

Measuring Results for Effective Policymaking

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Assessment & Evaluation

- Retrospective

- Look back and judge
- Project either delivers or doesn't (drop?)

- Prospective

- Decide what need to learn
- Experiment with alternatives
- Measure and inform
- Adopt best alternative

Big Questions - small questions

Migration as Development

- “Reducing unemployment”
- “Enhance employment opportunities for youth”
- “Protection”
- “Skill recognition”
- “Would like my government’s intervention to achieve transfer of skills and technology for development and poverty reduction”

Promote Safe and Legal Migration



small questions

- How to facilitate labor market insertion upon arrival?
- How to reduce vulnerability?

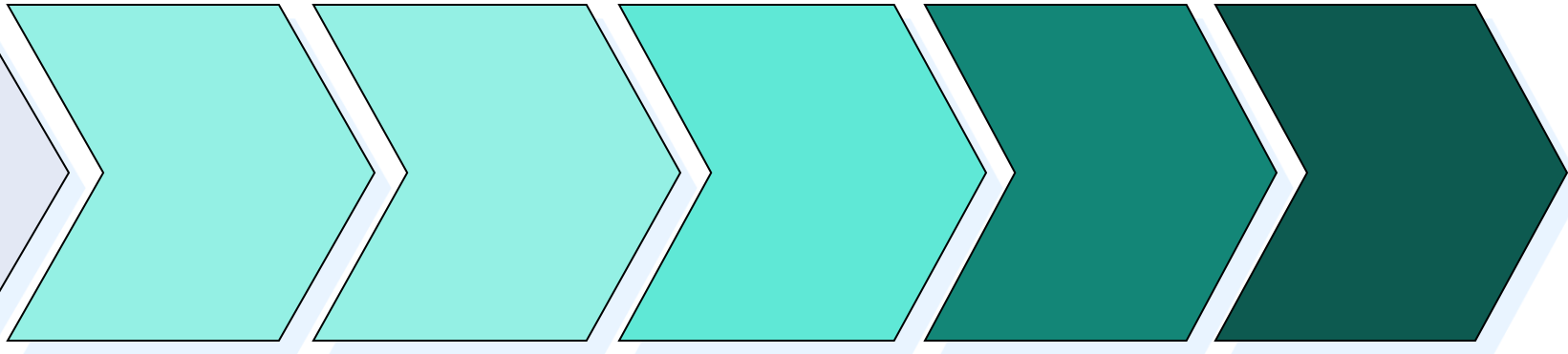
What is a results chain?

- Developmental hypothesis that helps you define:
 - what you are doing and for what purpose
 - what needs to be monitored and
 - what needs to be evaluated

The Results Chain for Pre-departure Orientation

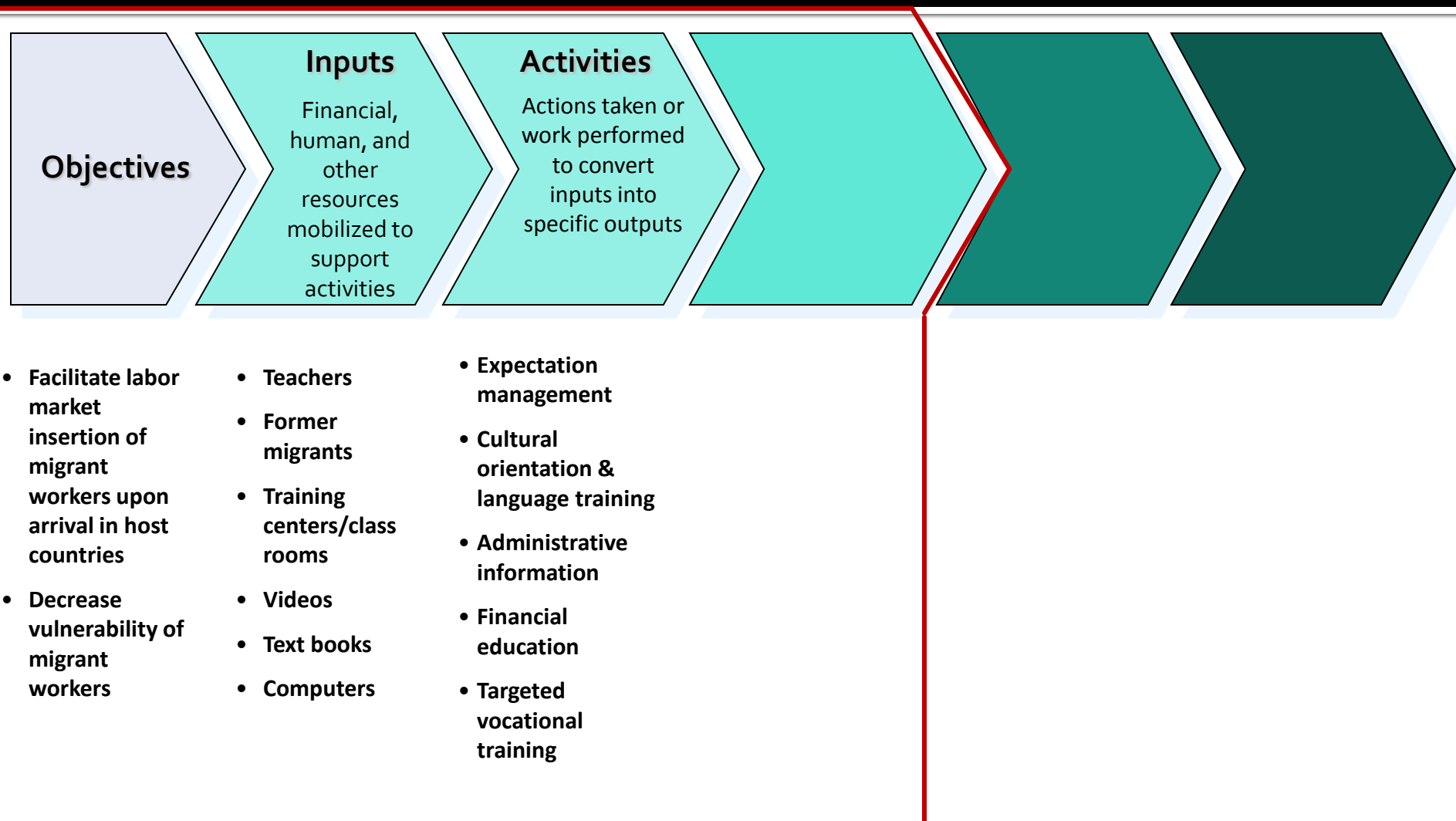
Objectives

Specific goals of the program or policy to be implemented



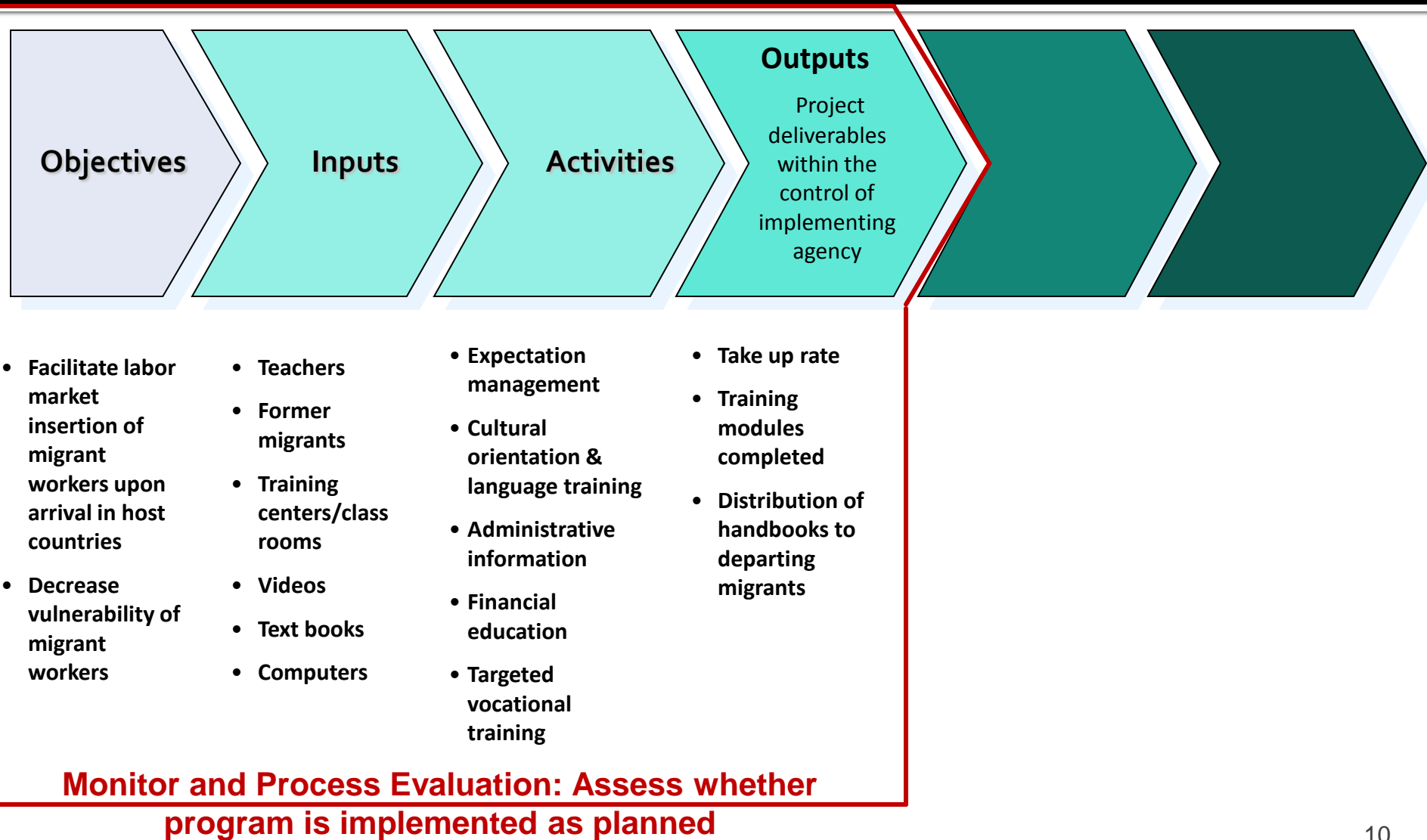
- Facilitate labor market insertion of migrant workers upon arrival in host countries
- Decrease vulnerability of migrant workers

The Results Chain for Pre-departure Orientation



Implementation

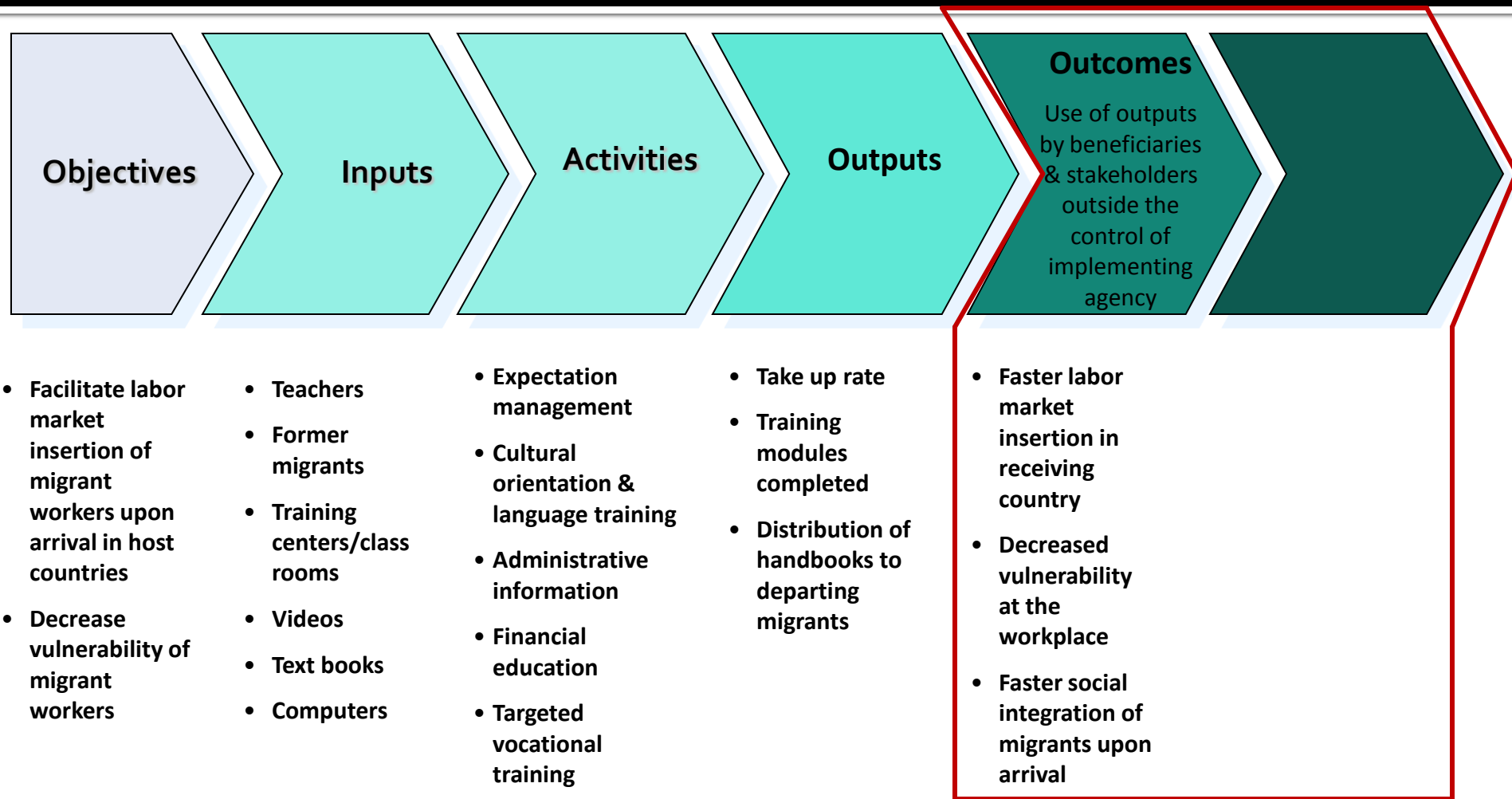
The Results Chain for Pre-departure Orientation



Monitoring and Process Evaluation

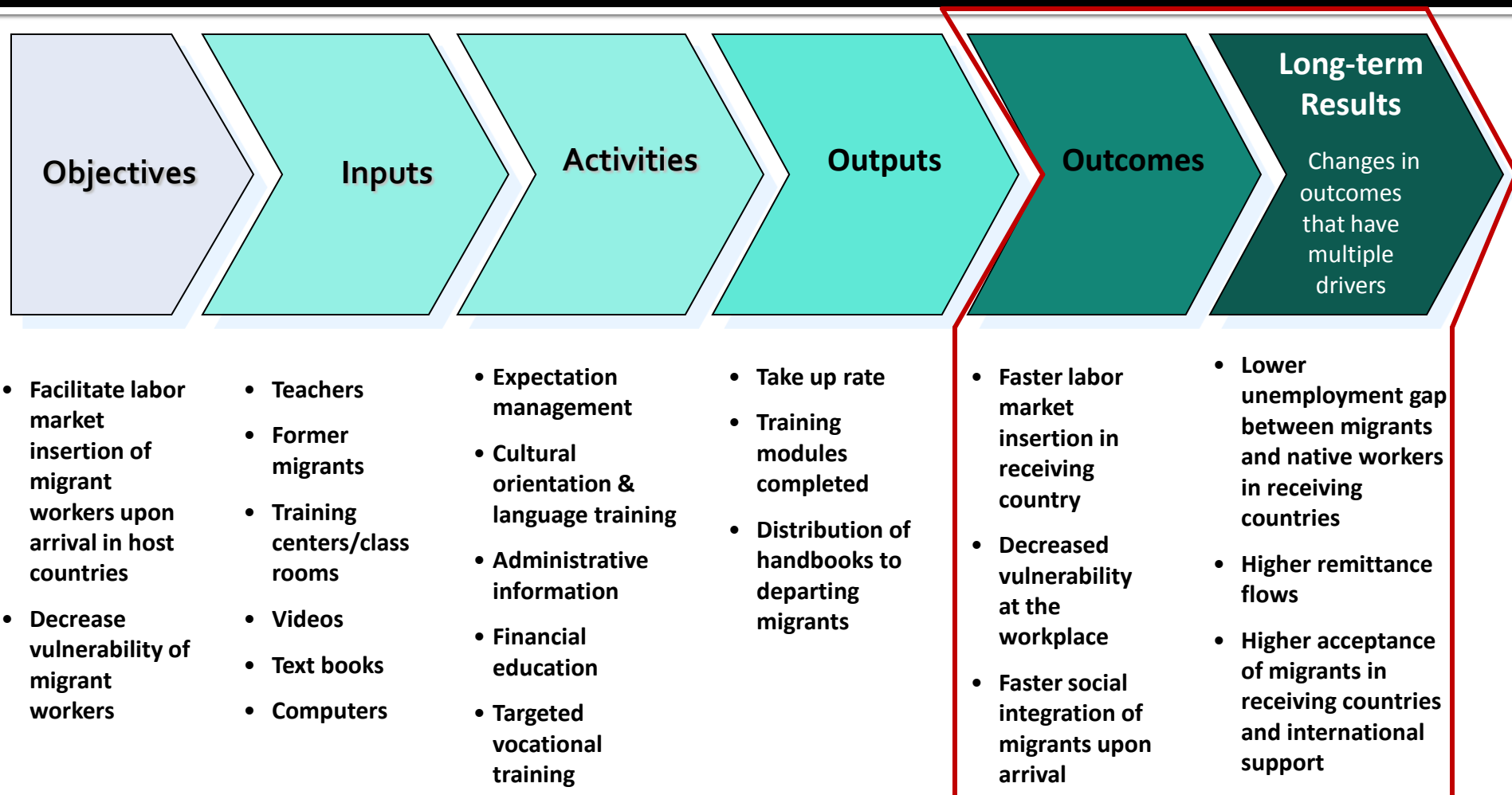
- Assessment of the use of resources and the implementation process as the project happens
- Both qualitative and quantitative indicators of outputs
- Direct participation of key stakeholders involved (project beneficiaries, family members, officials running programs, etc.) e.g., through interviews and questionnaires
- Continuous throughout implementation

The Results Chain for Pre-departure Orientation



Results

The Results Chain for Pre-departure Orientation

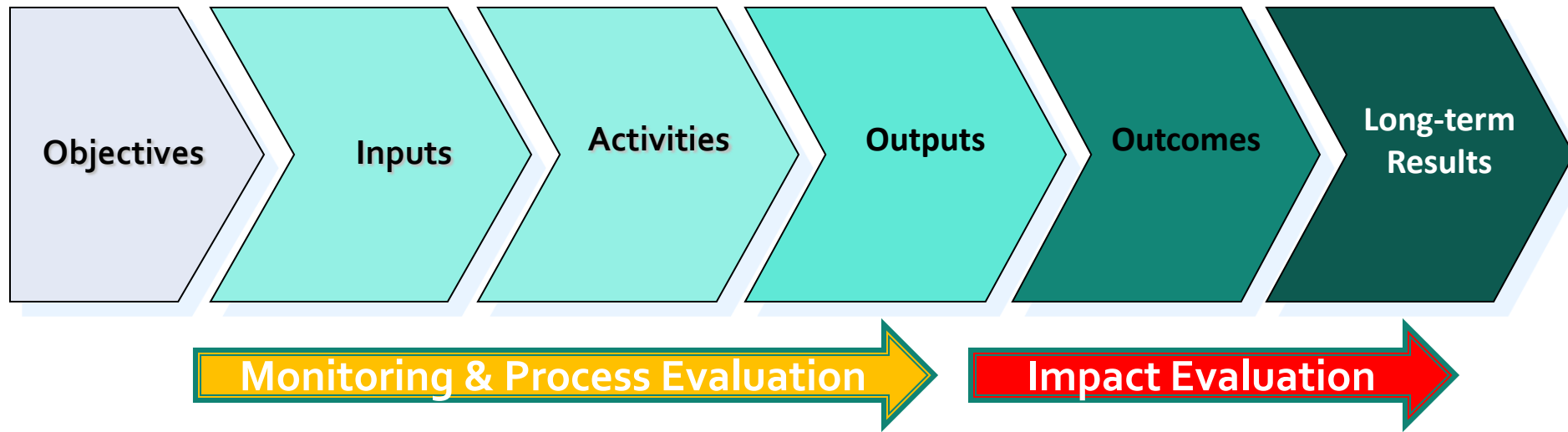


Evaluate whether program is effective / results are achieved

Impact Evaluation

- Periodic assessment of causal effect of policy or program
- “What would have happened if the program had not existed”?
- Estimate the state of those affected by the program (*treatment group*) would have been in the absence of the program (compare against a *control group*)
- Evaluate short-term or long-term outcomes (impacts) of the intervention

The Results Chain



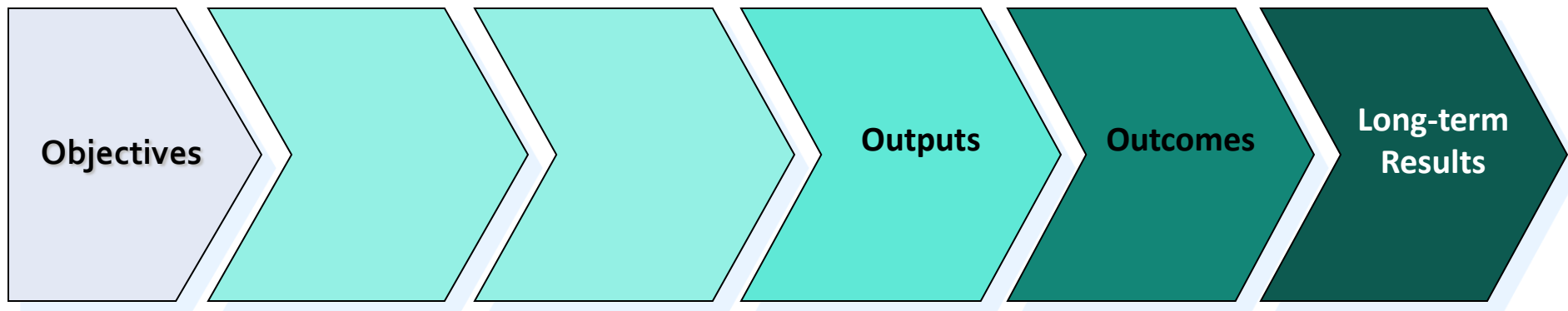
Impact evaluation contributes if:

- **Policy relevant:** address the important issues policy makers face
- **Operationally driven:** reflect the learning priorities of programs and policies
- **Institutionalized:** there is a process to produce and feed results back into the policy process

Migration as Development

- “Reducing unemployment”
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The Results Chain: Employment & Protection



- Facilitate migration into jobs abroad
- Protect migrants

NEXT: Do we know ex ante...

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- What is the best moment to train and the ideal duration of training given the resources?
- Which mix of non-technical training, language training, and technical training can best improve the labor market insertion of migrant workers upon arrival?
- How pre-departure training programs can enhance workers' rights protection?
- Which training material and language of communication will better reach migrant workers?
- Which types of trainers will better deliver the training? Should former migrants be involved?
- Would private providers and NGOs deliver better training?

Trial and error

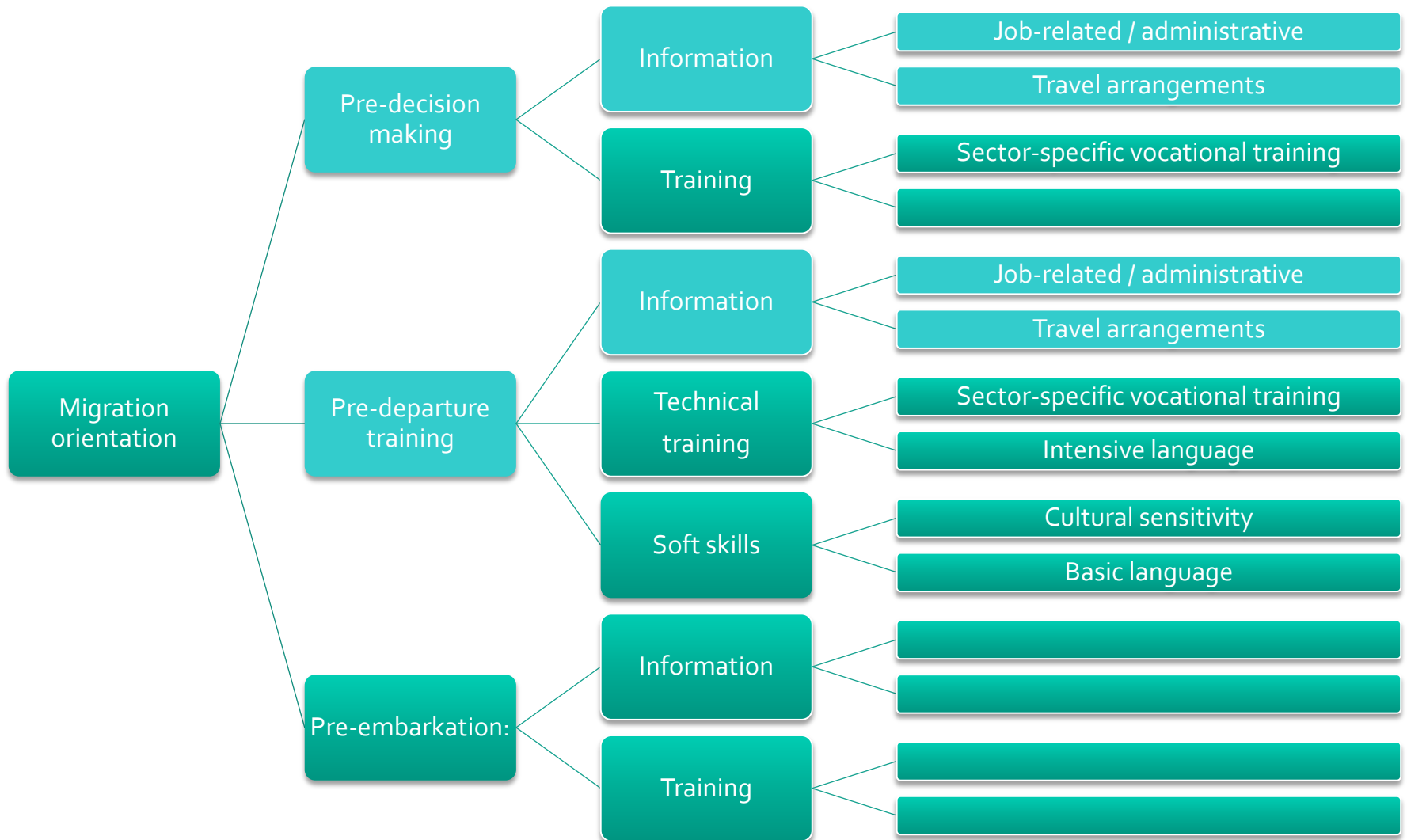
- We turn to our best judgment for guidance and pick a package of training services, instructors, training material, course venue and duration ...
- Get inspiration from 'best practice'
- Is there any other package, training material, staging that will do better?

Pick up the ball:

What is a results tree?

- A results tree is a representation of the set of results chains that are considered viable during policy/program design or restructuring.
- **It is a set of (competing) policy and operational alternatives to reach a specific objective.**

Decision tree... migration training



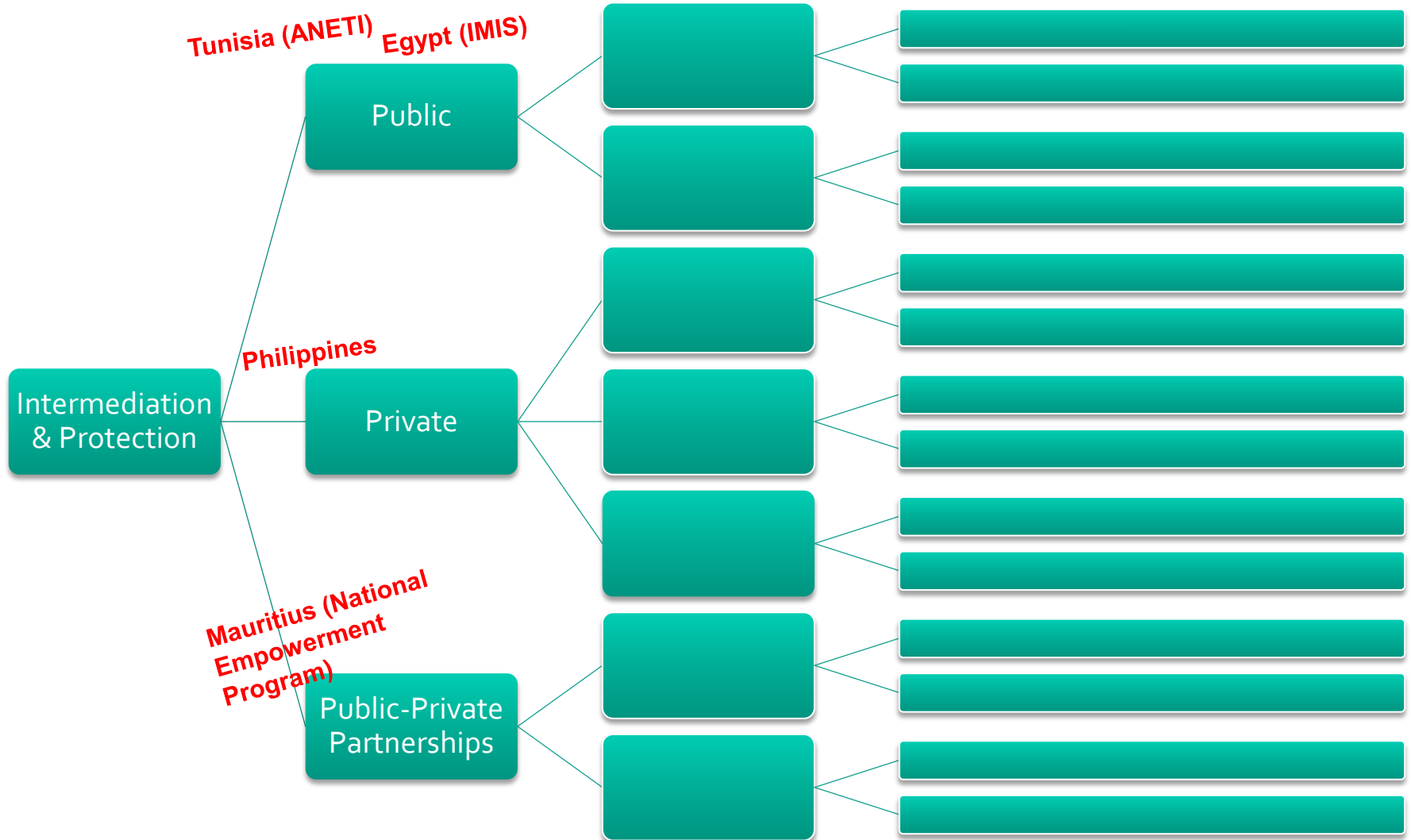
How to select between plausible alternatives?

- Test critical nodes of the decisions tree
- Start with what you need to know most
- Move along the decision tree as more results comes in and options are sorted out
- Cannot learn everything at once
- Select carefully what you want to test by involving all relevant partners

Fear of failure?

- When we compare and adopt better alternatives, we cannot fail, we can only get closer to success
- Reward systems need to recognize trial and error as part of the learning process
 - Managerial incentives a good place to start

Decision tree... Intermediation & Protection



Decision tree... Intermediation & Protection

