



TSUNAMI

A Traineeship as a Springboard out of UNemployment for those Affected by Mental Illness

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The TSUNAMI project aims at testing the effectiveness of an active labour market policy targeted at disabled with mental illness.

Increasing the employment of the mentally ill is a big challenge. It implies to face both the individual barriers represented by the working difficulties that every disabled has and the stigma which affects those having a mental disability. Few mentally ill have a job, few search for a job, few of them find one. Currently, programmes targeted at mentally ill are often based on the supported employment strategy: instead of focusing on the health issue, they directly focus on work as a solution, and consist in a rapid placement of the worker in the competitive market. The US experience shows that these types of intervention have a positive impact on employment, and that they are more effective than other types of intervention. Evidence on their effectiveness out of US is still scarce.

In the TSUNAMI project, realised in Piedmont (Italy) between 2016 and 2019, the intervention protocol consists in a short phase of counselling and preparation, in an internship experience in the competitive labour market and in a final phase of job search support. The central figure of this intervention is the job coach, a trained professional involved in managing the individual pathway, searching for suitable job and internship opportunities, supporting employer and employee.

The main objective of the project is to evaluate rigorously the effectiveness of the intervention in increasing the employment probability of participants. The impact evaluation is based on a randomised controlled trial.

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1. Foreword

Among people with disabilities, those with mental distress have greater difficulty in accessing labour market. Their condition is characterized by the alternation of periods of crisis with those of relative stability. This makes their adaptation to the social and working context both complex and necessary. This situation can be further aggravated by a variety of factors: on the one hand, the social stigma feeds the stereotype of the "crazy" individual unfit to satisfy the demands of constant productivity imposed by the labour system; on the other hand, public policies are not always able to integrate social services with health services - and only with difficulty are these able to support the most complex cases. All these factors often converge between them, eventually hindering full social participation and access into the labour market of people with mental health problems.

The employment rate of people with mental disabilities is quite low. Suffice it to say that in the early 2000s in the OECD countries the average employment rate of people with disabilities was around 40%, compared to an average level for non-disabled people of around 75%. The employment rate of the mentally disabled was decidedly lower, at around 25%, almost half compared to people with other forms of disability (in OECD countries the employment rate of the mentally disabled shows, compared to the non-psychic disabled, a contraction that goes from 30% to 60%, see OECD, 2010¹). In Italy, only 18% of people with disabilities of working age have a job (with a percentage of men double that of women); 56% are unable to work or retired and of the remaining part only one person in five is looking for employment (Istat, 2010²).

Private social organizations and public institutions have gradually become aware of the importance of the problem, thus putting into practice specific interventions and projects - such as the enactment of Law 68/99 - to favour the employment of people with mental health problems.

The **TSUNAMI** project - A Traineeship as a Springboard out of UNemployment for those Affected by Mental Illness - was submitted to the European Commission in 2015 with the aim of assessing if and how much an investment in internships increases the employment opportunities of people with mental illness.

The project is co-financed by DG Employment, Social Affairs and Inclusion whose mission is to promote social innovation and experimentation of interventions in the field of social and labour policies.

Tsunami started its activities in October 2016 and has a three-year implementation period. It involves a partnership composed of Regione Piemonte - Piedmont Region (project's lead applicant), Agenzia Piemonte Lavoro - Piedmont Agency for Labour (APL, involved in the policy implementation), Associazione per lo Sviluppo della Valutazione e l'Analisi delle Politiche Pubbliche - Association for the Development of the Evaluation of Public Policies (ASVAPP, involved in the impact evaluation), Fondazione Adecco per le Pari Opportunità - Adecco Foundation for Equal Opportunities (policy implementation), Inforcoop Lega Piemonte scr

¹ OECD (2010), *Sickness, Disability and Work: Breaking the Barriers: A Synthesis of Findings across OECD Countries*, Paris: OECD Publishing.

² Istat (2010), *La disabilità in Italia - Il quadro della statistica ufficiale*, Istat, Roma.

(policy implementation), Exar Social Value Solutions (policy implementation), and Sticking Economie en Cultuur (SEC, qualitative analysis).

2. The project

TSUNAMI places the working experience at the center of the intervention. In turn, the internship represents a pivotal and non-optional component, shaping a path characterized by high intensiveness and limited duration. The objective is job placement in the competitive labour market with a real job contract. The intervention proposed in TSUNAMI is inspired by the IPS - Individual Placement and Support approach - born in the United States and later developed/adopted in the 2000s also in many European countries³. Many evaluation studies assert that this approach would be able to achieve satisfying results, increasing considerably the chance to access the competitive labour market⁴.

Generally, interventions based on IPS involve the delivery of preparation and counselling services, supervised by a job coach, which aim at favouring the entry and permanence in the competitive labour market (basically in a job coherent with the skills and preferences of the worker), also with the provision of support services to both the employer and the employee in order to ease the worker's adaptation and to manage any critical issues in the first phases. The use of internships is not excluded, and may represent a brief parenthesis useful for settling in and getting acquainted with skills to spend at a later stage. As explained below, in the TSUNAMI project internships are not optional and represent a fundamental component of the intervention.

3. Job coaching

The path undertaken by the TSUNAMI beneficiaries is managed by the Job Coaches. They are professionals whose role is to assess the beneficiaries' potential for job placement, and to serve as intermediary to relate to potential employers, the local network of public services and the third sector.

The roles and duties of the Job Coaches are defined within the framework is outlined by National and Regional Laws regulating active employment policies, in particular the laws regulating the targeted job placement as foreseen by L.68/99⁵ and, in Piedmont, by the DGR n. 60-12707/2009⁶ laying down provisions concerning projects of job placement addressing individuals with mental distress.

³ Drake D., McHugo G., Becker D., Anthony W., Clark R. (1996), *The New Hampshire Study of Supported Employment For People With Severe Mental Illness*, Journal of Consulting and Clinical Psychology, vol. 64, n.2: 391-399.

⁴ Kinoshita Y., Furukawa T.A., Kinoshita K., Honyashiki M, Omori I.M., Marshall M., Bond G.R., Huxley P., Amano N., Kingdon D. (2013), *Supported Employment for Adults With Severe Mental Illness*, Cochrane Database of Systematic Reviews, vol.9, n. CD008297.; Marshall T., Goldberg R.W., Braude L., Dougherty R.H., Daniels A.S., Ghose S.S., George P., Delphin-Rittmon M.E. (2014), *Supported Employment: Assessing the Evidence*, Psychiatric Services, vol.65: 16-23.

⁵ Law 12 march 1999, n. 68 "Norme per il diritto al lavoro dei disabili".

⁶ DGR. n. 60-12707, 30 november 2009, "Indicazioni alle Province Piemontesi relative alla realizzazione di progetti di inserimento lavorativo rivolti a persone con disturbo psichico".

Job coaching consists in managing a process involving different actors whose objective is to work in favour of job placement: the beneficiaries of the intervention, the operators of the specialist support service, the company hosting/hiring the worker, the local social-health services (with particular reference to the Mental Health Centers); the local Public Employment Service office (PES).

This process is implemented and managed recognizing the actors involved as consultants, and empowering the person with mental distress. The output is the provision of skilled guidance, tutoring and support activities in the manifold business contexts which represent the environments for potential job placement.

The objective of the intervention is job placement and, more generally, the strengthening of employability.

4. Intervention protocol

The path of the person who chooses to participate is divided into distinct phases. For each phase specific activities are envisaged:

Phase 1 - Taking charge and assessing employability (analysis of the demand)

It is a welcome phase, in which the person is invited to take part in the process and is taken in charge by the job coach who will perform an assessment of the initial conditions of employability.

1. Collection of summary information through a preliminary telephone contact and / or letter;
2. Definition of the service agreement / pact (signed by the PAI); first assessment of employability, identification and activation of the service network.

Phase 2 - Implementation of the work integration support plan

This is a first orientation phase, in which the individual plan is defined, the details of the path are agreed mutually and a series of orientation and preparation (to the job interview, to the job itself) activities are carried out. In this phase the Job Coach works to activate the internship: it identifies the companies that can host the trainee, agrees with the companies the best way to insert the participating beneficiary, supports him/her during the insertion phase.

1. Counselling focused on support to work motivation and development of adaptation skills;
2. Interaction with the network of local services to support beneficiaries and assess their degree of participation;
3. Simulation of a job interview;
4. Search for firms available to host the internship;
5. Preliminary talks with firms' representatives and managers; meetings with the staff of the companies involved in the traineeship with the aim of preparing the placement of the trainee;
6. Trainee's introduction to the hosting company, definition of the training project and activation of the path;
7. Information to the trainee about the rules that govern his placement, his role and his duties.

Phase 3 – Internship

Phase in which the internship is active. The Job Coach monitors the progress of the experience, regularly contacting the employer and the trainee, and intervening when necessary to manage any difficulties.

1. Development of job skills applied to the specific context in which the trainee is placed; identification of job opportunities after the end of the internship in case of a positive outcome;
2. Individual interviews and monitoring of the training course; meetings aimed at mediation of conflicts; evaluation and support of the trainee's ability to meet the expectations and demands of the working environment;
3. Active involvement of local mental health services for the integrated management of problems encountered during the internship.

Phase 4 - Job search support and conclusion of the intervention

Phase dedicated to job placement: if the internship is successfully completed, the path continues with a series of services more targeted to job placement. The job coach evaluates the employability condition of the worker a second time, helps him to critically reflect on the experience gained during the internship and supports him in finding a job. In special cases the user can directly enter Phase 4 without doing an internship.

1. Individual interviews with the trainee aimed at reflecting on the positive and negative aspects of the experience;
2. Development of skills useful for job search; support to the trainee in the search for work and strengthening of his abilities in identifying employment opportunities.

The intervention ends with a discussion between the beneficiary and the operator regarding the results achieved and the skills acquired during the course.

The first two phases have a maximum total duration of 2 months. The internship can last from 3 to 6 months. The fourth and final phase can last up to 3 months. The total 11 months given by the 4 phases can be extended of further 2 months – this extension is useful to face a possible worsening of the pathology of the beneficiary or to allow the release for documents useful for the start of the traineeship.

5. The beneficiaries

The project is targeted at unemployed with mental illness. The eligible population is selected from the inflow of unemployed enrolling at regional PES offices (Public Employment Service) involved in the project. Information on users collected during the enrolment is used to identify the population eligible for the intervention, defined on the basis of the following criteria:

1. Unemployed people enrolled at Piedmont PES offices during the project recruitment period;
2. Having a 68/1999 law disability certification (reduction of work capability at least 46%);
3. Having a mental disability;
4. Not having an intellectual disability;
5. Age at the time of enrollment not exceeding 55 years.

Following enrolment at PES, people are contacted and asked to participate in the project. Furthermore, participation is precluded if they are involved in other activities (e.g. training) if not compatible with a traineeship.

6. The qualitative analysis⁷

6.1. The method

The implementation of the TSUNAMI project involves a complex institutional framework in which various public and private actors cooperate for the purposes of strengthening the occupational position of people suffering from mental illness. This implies that this social and labour policy experience can generate a wide range of impacts, detected by the qualitative analysis.

The qualitative analytic method applied here utilizes the so-called Value-Based Approach (VBA), which is theoretically grounded in cultural economics. The method is expedient for evaluating any long-term changes in the values (qualities) that policy interventions set out to produce, including, inter alia, well-being, professionalization, inclusion, knowledge sharing, and innovation.

The approach takes into consideration the interaction between various social and cultural factors, evaluating the different values they carry, as well as the different strategies for their realization apropos the established objectives. More specifically, given that the project involves multiple stakeholders - including people suffering from mental illness, cooperatives offering specialized support, employers, employment centers, and the mental health department - the impact, if present, is assessed in relation to the various qualities of the coaching intervention. In the long-term, this constitutes an important factor in aiding people with a mental illness to maintain their employment.

With respect to the four main phases of implementing the intervention protocol of job coaching (demand analysis, strengthening of employability, mentoring and employment support), the VBA evaluation as applied to the TSUNAMI comprises the following three phases:

Phase 1: identification of the fundamental values / qualities to be modified

This phase begins with a base line assessment that aims to identify the scope of the innovative objective of the intervention. Through conducting a focus group with all the stakeholders involved in the TSUNAMI, the VBA identified the values that they all had in common. In this phase, the values were subsequently divided into three categories: personal values (relevant only for individuals), group values (relevant to stakeholders), social values (relevant to society as a whole). The data was collected through a focus group with the consortium members.

Phase 2: identification of stakeholders and strategies

In this phase, the implementation of the intervention was analysed in relation to the main qualities that it sought to modify, namely by identifying and monitoring the different strategies that were put in place (activities, tools, working methods, communication) by the respective stakeholders. The expectations of each stakeholder and the possible criteria for subsequently evaluating the success of the project were also identified. The data is collected through a focus group with the members of the consortium.

⁷ The qualitative analysis is conducted by the Stichting Economie en Cultuur.

Phase 3: Evaluation of the changes

We distinguished between three levels of change that occurred following the implementation of the policy: social, professional, and at the level of the policy itself. Each level comprises different groups of stakeholders with different roles and functions; the evaluation was carried out with respect to each group through the use of an analytical grid defined during the previous phase.

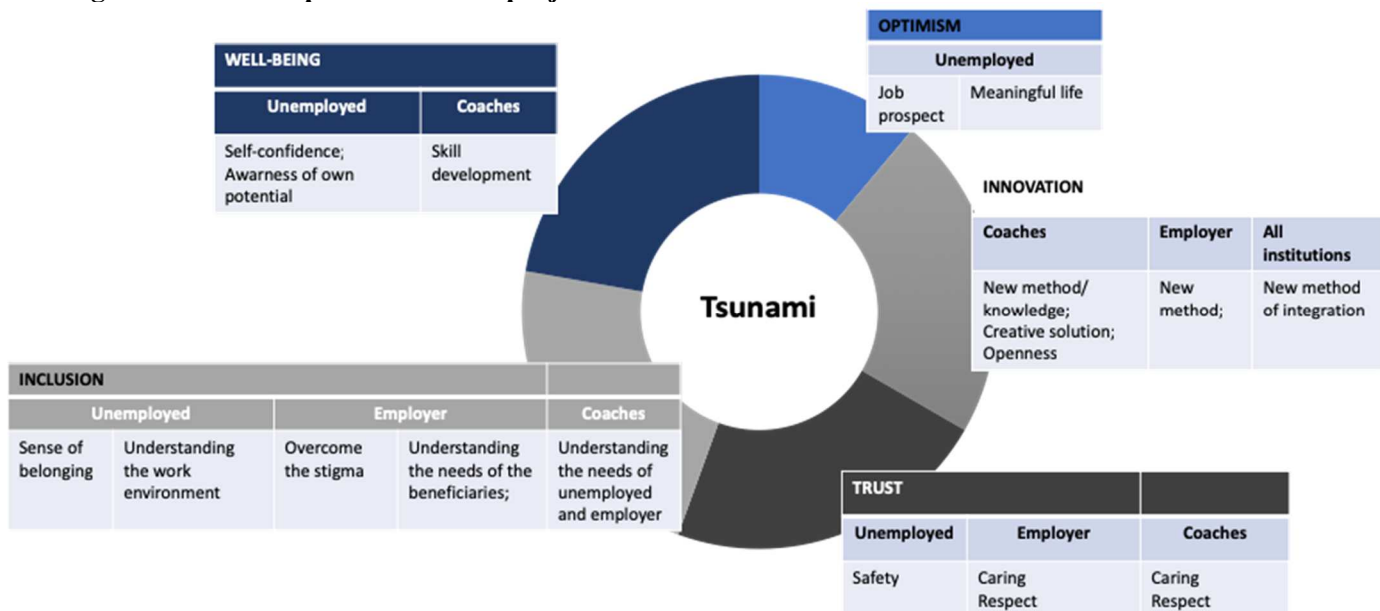
At this phase, the impact, if in fact there was any, was assessed in terms of the distance between expectations and what happened in practice. The data was collected through a series of focus groups with consortium members, representatives of the employment centres, as well as via a questionnaire distributed to companies and coaches. The data about the enterprises is based on 40 returned questionnaires (25 of which were completed surveys, while the remaining 15 were partially completed). In this phase, the data on the Job Coaches is based on 28 questionnaires (15 of which were completed, while the remaining 13 were partially completed). Both questionnaires comprised closed and open-questions.

6.2. The results

The fundamental values of the TSUNAMI project as defined by the consortium members of the project are well-being, inclusion, trust, innovation (creativity/new knowledge) and optimism (Figure 1). Pursuing these values within the framework of the TSUNAMI project translates not only into possibilities for increasing employment opportunities for people suffering from mental illnesses, developing the professional skills of coaches, and strengthening the institutional relations between the organizations involved, but also in terms of changing cultural perspectives (attitudes, behavior and mentality) towards this socially marginalized group. This realizes itself through the building of solid relationships between institutions and individuals based on the exchange of shared and common knowledge, empathy, respect, ability to stay together, and so on.

These values are of differing degrees of importance to the various actors involved in the project and are linked to their different characteristics. For example, the value of well-being pertains particularly to people with mental illnesses and job coaches. With respect to the former, well-being is closely linked to self-confidence and the awareness of one's own potential, while for the latter, the value of well-being is predominantly connected to the development of professional skills (Figure 1).

Figure 1. Value map of TSUNAMI project



After defining the main values shared by the project actors, the next step was to check the extent to which these values were realized and establish whether changes had been produced. The objective was to verify whether the project contributed to the development of an assistance model of work placements for people with mental health problems, which is based upon a more integrated relationship between the actors involved.

The most important and immediate changes that the job coaches and companies encountered pertained to the cognitive and relational abilities of the beneficiaries. Both job coaches and employers valued⁸ almost equally the following behaviors of people involved in the internships: an increased motivation to work; that users were ready to work in a sustainable way; improvement of their ability to manage relationships and stress at work. On average, to become more optimistic about the future was assessed by job coaches and companies as the least important factor (Figure 2).

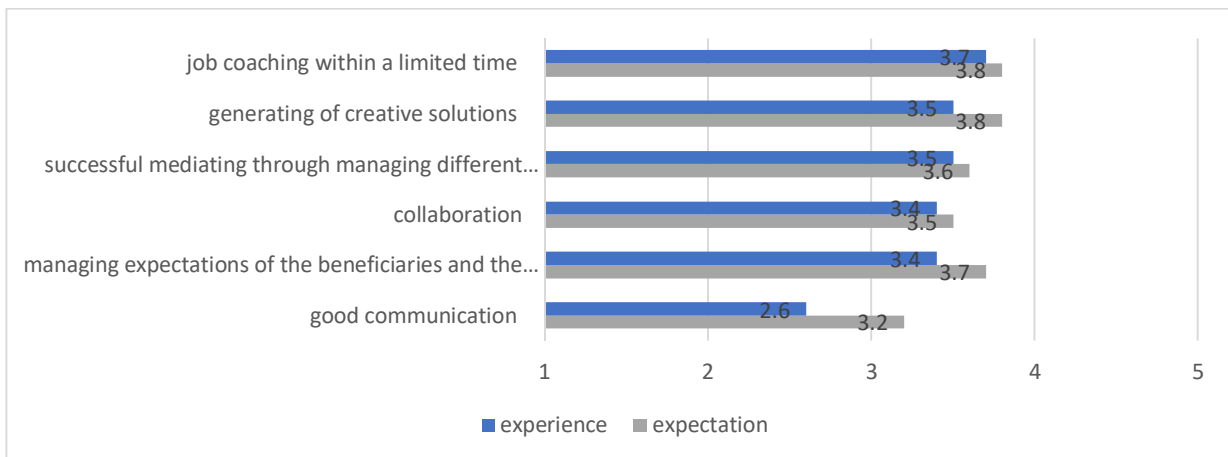
Figure 2. Job coaches' and companies' perspectives: TSUNAMI outcomes for the beneficiaries

⁸ The respondents rated their answers on a Likert scale from 1 to 5, with 1 being the least important and 5 the most important.



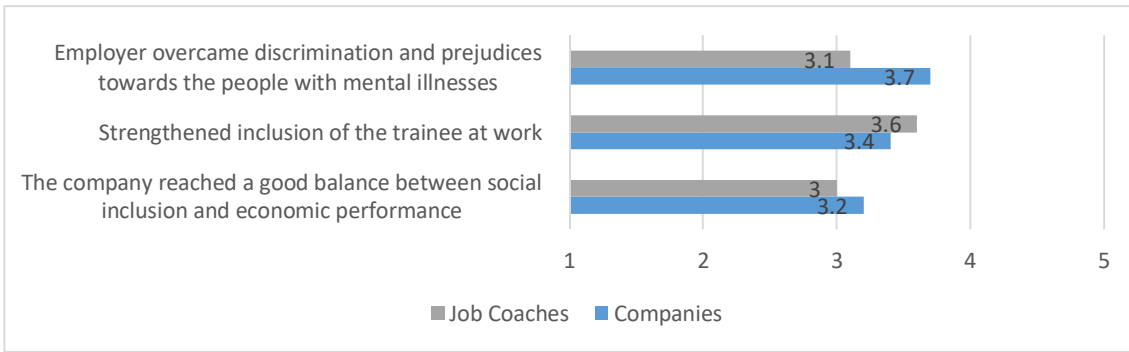
With regards to the professional development of the job coaches, they believed that the project made it possible for them to improve their professional skills, specifically in terms of offering assistance, to favour the employment of people with mental health problems in a shorter time, as well as improving their ability to find creative solutions when mediating between the needs of users and employers. Two further results that were highly valued by the job coaches was the degree of collaboration and the possibility of managing the expectations of the beneficiaries and employers (Figure 3).

Figure 3. Job coaches’ perspective: TSUNAMI outcomes for their professional development



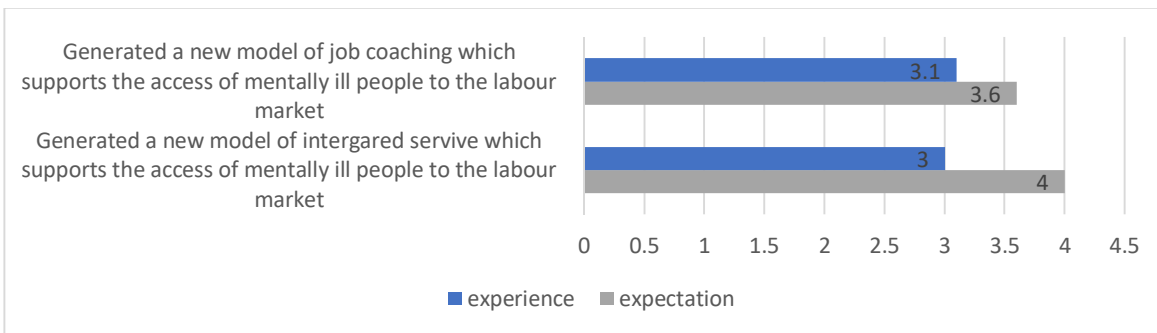
Both job coaches and companies appreciated the positive contributions made by the project to the companies themselves. Specifically, the companies believed that the project enabled them to overcome prejudices against people with mental health problems. From the job coaches’ perspective, the main result of the project was the inclusion of people within work who took part in it (Figure 4).

Figure 4. Job coaches’ and companies’ perspectives: TSUNAMI outcomes for the companies



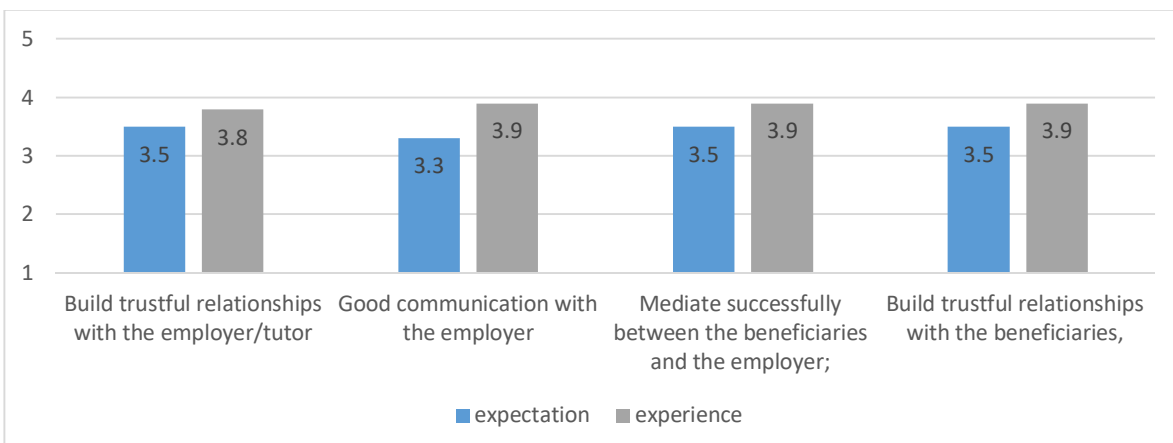
The job coaches considered it important that the project contributed towards creating a new model of assisting access to job placement through an integration between services and via the coaching process. However, their evaluation of these two aspects were lower than their expectations at the beginning of the project, which may signal that the policy intervention is still in its beginning phase and requires a longer period of implementation to achieve the desired impact (Figure 5).

Figure 5. Job coaches' perspectives: TSUNAMI outcomes for the integrated services



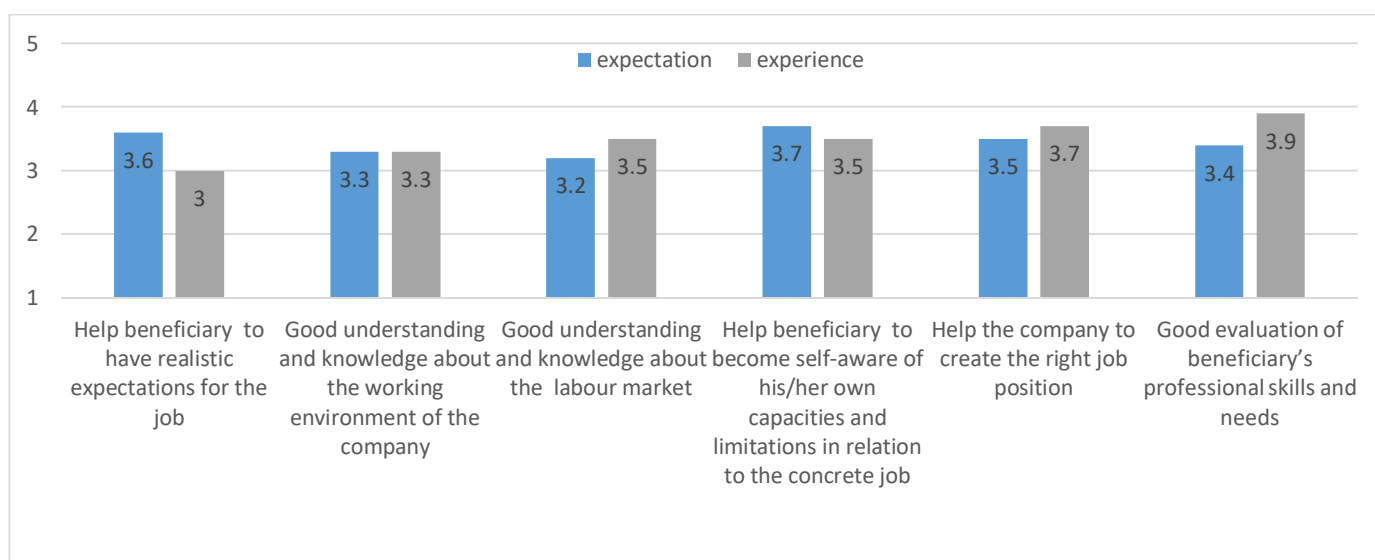
The method assessed the impact, in terms of the distance between expectations and what happened in practice. In this respect companies' valuation of job coaches' concrete interventions were highly appreciated for their relational aspects, which means that companies' experiences did, on average, exceeded their expectations, and, as such, can be considered as an impact from the perspective of the VBA method (Figure 6).

Figure 6. Companies' perspectives: Impact of the job coaches' intervention (relational aspects)



When it comes to analysing the concrete contributions of the job coaches to the concrete working environment, the assessment by the companies about their experiences is not far from their initial expectations. The assessments point towards there being an impact in relation to the understanding of the users' needs and professional abilities, in terms of the support given to the company to identify a suitable job, as well as regarding coaches' knowledge about the labour market. Concerning the other aspects, no significant changes emerged post-intervention (Figure 7).

Figure 7. Companies' perspectives: Impact of the job coaches' intervention (job/market aspects)



In conclusion, the project contributed to the development of a "community of practice" among the job coaches, by encouraging learning, teamwork, collaboration and construction of a common language between them. It also enhanced understanding and reduced stigma, both on the behalf of job coaches and employers, towards people with mental health problems. Moreover, the project reinforced the social inclusion and well-being of the participants in the work placement programme, along with enabling a better understanding of the complexity of the institutional structure in which the same project was implemented.

7. The experimental evaluation⁹

7.1. The evaluation design

The main objective of the project is to estimate the impact of the intervention on participants. More specifically, we focus on the effectiveness of the intervention in improving the employment chances of participants: our outcome of interest is being hired/employed with a real job contract. As regards internships, they are not a real job contract, thus they are not considered a positive

⁹ The experimental evaluation is conducted by ASVAPP.

outcome. They can be seen as a mere tool to favour training and a bridge toward real employment, but an individual path coming to an internship without real employment cannot in any way being considered a successful result

The TSUNAMI impact evaluation is based on a randomized controlled trial (RCT, or experimental evaluation). The logic underlying the RCT is simple. Two distinct, statistically equivalent groups are created via random selection from the pool of eligible units. A group, called experimental, is offered the intervention subject to evaluation (the “treatment”), while the other group, called control, does not receive the treatment (in the case of TSUNAMI, the control group could anyway benefit from already existing services).

The effect of the intervention is estimated as the difference between the results (e.g. employment rate) achieved by the two groups: the results of the control group are used to estimate the expected results for the experimental group if it had not been exposed to the treatment. Therefore, a more favourable result of the experimental group compared to the control group suggests the effectiveness of the intervention.

In TSUNAMI the two groups (experimental and control) are created starting from the inflow of unemployed enrolling at PES offices. The randomization is not based on individuals, but on territories. In Piemonte there are 30 districts, each one with a separate PES office; since the PES districts can be quite different, in terms of both size and opportunities, our strategy consists first in creating pairs of PES with similar initial conditions (similar expected inflow size and expected post-enrolment employment rates), then in randomising each pair. As regards the town of Torino, which has only one PES office and whose size is approximately one third of the whole region, it has been split in two (similar) halves, each one randomly assigned to one of the groups. In Table 1 the assignment of the territories to the two groups are summarized.

7.2. Description of participants

Between november 2016 and december 2018, 1.586 eligible unemployed enrolled at PES offices. 851 of them were assigned to the experimental group, 735 to the control group (Table 1). As expected because of the randomisation, the main characteristics of people in the two groups have an equivalent distribution (Table 2).

Table 1. Unemployed enrolled at PES offices November 2016 – December 2018				Table 2. Main characteristics of the groups		
Experimental group		Control group			Experimenta l group	Control group
Site	N	Site	N			
Alba	88	Acqui Terme	11	Age (avg)	38,5	38,4
Asti	76	Alessandria	59	Foreign born	6,3%	5,3%
Borgosesia	32	Biella	25	Women	41,4%	41,9%
Casale	34	Borgomanero	60	High school degree	33,4%	36,7%
Monferrato	27	Chieri	29	Reduced work capability ¹⁰ (avg)	68,1%	69,8%
Chivasso	25	Cuneo	47	Had a job in the previous 12 months	58,3%	60,1%
Ciriè	25	Cuornè	16			
Ivrea	60	Fossano	34			
Novara	12	Moncalieri	82			
Novi ligure	30	Mondovì	19			
Orbassano	64	Omegna	27			
Rivoli	22	Pinerolo	42			
Saluzzo	276	Settimo Torinese	40			
Torino nord	38	Susa	21			
Tortona	42	Torino sud	198			
Vercelli		Venaria	25			
Total	851	Total	735			

Every month the inflow of new unemployed was extracted from PES databases, eligible people were identified and assigned to the two groups. People belonging to the experimental group were signalled to the job coaches. After the first meeting with operators and a first employability evaluation, unemployed were offered to participate in the project. 417 of them did not participate, mainly because they were not interested in it. Other reasons were i) the fact that they were considered not employable by the job coaches, and ii) the fact that they were already engaged in other activities when invited.

433 unemployed accepted to participate. 329 of them dropped then out. The main reasons of drop out were i) a loss of interest in the project and ii) the impossibility of beginning an internship within the time requested by the intervention protocol. Currently 12 unemployed are still involved in the project, while 92 have completed it (Table 3).

Summing up, 120 unemployed out of 434 participants have done an internship (the so-called Phase 3), 88 have received support to job search (Phase 4). The overall take up rate of the project

¹⁰ The “reduced work capability” rate varies between 0% and 100%. Unemployed with a certified disability must have a reduced work capability of at least 46%.

is 51% (434 participants out of 851), while the internship take up rate is 14% (120 interneers out of 851).

Table 3. Participation status of eligible unemployed

Participants	433
Ongoing	12
Drop out	329
Completed	92
Non participants	418
Total	851

7.3 Results

The hypothesis underlying our experiment is that a path of tailored activation services, along with an internship, can ease the entry in the labour market, helping to overcome both individual barriers and the external barriers (e.g. reducing the employers' distrust). As already said, we look at internships only as a means for increasing the employment chances, not as a positive outcome of the intervention. The only successful outcome is the employment in competitive market with a real job contract.

The impact evaluation aims at assessing whether the proposed intervention is really helpful: can it change the employment probability of participants? We estimate its impact comparing the post treatment employment outcomes of the experimental group with those of the control group.

Our results come from the analysis of administrative data from the regional labour market information system, the SILP (Sistema Informativo Lavoro Piemonte). Data used in the analysis here reported are updated at February 2019. In Table 4 the main results are shown: employment and internships in the first 12 months after participation for the inflow of unemployed enrolled at PES between November 2016 and February 2018.

The comparisons in Table 4 show that the project produces a visible increase in internships: in the control group only 9% did an internship in the first 12 months, while in the experimental group the percentage is 20%. This big difference is to be ascribed to the project. If we look at job contracts, we do not see instead any remarkable impact: the percentage of people who had a job is substantially the same in the two groups (23% e 24%), and the difference is statistically non significant.

Figure 11 extends the comparisons beyond 12 months, up to 21 months after recruitment, showing the monthly employment rates and internship rates in the two groups¹¹. First of all, Figure 11 shows more clearly the evolution of internships, and the fact that their increase is, as expectable, limited to the first 12 months, in which the participants may be involved in the project's activities. Second, in the whole post recruitment period up to the 21th month, the employment rates in the two groups are quite similar, with no significant differences.

¹¹ In order to do a comparison on a more extended time window it is necessary to progressively reduce the observation to the less recent cohorts of eligibles: the less recent they are, the more is the distance between their recruitment and June 2019.

Table 4. TSUNAMI impact estimates (June 2019)

	Control group	Experimental group				ITT
		All	Participants	Involved in internships (Phase 3)	Involved in support to job search (Phase 4)	
Had a job in the first 12 months	0.25	0.23	0.25	0.29	0.49	-0.02
Did an internship in the first 12 months	0.09	0.20	0.31	0.98	0.82	+0.12**
N	539	636	327	89	79	

** statistically significant for $\alpha=5\%$

It must be noticed that the results presented so far refer to the comparison between the whole experimental group and the control group. As a matter of fact, we know that many in the experimental group did not participate. Therefore we haven't yet estimated the impact of the "treatment" but just the impact of the opportunity to participate. In the scientific literature this is called Intention To Treat effect (ITT).

In order to estimate the impact of treatment we must consider that not all eligible unemployed participated. The solution consists in correcting the ITT taking into account *how many* eligible workers did really participate. In our case this correction, which rely on the use of a statistical method known as "instrumental variables estimation", allows us to consistently estimate the impact of treatment on the treated population (*Average Treatment effect on the Treated*, or ATT).

Figure 8. Employment and internship rates in the two groups



If we want to focus on the impact of the “treatment”, we must first clarify what the “treatment” is. We do it using two different criteria:

- The treatment is the participation. In this case the treated unemployed are all the participants, corresponding to 51% of the experimental group;
- The treatment is participating and doing an internship. In this case the treated unemployed are those reaching Phase 3 of the project, corresponding to 14% of the experimental group.

Table 5. TSUNAMI impact estimates

	ITT Assignment	ATT Participation	ATT Participation+internship
Had a job in the first 12 months	-0.02	-0.03	-0.12
Did an internship in the first two months	+0.12**	+0.23**	-

** estimates statistically significant for $\alpha=5\%$

The low take up rate of the project leads to a remarkable correction of estimates, whose entity is now quite higher than the ITT. We can now assert that the participation in the project leads to an increase of more than 20 points in the percentage of doing an internship. We say again that it cannot be considered a successful outcome. The final outcome of interest is employment. And the impact of the treatment on employment, whatever the definition of treatment is null: all our estimates of the impact on employment rates are non significant.



APL is the Public Agency for the Labour Market of the Piedmont Region, and since 2016 has been coordinating and managing the regional Public Employment Service (PES) offices. The APL ensures, through the 31 CPI, the provision of LM services and policies as well as services for the placement of disabled people and recruitment in the public administration. Its role in TSUNAMI concerns the management of the 15 involved PES offices.



ASVAPP is a research institute involved in public policy analysis and evaluation. Our mission is to spread the culture of evaluation, and to strengthen the role of programme evaluation in public administration and foundations in order to promote an evidence-based approach to programme design and implementation. ASVAPP is responsible for the design and realisation of the experimental impact evaluation of TSUNAMI.



Exar is a social enterprise, operating in Piedmont Italy, engaged in developing services and projects on employability and labour policies, as well as diversity management advisory.

Exar, through a close combination of expertise in welfare issues, social inclusion and job services, promotes a wide range of activities and high social content solutions for local development, public administration, companies and employers. Exar within Tsunami project carries out job coaching management.



Stichting Economie & Cultuur

The aim of the Stichting Economie & Cultuur (SEC) is to develop and spread knowledge in the field of cultural economics. The aim is to gain a better understanding of the challenges that we encounter in the interface between society and the economy and to diffuse knowledge on the new insights that research in various disciplines generates. SEC builds its knowledge on the expertise of its members as scholars working at Erasmus University. SEC within Tsunami project carries out qualitative analysis.



In 2001, in order to achieve better integration and more Corporate Social Responsibility in the labour market, Adecco Italy launched the Adecco Foundation for Equal Opportunities for a new approach to reintegrating people at risk of social exclusion. The role in TSUNAMI project: recruiting and training process for the job coaches, definition of the final intervention protocol, implementation of the job coaches networking.



Inforcoop is an organization specialized in the delivery of job training, counseling and placement services to disadvantaged individuals. Forcoop's staff are trained professionals and provide comprehensive vocational assessment and support services to people that are disadvantaged for any social or individual reason. Inforcoop within Tsunami project carries out job coaching management.



The Piedmont regional government is involved in the TSUNAMI project through its Social Cohesion Department, which is engaged in designing and managing interventions in several fields, including labour and social inclusion. In the TSUNAMI Project they play the double role of both partnership's coordination for financial and administrative tasks, and interaction with the EU for general project management.

