compared to 64% in 2015 for "Operational Strategy Policies". The collective progress is mixed.

4.4. Rating Assignment

4.4.1 As a reminder, the following box summarizes the matrix of ratings in effect.

Box 3: Rating Matrix

Categories	Codes	Results %	Remarks
A	AA	91-100	Excellent
	A+	86-90	Very Good
	A	80-85	Good
B	B+	76-79	Fair
	B	70-75	Satisfactory
C	C+	66-69	Average
	C	60-65	Below Average
D	D+	56-59	Low
	D	50-55	Very Low

4.4.2 Table N ° 2 presents the weighted total scores obtained by each participating institution. These results serve as a basis for the rating. Table 3 reflects the total weighted results in the ratings matrix. As shown in Box 4 as shows on the following page, it appears that:

- 12 institutions deserved the rating AA in 2017 against 9 in 2016 and 8 in 2015,
- 7 institutions deserved the rating A+ in 2017 against 6 in 2016 and 10 in 2015,
- 14 institutions deserved the rating A in 2017 against 16 in 2016 and 14 in 2015.

4.4.3 Table N°3 shows that these 33 institutions scored over 80% and included 6 non-AADFI institutions. These 33 institutions are on the 2017 Honor Roll (Framework 4) as the most performing institutions of 2017.

4.4.4 In view of this good result of 2017, we can be proud of the remarkable progress of the African financial institutions' adherence to the PSGRS mechanism and the dividend they are earning in terms of improving their performance. In eight years, the number of participating institutions in the Peer Review has increased from 33 in 2009 to 49 in 2017 while the number of institutions on the Honor Roll table that was 5 in 2009 is 33 in 2017. These indicators highlight the role of development instrument exercised by AADFI, as an extension of the African Development Bank.

V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

- 5.1.1 The results of the Peer Review of the institutions participating in 2017 are very satisfactory. The benefit from Peer Review participation is much appreciated.
- 5.1.2 It is highly desirable that all African Development Finance Institutions agree to participate in future Peer Reviews for their own benefit, as clearly stated in the objectives of the PSGRS in paragraph 2.2.1.

5.2 Recommendations

- 5.2.1 In the light of this report, the Consultant recommends to the Peers to approve the ratings assigned to each Participating Institution and to proclaim the 33 deserving institutions that appear on the Honor Roll as the most performing DFIs in 2017, according to the PSGRS.
- 5.2.2 The Rating Certificate will be issued only to the institutions that submitted their self-assessment results with a validation certificate from the appropriate External Auditors, Supervisory Authorities or the Central Bank.
- 5.2.3 It is further recommended that the Peers to consider favorably the proposal for an in-depth comparative study of African DFIs and development finance institutions in Asia, Latin America and other similar institutions. This study should be done with the assistance of FEMIDE (World Federation of Development Finance Institutions).

Box4: Honor Roll of the 2017 Ratings

Rated Institutions	Results	Ratings
Trade and Development Bank (TDB – Kenya)	98%	AA
Groupe du Crédit Agricole du Maroc (GCAM - Morocco)	98%	
East African Development Bank (EADB – Uganda)	97%	
African Export and Import Bank (AFREXIMBANK – Egypt)	96%	
Banco Sol (BS* – Angola)	96%	
Liberian Bank for Development and Investment (The) (LBDI – Liberia)	96%	
Tamwill El Fellah (TEF – Morocco)	96%	
National Investment Bank Ltd (NIB – Ghana)	94%	
Agricultural Bank of Zimbabwe (AGRIBZ* – Zimbabwe)	93%	
Banque Nationale de Développement Économique (BNDE – Burundi)	92%	
Bank of Industry Ltd (BOI – Nigeria)	91%	
Development Bank of Rwanda (BRD – Rwanda)	91%	
<hr/>		
Export Development Fund (EDF – Malawi)	90%	A+
Citizen Entrepreneurial Development Agency (CEDA – Botswana)	89%	
Development Bank of Southern Africa (DBSA South Africa)	89%	
Botswana Savings Bank (BSB* – Botswana)	89%	
Industrial Development Corporation (IDC – South Africa)	88%	
Agricultural Finance Corporation (AFC – Kenya)	88%	
Uganda Development Bank Ltd (UDBL – Uganda)	86%	
<hr/>		
GAPI sarl (Mozambique)	85%	A
Development Bank of Zambia (DBZ – Zambia)	85%	
Nigerian Export-Import Bank (NEXIM – Nigeria)	85%	
Development Bank of Namibia (DBN* – Namibia)	85%	
Swaziland Development Finance Corporation (FINCORP – Swaziland)	84%	
IDB Capital Ltd (IDB – Kenya)	83%	
Swaziland Development & Savings Bank Swazibank (SZB – Swaziland)	83%	
National Development Bank (NDB* – Botswana)	82%	
Eximguaranty Co Ghana Ltd (Ghana)	82%	
Lesotho National Development Corporation (LNDC* – Lesotho)	81%	
Infrastructure Development Bank of Zimbabwe (IDBZ – Zimbabwe)	81%	
Tourism Finance Corporation (TFC – Kenya)	81%	
The Infrastructure Bank Plc (TIB PLC – Nigeria)	80%	
Industrial Development Bank of Sudan (IDBS Sudan)	80%	

Done in Abidjan, October 29th, 2017.

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TABLES

TABLE N° 1 : Rating Performance by Question

	Q9	Q10	Q12	Q22	Q18	Q25	Q36	Q19	Q50	Q84	Q7	Q20	Q21	Q35	Q93	Q26	Q27	Q33	Q34	Q1	Q24	Q48	Q75	Q37	Q94	Q31	Q51	Q52	Q56	Q85	Q57	Q97	Q64		
185	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
143	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
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183	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
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197*	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	
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115	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	2	2	2	2	2	2	2	
164	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
201*	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	1	2	1	2	1	2	2	
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199	1	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2		
137	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	1	2	2	2	
211	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	
167	2	2	2	1	2	2	2	1	2	2	1	2	2	1	2	2	2	1	2	1	1	2	2	1	2	2	2	2	2	2	2	2	2	2	2
135	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	1	1	2	2	1	2	2	2	2	2	2	1	2	2	2	2	2	2	2	
126	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
214*	2	2	2	2	2	2	2	1	2	2	1	1	1	2	1	2	2	2	2	2	2	1	1	2	1	1	1	2	1	1	1	1	1	1	2
195*	2	2	2	2	2	2	2	2	2	2	2	1	2	1	2	2	2	2	2	2	2	2	2	1	1	1	2	2	1	2	1	2	2	2	
189	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	1	1	1	2	1	2	2	2	
121	2	2	2	2	1	1	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	0	2	2	1	2	2	2	2	2	1	2	2	2	
172	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	2	1	2	2	2	2	0	
119	2	1	2	2	2	2	2	2	1	1	2	1	2	2	2	2	2	1	1	2	1	2	2	1	1	1	2	2	1	1	2	2	2	2	
162	2	2	1	2	2	0	2	2	2	2	1	2	2	2	2	2	2	1	2	2	2	2	1	2	2	2	1	1	2	2	1	2	2	2	
207*	2	2	2	2	2	2	2	2	2	1	2	2	2	2	1	2	2	2	2	2	2	1	1	2	1	1	2	2	2	1	2	1	1	1	
129	1	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	0	0	2	2	2	1	2	2	2	2	2	2	2	2	2	2	
171	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	1	0	2	2	1	1	2	2	2	1	2	1	0	2	2	
193*	2	2	2	2	2	2	2	2	1	1	2	2	2	2	1	2	2	2	2	2	2	1	1	2	1	1	1	1	1	1	1	1	1	1	
179	2	1	2	2	1	2	2	0	0	2	2	2	2	2	2	2	1	2	2	2	1	0	2	2	2	1	2	2	2	1	2	2	2	2	
200*	2	2	2	1	2	1	2	2	2	2	2	1	1	0	2	1	1	2	1	2	2	2	2	1	2	1	2	2	2	2	2	1	0	0	
174	2	2	2	2	1	0	2	2	2	0	2	2	0	0	0	0	0	0	0	1	2	2	1	0	0	0	0	0	0	0	0	0	0	0	
	95	95	95	95	94	94	94	93	93	93	92	92	92	92	92	91	91	91	91	90	90	90	90	89	89	88	88	88	88	88	88	87	87	86	
	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	
	97	97	97	97	96	96	96	95	95	95	94	94	94	94	94	93	93	93	93	92	92	92	92	91	91	90	90	90	90	90	90	89	89	88	
1	1	1	1	1	5	5	5	8	8	8	11	11	11	11	11	16	16	16	16	20	20	20	20	24	24	26	26	26	26	26	31	31	33		

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TABLE N° 1 : Rating Performance by Question

	Q88	Q98	Q41	Q91	Q14	Q15	Q17	Q38	Q89	Q92	Q95	Q96	Q11	Q16	Q39	Q40	Q83	Q73	Q80	Q82	Q3	Q59	Q62	Q8	Q42	Q47	Q65	Q13	Q70	Q81	Q6	Q54	Q61		
185	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
143	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
191	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
183	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	1	2	2	2	2	2	2	2		
213*	2	2	2	2	2	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
139	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	1	2	2	2	2	2	2	2		
210	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
132	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	1	2	2	2	2	1	2	2	2		
197*	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
113	1	2	2	2	2	1	2	2	2	2	2	2	0	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
149	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	0	2	2	2	2	2	
158	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	0	
142	2	2	2	2	2	2	2	2	1	2	2	2	1	2	2	1	2	2	1	2	2	2	1	2	2	2	1	1	2	2	2	2	2	2	
115	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	0	2	2	1	1	2	2	2	2	2	
164	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	0	2	
201*	2	2	2	2	2	2	2	2	1	1	1	2	2	2	2	2	2	1	2	2	2	2	1	2	2	2	2	2	1	2	2	2	2	2	2
165	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	2	2	2	1	2	2	2	2	0	1	2	2	
133	2	2	1	2	2	2	2	0	2	2	2	1	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	0	2	2	2	
175	2	2	2	2	2	2	2	2	2	1	2	2	2	1	0	2	2	2	1	2	2	2	2	2	2	2	2	2	0	2	1	2	2	2	
146	2	2	2	2	2	2	0	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	0	1	2	2	2	2	2	2	0	1	
176	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	0	2	2	2	2	1	1	1	
156	2	2	2	2	0	2	2	2	2	2	2	0	2	2	2	2	2	2	2	2	1	2	2	0	2	2	2	1	0	2	2	2	2	2	
196*	2	2	2	2	2	2	2	2	1	1	2	2	1	2	2	2	2	2	2	2	0	2	2	2	2	2	1	2	2	1	2	2	2	2	
169	2	2	2	2	1	2	2	1	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	1	2	2	1	2	2	2	2	2	
134	2	2	2	2	1	1	2	1	2	2	2	2	1	2	2	2	1	2	2	2	2	1	2	2	1	2	2	0	2	2	1	2	2	2	
168	0	2	2	0	2	2	1	2	2	2	2	1	2	1	2	2	2	2	0	0	1	1	2	2	2	2	0	2	1	2	2	2	2	2	
205*	2	2	2	1	1	2	2	1	2	1	1	2	2	2	2	2	2	2	2	2	1	2	1	2	2	2	2	1	2	2	2	2	2	2	
131	2	2	1	2	2	2	2	2	2	2	2	1	1	2	2	2	1	2	2	2	2	1	2	2	2	1	1	2	2	1	2	2	2	2	
194*	1	1	2	1	1	1	1	1	1	2	2	1	2	1	2	1	2	2	1	1	2	2	2	2	2	1	2	2	2	1	1	1	1	2	
199	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
137	2	2	2	2	2	2	1	2	2	2	2	2	2	2	1	2	1	2	1	1	2	1	2	1	2	2	2	1	2	2	0	2	2	2	
211	2	2	2	2	2	2	2	2	1	2	2	2	1	2	2	2	2	2	2	2	2	2	2	1	2	1	2	2	2	2	2	2	0	1	
167	2	2	2	2	1	0	2	2	2	2	2	1	0	1	1	2	2	2	1	2	2	2	2	0	1	2	2	2	2	0	2	2	2	2	
135	2	2	2	2	2	0	2	2	2	2	2	2	2	1	2	2	2	2	2	2	1	1	1	2	1	2	1	1	2	1	0	1	2	2	
126	2	1	1	1	2	1	2	2	2	2	2	2	2	1	2	1	2	1	2	2	2	0	2	2	2	2	1	2	2	2	2	0	2	2	
214*	2	2	1	1	2	2	2	2	2	2	1	1	2	2	2	2	2	2	1	1	1	1	2	1	2	1	2	2	1	1	1	2	2	2	
195*	2	1	2	2	2	2	0	1	1	0	1	0	2	2	2	2	1	1	1	1	2	1	1	2	2	2	1	2	0	1	1	1	2	2	
189	0	2	0	2	2	2	2	2	2	2	2	0	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1	2	2	2	1	1	1	1	
121	1	2	2	1	2	2	1	1	2	1	2	2	2	0	1	2	1	1	1	1	2	2	2	0	1	2	1	2	2	2	2	1	2	2	
172	2	2	2	2	2	2	2	2	2	1	0	2	2	1	2	1	1	2	2	2	2	1	0	0	0	2	2	1	2	2	2	2	2	0	
119	2	1	2	2	2	2	2	1	1	1	1	1	2	1	2	2	1	2	1	2	1	2	2	0	2	2	1	2	2	1	2	2	2	2	
162	2	1	2	2	2	2	2	1	0	2	2	2	2	1	2	2	0	0	1	0	0	1	2	0	2	2	2	2	0	2	2	2	2	2	
207*	1	2	1	1	1	1	2	2	1	1	1	1	2	2	2	1	1	1	1	1	2	1	1	2	2	1	1	1	1	1	1	0	1	1	
129	2	2	2	2	1	1	2	2	2	2	2	2	1	2	1	1	1	2	2	2	2	2	2	1	0	2	2	2	1	1	2	2	0	2	
171	2	0	2	2	1	1	2	1	1	2	1	1	2	2	0	1	2	1	2	0	1	2	1	2	2	0	2	2	1	2	2	0	2	2	
193*	1	1	1	1	2	2	2	2	1	1	1	1	2	2	2	1	1	2	1	1	1	1	1	1	2	2	1	2	1	1	1	0	1	0	
179	2	0	2	1	0	0	1	1	2	2	2	2	1	2	2	0	2	2	2	2	2	2	0	0	2	0	0	1	2	0	2	1	1	1	
200*	2	2	1	2	2	1	0	1	1	1	1	2	2	2	0	0	1	2	1	2	2	2	1	2	1	2	1	2	2	1	2	1	0	0	
174	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	1	0	0	2	0	0	0	0	0	0	2	0	0	
	86	86	85	85	84	84	84	84	84	84	84	84	83	83	83	83	83	82	82	82	81	81	81	80	80	80	80	79	79	79	78	78	78		
	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	
	88	88	87	87	86	86	86	86	86	86	86	86	85	85	85	85	85	84	84	84	83	83	83	82	82	82	82	81	81	81	80	80	80	80	
33	33	36	36	38	38	38	38	38	38	38	38	38	46	46	46	46	46	51	51	51	54	54	54	57	57	57	57	61	61	61	64	64	64		

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TABLE N° 1 : Rating Performance by Question

	Q69	Q76	Q68	Q71	Q55	Q63	Q66	Q29	Q30	Q32	Q4	Q28	Q67	Q90	Q74	Q99	Q87	Q60	Q100	Q2	Q23	Q86	Q43	Q79	Q72	Q78	Q49	Q58	Q44	Q45	Q77	Q53	Q5	Q46			
185	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1		
143	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2		
191	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	1	2	2	0		
183	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	1	2	0		
213*	2	1	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	2	1	2	2	2	1		
139	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	1	2	2	2	2	2	2	2	1	2	2	2	2	2	1	2	2	1	2	1		
210	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1	2	2	2	2	2	2	2	1	1	2	2	1	1	2	2	2	2	2		
132	2	1	2	2	2	1	1	2	2	1	2	2	2	1	2	2	2	2	2	2	1	2	2	2	2	1	1	2	2	1	2	2	2	2	2		
197*	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	2	1	0	1	0	2	0	2	2	0	2	0	2		
113	2	2	2	2	0	2	1	2	2	1	2	1	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	0	2	0		
149	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	2	2	2	1	2	1	2	2	0	2	2	2	2	0	0	0	0	0	0		
158	2	2	2	2	2	2	2	2	2	2	2	1	0	2	2	2	1	1	2	2	2	2	2	2	0	1	2	2	2	1	2	1	2	1	2	1	
142	2	1	2	2	1	1	1	2	1	1	0	2	2	2	2	2	2	2	2	2	2	2	1	1	2	2	1	2	2	2	2	1	2	1	1	1	
115	2	1	2	1	2	2	2	2	2	2	2	2	2	2	1	2	1	0	2	2	0	1	2	2	1	2	0	2	2	2	2	2	2	0	0		
164	2	2	2	1	0	1	0	2	2	1	2	2	2	2	2	2	1	2	1	2	1	1	2	2	2	2	2	0	2	2	0	2	0	2	0	0	
201*	2	2	2	2	2	2	1	2	1	1	1	2	2	1	2	2	1	2	2	1	2	1	2	2	2	2	2	2	1	2	2	0	2	0	2	0	0
165	2	2	2	2	2	0	2	2	2	2	1	2	1	2	1	2	0	0	2	2	2	1	2	2	2	2	1	2	2	2	2	2	2	0	0	0	
133	2	2	1	2	2	2	2	2	2	2	0	2	2	2	2	2	2	2	2	2	2	2	0	2	1	2	1	2	2	2	2	2	0	0	2	2	
175	1	2	2	1	2	2	2	2	2	2	2	2	0	1	2	0	2	2	1	1	2	2	1	0	2	1	1	2	2	2	2	0	0	0	1	1	
146	2	2	2	2	2	1	1	2	2	1	2	2	1	1	2	2	1	0	2	2	0	1	0	2	2	1	2	2	2	2	2	2	0	2	2	2	
176	2	2	2	1	2	2	0	2	0	1	2	1	2	2	0	2	2	2	1	2	0	2	1	1	2	0	0	2	2	2	0	1	2	1	2	1	
156	2	1	2	2	2	2	1	0	2	1	1	2	2	2	0	2	2	1	0	0	2	1	1	2	2	2	2	0	1	2	1	0	0	0	0	0	
196*	2	2	2	2	2	2	2	2	2	2	0	2	2	0	2	1	0	2	0	2	2	0	2	1	2	0	2	0	2	1	1	0	0	0	0	0	
169	2	1	1	2	2	2	2	2	2	2	2	2	2	1	1	1	0	0	1	2	2	0	0	1	2	0	1	2	0	2	2	2	0	0	2	2	
134	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	2	2	2	0	1	2	2	1	2	0	0	0	1	0	0	0		
168	2	1	1	2	2	2	1	1	2	1	2	1	0	0	2	0	2	0	2	2	2	0	0	2	2	1	2	2	2	1	1	0	0	0	2	2	
205*	2	2	1	2	2	2	2	2	0	1	2	2	1	1	2	2	2	2	1	2	2	1	1	2	2	2	1	0	0	0	0	0	0	0	0	0	
131	1	2	1	1	2	2	1	1	1	2	1	2	2	2	2	1	2	2	1	2	1	2	0	1	1	2	0	0	0	0	2	1	1	1	2	2	
194*	1	1	2	1	2	2	2	2	2	0	2	2	2	2	1	1	1	1	2	0	1	1	2	2	1	2	1	2	1	2	1	1	1	1	2	2	
199	2	2	2	0	0	0	2	2	2	1	2	0	2	1	2	2	2	0	2	0	2	2	2	1	1	1	2	0	0	0	2	0	0	0	0	0	
137	1	2	1	0	2	2	1	1	2	0	2	2	2	1	1	2	2	0	2	2	1	2	2	0	1	0	0	2	0	2	0	0	0	0	0	2	
211	2	2	2	1	0	2	1	1	1	2	2	2	1	2	2	1	2	1	2	1	1	1	0	2	1	2	0	0	0	0	2	0	2	0	2	1	
167	2	2	1	1	2	0	2	2	2	1	2	2	2	2	2	1	1	2	2	1	2	2	1	1	0	2	2	2	2	2	2	1	0	0	0	0	
135	2	2	0	1	2	1	2	2	2	2	0	1	2	2	2	0	2	0	2	2	0	2	2	1	2	2	0	2	2	2	0	1	0	1	0	1	
126	1	1	1	1	2	2	0	0	2	2	1	2	2	2	2	2	0	2	1	0	1	2	2	0	0	2	0	0	0	2	0	2	0	2	0	0	
214*	1	1	1	2	1	2	2	2	2	1	2	2	2	1	2	2	1	0	1	2	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
195*	2	2	1	1	2	2	1	2	2	1	1	0	1	1	1	1	1	0	1	2	2	1	2	1	1	1	1	2	2	2	2	2	1	1	0	0	
189	1	2	2	2	2	0	1	2	2	1	1	0	1	2	2	2	2	0	1	0	1	2	2	2	1	2	2	2	1	2	0	0	0	0	0	0	
121	0	2	1	1	2	2	0	0	1	2	0	2	2	1	0	2	2	1	0	1	1	2	1	0	1	2	2	2	2	0	2	2	0	2	2	2	
172	2	2	2	2	0	0	0	2	2	2	2	2	0	0	2	2	2	2	1	2	2	2	2	1	2	2	0	2	0	0	2	0	0	0	0	0	
119	2	1	1	1	1	2	1	1	0	1	2	1	1	1	1	1	1	2	2	1	0	2	1	2	1	1	1	1	2	0	1	1	0	0	0	1	
162	2	1	2	0	2	1	1	1	1	1	1	0	0	2	2	2	2	1	0	2	0	2	1	2	0	2	1	1	1	1	0	2	1	1	0	0	
207*	1	1	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	2	2	1	2	1	1	1	1	1	1	1	1	1	0	2	1	1	
129	0	1	1	1	0	0	2	1	1	1	2	1	1	1	1	2	0	2	2	0	0	1	0	2	2	1	0	1	0	0	2	2	0	2	0	1	
171	0	0	0	2	0	2	1	1	2	2	0	2	1	1	1	0	1	0	2	1	2	0	2	0	2	0	2	0	2	1	0	2	1	0	2	0	
193*	1	1	1	1	1	1	1	1	2	0	1	1	1	1	1	1	1	1	1	1	2	1	2	1	1	1	1	1	1	1	1	1	1	1	0	1	
179	0	0	2	2	0	2	1	0	2	2	1	0	0	2	0	0	2	2	0	1	1	2	2	2	0	2	2	0	0	0	2	0	2	0	2	1	
200*	1	2	2	2	2	0	0	1	0	1	1	2	1	1	2	2	1	2	2	0	1	1	1	1	1	0	0	1	0	0	2	0	0	0	0	0	
174	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	2	0	
78	77	76	76	75	75	75	74	74	74	74	73	73	73	73	71	71	71	70	70	69	69	69	68	68	66	65	64	64	63	62	60	43	41	39			
98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98		
80	79	78	78	77	77	77	76	76	76	74	74	74	74	74	72	72	72	71	71	70	70	70	69	69	68	66	65	65	64	63	61	44	44	42	40		
64	68	69	69	71	71	71	74	74	74	77	77	77	7																								

TABLE N° 2 : Summary Ratings Score Sheet 2017

Summary Ratings Score Sheet 2017	DFI N°																										
	185	143	191	183	213*	139	210	132	197*	113	149	158	142	115	164	201*	165	133	175	146	176	156	196*	169	134	168	205*
Governance Standards (40%)																											
Sufficient Independence from Government	11	12	10	12	12	12	12	12	10	12	9	12	11	10	8	8	7	6	8	12	12	6	5	9	7	8	8
Management Independence and Incentives	12	12	12	12	11	12	12	12	12	10	11	12	11	12	12	12	12	12	12	11	12	7	12	12	9	12	12
Operating in Accord with Commercial Principles	8	8	8	8	7	8	8	8	8	7	8	8	7	7	8	7	8	8	7	8	8	5	6	7	3	6	6
Accounting and Auditing	18	18	18	18	18	18	17	17	18	18	18	18	18	16	17	17	18	17	16	14	16	16	17	18	18	17	17
Management Information Systems & Procedures	12	12	12	12	11	11	12	11	12	11	12	11	10	12	12	11	12	12	12	10	9	10	11	12	11	9	12
Other Governance	15	16	16	16	16	16	16	15	16	15	16	16	14	16	16	15	16	14	14	15	15	16	16	12	15	16	13
Subtotal: Governance Standards	76	78	76	78	75	77	77	75	76	73	74	77	71	73	73	70	73	69	69	70	72	60	67	70	63	68	68
Financial Prudential Standards (40%)																											
Capital Adequacy	6	6	6	6	6	6	5	4	6	6	6	6	5	4	6	6	5	5	6	4	6	6	6	6	6	6	6
Profitability and Efficiency	9	10	8	6	8	6	8	9	6	7	6	8	8	8	8	8	7	8	8	7	8	6	7	7	2	7	4
Asset Quality	12	11	12	11	12	11	12	11	10	10	10	11	11	8	12	12	11	6	9	10	9	12	10	8	10	10	7
Asset Diversity and Safety	13	13	14	13	14	14	14	14	12	12	14	10	13	12	10	10	9	13	14	10	12	14	12	10	14	13	12
Liquidity	12	12	12	12	12	12	12	10	12	12	12	9	9	12	7	11	10	12	12	9	5	12	12	12	12	12	11
Funding	6	6	6	6	6	6	6	6	6	5	6	4	6	6	6	6	5	5	3	5	6	6	6	5	5	4	5
Subtotal: Financial Prudential Standards	58	58	58	54	58	55	57	54	52	52	54	48	52	50	49	53	47	49	52	45	46	56	53	48	49	52	45
Operational Standards (20%)																											
Risk Management Practices	10	8	10	10	10	9	7	10	9	10	6	6	10	5	9	9	9	9	6	10	7	8	10	6	10	8	9
Lending Policies	16	16	15	16	14	15	15	13	14	16	14	15	13	15	14	14	16	16	13	15	10	14	12	13	13	8	13
Loan Appraisal Policy & Procedures	18	17	18	18	17	18	17	17	18	17	17	17	16	16	15	14	14	18	17	15	18	18	12	13	17	10	15
Supervision and Collection Policies	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	12	14	13	13	14	14	14	12	14	13	11	12
Operation Strategy Policies	4	3	4	4	4	4	3	4	4	4	2	4	4	4	3	4	4	4	1	4	3	1	1	2	2	2	3
Subtotal: Operation Standards	62	58	61	62	59	60	56	58	59	61	53	56	57	54	55	53	57	60	50	58	52	55	47	48	55	39	52
Total Score	196	194	195	194	192	192	190	187	187	186	181	181	180	177	177	176	177	178	171	173	170	171	167	166	167	159	165
Total Score (Weighted)	330	330	329	326	325	324	324	316	315	311	309	306	303	300	299	299	297	296	292	288	288	287	287	284	279	279	278
Total Score (Weighted x. 296)	98	98	97	96	96	96	96	94	93	92	91	91	90	89	89	89	88	88	86	85	85	85	85	84	83	83	82
Rank	1	1	3	4	5	6	6	8	9	10	11	12	13	14	15	15	17	18	19	20	20	22	22	24	25	27	

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NB

- Total Score = [Subt Gov + Subt Fince + Subt Opertn]
- Total Score (Weighted) = [(Subt Gov X 2) + (Subt Fince X 2) +(Subt Opertn X 1)]
- Total Score (Weighted x. 296) = [Total Score (Weighted) X .296]

Summary Ratings Score Sheet 2017	DFI N*																					
	131	194*	199	137	211	167	135	126	214*	195*	189	121	172	119	162	207*	129	171	193*	179	200*	174
Governance Standards (40%)																						
Sufficient Independence from Government	11	8	7	5	11	7	4	6	7	9	7	10	10	7	5	9	6	9	6	10	9	8
Management Independence and Incentives	11	12	11	12	11	7	11	12	10	12	9	10	10	9	8	12	8	12	12	8	12	11
Operating in Accord with Commercial Principles	8	5	8	8	8	4	6	6	8	8	7	6	6	7	7	5	6	6	7	3	7	0
Accounting and Auditing	15	16	17	16	17	15	14	17	15	13	16	12	18	16	18	18	16	15	18	14	10	14
Management Information Systems & Procedures	9	12	12	10	10	12	8	7	11	10	10	5	12	7	9	8	9	8	9	6	5	0
Other Governance	15	13	15	16	15	12	16	15	16	13	14	12	16	12	11	16	11	12	14	15	8	0
Subtotal: Governance Standards	69	66	70	67	72	57	59	63	67	65	63	55	72	58	58	68	56	62	66	56	51	33
Financial Prudential Standards (40%)																						
Capital Adequacy	5	4	6	4	5	5	5	5	5	6	4	5	3	6	6	4	3	5	4	4	2	1
Profitability and Efficiency	3	9	2	8	3	7	9	4	6	7	6	10	4	6	6	6	3	5	6	3	3	0
Asset Quality	8	10	9	8	8	11	9	10	8	10	8	12	6	8	9	8	10	12	7	6	8	6
Asset Diversity and Safety	11	12	8	10	7	13	10	10	8	12	11	13	10	12	12	9	11	4	6	9	11	0
Liquidity	11	12	8	11	7	10	9	12	12	10	7	11	2	10	10	6	8	9	7	6	2	0
Funding	4	5	4	4	5	5	4	4	4	3	4	3	4	4	4	3	2	2	3	4	5	0
Subtotal: Financial Prudential Standards	42	52	37	45	35	51	46	45	43	48	40	54	29	46	47	36	37	37	33	32	31	7
Operational Standards (20%)																						
Risk Management Practices	8	6	8	4	8	7	9	7	8	4	9	5	10	7	4	5	7	8	6	6	8	0
Lending Policies	14	10	14	9	16	12	12	11	8	10	14	10	15	10	6	8	13	5	8	12	11	0
Loan Appraisal Policy & Procedures	17	11	18	17	16	17	18	14	15	13	15	13	15	12	10	8	13	13	9	15	14	0
Supervision and Collection Policies	13	9	14	14	14	13	14	13	9	7	14	13	13	9	13	8	14	7	7	12	11	2
Operation Strategy Policies	2	3	4	4	3	4	2	3	2	1	2	1	3	2	3	2	4	2	2	0	4	2
Subtotal: Operation Standards	54	39	58	48	57	53	55	48	42	35	54	42	56	40	36	31	51	35	32	45	48	4
Total Score	165	157	165	160	164	161	160	156	152	148	157	151	157	144	141	135	144	134	131	133	130	44
Total Score (Weighted)	276	275	272	272	271	269	265	264	262	261	260	260	258	248	246	239	237	233	230	221	212	84
Total Score (Weighted x. 296)	82	81	81	81	80	80	78	78	78	77	77	77	76	73	73	71	70	69	68	65	63	25
Rank	28	29	30	30	32	33	34	35	36	37	38	38	40	41	42	43	44	45	46	47	48	49

* Institution Non Member of AADFI but Member of the SADC - DFRIC

TABLE N° 3
AADFI DFIs rated by Overall Weighted Score and by Governance, Financial and Operational standard subtotals

Code	Gov Subtot	Financ Subtot	Opertn Subtot	Grand Total	Weighted Score rating	Overall Rank	Govnce Ranking	Financial Ranking	Operational Ranking	Rating
185	76	58	62	196	98	1	6	1	1	AA
143	78	58	58	194	98	1	1	1	9	
191	76	58	61	195	97	3	6	1	3	
183	78	54	62	194	96	4	1	8	1	
213*	75	58	59	192	96	5	9	1	7	
139	77	55	60	192	96	6	3	7	5	
210	77	57	56	190	96	6	3	5	16	
132	75	54	58	187	94	8	9	8	9	
197*	76	52	59	187	93	9	6	14	7	
113	73	52	61	186	92	10	12	14	3	
149	74	54	53	181	91	11	11	8	26	
158	77	48	56	181	91	12	3	25	16	
142	71	52	57	180	90	13	19	14	13	A+
115	73	50	54	177	89	14	12	21	23	
164	73	49	55	177	89	15	12	22	19	
201*	70	53	53	176	89	15	20	12	26	
165	73	47	57	177	88	17	12	28	13	
133	69	49	60	178	88	18	24	22	5	
175	69	52	50	171	86	19	24	14	32	
146	70	45	58	173	85	20	20	33	9	A
176	72	46	52	170	85	20	16	30	29	
156	60	56	55	171	85	22	40	6	19	
196*	67	53	47	167	85	22	30	12	37	
169	70	48	48	166	84	24	20	25	33	
134	63	49	55	167	83	25	36	22	19	
168	68	52	39	159	83	25	27	14	42	
205*	68	45	52	165	82	27	27	33	29	
131	69	42	54	165	82	28	24	38	23	
194*	66	52	39	157	81	29	33	14	42	
199	70	37	58	165	81	30	20	40	9	
137	67	45	48	160	81	30	30	33	33	
211	72	35	57	164	80	32	16	44	13	
167	57	51	53	161	80	33	44	20	26	
135	59	46	55	160	78	34	41	30	19	B+
126	63	45	48	156	78	35	36	33	33	
214*	67	43	42	152	78	36	30	37	39	
195*	65	48	35	148	77	37	35	25	45	
189	63	40	54	157	77	38	36	39	23	
121	55	54	42	151	77	38	47	8	39	
172	72	29	56	157	76	40	16	48	16	
119	58	46	40	144	73	41	42	30	41	B
162	58	47	36	141	73	42	42	28	44	
207*	68	36	31	135	71	43	27	43	48	
129	56	37	51	144	70	44	45	40	31	C+
171	62	37	35	134	69	45	39	40	45	
193*	66	33	32	131	68	46	33	45	47	
179	56	32	45	133	65	47	45	46	38	C
200*	51	31	48	130	63	48	48	47	33	
174	33	7	4	44	25	49	49	49	49	Below Rating

All 49 DFIs

TABLE N°4

Summary ranking by Area of compliance (Based on 49 DFIs in November 2017 drafts)

		Percent Avg	Rank (Best First)
Subtotal: Governance Standards	67	86%	1
Subtotal: Operational Standards	50	81%	2
Subtotal: Financial Prudential Standards	46	77%	3
Total	164	82%	

List in order of highest percentage

Relatively Strong Compliance

Management Independence and Incentives	12	92%	1
Accounting and Auditing	18	91%	2
Other Governance	16	89%	3
Supervision and Collection Policies	14	89%	3
Capital Adequacy	6	85%	5
Management Information Systems & Procedures	12	84%	6
Operating in Accord with Commercial Principles	8	84%	6
Loan Appraisal Policy & Procedures	18	83%	8
Liquidity	12	81%	9
Asset Quality	12	80%	10

High Compliance

Asset Diversity and Safety	14	79%	11
Funding	6	78%	12
Lending Policies	16	77%	13
Risk Management Practices	10	76%	14
Sufficient Independence from Government	12	73%	15
Operation Strategy Policies	4	72%	16

Average Compliance

Profitability and Efficiency	10	63%	17
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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	112								131								DFI N° 116								117								118							
	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017
Governance Standards (40%)																																								
Sufficient Independence from Government	10	10		10	10	10	10		12	12	12	12	12	11	11	11	10	10																						
Management Independence and Incentives	5	5		5	5	5	5		11	11	12	11	11	11	11	11	8	8																						
Operating in Accord with Commercial Principle	4	6		7	7	7	7		7	8	8	8	7	7	8	8	3	4																						
Accounting and Auditing	16	17		18	17	17	17		15	16	16	16	15	17	15	15	16	17																						
Management Information Systems & Procedure	8	8		9	10	10	10		10	11	11	12	9	10	9	9	4	4																						
Other Governance	7	9		12	12	14	16		12	12	12	14	13	14	15	15	8	13																						
Subtotal: Governance Standards	50	55		61	61	63	65		67	70	71	73	67	70	69	69	49	56																						
Financial Prudential Standards (40%)																																								
Capital Adequacy	5	5		5	4	4	4		4	6	6	6	6	5	5	5	6	6																						
Profitability and Efficiency	8	8		6	6	6	7		5	6	9	8	7	6	5	3	1	6																						
Asset Quality	7	10		10	10	8	10		10	10	10	10	12	9	9	8	5	8																						
Asset Diversity and Safety	8	10		9	10	13	14		11	13	13	13	12	12	11	11	7	12																						
Liquidity	5	5		6	6	9	9		9	11	11	12	10	11	11	11	9	7																						
Funding	5	5		5	5	5	6		3	4	6	6	4	5	4	4	5	3																						
Subtotal: Financial Prudential Standards	38	43		41	41	45	50		42	50	55	55	51	48	45	42	33	42																						
Operational Standards (20%)																																								
Risk Management Practices	8	8		8	8	8	8		6	6	7	7	10	9	8	8	7	9																						
Lending Policies	12	12		13	13	13	13		14	14	14	14	14	16	14	14	9	13																						
Loan Appraisal Policy & Procedures	8	10		15	16	15	16		11	16	16	16	15	18	17	17	15	11																						
Supervision and Collection Policies	9	9		10	12	13	13		6	10	12	12	13	13	13	13	13	10																						
Operation Strategy Policies	4	4		4	4	4	4		2	3	3	3	2	2	2	2	3	4																						
Subtotal: Operation Standards	41	43		50	53	53	54		39	49	52	52	54	58	54	54	47	47																						
Total Score	129	141		152	155	161	169		148	169	178	180	172	176	168	165	129	145																						
Total Score (Weighted)	217	239		284	257	269	284		257	289	304	308	290	294	282	276	211	243																						
Total Score (Weighted x. 296)	64	71		75	76	80	84		76	86	90	91	86	87	83	82	62	72																						
Ranks	21	19		27	21	32	21		11	7	3	6	12	14	24	28	23	18																						

* Institution Non Member of AADFI but Member of the SADC - DFRC

Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	DFI N°																																							
	119							126							128							129							153											
Governance Standards (40%)	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017
Sufficient Independence from Government	8	9		7				7	6	7	8					9	9	6	8	8					5	5		6	7		7	6	12	12	12					
Management Independence and Incentives	7	5		7				9	9	11	12					12	12	12	6	4					6	9		12	12		9	8	8	9	9					
Operating in Accord with Commercial Principle	7	6		8				7	4	6	7					8	8	6	8	8					3	8		8	8		7	6	7	7	7					
Accounting and Auditing	13	11		16				16	15	15	15					16	16	17	18	18					18	18		18	18		18	16	16	18	18					
Management Information Systems & Procedure	10	8		11				7	7	9	9					10	10	7	4	6					6	8		9	9		9	9	9	9	9					
Other Governance	8	11		11				12	7	14	15					15	15	15	14	14					12	9		12	15		13	11	14	14	14					
Subtotal: Governance Standards	53	50		60				58	48	62	66				70	70	63	58	58					50	57		65	69		63	56	66	69	69						
Financial Prudential Standards (40%)																																								
Capital Adequacy	6	2		3				6	4	5	5					5	4	5	6	6					6	6		5	5		5	3	4	4	4					
Profitability and Efficiency	9	1		8				6	5	6	10					6	10	4	5	4					7	8		7	8		3	3	8	9	9					
Asset Quality	7	6		11				8	5	7	10					10	8	10	11	10					12	8		12	12		10	10	6	10	10					
Asset Diversity and Safety	8	10		12				12	12	11	12					13	13	10	13	12					11	9		10	12		11	11	11	12	12					
Liquidity	7	3		5				10	2	4	11					11	11	12	8	8					8	8		6	10		8	8	8	8	8					
Funding	6	6		5				4	3	5	6					6	6	4	4	4					3	4		3	4		2	2	4	6	6					
Subtotal: Financial Prudential Standards	43	28		44				46	31	38	54				51	52	48	47	44					47	43		43	51		39	37	41	49	49						
Operational Standards (20%)																																								
Risk Management Practices	4	5		8				7	4	6	6					6	6	7	9	6					9	8		8	8		8	7	7	9	9					
Lending Policies	10	13		13				10	8	11	13					13	11	11	13	14					11	12		11	12		8	13	11	13	13					
Loan Appraisal Policy & Procedures	7	10		8				12	10	15	15					16	18	14	13	16					14	11		15	15		12	13	12	16	16					
Supervision and Collection Policies	6	9		11				9	9	14	14					14	14	13	14	12					11	11		13	13		13	14	9	11	11					
Operation Strategy Policies	4	4		4				2	4	4	4					4	4	3	4	2					4	4		4	4		3	4	3	4	4					
Subtotal: Operation Standards	31	41		44				40	35	50	52				53	53	48	53	50					49	46		51	52		44	51	42	53	53						
Total Score	127	119		148				144	114	150	172				174	175	156	158	152					146	146		159	172		146	144	149	171	171						
Total Score (Weighted)	223	197		252				248	193	250	292				295	297	264	263	254					243	246		267	292		248	237	256	289	289						
Total Score (Weighted x. 296)	66	58		75				73	57	74	86				87	88	78	78	75					72	73		79	86		73	70	76	86	86						
Ranks	18	27		30				41	25	15	5				12	12	35	8	12					14	17		21	10		31	44	12	7	6						

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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	152							169							DFI N° 172							175							179												
	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	
Governance Standards (40%)																																									
Sufficient Independence from Government	8	9							6	9	9	9	9	9	9	9	9	9																							
Management Independence and Incentives	6	8							10	12	12	12	12	12	12	12	11	7																							
Operating in Accord with Commercial Principle	7	8							7	8	8	6	6	6	7	7	6	6																							
Accounting and Auditing	16	16							17	18	18	18	18	17	18	18	16	15																							
Management Information Systems & Procedure	12	12							9	12	12	12	12	12	12	12	9	8																							
Other Governance	14	16							9	10	10	13	13	12	12	12	13	9																							
Subtotal: Governance Standards	63	69							58	69	69	70	70	68	70	70	64	54																							
Financial Prudential Standards (40%)																																									
Capital Adequacy	6	6							6	6	6	6	6	6	6	6	6	6																							
Profitability and Efficiency	8	10							7	6	6	10	10	10	7	7	7	6																							
Asset Quality	12	12							11	10	10	11	11	11	8	8	9	7																							
Asset Diversity and Safety	9	9							14	13	13	9	9	9	10	10	14	14																							
Liquidity	12	12							8	9	9	10	10	11	12	12	6	12																							
Funding	6	6							6	4	4	5	5	5	5	5	3	6																							
Subtotal: Financial Prudential Standards	53	55							52	48	48	51	51	52	48	48	45	51																							
Operational Standards (20%)																																									
Risk Management Practices	9	8							10	9	9	9	7	8	6	6	8	10																							
Lending Policies	11	12							12	14	14	13	13	13	13	13	13	10																							
Loan Appraisal Policy & Procedures	14	16							15	13	13	13	13	13	13	13	16	10																							
Supervision and Collection Policies	12	14							13	14	14	14	14	14	14	14	9	8																							
Operation Strategy Policies	2	2							1	1	1	3	3	1	1	2	3	4																							
Subtotal: Operation Standards	48	52							51	51	51	52	50	49	47	48	49	42																							
Total Score	164	176							161	168	168	173	171	169	165	166	158	147																							
Total Score (Weighted)	280	300							271	285	285	294	292	289	283	284	267	252																							
Total Score (Weighted x. 296)	83	89							80	84	84	87	86	86	84	84	79	75																							
Ranks	3	2							5		7	11	10	17	22	24	7	13																							

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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	DFI #																																													
	183								189							191							184							182																
Governance Standards (40%)	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017						
Sufficient Independence from Government	8	11	11	11	11	11	11	12	6	6		7	7	7	7	7	6								11	10	10	10	10	5	5			9	7	8	9				10	11		12	12	12
Management Independence and Incentives	10	12	12	12	12	12	12	12	9	9		9	9	10	9	9	11								12	12	12	12	12	11	12			12	12	12	10				10	11		11	12	12
Operating in Accord with Commercial Principle	8	8	8	8	8	8	8	8	4	4		5	7	7	7	7	7								6	8	8	8	8	4	7			8	7	8	8				7	6		8	8	8
Accounting and Auditing	18	18	18	18	18	18	18	18	17	17		17	18	17	18	16	15								18	18	18	18	18	18	17			17	17	17	17				18	18		18	18	17
Management Information Systems & Procedure	9	11	11	11	11	12	12	12	10	10		10	10	10	10	10	4								12	12	12	12	12	11	11			11	11	12	10				11	11		12	12	11
Other Governance	16	15	15	15	15	16	16	16	12	12		14	14	14	14	14	9								12	16	16	16	16	15	16			15	16	16	11				10	11		14	15	15
Subtotal: Governance Standards	69	75	75	75	75	76	77	78	58	58		62	65	65	65	63	52								71	78	76	76	76	64	68			72	70	73	65				66	68		75	77	75
Financial Prudential Standards (40%)																																														
Capital Adequacy	5	6	6	6	6	6	6	6	6	6		6	6	6	6	4	6								6	6	6	6	6	5	6			6	6	6	6				2	6		6	6	4
Profitability and Efficiency	7	8	8	7	7	7	7	6	6	4		5	2	4	5	6	3								9	9	9	7	8	6	5			8	9	8	9				4	10		10	10	9
Asset Quality	10	10	10	10	10	10	11	11	12	12		10	10	10	12	8	9								12	12	12	12	12	10	10			12	10	12	12				10	10		11	11	11
Asset Diversity and Safety	11	13	13	13	13	13	12	13	5	12		12	11	11	11	11	11								14	14	14	14	14	11	10			14	11	10	12				11	14		14	14	14
Liquidity	11	12	12	12	12	12	12	12	4	4		10	10	10	8	7	9								10	10	12	12	12	10	10			5	9	7	9				8	10		10	10	10
Funding	4	6	6	6	6	6	6	6	5	6		5	5	6	3	4	3								6	6	6	6	6	5	5			5	6	6	4				3	4		5	6	6
Subtotal: Financial Prudential Standards	48	55	55	54	54	54	54	54	38	44		48	44	47	45	40	41								57	57	59	57	58	47	46			50	51	49	52				38	54		56	57	54
Operational Standards (20%)																																														
Risk Management Practices	9	10	10	10	10	10	10	10	9	9		10	8	10	10	9	8								10	10	10	10	10	8	10			9	9	9	10				7	9		10	10	10
Lending Policies	14	16	16	16	16	16	16	16	12	11		15	11	15	14	14	8								14	15	15	15	15	8	10			12	12	14	6				11	12		13	13	13
Loan Appraisal Policy & Procedures	16	13	15	15	15	16	18	18	12	14		16	17	16	16	15	11								18	18	18	18	18	10	10			14	15	15	11				16	16		17	17	17
Supervision and Collection Policies	13	10	12	13	13	14	14	14	6	9		14	14	14	14	14	3								14	14	14	14	14	14	14			14	14	14	11				11	12		14	14	14
Operation Strategy Policies	2	4	4	4	4	4	4	4	2	2		3	4	2	4	2	2								3	3	3	3	4	4	3			2	2	3	2				2	2		4	4	4
Subtotal: Operation Standards	54	53	57	58	58	60	62	62	41	45		58	54	57	58	54	32								59	60	60	60	61	44	47			51	52	55	40				47	51		58	58	58
Total Score	171	183	187	187	187	190	193	194	137	147		168	163	169	168	187	126								187	193	195	193	195	155	161			173	173	177	157				151	173		189	192	187
Total Score (Weighted)	288	313	317	316	316	320	324	326	233	249		278	272	281	278	260	218								315	326	330	326	329	266	275			295	294	299	274				285	295		320	326	316
Total Score (Weighted x. 296)	85	93	94	94	94	95	98	96	69	74		82	81	83	82	77	65								93	96	96	96	97	79	81			87	87	88,5	81				75	87		95	96	94
Ranks	2	1	1	1	2	4	4	4	16	16		16	16	23	26	38	19								2	1	1	2	2	11	9			12	13	15	4				11	10		4	2	3

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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	154								155								DFI N°								157								154								161																										
	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017																											
Governance Standards (40%)																																																																			
Sufficient Independence from Government	5								4	6	6	6	6	6	6	6	6	10																				3	2	5	5	7	7	7	7																			12			
Management Independence and Incentives	9								7	10	10	10	10	7	7	11	11																						9	8	9	8	8	8	8	9																				11	
Operating in Accord with Commercial Principle	5								3	6	6	6	5	5	5	8	8																						5	5	6	5	1	4	2	3																				7	
Accounting and Auditing	12								18	17	17	17	16	16	16	14	15																						17	17	17	16	16	16	16	16																				16	
Management Information Systems & Procedure	5								10	10	10	10	10	10	10	8	10																						11	9	11	10	11	11	11	11																				9	
Other Governance	5								14	16	16	16	16	16	16	15	16																						15	14	15	16	15	15	15	15																				9	
Subtotal: Governance Standards	41								56	65	65	65	63	60	60	62	70																					60	55	63	60	58	63	61	63																			64			
Financial Prudential Standards (40%)																																																																			
Capital Adequacy	2								6	4	6	6	6	6	6	5	5																					6	6	3	5	6	8	6	6																			5			
Profitability and Efficiency	7								7	5	5	5	4	6	6	7	8																						6	2	2	8	2	3	6	2																					7
Asset Quality	5								8	9	10	10	11	12	12	7	10																						12	12	11	11	11	10	8	10																					7
Asset Diversity and Safety	9								10	14	12	12	12	14	14	8	10																						12	13	13	13	14	14	14	14																					12
Liquidity	6								8	12	12	12	12	12	12	5	11																						8	11	10	8	10	12	12	12																					1
Funding	3								4	5	5	5	5	6	6	3	4																					0	0	0	2	2	2	4	5																					4	
Subtotal: Financial Prudential Standards	32								43	49	50	50	50	56	56	35	48																					44	44	39	47	45	49	50	49																				36		
Operational Standards (20%)																																																																			
Risk Management Practices	3								1	6	5	5	7	8	8	5	10																					10	10	10	10	10	10	10	10																				9		
Lending Policies	13								13	15	16	16	14	14	14	8	12																						14	12	14	9	11	12	13	13																					11
Loan Appraisal Policy & Procedures	12								13	14	15	15	17	18	18	9	18																						15	16	17	17	17	17	17	17																				7	
Supervision and Collection Policies	7								11	13	14	14	14	14	14	7	11																						13	13	13	13	13	13	13	13																				6	
Operation Strategy Policies	4								0	4	2	2	2	1	1	3	3																					2	0	2	3	0	2	2	2																					4	
Subtotal: Operation Standards	39								38	52	52	52	54	55	55	32	54																					54	51	56	52	51	54	55	55																				37		
Total Score	112								137	166	167	167	167	171	171	129	172																				158	150	158	159	154	166	166	167																			137				
Total Score (Weighted)	185								236	280	282	282	280	287	287	226	290																					262	249	260	266	257	278	277	279																				237		
Total Score (Weighted x. 296)	55								70	83	83	83	83	85	85	67	86																					76	74	77	79	76	82	82	83																			70			
Ranks	29								15	8	15	13	24	13	22	17	6																					9		10	22	21	25	27	25																				34		

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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	DFI N°																																									
	146							162							136							166							168													
Governance Standards (40%)	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017		
Sufficient Independence from Government			12	12	12	12	12	12		3	4	4	5	5	5	5	4		3	3		3		4	6	6		6	6	6	6	7	6	10		9	9	9	9	8	8	
Management Independence and Incentives			8	8	11	11	11	11		8	8	8	8	8	8	8	8		8	8		9		11	12	12		12	12	12	12	12	8	11		12	12	12	12	12	12	
Operating in Accord with Commercial Principles			8	8	8	8	8	8		6	7	7	7	7	7	7	4		5	5		5		6	8	8		8	7	8	7	8	7	7		8	7	6	6	6	6	
Accounting and Auditing			17	16	13	16	16	14		8	11	12	17	17	18	18	14		12	13		14		14	18	18		17	16	18	16	18	14	18		18	16	17	17	17	17	
Management Information Systems & Procedures			8	9	9	10	10	10		9	9	9	9	9	9	9	3		6	7		8		8	12	8		11	10	12	8	9	10	10		12	9	9	9	9	9	
Other Governance			5	9	14	15	15	15		11	9	9	9	11	12	11	12		11	11		15		16	16	16		15	16	16	16	16	8	16		16	16	12	16	16	16	
Subtotal: Governance Standards			55	58	62	67	72	70		45	48	49	55	57	59	58	45		45	47		54		59	72	68		69	67	73	51	71	73	70	68	68	68					
Financial Prudential Standards (40%)																																										
Capital Adequacy			4	4	2	2	4	4		5	6	6	6	6	6	6	4		5	5		5		5	6	6		6	6	6	6	5	5	6		6	6	6	6	6	6	
Profitability and Efficiency			4	4	6	3	4	7		10	8	8	8	7	6	6	7		7	6		8		9	7	10		9	9	7	8	8	8	8		8	8	10	5	7		
Asset Quality			9	9	10	8	10	10		8	10	6	8	9	10	9	10		9	9		9		9	10	11		11	11	11	11	11	5	11		12	12	11	10	10		
Asset Diversity and Safety			12	9	10	12	10	10		6	10	10	10	11	10	12	5		6	7		9		10	11	9		9	9	9	9	9	11	13		13	13	9	13	13		
Liquidity			7	7	7	8	9	9		7	11	8	6	10	8	10	5		7	6		8		9	10	10		10	11	10	11	10	8	12		12	12	11	12	12		
Funding			4	4	5	5	5	5		4	5	5	6	4	5	4	0		2	2		4		4	6	6		6	6	6	6	5	3	5		5	4	5	4	4		
Subtotal: Financial Prudential Standards			33	40	37	40	38	42	45		40	50	43	44	47	45	47	31		36	35		43		46	50	52		51	52	47	40	55	56	55	52	50	52				
Operational Standards (20%)																																										
Risk Management Practices			10	10	10	10	10	10		3	3	3	4	3	3	4	6		7	7		10		9	9	9		9	9	9	9	9	8	9		9	9	8	9	8		
Lending Policies			11	13	13	13	15	15		6	8	7	7	7	6	6	6		9	11		10		12	15	15		15	13	16	6	6	9	11		13	8	8	8	8		
Loan Appraisal Policy & Procedures			13	15	14	14	15	15		5	4	6	10	10	10	10	10		12	14		15		18	16	16		16	16	16	16	14	9	9		10	10	13	10	10		
Supervision and Collection Policies			14	14	14	14	14	14		12	14	14	14	13	13	13	2		7	8		10		14	13	14		14	11	14	11	14	11	11		11	10	14	11	11		
Operation Strategy Policies			3	4	2	2	4	4		3	3	3	3	3	3	3	1		2	1		2		2	3	2		3	4	4	2	4	4	4		4	4	1	2	2		
Subtotal: Operation Standards			51	51	56	53	53	58	58		29	32	33	38	36	35	36	25		37	41		47		55	56	56		57	53	57	36	39	43	44	49	40	39				
Total Score			139	149	185	160	163	172	173		114	130	125	137	140	139	141	101		118	123		144		160	178	176		177	172	177	127	168	172	169	169	158	189				
Total Score (Weighted)			227	247	254	267	273	286	288		199	228	217	236	244	243	246	177		199	205		241		265	300	296		297	291	297	218	291	301	294	289	276	279				
Total Score (Weighted x. 296)			67	73	75	79	81	85	85		59	67	64	70	72	72	73	52		59	61		71		78	89	88		88	86	88	65	86	89	87	86	82	83				
Ranks			13	27	19		18	20			26	14	36	27	35	32	42	31		16	39		36		34	1	4		9	15	17	19	5	7	9	17	28	25				

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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	DFI N°																																							
	100							130							133							100							113											
Governance Standards (40%)	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017
Sufficient Independence from Government	9	10		10	12	12	12	12	6	7		7					1	5		8		6	6	6				9	11	11	11	11	9	9	12	12	12	12	12	12
Management Independence and Incentives	10	9		12	12	12	12	12	7	12		12					9	10		12		12	12	12				11	11	12	12	12	7	7	10	10	10	10	10	10
Operating in Accord with Commercial Principle	5	8		8	8	8	8	8	4	5		5					1	4		6		7	8	8				6	7	8	8	8	6	6	7	7	7	7	7	7
Accounting and Auditing	16	18		18	18	18	17	18	11	13		12					11	11		12		15	16	17				18	18	18	18	18	17	16	18	18	18	18	18	18
Management Information Systems & Procedure	9	9		7	7	7	10	11	8	10		9					3	11		12		12	12	12				6	12	12	12	12	8	8	11	11	11	11	11	11
Other Governance	12	14		14	13	13	16	16	9	15		15					3	9		15		13	13	14				15	15	15	15	15	11	3	14	14	14	15	15	15
Subtotal: Governance Standards	61	68		69	70	70	75	77	45	62		60					28	50		65		65	67	69				65	74	76	76	76	60	49	72	72	72	73	73	73
Financial Prudential Standards (40%)																																								
Capital Adequacy	6	6		6	6	6	6	6	0	0		0					6	2		4		4	5	5				6	6	6	6	6	6	5	6	6	6	6	6	6
Profitability and Efficiency	7	7		10	7	8	7	8	4	4		6					4	3		5		7	7	8				9	9	8	7	9	7	7	7	9	9	5	7	7
Asset Quality	9	12		8	11	10	11	11	7	8		8					3	4		9		5	5	6				10	11	11	11	12	9	12	12	10	10	10	10	10
Asset Diversity and Safety	11	12		13	12	12	12	10	8	12		12					6	10		13		13	13	13				11	13	12	12	13	14	14	14	13	12	13	12	12
Liquidity	10	12		11	12	12	9	9	5	5		4					6	7		10		11	12	12				11	12	12	12	12	8	11	11	11	12	11	11	12
Funding	4	5		6	6	6	4	4	2	3		3					1	4		4		5	5	5				3	4	6	6	6	3	2	2	3	4	5	5	5
Subtotal: Financial Prudential Standards	47	54		54	54	54	49	48	26	32		33					26	30		45		45	47	49				50	55	55	54	58	47	51	52	52	53	50	51	52
Operational Standards (20%)																																								
Risk Management Practices	3	7		7	6	4	4	6	8	7		7					2	4		1		8	8	9				10	10	10	10	10	8	8	10	10	10	10	10	10
Lending Policies	13	15		15	16	16	15	15	8	11		11					8	9		13		16	16	16				14	16	16	16	16	10	16	16	16	16	16	16	16
Loan Appraisal Policy & Procedures	11	16		15	15	17	16	17	13	17		18					10	9		16		16	16	18				16	18	18	18	18	15	15	17	17	17	17	17	17
Supervision and Collection Policies	10	14		14	14	14	14	14	12	14		14					4	6		11		13	13	13				14	14	13	13	14	14	13	14	14	14	14	14	14
Operation Strategy Policies	2	2		4	4	4	3	4	3	2		2					1	1		1		4	4	4				0	3	4	4	4	0	0	1	4	4	4	4	4
Subtotal: Operation Standards	39	54		55	55	55	54	56	44	51		52					25	29		42		57	57	60				54	61	61	61	62	47	52	58	61	61	61	61	61
Total Score	147	176		178	179	179	178	181	115	145		145					79	109		182		167	171	178				169	190	192	191	196	154	152	182	185	186	184	185	186
Total Score (Weighted)	255	298		301	303	303	302	306	186	239		238					133	189		262		277	285	296				284	319	323	321	330	261	252	306	309	311	307	309	311
Total Score (Weighted x. 296)	75	88		89	90	90	89	91	55	71		70					39	56		78		82	84	88				84	94	96	95	98	77	75	91	91	92	91	91	92
Ranks	13	3		7	5	9	11	12	28	19		32					32	28		25		27	20	18				14	14	3	7	1	10	13	2	5	4	8	8	10

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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	DFI N°																																											
	118							176							188*							192*							197*															
Governance Standards (40%)	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017				
Sufficient Independence from Government				10	10	10	11	10				11	12	12				8	8	7	5	5				9	11	10				9	9	10	10									
Management Independence and Incentives				12	12	12	12	12				11	12	12				12	12	12	12	12				12	12	12				9	11	10	12									
Operating in Accord with Commercial Principles				7	7	7	7	7				6	8	8				7	7	5	5	6				6	8	7				8	7	7	8									
Accounting and Auditing				17	16	16	16	16				14	16	16				16	16	17	17	17				15	17	17				16	16	17	16									
Management Information Systems & Procedures				11	10	10	10	12				12	10	9				9	10	11	11	11				10	11	11				12	9	12	12									
Other Governance				14	11	13	15	16				9	16	15				13	15	13	16	16				15	16	14				14	15	15	16									
Subtotal: Governance Standards				71	66	68	71	73				63	76	72				67	70	65	66	67				67	75	71				70	69	71	76									
Financial Prudential Standards (40%)																																												
Capital Adequacy				6	4	4	4	4				4	6	6				6	6	6	6	6				5	6	6				5	5	6	6									
Profitability and Efficiency				5	6	8	10	8				8	4	8				8	8	8	7	7				8	10	9				4	2	4	6									
Asset Quality				10	10	10	10	8				10	10	9				8	10	10	10	10				12	11	11				10	4	4	10									
Asset Diversity and Safety				12	12	12	11	12				9	12	12				14	14	14	14	12				12	13	11				13	2	14	12									
Liquidity				10	10	11	12	12				12	10	5				12	12	12	10	12				8	12	12				5	7	10	12									
Funding				4	5	6	6	6				3	5	6				6	6	6	6	6				3	6	5				3	2	2	6									
Subtotal: Financial Prudential Standards				47	47	51	53	50				46	47	46				54	56	56	53	53				46	58	54				40	22	40	52									
Operational Standards (20%)																																												
Risk Management Practices				5	4	5	5	5				6	7	7				8	8	10	10	10				6	10	10				10	9	10	9									
Lending Policies				12	12	11	12	15				10	10	10				13	14	13	12	12				10	14	12				14	12	15	14									
Loan Appraisal Policy & Procedures				17	16	12	13	16				13	16	16				14	14	14	12	12				16	17	16				13	14	12	16									
Supervision and Collection Policies				13	14	14	14	14				11	14	14				11	12	10	10	12				12	14	13				13	13	14	14									
Operation Strategy Policies				2	4	4	2	4				2	3	3				2	2	1	1	1				1	3	4				1	2	1	4									
Subtotal: Operation Standards				49	50	46	46	54				42	52	52				48	50	48	45	47				45	58	55				51	50	52	59									
Total Score				167	163	168	170	177				151	175	170				169	176	169	164	167				160	191	180				161	141	163	167									
Total Score (Weighted)				285	276	284	294	300				260	298	288				290	302	290	283	287				275	324	306				271	232	274	315									
Total Score (Weighted x. 296)				84	82	84	87	89				77	88	85				86	89	86	84	85				81	96	90				80	69	81	93									
Ranks				13	14	20	13	14				26	11	20				12	7	16	22	22				17	2	10				18	29	29	9									

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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	DFI N°																																							
	100*							100*							104*							100							103*											
Governance Standards (40%)	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017
Sufficient Independence from Government				8	8	7	7	9					8	7						6	6	8						3	5	7	7	7				8	6	6		6
Management Independence and Incentives				12	12	10	10	12					12	12						12	12	12						10	12	12	12	11				12	12	12		12
Operating in Accord with Commercial Principles				6	6	4	3	8					7	7						7	8	5						8	8	8	8	8				7	7	7		7
Accounting and Auditing				17	16	14	16	13					16	14						10	13	16						16	16	16	16	17				12	18	18		18
Management Information Systems & Procedures				8	10	8	8	10					10	9						8	9	12						9	11	12	11	12				7	9	9		9
Other Governance				11	12	12	11	13					14	9						11	12	13						11	14	16	15	15				17	14	14		14
Subtotal: Governance Standards				62	64	55	55	65					67	58						54	60	66						57	66	71	69	70				63	66	66		66
Financial Prudential Standards (40%)																																								
Capital Adequacy				5	6	5	6	6					5	3						4	4	4						0	0	6	6	6				3	4	4		4
Profitability and Efficiency				7	7	7	5	7					6	4						9	8	9						7	6	5	3	2				5	6	6		6
Asset Quality				9	7	10	9	10					9	6						9	9	10						7	8	6	8	9				6	6	6		7
Asset Diversity and Safety				13	11	9	10	12					9	6						9	10	12						6	6	11	10	8				7	6	6		6
Liquidity				12	12	9	10	10					5	2						9	9	12						7	10	6	8	8				6	7	7		7
Funding				5	4	4	4	3					1	1						3	3	5						1	5	5	4	4				3	3	3		3
Subtotal: Financial Prudential Standards				51	47	44	44	48					35	22						43	43	52						26	35	39	39	37				30	32	32		33
Operational Standards (20%)																																								
Risk Management Practices				4	4	3	3	4					5	5						4	5	6						7	8	9	9	8				5	6	6		6
Lending Policies				11	9	4	6	10					8	8						6	8	10						11	11	12	13	14				8	8	8		8
Loan Appraisal Policy & Procedures				13	11	9	7	13					9	9						11	11	11						13	17	17	16	18				9	9	9		9
Supervision and Collection Policies				9	8	7	3	7					10	7						7	7	9						12	14	14	14	14				7	7	7		7
Operation Strategy Policies				1	0	1	1	1					2	2						2	2	3						4	4	4	4	4				2	2	2		2
Subtotal: Operation Standards				38	32	24	20	35					34	31						30	33	39						47	54	56	56	58				31	32	32		32
Total Score				151	143	123	119	148					136	111						127	136	157						132	155	166	164	165				124	130	130		131
Total Score (Weighted)				264	254	222	218	261					238	191						224	239	275						217	256	276	272	272				217	228	228		230
Total Score (Weighted x. 296)				78	75	66	65	77					70	57						66	71	81						64	76	82	81	81				64	67	67		68
Ranks				23	24	43	35	37					31	33						35	37	29						36	21	28	29	30				36	30	40		46

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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	174									213*									142									167									214*								
	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017					
Governance Standards (40%)																																													
Sufficient Independence from Government							11	9								12																							7	7					
Management Independence and Incentives							11	12								11																									10				
Operating in Accord with Commercial Principles							6	6								7																									8				
Accounting and Auditing							14	15								18																									15				
Management Information Systems & Procedures							8	8								11																									11				
Other Governance							9	12								16																									16				
Subtotal: Governance Standards							59	62							75																								67						
Financial Prudential Standards (40%)																																													
Capital Adequacy							4	5								6																									5				
Profitability and Efficiency							8	5								8																									6				
Asset Quality							10	12								12																									8				
Asset Diversity and Safety							8	4								14																									8				
Liquidity							9	9								12																									12				
Funding							2	2								6																									4				
Subtotal: Financial Prudential Standards							41	37							58																								43						
Operational Standards (20%)																																													
Risk Management Practices							8	8								10																									8				
Lending Policies							8	5								14																									8				
Loan Appraisal Policy & Procedures							13	13								17																									15				
Supervision and Collection Policies							10	7								14																									9				
Operation Strategy Policies							3	2								4																									2				
Subtotal: Operation Standards							42	35							59																								42						
Total Score							142	134							192																								152						
Total Score (Weighted)							242	233							325																								262						
Total Score (Weighted x. 296)							72	69							96																								78						
Ranks							33	45							5																								36						

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Table N°5: AADFI DFI Standards and Guidelines Rating System (2009 - 2011-2013-2014 - 2015 – 2016 - 2017)

Summary Ratings Score Sheet	DFI N°															
	121								174							
	2009	2011	2012	2013	2014	2015	2016	2017	2009	2011	2012	2013	2014	2015	2016	2017
Governance Standards (40%)																
Sufficient Independence from Government								10								8
Management Independence and Incentives								10								11
Operating in Accord with Commercial Principles								6								0
Accounting and Auditing								12								14
Management Information Systems & Procedures								5								0
Other Governance								12								0
Subtotal: Governance Standards								55								33
Financial Prudential Standards (40%)																
Capital Adequacy								5								1
Profitability and Efficiency								10								0
Asset Quality								12								6
Asset Diversity and Safety								13								0
Liquidity								11								0
Funding								3								0
Subtotal: Financial Prudential Standards								54								7
Operational Standards (20%)																
Risk Management Practices								5								0
Lending Policies								10								0
Loan Appraisal Policy & Procedures								13								0
Supervision and Collection Policies								13								2
Operation Strategy Policies								1								2
Subtotal: Operation Standards								42								4
Total Score								151								44
Total Score (Weighted)								280								84
Total Score (Weighted x. 296)								77								25
Ranks								38								49

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	WEST AFRICA 1/3																																										
	118						119						129						131						148						149												
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	
Governance Standards (40%)																																											
Sufficient Independence from Government	11	11	12	12			9	10				7	5	6	7			7	6	12	12	12	11	11	11	6						10	9	11	11	11	9						
Management Independence and Incentives	10	12	12	12			5	5				9	9	12	12			9	8	11	11	11	11	11	7						10	9	11	11	11	11							
Operating in Accord with Commercial Principles	7	8	8	8			6	7				7	8	8	8			7	6	8	8	7	7	8	8	2					6	6	7	8	8	8							
Accounting and Auditing	14	18	18	18			11	18				16	18	18	18			18	16	16	16	15	17	15	15	13					16	15	18	17	18	18							
Management Information Systems & Procedures	6	10	11	11			8	9				7	8	9	9			9	9	11	12	9	10	9	9	3					8	4	9	12	12	12							
Other Governance	10	16	16	16			11	12				12	9	12	15			13	11	12	14	13	14	15	15	7					13	13	16	16	16	16							
Subtotal: Governance Standards	58	75	77	77			50	61				58	57	65	69			63	56	70	73	67	70	69	69	38					63	56	72	75	74	74							
Financial Prudential Standards (40%)																																											
Capital Adequacy	3	6	6	6			2	5				6	6	5	5			5	3	6	6	6	5	5	5	6					6	6	6	6	6	6							
Profitability and Efficiency	3	3	7	7			1	6				6	8	7	8			3	3	6	8	7	6	5	3	3					7	7	7	9	6	6							
Asset Quality	8	8	10	10			6	10				8	8	12	12			10	10	10	12	9	9	8	8						10	9	12	12	10	10							
Asset Diversity and Safety	8	10	12	12			10	9				12	9	10	12			11	11	13	13	12	12	11	11	13					14	11	14	14	14	14							
Liquidity	5	8	9	10			3	6				10	8	6	10			8	8	11	12	10	11	11	11	7					11	7	12	12	12	12							
Funding	3	5	5	5			6	5				4	4	3	4			2	2	4	6	4	5	4	4	2					6	3	5	6	6	6							
Subtotal: Financial Prudential Standards	30	40	49	50			28	41				46	43	43	51			39	37	50	55	51	48	45	42	39					54	43	56	59	54	54							
Operational Standards (20%)																																											
Risk Management Practices	3	7	7	7			5	8				7	8	8	8			8	7	6	7	10	9	8	8	3					6	6	6	6	6	6							
Lending Policies	6	7	9	10			13	13				10	12	11	12			8	13	14	14	14	16	14	14	13					13	14	15	15	14	14							
Loan Appraisal Policy & Procedures	8	10	13	13			10	15				12	11	15	15			12	13	16	16	15	18	17	17	16					17	17	17	18	17	17							
Supervision and Collection Policies	12	13	14	14			9	10				9	11	13	13			13	14	10	12	13	13	13	13	14					8	14	14	14	14	14							
Operation Strategy Policies	3	4	4	4			4	4				2	4	4	4			3	4	3	3	2	2	2	2	1					4	1	2	2	2	2							
Subtotal: Operation Standards	32	41	47	48			41	50				40	46	51	52			44	51	49	52	54	58	54	54	47					48	52	54	55	53	53							
Total Score	120	156	173	175			119	152				144	146	159	172			146	144	169	180	172	176	168	165	124					165	151	182	189	181	181							
Total Score (Weighted)	208	271	299	302			197	254				248	246	267	292			248	237	289	308	290	294	282	276	201					282	250	310	323	309	309							
Total Score (Weighted x. 296)	62	80	89	89			58	75				73	73	79	86			73	70	86	91	86	87	83	82	59					83	74	92	96	91	91							
Ranks	24	18	8	10			27	30				41	17	21	10			31	44	7	6	12	14	24	28	25					9	26	7	5	11	11							

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	WEST AFRICA 2/3																																										
	151						152						153						156						157						189												
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017							
Governance Standards (40%)																																											
Sufficient Independence from Government	4						9						12												6	6	6	6	6	10	10							6	7		7	7	7
Management Independence and Incentives	4						8						9												10	10	10	7	7	11	12							9	9		10	9	9
Operating in Accord with Commercial Principles	3						8						7												6	6	5	5	5	8	8							4	5		7	7	7
Accounting and Auditing	10						16						18												17	17	16	16	16	15	18							17	17		17	18	16
Management Information Systems & Procedures	5						12						9												10	10	10	10	10	10	12							10	10		10	10	10
Other Governance	8						16						14												16	16	16	16	16	16	16							12	14		14	14	14
Subtotal: Governance Standards	34						69						69												65	65	63	60	60	70	76							58	62		65	65	63
Financial Prudential Standards (40%)																																											
Capital Adequacy							6						4												6	6	6	6	6	5	5							6	6		6	6	4
Profitability and Efficiency							10						9												5	5	4	6	6	8	4							4	5		4	5	6
Asset Quality	5						12						10												10	10	11	12	12	10	12							12	10		10	12	8
Asset Diversity and Safety	0						9						12												12	12	12	14	14	10	13							12	12		11	11	11
Liquidity	4						12						8												12	12	12	12	12	11	12							4	10		10	8	7
Funding	1						6						6												5	5	5	6	6	4	4							6	5		6	3	4
Subtotal: Financial Prudential Standards	10						55						49												50	50	50	56	56	48	50							44	48		47	45	40
Operational Standards (20%)																																											
Risk Management Practices	1						8						9												5	5	7	8	8	10	8							9	10		10	10	9
Lending Policies	9						12						13												16	16	14	14	14	12	14							11	15		15	14	14
Loan Appraisal Policy & Procedures	9						16						16												15	15	17	18	18	18	18							14	16		16	16	15
Supervision and Collection Policies	1						14						11												14	14	14	14	14	11	14							9	14		14	14	14
Operation Strategy Policies	1						2						4												2	2	2	1	1	3	4							2	3		2	4	2
Subtotal: Operation Standards	21						52						53												52	52	54	55	55	54	58							45	58		57	58	54
Total Score	65						176						171												167	167	167	171	171	172	184							147	168		169	168	157
Total Score (Weighted)	109						300						289												282	282	280	287	287	290	310							249	278		281	278	260
Total Score (Weighted x. 296)	32						89						86												83	83	83	85	85	86	92							74	82		83	82	77
Ranks	30						3						7												15	15	24	13	22	6	4							16	16		23	26	38

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	WEST AFRICA 3/3																															
	132						161						139						155						211							
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017		
Governance Standards (40%)																																
Sufficient Independence from Government		11		12	12	12		12								11	11	12	12				4	6							11	11
Management Independence and Incentives		11		11	12	12		11								11	11	12	12				11	10							11	11
Operating in Accord with Commercial Principles		6		8	8	8		7								7	8	8	8				7	4							8	8
Accounting and Auditing		18		18	18	17		16								18	18	18	18				16	14							15	17
Management Information Systems & Procedures		11		12	12	11		9								11	11	11	11				9	6							8	10
Other Governance		11		14	15	15		9								15	15	16	16				13	7							15	15
Subtotal: Governance Standards		68		75	77	75		64								73	74	77	77				60	47							68	72
Financial Prudential Standards (40%)																																
Capital Adequacy		6		6	6	4		5								6	6	6	6				6	4							4	5
Profitability and Efficiency		10		10	10	9		7								4	7	7	6				10	7							8	3
Asset Quality		10		11	11	11		7								11	11	11	11				7	5							9	8
Asset Diversity and Safety		14		14	14	14		12								14	12	12	14				7	2							6	7
Liquidity		10		10	10	10		1								10	12	12	12				7	4							8	7
Funding		4		5	6	6		4								4	6	6	6				2	3							5	5
Subtotal: Financial Prudential Standards		54		56	57	54		36								49	54	54	55				39	25							40	35
Operational Standards (20%)																																
Risk Management Practices		9		10	10	10		9								9	9	9	9				6	2							8	8
Lending Policies		12		13	13	13		11								15	15	16	15				1	11							14	16
Loan Appraisal Policy & Procedures		16		17	17	17		7								18	18	18	18				11	7							14	16
Supervision and Collection Policies		12		14	14	14		6								14	13	14	14				7	3							14	14
Operation Strategy Policies		2		4	4	4		4								4	4	4	4				3	2							3	3
Subtotal: Operation Standards		51		58	58	58		37								60	59	61	60				28	25							53	57
Total Score		173		189	192	187		137								182	187	192	192				127	97					0	161	164	
Total Score (Weighted)		295		320	326	316		237								304	315	323	324				226	169					0	269	271	
Total Score (Weighted x. 296)		87		95	96	94		70								90	93	96	96				67	50					0	80	80	
Ranks		10		4	2	8		34								5	6	5	6				41	36					41	30	32	

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	EAST AFRICA 1/3																																			
	185						126						137						172						175						134					
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017
Governance Standards (40%)																																				
Sufficient Independence from Government		9	11	11	11	11	7				9	9	6	2	4	4	4	5	9	10		10	10	10	8	8	8	9	9	8	2	5	7	7	7	7
Management Independence and Incentives		11	11	12	12	12	11				12	12	12	8	9	9	12	12	7	7		9	9	10	10	12	12	12	12	12	8	8	8	8	8	9
Operating in Accord with Commercial Principles		6	7	8	8	8	6				8	8	6	8	4	4	4	8	6	7		7	7	6	5	7	7	7	7	7	5	5	1	4	2	3
Accounting and Auditing		18	18	18	18	18	15				16	16	17	16	14	14	16	16	15	18		18	18	18	12	13	17	15	16	16	17	16	16	18	18	18
Management Information Systems & Procedures		6	12	12	12	12	9				10	10	7	9	8	8	8	10	8	10		10	10	12	6	12	12	12	12	12	9	10	11	11	11	11
Other Governance		15	15	15	15	15	14				15	15	15	12	16	16	16	16	9	9		13	16	16	5	12	14	14	14	14	14	16	15	15	15	15
Subtotal: Governance Standards		65	74	76	76	76	62				70	70	63	55	55	55	60	67	54	61		67	70	72	46	64	70	69	70	69	55	60	58	63	61	63
Financial Prudential Standards (40%)																																				
Capital Adequacy		6	6	6	6	6	5				5	4	5	6	5	5	4	4	6	6		6	6	3	6	5	6	6	6	6	6	5	6	8	6	6
Profitability and Efficiency		9	9	8	7	9	6				6	10	4	5	10	10	10	8	6	8		6	5	4	5	7	3	8	6	8	2	8	2	3	6	2
Asset Quality		10	11	11	11	12	7				10	8	10	10	12	12	12	8	7	7		5	8	6	7	8	7	7	6	9	12	11	11	10	8	10
Asset Diversity and Safety		11	13	12	12	13	11				13	13	10	7	6	6	8	10	14	12		14	13	10	9	11	13	12	13	14	13	13	14	14	14	14
Liquidity		11	12	12	12	12	4				11	11	12	6	11	11	11	11	12	10		8	10	2	6	7	9	11	11	12	11	8	10	12	12	12
Funding		3	4	6	6	6	5				6	6	4	2	2	2	5	4	6	3		4	4	4	6	4	3	3	3	3	0	2	2	2	4	5
Subtotal: Financial Prudential Standards		50	55	55	54	58	38				51	52	45	36	46	46	50	45	51	46		43	46	29	39	42	41	47	45	52	44	47	45	49	50	49
Operational Standards (20%)																																				
Risk Management Practices		10	10	10	10	10	6				6	6	7	7	6	6	3	4	10	7		10	10	10	8	7	8	6	6	6	10	10	10	10	10	
Lending Policies		14	16	16	16	16	11				13	11	11	7	12	12	12	9	10	14		13	14	15	12	11	13	14	13	13	12	9	11	12	13	13
Loan Appraisal Policy & Procedures		16	18	18	18	18	15				16	18	14	15	17	17	16	17	10	13		14	16	15	12	12	13	15	17	17	16	17	17	17	17	
Supervision and Collection Policies		14	14	13	13	14	14				14	14	13	14	14	14	14	14	8	12		13	12	13	9	4	12	14	14	13	13	13	13	13	13	
Operation Strategy Policies		0	3	4	4	4	4				4	4	3	4	3	3	3	4	4	4		2	3	3	3	1	1	1	1	1	0	3	0	2	2	2
Subtotal: Operation Standards		54	61	61	61	62	50				53	53	48	47	52	52	48	48	42	50		52	55	56	44	35	47	50	51	50	51	52	51	54	55	55
Total Score		169	190	192	191	196	150				174	175	156	138	153	153	158	160	147	157		162	171	157	129	141	158	166	166	171	150	159	154	166	166	167
Total Score (Weighted)		284	319	323	321	330	250				295	297	264	229	254	254	268	272	252	264		272	287	258	214	247	269	282	281	292	249	266	257	278	277	279
Total Score (Weighted x. 296)		84	94	96	95	98	74				87	88	78	68	75	75	79	81	75	78		81	85	76	63	73	80	83	83	86	74	79	76	82	82	83
Ranks		14	14	3	7	1	15				12	12	35	22	27	24	33	30	13	23		31	16	40	23	31	18	22	25	19	22	21	25	27	25	

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	EAST AFRICA 2/3																																									
	162						135						136						133						191						113											
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017
Governance Standards (40%)																																										
Sufficient Independence from Government	3	4	5	5	5	5	3		3		4	7	7						5	8		6	6	6							11	10	10	10	10	10	9	12	12	12	12	12
Management Independence and Incentives	8	8	8	8	8	8	8		9		11	12	12						10	12		12	12	12							12	12	12	12	12	12	7	10	10	10	10	10
Operating in Accord with Commercial Principles	6	7	7	7	7	7	5		5		6	5	5						4	6		7	8	8							6	8	8	8	8	8	6	7	7	7	7	7
Accounting and Auditing	8	12	17	17	18	18	13		14		14	13	12						11	12		15	16	17							18	18	18	18	18	18	16	18	18	18	18	18
Management Information Systems & Procedures	9	9	9	9	9	9	7		8		8	10	9						11	12		12	12	12							12	12	12	12	12	12	8	11	11	11	11	11
Other Governance	11	9	9	11	12	11	11		15		16	15	15						9	15		13	13	14							12	16	16	16	16	16	3	14	14	15	15	15
Subtotal: Governance Standards	45	49	55	57	59	58	47		54		59	62	60						50	65		65	67	69							71	76	76	76	76	76	49	72	72	73	73	73
Financial Prudential Standards (40%)																																										
Capital Adequacy	5	6	6	6	6	6	5		5		5	0	0						2	4		4	5	5							6	6	6	6	6	6	5	6	6	6	6	6
Profitability and Efficiency	10	8	8	7	6	6	6		8		9	4	6						3	5		7	7	8							9	9	9	7	8	8	7	9	9	5	7	7
Asset Quality	8	6	8	9	10	9	9		9		9	8	8						4	9		5	5	6							12	12	12	12	12	12	12	10	10	10	10	10
Asset Diversity and Safety	6	10	10	11	10	12	7		9		10	12	12						10	13		13	13	13							14	14	14	14	14	14	14	13	12	13	12	12
Liquidity	7	8	6	10	8	10	6		8		9	5	4						7	10		11	12	12							10	10	12	12	12	12	11	11	12	11	11	12
Funding	4	5	6	4	5	4	2		4		4	3	3						4	4		5	5	5							6	6	6	6	6	6	2	3	4	5	5	5
Subtotal: Financial Prudential Standards	40	43	44	47	45	47	35		43		46	32	33						30	45		45	47	49							57	57	59	57	58	58	51	52	53	50	51	52
Operational Standards (20%)																																										
Risk Management Practices	3	3	4	3	3	4	7		10		9	7	7						4	1		8	8	9							10	10	10	10	10	10	8	10	10	10	10	10
Lending Policies	6	7	7	7	6	6	11		10		12	11	11						9	13		16	16	16							14	15	15	15	15	15	16	16	16	16	16	16
Loan Appraisal Policy & Procedures	5	6	10	10	10	10	14		15		18	17	18						9	16		16	16	18							18	18	18	18	18	18	15	17	17	17	17	17
Supervision and Collection Policies	12	14	14	13	13	13	8		10		14	14	14						6	11		13	13	13							14	14	14	14	14	14	13	14	14	14	14	14
Operation Strategy Policies	3	3	3	3	3	3	1		2		2	2	2						1	1		4	4	4							3	3	3	3	4	4	0	4	4	4	4	4
Subtotal: Operation Standards	29	33	38	36	35	36	41		47		55	51	52						29	42		57	57	60							59	60	60	60	61	61	52	61	61	61	61	61
Total Score	114	125	137	140	139	141	123		144		160	145	145						109	152		167	171	178							187	193	195	193	195	195	152	185	186	184	185	186
Total Score (Weighted)	199	217	236	244	243	246	205		241		265	239	238						189	262		277	285	296							315	326	330	326	329	329	252	309	311	307	309	311
Total Score (Weighted x. 296)	59	64	70	72	72	73	61		71		78	71	70						56	78		82	84	88							93	96	98	96	97	97	75	91	92	91	91	92
Ranks	26	36	27	35	32	42	39		36		34	19	32						28	25		27	20	18							2	1	1	2	3	3	13	5	4	8	8	10

* Institution Non Member of AADFI but Member of the SADC - DFRC

TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	EAST AFRICA 3/3																													
	158						207*						212						142						167					
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017
Governance Standards (40%)																														
Sufficient Independence from Government	10	10	12	12	12	12				9	9						6							11						7
Management Independence and Incentives	9	12	12	12	12	12				11	12						12							11						7
Operating in Accord with Commercial Principles	8	8	8	8	8	8				5	5						8							7						4
Accounting and Auditing	18	18	18	18	17	18				18	18						16							18						15
Management Information Systems & Procedures	9	7	7	7	10	11				8	8						10							10						12
Other Governance	14	14	13	13	16	16				16	16						14							14						12
Subtotal: Governance Standards	68	69	70	70	75	77				67	68						66							71						57
Financial Prudential Standards (40%)																														
Capital Adequacy	6	6	6	6	6	6				4	4						6							5						5
Profitability and Efficiency	7	10	7	8	7	8				6	6						7							8						7
Asset Quality	12	8	11	10	11	11				8	8						11							11						11
Asset Diversity and Safety	12	13	12	12	12	10				9	9						13							13						13
Liquidity	12	11	12	12	9	9				6	6						9							9						10
Funding	5	6	6	6	4	4				3	3						5							6						5
Subtotal: Financial Prudential Standards	54	54	54	54	49	48				36	36						51							52						51
Operational Standards (20%)																														
Risk Management Practices	7	7	6	4	4	6				5	5						10							10						7
Lending Policies	15	15	16	16	15	15				8	8						14							13						12
Loan Appraisal Policy & Procedures	16	15	15	17	18	17				9	8						15							16						17
Supervision and Collection Policies	14	14	14	14	14	14				8	8						13							14						13
Operation Strategy Policies	2	4	4	4	3	4				2	2						2							4						4
Subtotal: Operation Standards	54	55	55	55	54	56				32	31						54							57						53
Total Score	176	178	179	179	178	181				135	135						171							180						161
Total Score (Weighted)	298	301	303	303	302	306				238	239						288							303						269
Total Score (Weighted x. 296)	88	89	90	90	89	91				70	71						85							90						80
Ranks	3	7	5	9	11	12				38	43						15							13						33

* Institution Non Member of AADFI but Member of the SADC - DFRC

TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	SOUTH AFRICA 1/5																																								
	176						116						112						165						168						169										
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017					
Governance Standards (40%)																																									
Sufficient Independence from Government		11		12		12	10						10	10	10	10	10							6	6		6		7	10	9	9	9	8	8	9	9	9	9	9	9
Management Independence and Incentives		11		12		12	8						5	5	5	5	5							12	12		12		12	11	12	12	12	12	12	12	12	12	12	12	12
Operating in Accord with Commercial Principles		6		8		8	4						6	7	7	7	7							8	8		7		8	7	8	7	6	6	6	8	6	6	6	7	7
Accounting and Auditing		14		18		16	17						17	18	17	17	17							18	17		16		18	18	18	16	17	17	17	18	18	18	17	18	18
Management Information Systems & Procedures		12		10		9	4						8	9	10	10	10							8	11		10		12	9	10	10	12	9	9	12	12	12	12	12	12
Other Governance		9		16		15	13						9	12	12	14	16							16	15		16		16	16	16	16	12	16	16	10	13	13	12	12	12
Subtotal: Governance Standards		63		76		72	56						55	61	61	63	65							68	69		67		73	71	73	70	68	68	68	69	70	70	68	70	70
Financial Prudential Standards (40%)																																									
Capital Adequacy		4		6		6	6						5	5	4	4	4							6	6		6		5	6	6	6	6	6	6	6	6	6	6	6	6
Profitability and Efficiency		8		4		8	6						8	6	6	6	7							10	9		9		7	8	8	8	10	5	7	6	10	10	10	7	7
Asset Quality		10		10		9	8						10	10	10	8	10							11	11		11		11	11	12	12	11	10	10	10	11	11	11	8	8
Asset Diversity and Safety		9		12		12	12						10	9	10	13	14							9	9		9		9	13	13	13	9	13	13	13	9	9	9	10	10
Liquidity		12		10		5	7						5	6	6	9	9							10	10		11		10	12	12	12	11	12	12	9	10	10	11	12	12
Funding		3		5		6	3						5	5	5	5	6							6	6		6		5	5	5	4	5	4	4	4	5	5	5	5	5
Subtotal: Financial Prudential Standards		46		47		46	42						43	41	41	45	50							52	51		52		47	55	56	55	52	50	52	48	51	51	52	48	48
Operational Standards (20%)																																									
Risk Management Practices		6		7		7	9						8	8	8	8	8							9	9		9		9	9	9	9	8	9	8	9	9	7	8	6	6
Lending Policies		10		10		10	13						12	13	13	13	13							15	15		13		16	6	9	11	13	8	8	14	13	13	13	13	13
Loan Appraisal Policy & Procedures		13		18		18	11						10	15	16	15	16							16	16		16		14	9	10	10	13	10	10	13	13	13	13	13	13
Supervision and Collection Policies		11		14		14	10						9	10	12	13	13							14	14		11		14	11	11	10	14	11	11	14	14	14	14	14	14
Operation Strategy Policies		2		3		3	4						4	4	4	4	4							2	3		4		4	4	4	4	1	2	2	1	3	3	1	1	2
Subtotal: Operation Standards		42		52		52	47						43	50	53	53	54							56	57		53		57	39	43	44	49	40	39	51	52	50	49	47	48
Total Score		151		175		170	145						141	152	155	161	169							176	177		172		177	165	172	169	169	158	159	168	173	171	169	165	166
Total Score (Weighted)		260		298		288	243						239	254	257	269	284							296	297		291		297	291	301	294	289	276	279	285	294	292	289	283	284
Total Score (Weighted x. 296)		77		88		85	72						71	75	76	80	84							88	88		86		88	86	89	87	86	82	83	84	87	86	86	84	84
Ranks		26		11		20	18						19	27	21	32	21							4	9		15		17	5	7	9	17	28	25		11	10	6	22	24

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	SOUTH AFRICA 2/5																																									
	164						146						115						196*						192*						197*											
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017
Governance Standards (40%)																																										
Sufficient Independence from Government	5			9	7	8			12	12	12	12			10	10	10	11	10			8	8	7	5	5			9		11	10			9	9	10	10				
Management Independence and Incentives	11			12	12	12			8	11	11	11	11			12	12	12	12	12			12	12	12	12			12		12	12			9	11	10	12				
Operating in Accord with Commercial Principles	4			8	7	8			8	8	8	8	8			7	7	7	7	7			7	7	5	5	6			6		8	7			8	7	7	8			
Accounting and Auditing	18			17	17	17			16	13	16	16	14			17	16	16	16	16			18	18	17	17	17			15		17	17			18	18	17	18			
Management Information Systems & Procedures	11			11	11	12			9	9	10	10	10			11	10	10	10	12			9	10	11	11	11			10		11	11			12	9	12	12			
Other Governance	15			15	16	16			9	14	15	15	15			14	11	13	15	16			13	15	13	16	16			15		16	14			14	15	15	16			
Subtotal: Governance Standards	64			72	70	73	55	62	67	72	72	70	71	66	68	71	73	67	70	65	66	67	67	75	71	70	69	71	76													
Financial Prudential Standards (40%)																																										
Capital Adequacy	5			6	6	6			4	2	2	4	4			6	4	4	4	4			6	6	6	6	6			5		6	6			5	5	6	6			
Profitability and Efficiency	6			8	9	8			4	6	3	4	7			5	6	8	10	8			8	8	8	7	7			8		10	9			4	2	4	6			
Asset Quality	10			12	10	12			9	10	8	10	10			10	10	10	10	8			8	10	10	10	10			12		11	11			10	4	4	10			
Asset Diversity and Safety	11			14	11	10			9	10	12	10	10			12	12	12	11	12			14	14	14	14	12			12		13	11			13	2	14	12			
Liquidity	10			5	9	7			7	7	8	9	9			10	10	11	12	12			12	12	12	10	12			8		12	12			5	7	10	12			
Funding	5			5	6	6			4	5	5	5	5			4	5	6	6	6			6	6	6	6	6			3		6	5			3	2	2	6			
Subtotal: Financial Prudential Standards	47			50	51	49	33	37	40	38	42	45	47	47	51	53	50	54	56	56	53	53	48	58	54	40	22	40	52													
Operational Standards (20%)																																										
Risk Management Practices	8			9	9	9			10	10	10	10	10			5	4	5	5	5			8	8	10	10	10			6		10	10			10	9	10	9			
Lending Policies	8			12	12	14			13	13	13	15	15			12	12	11	12	15			13	14	13	12	12			10		14	12			14	12	15	14			
Loan Appraisal Policy & Procedures	10			14	15	15			15	14	14	15	15			17	16	12	13	16			14	14	14	12	12			16		17	16			13	14	12	18			
Supervision and Collection Policies	14			14	14	14			14	14	14	14	14			13	14	14	14	14			11	12	10	10	12			12		14	13			13	13	14	14			
Operation Strategy Policies	4			2	2	3			4	2	2	4	4			2	4	4	2	4			2	2	1	1	1			1		3	4			1	2	1	4			
Subtotal: Operation Standards	44			51	52	55	51	56	53	53	58	58	49	50	46	46	54	48	50	48	45	47	45	58	55	51	50	52	59													
Total Score	155			173	173	177	139	155	160	163	172	173	167	163	165	170	177	169	176	169	164	167	160	191	180	161	141	163	187													
Total Score (Weighted)	266			295	294	299	227	254	267	273	286	288	285	276	284	294	300	290	302	290	283	287	275	324	305	271	232	274	315													
Total Score (Weighted x. 296)	79			87	87	89	67	75	79	81	85	85	84	82	84	87	89	86	89	86	84	85	81	96	90	80	69	81	93													
Ranks	11			12	13	15	27	19	30	18	20	13	14	20	13	14	12	7	16	22	22	17	2	10	18	29	29	9														

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	SOUTH AFRICA 3/5																																			
	195*					198*					194*					199					205*					206*										
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017
Governance Standards (40%)																																				
Sufficient Independence from Government	8	8	7	7	9	8	7						6	6	8	3	5	7	7	7							8	8	8							8
Management Independence and Incentives	12	12	10	10	12	12	12						12	12	12	10	12	12	12	11							12	12	12							10
Operating in Accord with Commercial Principles	6	6	4	3	8	7	7						7	8	5	8	8	8	8	8							6	6	6							7
Accounting and Auditing	17	16	14	16	13	16	14						10	13	16	16	16	16	16	17							17	17	17							16
Management Information Systems & Procedures	8	10	8	8	10	10	9						8	9	12	9	11	12	11	12							12	12	12							10
Other Governance	11	12	12	11	13	14	9						11	12	13	11	14	16	15	15							13	13	13							10
Subtotal: Governance Standards	62	64	55	55	65	67	58						54	60	66	57	66	71	69	70							68	68	68							61
Financial Prudential Standards (40%)																																				
Capital Adequacy	5	6	5	6	6	5	3						4	4	4	0	0	6	6	6							8	5	6							5
Profitability and Efficiency	7	7	7	5	7	6	4						9	8	9	7	6	5	3	2							9	8	4							2
Asset Quality	9	7	10	9	10	9	6						9	9	10	7	8	6	8	9							14	9	7							10
Asset Diversity and Safety	13	11	9	10	12	9	6						9	10	12	6	6	11	10	8							10	14	12							9
Liquidity	12	12	9	10	10	5	2						9	9	12	7	10	6	8	8							3	10	11							12
Funding	5	4	4	4	3	1	1						3	3	5	1	5	5	4	4							5	3	5							6
Subtotal: Financial Prudential Standards	51	47	44	44	48	35	22						43	43	52	28	35	39	39	37							49	49	45							44
Operational Standards (20%)																																				
Risk Management Practices	4	4	3	3	4	5	5						4	5	6	7	8	9	9	8							10	10	9							9
Lending Policies	11	9	4	6	10	8	8						6	8	10	11	11	12	13	14							12	12	13							12
Loan Appraisal Policy & Procedures	13	11	9	7	13	9	9						11	11	11	13	17	17	16	18							15	15	15							13
Supervision and Collection Policies	9	8	7	3	7	10	7						7	7	9	12	14	14	14	14							4	12	12							14
Operation Strategy Policies	1	0	1	1	1	2	2						2	2	3	4	4	4	4	4							3	3	3							2
Subtotal: Operation Standards	38	32	24	20	35	34	31						30	33	39	47	54	56	56	58							44	52	52							50
Total Score		151	143	123	119	148	136	111					127	136	157	132	155	166	164	165							161	169	165							155
Total Score (Weighted)		264	254	222	218	261	238	191					224	239	275	217	256	276	272	272							278	286	278							260
Total Score (Weighted x. 296)		78	75	66	65	77	70	57					66	71	81	64	76	82	81	81							82	85	82							77
Ranks		23	24	43	35	37	31	33					35	37	29	36	21	28	29	30							5	18	27							34

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	SOUTH AFRICA 4/5																																			
	193*						201*						204*						200*						203*						202*					
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017
Governance Standards (40%)																																				
Sufficient Independence from Government	8	6	6		6		6	8		8			4	4					6	9		9			8	11					5	3	1			
Management Independence and Incentives	12	12	12		12		12	12		12			12	12					12	10		12			9	11					12	11	7			
Operating in Accord with Commercial Principles	7	7	7		7		3	7		7			7	7					5	4		7			7	7					3	5	2			
Accounting and Auditing	12	18	18		18		18	17		17			15	16					13	14		10			16	16					15	14	10			
Management Information Systems & Procedures	7	9	9		9		7	12		11			12	12					9	4		5			9	8					10	10	10			
Other Governance	17	14	14		14		11	15		15			15	16					16	10		8			12	11					10	10	2			
Subtotal: Governance Standards	63	66	66		66		57	71		70			65	67					61	51		51			61	64					55	53	32			
Financial Prudential Standards (40%)																																				
Capital Adequacy	3	4	4		4		6	6		6			6	6					2	0		2			4	3					3	1	1			
Profitability and Efficiency	5	6	6		6		8	6		8			8	8					5	1		3			2	4					6	5	6			
Asset Quality	6	6	6		7		8	12		12			9	12					7	8		8			7	7					6	5	5			
Asset Diversity and Safety	7	6	6		6		14	12		10			9	9					11	9		11			5	5					7	7	7			
Liquidity	6	7	7		7		11	7		11			9	9					2	1		2			10	10					6	6	5			
Funding	3	3	3		3		5	3		6			4	5					4	1		5			2	2					3	4	3			
Subtotal: Financial Prudential Standards	30	32	32		33		52	46		53			45	49					31	20		31			30	31					31	28	27			
Operational Standards (20%)																																				
Risk Management Practices	5	6	6		6		9	9		9			6	8					7	5		8			6	8					5	5	5			
Lending Policies	8	8	8		8		16	9		14			13	14					14	11		11			6	7					8	8	8			
Loan Appraisal Policy & Procedures	9	9	9		9		18	18		14			13	14					17	12		14			9	8					9	9	9			
Supervision and Collection Policies	7	7	7		7		13	14		12			13	14					14	12		11			13	13					7	7	7			
Operation Strategy Policies	2	2	2		2		4	4		4			1	1					2	4		4			4	0					2	2	2			
Subtotal: Operation Standards	31	32	32		32		60	54		53			46	51					54	44		48			38	36					31	31	31			
Total Score	124	130	130		131		169	171		176			156	167					146	115		130			129	131					117	112	90			
Total Score (Weighted)	217	228	228		230		278	288		299			266	283					238	186		212			220	226					203	193	149			
Total Score (Weighted x. 296)	64	67	67		68		82	85		89			79	84					70	55		63			65	67					60	57	44			
Ranks	36	30	40		46		14	19		15			19	21					27	46		48			31	41					32	45	37			

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	SOUTH AFRICA 5/5																														
	208*						209*						171						213*						214*						
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	
Governance Standards (40%)																															
Sufficient Independence from Government				6						6									11	9									12		7
Management Independence and Incentives				11						10									11	12									11		10
Operating in Accord with Commercial Principles				6						7									6	6									7		8
Accounting and Auditing				17						17									14	15									18		15
Management Information Systems & Procedures				8						8									8	8									11		11
Other Governance				16						10									9	12									16		16
Subtotal: Governance Standards				64						58									59	62									75		67
Financial Prudential Standards (40%)																															
Capital Adequacy				2						5									4	5									6		5
Profitability and Efficiency				6						3									8	5									8		6
Asset Quality				11						11									10	12									12		8
Asset Diversity and Safety				5						8									8	4									14		8
Liquidity				5						7									9	9									12		12
Funding				4						3									2	2									6		4
Subtotal: Financial Prudential Standards				33						37									41	37									58		43
Operational Standards (20%)																															
Risk Management Practices				6						5									8	8									10		8
Lending Policies				12						8									8	5									14		8
Loan Appraisal Policy & Procedures				10						9									13	13									17		15
Supervision and Collection Policies				13						7									10	7									14		9
Operation Strategy Policies				0						2									3	2									4		2
Subtotal: Operation Standards				41						31									42	35									59		42
Total Score				138						126									142	134									192		152
Total Score (Weighted)				235						221									242	233									325		262
Total Score (Weighted x. 296)				70						65									72	69									96		78
Ranks				39						44									33	45									5		36

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	CENTRAL AFRICA1/1																							
	117						128						179						121					
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017
Governance Standards (40%)																								
Sufficient Independence from Government	3						8						8	8					10	10				
Management Independence and Incentives	5						4						7	10					8	8				
Operating in Accord with Commercial Principles	5						8						7	6					3	3				
Accounting and Auditing	12						18						16	18					14	14				
Management Information Systems & Procedures	7						6						5	8					7	6				
Other Governance	8						14						11	10					13	15				
Subtotal: Governance Standards	40						58						54	60					55	56				
Financial Prudential Standards (40%)																								
Capital Adequacy	6						6						6	5					4	4				
Profitability and Efficiency	2						4						3	8					3	3				
Asset Quality	0						10						9	10					6	6				
Asset Diversity and Safety	12						12						11	12					9	9				
Liquidity	10						8						9	9					6	6				
Funding	4						4						3	6					4	4				
Subtotal: Financial Prudential Standards	34						44						41	50					32	32				
Operational Standards (20%)																								
Risk Management Practices	1						6						7	7					6	6				
Lending Policies	5						14						11	14					12	12				
Loan Appraisal Policy & Procedures	9						16						15	12					15	15				
Supervision and Collection Policies	9						12						7	11					12	12				
Operation Strategy Policies	0						2						3	2					0	0				
Subtotal: Operation Standards	24						50						43	46					45	45				
Total Score	98						152						138	156					132	133				
Total Score (Weighted)	172						254						233	266					219	221				
Total Score (Weighted x. 296)	51						75						69	79					65	65				
Ranks	29						12						21	20					34	47				

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TABLE N°6: AADFI DFI Standards and Guidelines Rating System (2011-2013-2014 - 2015 – 2016 - 2017) by Region

Summary Ratings Score Sheet	NORTH AFRICA 1/1																								
	143						183						210						174						
	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	2011	2013	2014	2015	2016	2017	
Governance Standards (40%)																									
Sufficient Independence from Government	10	10			12	12	11	11	11	11	11	12						12	12						8
Management Independence and Incentives	12	12			12	12	12	12	12	12	12	12						12	12						11
Operating in Accord with Commercial Principles	7	8			8	8	8	8	8	8	8	8						8	8						0
Accounting and Auditing	17	18			18	18	18	18	18	18	18	18						17	17						14
Management Information Systems & Procedures	10	12			12	12	11	11	11	12	12	12						12	12						0
Other Governance	15	16			16	16	15	15	15	15	16	16						16	16						0
Subtotal: Governance Standards	71	76			78	78	75	75	75	76	77	78						77	77						33
Financial Prudential Standards (40%)																									
Capital Adequacy	5	5			6	6	6	6	6	6	6	6						5	5						1
Profitability and Efficiency	5	7			10	10	8	7	7	7	7	6						8	8						0
Asset Quality	11	12			11	11	10	10	10	10	11	11						10	12						6
Asset Diversity and Safety	10	13			13	13	13	13	13	13	12	13						10	14						0
Liquidity	6	9			12	12	12	12	12	12	12	12						10	12						0
Funding	5	5			6	6	6	6	6	6	6	6						6	6						0
Subtotal: Financial Prudential Standards	42	51			58	58	55	54	54	54	54	54						49	57						7
Operational Standards (20%)																									
Risk Management Practices	7	8			8	8	10	10	10	10	10	10						7	7						0
Lending Policies	10	15			15	16	16	16	16	16	16	16						15	15						0
Loan Appraisal Policy & Procedures	15	18			17	17	13	15	15	16	18	18						17	17						0
Supervision and Collection Policies	13	14			14	14	10	13	13	14	14	14						14	14						2
Operation Strategy Policies	4	4			3	3	4	4	4	4	4	4						3	3						2
Subtotal: Operation Standards	49	59			57	58	53	58	58	60	62	62						56	56						4
Total Score	162	186			193	194	183	187	187	190	193	194						182	190						44
Total Score (Weighted)	275	313			329	330	313	316	316	320	324	326						308	324						84
Total Score (Weighted x. 296)	81	93			97	98	93	94	94	95	96	96						91	96						25
Ranks	10	3			1	1	1	1	2	4	4	4						9	6						16

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