Capacity Building workshop on Impact Evaluation of Employment Programs

Results Framework

Celine Ferre, Gdańsk, February 21, 2017
Not only do we want to ask the question: “did the program work?” but also “WHY did the program work?”
Results Chain

Inputs
Activities
Outputs
Intermediate Outcomes
Outcomes

Implementation (SUPPLY SIDE)

Results (DEMAND + SUPPLY)
Simplified Results Chain

Theory of Change
Theory of Change

Ask the right questions

- What is the program?
- What impact does this program hope to achieve?
- How does it expect to achieve this impact?
Youth Training Program in Easternia

Providing young job seekers with vocational training
Question 1: what is the program?
PROGRAM

INPUTS
People, money, supplies

ACTIVITIES
Conduct trainings

OUTPUTS
Increased skills
Question 2: what impact does this program hope to achieve?
OUTCOMES

HIGHER EMPLOYMENT RATES
HIGHER WAGES

MORE PRODUCTIVE LABOR FORCE
STRONGER ECONOMIC GROWTH
Question 3: how does this program expect to achieve this impact?
INTERMEDIATE OUTCOMES

People use and benefit from program

Skilled jobseekers ——> Trained workers
Full Results Chain

PROGRAM
- **Inputs**: people, money supplies
- **Activities**: Trainings, internships
- **Output**: New skills learned

INTERN. OUTCOME
- People learn new skills

OUTCOME
- Lower unemployment rates
- Higher income
- More productive workforce
If we only measured average income, and there was no change, what does this tell us?
Maybe the program was not implemented properly?
Maybe participants did not take advantage of the program properly?
Bottom Line

• Ask not only what, but why.

• And, measure it!
Other Example 1
Private Sector Incentives Program

Let’s say the Ministry of Labor decides to implement a self-employment grant: unemployed individuals who start their own business can receive a loan and advisory support for a fixed period of time.
Which one of the following is an intermediate outcome of the program?

A. Unemployed people receive money to start a small business
B. Unemployed people have better knowledge about how to operate a business
C. Unemployed people have a CV
D. Unemployed people can have employees
Other Example 2

Direct employment in the public sector

Let’s say that the Ministry of Labor decides to focus on public works or other activities that produce public goods and services.
Which one of the following is an output of the program?

A. Jobs are created in local public entities
B. Disadvantaged jobseekers have an income/safety net
C. Hard-to-place unemployed people do not lose human capital during a period of unemployment
D. Unemployed people provide public goods and services through their work