TRAINING KIT

MODULE 6

RESULTS-BASED MANAGEMENT: VERIFICATION SOURCES & ASSUMPTIONS
Verification Source
The verification sources help find the necessary data for verifying progress taken towards the achievement of an indicator, and so provide evidence of the achievement of a result.

VERY IMPORTANT REMINDER

There cannot be something called an "indicator" for monitoring or evaluating a development intervention if there isn’t a system (existing or planned) which allows the regular and real-time collection of data which matches the indicator.
**Verification Sources and LFM**

**Indicators and verification sources:**
- Must be **practical and economical** (at the least cost)
- Create a **foundation for monitoring and evaluation of the development intervention.**

<table>
<thead>
<tr>
<th>Goal/Impact(s)</th>
<th>Impact indicator(s) – in reference to MDGs, strategic objectives of country, etc. QQT</th>
<th>Information sources on impact indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Objective/Outcome(s)</td>
<td>Indicators on initial/intermediary /final effects – from the causal chain to the reference QQT</td>
<td>Information sources on outcome indicators</td>
</tr>
<tr>
<td>Products/Outputs</td>
<td>Indicators linked to programme deliverables QQT</td>
<td>Information sources on output indicators</td>
</tr>
<tr>
<td>Activities</td>
<td>Resources</td>
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</tbody>
</table>
Elements of a verification source: 3F

The verification sources must specify (3Fs):

- The information provider (service for programme accountability, National Institute of Statistics, etc.)

- The format in which the information will be available (i.e. progress reports, official statistics, account books, etc.)

- The information supply or collection frequency (or cycle) (i.e. monthly, quarterly, annual, etc.)
Verification Sources: Technical Considerations

- How to obtain proof of evidence?
  - Secondary information sources
  - Collection of new information (primary information)
- To what degree can it be trusted?
- Is it necessary to create a new source?
- Is it necessary to collect additional information?
  If yes, consider the costs of collection activity
- Who will finance/execute these activities?
- What reasonable volume of information is required?
- If no verification source can be found for an indicator, that indicator must be changed.

Too much information is noise. It’s not the quantity which counts, but the quality of the information obtained!!!
Assumptions, hypotheses and risks
**Factors and external conditions important for the success of development action but not directly influenced by these (what is called a "suitable" environment. )**

How to formulate these assumptions?

- They can be deduced from the hierarchy of objectives.
- They are stated in the positive form like objectives/results.
- They are evaluated according to their importance to the success of the development action and their probability for fulfilment or otherwise.

**Example of formulating an assumption**

University degree holders find salaried work, one year after finishing their studies.
Assumptions: how to manage risks?

**Important principles**

- Clarify or specify assumptions which are too general.
- Analyse their impact and their potential for strengthening.
- Run the assumption through the design phase and programme implementation.

<table>
<thead>
<tr>
<th>Goal/Impact(s)</th>
<th>Assumptions linked to impact at the national level</th>
</tr>
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<tr>
<td>Programme objective/Effect(s)</td>
<td>Assumptions linked to programme effectiveness</td>
</tr>
<tr>
<td>Outcomes/Outputs</td>
<td>Assumptions linked to programme execution</td>
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<td>Activities</td>
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Assumptions: necessary and sufficient conditions

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<td>Assumptions linked to programme execution</td>
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</table>

**ATTENTION!!!**

Assumptions are not included in the LFM for simply being written there!!! They have an impact on the programme’s success (vertical logic of the LFM).

**In conformity with the vertical logic of the LFM, the achievement of each result is conditioned by the existence of a written assumption opposite the result.**
There will always be uncertainty in all human efforts. This uncertainty – that we call assumptions, hypotheses or risks – represent external, independent factors of the development intervention, and which often determine the success of that intervention.

The assumptions can be derived from the stakeholder analysis, the problem analysis, the objective analysis or an entirely different information source.

If the important assumptions can lead the programme towards identified failures, it is recommended that this be communicated to important authorities, instead of not notifying them.

The assumptions could change during programme implementation.
Assumption & Risk Evaluation Matrix

<table>
<thead>
<tr>
<th>Severity of the impact (sensitivity)</th>
<th>Very high</th>
<th>High</th>
<th>Limited</th>
<th>Very limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
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<tr>
<td>Limited</td>
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<tr>
<td>Very limited</td>
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High assumption = high risk

Assumption – probability of non completion
Risk – probability of completion

ATTENTION!!!
An assumption with a low possibility of achievement (or with a high possibility of not being achieved) is synonymous with high risk for a programme.
Evaluation of assumptions: a simple tool

1st question: Is the assumption important?
- YES
- NO
  - Don’t include in the LFM

2nd question: Is it likely that it will be achieved?
- Very certain
- Quite probable
- Improbable
  - Improbable
    - 3rd question: Can the project strategy be modified such that the assumption will no longer be necessary?
      - YES
        - Modify the programme strategy
        - Forecast activities which can influence the assumption
      - NO
        - Doomed assumption
        - Alert decision-makers.
        - STOP!
    - Improbable
      - Include in the LFM
      - The project direction must:
        - Follow this assumption;
        - Influence it, if possible
  - Improbable
    - Include in the LFM
    - The project direction must:
      - Follow this assumption;
      - Influence it, if possible
    - Improbable
      - Do not include in the LFM
        - Improbable
          - Take note:
            - An assumption which is not important or which will definitely be realised should not be included in the logical framework matrix!!!

TAKE NOTE
An assumption which is not important or which will definitely be realised should not be included in the logical framework matrix!!!
Thank you for your attention.

AfCoP Web Site: http://copmfdrafrica.ning.com