



World Health  
Organization

Eastern Mediterranean Region

2025

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# Self-assessment of National Immunization Technical Advisory Groups

Using the NITAG Maturity  
Assessment Tool (NMAT)

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2025

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Assessment Tool (NMAT)

# Acknowledgement

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We would like to thank the National Immunization Technical Advisory Group (NITAG) chairs, members, secretariat, staff of the National Immunization Programmes (NIP) and Ministry of Health for sharing the results of their NITAG maturity assessment. Their findings and plans shared with us permitted us to prepare this regional report.

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# Executive summary

This report presents the findings of the 2025 follow-up self-assessment of National Immunization Technical Advisory Groups (NITAGs) across the WHO Eastern Mediterranean Region (EMR), using the NITAG Maturity Assessment Tool (NMAT). NITAGs are independent expert bodies that advise Ministries of Health on immunization policies and strategies. All 22 EMR countries have established NITAGs, and periodic self-assessment using NMAT is recommended to support their continuous development.

In 2023, 20 EMR countries conducted their initial NMAT self-assessment, identifying gaps and formulating improvement plans. Out of these 20 countries, 19 (95%) submitted their reassessment results to the regional office in 2025. This report compares the maturity levels of these 19 countries between 2023 and 2025, highlighting progress made and opportunities for further strengthening NITAGs. The findings will inform future planning, monitoring, and support strategies to enhance the effectiveness and sustainability of NITAGs in the region.

Between 2023 and 2025, NITAGs across the EMR demonstrated substantial progress in their maturity levels. Notable improvements were observed in Indicator 2: Independence & Non-bias, where the number of NITAGs at the basic level dropped from 15 (79%) countries to 6 (32%), with more countries advancing to higher maturity stages (six countries with a maturity level of Intermediate and greater in 2025 compared to only one country in 2023). Indicator 4: Operations saw a marked positive shift, with only 1 (5%) country remaining at the basic level in 2025 compared to 13 (68%) in 2023, and a remarkable rise in those reaching advanced and leading-edge levels. Similarly, Indicator 7: Stakeholder Recognition showed strong gains, with basic-level NITAGs decreasing from 10 (53%) countries to 3 (16%), and more countries achieving advanced recognition (12 countries with a maturity level of Intermediate and greater in 2025 compared to only six countries in 2023).. There is a 21% increase in the overall average regional criteria score met by all 19 NITAGs. These results reflect the region's commitment to strengthening immunization advisory capacity and underscore the value of regular self-assessment and targeted improvement planning.

Countries were encouraged to implement the activities in their improvement plan developed after the 2025 assessment. Secondly, countries were also encouraged to request and plan for external NITAG assessments.

# 1. Background

National Immunization Technical Advisory Groups (NITAGs) consist of independent national experts who advise the Ministry of Health (MoH) on vaccines and immunization. All 22 countries in the Eastern Mediterranean Region (EMR) have established NITAGs, which play a crucial role in enhancing immunization programs.

To support continuous improvement, NITAGs are recommended to conduct an evaluation every two to three years using the NITAG Maturity Assessment Tool (NMAT). The NMAT is a practical tool for planning, monitoring, and evaluating the development and strengthening of NITAGs. It assesses the ‘maturity’ of a NITAG and provides a framework for organizing and prioritizing tangible, achievable steps for improvement. In 2023, 20 out of 22 countries in EMR conducted a self-assessment using the NMAT, identifying gaps and developing an improvement plan to enhance their NITAG performance. The remaining two countries conducted the NMAT in 2024.

In 2025, the 20 countries who undertook their assessment in 2023, were supported to conduct a follow-up self-assessment using the NMAT. This report presents regional level findings from the re-assessment, comparing maturity levels between 2023 and 2025.

## 2. Objectives

Identify changes in NITAG maturity between two NMAT assessments to enable successful planning, monitoring, and evaluation of future activities for continuous development.

## 3. Method

**Webinar:** A webinar was held in June 2025 by the Regional office with the participation of 20 countries excluding Somalia and Sudan who conducted their first NMAT in 2024. The webinar was a refresher training on the use of NMAT. Participants invited to the webinar included NITAG chairs, NITAG secretariat and two other core NITAG members, WHO and UNICEF technical officers supporting NITAGs.

**Self-assessment:** Following the webinar, NITAGs chairs led small teams constituted of NITAG core members and secretariat to conduct the self-assessments using the NMAT between June and August 2025. Findings were then discussed with the entire NITAG to agree on the final assessment output.

**Regional debriefing of findings:** Countries debriefed on their findings in groups of 2 to 4 countries in September 2025 through a series of virtual meetings, exchanging experiences and lessons learned.

## 4. Results

### 4.1 Country Participation

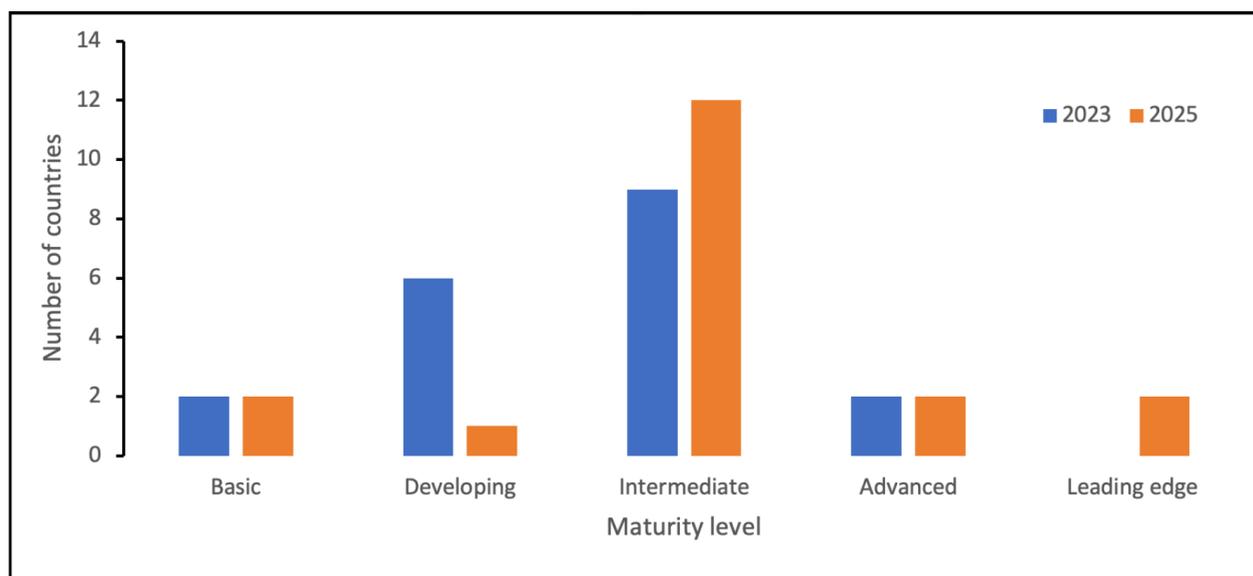
A total of 19 (95%) out of 20 countries submitted their 2025 follow-up (2nd) NITAG self-assessment to the regional office (Table 1). Only Palestine did not conduct a second NMAT. This section compares NMAT findings of the 19 countries that conducted NMAT in 2023 and 2025.

**Table 1:** NITAGs who submitted an NMAT assessment in 2023 and 2025

Countries			
Afghanistan	Iraq	Morocco	Syria
Bahrain	Jordan	Oman	Tunisia
Djibouti	Lebanon	Pakistan	UAE
Egypt	Kuwait	Qatar	Yemen
Iran	Libya	Saudi Arabia	

## 4.2 Maturity level by indicator

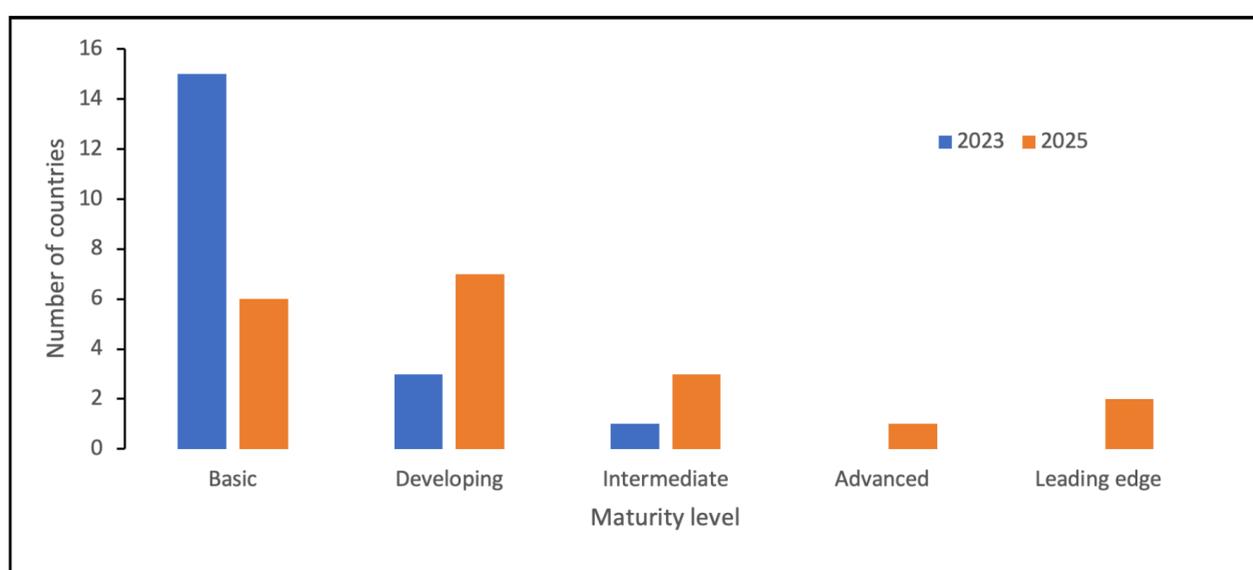
### Indicator 1: Establishment and Composition



**Figure 1:** Number of countries per maturity level for indicator 1, 2023 and 2025

In 2023, 9 (47%) NITAGs had an Intermediate maturity level. This increased to 12 (63%) in 2025. Between 2023 and 2025, the number of countries with Basic or Developing maturity levels decreased from 8 (43%) to 3 (16%), while those with Advanced or Leading-Edge maturity levels increased from 2 (11%) to 4 (22%). Iraq and Syria had the highest maturity level (Leading Edge) for indicator 1.

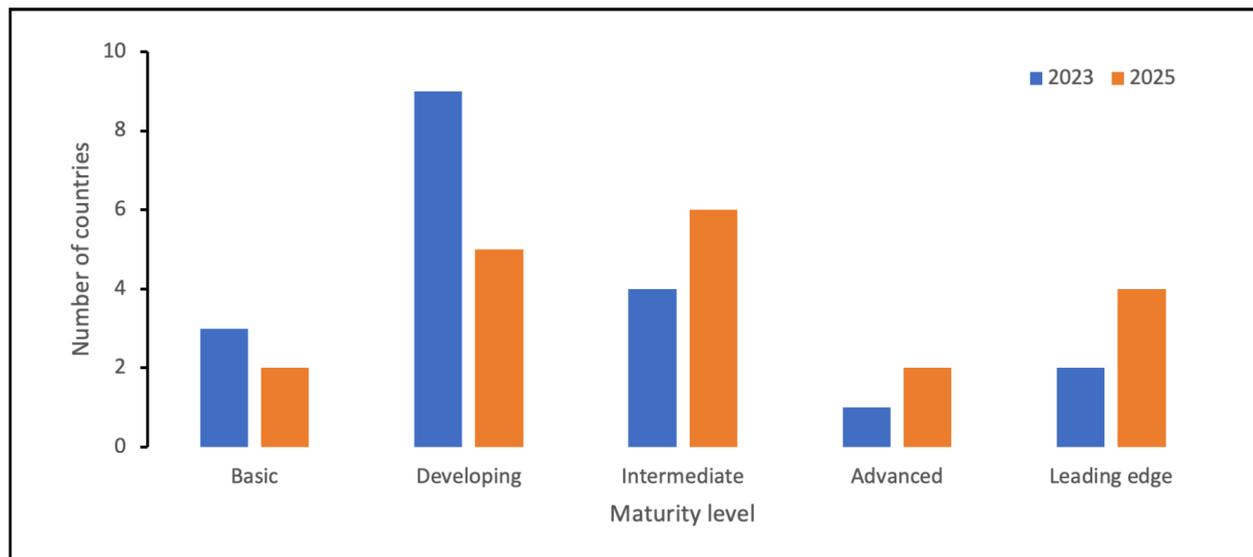
### Indicator 2: Independence and Non-Bias



**Figure 2:** Number of countries per maturity level for indicator 2, 2023 and 2025

In 2023, 1 (5%) NITAG had an Intermediate maturity level compared to 3 (16%) in 2025. Between 2023 and 2025, the number of countries with Basic or Developing maturity levels decreased from 18 (95%) to 13 (69%), while those with Advanced or Leading-Edge maturity levels increased from 0 (0%) to 3 (16%). Bahrain and Lebanon had the highest maturity level (Leading Edge) for indicator 2 in 2025.

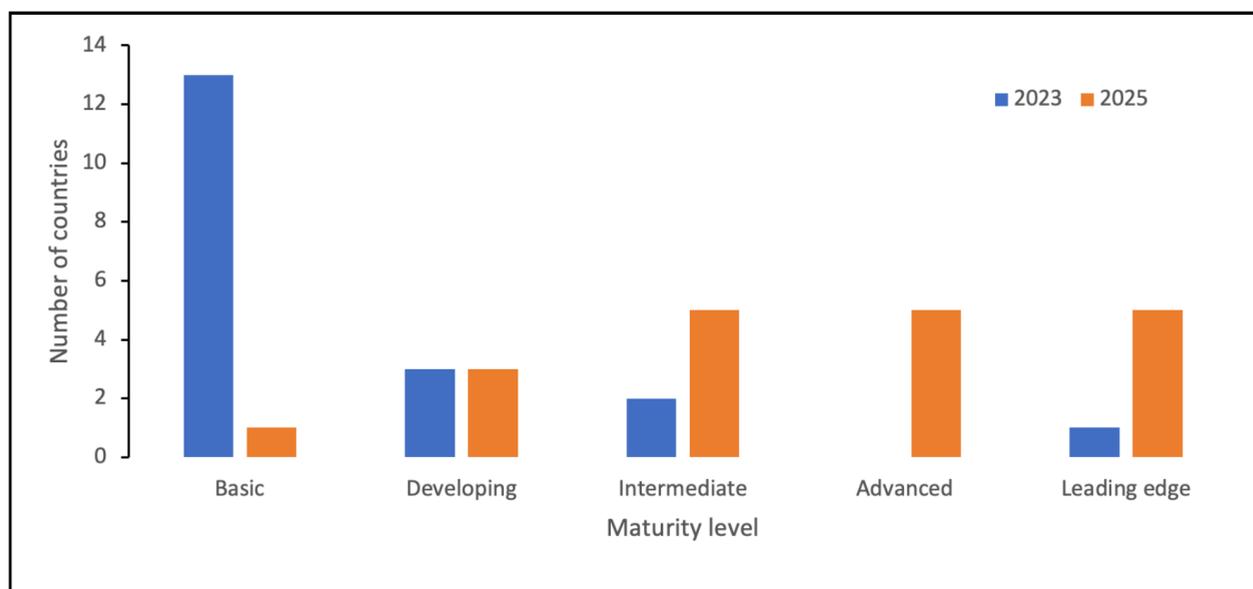
### Indicator 3: Resources and Secretariat Support



**Figure 3:** Number of countries per maturity level for indicator 3, 2023 and 2025

In 2023, 4 (21%) NITAGs had an Intermediate maturity level compared to 6 (32%) in 2025. Between 2023 and 2025, the number of countries with Basic or Developing maturity levels decreased from 12 (63%) to 7 (37%), while those with Advanced or Leading-Edge maturity levels increased from 3 (16%) to 6 (32%). Bahrain, Kuwait, Oman and Saudi Arabia have the highest maturity level (Leading Edge) for Indicator 3.

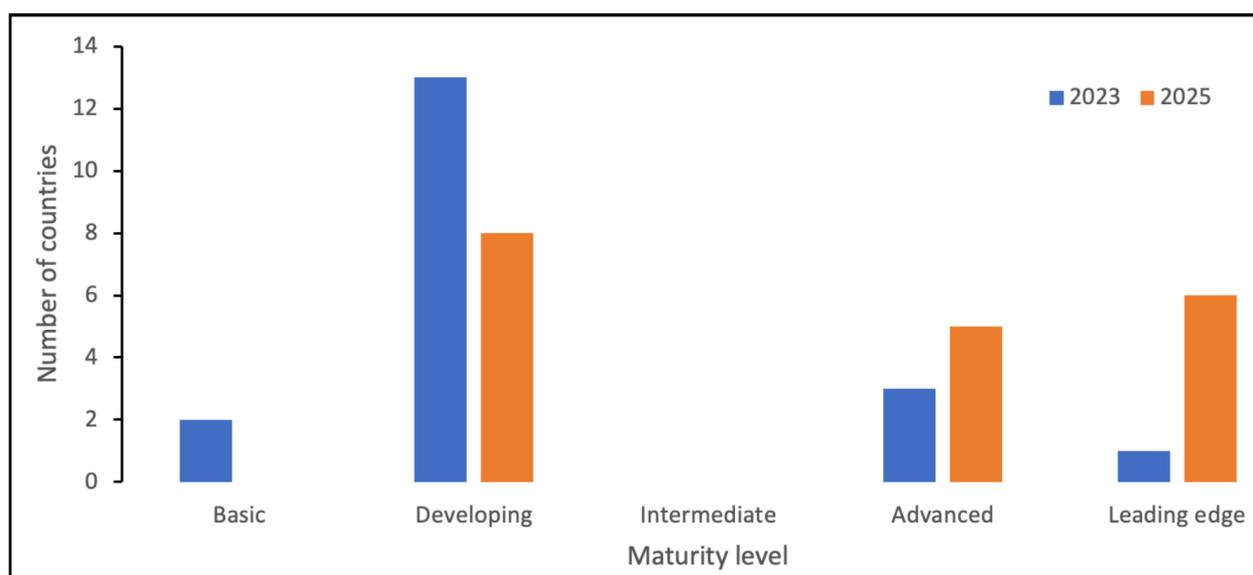
### Indicator 4: Operations



**Figure 4:** Number of countries per maturity level for indicator 4, 2023 and 2025

In 2023, 2 (11%) NITAGs had an Intermediate maturity level compared to 5 (26%) in 2025. Between 2023 and 2025, the number of countries with Basic or Developing maturity levels decreased from 15 (84%) to 3 (21%), while those with Advanced or Leading-Edge maturity levels increased from 1 (5%) to 10 (53%). Bahrain, Kuwait, Oman, Saudi Arabia and United Arab Emirates have the highest maturity level for (Leading Edge) for Indicator 4.

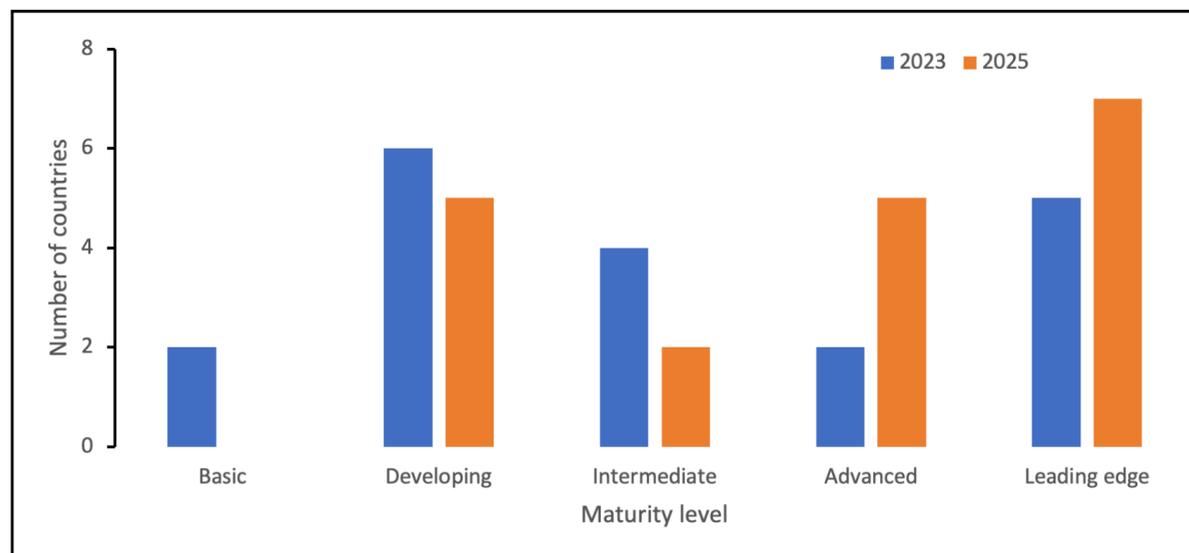
### Indicator 5: Making Recommendations



**Figure 5:** Number of countries per maturity level for indicator 5, 2023 and 2025

In 2023 and 2025, no NITAGs had an Intermediate maturity level for indicator 5. Between 2023 and 2025, the number of countries with Basic or Developing maturity levels decreased from 15 (79%) to 8 (42%), while those with Advanced or Leading-Edge maturity levels increased from 4 (21%) to 11 (58%). Bahrain, Kuwait, Lebanon, Libya, Oman, Saudi Arabia and United Arab Emirates have the highest maturity level (Leading Edge) for Indicator 5.

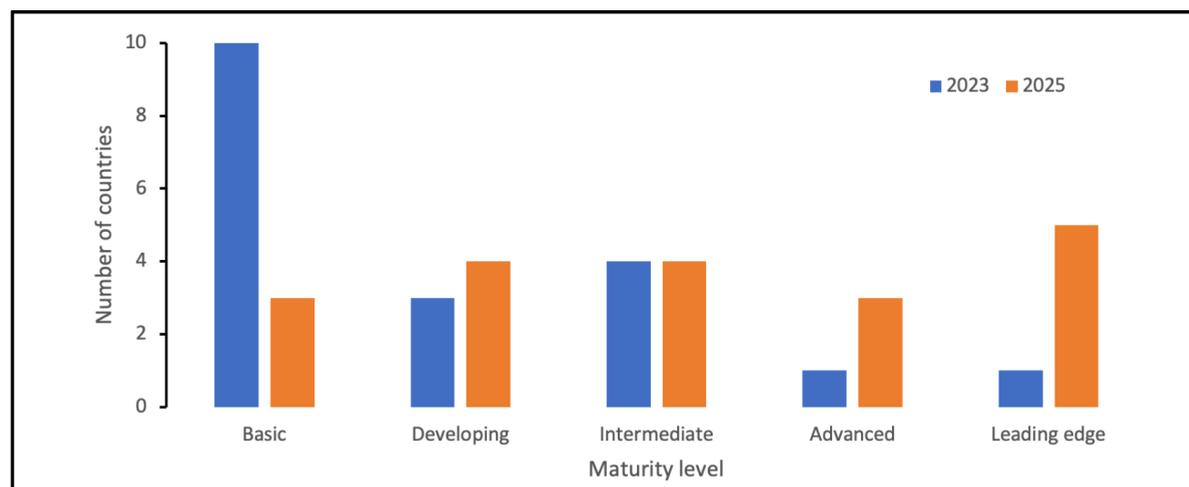
**Indicator 6: Integration into Policymaking Process**



**Figure 6:** Number of countries per maturity level for indicator 6, 2023 and 2025

In 2023, 4 (21%) NITAGs had an Intermediate maturity level compared to 2 (11%) in 2025. Between 2023 and 2025, the number of countries with Basic or Developing maturity levels decreased from 8 (42%) to 5 (26%), while those with Advanced or Leading-Edge maturity levels increased from 7 (37%) to 13 (63%). Bahrain, Iraq, Kuwait, Oman, Saudi Arabia, Tunisia and United Arab Emirates have the highest maturity level (Leading Edge) for Indicator 6 in 2025.

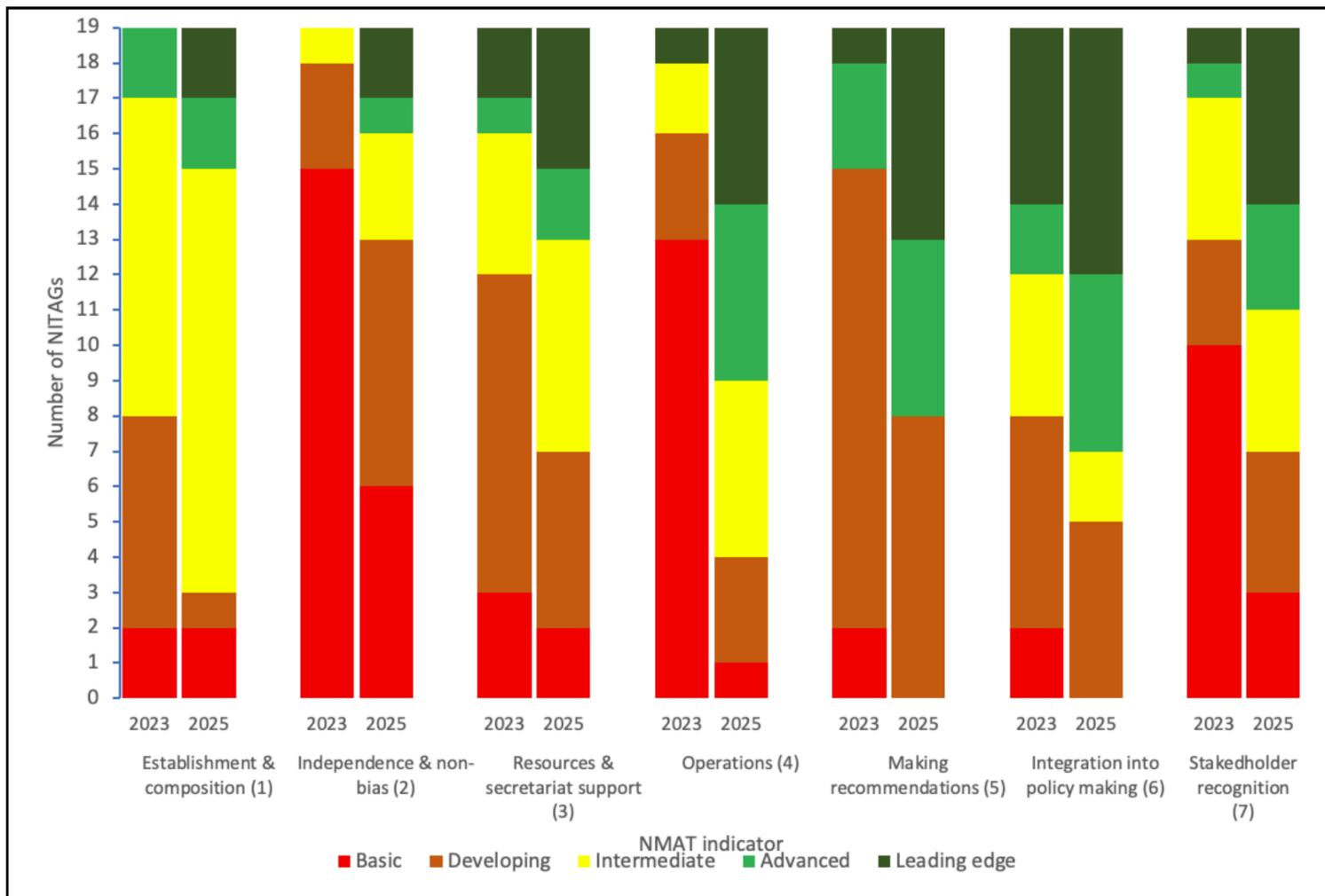
**Indicator 7: Stakeholder Recognition**



**Figure 7:** Number of countries per maturity level for indicator 7, 2023 and 2025

In 2023, and in 2025, 4 (21%) NITAGs had an Intermediate maturity level. Between 2023 and 2025, the number of countries with Basic or Developing maturity levels decreased from 13 (68%) to 7 (37%), while those with Advanced or Leading-Edge maturity levels increased from 2 (11%) to 8 (42%). Bahrain, Morocco, Oman, Pakistan and Tunisia have the highest maturity level (Leading-Edge) for Indicator 6 in 2025.

## 4.3 Regional synthesis



**Figure 8:** Number of countries per maturity level for indicator, 2023 and 2025 (n=19)

Notable progress was observed across the region between 2023 and 2025 self-assessment, with many NITAGs advancing from lower to higher maturity levels. The most notable improvements were seen in the following indicators:

### - Indicator 2: Independence & non-bias

- NITAGs at the “Basic” maturity level dropped from 15 in 2023 to 6 countries in 2025.
- There was a corresponding increase in NITAGs reaching “Developing”, “Intermediate”, and “Advanced” levels. NITAGs with “Advanced” and “Leading-Edge” maturity level increased from zero in 2023 to three in 2025

### - Indicator 4: Operations

- In 2023, 13 NITAGs were at the “Basic” level. By 2025, this number dropped to just 1.
- The number of NITAGs at “Advanced” and “Leading Edge” levels rose substantially in 2025. NITAGs with “Advanced” and “Leading-Edge” maturity level increased from one in 2023 to 10 in 2025.

- **Indicator 6 - Integration into policy making (7 NITAGs) and Indicator 5 - Making recommendations (6 NITAGs)** had the highest number of NITAGs with Leading-Edge maturity level in 2025.

### - Indicator 7: Stakeholder Recognition

- NITAGs at the “Basic” maturity level decreased from 9 in 2023 to 2 in 2025, while those at “Advanced” and “Leading Edge” levels increased in 2025. NITAGs with “Advanced” and “Leading Edge” maturity level increased from two in 2023 to eight in 2025

The regional criteria score per NMAT indicator ranged from 42 to 77% in 2023 as opposed to 66-85% in 2025. The overall average criteria score for all 19 countries also increased from 56% in 2023 to 77% in 2026. The proportion of criteria score met increased across all seven NMAT indicators in 2025 compared to 2023. The greatest increase in criteria score met was observed in Indicator 4 (Operations), which rose by 32%, followed closely by Indicator 2 (Independence & non-bias) with a 28% and Indicator 5 (Making recommendations) with 27% increase (Figure 9).

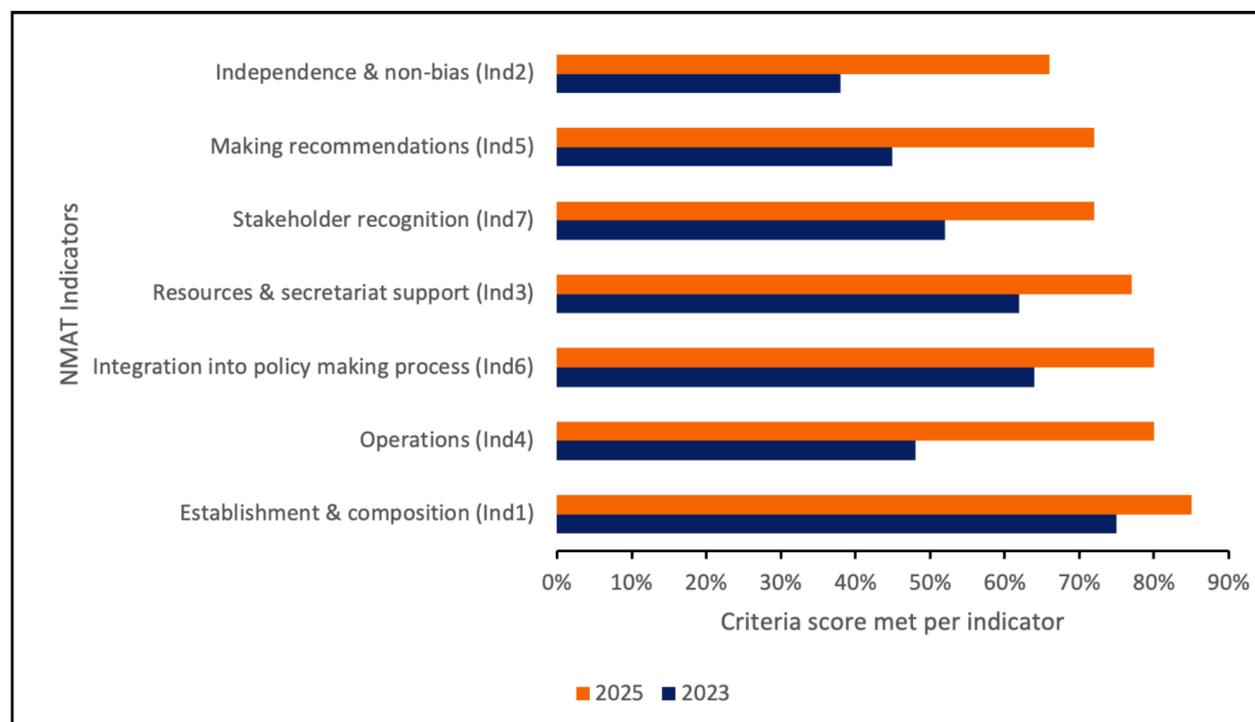


Figure 9: Average regional score per NMAT indicator, 2023 and 2025

#### 4.4 Country synthesis

Figure 10 shows that all countries had an increase in their overall NMAT criteria scores except Saudi Arabia which sustained its 2023 high score of 91% in 2025. In 2023, Djibouti (16%) had the lowest overall NMAT score while Saudi Arabia (91%) the highest. In 2025, Yemen (36%) has the lowest score while Bahrain and Oman the highest score (99%).

In decreasing order, the percentage increase in overall NMAT score are as follows: Qatar (54%), Djibouti (42%), Lebanon (36%), Bahrain (32%), Libya (27%), United Arab Emirates (26%), Tunisia (25%), Egypt (20%), Iraq (19%), Morocco and Pakistan (18%), Kuwait (16%), Yemen (15%), Jordan (14%), Iran (12%), Oman (9%), Afghanistan and Syria (8%) and Saudi Arabia (0%).

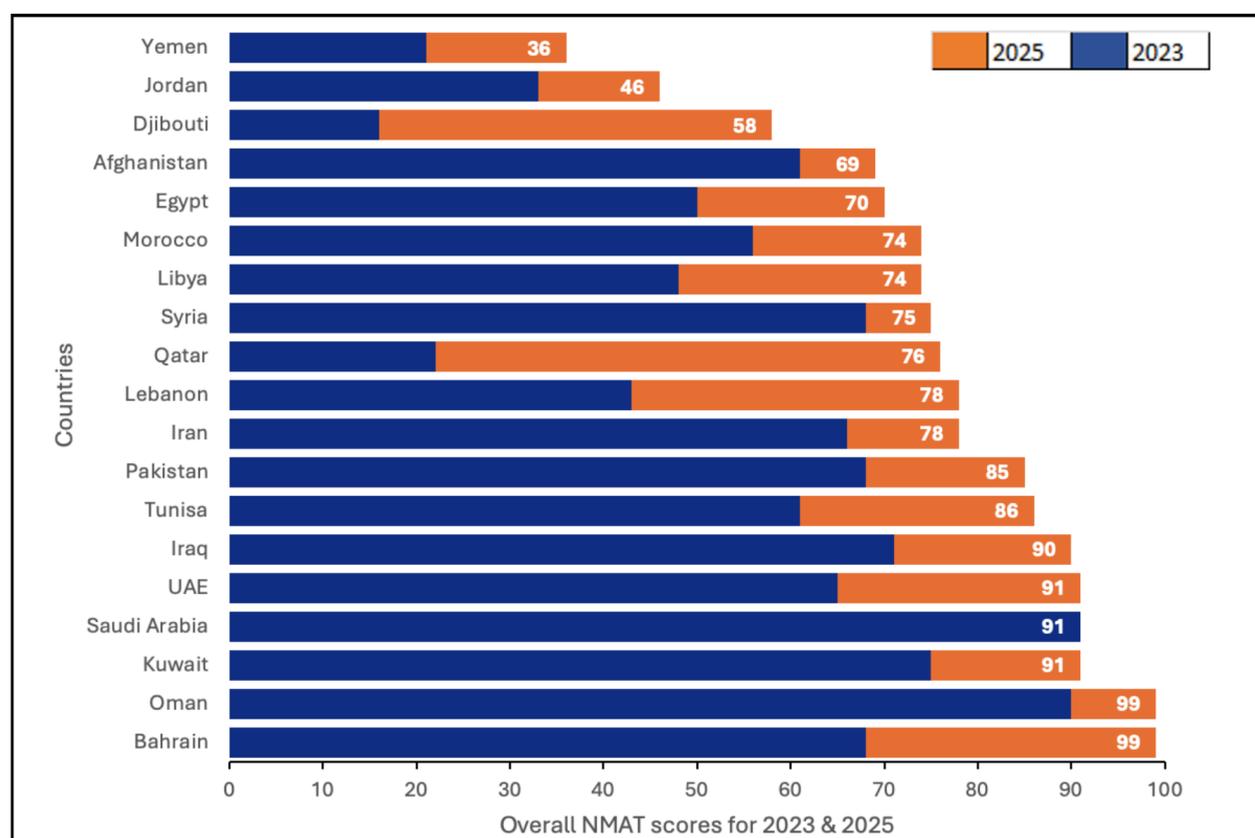


Figure 10: Percentage change in overall NMAT score per country, 2023 and 2025

## 5. Discussion

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Our findings show positive shift in NITAG maturity and overall score in country criteria met between the first and second NITAG self-assessment using the NMAT. Of the 19 countries that conducted the second assessment, 18 showed evident positive shift, while one which was already high performing maintained its high performance. There were marked progress in indicators 2 (Independence and non-bias), 4 (Operations) and 7 (Stakeholder recognition).

The overall marked improvement is multi-factorial: firstly the willingness and desire of the NITAGs to do better and improve on their performance and implement activities in improvement plans developed after the first assessment, secondly several webinars and capacity building sessions tailored to address gaps observed after the first self-assessment were conducted by the regional office during which all countries in the Region participated at least once with over 300 NITAG members and secretariat trained, thirdly availability of funds to implement NITAG strengthening activities and fourthly building of partnerships across regions to support NITAGs.

Although marked positive shifts were observed in indicators 2 (Independence and non-bias), 4 (Operations) and 7 (Stakeholder recognition), this is because NITAGs were least performing in these indicators after the first assessment. Many countries were at the Basic level hence improvement was very evident after measures were taken to address the gaps. For the other indicators, we can see clear improvement as well with more countries in higher categories (Advanced and Leading Edge) in the second self-assessment compared to the first.

The fact that these assessments were conducted by the NITAG and secretariat themselves, constitute a limitation. NITAGs were encouraged to officially request for external assessment through the WHO country offices. For now, none of the NITAGs have done so even though some said verbally that they are open to the idea. Having an external assessment will increase the credibility and objectivity of the assessments.

## 6. Conclusion and way forward

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Between 2023 and 2025, NITAGs across the EMR demonstrated substantial progress in their maturity levels. Notable improvements were observed in maturity in:

- **Indicator 2:** Independence & non-bias, where the number of NITAGs at the basic level dropped from 15 (79%) countries to 6 (32%).
- **Indicator 4:** Operations saw a marked positive shift, with only 1 (5%) country remaining at the basic level in 2025 compared to 13 (68%) in 2023.
- Similarly, **Indicator 7:** Stakeholder Recognition showed strong gains, with Basic-level NITAGs decreasing from 10 (53%) countries to 3 (16%).

There is a 21% increase in the overall average regional criteria score met by all 19 NITAGs. These results reflect the region's commitment to strengthening immunization advisory capacity and underscore the value of regular self-assessment and targeted improvement planning. Countries are therefore encouraged to implement the activities in their improvement plan developed after the 2025 assessment. Secondly, we reiterate our proposal to countries to request and plan for external NITAG assessments.

**Annexes:** NITAG maturity levels by indicator and sub-indicators as well as overall criteria score met by indicator for each country

# Afghanistan

NMAT score increased from 61% in 2023 to 69% in 2025

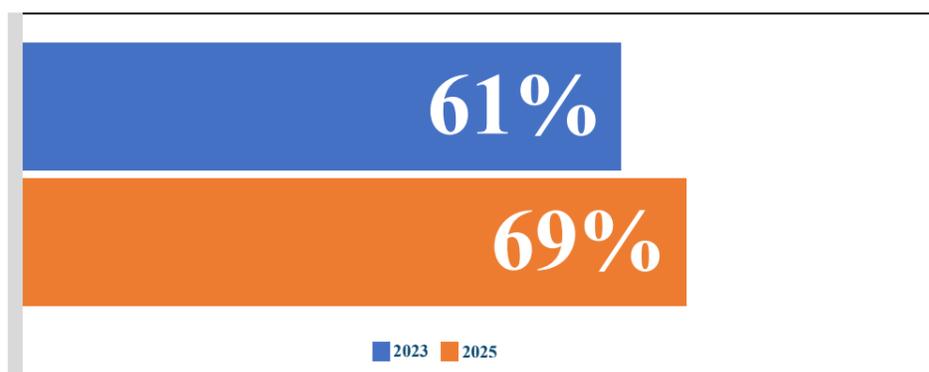


Figure 1: Progress in overall NMAT score, 2023 and 2025

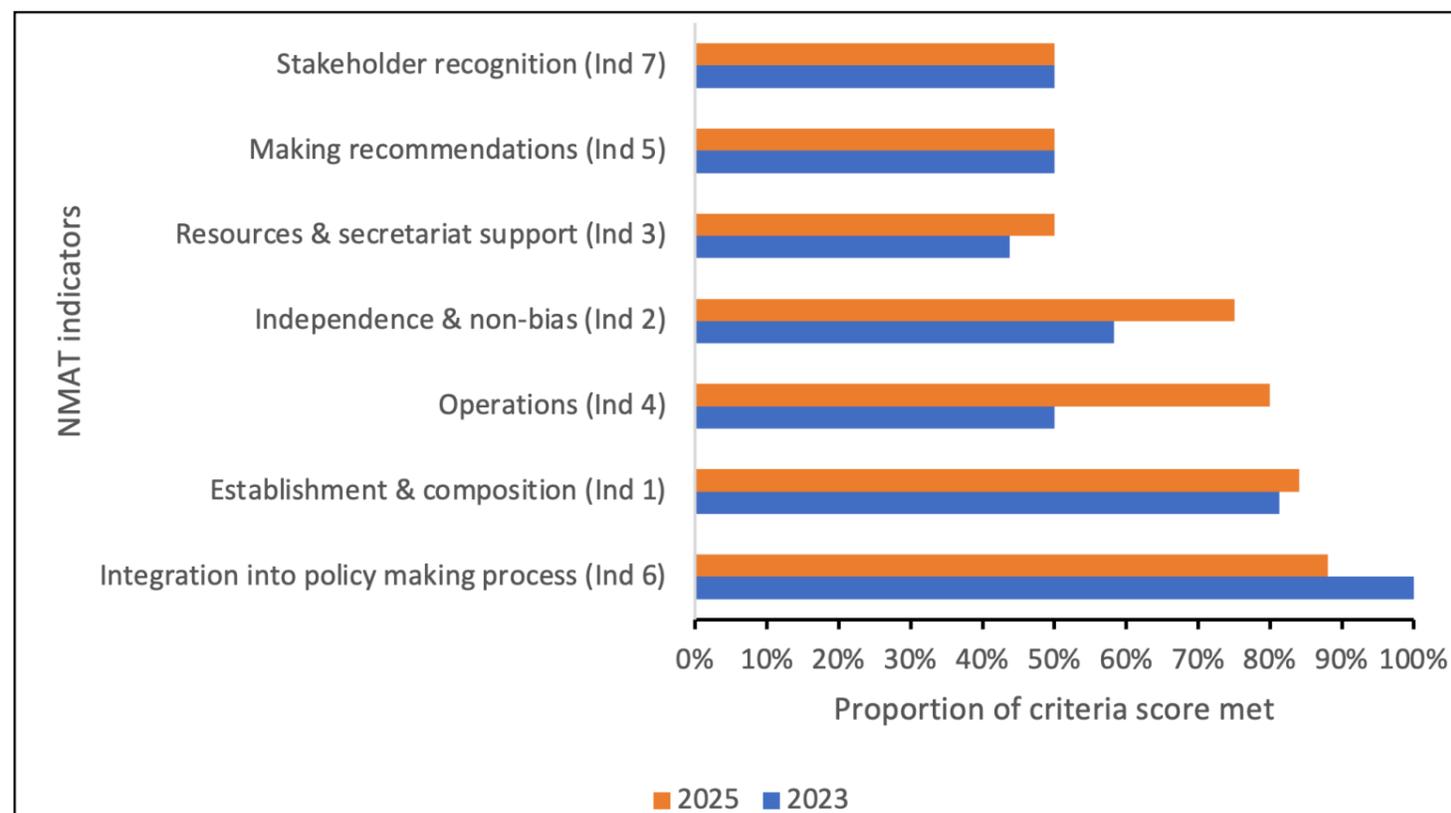


Figure 2: Total criteria score met per NMAT indicator, Afghanistan, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	2	3
Independence and non-bias (Ind 2)	1	3
Resources and secretariat support (Ind 3)	2	2
Operations (Ind 4)	1	3
Making recommendations (Ind 5)	2	2
Integration into policy making process (Ind 6)	5	4
Stakeholder recognition (Ind 7)	2	2

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	3	5
	Diversity of experience	4	4
	Membership	2	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	2	4
	Transparency	1	3
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	2	2
	Access to Relevant Data and Other Necessary Tools	4	4
	Access to External Technical Expertise and Capacity-building Tools	2	3
	Secretariat Support	3	3
Operations (Ind 4)	Meeting logistics	2	4
	Standard Operating Procedures (SOP)	4	5
	Evaluation	1	5
Making recommendations (Ind 5)	Decision-making process	2	4
	Documentation and Communication	2	2
Integration into policy making process (Ind 6)	Government consideration and solicitation	5	5
	Implementation	5	4
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	2	4
	Public recognition	3	2

# Bahrain

NMAT score increased from 68% in 2023 to 99% in 2025

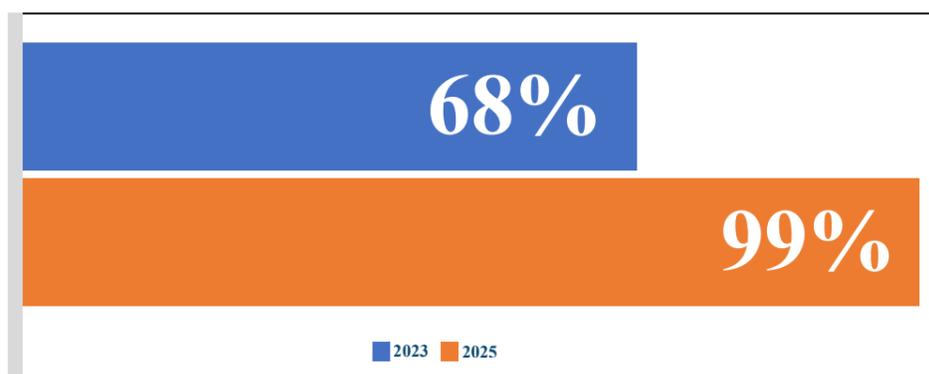


Figure 1: Progress in overall NMAT score, 2023 and 2025

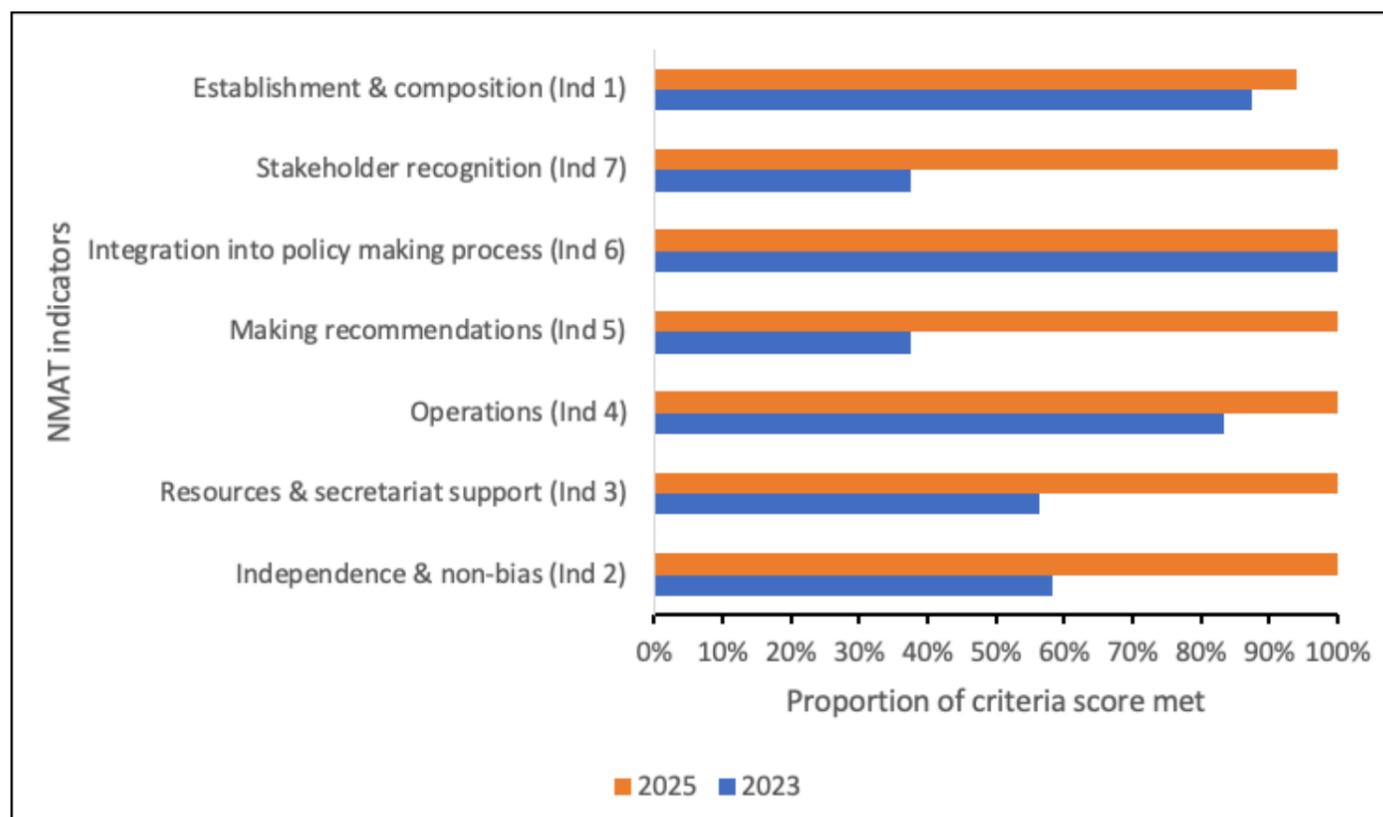


Figure 2: Total criteria score met per NMAT indicator, Bahrain, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	3	3
Independence and non-bias (Ind 2)	1	5
Resources and secretariat support (Ind 3)	2	5
Operations (Ind 4)	3	5
Making recommendations (Ind 5)	2	5
Integration into policy making process (Ind 6)	5	5
Stakeholder recognition (Ind 7)	1	5

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	5	5
	Diversity of experience	5	5
	Membership	3	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	4	5
	Transparency	1	5
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	2	5
	Access to Relevant Data and Other Necessary Tools	5	5
	Access to External Technical Expertise and Capacity-building Tools	2	5
	Secretariat Support	4	5
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	5	5
	Evaluation	3	5
Making recommendations (Ind 5)	Decision-making process	2	5
	Documentation and Communication	3	5
Integration into policy making process (Ind 6)	Government consideration and solicitation	5	5
	Implementation	5	5
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	2	5
	Public recognition	1	5

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

# Djibouti

NMAT score increased from 16% in 2023 to 58% in 2025

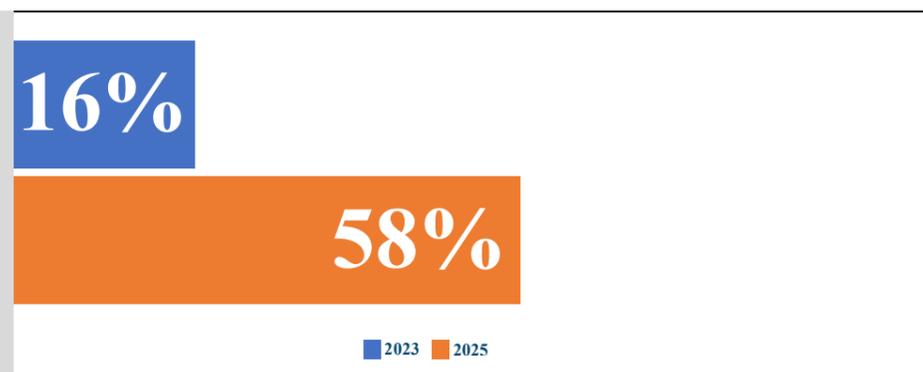


Figure 1: Progress in overall NMAT score, 2023 and 2025

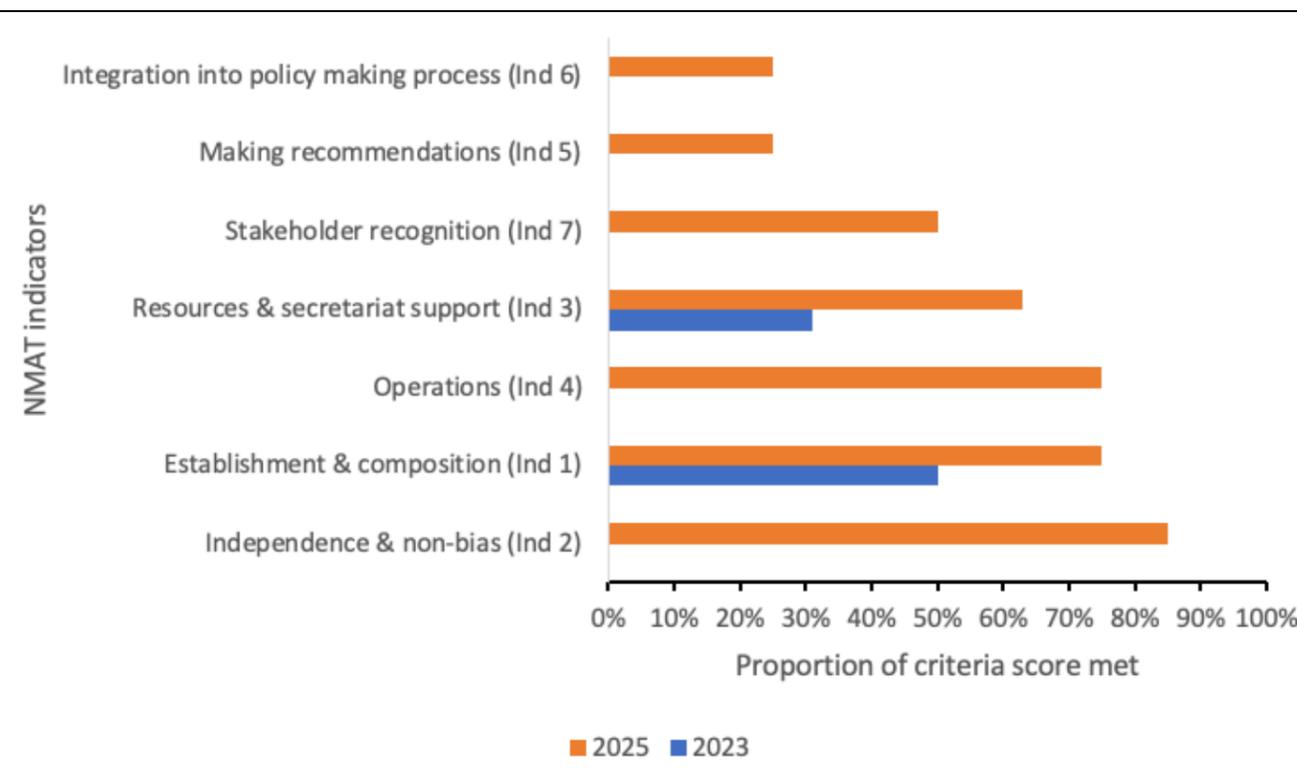


Figure 2: Total criteria score met per NMAT indicator, Djibouti, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	1	3
Independence and non-bias (Ind 2)	1	2
Resources and secretariat support (Ind 3)	1	2
Operations (Ind 4)	1	3
Making recommendations (Ind 5)	1	2
Integration into policy making process (Ind 6)	1	2
Stakeholder recognition (Ind 7)	1	3

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	2	5
	Diversity of experience	1	3
	Membership	4	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	1	2
	Transparency	1	3
	Independence from primary workplace of members	1	5
Resources and secretariat support (Ind 3)	Secured Funding	2	2
	Access to Relevant Data and Other Necessary Tools	2	5
	Access to External Technical Expertise and Capacity-building Tools	3	2
	Secretariat Support	2	5
Operations (Ind 4)	Meeting logistics	1	5
	Standard Operating Procedures (SOP)	1	3
	Evaluation	1	4
Making recommendations (Ind 5)	Decision-making process	1	2
	Documentation and Communication	1	2
Integration into policy making process (Ind 6)	Government consideration and solicitation	1	2
	Implementation	1	2
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	1	3
	Public recognition	1	3

# Egypt

NMAT score increased from 50% in 2023 to 70% in 2025

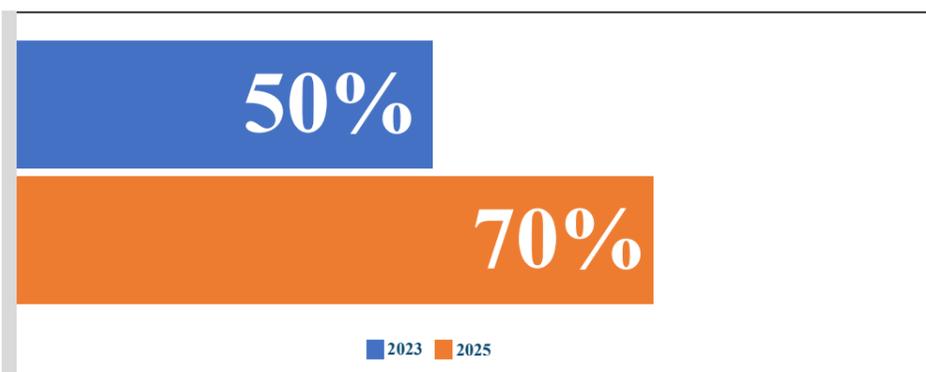


Figure 1: Progress in overall NMAT score, 2023 and 2025

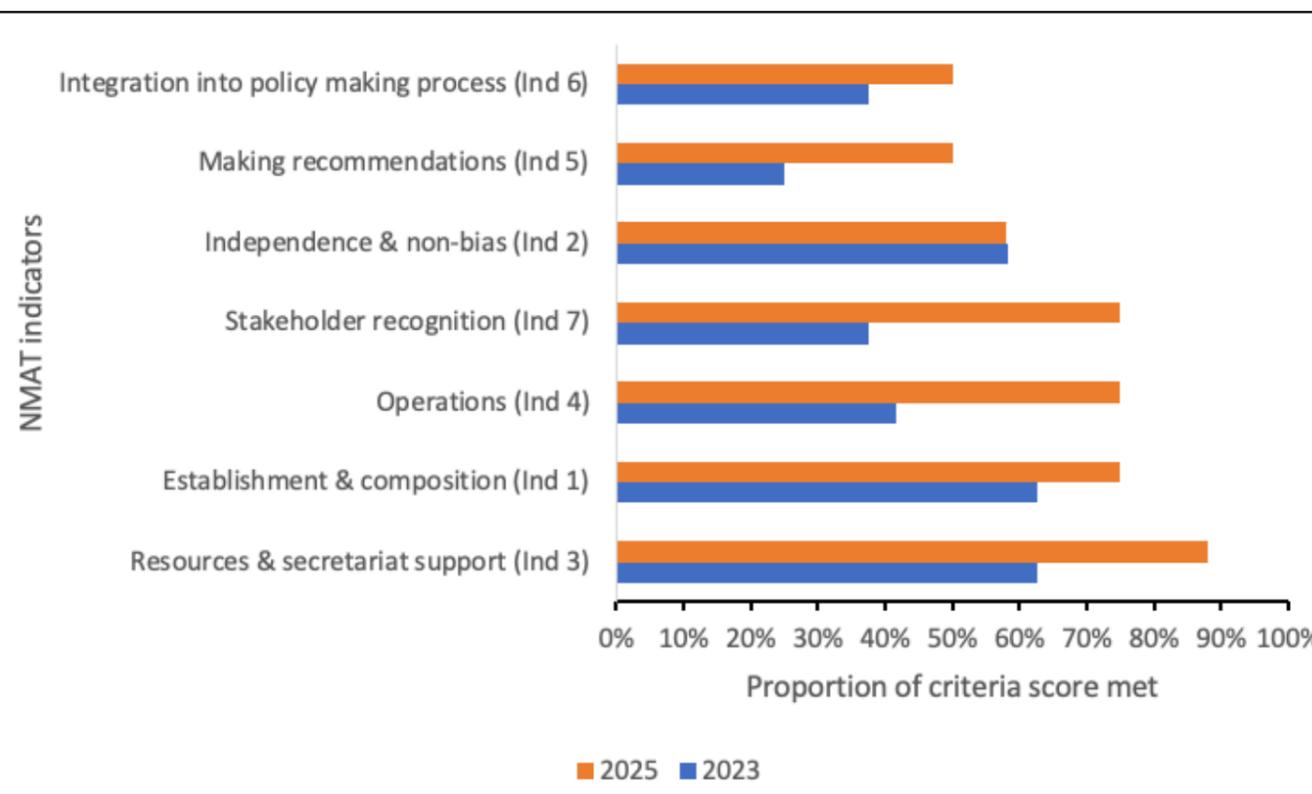


Figure 2: Total criteria score met per NMAT indicator, Egypt, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	2	4
Independence and non-bias (Ind 2)	2	2
Resources and secretariat support (Ind 3)	3	4
Operations (Ind 4)	3	3
Making recommendations (Ind 5)	2	2
Integration into policy making process (Ind 6)	2	3
Stakeholder recognition (Ind 7)	2	2

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	3	4
	Diversity of experience	4	4
	Membership	2	4
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	2	2
	Transparency	3	3
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	3	4
	Access to Relevant Data and Other Necessary Tools	5	5
	Access to External Technical Expertise and Capacity-building Tools	2	5
	Secretariat Support	4	4
Operations (Ind 4)	Meeting logistics	2	3
	Standard Operating Procedures (SOP)	4	5
	Evaluation	2	4
Making recommendations (Ind 5)	Decision-making process	2	2
	Documentation and Communication	2	5
Integration into policy making process (Ind 6)	Government consideration and solicitation	3	4
	Implementation	2	3
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	2	5
	Public recognition	2	2

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

# Iran

NMAT score increased from 66% in 2023 to 78% in 2025

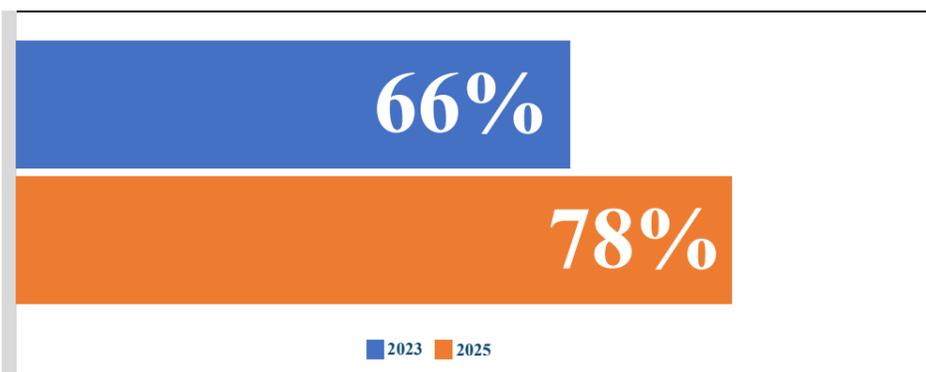


Figure 1: Progress in overall NMAT score, 2023 and 2025

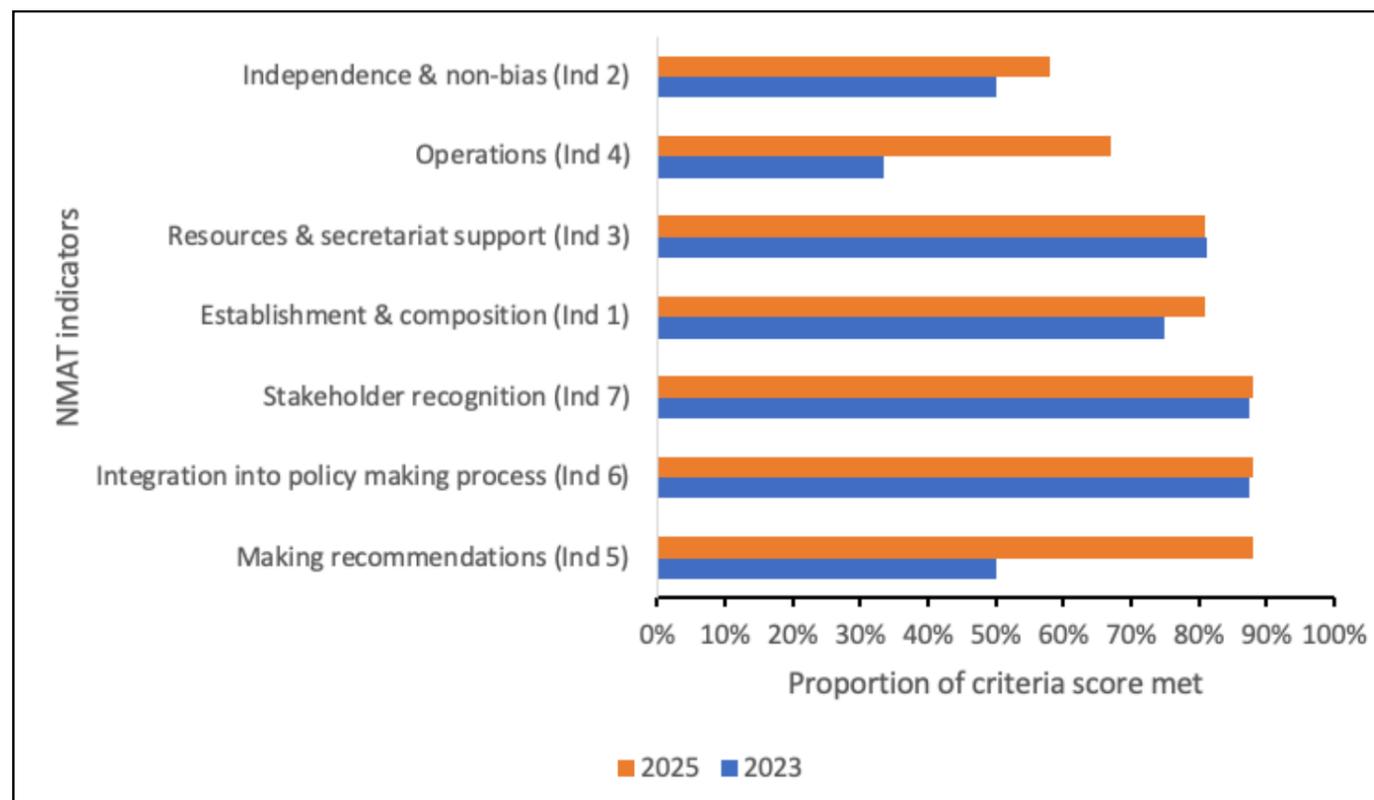


Figure 2: Total criteria score met per NMAT indicator, Iran, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	3	3
Independence and non-bias (Ind 2)	1	1
Resources and secretariat support (Ind 3)	3	3
Operations (Ind 4)	1	3
Making recommendations (Ind 5)	2	4
Integration into policy making process (Ind 6)	4	4
Stakeholder recognition (Ind 7)	4	4

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	3	4
	Diversity of experience	5	5
	Membership	3	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	4	5
	Transparency	1	2
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	3	3
	Access to Relevant Data and Other Necessary Tools	5	5
	Access to External Technical Expertise and Capacity-building Tools	5	5
	Secretariat Support	4	4
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	1	3
	Evaluation	1	3
Making recommendations (Ind 5)	Decision-making process	2	5
	Documentation and Communication	4	4
Integration into policy making process (Ind 6)	Government consideration and solicitation	5	5
	Implementation	4	4
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	4	4
	Public recognition	5	5

# Iraq

NMAT score increased from 71% in 2023 to 90% in 2025

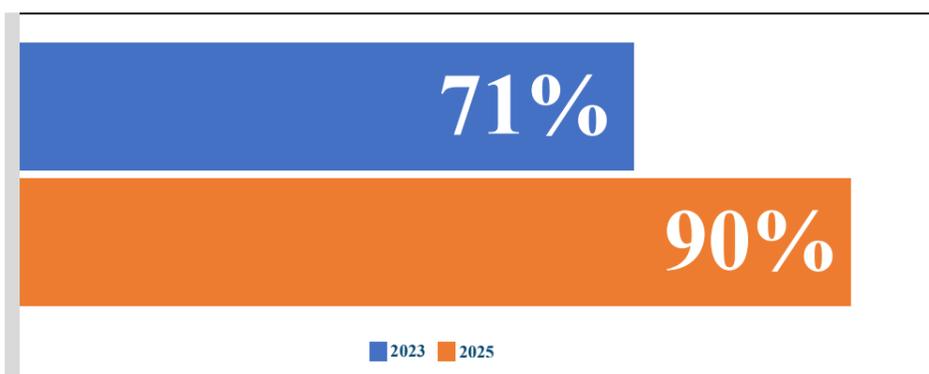


Figure 1: Progress in overall NMAT score, 2023 and 2025

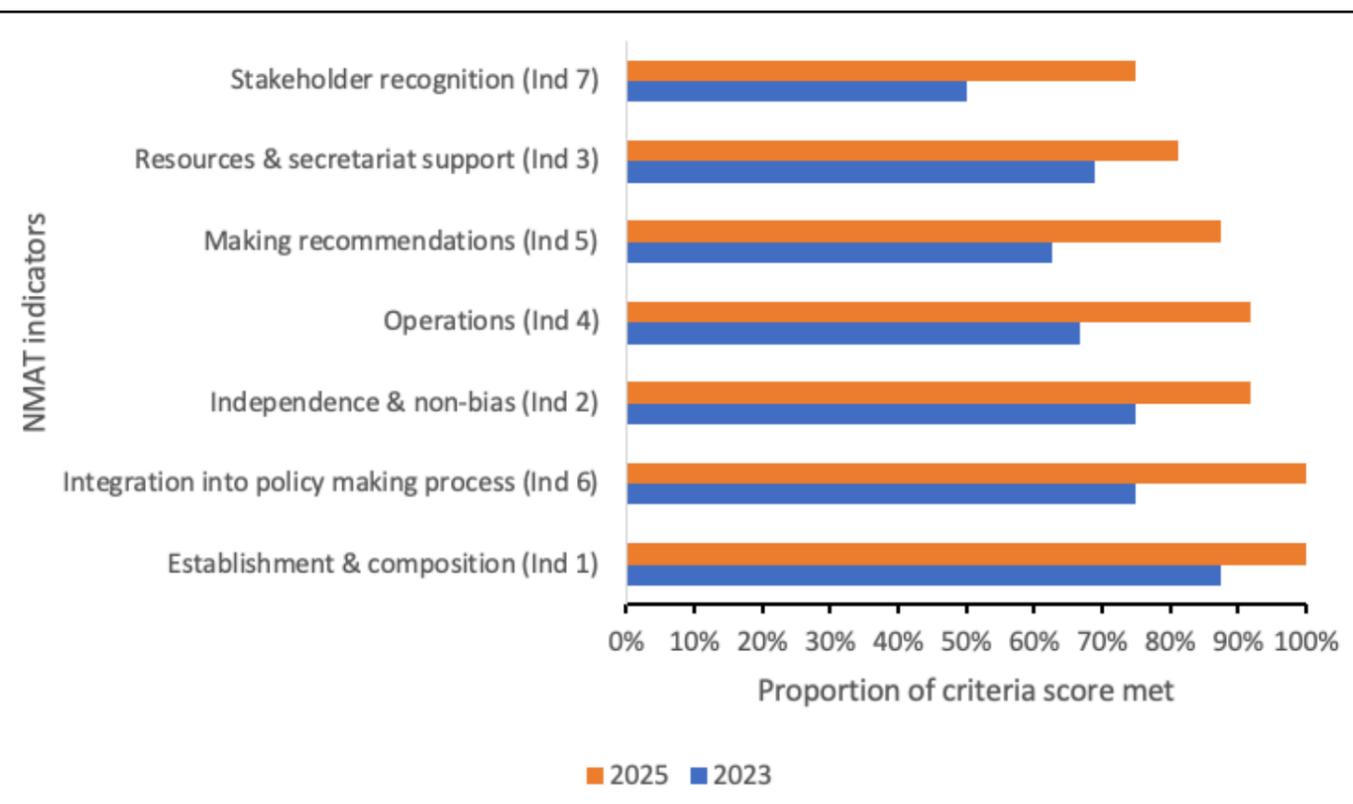


Figure 2: Total criteria score met per NMAT indicator, Iraq, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	3	5
Independence and non-bias (Ind 2)	2	3
Resources and secretariat support (Ind 3)	1	3
Operations (Ind 4)	1	4
Making recommendations (Ind 5)	2	4
Integration into policy making process (Ind 6)	3	5
Stakeholder recognition (Ind 7)	1	3

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	4	5
	Diversity of experience	5	5
	Membership	3	5
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	5	5
	Transparency	2	3
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	1	3
	Access to Relevant Data and Other Necessary Tools	5	5
	Access to External Technical Expertise and Capacity-building Tools	5	5
	Secretariat Support	4	4
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	5	5
	Evaluation	1	4
Making recommendations (Ind 5)	Decision-making process	2	4
	Documentation and Communication	5	5
Integration into policy making process (Ind 6)	Government consideration and solicitation	3	5
	Implementation	5	5
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	5	5
	Public recognition	1	3

# Jordan

NMAT score increased from 33% in 2023 to 46% in 2025

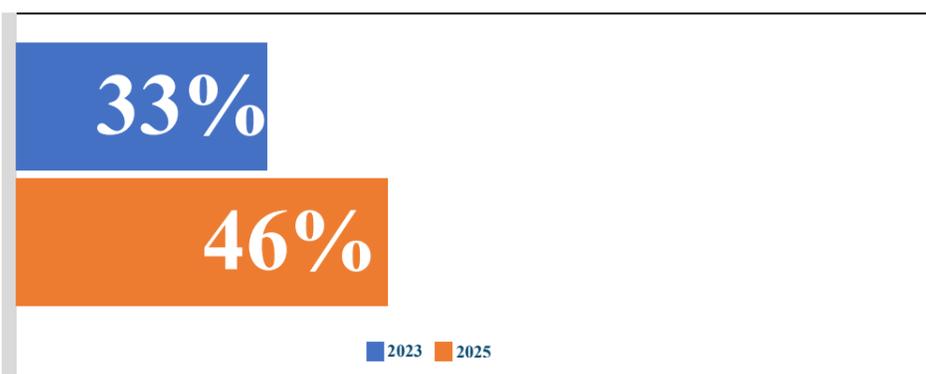


Figure 1: Progress in overall NMAT score, 2023 and 2025

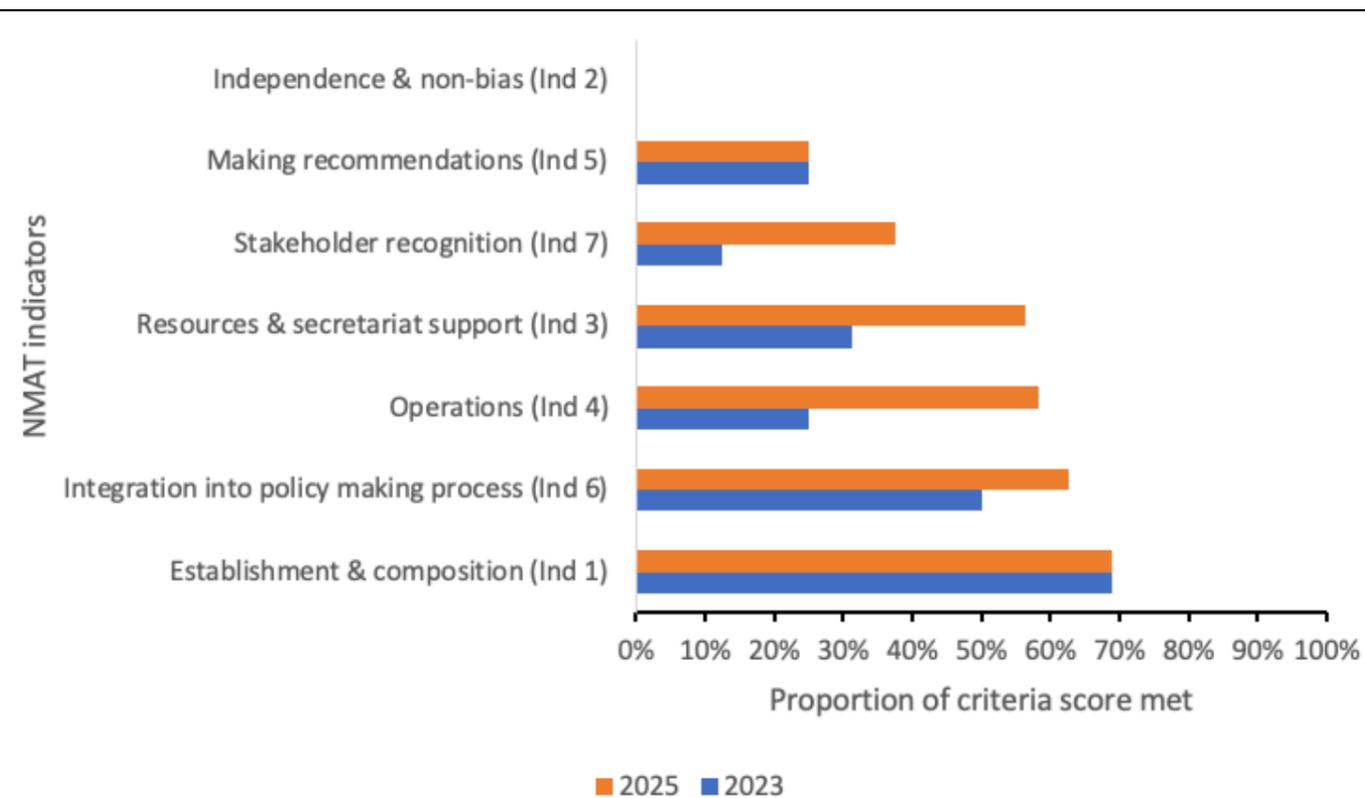


Figure 2: Total criteria score met per NMAT indicator, Jordan, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	3	1
Independence and non-bias (Ind 2)	1	1
Resources and secretariat support (Ind 3)	1	1
Operations (Ind 4)	1	2
Making recommendations (Ind 5)	2	2
Integration into policy making process (Ind 6)	2	2
Stakeholder recognition (Ind 7)	1	2

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	3	3
	Diversity of experience	4	5
	Membership	3	2
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	1	1
	Transparency	1	1
	Independence from primary workplace of members	1	1
Resources and secretariat support (Ind 3)	Secured Funding	1	1
	Access to Relevant Data and Other Necessary Tools	2	2
	Access to External Technical Expertise and Capacity-building Tools	3	5
	Secretariat Support	3	5
Operations (Ind 4)	Meeting logistics	3	5
	Standard Operating Procedures (SOP)	1	2
	Evaluation	2	3
Making recommendations (Ind 5)	Decision-making process	2	2
	Documentation and Communication	2	2
Integration into policy making process (Ind 6)	Government consideration and solicitation	2	2
	Implementation	2	2
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	2	2
	Public recognition	1	3

# Kuwait

NMAT score increased from 75% in 2023 to 91% in 2025

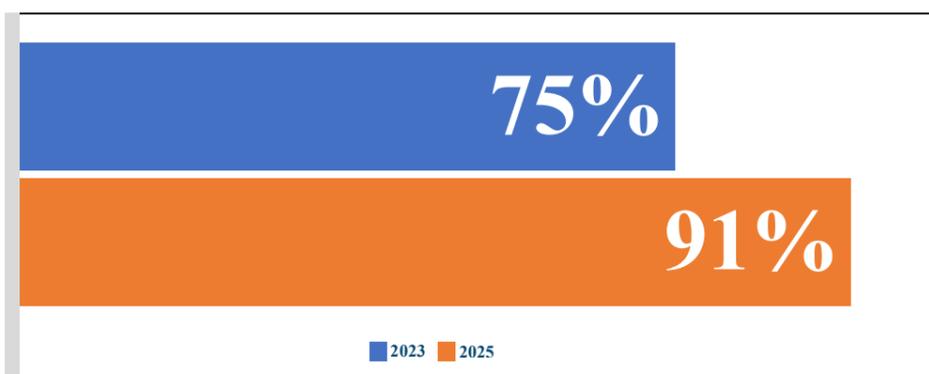


Figure 1: Progress in overall NMAT score, 2023 and 2025

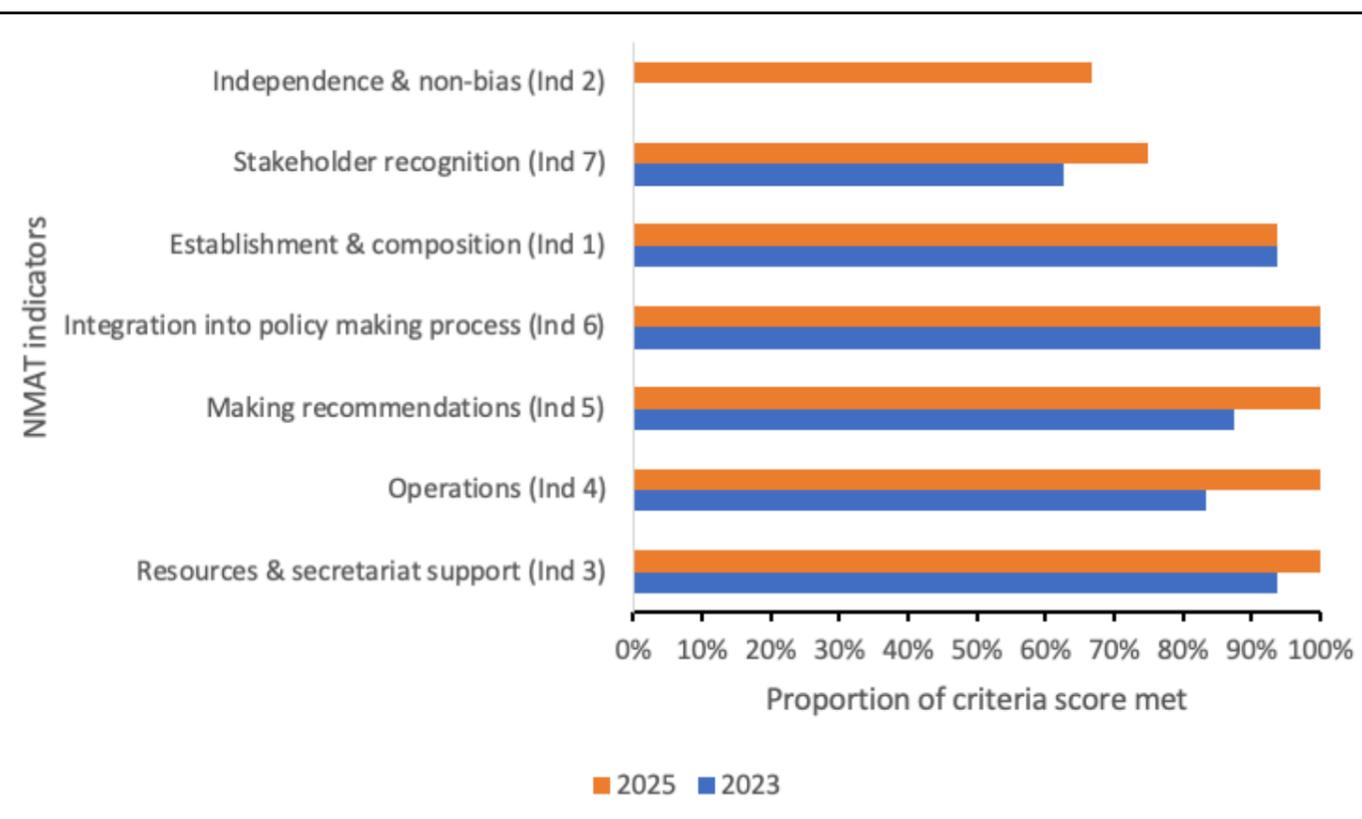


Figure 2: Total criteria score met per NMAT indicator, Kuwait, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	3	3
Independence and non-bias (Ind 2)	1	1
Resources and secretariat support (Ind 3)	4	5
Operations (Ind 4)	2	5
Making recommendations (Ind 5)	4	5
Integration into policy making process (Ind 6)	5	5
Stakeholder recognition (Ind 7)	1	3

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	5	5
	Diversity of experience	5	5
	Membership	3	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	1	5
	Transparency	1	1
	Independence from primary workplace of members	1	5
Resources and secretariat support (Ind 3)	Secured Funding	5	5
	Access to Relevant Data and Other Necessary Tools	5	5
	Access to External Technical Expertise and Capacity-building Tools	5	5
	Secretariat Support	4	5
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	2	5
	Evaluation	3	5
Making recommendations (Ind 5)	Decision-making process	4	5
	Documentation and Communication	5	5
Integration into policy making process (Ind 6)	Government consideration and solicitation	5	5
	Implementation	5	5
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	5	5
	Public recognition	1	3

# Lebanon

NMAT score increased from 43% in 2023 to 78% in 2025

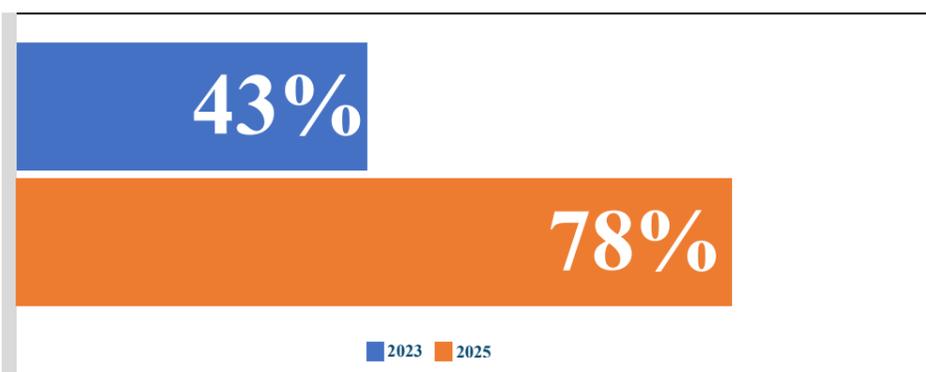


Figure 1: Progress in overall NMAT score, 2023 and 2025

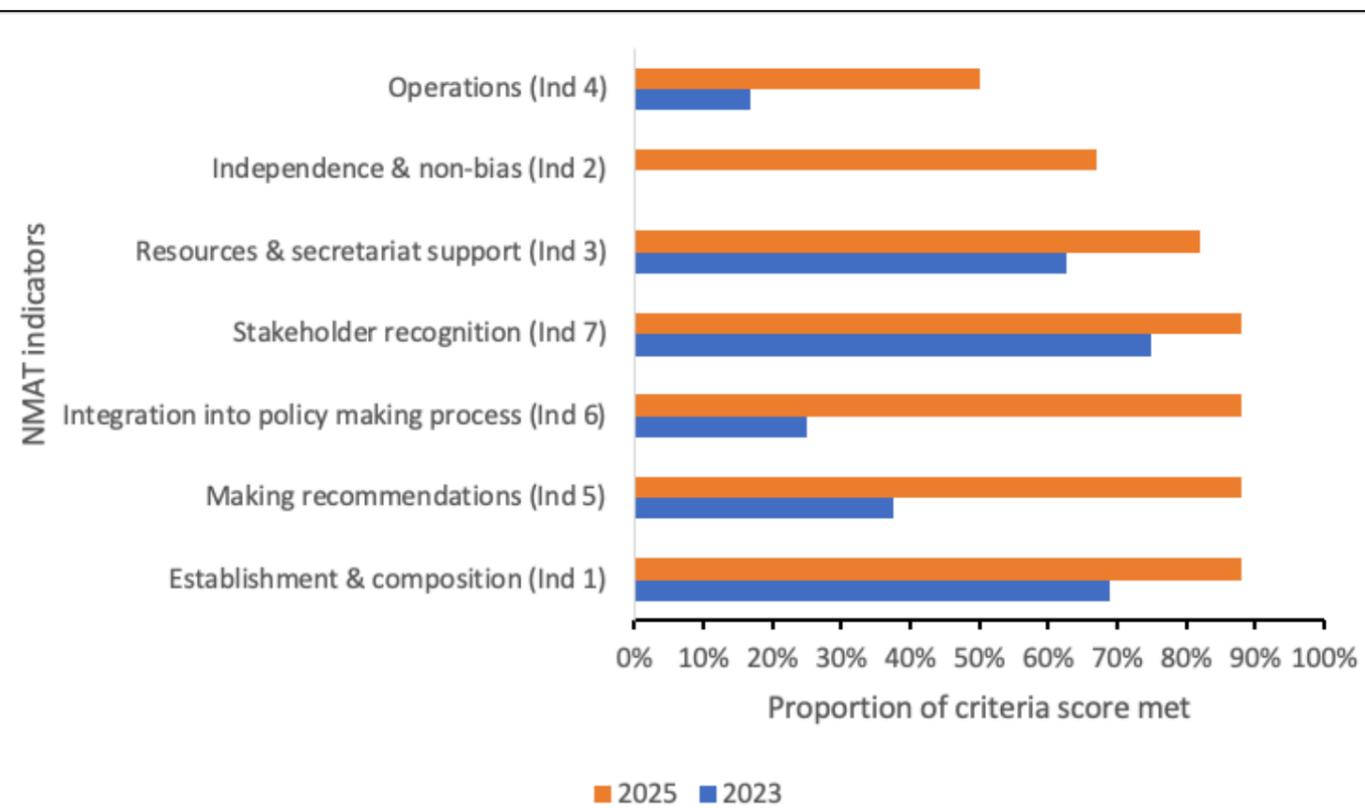


Figure 2: Total criteria score met per NMAT indicator, Lebanon, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	2	4
Independence and non-bias (Ind 2)	1	5
Resources and secretariat support (Ind 3)	2	3
Operations (Ind 4)	1	4
Making recommendations (Ind 5)	2	5
Integration into policy making process (Ind 6)	2	4
Stakeholder recognition (Ind 7)	3	4

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	2	4
	Diversity of experience	5	5
Independence and non-bias (Ind 2)	Membership	3	4
	Disclosure and conflict of interest process	1	5
	Transparency	1	5
Resources and secretariat support (Ind 3)	Independence from primary workplace of members	1	4
	Secured Funding	2	3
	Access to Relevant Data and Other Necessary Tools	4	5
Operations (Ind 4)	Access to External Technical Expertise and Capacity-building Tools	5	5
	Secretariat Support	3	4
	Meeting logistics	3	4
Making recommendations (Ind 5)	Standard Operating Procedures (SOP)	1	5
	Decision-making process	2	5
	Evaluation	1	3
Integration into policy making process (Ind 6)	Documentation and Communication	2	5
	Government consideration and solicitation	2	4
	Implementation	2	4
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	5	5
	Public recognition	3	4

# Libya

NMAT score increased from 48% in 2023 to 74% 2025

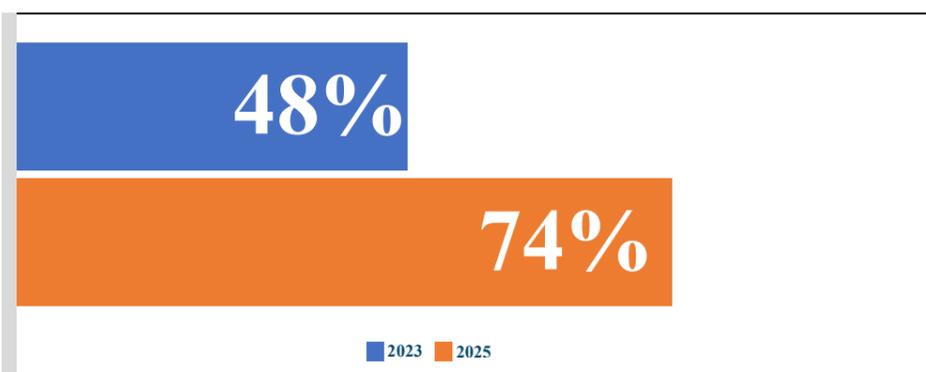


Figure 1: Progress in overall NMAT score, 2023 and 2025

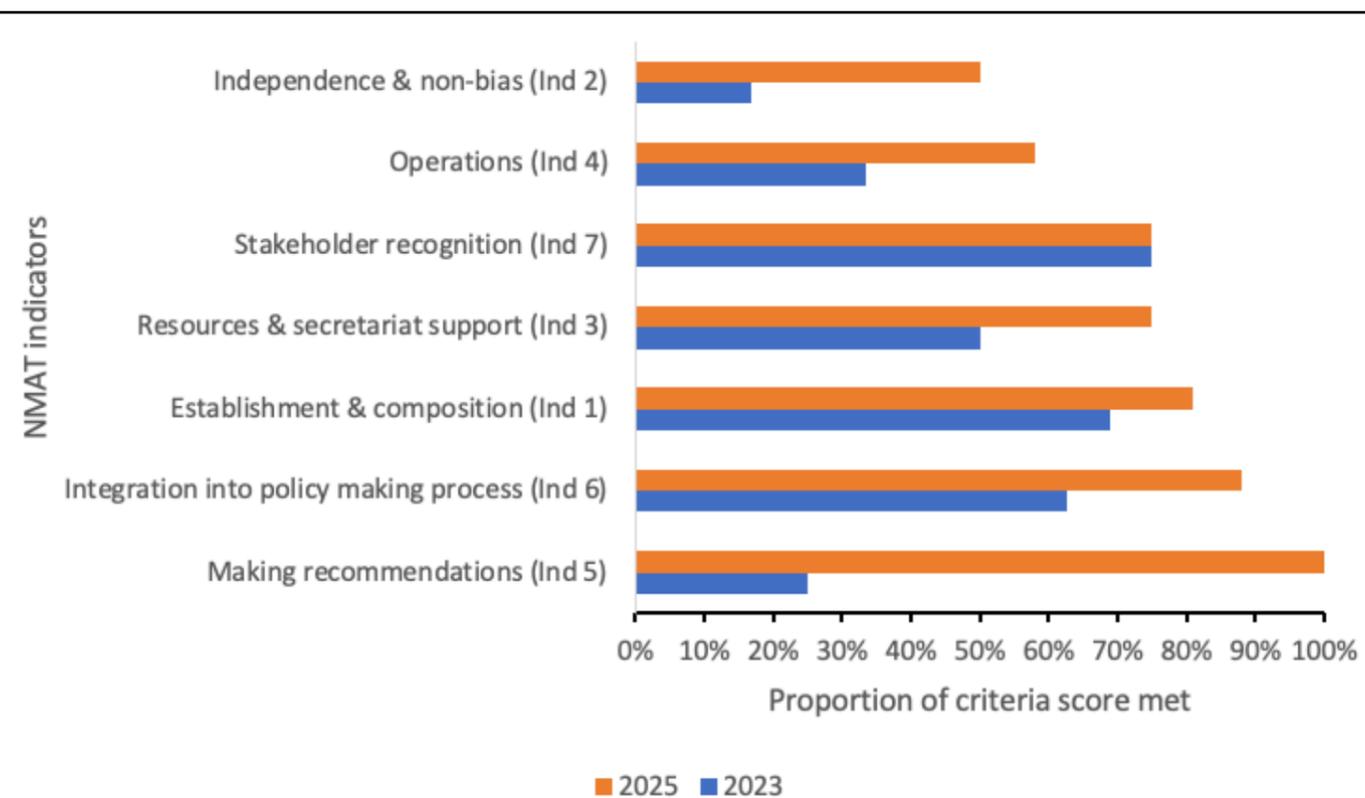


Figure 2: Total criteria score met per NMAT indicator, Libya, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	3	3
Independence and non-bias (Ind 2)	1	1
Resources and secretariat support (Ind 3)	2	3
Operations (Ind 4)	1	2
Making recommendations (Ind 5)	2	5
Integration into policy making process (Ind 6)	3	4
Stakeholder recognition (Ind 7)	3	4

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	4	3
	Diversity of experience	3	4
	Membership	3	5
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	2	4
	Transparency	2	4
	Independence from primary workplace of members	1	1
Resources and secretariat support (Ind 3)	Secured Funding	5	5
	Access to Relevant Data and Other Necessary Tools	2	3
	Access to External Technical Expertise and Capacity-building Tools	2	5
	Secretariat Support	3	3
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	1	2
	Evaluation	1	3
Making recommendations (Ind 5)	Decision-making process	2	5
	Documentation and Communication	2	5
Integration into policy making process (Ind 6)	Government consideration and solicitation	3	5
	Implementation	4	4
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	5	4
	Public recognition	3	4

# Morocco

NMAT score increased from 56% in 2023 to 74% in 2025

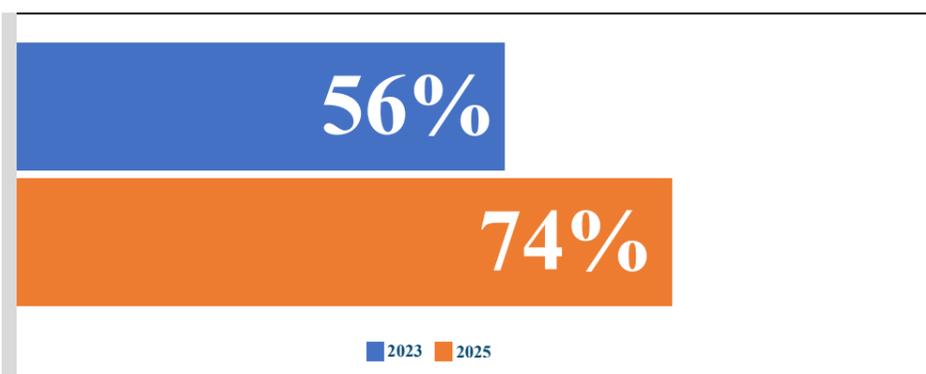


Figure 1: Progress in overall NMAT score, 2023 and 2025

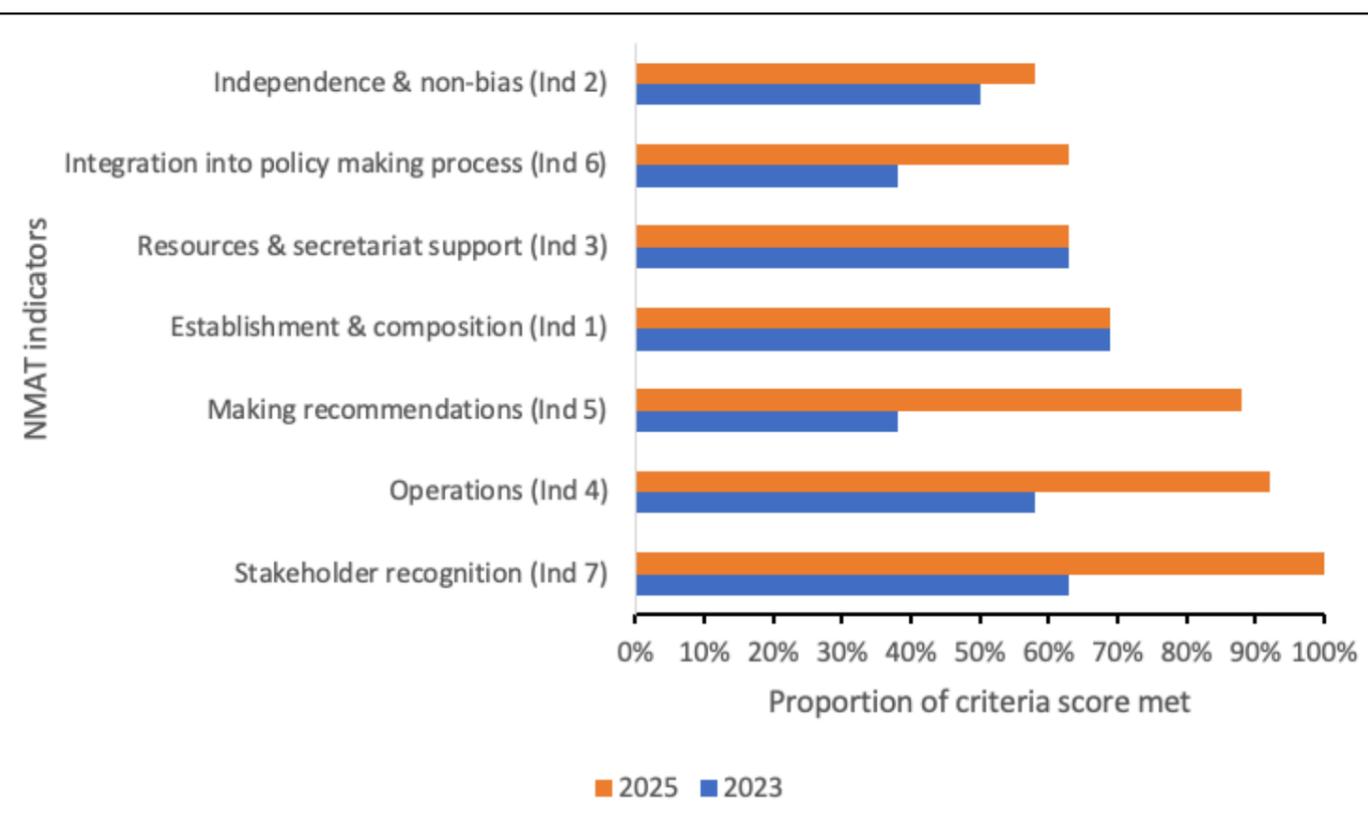


Figure 2: Total criteria score met per NMAT indicator, Morocco, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	1	1
Independence and non-bias (Ind 2)	1	2
Resources and secretariat support (Ind 3)	2	2
Operations (Ind 4)	1	4
Making recommendations (Ind 5)	2	4
Integration into policy making process (Ind 6)	2	2
Stakeholder recognition (Ind 7)	3	5

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	3	3
	Diversity of experience	5	5
	Membership	1	1
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	2	3
	Transparency	1	2
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	2	2
	Access to Relevant Data and Other Necessary Tools	5	5
	Access to External Technical Expertise and Capacity-building Tools	3	3
	Secretariat Support	4	4
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	3	5
	Evaluation	1	4
Making recommendations (Ind 5)	Decision-making process	2	5
	Documentation and Communication	2	4
Integration into policy making process (Ind 6)	Government consideration and solicitation	2	2
	Implementation	3	5
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	4	5
	Public recognition	3	5

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

# Oman

NMAT score increased from 90% in 2023 to 99% in 2025

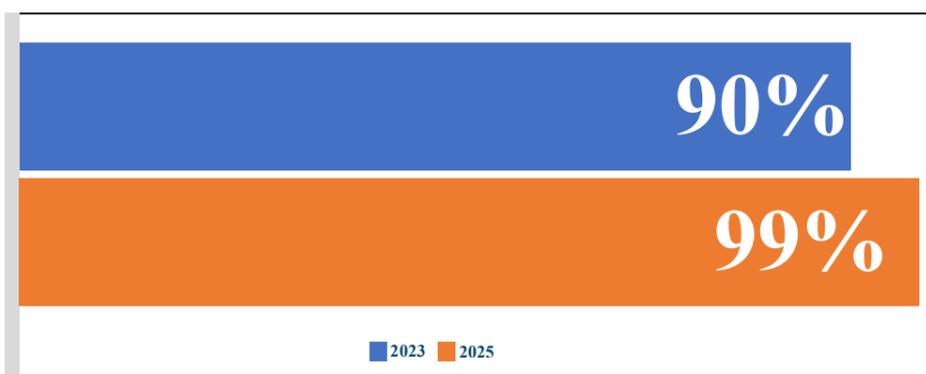


Figure 1: Progress in overall NMAT score, 2023 and 2025

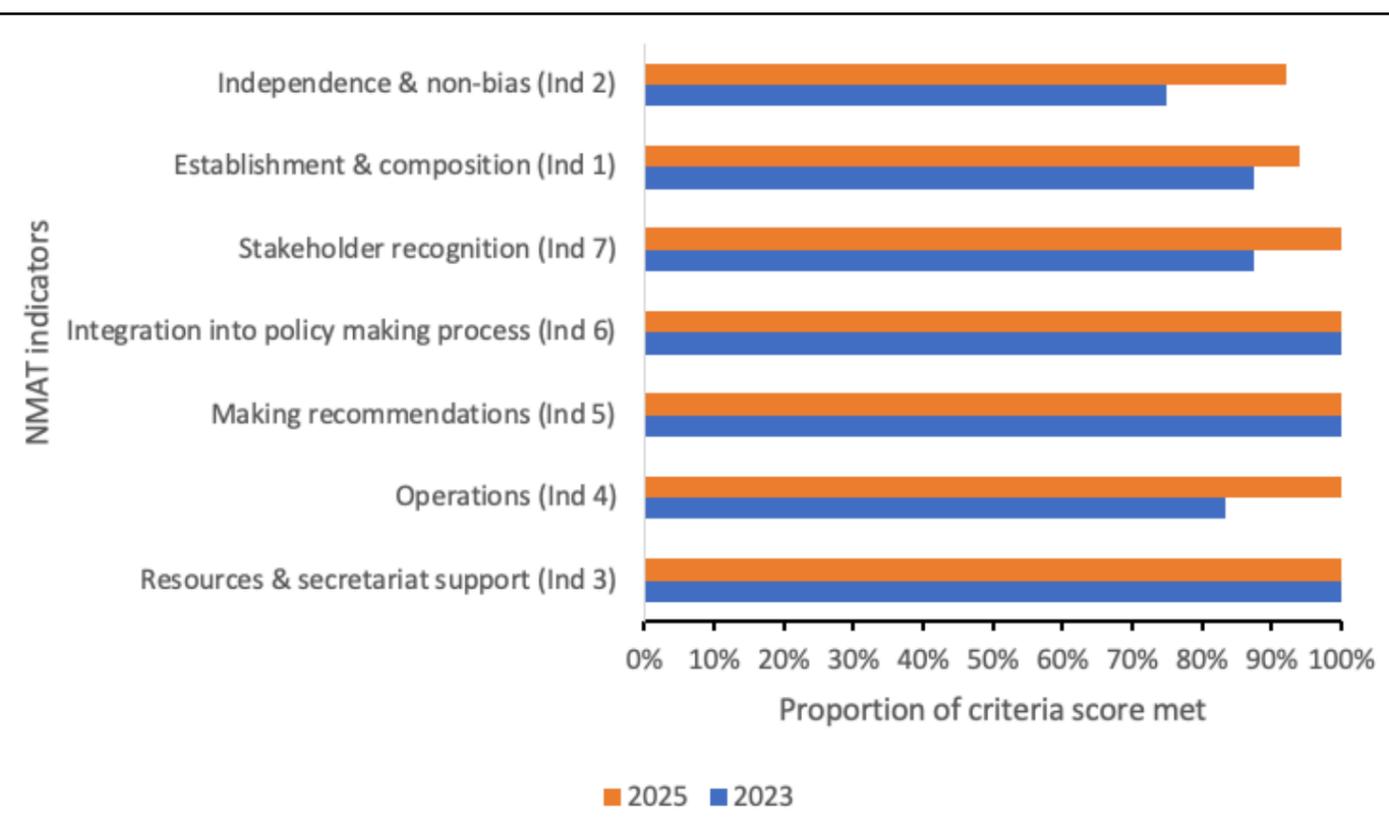


Figure 2: Total criteria score met per NMAT indicator, Oman, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	4	3
Independence and non-bias (Ind 2)	1	4
Resources and secretariat support (Ind 3)	5	5
Operations (Ind 4)	2	5
Making recommendations (Ind 5)	5	5
Integration into policy making process (Ind 6)	5	5
Stakeholder recognition (Ind 7)	1	5

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	4	5
	Diversity of experience	5	5
	Membership	4	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	5	5
	Transparency	1	4
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	5	5
	Access to Relevant Data and Other Necessary Tools	5	5
	Access to External Technical Expertise and Capacity-building Tools	5	5
	Secretariat Support	5	5
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	5	5
	Evaluation	2	5
Making recommendations (Ind 5)	Decision-making process	5	5
	Documentation and Communication	5	5
Integration into policy making process (Ind 6)	Government consideration and solicitation	5	5
	Implementation	5	5
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	5	5
	Public recognition	1	5

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

# Pakistan

NMAT score increased from 68% in 2023 to 85% in 2025

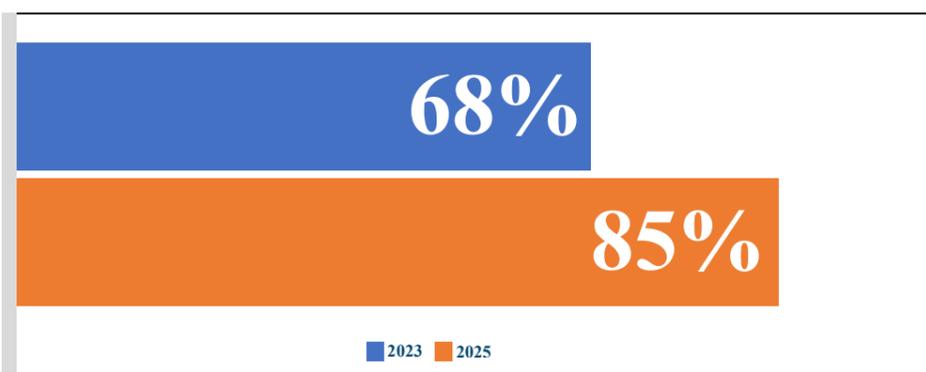


Figure 1: Progress in overall NMAT score, 2023 and 2025

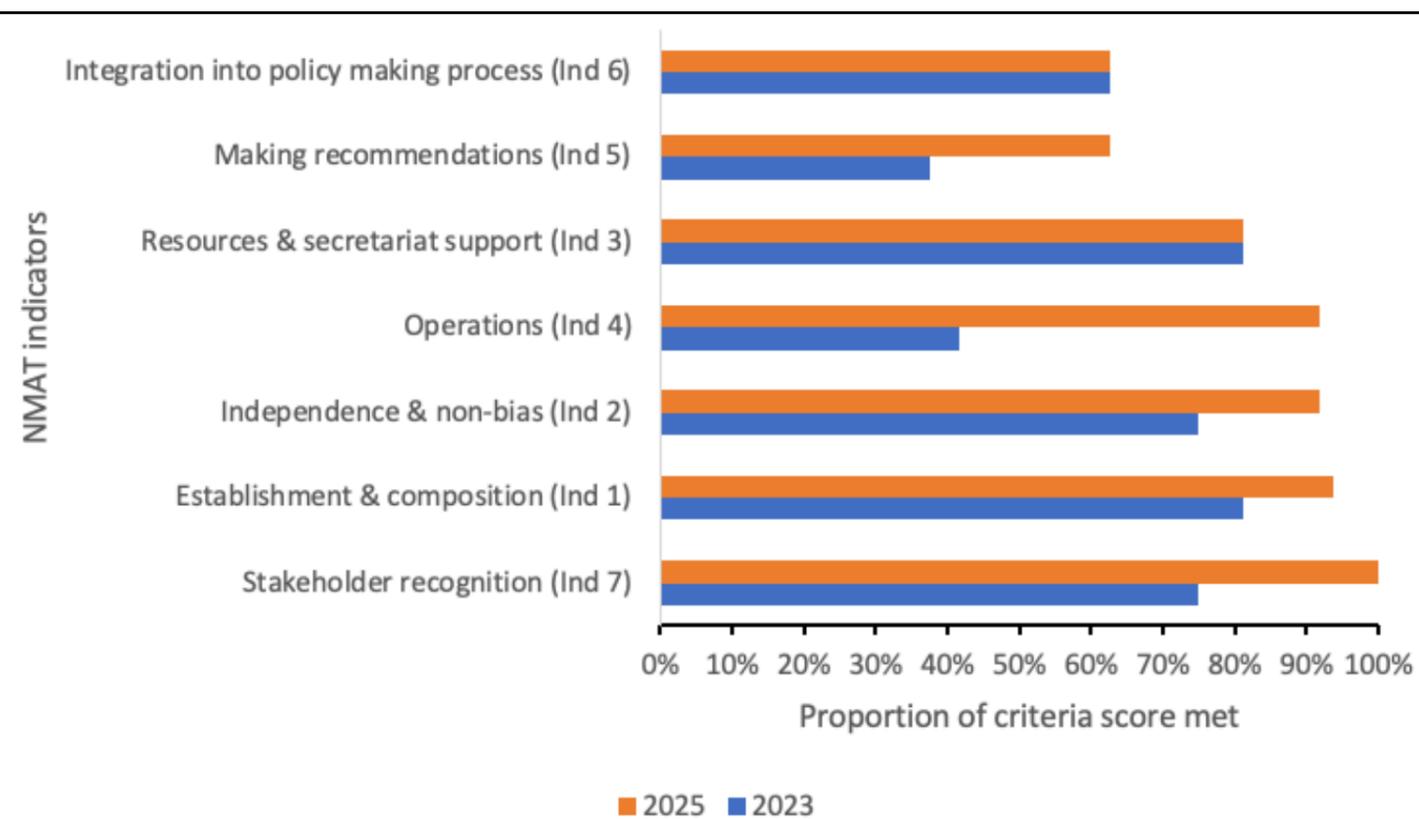


Figure 2: Total criteria score met per NMAT indicator, Pakistan, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	3	3
Independence and non-bias (Ind 2)	2	2
Resources and secretariat support (Ind 3)	2	2
Operations (Ind 4)	1	4
Making recommendations (Ind 5)	2	2
Integration into policy making process (Ind 6)	3	3
Stakeholder recognition (Ind 7)	3	5

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	3	5
	Diversity of experience	5	5
	Membership	3	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	3	5
	Transparency	2	2
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	2	2
	Access to Relevant Data and Other Necessary Tools	5	5
	Access to External Technical Expertise and Capacity-building Tools	5	5
	Secretariat Support	5	5
Operations (Ind 4)	Meeting logistics	1	5
	Standard Operating Procedures (SOP)	2	5
	Evaluation	1	4
Making recommendations (Ind 5)	Decision-making process	2	4
	Documentation and Communication	2	2
Integration into policy making process (Ind 6)	Government consideration and solicitation	3	3
	Implementation	4	4
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	3	5
	Public recognition	5	5

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

# Qatar

NMAT score increased from 22% in 2023 to 76% in 2025

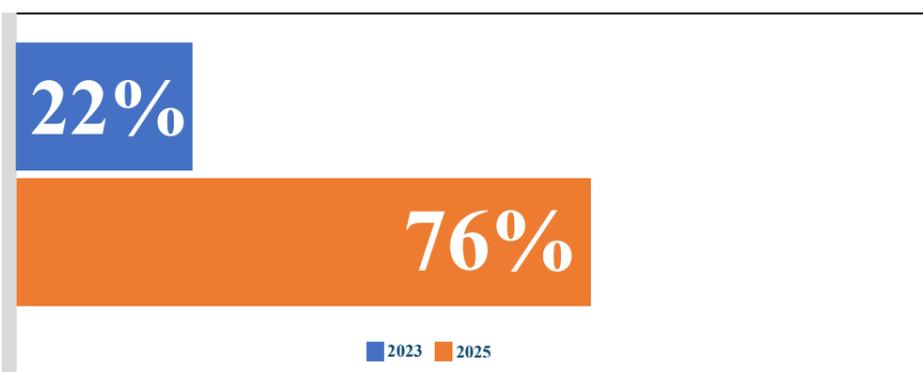


Figure 1: Progress in overall NMAT score, 2023 and 2025

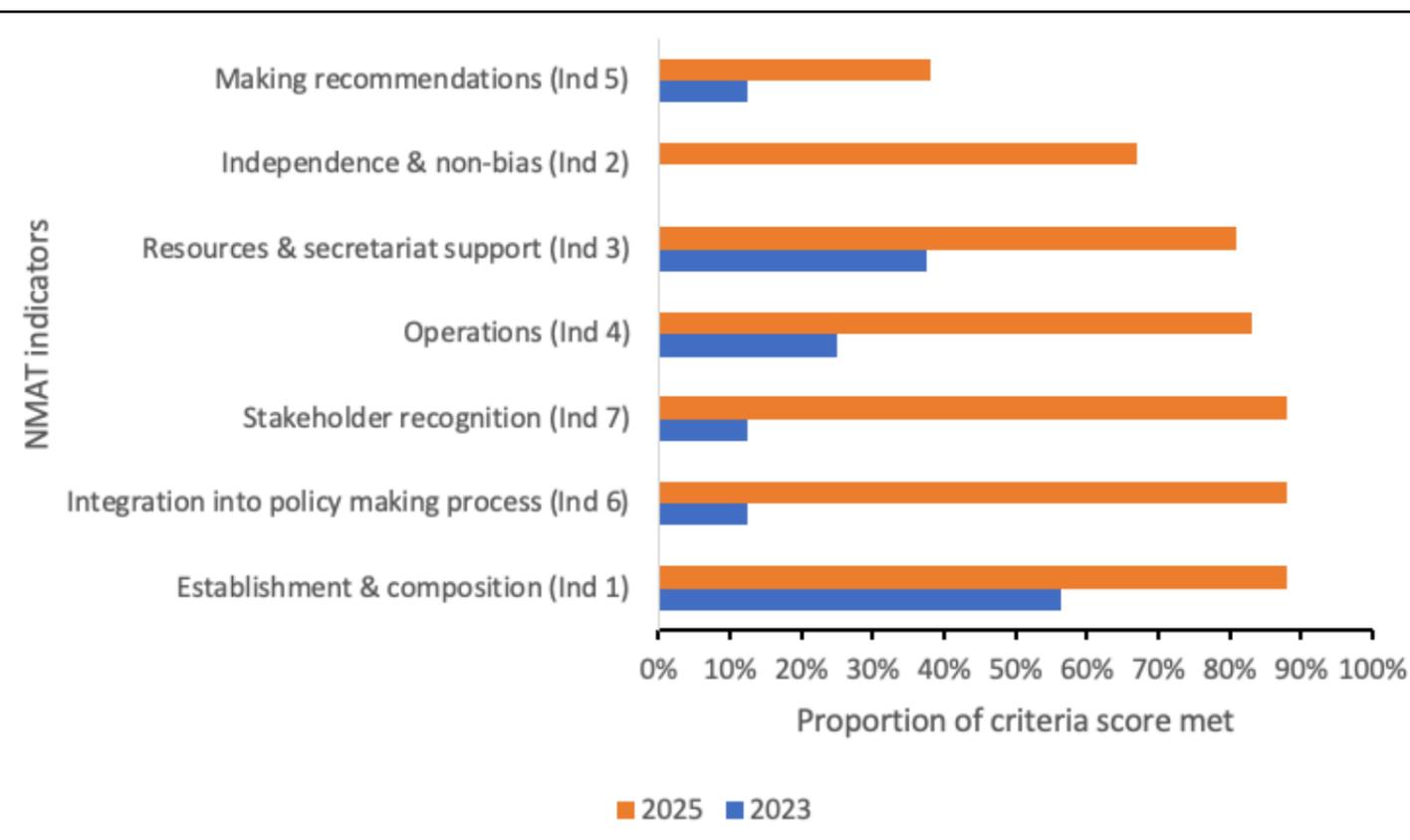


Figure 2: Total criteria score met per NMAT indicator, Qatar, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	2	3
Independence and non-bias (Ind 2)	1	2
Resources and secretariat support (Ind 3)	2	3
Operations (Ind 4)	1	3
Making recommendations (Ind 5)	1	2
Integration into policy making process (Ind 6)	1	2
Stakeholder recognition (Ind 7)	1	1

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	2	5
	Diversity of experience	4	4
	Membership	2	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	1	5
	Transparency	1	1
	Independence from primary workplace of members	1	5
Resources and secretariat support (Ind 3)	Secured Funding	3	5
	Access to Relevant Data and Other Necessary Tools	2	5
	Access to External Technical Expertise and Capacity-building Tools	2	3
	Secretariat Support	3	4
Operations (Ind 4)	Meeting logistics	3	3
	Standard Operating Procedures (SOP)	1	5
	Evaluation	1	5
Making recommendations (Ind 5)	Decision-making process	1	2
	Documentation and Communication	2	2
Integration into policy making process (Ind 6)	Government consideration and solicitation	2	2
	Implementation	1	5
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	2	5
	Public recognition	1	1

# Saudi Arabia

NMAT score was sustained at 91% in 2025

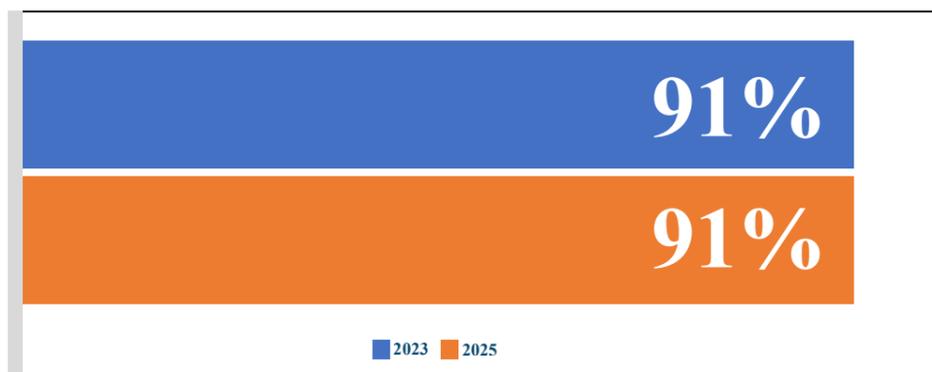


Figure 1: Progress in overall NMAT score, 2023 and 2025

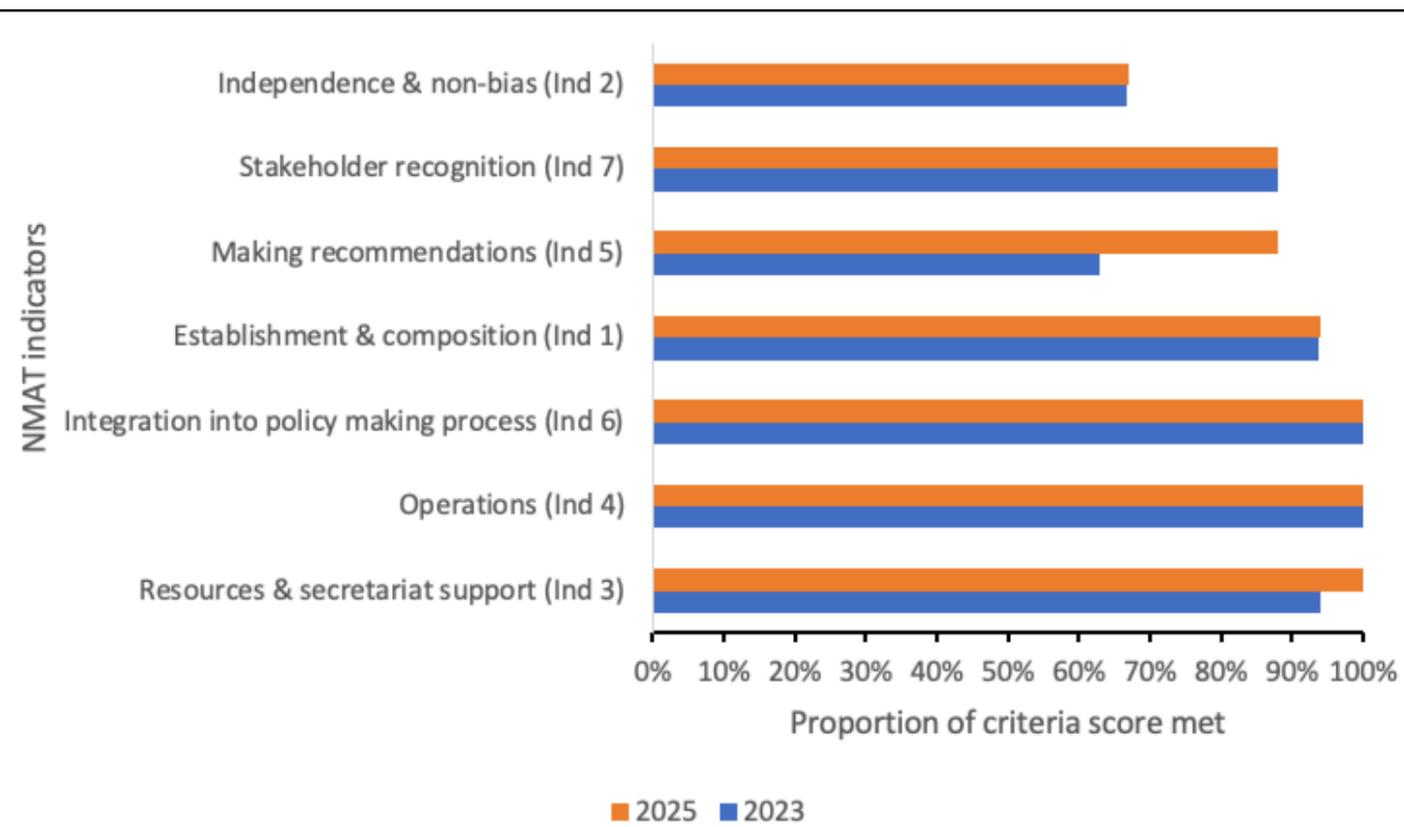


Figure 2: Total criteria score met per NMAT indicator, Saudi Arabia, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	3	3
Independence and non-bias (Ind 2)	1	1
Resources and secretariat support (Ind 3)	5	5
Operations (Ind 4)	5	5
Making recommendations (Ind 5)	4	4
Integration into policy making process (Ind 6)	5	5
Stakeholder recognition (Ind 7)	1	1

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	5	5
	Diversity of experience	5	5
	Membership	3	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	5	5
	Transparency	1	1
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	5	5
	Access to Relevant Data and Other Necessary Tools	5	5
	Access to External Technical Expertise and Capacity-building Tools	5	5
	Secretariat Support	4	5
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	5	5
	Evaluation	5	5
Making recommendations (Ind 5)	Decision-making process	2	4
	Documentation and Communication	5	5
Integration into policy making process (Ind 6)	Government consideration and solicitation	5	5
	Implementation	5	5
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	5	5
	Public recognition	1	1

# Syria

NMAT score increased from 68% in 2023 to 75% in 2025

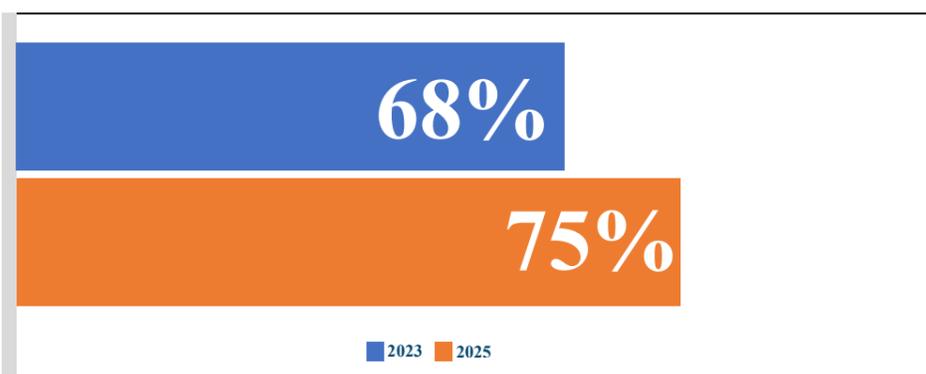


Figure 1: Progress in overall NMAT score, 2023 and 2025

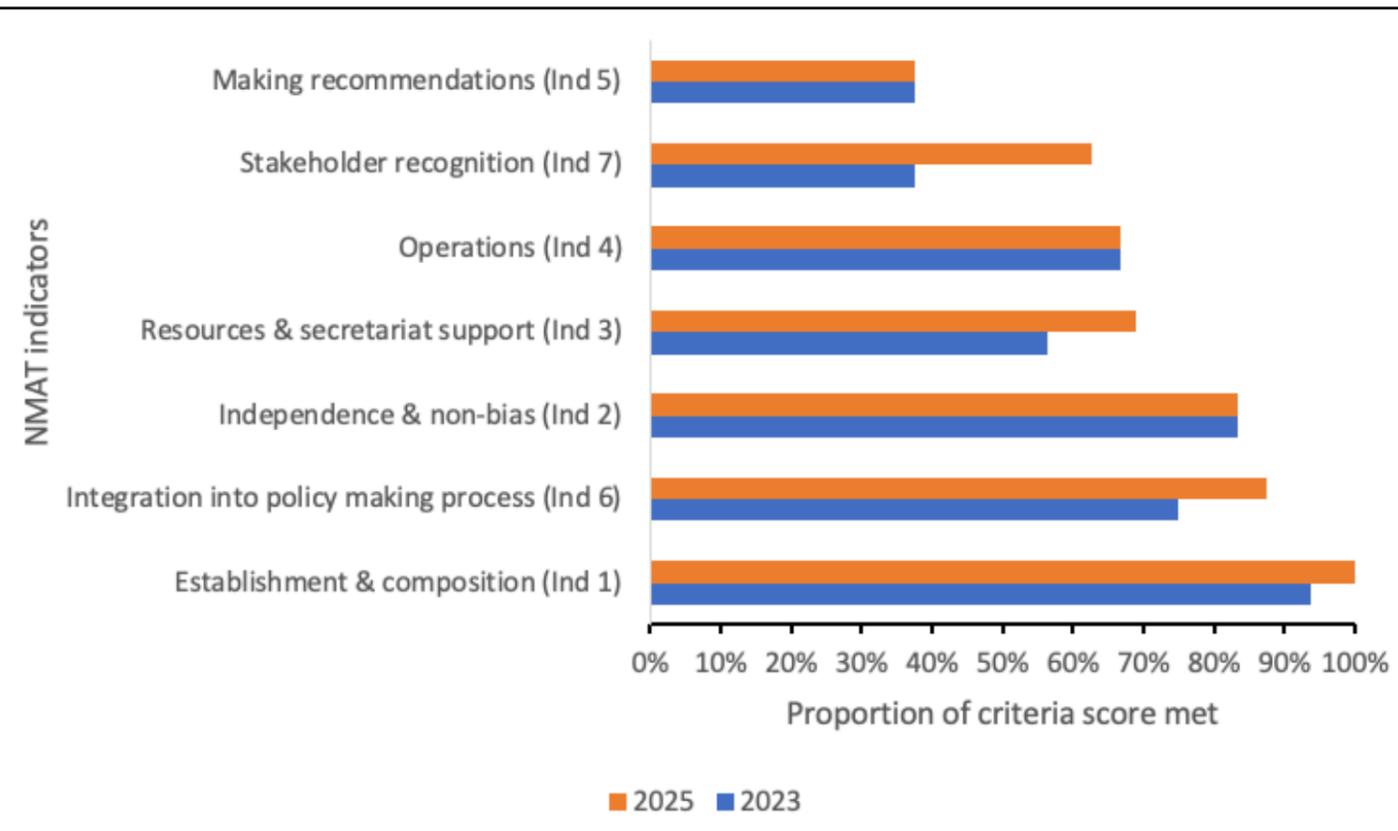


Figure 2: Total criteria score met per NMAT indicator, Syria, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	4	5
Independence and non-bias (Ind 2)	3	3
Resources and secretariat support (Ind 3)	2	2
Operations (Ind 4)	1	1
Making recommendations (Ind 5)	2	2
Integration into policy making process (Ind 6)	2	4
Stakeholder recognition (Ind 7)	1	2

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	5	5
	Diversity of experience	5	5
	Membership	4	5
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	5	5
	Transparency	3	3
	Independence from primary workplace of members	5	5
Resources and secretariat support (Ind 3)	Secured Funding	2	2
	Access to Relevant Data and Other Necessary Tools	4	5
	Access to External Technical Expertise and Capacity-building Tools	2	3
	Secretariat Support	4	4
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	5	5
	Evaluation	1	1
Making recommendations (Ind 5)	Decision-making process	2	2
	Documentation and Communication	2	2
Integration into policy making process (Ind 6)	Government consideration and solicitation	2	3
	Implementation	4	4
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	2	2
	Public recognition	1	3

# Tunisia

NMAT score increased from 61% in 2023 to 86% in 2025

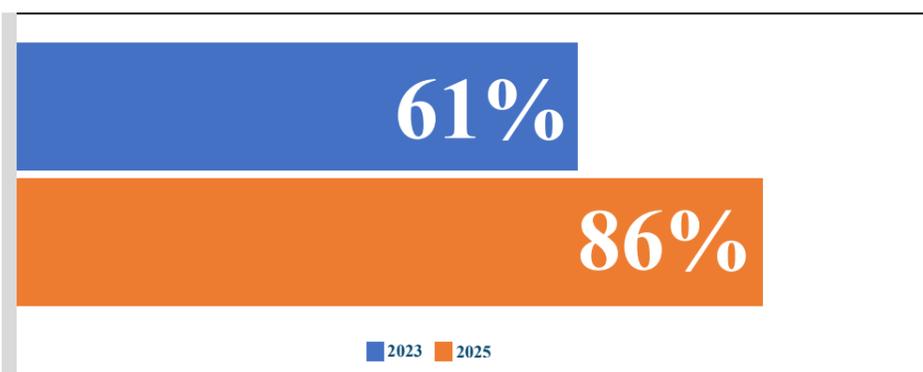


Figure 1: Progress in overall NMAT score, 2023 and 2025

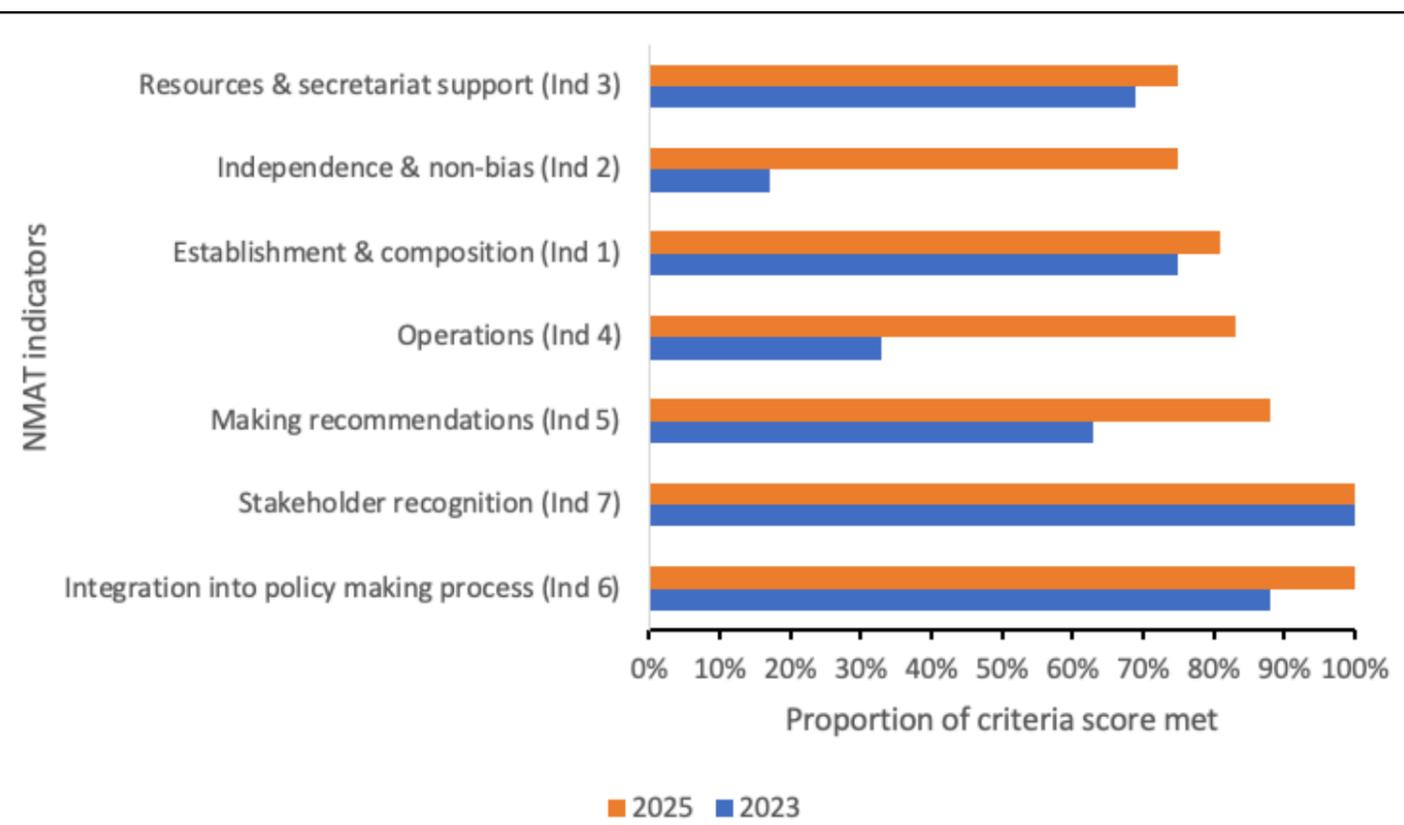


Figure 2: Total criteria score met per NMAT indicator, Tunisia, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	3	3
Independence and non-bias (Ind 2)	1	2
Resources and secretariat support (Ind 3)	3	3
Operations (Ind 4)	1	4
Making recommendations (Ind 5)	2	4
Integration into policy making process (Ind 6)	4	5
Stakeholder recognition (Ind 7)	5	5

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	3	3
	Diversity of experience	5	5
	Membership	3	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	2	5
	Transparency	2	2
	Independence from primary workplace of members	1	5
Resources and secretariat support (Ind 3)	Secured Funding	3	3
	Access to Relevant Data and Other Necessary Tools	4	5
	Access to External Technical Expertise and Capacity-building Tools	5	5
	Secretariat Support	3	4
Operations (Ind 4)	Meeting logistics	3	5
	Standard Operating Procedures (SOP)	1	4
	Evaluation	3	4
Making recommendations (Ind 5)	Decision-making process	2	4
	Documentation and Communication	5	5
Integration into policy making process (Ind 6)	Government consideration and solicitation	5	5
	Implementation	4	5
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	5	5
	Public recognition	5	5

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

# United Arab Emirates

NMAT score increased from 65% in 2023 to 91% in 2025

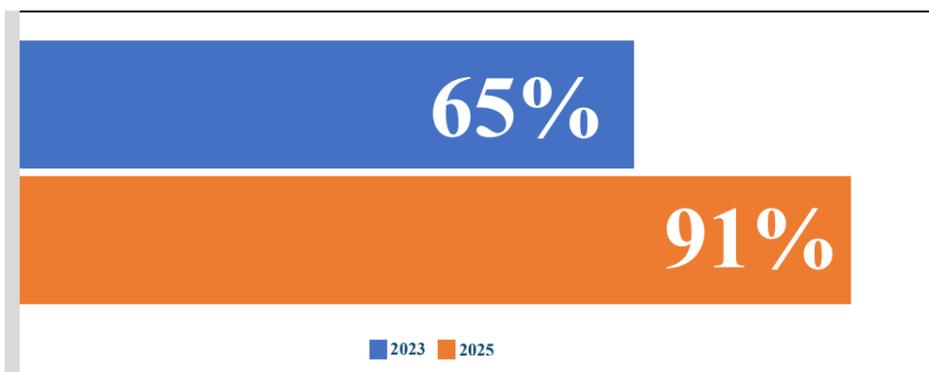


Figure 1: Progress in overall NMAT score, 2023 and 2025

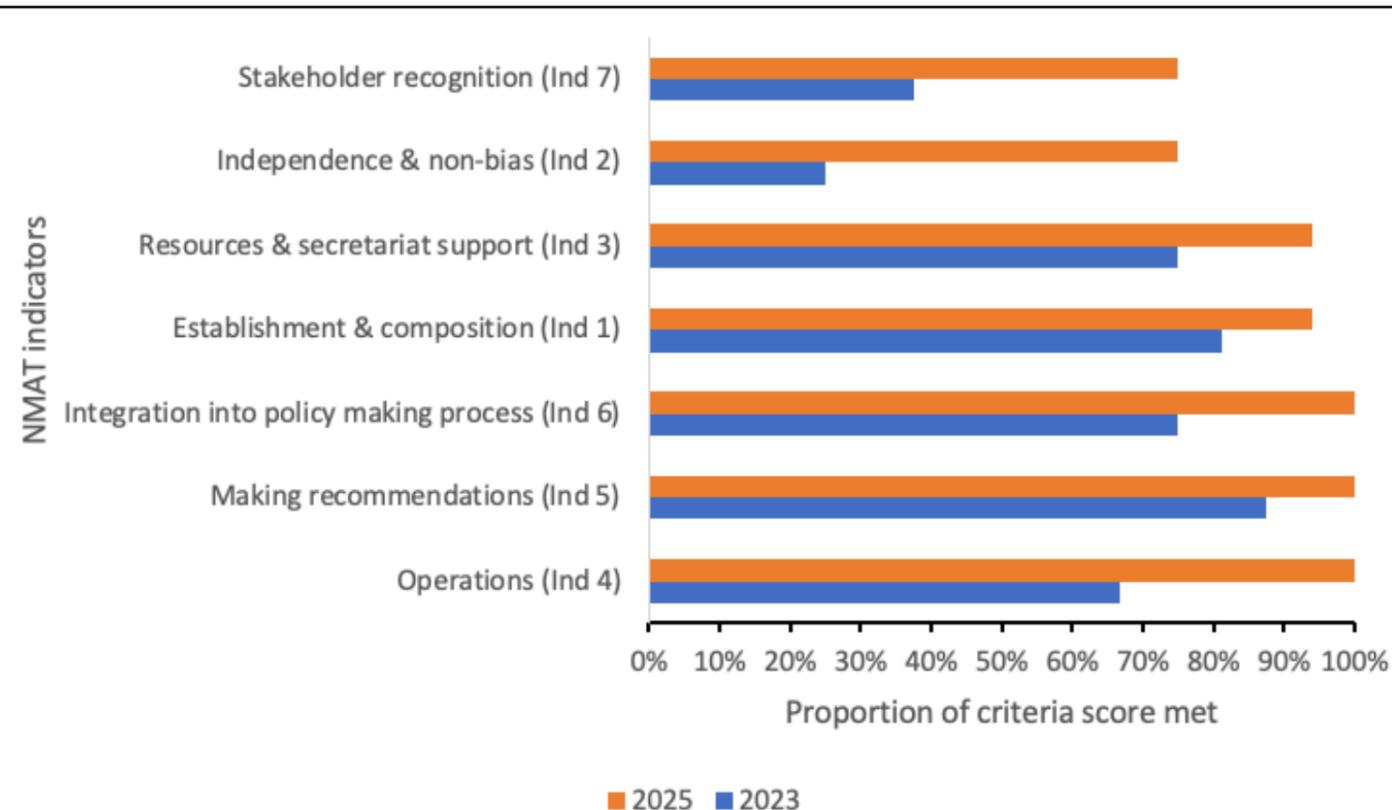


Figure 2: Total criteria score met per NMAT indicator, United Arab Emirates, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	2	3
Independence and non-bias (Ind 2)	1	2
Resources and secretariat support (Ind 3)	3	4
Operations (Ind 4)	2	5
Making recommendations (Ind 5)	4	5
Integration into policy making process (Ind 6)	3	5
Stakeholder recognition (Ind 7)	2	3

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	4	5
	Diversity of experience	5	5
	Membership	2	3
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	5	5
	Transparency	1	2
	Independence from primary workplace of members	1	5
Resources and secretariat support (Ind 3)	Secured Funding	5	5
	Access to Relevant Data and Other Necessary Tools	3	4
	Access to External Technical Expertise and Capacity-building Tools	5	5
	Secretariat Support	3	5
Operations (Ind 4)	Meeting logistics	5	5
	Standard Operating Procedures (SOP)	4	5
	Evaluation	2	5
Making recommendations (Ind 5)	Decision-making process	4	5
	Documentation and Communication	5	5
Integration into policy making process (Ind 6)	Government consideration and solicitation	3	5
	Implementation	5	5
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	2	5
	Public recognition	3	3

# Yemen

NMAT score increased from 21% in 2023 to 36% in 2025

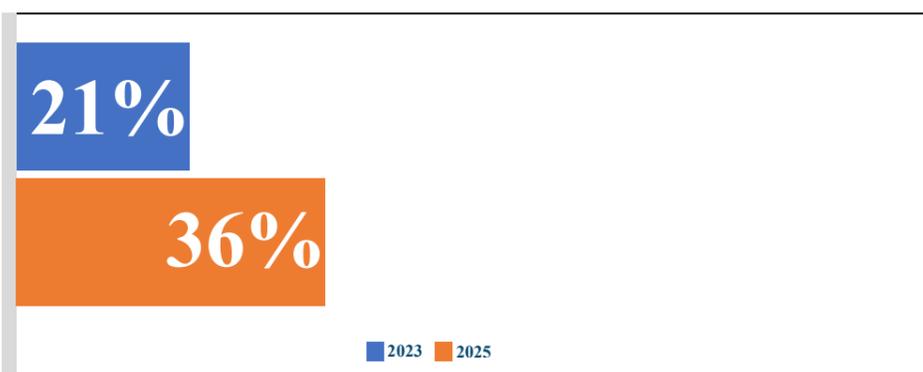


Figure 1: Progress in overall NMAT score, 2023 and 2025

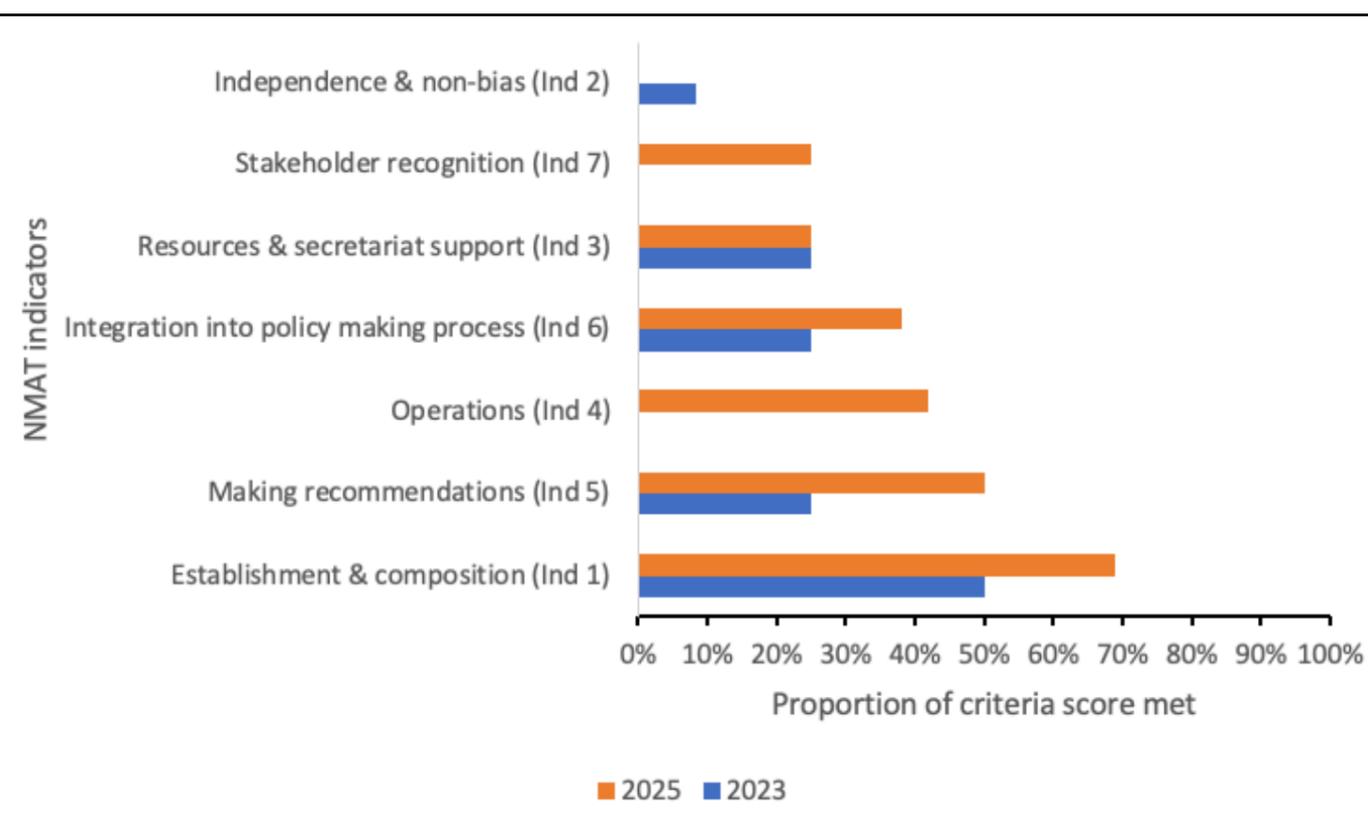


Figure 2: Total criteria score met per NMAT indicator, Yemen, 2023 and 2025

Table 1: NITAG Maturity level by indicator, 2023 and 2025

Indicators	2023	2025
Establishment & composition (Ind 1)	2	2
Independence and non-bias (Ind 2)	1	1
Resources and secretariat support (Ind 3)	2	1
Operations (Ind 4)	1	2
Making recommendations (Ind 5)	2	2
Integration into policy making process (Ind 6)	2	2
Stakeholder recognition (Ind 7)	1	1

Table 2: NITAG Maturity level by sub-indicator, 2023 and 2025

Indicators	Sub-indicators	2023	2025
Establishment & Composition (Ind 1)	Official status	5	5
	Terms of reference	2	3
	Diversity of experience	3	5
	Membership	2	2
Independence and non-bias (Ind 2)	Disclosure and conflict of interest process	1	1
	Transparency	2	1
	Independence from primary workplace of members	2	1
Resources and secretariat support (Ind 3)	Secured Funding	2	2
	Access to Relevant Data and Other Necessary Tools	2	1
	Access to External Technical Expertise and Capacity-building Tools	2	2
	Secretariat Support	2	3
Operations (Ind 4)	Meeting logistics	1	3
	Standard Operating Procedures (SOP)	1	2
	Evaluation	1	3
Making recommendations (Ind 5)	Decision-making process	2	2
	Documentation and Communication	2	4
Integration into policy making process (Ind 6)	Government consideration and solicitation	2	3
	Implementation	2	2
Stakeholder recognition (Ind 7)	Relationship with Stakeholders	1	1
	Public recognition	1	3

1	2	3	4	5
Basic	Developing	Intermediate	Advanced	Leading edge

