TEMPLATE

IDENTIFY RISKY ASSUMPTIONS

Risk Matrix

What will this tool help me do?

Impact at scale is only possible when your solution, scale strategy and model is validated through real-world testing. To achieve this, you should start by identifying the assumptions that underpin your strategy, model, and/or solution.

Your assumptions are what needs to be true in order for your plans to succeed. We use the word 'assumption' to describe any aspects of your solution, strategy, and/or model that are *unknown* and *untested*.

This tool will help you identify and prioritise the assumptions that carry the greatest risk if they turn out to be untrue. Following this, you can move on to testing and validating assumptions through lean innovation tests. You will need to complete this at different stages of the tool.

Step 1

Thinking about your strategy, what assumptions would need to be true in order for your solution, scale strategy and model to work. Consider:

- What parts of your solution, strategy, or scale model are untested?
- What are your biggest unknowns?
- What feels like the biggest risks to your success?

Step 2

Ensure that each assumption you have identified is broken down even further, into more detail, to ensure it is as concise as can be.

For example, if your starting assumption is 'Users will pay for this model', you can break this down into:

- 'Users are interested in the model'
- 'Users will have the means to pay for it'

Another example of an assumption that can be further broken down is "Others can implement the core of our solution effectively". This can be broken down into:

IDENTIFY RISKY ASSUMPTIONS

- ‘We’ve defined the ‘core’ of our solution’
- ‘We’ve explained it in a way that others can understand it’
- ‘We’ve systemised the materials for others to deliver it’
- ‘We offer sufficient support to implementors to ensure quality delivery’

Step 3

Move on to prioritising your assumptions by plotting them on the matrix below

Step 4

Consider the assumptions categorised in the *top right corner* of the matrix which are those that pose the highest risk and are most uncertain, and move on to designing real-life tests for your priority assumptions with the next tool.

GO FURTHER

Test Design Tool

What will this tool help me do?

Impact at scale is only possible when your solution, scale strategy and model is validated through real-world testing.

Once you've identified your riskiest assumption, you're ready to start designing a test to support rapid learning loops. This tool will help you design tests to learn more about your assumptions and to collect data. This is so that you can refine your solution, strategy, and/or model based on real-world learnings. You can also use the Learning Roadmap and Tracker to design and deploy multiple tests at once.

umption	What assumption are you testing?	
es	What do you hope to achieve and/or learn?	
test	What type of test will you use?	
	What MVP will you build for people to engage with?	
	Who do you need to engage?	
	What are you asking participants to do to participate in the test?	
Metrics	What does success look like?	
eded	What quantitative and qualitative data will help	

	you test your assumption?	
an	Who will take on which actions within what testing timeline?	

EXAMPLE

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Risk Matrix

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Your assumptions are what needs to be true in order for your plans to succeed. We use the word 'assumption' to describe any aspects of your solution, strategy, and/or model that are *unknown* and *untested*.

This tool will help you identify and prioritise the assumptions that carry the greatest risk if they turn out to be untrue. Following this, you can move on to testing and validating assumptions through lean innovation tests. You will need to complete this at different stages of the tool.

Step 1

Looking at your strategy what assumptions would need to be true in order for your solution, scale strategy and model to work. Consider:

- What parts of your solution, strategy, or scale model are untested?
- What are your biggest unknowns?
- What feels like the biggest risks to your success?

Example

- *Refugee communities will be willing and able to take ownership of delivering the programme.*
- *Partner organisations in new countries will have the capacity and commitment to implement the model effectively.*
- *Yalem's curriculum will still deliver impact when adapted to local contexts.*
- *Funders will support the programme in new locations.*
- *Government agencies will be open to integrating Yalem's model into national education systems.*
- *Community-based teachers can deliver high-quality instruction comparable to external instructors.*

IDENTIFY RISKY ASSUMPTIONS

- *A decentralised scaling approach (e.g. franchising or training) will maintain quality and impact.*
- *Partners will effectively collect and share impact data.*
- *Local refugee communities will see value in the programme and enrol their children.*
- *Political instability in target countries will not significantly disrupt programme operations.*

Step 2

Ensure that each assumption you have identified is broken down even further, into more detail, to ensure it is as concise as can be.

For example, if your starting assumption is 'Users will pay for this model', you can break this down into:

- 'Users are interested in the model'
- 'Users will have the means to pay for it'

Another example of an assumption that can be further broken down is "Others can implement the core of our solution effectively". This can be broken down into:

- 'We've defined the 'core' of our solution'
- 'We've explained it in a way that others can understand it'
- 'We've systemised the materials for others to deliver it'
- 'We offer sufficient support to implementors to ensure quality delivery'

Example

- ***Refugee communities will be willing and able to take ownership of delivering the programme.***
    - *Will there be sufficient buy-in from local leaders and families?*
    - *Will refugee teachers have the time and skills to deliver the programme?*
- ***Partner organisations in new countries will have the capacity and commitment to implement the model effectively.***
    - *Do they have the necessary expertise, funding, and motivation to sustain the programme?*

IDENTIFY RISKY ASSUMPTIONS

- ***Yalem's curriculum will still deliver impact when adapted to local contexts.***
    - *Can the core methodology be adapted without reducing effectiveness?*
- ***Funders will support the programme in new locations.***
    - *Will funders prioritise expansion to new locations such as Uganda?*
    - *Are they willing to provide sustainable, long-term funding?*
- ***Government agencies will be open to integrating Yalem's model into national education systems.***
  Are governments willing to support and fund this model over time?
- ***Community-based teachers can deliver high-quality instruction comparable to external instructors.***
    - *Can local refugee teachers be effectively trained?*
    - *Will students' learning outcomes remain strong under their instruction?*
- ***A decentralised scaling approach (e.g. franchising or training) will maintain quality and impact.***
  How much control does Yalem need to maintain over quality assurance?
    - *Will different partners uphold high standards of delivery?*
- ***Partners will effectively collect and share impact data.***
    - *Do they have the right skills and systems to gather and report data reliably?*
- ***Local refugee communities will see value in the programme and enrol their children.***
    - *Will cultural attitudes or economic pressures impact participation* rates?
- ***Political instability in target countries will not significantly disrupt programme operations.***
    - *What contingency plans are needed to navigate political risks?*
    - *How can potential disruptions be mitigated?*

Step 3

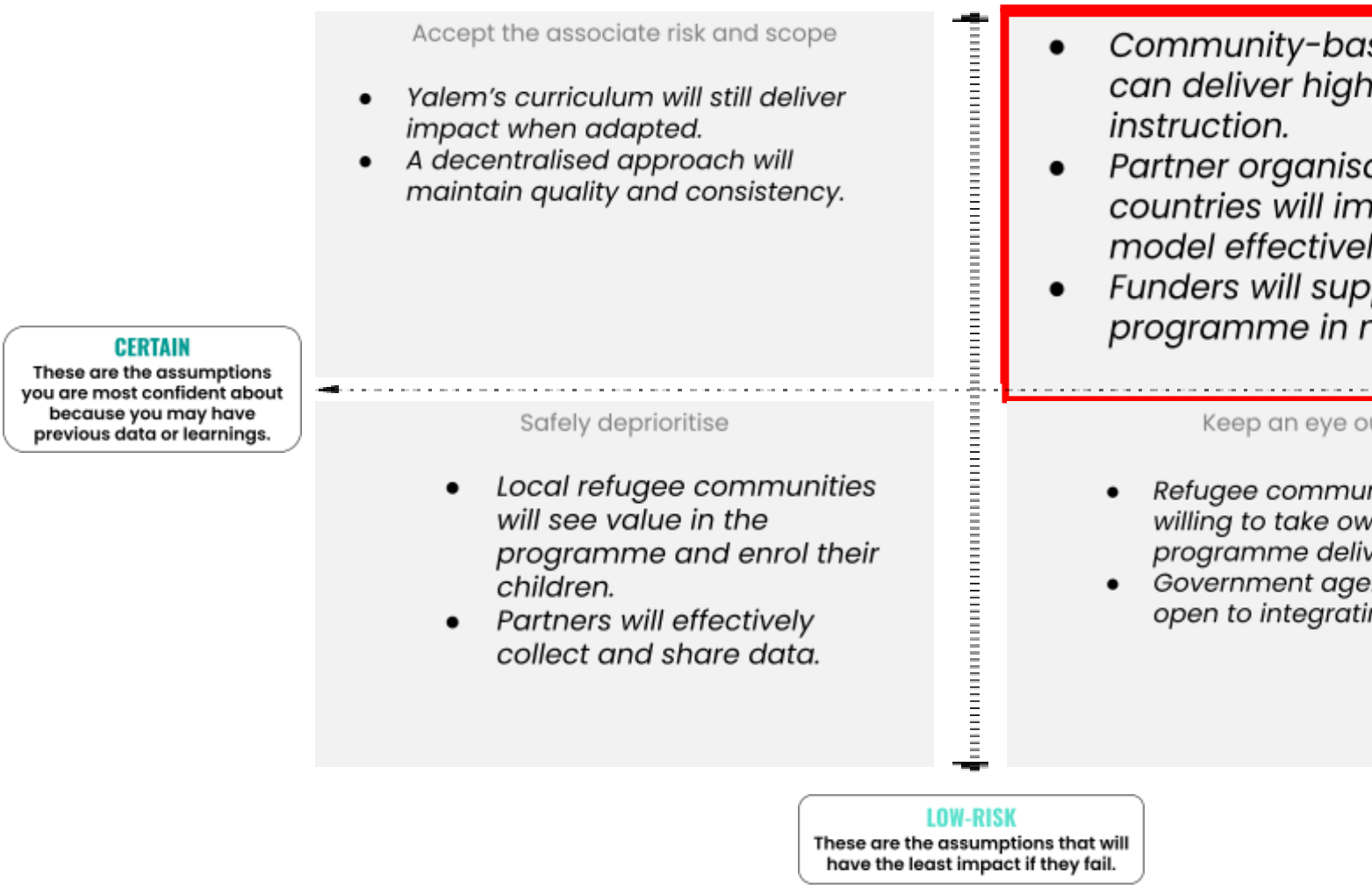
Move on to prioritising your assumptions by plotting them on the matrix below (or in your Mural)

IDENTIFY RISKY ASSUMPTIONS

Step 4

Consider the assumptions categorised in the *top right corner* of the matrix which are those that pose the highest risk and are most uncertain, and move on to designing real-life tests for your priority assumptions with the next tool.

IDENTIFY RISKY ASSUMPTIONS



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umption	What assumption are you testing?	*Community-based teachers can deliver high-quality instruction comparable to external instructors.*
es	What do you hope to achieve and/or learn?	- *Can local refugee teachers deliver lessons that meet the re standards for literacy and numeracy?* - *What gaps exist in their teaching ability?* - *How does student learning compare under local teachers v external instructors?*
test	What type of test will you use?	*Rapid, small-scale classroom test. Focus on a very limited group o teachers (2-3) and a small number of students (10-15). Use observ data and student performance to get early feedback.*
	What MVP will you build for people to engage with?	- *Short-term, intensive training module (2-3 days) followed b immediate classroom practice (1-2 weeks) with students.* - *Single lesson test focusing on a key subject area, such as b literacy or numeracy, rather than a full curriculum.*
	Who do you need to engage?	- *2-3 local refugee teachers to deliver the lesson(s).* - *10-15 students who will participate in the lesson(s).* - *1-2 Yalem mentors or trainers to observe and provide coach during the process.*
	What are you asking participants to do to participate in the test?	- *Refugee teachers: Attend a condensed training session and deliver a specific lesson to the students.* - *Students: Participate in the lesson(s) and complete simple p and post-tests or assessments.* - *Yalem mentors: Observe the lessons, provide real-time feed and capture qualitative data about teacher performance a student engagement.*

IDENTIFY RISKY ASSUMPTIONS

Metrics	What does success look like?	- *Teachers: Deliver the lesson with at least 70% engagement a basic competency (measured by observational checklist).* - *Students: Show at least a 10-15% improvement in their ability answer basic literacy or numeracy questions.* - *Feedback: Positive feedback from teachers (feeling more confident) and students (understanding and engagement)*
eded	What quantitative and qualitative data will help you test your assumption?	- *Pre- and post-test scores for students on literacy/numerac* - *Teacher self-assessment on confidence and readiness to te* - *Observation of the lesson by mentors (engagement, clarity, teaching effectiveness, etc.).* - *Student feedback on how they found the lesson, any challe they faced, and what they felt they learned.*
lan	Who will take on which actions within what testing timeline?	1. *Recruit 2-3 refugee teachers – Yalem team (Week 1)* 2. *Develop and deliver 2-3 day training session for teachers – trainers (Week 2)* 3. *Teach the lesson(s) – Refugee teachers (Week 3)* 4. *Collect data (pre/post-test, observations, feedback) – Yale mentors (Week 3)* 5. *Review results and decide next steps – Yalem leadership (W* *Feedback Loop & Iteration:* - *Day 1-2: Training and observation.* - *Day 3: Delivery of the lesson, observation, and feedback.* - *Day 4-5: Review feedback, assess the data, and make rapid adjustments to the training or teaching methods for the nex iteration.*