

A Rubric for Mapping Government Commitments and Capabilities

| | Dimensions | Not yet in place | Low | Medium | High | Methodology and sources |
|----------|---|--|--|--|---|---|
| 1 | Strategic alignment (Maps commitments) | The agency has not integrated Graduation into any of its plans | The agency has integrated Graduation into the its annual plan | The agency has integrated Graduation into its annual plan and short term plan (3 to 5 years) | The agency has integrated Graduation into its annual plan, short term plan (3 to 5 years), and the Social Development Committee has issued an official decisions about endorsing Graduation | Document reviews Interviews and meetings Sources: Agency annual and short terms plans Social Development Committee official decisions |
| 2 | Leadership / sponsorship (Maps commitments) | No government official is the agency is championing Graduation | A director of the agency is championing Graduation | A member of the second -tier management (Assistant Secretary or Under Secretary) of the agency is championing Graduation | A head of the agency (Secretary or Minister) or at least 3 members of the second tier management are championing Graduation | Document review Interviews and meetings Sources: Records of speeches, meetings or public events |
| 3 | Organisational structures (Maps capabilities) | The agency has not identified a unit to lead the graduation implementation | The agency has identified a unit to lead the Graduation implementation | The agency has identified the unit to lead Graduation implementation and the unit has accepted this role and functions | The agency has identified a unit to lead the Graduation implementation, the unit has accepted the role and function, and this structure has been institutionalised as an office/bureau | Government memos/issuances, attendance sheets to meetings, training completions certificates |

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| 4 | Funding (Maps commitments) | The agency has not committed any funding towards Graduation | The agency has funding for interventions that enable 5.000 households to participate in a Graduation programme annually | The agency has funding for interventions that enable 10.000 households to participate in a Graduation programme annually | The agency has funding for interventions that enable 30.000 households to participate in a Graduation programme annually | Document reviews Interviews and meetings Sources: Planning and budgeting documents |
| 5 | Human resources (Maps capabilities) | The agency has no personnel that have the capability to implement Graduation | The agency's personnel involved in graduation implementation are aware of Graduation principles | The agency's personnel involved in Graduation implementation are aware of Graduation principles and are knowledgeable on Graduation implementation | The agency's personnel involved in Graduation implementation are aware of Graduation, are trained on Graduation implementation and can coach other employees on Graduation implementation | Document reviews Interviews and meetings Sources: Training needs analysis, training evaluation reports |
| 6 | Scale (Maps commitments and capabilities) | The agency is not implementing Graduation | The agency is implementing Graduation in one administrative region | The agency is implementing Graduation in multiple administrative regions | The agency is implementing Graduation in all administrative regions | Document reviews Sources: Government memos/guidelines issuances |