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## PROMOTING LABOUR MARKET INCLUSION: EVIDENCE FROM THE INCLUSION POLICY LAB IN SPAIN AND ACROSS EUROPE

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## EXECUTIVE SUMMARY

This report reviews the evidence on labour market inclusion programs generated by the Inclusion Policy Lab (the Lab) and places it in context alongside broader evidence from randomised evaluations of labour market policies across Europe. Launched in 2022 by the General Secretariat of Inclusion of the Spanish Ministry of Inclusion, Social Security, and Migration, the Inclusion Policy Lab funded 32 different pilot programs to promote social inclusion, using randomised evaluations of each to generate robust lessons for evidence-based policymaking.

This report reviews the 18 randomised evaluations designed to promote labour market inclusion of individuals at risk of poverty and social exclusion, many of whom were beneficiaries of minimum income schemes. Some of these programs directly sought to help participants access employment opportunities; others focused on preliminary efforts to improve participants' overall well-being and better prepare them for employment. This approach is consistent with the high levels of vulnerability among participants, many of whom faced pressing needs that required foundational support. For these reasons, this review often focuses on the impact of the evaluated programmes on participants' intermediate outcomes for labour market inclusion, such as job search intensity, job search skills, or employability.

The Lab's interventions reviewed span three broad categories: job search assistance, as part of comprehensive social support, or in the form of digital skills training; adult training programs; and interventions addressing labour market barriers for specific groups. Moreover, this review highlights where the results from these experiments either confirm or diverge from the emerging insights from other research in Europe, and includes evidence on additional labour market interventions that have been rigorously evaluated in Europe.

Future design of similar interventions should take into account the findings from these studies as promising points of departure. The following policy learnings emerge from this review:

- Comprehensive social inclusion programs that included employment components targeted at families and individuals at risk of poverty were effective in improving dimensions of social inclusion. These programs led to improvements in participants' job search efforts and, in some cases, their chances of employment.
- Digital skills training programs for individuals or job seekers at risk of poverty and social exclusion were effective in improving participants' digital competencies. These programs can improve participants' intermediate outcomes for employment and employment status when complemented with very intense job search assistance. In some cases, these programs improved dimensions of well-being.
- Vocational training programs for long-term unemployed workers or adults at risk of poverty generally improved job search skills, behaviours, and attitudes. Success in improving job search efforts and acquiring new professional competencies does not guarantee better labour market outcomes.
- The personalised and intensive labour market insertion models targeted at people experiencing homelessness and with intellectual disabilities improved job search efforts, employment, and dimensions of well-being and satisfaction.

The results of these pilot evaluations must be interpreted with caution, as the time constraints under which the Lab was operating resulted in some studies having low response rates, uneven data quality, and limited measurement capabilities over a relatively short time period. While the findings we highlight here offer important learnings, these results should be confirmed by further experimental research.

Building on the Lab's experience, policymaking aimed at promoting labour market inclusion of people at risk of poverty or social exclusion would benefit from the following recommendations:

- **Allocating sufficient time to the design phase of evaluations**, allowing the integration of existing evidence and the development of methodological approaches that maximise potential learning.
- **Fostering close collaboration between policymakers and researchers** to ensure that evaluation designs address relevant public policy questions and generate evidence useful for decision-making.
- **Planning in advance for the generation and use of actionable evidence**, including the use of administrative data, the collection of information on costs, and the monitoring of medium- and long-term outcomes.
- **Exploring interventions targeting both job seekers and employers**, particularly for groups facing specific barriers to entering the labour market.
- **Designing and evaluating programmes that simultaneously address the needs and expectations of employers and job seekers**, in order to promote a better match between labour supply and demand.

## SECTION 1: INTRODUCTION

The [Inclusion Policy Lab](#) (the Lab), established by the General Secretariat of Inclusion (SGI) of the Spanish Ministry of Inclusion, Social Security, and Migration (MISSM) under the Recovery, Transformation, and Resilience Plan (RTRP), represented an innovative initiative aimed at promoting social inclusion in Spain through evidence-based policymaking. Drawing on Next Generation EU funds, this initiative developed rigorous evaluations of pilot interventions using randomised controlled trials (RCTs), also known as randomised evaluations, in collaboration with regional and local governments, third-sector organisations, and scientific partners, including [CEMFI](#) (Centro de Estudios Monetarios y Financieros) and [J-PAL Europe](#).

Globally, low-income households face a variety of obstacles to permanently exiting poverty. Various forms of transfers that target the most vulnerable households, such as minimum income schemes (MIS), are a common tool. Still, governments and researchers are asking whether complementary interventions can help households better leverage cash assistance and how bundled responses (cash paired with other forms of assistance) may help recipients lead healthier, and more productive and prosperous lives.

In May 2020, the Spanish government launched a national minimum income scheme (IMV, Ingreso Mínimo Vital), a cash transfer programme targeting households at risk of experiencing social exclusion and poverty. Recognising that other kinds of social inclusion programming can potentially play an important complementary role in helping households exit poverty, the MISSM launched the Lab to rigorously evaluate innovative social inclusion programmes aiming to complement or extend the effects of the minimum income scheme.

Within the framework of the RTRP's Component 23, "New public policies for a dynamic, resilient, and inclusive labour market," part of Policy Area VIII, "New care economy and employment policies," Investment 7 specifically addresses the "Promotion of Inclusive Growth by linking socio-labor inclusion policies to the Minimum Income Scheme". This investment supports a comprehensive model of inclusion based on the MIS, aiming to reduce income inequality and poverty rates. The goal was to go beyond purely economic assistance by actively supporting complementary programs designed to address the multidimensional barriers faced by vulnerable populations. By launching randomised evaluations of each of these pilot programs, the Lab sought to identify which measures could most effectively complement the MIS and then use these findings to guide future social policy in Spain.

The 32 programs that the Lab evaluated targeted individuals at risk of poverty and social exclusion, many of whom were beneficiaries of MIS. Among the approximately 91,700 participants, 25 percent were recipients of the national MIS, 8 percent received regional minimum income schemes (RRMM, in Spanish, *rentas mínimas*), and 9 percent were beneficiaries of both at the outset of the evaluations (MISSM 2023). Fifty seven percent of participants were women and in the majority of households there were under 18 children, specifically 58 percent of them. Eleven percent of beneficiaries are single-parent families and 47 percent are other types of households with dependent children. On average, participants had low levels of educational attainment: 41 percent had either no formal education or had completed only primary education, and 62 percent had not completed secondary education. Employment levels were also low, with just 16 percent of participants employed at the beginning of the evaluations. Sixteen

percent of the participants had a disability. Regarding nationality, 70 percent of the participants had Spanish nationality, 20 percent foreign nationality and the remaining 10 percent did not specify or were not recorded.

These characteristics illustrate the socio-economic and labour-market vulnerability of the Lab's target population relative to the broader Spanish population. In 2023, 38.8 percent of adult men and 32.1 percent of adult women in Spain had not completed secondary education (Instituto Nacional de Estadística [INE] 2023). In comparison to the 16 percent of participants employed before the interventions, Spain's national occupation rate stood at 67 percent as of December 2023 (INE n.d.b).

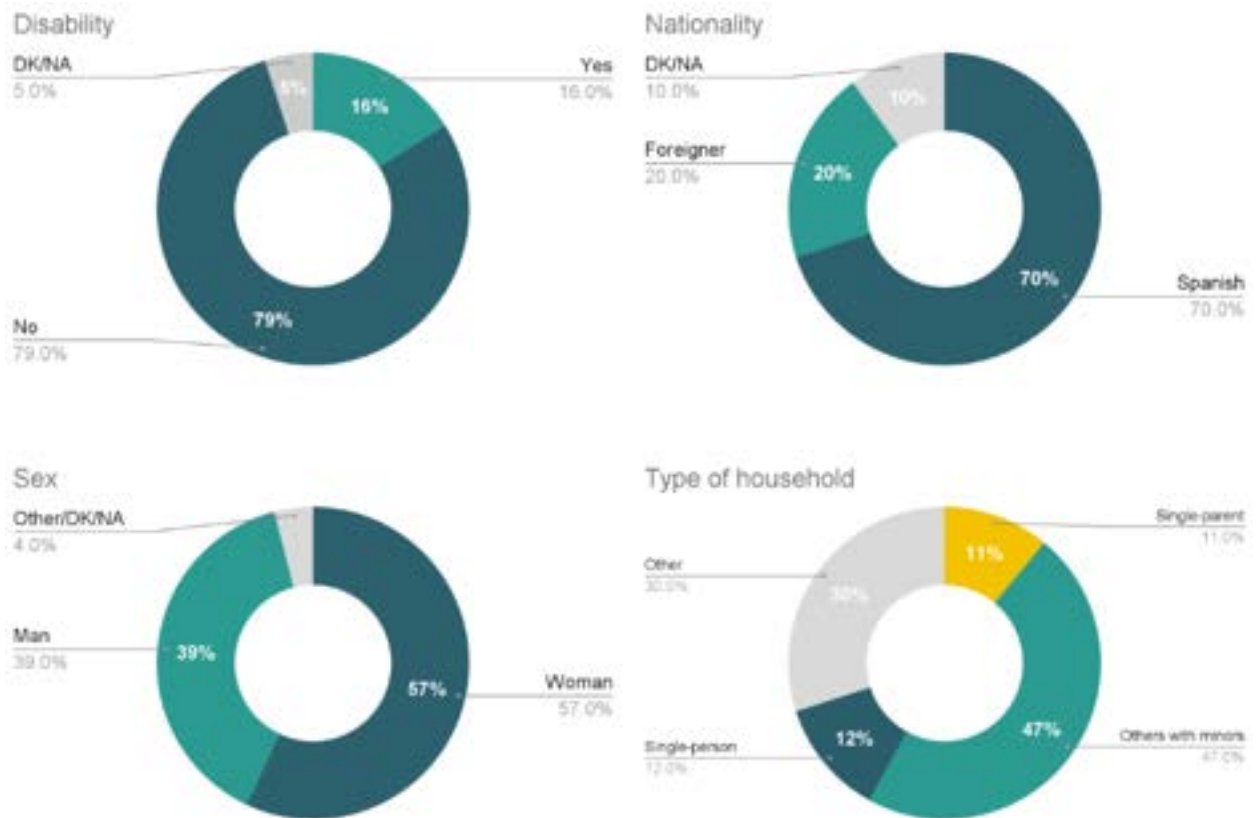
While many of the evaluated projects included labour market components, not all were primarily focused on employment outcomes. Several initiatives addressed other critical areas, reflecting the diverse needs of the target population. Even among the more labour-oriented programmes, the main objectives were often to promote human capital development and foster job search efforts, rather than boost employment outcomes. This focus is consistent with the high levels of risk of poverty or social exclusion among participants, many of whom faced pressing needs—such as access to psychological support, stable housing, developing of basic skills, or assistance in navigating and taking up social benefits—that required foundational support before employment could become a realistic goal. Additionally, the relatively short duration or limited intensity of some interventions, combined with the short follow-up periods in some evaluations, may have constrained the potential to observe meaningful employment effects in the short term.

For these reasons, this review focuses on the programmes' effects on intermediate outcomes for labour market inclusion, such as job search intensity, job search skills, and employability. According to the International Labour Organization (2004), employability refers to the “competencies and qualifications that enhance an individual's capacity to make use of the education and training opportunities available in order to secure and retain decent work, to progress within the enterprise and between jobs, and to cope with changing technology and labour market conditions.” While some Lab evaluations have adopted broader definitions of employability, in this report the term will be used as defined above. While these intermediate outcomes might be necessary steps towards greater labour market inclusion, their improvement does not guarantee better employment outcomes, as the employment status of an individual is affected by numerous factors and barriers, particularly among vulnerable groups.

**FIGURE 1. SOCIODEMOGRAPHIC CHARACTERISTICS OF THE POLICY LAB'S PARTICIPANTS**



**FIGURE 2. SOCIODEMOGRAPHIC CHARACTERISTICS OF THE POLICY LAB'S PARTICIPANTS**



## METHODOLOGY

This review synthesises lessons of labour market policies from the 18 randomised evaluations of the Lab in Spain, and places it in the context of rigorous evaluations on similar policies across Europe. Randomised evaluations are used to assess the causal impact of policy interventions, involving randomly assigning participants into groups that either receive the policy intervention or serve as a comparison group.<sup>1</sup> Researchers then compare outcomes between these groups, allowing for a robust measurement of the policy's actual effect. By working closely with policymakers and program implementers throughout the intervention's design, data collection, and analysis, randomised evaluations offer rigorous, actionable insights into how specific policies directly influence individual labour market outcomes.

**FIGURE 3.** LAB EVALUATIONS ON LABOUR MARKET POLICIES ACROSS REGIONS



To select the European evidence included in this review, we identified high-quality, rigorous impact evaluations published over the past two decades. Our selection criteria prioritised randomised evaluations due to their capacity to reliably estimate causal impacts. We focused specifically on interventions designed to enhance individual labour market outcomes, such as employment rates, duration of employment, job quality, earnings, and reliance on social benefits. This review aims to provide policymakers with clear, evidence-based recommendations for effective strategies to improve labour market inclusion. When comparing the European evidence with the Lab evaluations, one should consider that some of the European studies do not target vulnerable groups specifically, but general job seekers.

The results of some of the Lab evaluations must be interpreted with caution, as, due to the time constraints under which the Lab was operating, some of the studies suffered from low response rates, uneven data quality, and could only measure results over a relatively short time period. Table 1 in the Appendix provides information on factors that may have affected the ability of the evaluations of the Lab to detect programs' effects: sample size, distribution of participants across experimental groups,

<sup>1</sup> See [here](#) for a more detailed explanation of randomised evaluations and their applications.

attrition rate, take-up of the intervention, unit of randomisation, and number of clusters.<sup>2</sup> In addition, Table 1 provides information on the duration of the intervention and its intensity, which can help estimate the expected effect of the program. On average, evaluations had approximately 1,700 participants, although sample sizes varied considerably from around 400 participants to up to 5,700. Attrition rates were generally high, with eight studies above 25 percent attrition rate and two studies below the 10 percent. Despite the difficulties that retaining vulnerable populations in the studies may entail, program take-up was generally high except in four evaluations, where less than 50 percent of participants in the intervention group actually participated in the program.

**STRUCTURE**

Our review is structured around three broad categories of policies evaluated by the Lab: job search assistance, included in comprehensive social support or through digital skills training programs; adult training programs to promote labour market inclusion; and measures to address labour market barriers for different groups (youth, women, and other population groups). For each category, we synthesise the evidence generated by both the Lab and rigorous evaluations of similar interventions in Europe. The last section provides policy conclusions and recommendations for further research.

**FIGURE 4.** LAB EVALUATIONS ON LABOUR MARKET POLICIES BY TYPE OF INTERVENTION



<sup>2</sup> When the number of participants, the rate of the intervention take-up, or the number of randomisation clusters is small, the probability of detecting any true impact of the program is reduced. The same is true when attrition (or dropout) is high.

## SECTION 2: JOB SEARCH ASSISTANCE PROGRAMS

Job search assistance aims to activate job seekers and improve the matching process between job seekers and potential employers, and is a popular labour market policy across Europe. Evaluations of these interventions typically involve intensifying existing services, such as increasing the frequency of interactions with case workers or providing more comprehensive and tailored support. Other common approaches include providing detailed and personalised information, leveraging online platforms, and fostering job search activities in groups to benefit from peer learning effects. Effective policy design must also consider the implications of public versus private delivery modalities, potential sanctions or formal obligations for job seekers, and the unintended consequences for those unable or unwilling to participate.<sup>3</sup>

In Spain, the Lab has contributed to the international body of evidence through several randomised evaluations of job search assistance programs complemented with additional support. These interventions have been classified in two types: comprehensive social support programs including job search assistance or digital skills training programs to enhance job search competencies and foundational professional abilities. The forthcoming sections will provide detailed insights into these studies, summarising their interventions, findings, and implications for policymaking in Spain.

### COMPREHENSIVE SOCIAL SUPPORT PROGRAMS

Five programs evaluated by the Lab adopted a comprehensive and personalised approach of support for social inclusion and included components of job search assistance. These programs all sought to provide individual and targeted assistance and took one of three forms:

- A one-stop shop for social protection, which entails integrated social service delivery in the form of contact points for potential beneficiaries of social protection programmes. These contact points provide users with support in accessing different social protection schemes, for instance, by gathering information on existing programmes and services to which users may be eligible, assessing eligibility, referring users to service providers, or assisting them with their applications.
- Cáritas implemented a comprehensive care program, where participants had access to a common physical space with access to computers, received training in procedures with administrations, were given access to social benefits and job search techniques, and received other personalised support.
- In the program implemented by Save the Children, families could receive either support in integrating into the labour market, educational support for children between zero and eighteen years old, both programs, or the standard Save the Children services.

It may be important to complement job search assistance with comprehensive support given the complex and multidimensional nature of social exclusion and its close relationship with labour market outcomes in Spain. Employment can act as a pathway out of poverty, providing economic stability and

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<sup>3</sup> See Section 5 for a summary of rigorous evidence on these approaches.

facilitating social integration. However, persistent barriers in education, employment, healthcare, and social participation hinder the labour market inclusion of vulnerable populations such as children, migrants, and long-term unemployed individuals. For instance, high rates of child poverty—roughly a third of those under sixteen in Spain are at risk of poverty or social exclusion (UNICEF 2023)—can perpetuate intergenerational poverty cycles, thus limiting future labour market opportunities. Comprehensive approaches that simultaneously address social, educational, and employment-related barriers could therefore play a role in breaking these cycles.

Programs with this approach, evaluated in the Lab, did not have a particular focus on employment, but rather a broader social inclusion objective while aiming to enhance employability or job search efforts of participants as part of their path towards social inclusion. In Europe, identified rigorous evaluations of similar interventions have focused on disadvantaged youth populations.

## SUMMARY OF RESULTS

In the Lab, evaluations of comprehensive social support programs with job search assistance components found:

- **Job search efforts.** Three of the five randomised evaluations found improvements in intermediate outcomes for labour market inclusion: two of these (Government of Galicia and Cáritas ACCEDE) showed positive results in job search intensity, and one of the latter and a third one (Government of Navarra and Cáritas ACCEDE) had a positive impact in engagement in assistance and training.
- **Employment.** These programs not only focused on employment but also aimed to enhance intermediate outcomes, such as employability and job search intensity, as part of participants' paths towards social inclusion. For that reason, only three evaluations measured employment. In one of the three evaluations where participants' employment status was assessed (Government of Navarra), the intervention had small but positive impacts on the number of days worked and employment intensity during the last three months of the intervention.
- **Income and material deprivation.** Three evaluations (Government of Galicia, Save the Children, and Cáritas ACCEDE) found an improvement in economic conditions (reduction of child material deprivation and material and social deprivation, and increase in household income), which could be explained by higher take-up of social benefits, financial assistance provided by the programs, changes in consumption, or increased income due to more hours worked or better paying jobs. These evaluations did not find improvements in self-reported employment, and one found a positive effect in access to public benefits and services.
- **Education.** Two programs (Government of Galicia and Save the Children) targeted households with children at risk of poverty or social exclusion and included educational components, such as remedial education programmes, financial aid for education purposes, access to early childhood educational spaces and parenting skills training. The two evaluations found positive impacts in the majority of educational outcomes measured: one of the programs (Government of Galicia) improved parenting skills, school attendance, and access to education material, while the second (Save the Children) had positive impacts on parents' expectations of their children's studies and on standardised test scores.

- **Other social inclusion dimensions.** All five evaluations found positive impacts on other relevant dimensions for social inclusion addressed by these programs. The intervention implemented by the Government of Galicia improved housing conditions, parental skills and family satisfaction, community integration, and education performance. The program from the Government of Navarra enhanced participants' empowerment, and the intervention implemented by the Ayuntamiento of Barcelona had positive impacts on the take-up of public social support and mental health. The program Cáritas ACCEDE increased participants' participation in community groups and their use and access to the internet, with the aim of enhancing participants' ability to carry out personal, family, work-related, or training tasks and deal online with the public administration.

Overall, these programs had positive impacts on relevant dimensions of social inclusion, which varied depending on the program's focus (housing conditions, children's education, digital access, and community participation). The majority of these programs had positive impacts on job search intensity and economic conditions, and one of three programs that measured employment showed small positive impacts.

Existing evidence in Europe generally supports the effectiveness of job search assistance in enhancing employment outcomes.<sup>4</sup> However, the programs evaluated by the Lab included in this section provide insights into the effectiveness of comprehensive social support programs, which include job search assistance, rather than the effectiveness of job search assistance programs themselves. In Europe, rigorous evaluations of similar comprehensive social support programs have predominantly focused on disadvantaged youth populations. These evaluations indicate limited effects on employment outcomes but have successfully improved targeted non-labour outcomes such as housing stability and healthcare access (J-PAL n.d.b; Brugarolas et al. 2022; Crépon, Chiodi, and Cruces 2023; Dauth et al. 2024).

Given the limited existing evidence on broader integrated programs, the five studies conducted in Spain by the Lab provide valuable insights into whether integrated support mechanisms can effectively complement traditional job search assistance measures.

### Additional details about the Lab programs:

In Navarra, a one-stop shop model was designed for beneficiaries of minimum income schemes and implemented by the **Government of Navarra** (MISSM 2024h). Caseworkers conducted an initial needs assessment of participants and developed personalised plans, including access to social or employment services provided by various public administrations or third-sector organisations. Over the course of six months, they supported participants in accessing these services through coordination between administrations and biweekly meetings. The intervention increased participants' engagement in training programs and employment counselling and may have had a small and positive impact on the number of days worked and employment intensity. However, this did not lead to a reduction in the perception of MISs. The program enhanced participants' empowerment, defined in this evaluation as a stable sense of

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<sup>4</sup> See [Section 5](#) for a summary of evidence on job search assistance programs in Europe

personal competence to effectively manage a wide range of stressful situations that impact motivation and behaviour. It is important to note that the response rate to the endline survey was 51 percent.<sup>5</sup>

In Galicia, families with children receiving minimum income schemes were randomly assigned to a comprehensive and personalised inclusion program implemented by the **Government of Galicia** through a local NGO based on a one-stop shop approach (Hospido, and Varela 2025). Caseworkers conducted an initial needs assessment and developed a personalised plan for each family member, which included access to educational, employment and social support programs offered by public social services. The education and social support services included individual and group counselling in different areas, as well as financial assistance for health care, and education materials to improve their housing conditions. Employment programs included in-group training on professional skills, individual counselling, and work-life balance assistance. The new approach aimed to improve two main outcomes: risk of poverty and social inclusion.

Compared to families that received the standard social support, the one-stop window improved the overall indicator of social inclusion, with improvements in the measures of housing conditions, parental skills and family satisfaction, community integration, and education performance.<sup>6</sup> In terms of labour market inclusion, the program did not enhance the overall indicator of employment and job search or income from work, in spite of increasing job search intensity.<sup>7</sup> The program did not reduce the overall risk of poverty and social exclusion, although it did reduce child material deprivation.<sup>8</sup> This reduction might be explained by the financial support or by improvements in parenting practices that led households to prioritise spending on children. However, there was no information on household consumption to confirm this hypothesis. It is important to note that while the program had positive effects on certain aspects of participants' lives during and immediately after implementation, there is no evidence that these effects translated into a sustained pathway out of poverty.

The social services of the **Ayuntamiento of Barcelona** implemented a one-stop shop for working-age beneficiaries of minimum income schemes (Calle García, Hernandez-de-Benito, and Molina-Millan 2025). Specialised caseworkers conducted an initial needs assessment and developed personalised plans, which they then coordinated and monitored. Services offered included training in general competencies, vocational training, activities to enhance community participation, and individual job search assistance, including public works and entrepreneurship opportunities. Results showed that this approach increased the take-up of social support programs offered by public social services but it did not increase the take-up of employment and training programs. There was no impact on employment outcomes (employment status, days worked, and full-time days worked), measured using survey and administrative data, or job search ability. The program did not impact life satisfaction or self-reported health, but it enhanced participants' mental health. The intervention did not improve social interactions, community

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<sup>5</sup> A low response rate in the endline survey indicates a high attrition rate—the absence of outcome data at endline—which can affect the internal validity of the estimated impacts. Attrition reduces the sample size, limiting the ability to detect treatment effects, and if it is not random, it can compromise the comparability of experimental groups.

<sup>6</sup> Social inclusion is measured with a synthetic indicator that contains other seven indicators from survey questions on health, housing, digital skills, parental responsibility, community integration, education performance and employment.

<sup>7</sup> Synthetic indicator from a set of survey questions that aims to capture objective factors such as the proportion of job seekers in the household, earned income, employment status, and number of job search activities carried out.

<sup>8</sup> Child material deprivation is measured with a set of survey questions regarding access of children under 16 in the household to appropriate clothes, nutrition (fresh vegetables and fruits, meat and fish), and leisure equipment and activities.

participation, or trust in social services. Difficulties in the recruitment process shortened the time of the intervention, which may explain the lack of impact. The response rate to the endline survey was also low.

**Cáritas** implemented a personalised and intensive social support program in parishes in eighteen municipalities across Spain (Fawaz, Hospido, and Martí-Llobet 2025). The parishes were randomly assigned to two groups: a treatment group and a comparison group. Both groups received the standard Cáritas support, which typically includes financial or in-kind aid, referrals to other services, and assistance with application to social benefits. In the treatment group, the parishes created a common, easily identifiable physical space, called ACCEDE (“come in”, in Spanish), where the participants had computers at their disposal and received eight additional services on top of the typical program: 1) preparation of an agreed personal and community itinerary; 2) training in procedures and complaints with administrations; 3) training in access to the MIS and other benefits; 4) training on active job search techniques; 5) training in skills, service management, and access to resources; 6) creation of groups with participatory methodology; 7) provision of digital access points (devices and connection); and 8) intensive support of the different areas of action.

Relative to the comparison group, the program increased participants’ job applications, participation in recruitment interviews and take-up of professional or vocational training. It also had a large, positive impact on households’ income. Although there is no observed effect on the probability of being employed, participants could be earning more, either by working longer hours or by having better-paying jobs, or could have better access to social benefits. The program also increased the use of and access to the internet, the degree of accessibility and knowledge of how to navigate social rights, and participation in community groups. According to researchers, the physical space ACCEDE may have played a key role: it functioned as a communal meeting point where participants independently organised social activities. Additionally, a WhatsApp group was created to facilitate communication and information-sharing, which also included the training advisor, who provided ongoing support and responded to participants’ queries. In contrast, the comparison group received individual support, but did not benefit from a stable peer group or a designated physical meeting space.

A **Save the Children** program in four Spanish cities targeted households with children at risk of poverty or social exclusion (Gonzales Stuva, and Rey-Biel 2025). All households received support to access social benefits, and were randomly assigned to participate in either i) an employment program, ii) an educational program, iii) both programs, or iv) the comparison group. The employment program included sessions on professional, interpersonal and digital skills, and access to employment opportunities. The educational intervention consisted of access to early childhood educational spaces and parenting skills training, remedial education sessions, sessions to improve digital skills, and access to non-formal educational spaces to promote values, sports, and creativity. The combined treatment resulted in a reduction of material and social deprivation, an increase in monthly household income, an improvement in parents’ expectations for their children’s academic performance, and an improvement in standardised test scores for language and mathematics. The educational intervention had similar impacts on test scores to those of the combined treatment. However, the program did not improve quality of life, self-reported employment, job search intensity, and educational continuity among participating households. Researchers suggest that, given the organisation’s expertise in education and social support, diversifying into labour market support may require a learning period. Further research on the ideal

intensity of the treatment may be necessary to better understand the labour intervention results. The response rate to the endline survey was also low (74 percent).

### DIGITAL SKILLS TRAINING PROGRAMS FOR LABOUR MARKET INCLUSION

Similarly, some of the lab projects assessed whether complementing job search assistance with digital skills training programs can positively impact job search intensity and job search strategies by addressing a critical barrier—digital exclusion. In Spain, inadequate digital skills are prevalent among economically disadvantaged groups; nearly half (46 percent) of individuals earning less than €900 per month do not have or have limited digital competencies (INE n.d.c). This digital divide restricts access to increasingly digitised labour markets, job search resources, government services, and educational opportunities.

The Lab evaluated four job search programs that included digital skills training. These programs aimed not only to improve participants' ability to search for jobs online and use digital devices, but also to enhance their capacity to interact with public institutions and access essential benefits and services. These programs differ considerably in their intensity, and it is often not possible to isolate the effect of the digital skill training component from others. To our knowledge, there are no other rigorous evaluations of digital skills training programs in Europe.

#### SUMMARY OF RESULTS

In the Lab, the four digital skills training programs had the following results:

- **Digital skills.** The four programs had some positive effects on the ability to use digital devices or complete certain tasks online. Three of four programs (Government of Aragón, EAPN, and Cáritas Emplealab) enhanced participants' general ability to use digital devices and the internet, and the two programs (Government of Ceuta and Government of Aragón) that measured the ability to conduct administrative procedures online found positive impacts on this dimension.
- **Job search intensity and skills.** In two of these programs, the improvements in digital skills led to improvements in intermediate outcomes for labour market inclusion: job search intensity, respondents' perceived ease of finding employment (EAPN), and participants' capacity to secure employment (Government of Aragón).<sup>9</sup>
- **Employment.** Two evaluations measured employment outcomes, with the primary objective being to enhance digital skills and improve job search abilities and online administrative procedures. One of the studies (treatment 2 of Cáritas Emplealab), which included counselling, sessions on job search strategies and soft skills, alliances with local businesses, and digital skills training, found improvements in employment outcomes (probability of full-time employment, the number of full-time days worked, and employment intensity). The second evaluation (EAPN) found considerable impacts on job search intensity and skills. However, it targeted older job seekers with very low educational attainment, who may face particular barriers in the labour market and may require additional support to strengthen their

<sup>9</sup> The capacity to secure employment refers to the Gizatea Employability Scale, which consists of 44 items distributed across four sections: personal and social circumstances, educational and employment history, professional performance, and job seeking.

qualifications and employability.

- **Wellbeing.** Out of three evaluations (by the Government of Ceuta, the Government of Aragón, and EAPN) that measured the effects on life satisfaction, two found positive impacts. One of these programs (Government of Aragón) also improved participants' self-esteem.

In Europe, there are no rigorous evaluations of digital skills training programs, underscoring the Lab's contribution to this research area.

### Additional details about the Lab programs:

The **Government of Ceuta** implemented a job search program targeting unemployed recipients of minimum income schemes (MISSM 2024c). Participants were randomly assigned to a comparison group or to one of two treatment groups. The three groups received an interview to define their professional goals, a smartphone and a session to install and learn how to use a mobile app for active job search. The app allowed participants to select objectives, save their CV and other documents and access job and training opportunities. Participants in the first treatment group also received 29 hours of sessions to enhance job search strategies and basic work skills. Participants in the second treatment group received the same treatment as the comparison and first treatment groups, in addition to 39 hours of training sessions on digital literacy for employment. Both treatments consisted of one or two individual and group sessions per week over a period of five months. None of the interventions impacted job search skills or intensity, access to and use of digital devices, self-perceived ability to secure employment, or life satisfaction. Only the treatment that included digital skills training had a positive impact on the completion of online administrative procedures. Researchers suggest that the sample size may have been insufficient to detect any effects (smaller than 0,25 SD).

In Aragón, beneficiaries of minimum income schemes and others at risk of poverty or social exclusion were randomly assigned to digital skills training within the context of a one-stop window for social support implemented by the **Government of Aragón** (MISSM 2024a). The training consisted of group sessions of 2.5 hours every two weeks, adapted to participants' initial knowledge over four months, with individual support of the same intensity to apply the acquired skills to their specific needs. The program enhanced digital skills, particularly by improving participants' ability to use digital devices and the internet and complete online administrative procedures. Effects on capacity to secure employment, self-esteem, and satisfaction were positive but small in size.<sup>10</sup>

In the Canary Islands, the program implemented by **EAPN** targeted recipients of minimum income schemes aged 45-65 who had not completed secondary education (Almunia, Samkov, and Zohar 2025). Participants were randomly allocated to receive a digital kit (including a tablet and internet access) for one year, to receive both the digital kit and the “Redlab” program, or to a comparison group. The “Redlab” intervention involved 100 hours of in-person digital skills training, job search counselling, and a thirty-hour internship. The Redlab program had a positive and substantial impact on digital skills, job search intensity, respondents' perceived ease of finding employment, and life satisfaction, with these effects persisting in the six months after the intervention ended. However, it did not enhance

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<sup>10</sup> The capacity to secure employment refers to the Gizatea Employability Scale, which consists of 44 items distributed across four sections: personal and social circumstances, educational and employment history, professional performance, and job seeking.

employment outcomes. Providing only the digital kit had a positive impact on digital skills and respondents' perceived ease of finding employment, though the effect was considerably smaller. There was low take-up in the second intervention group; 44 percent of participants received the digital kit and 42 percent completed the “RedLab” program. Several explanations may account for the absence of improved employment outcomes. It is possible that participants did not acquire skills relevant to job search, or that any learning gained was not practically applicable to securing employment. Alternatively, the evaluation period may have been too short to observe meaningful labour market effects. Lastly, the assumption that digital skills were the primary barrier may have been misplaced.

**Cáritas** implemented a second program across eleven provinces in Spain, targeting working-age individuals at risk of poverty or social exclusion (Fawaz, Hospido, and Martí-Llobet 2025). Participants were randomly assigned to one of three groups (a comparison group and two treatment groups). The comparison group received three training sessions on active job search. Treatment 1 consisted of four additional training sessions on active job search, eight basic skills sessions, individual interviews and four job search support sessions with intermediation activities between participants and companies. Treatment 2 added eight additional digital skills sessions to Treatment 1. None of the modalities affected job search intensity or participation in recruitment processes. Treatment 2 improved employment conditions, including the probability of full-time employment, the number of full-time days worked, and employment intensity. Participants in Treatment 2 showed a greater likelihood of not defaulting on a loan. The proportion of participants working without a short-term contract was reduced in Treatment 1, suggesting a positive effect on the formalisation of employment. However, within the same group, there was a negative effect on the number of people working in the medium term, although they remain active in seeking employment. Treatment 2 had a positive impact on the ability to complete basic online tasks, including the use of digital tools for job searching; however, the majority of these effects were short-lived. The intervention had a negative impact on the participants' own perception of their transversal competences, especially among those with lower attendance at the sessions.

### SECTION 3: ADULT TRAINING PROGRAMS TO PROMOTE LABOUR MARKET INCLUSION

The prevalence of long-term unemployment characterises the Spanish labour market: in 2024, this affected 4.6 percent of women and 3.1 percent of men in the labour force, and 35.8 percent of unemployed women and 30.5 percent of unemployed men (INE n.d.e). Long-term unemployment reduces a person's chances of finding a job as their skills decay (Domenella, Gonzales Stuva, and Rey-Biel 2024). Vocational training programs are tools that may help adult job seekers in the labour market update their skills and thus prevent the persistence of people in the social protection system. Long-term unemployment can also negatively impact self-esteem, further undermining a person's chances of finding a job (Domenella, Gonzales Stuva, and Rey-Biel 2024). Strategies aimed at alleviating long-term unemployment may therefore also benefit from including components of psychological support.

Globally, findings from randomised evaluations suggest that while training programmes are effective at strengthening participants' skills, their effects on employment vary across contexts and they typically require substantial resources to implement (J-PAL 2023). Existing evidence shows small or even negative

short-run employment impacts due to lock-in effects, that is, participants reduce job search while in training, followed by positive longer-run effects, which are often stronger for women (Crépon and van den Berg 2016; Card, Kluve, and Weber 2010). Little is currently known about the effectiveness of combining vocational training with psychosocial support interventions.

In the global literature on vocational training, the following program characteristics are considered best practices to improve employment outcomes: (i) upfront screening on applicants' motivations and baseline skills, (ii) target programs to sectors that are growing or show a high labour demand, (iii) incorporate soft-skills training, (iv) provide job placement support, and (v) deliver an industry-recognized certificate (Agarwal and Mani 2024).

Three randomised evaluations of the Lab examined the effectiveness of vocational or professional training programs targeting adult vulnerable workers or job seekers. While all three delivered industry-recognised certificates, typically regarded as good practice for vocational training, these programs differed in other characteristics that may be key to their effectiveness in promoting labour market insertion of participants. In terms of skills, one of the programs targeted three sectors with high labour demand currently in the region. In contrast, the others screened participants' motivations and baseline skills and offered vocational training courses in a wider range of sectors, regardless of the labour market demands. Moreover, two of them combined vocational training activities with psychosocial support interventions that promote self-confidence and personal autonomy. Two of them also included an internship in firms after the training.

In the rest of Europe, we identified only two randomised evaluations of vocational training programs for adult job seekers. In Switzerland, researchers evaluated the impact of an untargeted program issuing vouchers for adult education (Schwerdt et al. 2012), and in Turkey, a vocational training program for unemployed adults (Hirshleifer et al. 2016).

## SUMMARY OF RESULTS

In the Lab, the vocational training programs for adults had the following results:

- **Job search behaviours and attitudes.** The three evaluations found positive impacts on participants' behaviours and attitudes towards job search, such as proactivity and motivation (Ayuntamiento of Santander and Government of the Basque Country), organisation (Ayuntamiento of Santander), self-efficacy (Government of the Basque Country), or perceived probability of finding a job (Cruz Roja).
- **Job search skills.** Two evaluations (Government of the Basque Country and Cruz Roja) measured the changes in participants' skills for job searching and found positive impacts on job search skills and the number of job search strategies used.
- **Professional competencies.** One program (Government of the Basque Country) had a positive impact on the professional competencies acquired by participants.
- **Employment.** Two evaluations (Ayuntamiento of Santander and Cruz Roja) analysed the programs' impact on employment status, but neither found effects. Further research is needed to determine whether lock-in effects and short-term results account for the lack of

effects. Additionally, the small sample size in one of the studies (Ayuntamiento of Santander) and the low take-up and response rate in the second (Cruz Roja) may hinder our ability to detect the impact. These results may also be due to the lack of screening of applicants' motivations and skills, the absence of targeting growing sectors, or providing job placement support.

- **Resilience and personal autonomy.** The program implemented by the Ayuntamiento of Santander had a positive impact on participants' resilience. The program of Cruz Roja, which combined vocational training with psychosocial support, tutoring sessions on socio-emotional skills and digital literacy, and personalised job search assistance and career counselling, positively impacted dimensions of personal autonomy. The program reduced participants' risk of suffering from mental health problems, increased their tolerance to frustration, increased their capacity to identify problems, and improved their knowledge of public resources and digital skills.

Despite the difficulty of maintaining a vulnerable target population in time-demanding interventions, such as vocational training, in two of the three evaluations (Ayuntamiento of Santander and Government of the Basque Country), the majority of participants answered endline surveys and participated in the training programs when assigned to them.

Evidence from randomised evaluations of training programs for adult job seekers in Europe is so far very limited. We identified two randomised evaluations of vocational training programs for adult job seekers, and they show negative results (Schwerdt et al. 2012, Hirshleifer et al. 2016). This is an important finding given that European governments spend between 0.1 percent to 0.2 percent of GDP on adult education (more when including other financial sources such as employer and learner funding, etc.) (EPALE 2018). Training programs for low-skilled workers and job seekers require further investigation to understand when they can achieve the intended outcomes for participants.

### Additional details about the Lab programs:

The **Ayuntamiento of Santander** targeted working-age individuals at risk of poverty or social exclusion, who were randomly assigned to receive a fifteen-hour workshop to improve their empowerment and self-esteem; 50 to 80 hours of intensive vocational training in highly demanded occupations in the city and a twenty-hour internship in firms; both interventions, or none of them (MISSM 2024b). The vocational training improved resilience, an overall indicator of job search behaviours and attitudes, as well as proactivity, organisation, and behaviour in job searching. The workshops enhanced overall job search behaviours and attitudes, motivation, and proactivity in the job search. None of the interventions affected the probability of being employed, which may require longer interventions or the observation of participants over the medium or long term. This study featured a particularly small sample size and some self-selection in the survey responses, so results should be interpreted with caution.

A more intensive program, implemented by the **Government of the Basque Country**, targeted the long-term unemployed (MISSM 2024i). It involved a two-month certified vocational training course of approximately 220 hours, followed by a ten-month paid internship. Throughout the process, participants had access to job search support and career counselling. Compared to standard public employment

services, the program enhanced participants' professional competencies, self-efficacy, proactivity, and motivation in the job search. It also improved their job search skills and overall job search behaviours and attitudes. Information on employment status was not collected. Evaluators emphasised the importance of further research based on administrative data to assess the program's medium and long-term effects on employment and economic outcomes.

Another intensive employment program implemented by **Cruz Roja** targeted beneficiaries of minimum income schemes in six Spanish provinces (Domenella, Gonzales Stuva, and Rey-Biel 2025). It involved four types of activities: psychosocial support, tutoring sessions on socio-emotional skills and digital literacy, personalised job search assistance and career counselling, and certified professional training programs lasting between 200 and 450 hours. The intervention improved several dimensions of personal autonomy, including reducing participants' risk of experiencing mental health problems, increasing their tolerance to frustration, enhancing their ability to identify problems, and improving their knowledge of public resources and digital skills. The program did not enhance participants' employment status, participation in recruitment interviews, or job search intensity, potentially due to the outcomes being measured right after the end of the intervention and lock-in effects. However, the intervention increased participants' perceived probability of finding a job and the number of job search strategies used. Program take-up was low – only 25 percent of those assigned to the treatment group completed the project, while only 49 percent of participants answered the endline survey, potentially hindering the study's ability to detect the program's effects.

## SECTION 4: ADDRESSING SPECIFIC LABOUR MARKET BARRIERS FOR DIFFERENT GROUPS

### HELPING YOUTH ENTER THE LABOUR MARKET

Young individuals entering the labour market face different barriers to accessing employment than their older peers, and may benefit from targeted measures to support labour market integration and employment (Caliendo and Schmidl 2016). Younger job seekers have spent the least time in the labour market, have less connections and experience, and may require more specialised training. They are also more vulnerable during periods of labour market tensions: firms usually face higher investment costs and lower termination costs when employing young people and make hiring and firing decisions accordingly. The labour market situation of youth is so particular that we should not assume that policies effective for adults are similarly effective when applied to youth (Caliendo and Schmidl 2016).

In 2023, the unemployment rate for those under 25 in Spain was 28.5 percent, almost double the EU average (14.5 percent) (INE n.d.f). One potential explanation for this disparity is Spain's higher school dropout rate, 13.9 percent in 2022, compared to an EU average of 9.6 percent (INE n.d.a). If educational mismatch is at the root of the youth unemployment problem, training programs may serve to align the skills of unemployed youth with jobs that are available or in demand.

In Europe, common training approaches to foster employment of young people include vocational education programs and entrepreneurship training programs. Youth tend to show a higher likelihood of

exploring new opportunities and make decisions in uncertain situations, as they are less risk averse (Donkers, Melenberg, and van Soest 2001; Dohmen et al. 2011), and often have greater capacity to innovate thanks to more social interaction (Liang, Wang, and Lazear 2018). Given these findings, programs to promote entrepreneurship and self-employment arise as a tool to enhance youth employability. For youth who have dropped out of general education, vocational education is an alternative to improve matches between job seekers and firms.

In the Lab, two studies evaluated labour market programs targeting at-risk youth with training approaches; one focused on fostering entrepreneurship and the second on vocational education. In Europe, we have identified several rigorous evaluations of similar interventions targeting youth. However, studies evaluating vocational training programs often lack a specific focus on at-risk populations, which may compromise the comparability of results.

#### SUMMARY OF RESULTS

The only study conducted by the Lab evaluating entrepreneurship training for youth enrolled in vocational education across regions characterised by high poverty risk rates (Fundación Ayuda en Acción) showed the following results:

- **Entrepreneurship.** The program did not impact students' intention to start a business, but produced modest increases in participants' entrepreneurial attitudes and business behaviour.
- **Job search skills and intensity.** The intervention enhanced students' job search skills and their perceived ability to conduct effective job searches. It did not have an impact on job search effort.
- **Employment.** The program had no impact on employment status in the short term.
- **Educational attainment.** The program reduced the dropout rate in vocational education.

In Europe, we have identified two experimental evaluations of entrepreneurship programs for at-risk youth in France. The program "CréaJeunes" provided coaching, guidance, and financial support to youth with promising business proposals (Crépon et al. 2014). The program "Groupements de Créateurs" aimed to develop the autonomy and decision-making skills of young people interested in starting their own companies, and consisted of group workshops, individual counselling, and a technical certification in entrepreneurship (Algan et al. 2016).

- **Entrepreneurship.** Neither program increased participants' probability of starting a new business.
- **Employment and income.** Participants in "CréaJeunes" were more likely to be unemployed and earned lower revenues from their business 28 months after the start of the program. On the contrary, participants in "Groupements de Créateurs" benefited from a more stable employment situation, higher income, and greater financial autonomy. A study analysing results from the two programs suggested that the selection process may be responsible for the "CréaJeunes" programme's apparent ineffectiveness, as it did have an impact on young people who were more disadvantaged than those typically selected (Huillery et al. 2021).

The only rigorous impact evaluation in Europe of an intervention targeting young entrepreneurs was a

comprehensive business and financial literacy program in Bosnia and Herzegovina. The program did not influence business survival, but it did improve business practices, investments, and loan terms for surviving businesses (Bruhn and Zia 2013).

The study of the Lab evaluating an apprenticeship training program, implemented by the Government of Madrid, had the following results:

- **Employability.** The program enhanced participants' core and transversal skills.<sup>11</sup>
- **Empowerment.** The program did not impact participants' self-esteem, self-efficacy, or employment expectations.
- **Employment.** Participants were not more likely to secure employment or work more days.
- **Enrollment in education.** Participants were not more willing or likely to enroll in education. Possible explanations for these results include the short time between the end of the program and data collection, as well as lock-in effects; however, follow-up studies are needed to test these hypotheses.

In Europe, we have identified three quasi-experimental studies of vocational education programs for youth, but in contrast to the Lab studies, these evaluations are not specifically focused on at-risk youth.

- **Employment and earnings.** These evaluations found that vocational training led to improvements in employment and earnings, particularly in the long run and when combining firm and school-based training (Tuomala and Hämäläinen 2007, Silliman and Virtanen 2022, Bentolila, Cabrales, and Jansen 2023).

The only randomised evaluation identified in this field shows the positive effects of counselling targeted at first-time applicants to the apprentice training centers on training enrollment and career orientation (J-PAL n.d.a).

### Additional details about the Lab programs:

An entrepreneurship program targeted students aged 16 to 25 enrolled in vocational education across Extremadura, Andalusia, and Galicia—regions characterised by high poverty risk rates (MISSM 2024f). The program, implemented by **Fundación Ayuda en Acción**, lasted for an academic year and involved four key actions: career guidance, training in competencies for the education-to-work transition, hands-on experience to develop entrepreneurship skills, and connections with the labour market. The program did not impact students' intention to start a business, but produced modest increases in participants' entrepreneurial attitudes and business behaviour. The intervention increased students' job search skills and their perceived capacity for job search, but it did not impact job search effort or employment status. The intervention also led to a significant reduction in the dropout rate in further

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<sup>11</sup> This index measures core skills (self-confidence, self-control, communication, compliance with rules and tasks, and digital literacy) and transversal skills (flexibility, teamwork, tolerance to frustration, self-organization, goal orientation, and problem-solving abilities).

vocational education. Results should be interpreted with caution due to the low response rate in the endline survey.

In Madrid, inactive youth without completed secondary education were randomly assigned to a five-month apprenticeship training program implemented by the **Government of Madrid** (MISSM 2024d). Participants were assigned to a job vacancy, where they received support from three types of mentors: an educational mentor, a technical mentor within the company, and a professional mentor also within the company. The program did not impact participants' self-esteem, self-efficacy, or employment expectations. It enhanced participants' core and transversal skills<sup>12</sup> but did not lead to improved employment outcomes. Participants were not more likely to enroll in any education course after the intervention.

### ADDRESSING WOMEN'S LABOUR MARKET INCLUSION WITH COMPREHENSIVE SOCIAL SUPPORT PROGRAMS

Women in many countries remain primary care providers and are often less attached to the labour market than men. In Spain, the unemployment rate for women was 13.8 percent in 2023, compared to 10.6 percent for men (INE n.d.f). Women also experienced a higher risk of poverty and social exclusion (INE 2025).

To address barriers women face in the labour market, programs in Europe that target women have included training programs for entrepreneurs, the provision of information on the consequences of long periods of inactivity, mentoring to increase their access to male-dominated sectors, and comprehensive social support for those at risk of poverty or social exclusion.

Two programs implemented under the Lab targeted mothers at risk of poverty or social exclusion, following a comprehensive and personalised support approach that included employment components. The labour components of these interventions included counselling, job search assistance, matching with firms, and training, depending on the needs of participants. These programs had a broad social inclusion objective and aimed to enhance the employability or job search intensity of participants as part of their path towards social inclusion.

#### SUMMARY OF RESULTS

Results from the Lab on two programs (Government of Castilla-La Mancha and Government of Extremadura) targeting women are in line with the evidence presented on job search, complemented with comprehensive social support:

- **Job search skills and professional competencies.** The two programs had positive impacts on intermediate labour market outcomes. In Castilla-La Mancha, the intervention enhanced job search skills and professional competencies, and in Extremadura, the health intervention improved participants' capacity to secure employment.
- **Wellbeing and social inclusion.** The program implemented in Castilla-La Mancha had a positive impact on several dimensions of well-being and social inclusion, including personal

<sup>12</sup> This index measures core skills (self-confidence, self-control, communication, compliance with rules and tasks, and digital literacy) and transversal skills (flexibility, teamwork, tolerance to frustration, self-organization, goal orientation, and problem-solving abilities).

autonomy, life satisfaction, mental health, housing conditions, social interactions, and a measure of overall social inclusion. The employment intervention implemented in Extremadura enhanced participants' health<sup>13</sup>.

- **Employment and earned income.** These programs had some positive impacts on employment outcomes: in Castilla-La Mancha, participants were more likely to be employed, although this is not confirmed by administrative records. In Extremadura, the employment treatment had a positive impact on earned income, although the evaluation did not identify any effect on the number of days or hours worked.

Some limitations of these studies include: in Castilla-La Mancha, the evaluators expressed concerns around data quality and potential bias in the impact estimates due to a low response rate to endline surveys.<sup>14</sup> In Extremadura, the low response rate in the endline survey may have hindered the ability to detect more effects, and the short duration of the intervention (two months or less), so implementation challenges should be taken into account.

According to experimental evidence in Europe, providing mentoring and training programs or information on the labour market consequences of long periods of inactivity to women who may have spent time out of employment while caring for children have shown some promising results, for example, when seeking employment in a specific sector (Chong and Velez 2016, Athey and Palikot 2022, Costa-Ramón et al. 2024). Evidence on home visiting and comprehensive support for single mothers has shown no effect (Sandner 2019, Heim 2024).

### Additional details about the Lab programs:

The social services of the **Government of Castilla-La Mancha** implemented a one-stop shop approach, where specialised caseworkers offered beneficiaries different types of assistance according to their specific needs (Calle García, Hernandez-de-Benito, and Molina-Millan 2025). Compared to standard services, employment support included counselling, job search assistance, activities to facilitate matches with firms, and training in digital skills, self-employment, entrepreneurship, and other relevant areas. The program targeted mothers at risk of poverty or social exclusion in households where adults were unemployed. Compared to standard services, participants showed increased job search skills and professional competencies. According to survey data, participants were more likely to be employed; however, there were no impacts on employment when using administrative records. The intervention enhanced personal autonomy and life satisfaction. The evaluation also identified positive impacts on mental health, housing conditions, and social interactions. The intervention enhanced a measure of overall social inclusion. However, researchers expressed concerns around data quality and potential bias in the impact estimates due to a low response rate to endline surveys, and suggested that further research should explore whether any effects persist in the long term.

A program implemented by the **Government of Extremadura** targeted mothers aged 18-45 who received the minimum income scheme and were randomly assigned to one of four groups: an employment intervention, a health intervention, a combination of both, or a comparison group (MISSM

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<sup>13</sup> The indicator of health is defined according to [SF-36 Health Survey: manual and interpretation guide](#)

<sup>14</sup> When attrition is not random, and who attrits is correlated with the treatment status, it can compromise the comparability of experimental groups.

2024e). The employment program involved a personalised plan, which included job search assistance, counselling for self-employment and entrepreneurship, matching with firms, and training. The health intervention included medical diagnosis, psychology or physiotherapy sessions, and advice on healthy habits. The employment intervention positively impacted overall health, although the interventions did not have an impact on mental health, physical activity, or housing conditions.<sup>15</sup> The health intervention improved participants' capacity to secure employment.<sup>16</sup> The employment and combined treatments had a positive impact on earned income, although the evaluation did not identify any effect on the number of days or hours worked. The low response rate in the endline survey (49 percent of 851 participants, distributed in four groups) may have hindered the ability to detect higher effects. The short duration of the intervention (two months or less) and implementation challenges should also be considered when interpreting these results. About 50 percent of those assigned to the treatment did not complete the interventions.

### PERSONALISED LABOUR MARKET INSERTION MODELS FOR SPECIFIC GROUPS

Other groups face particular challenges in accessing the labour market and stable employment opportunities, and lessons from previous sections may not generalise to them.

In the Lab, two randomised evaluations addressed the labour market insertion of individuals experiencing homelessness and individuals with intellectual disabilities with personalised, intensive labour market insertion models. Homelessness is a complex and multicausal phenomenon, often aggravated by mental and physical health problems, which hampers securing employment (Ministerio de Inclusión, Seguridad Social y Migraciones 2024). Specialised social entities, such as Hogar Sí, highlight that each person's experience of homelessness may differ considerably. As a result, blanket approaches to tackling homelessness are usually not effective, and personalised and intensified interventions can be key. In North America, researchers have rigorously evaluated numerous interventions aimed at reducing and preventing homelessness (Evans, Phillips, and Ruffini 2019); however, less is known about the effectiveness of labour market insertion programs for people experiencing homelessness.

In Spain, people with intellectual and developmental disabilities have much lower labour participation and employment rates than average. Their labour market participation and employment rates were 28 percent and 17.5 percent, respectively, in 2021, compared to 58.5 percent and 51 percent for the total population (INE n.d.g). Having a job has been associated with a higher level of life satisfaction, serving as a source of self-esteem and self-control for individuals (Bentolila and Domenella 2024). People with disabilities are also more likely to be affected by poverty or social exclusion (EAPN España 2022). These features underscore the importance of addressing the labour market integration of people with disabilities. One of the most studied approaches is the Customised Employment Methodology (CEM), developed in 2001 by the United States Department of Labour, to help people with intellectual and developmental disabilities integrate into the labour market and improve their social inclusion and well-being. The CEM approach was evaluated by the Lab, under the idea that vacancies, recruitment, and onboarding processes should be adapted to lower the barriers for this population.

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<sup>15</sup> The indicator of health is defined according to [SF-36 Health Survey: manual and interpretation guide](#).

<sup>16</sup> The capacity to secure employment refers to the Gizatea Employability Scale, which consists of 44 items distributed across four sections: personal and social circumstances, educational and employment history, professional performance, and job seeking.

In Europe, we have not identified rigorous evaluations of programs addressing the labour market inclusion of individuals experiencing homelessness or individuals with intellectual disabilities. Some randomised evaluations have examined programs assisting migrant job seekers who face different labour market barriers.

## SUMMARY OF RESULTS

The two personalised and intensive models of job market integration that targeted individuals experiencing homelessness or people with disabilities evaluated by the Lab had the following results:

- **Job search intensity.** Participants in these programs showed greater job search intensity, with increases in the number of job vacancies participants applied for and the number of recruitment processes they participated in (Hogar Sí). In another instance, participation in training activities increased (Plena Inclusión).
- **Employment.** The two models showed positive effects on several employment outcomes. Both programs increased the number of hours worked. The program targeting individuals experiencing homelessness (Hogar Sí) also increased the intensity of employment, while the program targeting people with disabilities (Plena Inclusión) increased the number of work contracts.
- **Housing.** The model implemented by Hogar Sí improved participants' housing conditions, particularly in terms of their housing stability, safety, and satisfaction.
- **Wellbeing.** The model implemented by Hogar Sí enhanced participants' life satisfaction, while the one implemented by Plena Inclusión generated higher levels of social inclusion, volunteering, and overall well-being.

We have not identified any other rigorous evaluations in Europe targeting these groups; however, several studies have evaluated labour market programmes targeting migrants.

- Programs that provide support to newly arrived job seekers, including language instruction and intensive job counselling, have shown promising results for employment, particularly for more vulnerable groups (Andersson and Nekby 2012; Battisti, Giesing, and Laurentsyeva 2019).
- Involving employers in training immigrants with lower levels of education, particularly in sectors where labour demand is high and supply is low, can help achieve faster integration (Dahlberg et al. 2020).

### Additional details about the Lab programs:

In six Spanish cities, people experiencing homelessness were randomly assigned to a personalised labour market insertion model offered by **Hogar Sí** (Fundación RAIS) (Almunia, Navarro, and Varela 2025). Compared to the traditional model, the personalised one doubled the caseworker-to-beneficiary ratio and

provided more flexible assistance. Caseworkers developed a personalised plan that could include job search assistance, training in a wide range of skills, mediation with employers, and monitoring and support after re-employment. The new model improved participants' housing conditions, particularly in terms of their housing stability, safety, satisfaction, and overall life satisfaction. Participants also showed increased earned income. The personalised model had a positive impact on the number of job vacancies to which participants applied and the number of recruitment processes they participated in, although it did not increase participants' capacity to secure employment<sup>17</sup> or their self-perceived readiness for job searching compared to the traditional model. According to survey data, participants assigned to the personalised model were 8 to 10 percentage points more likely to be employed and expressed higher satisfaction with their employment situation. According to administrative records, participants who received personalised support worked approximately fourteen days more during the six months following the intervention (an increase of roughly 80 percent relative to the comparison group). It is important to note the low response rate to the endline survey, which considerably reduced the original sample size of approximately 450 participants, and the low participation in the program.

**Plena Inclusión** implemented a labour market integration model for individuals with intellectual disabilities across thirteen regions in Spain (Bentolila, and Domenella 2024). Compared to the traditional Plena Inclusión model, the evaluated one, Customised Employment (CEM), was characterised by its greater intensity and personalisation. Caseworkers worked closely with participants to understand their strengths, preferences, and needs. They identified suitable local businesses, conducted interviews with employers to negotiate vacancies, and provided continuous support to participants. The CEM led to increases of 2.3 hours worked per week (73 percent more than the comparison group), and 0.14 work contracts (45 percent) in the last year, although there was no higher employment rate at the endline. An analysis of administrative records revealed that CEM led to a higher number of days worked only in the cases of participants with a higher degree of disability or who do not have their dependence officially recognised. In contrast, it had a negative impact on those who do. In contrast, the treatment did not affect job stability but increased participation in training activities and generated higher levels of social inclusion, volunteering, and overall well-being.

## SECTION 5: FURTHER EVIDENCE ON LABOUR MARKET POLICIES IN EUROPE

Rigorous evaluations of measures designed to increase employment and earnings and improve quality of work elsewhere in Europe provide some insights that could inform the future design of such policies in Spain. We review a selection of these topics in this section.

Existing evidence in Europe generally supports the effectiveness of *job search assistance* in enhancing employment outcomes; however, questions remain regarding *the optimal intensity of intervention*. Rigorous evaluations suggest that more intensive support, including more frequent meetings with case workers or earlier initiation of assistance during periods of unemployment, often results in quicker employment, prolonged job retention, and reduced dependence on unemployment benefits (Blasco and Rosholm 2011, Crépon et al. 2011, Crépon et al. 2013, Maibom, Rosholm, and Svarer 2014, Behaghel, Crépon, and Gurgand 2014b, Arni 2015, Blasco et al. 2015, Rehwald, Rosholm, and Rouland 2016,

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<sup>17</sup> This indicator is based on a set of questions that capture objective factors such as work experience, training and specific activities carried out by the participant to seek employment (e.g. digital and job skills, interviews, etc.).

Maibom, Rosholm, and Svarer 2017, Cottier et al. 2018, Cheung et al. 2019, Van der Klaauw and Vethaak 2022). The cost-effectiveness of this approach and long-term effects are separate questions – increased resources may deliver greater impacts, but not make programmes more cost-effective. Policies should also be designed to avoid “lock-in” effects – the time spent in meetings with case workers may replace time that could be spent more successfully on job searching.

Intending to provide job search assistance to job seekers, several interventions focus on strategies beyond comprehensive programs, such as those described in Section 2 of this report. Another approach, for example, is *formalising job search requirements* through monitoring, financial sanctions and incentives, and job search contracts. **Monitoring** is used to incentivise job seekers to search more effectively and find employment opportunities quicker. Monitoring could for example include tighter checks on job applications sent or interviews attended. Monitoring seems generally to have disappointing results, and one randomised evaluation suggests that removing monitoring may help job seekers find work (Dolton and O’Neill 2002, Van den Berg and van der Klaauw 2006, Hägglund 2007, Micklewright and Nagy 2010, Verlaat et al. 2021, Cairo and Mahlstedt 2023). **Financial sanctions and incentives** are also used to incentivise job seekers to find employment opportunities quicker. Financial sanctions might include reduction or withdrawal of unemployment benefits, while a financial incentive could be provided for participating in job search activities, such as job search training. The literature shows that sanctions may increase the reemployment rate, but the studies reviewed have shown no durable impacts. There is some evidence that financial incentives can be effective, but more research is needed in this area (Malmberg-Heimonen and Vuori 2005; Engström, Hesselius, and Holmlund 2009; Cottier et al. 2018; Zanella and Salomone 2025). Job search contracts are used on the assumption that making explicit and writing down what is expected from job seekers (and case workers) may support job seekers in their job search. Job search contracts, such as “integration agreements” used in Germany, have shown some promise in promoting re-employment among the recently unemployed, with some indications that it is more useful earlier in the unemployment spell (Cahuc et al. 2012, Sanders et al. 2019, Van den Berg et al. 2024b, Van den Berg et al. 2024a, Van den Berg, Stephan, and Uhlendorff 2025).

Another set of evaluations has focused on *comparing collective versus individual job search assistance*. The former could leverage peer-learning effects and reduce delivery costs. Three out of five rigorous evaluations of collective job search assistance in Europe have shown positive effects, noting its relative cost-effectiveness when done by public employment agencies, the generation of peer-learning effects and positive effects on mental health (Vuori and Silvonen 2005; Hägglund 2007; Blasco et al. 2015; Maibom, Rosholm, and Svarer 2017; Cheung et al. 2019). One rigorous evaluation found that individual job search assistance was more effective for newly unemployed job seekers, while another found no impacts for group assistance.

**Providing information on job search services and strategies**, and generally lowering the barriers to access services, can be cost-effective for improving employment outcomes, at least for specific groups of job seekers (Altmann et al. 2018, Altmann et al. 2022a).

Evaluations *comparing private to public delivery of job search assistance* typically favour public programs due to their superior effectiveness and cost-efficiency, while private programs often result in lower employment stability or inadvertently push job seekers out of the labour market (Bennmarker, Grönqvist, and Öckert 2009; Crépon et al. 2011; Krug and Stephan 2013; Behaghel, Crépon, and Gurgand 2014b; Cockx and Baert 2015; Rehwald, Rosholm, and Svarer 2017). An evaluation in France

suggests that private job search programs may have misaligned incentives due to their payment structures. Private providers were incentivised to maximise participant numbers rather than employment outcomes, reducing their effectiveness compared to public programs (Behaghel, Crépon, and Gurgand 2014b).

**Online job search tools**, particularly those offering tailored recommendations, have shown predominantly positive impacts, but optimal implementation remains uncertain (Behncke, Frölich, and Lechner 2007, Belot, Kircher, and Muller 2019, Belot, Kircher, and Muller 2022, Ben Dhia et al. 2022, Altmann et al. 2022b, Le Barbanchon, Hensvik, and Rathelot 2023, Behaghel et al. 2024). Six randomised evaluations have shown mostly positive results, but of variable magnitude and duration. Tools that have encouraged job seekers to broaden the scope of their job search have been successful at increasing employment. But one study showed that at high intensities of treatment, these recommendations induced competition that cancels out their positive effect. Another study showed that the effectiveness of online job search tools intended for case workers suffered if not taken up or utilised as intended. More research is needed to understand the optimal treatment design.

For all interventions focused on job search assistance, **displacement risks** must be considered since successful employment outcomes for participants can inadvertently reduce opportunities for non-participants (Crépon et al. 2013, Rosholm et al. 2018, Zamora et al. 2018, Cheung et al. 2019, Altmann et al. 2022b).

Other approaches implemented in Europe to foster youth attachment to the labour market are **mentoring programs, summer employment programs, and integrated interventions**. Evidence on mentoring programs suggests they can be effective in enhancing job search and career orientation but may be mostly ineffective in improving employment outcomes (except for particularly vulnerable youth) (Cahuc et al. 2012, Behaghel, Chiodi, and Gurgand 2013, Behaghel et al. 2014a, Resnjanskij et al. 2024). Summer employment programs, more extensively evaluated in North America, may lead to positive labour market outcomes for specific groups of youth, particularly in the short term (J-PAL North America n.d.)—however, the only evaluated program in Europe was shown to have no impact (Knutsson and Tyrefors 2024). Integrated youth interventions combine employment, education, and social or health support services to address multiple barriers simultaneously, with the goal of improving both labour market participation and broader well-being. These approaches, for which rigorous evidence is limited, require further research (J-PAL n.d.b, Brugarolas et al 2022, Crépon, Chiodi, and Cruces 2023, Dauth et al. 2024).

Randomised correspondence studies have documented the existence of discrimination in hiring and manager bias (Glover, Pallais, and Pariente 2017). **Interventions aimed at employers**, focusing on strategies to combat discrimination through inclusive hiring practices, can have adverse outcomes on the population meant to help, highlighting the importance of careful, behaviorally-informed design. A few randomised evaluations in Spain and France have revealed surprises when analysing the effects of policies aimed at addressing hiring discrimination, as they can sometimes have adverse effects on the populations they are intended to help (Bagues and Esteve-Volart 2010; Behaghel, Crépon, and Le Barbanchon 2014c). A promising study from the UK suggests that adjusting outreach can lead to increased applications from minority groups and subsequent hires (Linos, Reinhard, and Ruda 2017).

Researchers have also evaluated the effect of providing firms with *free recruitment services and subsidised employment*. One study in France has shown that providing firms with free hiring services leads them to increase job postings and hire more permanent staff (Algan, Crépon, and Glover 2020). Another study from North Macedonia has shown the long-term effectiveness of subsidising wage costs of vulnerable unemployed workers (although the literature suggests differences between subsidised employment in the public and private sectors, with the latter potentially being more effective)(Armand et al. 2020).

Additionally, evidence exploring the impacts of *cash transfers* on labour market participation suggests that designing cash transfer policies requires careful navigation between promoting autonomy and ensuring incentives for labour market participation. Two randomised evaluations in Europe showed that in low-income households offered sizable unconditional transfers, labour supply did not increase and may have decreased. In contrast, another study found that labour supply increased when provided conditionally on participation in other measures (Verlaet Todeschini, and Ramos 2025; Verho, Hämäläinen, and Kanninen 2022; Del Boca, Pronzato, and Sorrenti 2021; Fenoll and Quaranta 2022). In a separate randomised evaluation, an income tax exemption granted to selected benefit recipients, which allowed them to retain a greater portion of their earnings, resulted in significant increases in labour income (Verlaet et al. 2023). The results of these evaluations should be read with caution in light of the overall positive global body of evidence on the topic of cash transfers. Complementary interventions, as demonstrated in the Lab, may be crucial to enhancing the effectiveness of cash transfers, particularly for vulnerable groups.

## SECTION 6: CONCLUSIONS

**The Lab offers an important contribution to the existing body of evidence on labour market inclusion of social benefit recipients.** While rigorous evidence on the effectiveness of interventions addressing the labour market inclusion of vulnerable populations is limited in Europe, the Lab has closed this gap by conducting eighteen randomised evaluations of such programs.

**The Lab evaluations targeted MIS recipients, and their main objective was often the development of job search, professional, and basic skills, and participants' job search intensity.** This focus is consistent with the high levels of vulnerability among participants, many of whom faced pressing needs that required foundational support before employment could become a realistic goal.

### COMPREHENSIVE SOCIAL SUPPORT PROGRAMS

**Comprehensive social inclusion programs often mixed measures aimed at promoting employment with other components intended to address a range of social exclusion factors, and these complementary components showed promise in several areas.** All programs improved dimensions of social inclusion, which varied depending on the programs' focus (housing conditions, children's education, digital access, community participation, and social interactions). One of the programs that targeted mothers also enhanced personal autonomy, life satisfaction, and mental health.

**These programs led to improvements in participants' job search intensity and, in some cases, their chances of employment.** Four of six programs had positive impacts on job search skills or efforts (job search intensity, engagement in assistance and training, or job search skills). Although these programs' main goal was not employment, in two of the four evaluations where participants' employment status was assessed, the intervention had small but positive impacts on employment. To achieve a more robust and durable impact on employment outcomes, future measures should go beyond the programs evaluated here (in terms of duration, intensity, or on other margins).

**Some of the programs improved the economic or material conditions of households.** Three of five programs led to increased household income or reduced material deprivation, explained by higher take-up of social benefits, financial assistance provided by the programs, changes in consumption, or more hours worked or better-paid jobs. These evaluations did not find improvements in self-reported employment status. Four of the six programs had low response rate in the endline survey, which may have hindered the evaluation's capacity to identify effects and biased the estimates.

#### **DIGITAL SKILLS TRAINING PROGRAMS FOR LABOUR MARKET INCLUSION**

**Digital skills training programs for individuals or job seekers at risk of poverty and social exclusion were effective in improving participants' digital competencies.** The four evaluated programs had some positive effects on the ability to use digital devices or complete certain tasks online.

**These programs can improve participants' intermediate outcomes for employment and employment status when complemented with very intense job search assistance.** One of the four programs improved job search intensity and respondents' perceived ease of finding employment, and another intervention enhanced participants' capacity to secure employment. Two evaluations measured employment, and of those two, one program included intense job search assistance and found improvements in employment. The second, which focused more on digital skills and targeted older job seekers, had no employment effects.

**In some cases, these programs improved dimensions of well-being.** Out of three evaluations that measured effects on life satisfaction, two found positive impacts. One of these programs also improved participants' self-esteem.

One of the evaluations had a small sample size. In another one, the take-up of the intervention among the treatment group was low, which may have hindered researchers' ability to detect small effects.

#### **TRAINING PROGRAMS ON THE PATH TO LABOUR MARKET INCLUSION**

**Vocational training programs for the long-term unemployed or individuals at risk of poverty generally improved job search skills, behaviours, and attitudes.** The three programs targeting adults enhanced participants' behaviours and attitudes towards job search, and two evaluations, which measured the changes in participants' skills for job search, found positive impacts. The program targeting inactive youth with low educational attainment enhanced participants' core and transversal skills, but did not impact self-esteem, self-efficacy, or employment expectations.

**Success in improving job search intensity and acquiring new professional competencies does not guarantee better labour market outcomes.** Three of these evaluations analysed the programs'

impact on employment status and none found positive effects. Future programs may want to incorporate good practices identified in previous literature, such as targeting programs to sectors with high labour demand, integrating soft skills training, and providing job placement support.

One evaluation had a small sample size, and take up and endline survey responses in another program were low, which may have hindered researchers' ability to detect impacts.

#### ADDRESSING LABOUR MARKET BARRIERS FOR SPECIFIC GROUPS

**The entrepreneurship training targeted at youth enrolled in vocational education had mixed effects on entrepreneurship and job search.** The one program had modest positive impacts on entrepreneurial attitudes, job search skills, and employment expectations, and it did not affect participants' intention to start a business, job search effort, or employment. Results should be interpreted with caution due to the low response rate in the endline survey.

**The personalised and intensive labour market insertion program, targeted at people experiencing homelessness, improved job search intensity, employment, housing conditions, and life satisfaction.** It is important to note the low response rate to the endline survey, which reduced the originally small sample size, and the low take up of the program.

**One program that provided more intensive and customised support for jobseekers with intellectual disabilities – including links to local hiring firms – enhanced participants' job search intensity, hours worked, social inclusion, and wellbeing.**

#### EXTENDING AND BOLSTERING THE FINDINGS OF THE INCLUSION POLICY LAB

Building on the Lab's experience, policymaking aimed at promoting labour market inclusion of disadvantaged populations would benefit from:

- **Allocating enough time to the incubation process of the evaluations** to incorporate existing evidence and develop research designs that maximise potential learning.
- **Working closely with researchers**, by including them early in the policymaking process and allowing them to define research designs. This would ensure that evaluation designs maximise learning and allow for the answering of relevant policy questions.
- **Planning the use and facilitating the generation of actionable evidence**, including through the use of administrative data and the evaluation of labour market inclusion policies at scale to ensure that generalisable lessons can be drawn from one context to another. Future evaluations would benefit from collecting cost information whenever possible to allow for comparative cost-effectiveness analysis of different labour market policies. Medium- and long-term data collection is likewise needed to understand whether programme effects persist.
- **Investigating interventions targeting both job seekers and employers**, as labour market insertion models, especially for groups that face particular barriers.

- **Evaluating further vocational training and other measures that link more clearly potential job skills and local market needs** to ensure that participants develop skills that are in demand by local employers.

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## APPENDIX

### CHARACTERISTICS OF THE LAB EVALUATIONS

IMPLEMENTING PARTNER	SAMPLE SIZE	EXPERIMENTAL GROUPS	ATTRITION RATE	TAKE-UP RATE	UNIT OF RANDOMIZATION	NUMBER OF CLUSTERS	DURATION OF THE INTERVENTION	INTENSITY OF THE INTERVENTION
Government of Galicia	2359 families	Treatment: 1060 Comparison: 1299	21%	Any activity: 86% Training: 4-23% Counselling and orientation: 23-40% Financial aid: 0-50%	Family	NA	9 months	NA
Government of Navarre	1095 people	Treatment: 495 Comparison: 600	49%	68%	Individual	NA	10 months	NA
Ayuntamiento of Barcelona	1183 people	Treatment: 750 Comparison: 433	29%	Any activity: 99% Social support activities: 4-78% Community activities: 2-17% Employment activities: 2-67% Digital literacy activities: 1-8% Bootcamp TIC: 1% Training activities:	Individual	NA	10 months	NA

				1-11%				
Cáritas España	2625 people	Treatment: 420 Comparison: 1205	14%	Intensive accompaniment: 86% Digital access points: 19% Training activities: 50%	Parish	96 parishes	13 months	NA
Government of Ceuta	713 people	Treatment 1: 243 Treatment 2: 231 Comparison: 239	21%	Treatment 1: 100%. Treatment 2: 93 %	Individual	NA	5 months	Treatment 1: 29 horas Treatment 2: 39 horas
Government of Aragón	1831 people	Treatment: 922 Comparison: 909	14%	85%	Individual	NA	7 months	Group sessions: 2.5 hours every two weeks over four months Individual support: 2.5 hours every two weeks over four months
Save the Children	3.133 people in 792 families	Families: Treatment 1: 192 Treatment 2: 190 Treatment 3:	26%	Treatment 1: 90 % Treatment 2: 95 % Treatment 3: 82 %	Family	792 families	12 months	Treatment 1: 4 hours of remedial educational classes per week. 4 to 6 hours of early childhood educational spaces per week. Weekly sessions

		190 Comparison: 220						on digital literacy for children. Treatment 2: 14 individual sessions and 3 group sessions per month on professional competencies. 6 counselling individual sessions for those who get employed. Digital literacy sessions every two weeks.
EAPN Canarias	2968 people	Treatment 1: 988 Treatment 2: 994 Comparison: 986	24% (First endline survey) 20% (Second endline survey).	Treatment 1: 83% received the digital kit. Treatment 2: 44% received the kit. 42% completed the digital training.	Individual	NA	5 months	100 hours of in-person digital skills training and a 30-hour internship.
Cáritas Spain	2364 people	Treatment 1: 656 Treatment 2: 653 Comparison: 1055	20%	It varied from 43% to 100% based on activities	Individual	NA	9 months with three waves	Treatment 1: 4 training sessions on active job search, 8 basic skills sessions, and 4 job search support sessions with intermediation activities between participants and companies. Treatment 2: 8 additional

								digital skills sessions
Ayuntamiento of Santander	365 people in 327 families	Individuos: Treatment 1: 73 Treatment 2: 47 Treatment 3: 68 Comparison: 177	15%	99%	Family	327 families	2 months	Empowerment sessions: 15h Vocational training: 50 to 80h Internship: 20h
Government of the Basque Country	475 people	Treatment: 199 Comparison: 276	17%	Training: 86% Counselling: 100%	Individual	NA	12 months	Training: 220h in 2 months Internship: 10 months
Red Cross Spain	1364 people	Treatment: 683 Comparison: 681	51%	55% started the intervention 25% completed the project	Individual	NA	7 months	Training: 200 to 450 hours
Ayuda en Acción	5727 people	Treatment: 3032 Comparison: 2695	62%	NA	School	51 schools	One academic year	NA
Government of Madrid	421 people	Treatment: 211 Comparison: 210	8%	91%	Individual	NA	5-6 months	NA
Government of Castilla-La Mancha	1652 people	Treatment: 826 Comparison: 826	54%	73%	Municipality or neighbourhood (if large population)	92	10 months	NA
Government of Extremadura	851 people	Treatment 1: 214 Treatment 2:	51%	Tratamiento 1: 53 % Tratamiento 2: 50 %. Tratamiento 3: 50 %.	Individual	NA	2 months	NA

		214 Treatment 3: 214 Comparison:209							
HOGAR SÍ	462 people	Treatment : 224 Comparison: 238	62%	49%		Individual	NA	6-18 months	1 employment technician for every 20-25 people (compared to 1 per 45-55 in the comparison), and one prospecting technician for every 30-40 people (compared to one per 100 people in the comparison).
Plena Inclusión	435 people	Treatment: 232 Comparison: 203	3%	96%		Individual	NA	11 months	NA

## GLOSSARY

TERM	DEFINITION
Employability	Competencies and qualifications that enhance an individual's capacity to make use of the education and training opportunities available to secure and retain decent work, to progress within the enterprise and between jobs, and to cope with changing technology and labour market conditions.
Intermediate outcomes	Observable changes or impacts caused by the program that are not the outcome of interest, but necessary along the way to achieving a final outcome e.g. Increase in students who have passing test scores for the semester.
Causal impact	The causal impact of the intervention is the changes in beneficiaries that are caused solely by the intervention. The effect is estimated by measuring the difference in outcomes between treatment and comparison groups.
Random assignment or randomization	Randomly assigning participants to treatment or comparison groups. Only the treatment group receives the intervention.
Experimental groups	Groups created by the random assignment in a randomised evaluation.
Attrition	The final outcomes are not measured for individuals in the treatment or comparison group at the endline.
Take-up rate	Percentage of participants assigned to the treatment group who receive the intervention.
Unit of randomization	The level of observation (e.g., individual, household, school, village) at which treatment and comparison groups are randomly assigned.
Randomization clusters	A cluster is a group of units (individuals, households, schools, villages, etc.) that are randomized together to either a treatment or a comparison group in a randomized evaluation. Instead of randomizing at the individual level, cluster randomizations randomize at the group (cluster) level.
Comprehensive social inclusion programs	Programs that adopt a comprehensive and personalised approach to supporting social inclusion. One example is the one-stop shop approach to delivering social support.
One-stop shop	Centralised service delivery model that integrates multiple services into a single access point, aiming to enhance efficiency, accessibility, and user satisfaction.

Employment intensity

The ratio between the number of days worked and the total number of working days within a given period.