AfriK4R

AFRICA FOR RESULTS

Putting results first in Africa

TRAINING KIT

MODULE 6

RESULTS-BASED MANAGEMENT: VERIFICATION SOURCES & ASSUMPTIONS

AfriK4R

Verification Source

Verification Sources: Why?

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.

AfriK4R

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.**

Goal/ Impact(s)	**Impact indicator(s) – in reference to MDGs, strategic objectives of country, etc. QQT**	**Information sources on impact indicators**	
Programme Objective/ Outcome(s)	**Indicators on initial/intermediary /final effects – from the causal chain to the reference QQT**	**Information sources on outcome indicators**	
Products/ Outputs	**Indicators linked to programme deliverables QQT**	**Information sources on output indicators**	
Activities	**Resources**		

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.)

AfriK4R

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.**

ATTENTION!!!
A source is not necessarily dependable!

ATTENTION!!!
Only collect what can actually be processed!!!

ATTENTION!!!
Where a source is unavailable, change the indicator.

Too much information is noise. It's not the quantity which counts, but the quality of the information obtained!!!

AfriK4**R**

Assumptions, hypotheses and risks

Assumptions, hypotheses and risks: What are they?

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.**

ATTENTION!!!
Assumptions are like objectives/results, except that they do not fall under the direct responsibility of the programme.

Example of formulating an assumption

University degree holders find salaried work, one year after finishing their studies.

AfriK4R

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.**

Goal/ Impact(s)			**Assumptions linked to impact at the national level**
Programme objective/ Effect(s)			**Asummptions linked to programme effectiveness**
Outcomes/ Outputs			**Assumptions linked to programme execution**
Activities	**Resources**		

AfriK4R

Assumptions: necessary and sufficient conditions

Goal/ Impact(s)			Assumptions linked to impact at the national level
Programme Objective/ Effect(s)			Assumptions linked to programme effectiveness
Products/ Outputs			Assumptions linked to programme execution
Activities	Resources		

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.

AfriK4**R**

Assumptions: Important Considerations

- 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.

ATTENTION!!!

When planning a human activity, there will always be uncertainty in our estimations!!!
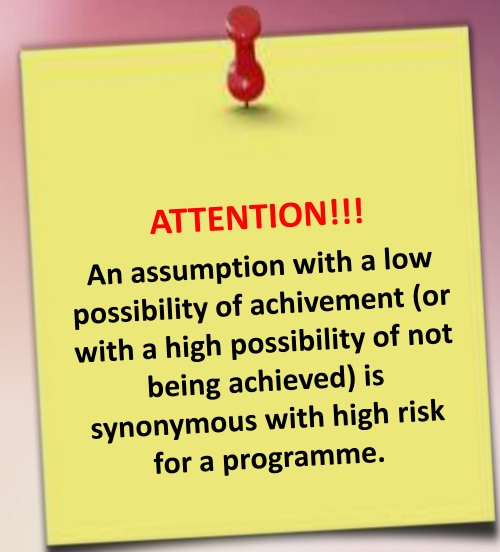
AfriK4**R**

Assumption & Risk Evaluation Matrix

Evaluation of assumptions: a simple tool

1st question: Is the assumption important?

NO → Don't include in the LFM

YES

2bd question: Is it likely that it will be achieved?

Very certain → Do not include in the LFM

Quite probable → Include in the LFM
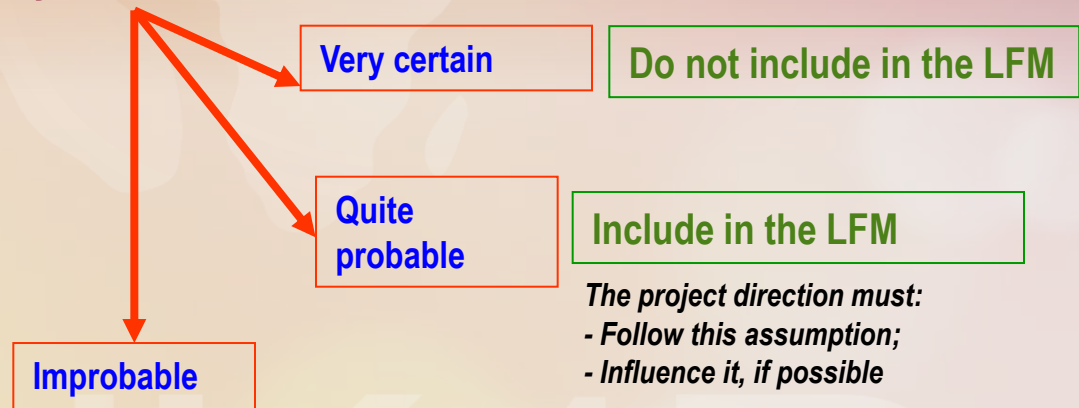
The project direction must:
- Follow this assumption;
- Influence it, if possible

Improbable

TAKE NOTE
An assumption which is not important or which will definitely be realised should not be included in the logical framework matrix!!!

3rd question: Can the project strategy be modified such that the assumption will no longer be necessary?

YES

NO → - Doomed assumption
- Alert decision-makers.
- STOP !

- Modify the programme strategy
- Forecast activities which can influence the assumption

AfriK4R

Thank you for your attention.

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

AfriK4**R**