

Table 2

Analytic rubrics developed for a relevance indicator

Indicator	Dimension	3 – Excellent (green)	2 - Good/ Adequate (yellow)	1 – Poor (red)	0 - Insufficient evidence
Evidence of uniqueness, complementarity or overlapping of portfolio value proposition (and capabilities) vis-à-vis other S&T organizations in related sectors	<p>A</p> <p>Weighed: 40%</p>	<p>Portfolio value proposition and competitive advantage are clearly articulated and effectively communicated to stakeholders (vis-à-vis other S&T organizations in related sectors)</p>	<p>Portfolio value proposition and competitive advantage are somewhat articulated and communicated to stakeholders</p>	<p>Portfolio value proposition and competitive advantage are not articulated nor communicated to stakeholders</p>	<p>Information on the level of uniqueness, complementarity or overlapping of portfolio value proposition (and capabilities) vis-à-vis other S&T organizations in related sectors tended to be unavailable or insufficient to determine performance.</p>
	<p>B</p> <p>Weighed: 20%</p>	<p>Portfolio is proactive and forward looking by both managing the current needs and considering future directions/needs of stakeholders to identify new capabilities and facilities needed.</p>	<p>Portfolio is focused on the present by managing the current needs in terms of capabilities and infrastructure, but is not considering future directions/needs of stakeholders.</p>	<p>Portfolio is reactive by not managing the current nor considering future needs in terms of capabilities and infrastructure.</p>	
	<p>C</p> <p>Weighed: 20%</p>	<p>Portfolio is developing new capabilities (e.g., people) and unique</p>	<p>Portfolio is developing capabilities (e.g., people) and facilities/ infrastructures</p>	<p>Portfolio is not developing capabilities (e.g., people) and/or facilities/ infrastructures.</p>	

Indicator	Dimension	3 – Excellent (green)	2 - Good/ Adequate (yellow)	1 – Poor (red)	0 - Insufficient evidence
		facilities/ infrastructures to address future needs.	to address current needs.		
	D Weighed: 10%	Portfolio is capabilities are viewed as quite unique vis-à-vis other S&T organizations in related sectors.	Portfolio is viewed as a valued supplier of R&D services and for scientific excellence in technology development in portfolio areas.	Portfolio is viewed as one of the supplier of R&D services and technology development.	