

- Te Ara Mahi – focused on lifting regional productivity potential by upskilling local people and connecting them to local employment opportunities, especially those who may not be eligible for other government funding, e.g. a stay at home mum looking to enter the workforce or a young person living at home who is not working but not on a benefit
 - He Poutama Rangatahi – an initiative that funds community-based initiatives to support rangatahi aged 15-24 who are most at risk of long-term unemployment on the pathway to employment. These initiatives are regionally-led and work with a range of local stakeholders to provide sustainable outcomes for this disadvantaged group
 - Sector Workforce Engagement Programme, a cross-agency initiative established in 2016, led by MBIE, to improve employers' access to reliable, appropriately skilled staff in specific sectors while giving priority to domestic job seekers.
- 58 In the COVID-19 context, MBIE is working with other agencies to allocate the \$100 million COVID-19 Worker Redeployment package, to provide short-term employment for displaced workers in highly affected regions and sectors. MSD has been facilitating training and support to assist displaced workers to take up the identified redeployment opportunities.

Other agencies also have a role in employment support and ALMPs

- 59 The primary sector has a shortfall of workers across many industries. Forestry has had redundancies in Tairāwhiti as a result of COVID-19. The Ministry of Primary Industries (MPI), in collaboration with MSD, is proposing a primary industries employment package to assist with industry reskilling, career pathways and attracting new jobs and people to primary industries.
- 60 MPI and MSD are working together to refine the proposal's initiatives, with MSD bringing in its regional labour market expertise informed by direct engagement with job seekers and employers affected by COVID-19, as well as its core responsibility for training and employment services. MPI knowledge of primary sectors, rural communities, Māori agribusiness and its existing relationships, will complement MSD's own work.
- 61 MPI also intends to collaborate with other relevant agencies including MBIE, Te Puni Kōkiri (TPK) and MOE to avoid duplication with other initiatives. This includes close engagement with the PDU to ensure alignment of regional development activities. MPI engages with MSD, industry, TEC and providers to ensure primary industry workers have access to appropriate industry specific training.
- 62 TPK's successful Cadetship programme supports employer-driven upskilling and re-skilling activities for Māori employees (of all ages), enabling them to progress towards higher-skilled positions. Cadetships has demonstrated a positive impact on Māori earnings, skills and employability, and improves business productivity. Annual funding of around \$5m provides for 400 to 500 places on the scheme each year.
- 63 The Ministers of Māori Development and Employment have asked for advice on expanding the Cadetship programme to 1500 – 2000 places and potentially higher than this in future.
- 64 The Department of Corrections (Corrections) works to improve employment opportunities for people in its care. This includes greater access to education, training and employment through relationships with industries, employers and iwi to match job seekers with individual business needs.
- 65 Correction's end to end recruitment service, This Way for Work, is a dedicated employment service for people with criminal histories, providing career planning through to job placement and in-work support. It has placed over 4000 people since it began in November 2016. A cross agency partnership between MSD and Corrections provides intensive case management to support people released from prison into employment that is sustainable for 12 months or more.

- 66 The Ministry of Pacific Peoples (MPP) co-designs and delivers innovative programmes to improve community outcomes. Its Tupu Aotearoa programme supports young Pacific people aged 15-29 living in Auckland, Wellington and Christchurch metropolitan areas, and those aged 15-39 living in Waikato, Bay of Plenty, Manawatū/Whanganui, Hawke's Bay, Otago and Southland regions, to access education and training opportunities and sustainable employment.
- 67 The Treasury also has an interest in ALMP and other employment policy through its coordination of the budget process. This is an important tool to facilitate decision making that funds higher value programmes while rationing those without proven effectiveness. The Treasury's responsibility for productivity and wider economic goals, its coordination and strategy role as a central agency and in ensuring policy is aligned with the government's wider economic and fiscal strategy, are also important aspects for successful ALMP development and delivery.

An initial stocktake of ALMPs has been completed and we have identified some key areas where further work is needed

- 68 Key agencies have completed an initial stocktake (appendix one) of the ALMPs they already, or are about, to deliver (as MSD has many ALMPs, only key services have been selected for analysis at this stage). This iteration of the stocktake is relatively high-level. It contains key information on the programmes including participant numbers, to provide a sense of the scale of the initiatives². More granular work could be completed, and the scope could be widened to include more agencies.
- 69 Current ALMPs are mainly targeted at beneficiaries and people with high barriers to employment although existing provision does not always effectively serve those cohorts such as people with mental health conditions. Further, few ALMPs in the stocktake target newly, or about to be, displaced workers and it appears that none explicitly target older workers.
- 70 Many government agencies have already scaled-up or introduced new programmes since the onset of COVID-19, some of which are specifically designed to respond to newly displaced workers. This includes MSD's and Rapid Response Teams (regional service), MBIE's COVID-19 worker redeployment package and TEC's continued provision of updated information for those most at risk of worker displacement, along with its targeted content campaign. The following three areas are where we recommend providing further advice to support decisions about where additional investment might be required.

Retaining apprentices can support longer-term recovery

- 71 Evidence suggests that in a recession firms often reduce the employment of apprentices and trainees. Therefore, the focus needs to be on maintaining existing apprentices as well as supporting new cohorts into apprenticeship opportunities.
- 72 The stocktake has identified potential to scale up some trades training and apprenticeship-based programmes but further work is needed to ensure employers and training providers have the willingness and capacity to engage, and to map the range of work agencies are doing or propose doing, in this area.
- 73 The advantage of these types of programmes is that they maintain employment and aid economic recovery by ensuring there is a skilled workforce available when economic growth resumes.

Some newly displaced workers may seek support to understand their skills

- 74 There may be an opportunity to further explore the best level and type of skills assessments needed to support newly displaced workers. An ALMP to help people

² Participant numbers in the stocktake are generally for the 2018/19 financial year to enable information to be presented with a financial year view. Current numbers may be different to what is provided in the stocktake.

understand their skillset and how they can apply their skills in the current labour market may help newly displaced people who need this type of support. It may be valuable to those who have been in their job for an extended time, enabling them to more quickly match to new jobs where these are available.

- 75 MSD's Rapid Return to Work programme includes assessment of transferable skills for new applicants to JobSeeker Support. Current eligibility requirements do mean that at present, it may not reach all people who need that help.
- 76 TEC can contribute to this work through its careers information and guidance function, use of NZQA's New Zealand Record of Achievement, knowledge of transferrable skills and through micro-credentials funding. There may also be more scope for use of recognition of prior learning to help fast track retraining workers for new roles.
- 77 The OECD also recommends establishing training and pre-training counselling to ensure people choose and get the right training at the right time and avoid costly but ineffective training e.g. through early needs assessments for displaced workers. This could also identify displaced workers who need more intensive re-employment support, as the group is very heterogeneous, and a one-size-fits-all approach is not recommended.
- 78 While the "newly displaced" cohort is likely to include people who have been in the same role for many years and have not thought about the transferability of their skills, more work is needed to understand the range of people expected to be affected. Some sectors (such as aviation and tourism) have seen displacements already where they traditionally do not happen. However, it is not yet clear how potential displacements will play out as Government support evolves over the next few months (particularly as the wage subsidy is removed or reduced). MBIE is undertaking work to understand the sectoral impacts of this crisis. This will help provide useful insights into who may become "newly displaced," which can help shape the nature of the ALMPs that may be needed to support them.

There may be opportunities in sectors that have been historically supported by migrant labour

- 79 Analysis also needs to consider the industries that have historically relied on migrant labour that will be negatively impacted by border closure, and how the current domestic workforce could be redirected to supply those sectors. MSD has recently partnered with MySkill to deliver free online training for anyone wanting to upskill or retrain for a job in the home and community health sectors including aged care, a sector that has historically relied on migrant labour. MBIE also has extensive experience through the Sector Workforce Engagement Programme with supporting sectors that have historically relied on migrant labour to employ local people.

A consistent approach to evaluation can improve our understanding of effective ALMPs

- 80 While there is no consistent approach to the evaluation of current ALMPs across government, MSD does evaluate the effectiveness of its ALMPs annually, using a common methodology to measure outcomes. This includes measuring outcomes over the longer-term.
- 81 Just over half of the ALMPs included in the stocktake have been formally evaluated. It is also important to note that different programmes require different implementation timeframes to show effect. For example, activation/matching/job search interventions generally have short-term impacts on time in employment, but limited effects on income, as people remain in the same level in the labour market. It is important to build in good evaluation from the outset.
- 82 While training and education programmes can have significant positive impacts, they can take time to show any effects. People need to complete the training and translate the gain in human capital development into employment and income progression. Education and training are most effective when it is tailored to what employers need.

- 83 The effectiveness of ALMPs is sensitive to their implementation. The effectiveness of programmes can be improved through good design and implementation combined with an ongoing process of monitoring the effectiveness of individual interventions. Therefore, while we need to align investment decisions with effectiveness of the specific programmes, it may also be possible that changing the design in response to what is learned from evaluation can result in an improved product that better achieves the outcomes sought.
- 84 As part of collaboration on the best mix on investment and working together to determine the best agency to deliver programmes as they are reviewed or developed, agencies will also consider how the evaluation process can be strengthened. Agencies may also consider new partnerships with private providers to achieve more innovation programmes or products such as the MSD – MySkill partnership.

Next steps

- 85 If you agree, you will receive further advice on the key areas proposed for further consideration:
- apprenticeships; specifically mapping agency engagement across ALMP apprenticeship products (e.g. Mana in Mahi)
 - skills assessments for the newly displaced including a unified view on the best level and type of provision that might be required for increased demand
 - workforce development for industries historically reliant on migrant labour.
- 86 Agencies will also provide advice on the proposed joint Ministerial work programme on employment and labour market initiatives. This will include initial mapping of work agencies are engaged in regarding apprenticeships, to be provided for the Labour Market Ministers Group meeting during the week of 4 May 2020.
- 87 Agencies will provide additional advice on skills assessments for the newly displaced and workforce development for industries historically reliant on migrant labour, for Labour Market Ministers meetings over the coming month. Engaging and partnering with Māori and iwi will also inform agency work in these areas and on ALMPs more generally.
- 88 Government will need to consider its investment in light of the existing suite of ALMPs provided in the stocktake, the increased demand that is expected as a result of COVID-19, and the existing infrastructure that can be used to scale up and deliver effective interventions.

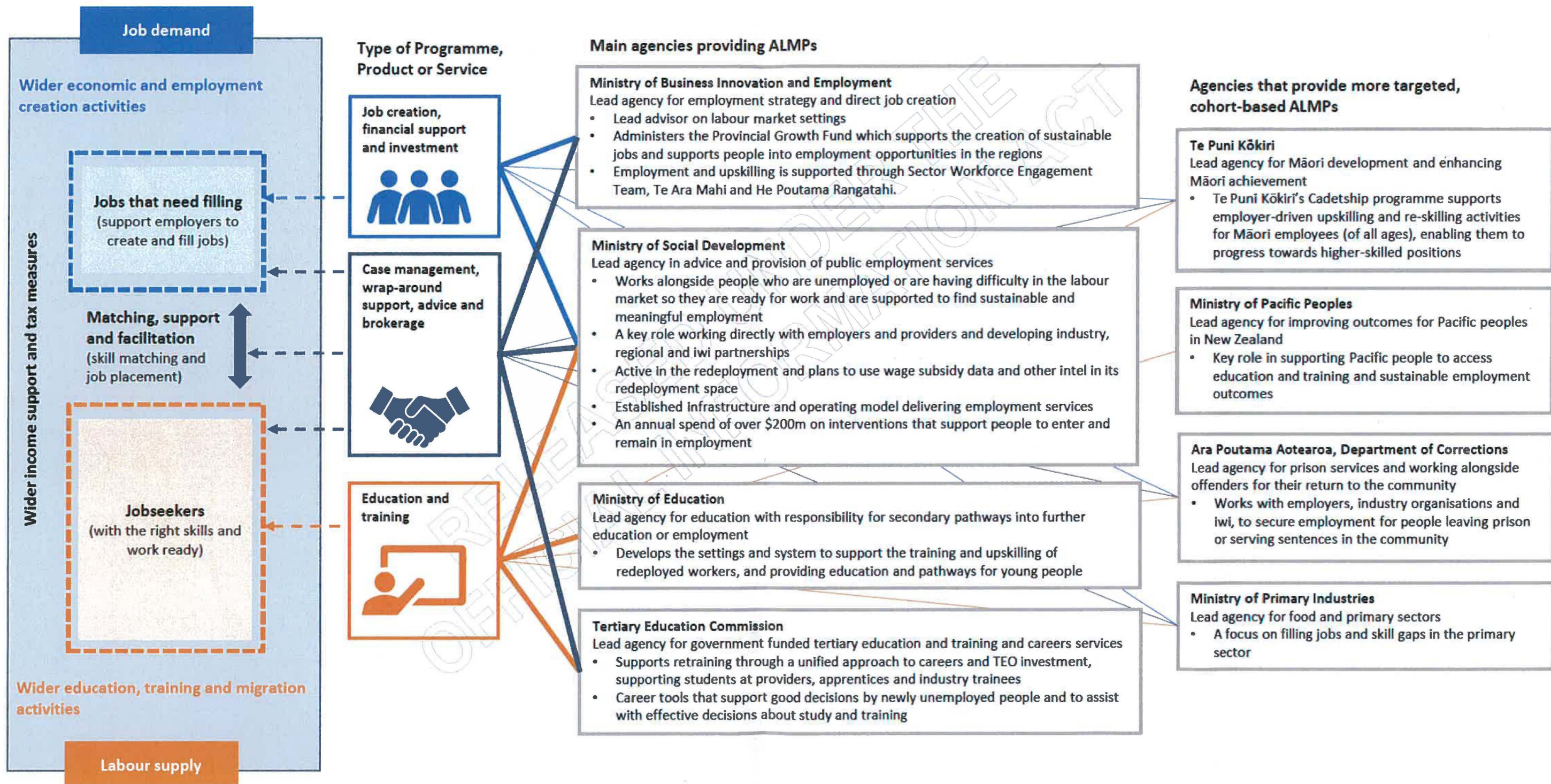
Appendix

- 89 The ALMP stocktake and A3 illustrating agencies engagement in ALMPs, are attached.

REP/20/4/432 (Ministry of Social Development)

3197 19-20 (Ministry of Business, Employment and Innovation)

T2020/1295 (The Treasury)



Active Labour Market Programmes, Services and Products – Initial Stocktake

Job Creation, financial support and investment					
<ul style="list-style-type: none"> • Direct job creation through public sector employment opportunities or through the subsidisation of private sector jobs. • Targeted wage subsidies that support a disadvantaged jobseeker into employment. • Funding, grants or allowances that directly support a person to get or keep a job, or to participate in work-related training. 					
Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019 ¹	Location	Effectiveness and potential to scale or expand.
MPI	One Billion Trees (Te Uru Rakau) is delivering the Government set a goal to plant one billion trees over 10 years. The aims include to diversify income, invest in the future, improve land productivity, tackle environmental issues and create jobs.	Māori	N/A	National	TBC
MBIE	Provincial Growth Fund supports sustainable economic growth and job creation in the regions, increase social inclusion and participation and enable Māori to realise aspirations in all aspects of the economy.	Regional New Zealand (with a focus on Māori)	2,586 have been employed in PGF projects (as at March 2020)	National – not urban	TBC – A benefits realisation project is underway. With existing teams and connections in the regions there is potential to upscale and/or support Government interventions to COVID-19 in line with the repurposing of PGF funds announced on 7 April 2020. ²
MSD	Activity in the Community projects offer opportunities to help people gain voluntary, unpaid experience in a community or voluntary organisation (e.g. churches, charitable trusts). It aims to help people, including sole parents, people with a health condition and disabled people who want to develop more skills, increase their confidence and participate in their community.	Sole parents, people with health conditions and disabilities (but open to others)	169	National	Potential to upscale. Formal evaluation showed mixed effectiveness.
Te Puni Kōkiri	Cadetships supports employers to develop, mentor, train and grow full-time permanent Māori staff so they can take on more senior roles within an organisation. The Cadetships programme supports employers developing full-time cadets for at least six months, in permanent jobs. Employers can receive up to \$10,000 for each cadet, but they must commit to their structured and tailored mentoring, training and development.	Māori of all ages in the workforce	455 cadets (individual employees) at 43 different employers	National	Potential to significantly upscale, funding dependent. The programme was positively evaluated in 2013 and 2018.

¹ Participant numbers are generally for the 2018/19 financial year to enable information to be presented with a financial year view. Current numbers might be different to what is provided in this stocktake.

² The Government has announced work to repurpose PGF funds, with four criteria each emphasising employment outcomes: immediate support for the redeployment of displaced employees into critical sectors including horticulture and manufacturing in the immediate term, and later through public works activities; national programmes delivered across all regions that will provide support for employment and community resilience into the longer term, such as apprenticeships; business investments that will generate job creation opportunities in the short term and support the rebuild of the economy beyond the recovery, particularly in the primary sector and manufacturing; infrastructure investments under \$10 million that will support employment in the short term and strengthen fundamental infrastructure in surge regions.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019 ¹	Location	Effectiveness and potential to scale or expand.
MSD	Flexi-wage is a subsidy paid to employers to hire disadvantaged job seekers. The subsidy can be for up to one year and is not more than the minimum wage for a person working 30 hours a week.	People at risk of not getting a job	6,039	National	Potential to immediately upscale subject to available jobs. The changing employment environment may also require the average duration and quantum of the subsidy to increase in order to decrease the risk for employers of taking on new staff. Flexi-wage has been formally evaluated and has promising effectiveness with positive impacts to income, employment and welfare. ³
MSD	The Flexi-wage Self Employment programme provides financial assistance for people receiving income support starting their own business. Assistance can be a combination of grants to cover capital costs for establishing the business and a subsidy to cover the initial establishment of the business until cash flows are large enough to support the participant. The Flexi-wage Self Employment subsidy can be given on its own, or in conjunction with the Self-Employment Start-up payment.	Working age and disadvantaged in the local labour market and at risk of long-term benefit receipt	194	National	Due to its current low client numbers there tends to be one specialist MSD case manager in each region who processes and administers applications. Additional staff would need upskilling to process higher volumes. We expect a larger proportion of people coming onto benefit will be appropriate candidates for this subsidy than pre-COVID clients. Not yet formally evaluated – too soon to rate.
MSD	The Mainstream Employment Programme provides a package of subsidies, training, and support to help people with significant disabilities to gain sustainable employment. The programme provides an 80% salary subsidy for the first half of an agreed term of up to one year, and a 50% salary subsidy for the second half, funding for agreed external training, specialised equipment or other assistance for the participant and ongoing support for participants and their supervisors.	Disabled people and people with health conditions	45	National	Not yet formally evaluated – too soon to rate.
MSD	Flexi-wage Project in the Community is a subsidised voluntary community-based work experience programme. The programme is designed to allow participants to experience project-based work where they can develop work habits and general on-the-job skills. The secondary goal is to assist with the completion of community or environmental projects that would not otherwise be undertaken.	None, but priority given to those in receipt of a work-tested benefit	298	National	Not yet formally evaluated – too soon to rate.

³ Information about MSD's process of evaluating its employment interventions is provided at the end of this table.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019 ¹	Location	Effectiveness and potential to scale or expand.
MSD	Mana in Mahi - Strength in Work pays a wage subsidy to employers who are willing to hire a person in receipt of a main income support benefit and offer that person an industry training qualification, including apprenticeships. The wage subsidy is equivalent to one year of the Jobseeker Support rate, approximately \$9,580. Additional supports for young people and employers are required in order to ensure participants access and succeed in industry training. Mana in Mahi is designed to achieve sustainable employment outcomes, particularly in industry sectors where there are skill shortages.	Youth (but available to all ages), disadvantaged in the local labour market and at risk of long-term benefit dependency	247	National	<p>Potential to immediately upscale subject to availability of jobs and MSD resource. The changing employment environment may also require Mana in Mahi supports to change, including the duration and quantum of the subsidy, to better support employers to retain existing participants, and encourage more employers to take part in the programme.</p> <p>Mana in Mahi has already significantly expanded in the last year and, as of the end of March 2020, has placed 717 clients into Mana in Mahi opportunities.</p> <p>Not yet formally evaluated – too soon to rate. However, as of the end of March 2020, 440 (90%) of active and completed clients have a training pathway in place, and 361 (82%) of these clients are working towards NZQA level 3 and above, demonstrating sustainable outcomes for youth.</p>
MPI	Sustainable Land Management & Climate Change Research are 17 projects (which have duration of 1-3 years) that assist the agriculture and forestry sectors with the challenges arising from climate change, supporting impacts, adaption and mitigation strategies. They include advanced seminars for rural professionals to upskill on climate change and impact on farmers and what they can do to mitigate climate change.	Rural professionals	Unknown	National	TBC
MSD	3k to Work is a non-taxable \$3,000 incentive payment for clients who want to relocate to secure sustainable, full-time employment in another region. Applicants for \$3k must cancel their benefit as part of the qualifying criteria.	Beneficiaries	952	National except Auckland & Canterbury (under review)	Not feasible to rate for effectiveness.
MSD	The Business Training and Advice Grant programme helps people receiving income support to investigate whether they want to start their own business. The grant can be up to \$1,000 (including GST) per person, per project. The grant can be used to gain business skills training, develop a business plan, and solicit advice, during the start-up period for a business. Often people use the Business Training and Advice Grant to develop their business plan as part of their application for financial assistance to set up a business (eg Enterprise Allowance, Flexi-wage Self-Employment).	Beneficiaries	289	National	Not feasible to rate for effectiveness.
MSD	Childcare Subsidy is a non-taxable payment that aims to assist people with dependent children to undertake and remain in employment, education or training.	People with dependent children	63,621	National	Not feasible to rate for effectiveness.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019 ¹	Location	Effectiveness and potential to scale or expand.
MSD	Training Incentive Allowance (TIA) covers the necessary and reasonable costs of attending a course and includes transport, childcare, course fees, equipment and books. The aim of TIA is to enable participants to undertake employment-related training to improve their work skills and increase their prospect of moving into full-time or part-time employment.	Sole parents, people with long term health conditions or disability	862	National	Potential to upscale. The TIA has been formally evaluated and has mixed effectiveness, with positive impacts to qualifications and study and no change for employment measures.
MSD	The Course Participation Assistance (CPA) provides a grant of up to \$1,000 over a 52-week period to assist beneficiaries to participate in training and work-related skills development. Assistance includes tuition and enrolment fees (up to \$200 in respect of any one course), transportation costs, and care costs (dependent children, people with disabilities, elderly).	Beneficiaries	11,289	National	Potential to upscale. The CPA has been formally evaluated and has promising effectiveness.
MSD	Seasonal Work Assistance programme enables grants of seasonal work assistance payments to people who have cancelled their benefits to enter the workforce as temporary seasonal workers at times when they are not paid due to there being no work as a result of weather conditions.	Beneficiaries	1,606	National	Not feasible to rate for effectiveness.
MSD	Employment Transition Grant is a weekly payment which helps some people who have completed a Supported Living Payment Employment Trial to stay in their new employment.	Disabled people and people with health conditions	634	National	Not feasible to rate for effectiveness.
MSD	Transition to Work Grant is a non-taxable, non-recoverable payment that can be made to people on income support. The Transition to Work Grant provides flexible financial assistance to help meet the additional costs of entering into employment. The Transition to Work Grant can also be used to help with job interviews and related pre-employment costs.	Low income and beneficiaries	51,667	National	These grants are administered by case managers and have no obstacles to scaling. Not feasible to rate for effectiveness.
MSD	Work Bonus provides a financial incentive for specified beneficiaries without work-test obligations to gain and commence paid employment, or increase their hours of work, in order to cease receiving a main benefit.	Main beneficiaries	8,405	National	Not feasible to rate for effectiveness.
MSD	Job Support and Training Support funds are available to help people with a disability or health condition that is likely to last longer than six months to take part in open employment (which means that anyone could apply for the job and it is not reserved for a person with a disability). The funds cover disability related costs that would not normally be covered by an employer or training provider, for example, transport, specialist equipment and sign language interpreters. The funds are administered on MSD's behalf by Workbridge.	Disabled people and people with health conditions	1,600	National	Not formally evaluated

Wrap-around employment services

- Support people from work readiness, to training, to job placement and after placement support. Some wrap-around services also provide assistance with other barriers to employment such as securing housing or addressing addiction issues.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MBIE	He Poutama Rangatahi funds community-based initiatives to support into employment rangatahi who face many barriers to employment and who are not in education, employment or training. ⁴ Projects should provide a flexible wrap-around service designed to meet each young person's specific needs in the community context. Examples of services include brokering, life skills, education, cultural re-engagement training or employment opportunities, or helping young people source addiction services or accommodation.	Rangatahi aged 15 - 24 (83% Māori)	3,000 (approx.)	Rural regions (not urban)	Could be scaled up or expanded to urban areas very quickly subject to appropriate resourcing - may be constrained by the capability of local providers. Formal evaluation is in-progress. Data from early programmes indicates that of those who enrolled as NEET, up to 69% were getting into, employment, further training or education. There are many examples of employment and training outcomes. Support from other agencies including multi-agency programmes.
MBIE	Te Ara Mahi connects people to local employment opportunities and upskilling. It is a flexible programme which funds different types of projects in different areas depending on local needs. Examples of services include brokering, life-skills, education, training or employment opportunities, or helping employers and individuals source addiction services or other social help.	People of all ages who are not in education, employment or training Employers who need support for employing, training or upskilling local people	6,086 have been engaged to date 1041 in employment or training to date	Regional New Zealand	Could be scaled very quickly in coordination with what other agencies are doing to ensure additionality and not duplication. Too soon to assess effectiveness but will be part of the PGF's benefits realisation project.
MSD	Youth Service for NEET is a voluntary contracted case management service that delivers an intensive wrap around service for the most vulnerable to achieve improved well-being through sustained education, training, work-based learning or employment outcomes. Outcomes include participation in education, training or employment, NCEA level 2 or higher qualifications, not be receiving a main benefit.	People aged 15 to 17 years of age who are at risk of being not in education, employment or training (NEET)	6,532	National	Formal evaluation shows no change on income, employment, justice and qualification measures, negative impact on study and welfare measures. Based on these findings, the size of this service has been decreased and MSD is currently working on ways to improve the service's effectiveness.
MSD	Youth Service - Youth Payment (YP) is a compulsory contracted case management programme that delivers on-going, tailored support and guidance, including income support, how to manage their financial assistance and ensures young people feel supported towards achieving their aspirations. The overall objective of the Youth Service is to engage and support young people to improve well-being through sustained education, training, work-based learning or employment outcomes.	Young people aged 16-19 years	7,111	National	Formally evaluated – effective.

⁴ He Poutama Taitamariki is one such initiative. He Poutama Taitamariki is provided through MSD and offers wrap-around case management for all young people receiving a main benefit aged between 15 and 24 years living in Northland. He Poutama Rangatahi initiatives and some PGF funded initiatives that provide industry specific education and training.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MSD	Youth Service - Young Parent Payment (YPP) is a compulsory contracted case management programme that delivers on-going, tailored support and guidance, including income support, how to manage their financial assistance, ensuring their family are supported and have young people feel supported towards achieving their aspirations. Youth Service providers deliver on-going, tailored support and guidance for each YPP, including income support, how to manage their money, childcare / Well-child checks, ensuring their family are supported towards achieving their aspirations. The overall objective of the Youth Service is to engage and support young people to achieve improved well-being through sustained education, training, work-based learning or employment outcomes.	Young parents aged 16-19 years	2,897	National	Formally evaluated – effective.
MSD	Te Heke Mai is an in-work support programme that provides wrap-around support for people returning to work from a benefit. It provides an on-line goal-based coaching platform supporting successful employer and employee outcomes. The programme is designed to mentor and help individuals grow the skills to manage life and work challenges and celebrate success. The programme uses behavioural change models and positive psychology.	People transitioning into work from benefit	TBC	National	Too soon to assess effectiveness.
MSD	Intensive Client Support (ICS) works alongside clients with complex needs to improve education levels, improve work-readiness and move into sustainable, full-time employment.	Jobseeker Support clients aged 25-39 who first entered the benefit system before the age of 20	TBC	National	Formally evaluated. Effective in reducing time on benefit and income support assistance.
MSD	In-Work Support (IWS) service provides clients with information, advice and referrals to appropriate agencies to help them stay in employment. This proactive service is delivered through in-and-outbound calling, email and text messages over a 12-month period.	Any client who exits benefit into employment Focuses on those who frequently return to benefit receipt	2,069	National	There is limited evidence of effectiveness, an important reason for which is the difficulty of estimating the impact of the initiative without a randomised control group to compare against.
MSD	Intensive Client Support Expansion (ICS-X) is a case management service for people who have complex issues or barriers to employment. Note: Participant and expenditure information is from a trial that preceded this service.	Clients with complex needs aged 25-39 years	2,568 (F17/18)	25 Sites	Too soon to determine effectiveness.
MSD	Work-Focused Case Management General provides one-to-one intensive case management to support clients with work obligations into work (Jobseeker and Sole Parent Support with a youngest child aged over two years).	People on benefits with work obligations	15,3609 (F17/18)	National	Effective in reducing the time participants receive a main benefit.
MSD	Work-Focused Case Management-HCD is a one-to-one intensive service that supports Jobseeker Support Health Condition or Disability (JS-HCD) clients with work prep work obligations to prepare for and move into work.	Job seekers who have a health condition or disability	40,525 (F17/18)	National	Effective in reducing the time participants receive a main benefit.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MSD	Work-Focused Case Management-IS is a one-to-one intensive Case Management Service available in selected sites for clients 25-year-old and under and their families who have complex needs.	Targeted to people on income support and their families who have complex needs	1,056 (F17/18)	National	Effective in reducing the time participants receive a main benefit.
MSD	Employment Services: contracted providers support disabled people and people with a health condition to gain and retain sustainable employment in the open labour market and move closer to financial independence. Providers are paid on the successful completion of employment milestone including placement into employment and remaining in employment at 3, 6, 9- and 12-months post placement.	People with a disability or health condition likely to continue for more than six months, and where the disability presents a barrier to employment where additional support is required	7,055	National	Potential to upscale quickly using existing providers (31 providers from 1 June 2020). Employment Services have been formally evaluated. They have mixed effectiveness across the five domains – they are positive on employment, income and study domains, but there is no change to the justice domain and the welfare domain is negative. Data shows a clear trend of improved employment outcomes over the last decade.
MSD	Sustaining Offenders into Employment (SOE) is a cross agency partnership between MSD & Corrections providing intensive case management to support people released from prison into employment that is sustainable for 12 months or more. ⁵	People released from prison	785 people during 2017/2018	National	Evaluation results for a randomised control trial showed little difference in off-benefit outcomes. However, changes have now been made to improve the programme.
Corrections	This way for work supports people into employment from career planning through to placement and in-work support.	People with criminal histories	Over 1,200 placed in the last financial year, over 4,000 placed since November 2026	National	Could be scaled up with funding for additional recruitment staff. Has been formally evaluated.
MSD	Accelerator is an all-in-one job seeking experience where young people can create a CV, endorse their soft skills, share their interests, access NZQA training modules towards qualifications, connect with businesses and organisations, and be paired with a coach. Red Shirts in Communities (RSIC) is the first programme to come to Accelerator. RSIC is an established on the job training programme with The Warehouse where young people are given a 3-week placement at a Warehouse store and complete learning modules to gain NZQA unit standard credits towards a certificate in Retail.	Young people	N/A	National	This service has been trialled with the Warehouse and can readily be 're-skinned' to work with other large employers. Some time may be needed to identify and negotiate with appropriate employers and have jobseekers engage with the platform. Too soon to assess effectiveness.
MSD	Individual Placement Support (IPS) is a well evidenced approach to supporting people who experience a severe mental illness into employment that has been shown to be effective in a range of settings internationally. A key feature of IPS is having an Employment Consultant working within a mental health team to incorporate employment into a person's treatment plan. The service is being delivered by the Waitemata DHB Adult Mental Health and Moko (Māori Mental Health) Services and Workwise.	Disabled people and people with health conditions	TBC	Waitemata	This service is currently in a trial phase. It would take time to create national infrastructure as MSD would need to partner with other agencies such as Ministry of Health and DHBs. Too soon to assess effectiveness.

⁵ MSD also supports prisoners who are leaving prison to reintegrate back into their community and achieve employment after release.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MSD	Oranga Mahi - REACH is a 20-week programme run by the Waikato District Health Board where clients engage with a Key Worker and Living Well Coach to reduce long-term welfare dependency and move towards an employment pathway. The trial has been running since October 2017.	Disabled people and people with health conditions	TBC	Waikato	Too soon to assess effectiveness.
MSD	Oranga Mahi - Rākau Rangatira ('leader within') Membership Programme is an integrated social and health innovation that focuses on new approaches to the provision of support services; intended to dramatically increase opportunities of employment and recovery for people living with mild to moderate mental health and substance addictions residing in Otangarei. The service provides increased access to a wide range of support, services and opportunities with the aim of contributing to improved health, education and employment outcomes and provide connections into the community for the individual and their whānau. The programme is delivered by Te Hau Awhiowhio o Otangarei trust in partnership with the Northland DHB and MSD.	Disabled people and people with health conditions	TBC	Northland	Too soon to assess effectiveness.
MSD	Oranga Mahi - Mana Taimahi enables clients to access free GP visits and integrated support from GPs and case managers to develop an action plan to manage health and steps to return to work. The programme has been running in Whanganui and Auckland since November 2017. ⁶	Disabled people and people with health conditions, main beneficiary or applying for a main benefit	TBC	Auckland and Whanganui	Too soon to assess effectiveness.
MSD	Oranga Mahi - Step Up is a 16-20 week navigation and support service (participants can receive up to 12 months of on-going support after this via phone and extended GP appointments) provided by Health Navigators to improve the health and wellbeing of Jobseeker Support clients with a health condition or disability to help them return to work. Step Up is also making good progress in developing ways for MSD and the health sector to work better together. ⁷	Disabled people and people with health conditions	TBC	Canterbury	Too soon to assess effectiveness.
MSD	Oranga Mahi - WellPlan is a partnership between MSD and the ProCare Health practices to motivate and enable participants to improve their own wellbeing and pathways towards employment goals. There is positive engagement by case managers and health practitioners with some very positive client experiences. ⁸	Disabled people and people with health conditions, main beneficiaries	TBC	Auckland	Too soon to assess effectiveness.

⁶ The package of care offered includes a Well-being assessment tool to allow whānau to set goals to achieve improved wellbeing, flexible dates on work capacity medical certificates, and a flexi-fund and access to a Dedicated Support Team

⁷ The package of care offered includes a Well-being assessment tool to allow whānau to set goals to achieve improved wellbeing, flexible dates on work capacity medical certificates, and a flexi-fund and access to a Dedicated Support Team

⁸ As above

Information, Advice and Brokerage

- These programmes and services help people identify job opportunities available, what they need to do to access those opportunities, and matches job seekers with employers. In some instances, job placement services include pastoral care to support the person to retain the job.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MBIE	COVID-19 Worker Redeployment - provides short-term employment for displaced workers, especially in central / local Government jobs.	COVID-displaced workers	785 jobs to date (approx. \$65m spent)	Nationally	Potential scale if further funding is available. Too soon to assess effectiveness.
MSD	Information Services Initiatives are local initiatives to provide information on labour market opportunities and assistance available from Work and Income.	MSD clients generally	1,155	National	Not yet rated for effectiveness.
MSD	MySkill: partnership with MySkill to deliver free online training for anyone wanting to upskill or retrain for a job in the home and community health sector.	Anyone (not limited to MSD clients)	New service	National	New Service - Too soon to assess effectiveness.
MSD	Youth Seminars target people on income support under the age of 24 and cover what vacancies are available and keep participants focussed on getting a job.	Youth on income support (<24)	13,634	National	Likely negative (however, this is based on participants in the early 2000s).
MBIE	The Sector Workforce Engagement Programme (SWEP) is a cross-agency initiative lead by MBIE. It coordinates all-of-government activities and programmes to improve employers' access to reliable, appropriately skilled staff when they are needed, giving priority to domestic job seekers. SWEP enables development of industry-led, government-supported labour market solutions that reduce reliance on migrant labour. SWEP operates in local markets with schools, community, employers, local and central government to connect job seekers with sustainable employment, work readiness training and careers.	People of working age in selected sectors covering employment, training and upskilling and career entry points (i.e. school transitions)	SWEP combined activities facilitated over 1,000 people into employment, placed over 3,000 people into industry recognised qualifications, facilitated over 100 apprenticeships and cadetships	Nationally with Dairy apprenticeship, RFT Cadetship, Hort & Viticulture Coordination and other initiatives such as Jobs and Skills Hubs in Auckland	Potential to upscale within one month. SWEP has had an independent review as well as the Jobs and Skills Hub model, Ara schools engagement and New Zealand Seasonal Worker Scheme.
MBIE	Regional Skills Leadership Groups (RSLGs) are in the context of the response to COVID-19 being set up to provide a centralised means for drawing together labour market information, and provide valuable labour market intelligence to central government and regions form a range of representatives around the re-employment and redeployment of displaced workers as well as broader active labour market policies.	Employers and workers, region by region	Not applicable	Regional New Zealand - across 15 regions	Interim RSLG establishment is being fast tracked with all 15 groups to be set up by mid-late June, earlier if possible. Too soon to assess for effectiveness.
MSD	Education 2 Employment brokers work with schools, employers, parents and students using group settings like careers expos and open days. One-to-one service provided if a student is at risk of NEET.	Secondary students	New service	20 locations across the country	New Service - Too soon to assess effectiveness.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MSD	Rapid Return to Work is a new phone service for people who've lost their jobs because of COVID-19, providing practical support with CV writing, assessing their transferrable skills, helping them navigate the job market and connecting them with current vacancies.	New applicants for Jobseeker Support with no prior benefit history	New service	National	New Service - Too soon to assess effectiveness.
MSD	Work and Income New Online Recruitment Tool is a free, online recruitment platform for employers and those looking for work. Employers are able to list jobs on the platform and anyone looking for work (both MSD and non-MSD job seekers) can register and apply for them directly.	Anyone (not limited to MSD clients)	New service	National	New Service - Too soon to assess effectiveness.
MSD	In early March MSD established Rapid Response Teams to support businesses and employees impacted by COVID-19. Part of the initial response was proactively reaching out to employers to identify other job opportunities for impacted employees as well as training needs to help people with redeployment. Since New Zealand moved into alert level 4, the Rapid Response Teams and MSD's work brokerage service have been working virtually to continue to support businesses with their immediate needs. This has primarily been through wage subsidy support as well as supporting the recruitment needs of essential businesses.	Mainly employers	New service	National	The Rapid Response Teams are time-limited in support of COVID-19. Too soon to assess effectiveness.
MSD	Work the Seasons is a job advertising platform, that was developed by MSD and industry partners. This platform matches workers to a suite of available seasonal and temporary opportunities in the horticulture, meat processing, viticulture, retail, commercial cleaning, security, infrastructure, road transport and healthcare sectors. It also has online non formal courses to support people to get a job and personal development courses. This platform is being more actively promoted to assist displaced workers in finding suitable employment.	Anyone (not limited to MSD clients)	TBC	National	Responds to demand. Not feasible to assess effectiveness.
MSD	The Work Ability Assessment (WAA) is an assessment that can be used when you have been unable to identify what is stopping a client with a health condition, injury or disability from working and/or the client is not progressing towards employment in a way that could reasonably be expected.	Beneficiaries, disabled people and people with health conditions	647	National	Too soon to assess effectiveness.
MSD	Work Search Support (WSS) : participants attend a series of job search seminars. WSS case managers are also responsible for i) providing income support administration (excluding benefit grants), and ii) managing any other requirements from participants.	Beneficiaries with work obligations	361	National	Not feasible to assess effectiveness.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MSD	Work and Income seminars are designed to make clients aware of all available Work and Income assistance before their initial case management interview, and to encourage clients to move into work.	Beneficiaries	35,099	National	Not feasible to assess effectiveness.
MSD	Vacancy Placement (Full-time) is a free service where employers can lodge vacancies. Work brokers then select and profile potential candidates for the employer. Work brokers have the option of providing further assistance in the form of training or a hiring subsidy. In cases where further assistance is provided, these interventions are evaluated separately (for example hiring wage subsidy programmes).	MSD clients generally	8,278	National	Formally evaluated. Mixed effectiveness. However, promising from 2014 onwards.
MSD	Vacancy Placement (Part-time) is a free service where employers can lodge vacancies. Work Brokers then select and profile potential candidates for the employer. Work Brokers have the option of providing further assistance in the form of training or a hiring subsidy. In cases where further assistance is provided, these interventions are evaluated separately (for example hiring wage subsidy programmes).	MSD clients generally	2,267	National	Formally evaluated. Promising effectiveness.
TEC	Careers.govt.nz is available to provide good information and advice on job hunting including jobs that are in demand right now, adjusting to new ways of working, labour market information and links to other government agencies and the official Covid-19 website. The website is being updated daily with relevant content for those most at risk. An advertising campaign will commence in May 2020 to promote content to target audiences.	Newly redundant workers, jobseekers	Website receives 2.4 million unique users per annum	National (online)	Careers.govt.nz has already been scaled up in response to COVID-19. Potential of further upscaling TBC. Formal evaluation is in progress.

Education and Training

- Labour market training or work readiness including wraparound support which incorporates industry specific training and qualifications, driver licence training and careers advice to upgrade the skills of job seekers so that they are relevant to employment opportunities.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MoE	Youth Guarantee Fees Free is a fees free tertiary education at levels 1-3 on NZQF.	Māori learners make up around half of learners in levels 1 and 2 on the NZQF - excluding ESOL and Te Reo Māori)	5,800 EFTS (effective full-time students) committed for 2020	National (actual availability of courses varies by region)	Yes, if money appropriated. Poor evidence of effectiveness. However, as a single funding rate covers a range of programmes it is unclear what programmes within this are effective or not.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
TEC	Intensive Literacy and Numeracy – ESOL.	Migrant and refugee adults	Approximately 3,400 in 2019	National	Possible to expand. Each year's delivery exceeds allocation available significantly and this will likely increase. Not assessed for effectiveness.
MoE	Adult and Community Education is currently focused on foundation learning (numeracy and literacy), ESOL, NZ Sign language, and Te Reo and tikanga Māori. While it doesn't usually lead to a formal qualification it does provide access to education for people with core foundation education needs, adults wishing or needing new knowledge, skills and experience, people seeking to upskill for employment and career reasons as well as promoting connectivity and social participation. ACE is unique in the way it can reach and engage learners in ways that other parts of the education system cannot.	Learners whose previous learning was not successful	Approximately 73,406 (2017)	National (actual availability of courses varies by region)	Possible to expand from the beginning of 2021, or potentially sooner. Positive effects on motivation and confidence. The ACE outcomes tool found that 94% of learners reported it was their intention to go on to further education or training and all of the learners surveyed.
MoE	Māori and Pasifika Trades Training (MPTT) accepts Māori and Pasifika up to the age of 40 at entry to the programme. Regional consortia set targets for the participation of women and the participation of learners who would be unlikely to be successful in entering a trade without the assistance of MPTT.	Māori and Pasifika under 40	2,400 (in 2017)	Most regions	Possible to expand from February 2021, or potentially sooner to include broadening the range of work-based training opportunities for which participants could prepare, or establishing consortia focused on different population groups (e.g. learners with disabilities). Expansion would be subject to funding. Formally evaluated. Earlier quantitative analysis suggested that participants in MPTT progressed to work-based programmes at a similar rate to other participants in pre-trades programmes, but a higher proportion progressed to apprenticeships rather than traineeships. The formal evaluation highlighted other benefits of the initiative.
TEC	Intensive Literacy and Numeracy.	Adult learners with low literacy/numeracy skills. Tends to attract relatively more Māori and Pacific learners	Approximately 3,200 in 2019	National	Not assessed for effectiveness.
TEC	Work Connect Programme is 10 hours & delivered through workshops and individual coaching sessions.	Skilled Migrants, their partners & International students (L 7 & above) who have been in NZ for five years or less	1,000	Face-to-face in Auckland, Hamilton, Wellington & Christchurch. Webinars in all other regions	Evaluated through independent surveys by Malatest. Qualitative survey and direct feedback from participants of the programme suggests that it is a highly successful programme.
TEC	Pacific Work Connect (Pilot) Programme is 10 hours & delivered through workshops and individual coaching sessions.	Recent Pacific migrants (in NZ for five years or less)	Not Applicable	South and West Auckland	Too soon to assess effectiveness.
MSD	Driver licencing programmes can assist clients to get their learners, restricted or full licence. The cost for this programme will vary for each client as it is based on how many lessons they will need.	Youth, sole parents, migrants or open wider depending on programme	1,263	National	Formally evaluated – promising.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MPI	ManaiaSafe Forestry School takes trainees through 20 weeks of training, equipping them with health and safety knowledge, job skills, and ultimately getting them ready for permanent employment. Of the initial pilot programme, seven of the graduates are now in work and one has entered into further training. The full cost of the pilot was \$840,000, with the additional funding coming from the Eastland Community Trust, the Forest Growers Levy Trust and the Eastern Institute of Technology.	Youth, Māori	11	Pilot in Gisborne with aim to become national	Of the initial pilot programme, seven of the graduates are now in work and one has entered further training.
MPP	Tupu Aotearoa programme supports Pacific NEETs to find education/training or employment outcomes.	Young Pacific people between 15 and 29 years of age (in Auckland, Wellington and Canterbury metro areas) and 15 to 39 years of age in six regional area who are at risk of being not in education, employment or training (NEET)	442 (South Auckland only)	Auckland metro area; Waikato; Bay of Plenty; Manawatu/Whanganui; Hawke's Bay; Otago; Southland regions	Potential to expand within three months from agreement, funding dependent. Over eight years of services, the programme has delivered: 2,650 Pacific Youth participated in the programme; 1,319 placements into employment; 316 sustainable employment outcomes of over 12-months continuous employment; 891 placements into training; 231 completed training qualifications.
MSD	Training for Work (TFW) assists participants at risk of long-term benefit receipt to acquire industry-focused skills that are needed to enter employment. TFW courses run for a maximum duration of 13 weeks, and on completion include job placement and post-placement support for participants. Training is provided in a variety of learning environments including polytechnics, marae, private training establishments and workplaces. Providers of TFW courses must be registered and accredited by the New Zealand Qualifications Authority (NZQA) to enable learners to gain recognised national qualifications. Learners generally complete unit standards towards National Certificates.	People at risk of long-term benefit receipt	2,022	National	Formally evaluated – promising. Rated as effective against measures of income, employment and welfare.
MSD	The Limited Service Volunteer (LSV) programme is a free voluntary six-week residential training programme run by the New Zealand Defence Force on contract to and in partnership with MSD and the Police. The aim of the LSV programme is to help more young people to start employment or training by improving their self-discipline, self-confidence, and motivation.	Youth, NEET	757	National	Formally evaluated – mixed. Positive impacts on income and employment measures, negative impacts on qualifications and study measures, no change to justice and welfare measures.
MSD	Work Confidence and Motivation Assistance Programmes are contracts with providers designed to help clients who are at risk of long-term benefit dependency. The aim of these programmes and services are to increase a client's motivation, confidence, job searching skills or for overcoming factors that impede their entering or continuing employment, or both, including domestic and social circumstances or drug or alcohol use.	People at risk of long-term benefit receipt	402	National	Formally evaluated – no difference overall, although positive impacts on employment and study measures, and likely positive impact on income measures.

Agency	Description of programme or service and what it achieves	Target cohort	Number of participants during 2018/2019	Location	Effectiveness and potential to scale or expand.
MSD	The Be Your Own Boss programme delivers self-employment training and support to people who are either unemployed, facing redundancy, are unwaged or receiving a main benefit. Be Your Own Boss is provided by community-based organisations, usually enterprise agencies.	People who are either unemployed, facing redundancy, are unwaged or receiving a main benefit.	206	National	Not assessed for effectiveness.
MSD	Skills for Industry is a programme that provides short-term job-focused training for people on income support who require up-skilling for specific requirements identified by industry. The programmes are short- to medium-term and tailored to job-specific requirements for vacancies (eg retail skills, hospitality skills etc). Training can be offered as pre-employment or in-work training, and programmes can be delivered by providers or employers.	No specific target but participants are 45% Māori & 45% under age 24	5,973	National	<p>Skills for Industry has traditionally been oversubscribed, i.e. demand from industry has typically exceeded the number of placements MSD has funded. MSD is able to scale up the number of placements and training providers are generally able to accommodate increased volumes.</p> <p>Volume is dependent on employers/industry continuing to require new workers, as well as suitable workers wanting to enter those industries. MSD expects some industry will substantially reduce their demand while others will increase. MSD is actively working with industries to identify opportunities, but it may take time to rebuild volumes outside of construction/infrastructure.</p> <p>Formally evaluated – effective. The combination of training and job placement results in positive impacts on both employment and educational achievement. The evaluation notes that pre-job training programmes are most suitable for people who require only minimal up-skilling and are not as suitable for those who face substantial barriers to employment.</p>
MSD	CadetMax is a free programme that prepares and supports young people (18-24) into work. We provide practical training, ongoing mentoring, and give you the tools you need to thrive in the workforce. Available in South Auckland and the Bay of Plenty.	Young people (18-24)	110	South Auckland, Bay of Plenty	Not assessed for effectiveness.
TPK	Pae Aronui is pilot initiative that funds providers to test innovative approaches to support Māori NEETs to achieve education/training or employment outcomes.	Rangatahi Maori aged 15- 24	<p>254 rangatahi in 2019/2020</p> <p>Note: first contracts did not begin until March 2019</p>	<p>South Auckland West Auckland Porirua/Hutt Valley, Hamilton</p> <p>These locations were selected as they have the highest number of Māori who are NEET, and with the highest projected employment growth rates</p>	<p>Year 1 evaluation report currently underway due May. Baseline report completed Oct 2019. Employment outcomes achieved for over 60% of rangatahi, higher for some cohorts.</p> <p>From initial baseline reports, within a short space of time, rōpū have facilitated and enabled positive behavioural and attitudinal shifts through the delivery of innovative and culturally grounded approaches.</p> <p>Potential to upscale in more areas across Auckland, to increase numbers in Wellington and to expand into Christchurch. However, as this is a pilot programme, outcomes and learning should be incorporated into future programmes.</p>

The Ministry of Social Development's evaluation of employment assistance effectiveness

The Ministry of Social Development (MSD) evaluates the effectiveness of its employment assistance (EA) programmes and services and case management services against five main outcomes:

- **Employment:** the overarching goal of EA interventions is to increase the time participants spend in employment over the long term
- **Income:** MSD judges interventions to have a positive impact if they increase participants' overall income
- **Justice:** interventions are effective if they reduce time in corrections services
- **Education qualifications:** effective interventions can also increase the participants' highest education achievement as measured by the National Qualifications Framework
- **Independent of welfare:** most, but not all, MSD EA interventions also aim to increase the time that participants are independent of welfare assistance (i.e. not on a main benefit or receiving employment assistance).

Based on the impact on one or more of these outcomes (relative to the counterfactual, i.e. the outcomes participants would have had if they had not participated), MSD categorises EA interventions or case management services into the following groups:

- **Effective:** the intervention has significant positive overall impacts on one or more outcome domains and no negative impacts for any other domain
- **Promising:** trend in impacts across outcome domains indicates the intervention is expected to have a significant positive overall impact over the medium to long term
- **Mixed:** the intervention has both positive and negative impacts on different outcome domains (e.g. positive impact on time independent of welfare, but a negative impact on overall income)
- **Makes no difference:** the intervention makes no significant difference on any outcome domain
- **Likely negative:** based on the trend in intervention impacts we expect it to have a long-term negative overall impact on one or more outcome domains
- **Negative:** the intervention has a significantly negative overall impact for one or more outcome domain and no positive impacts for any other.

MSD also has three additional categories for non-rated EA interventions or case management services:

- **Too soon to rate:** there has been insufficient time to judge whether the intervention is effective. Specifically, MSD generally does not rate an intervention until it has at least two years of outcome results, unless it shows positive effects within the two-year window
- **Not feasible:** it is currently not technically possible to evaluate the effectiveness of the intervention
- **Not rated:** MSD has not yet assessed the effectiveness of the intervention.

MSD does not, however, account for impacts to non-participants. For example, two main non-participant effects of EA interventions are:

- **Substitution:** occurs when a participant takes a vacancy that would have been filled by someone else and is most likely to occur for job placement programmes
- **Displacement:** occurs when subsidised labour can reduce employment among competing firms and is of most concern for subsidy-based interventions.