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Active Labor Market Programs: Conceptual Framework

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Active Labor Market Programs: Conceptual Framework

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Prepared for the *Labor Market Policy Course*
at the World Bank, Washington, DC, April 23, 2002.

Outline

- I. Types of Labor Market Programs
- II. Scale of Labor Market Programs
- III. Concepts in Evaluation
- IV. Performance Monitoring
- V. Net Impact Estimation
- VI. Conclusion

I. Types of Labor Market Programs

Passive Labor Market Programs

- Unemployment Compensation
- Unemployment Assistance
- Early Retirement

I. Types of Labor Market Programs

Active Labor Market Programs

- Job Search Assistance
- Training
 - unemployed and employed
- Programs for Youth
 - unemployed, disadvantaged, apprenticeship
- Job Subsidies
 - private employer, public works, self-employment
- Programs for the Disabled
 - rehabilitation, supported work

II. Scale of Labor Market Programs

Spending on LMPs as a percent of GDP, 1995 and 2000

| 1995 | Australia | Canada | France | Germany | Hungary | Italy | Japan | Korea | Sweden | UK | US |
|------------------|-----------|--------|--------|---------|---------|-------|-------|-------|--------|------|------|
| PES | 0.24 | 0.21 | 0.15 | 0.23 | 0.15 | 0.04 | 0.03 | 0.03 | 0.27 | 0.21 | 0.07 |
| Training | 0.15 | 0.25 | 0.38 | 0.38 | 0.19 | 0.01 | 0.03 | 0.02 | 0.77 | 0.13 | 0.04 |
| Youth | 0.06 | 0.02 | 0.27 | 0.06 | 0.00 | 0.46 | 0.00 | 0.02 | 0.23 | 0.13 | 0.03 |
| Job Subsidies | 0.31 | 0.06 | 0.40 | 0.44 | 0.27 | 0.86 | 0.06 | 0.00 | 0.90 | 0.03 | 0.01 |
| Disabled | 0.07 | 0.02 | 0.10 | 0.26 | 0.00 | 0.00 | 0.00 | 0.00 | 0.82 | 0.03 | 0.04 |
| UC | 1.28 | 1.28 | 1.43 | 2.09 | 1.07 | 0.92 | 0.39 | 0.00 | 2.51 | 1.41 | 0.35 |
| Early Retirement | 0.00 | 0.01 | 0.36 | 0.29 | 0.15 | 0.20 | 0.00 | 0.00 | 0.02 | 0.00 | 0.00 |
| 2000 | | | | | | | | | | | |
| PES | 0.20 | 0.20 | 0.17 | 0.23 | 0.11 | 0.00 | 0.11 | 0.04 | 0.26 | 0.13 | 0.04 |
| Training | 0.02 | 0.17 | 0.28 | 0.34 | 0.07 | 0.12 | 0.03 | 0.09 | 0.31 | 0.05 | 0.04 |
| Youth | 0.07 | 0.03 | 0.41 | 0.08 | 0.00 | 0.25 | 0.00 | 0.01 | 0.02 | 0.15 | 0.03 |
| Job Subsidies | 0.11 | 0.08 | 0.41 | 0.31 | 0.22 | 0.26 | 0.13 | 0.31 | 0.27 | 0.01 | 0.01 |
| Disabled | 0.05 | 0.03 | 0.09 | 0.27 | 0.00 | 0.00 | 0.01 | 0.01 | 0.52 | 0.02 | 0.03 |
| UC | 1.05 | 0.98 | 1.47 | 1.88 | 0.44 | 0.56 | 0.54 | 0.09 | 1.34 | 0.58 | 0.23 |
| Early Retirement | 0.00 | 0.00 | 0.29 | 0.01 | 0.04 | 0.09 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

II. Scale of Labor Market Programs

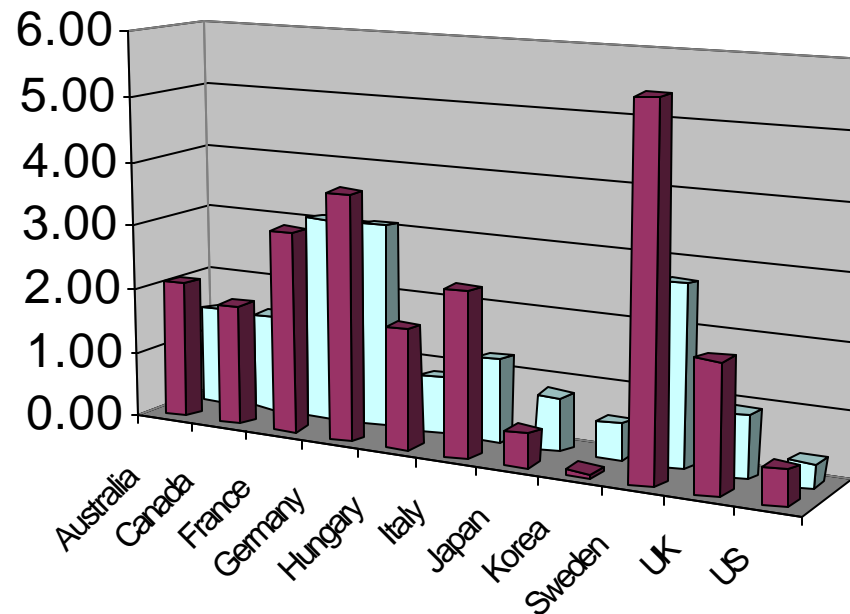
Spending on ALMPs and PLMPs as a percent of GDP, 1995 and 2000

| 1995 | Australia | Canada | France | Germany | Hungary | Italy | Japan | Korea | Sweden | UK | US |
|---------|-----------|--------|--------|---------|---------|-------|-------|-------|--------|------|------|
| Active | 0.83 | 0.56 | 1.30 | 1.37 | 0.61 | 1.37 | 0.12 | 0.07 | 2.99 | 0.53 | 0.19 |
| Passive | 1.28 | 1.29 | 1.79 | 2.38 | 1.22 | 1.12 | 0.39 | 0.00 | 2.53 | 1.41 | 0.35 |
| Total | 2.11 | 1.85 | 3.09 | 3.75 | 1.83 | 2.49 | 0.51 | 0.07 | 5.52 | 1.94 | 0.54 |
| 2000 | | | | | | | | | | | |
| Active | 0.45 | 0.51 | 1.36 | 1.23 | 0.40 | 0.63 | 0.28 | 0.46 | 1.38 | 0.36 | 0.15 |
| Passive | 1.05 | 0.98 | 1.76 | 1.89 | 0.48 | 0.65 | 0.54 | 0.09 | 1.34 | 0.58 | 0.23 |
| Total | 1.50 | 1.49 | 3.12 | 3.12 | 0.88 | 1.28 | 0.82 | 0.55 | 2.72 | 0.94 | 0.38 |

II. Scale of Labor Market Programs

Spending on LMPs as a percent of GDP, 1995 and 2000

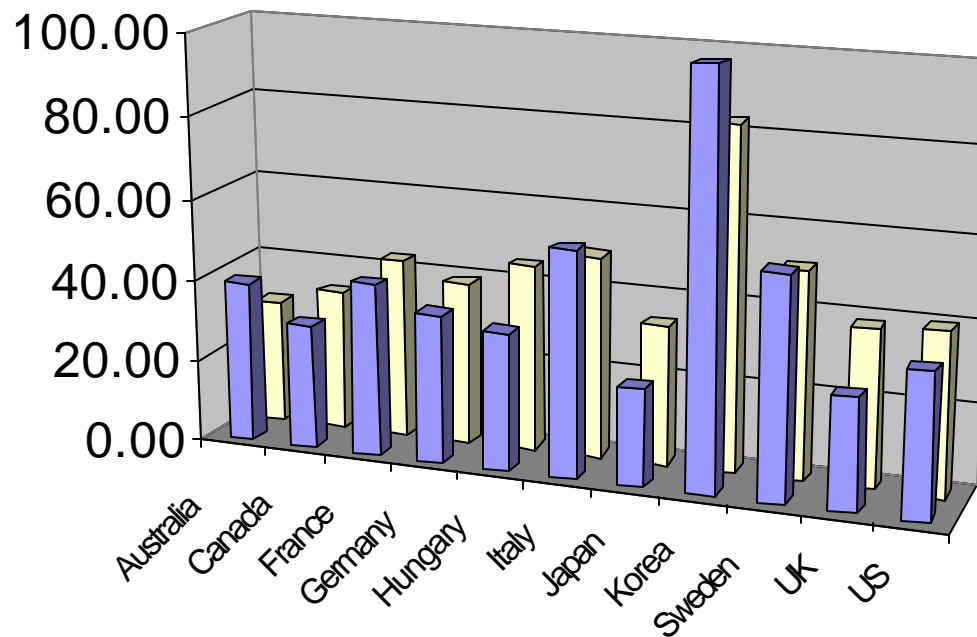
LMPs as a Percent of GDP, 1995-2000



II. Scale of Labor Market Programs

ALMP spending as a percent of LMP, 1995 and 2000

ALMPs as percent of LMP, 1995-2000



III. Concepts in Evaluation

- Gross outcomes, gross impacts, and net impacts

An example: Rate of Reemployment

Program participants: 60%

Among all unemployed: 40%

Among matched pairs group: 50%

Gross outcome of program: 60%

Gross impact of program: $60\% - 40\% = 20\%$

Net impact of program: $60\% - 50\% = 10\%$

Concepts in Evaluation (Continued)

- Performance monitoring
 - Track gross outcomes
- Net impact estimation
 - A comparison group design
 - Classically designed experiments
 - Quasi-experimental econometric studies

IV. Performance Monitoring

Process:

- Nationwide involvement
- Set goals
- Agree on performance indicators
- Consensus building—ownership
- Iterative

Appeal:

- Develop an information system
- Culture of cost effectiveness
- Professionalism in employment service
- Establish survey skills
- Foundation for evaluation

Performance Monitoring (Continued)

Problems:

- Response rates

- Data tampering

- Creaming (Response—adjustment)

Examples from Hungary

Table 3.2 Performance Indicators for ALPs in Hungary

TRAINING OF UNEMPLOYED IN GROUPS

- A11 Average cost per trainee employed at follow-up (c)
- A12 Proportion of trainees who are employed at follow-up (r)
- A13 Average cost per training program entrant (a)
- A14 Average cost per trainee per hour of training (a)
- A15 Proportion of entrants who successfully complete training courses (p)
- A16 Proportion of employed trainees working in occupation of training at follow-up (p)

TRAINING OF UNEMPLOYED INDIVIDUALLY

- A21 Average cost per trainee employed at follow-up (c)
- A22 Proportion of trainees who are employed at follow-up (r)
- A23 Average cost per training program entrant (a)
- A24 Average cost per trainee per hour of training (a)
- A25 Proportion of entrants who successfully complete training courses (p)
- A26 Proportion of employed trainee working in occupation of training at follow-up (p)

TRAINING OF EMPLOYED

- A31 Average cost per trainee employed at follow-up (c)
- A32 Proportion of trainees who are employed at follow-up (r)
- A33 Average cost per trainee program entrant (a)
- A35 Proportion of entrants who successfully complete training courses (p)
- A36 Proportion of employed trainees working in occupation of training at follow-up (p)

SELF EMPLOYMENT ASSISTANCE

- B1 Average assistance per person still self-employed at follow-up (c)
- B2 Proportion of persons still self-employed at follow-up (r)
- B3 Average subsidy per self-employed (s)
- B4 Average added employment resulting from self-employment assistance at follow-up (p)

WAGE SUBSIDY FOR HIRING LONG TERM UNEMPLOYED

- C1 Subsidy per worker still at subsidized employer at follow-up (c)
- C2 Proportion of subsidized workers who are in regular employment at follow-up (r)
- C3 Average cost of wage subsidy per subsidized employee (s)

Public service employment

- D1 Average monthly subsidy per worker (s)
- D2 Proportion of subsidized workers who are in regular employment at follow-up (r)

Source: National Labor Center, Budapest.

Examples from Hungary– Performance Indicators

Table 3.4 An example of performance measures in Hungary.
Percent employed at follow-up after various ALMPs,
1994–1998

| ALMP | 1994 | 1995 | 1996 | 1997 | 1998 |
|-----------------------------|------|------|------|------|------|
| Group Retraining (A12) | 44.9 | 36.1 | 44.5 | 46.3 | 46.8 |
| Individual Retraining (A22) | 58.5 | 42.2 | 51.9 | 51.1 | 51.5 |
| Retraining Employed (A32) | 82.2 | 93.6 | 92.8 | 90.4 | 94.7 |
| Self-employment (B2) | 91.9 | 90.6 | 90.2 | 88.1 | 91.7 |
| Wage Subsidy (C2) | 71.1 | 71.4 | 70.1 | 66.3 | 59.1 |
| PSE (D2) | 3.5 | 1.3 | 1.3 | 1.9 | 1.9 |

IV. Performance Monitoring

An adjustment methodology

Adjust for regional factors
(fair comparison across regions)

Adjust for participant factors
(defeat “creaming” in participant selection)

Development of adjustment weights

Implementing an adjustment methodology

V. Net Impact Estimation

Classically designed experiments

Process:

- Random assignment
- Repeating experimental conditions
- Large sample sizes

Appeal:

- Simplicity of interpreting results
- Model free impact estimates

Net Impact Estimation (Continued)

Problems with experiments:

Internal Validity

- Errors in random assignment
- Inconsistent experimental conditions
- Substitution bias

External Validity

- Time horizon
- Learning effects
- Hawthorne effects
- Entry effects
- Displacement effects

Net Impact Estimation (Continued)

Quasi-experimental Econometric Studies

Process (statistically mimic an experiment):

- Administrative data
- Demonstration
- “Natural experiment”
- Surveys
- Simulation

Appeal:

- Inexpensive
- Timely

Net Impact Estimation (Continued)

Problems with Quasi-experimental econometric studies:

- Selection bias

- Statistical complexity

- “A snapshot” at a point in time

Net Impact Estimation (Continued)

Practical Steps in a Quasi-experimental Evaluation:

Collecting data

Preliminary examination of data

Computation of overall program net impacts

Estimation of program impacts by sub-group

Estimating impacts of program features

Cost-benefit analysis

Net Impact Estimation (Continued)

Collecting data

- Sample size

- Site selection

- Sample selection

- Survey design

- Survey implementation

Net Impact Estimation (Continued)

Table 4.3 Sample Size Requirements for Net Impact Evaluation

Sample size for statistical tests with two-tailed confidence of 0.98 or 0.90 and effect size 1.0

| Power | Tests of proportions | | Tests of means | |
|-------|----------------------|------|----------------|------|
| | 0.98 | 0.9 | 0.98 | 0.9 |
| 0.25 | 546 | 188 | 547 | 189 |
| 0.5 | 1082 | 541 | 1083 | 542 |
| 0.6 | 1331 | 721 | 1332 | 721 |
| 0.67 | 1520 | 862 | 1552 | 862 |
| 0.7 | 1625 | 941 | 1627 | 942 |
| 0.75 | 1801 | 1076 | 1803 | 1076 |
| 0.8 | 2007 | 1237 | 2009 | 1237 |
| 0.85 | 2262 | 1438 | 2263 | 1438 |
| 0.9 | 2603 | 1713 | 2605 | 1713 |
| 0.95 | 3154 | 2164 | 3155 | 2165 |
| 0.99 | 4330 | 3154 | 4330 | 3155 |

Notes: Adapted from Cohen (1988). Sample size for tests of proportions from Table 6.4.1., page 205, and for tests of means from Table 2.4.1, page 54.

Net Impact Estimation (Continued)

Table 4.7 Composition of the ALMP Samples Contrasted with That of the Comparison Group in Hungary

| | Full comparison group | Individual training | Group training | Public works | Wage subsidies | Self-employment |
|-----------------------------|-----------------------|---------------------|----------------|--------------|----------------|-----------------|
| Male respondent | 0.555 | 0.490** | 0.476** | 0.665** | 0.561 | 0.619** |
| Aged ≤ 30 | 0.415 | 0.662** | 0.619** | 0.329** | 0.407 | 0.260** |
| Aged 31 - 44 | 0.383 | 0.267** | 0.277** | 0.394 | 0.399 | 0.544** |
| Aged 45 + | 0.201 | 0.071** | 0.074** | 0.277** | 0.194 | 0.196 |
| Eight years of schooling | 0.345 | 0.164** | 0.246** | 0.468** | 0.264** | 0.078** |
| Vocational education | 0.412 | 0.295** | 0.244** | 0.303** | 0.425 | 0.388 |
| General secondary education | 0.213 | 0.478** | 0.453** | 0.197 | 0.269** | 0.427** |
| Some higher education | 0.030 | 0.063** | 0.057** | 0.032 | 0.042* | 0.107** |
| Blue-collar occupation | 0.814 | 0.604** | 0.623** | 0.819 | 0.771** | 0.627** |
| Long-term unemployed | 0.218 | 0.180** | 0.213 | 0.483** | 0.299** | 0.052** |
| Sample size | 3214 | 1150 | 1254 | 1088 | 1091 | 1044 |

Notes:

* Difference from the full comparison group is statistically significant at the 90 percent level in a two-tailed test.

** Difference from the full comparison group is statistically significant at the 95 percent level in a two-tailed test.

Source: O'Leary, Kolodziejczyk, and Lazar (1998).

Net Impact Estimation (Continued)

Table 4.8 Differences of Participant Groups From the Registered Unemployed

| Characteristics | Retraining | Public service employment | Wage subsidies | Self-employment |
|-----------------|------------------|---------------------------|------------------|------------------|
| Gender | Female | Male | | Male |
| Age | Younger | Older | | Middle aged |
| Education | More | Less | More | Much more |
| Occupation | Less blue collar | | Less blue collar | Less blue collar |

Net Impact Estimation (Continued)

Table 4.9 Impact Estimates in EMPLNOW Using Alternative Estimation Methods

| | Comparison group mean | Participant group mean | Impact estimate | t-statistic on impact | Comparison sample size | Participant sample size |
|----------------------------------|-----------------------|------------------------|-----------------|-----------------------|------------------------|-------------------------|
| <i>Individual training</i> | | | | | | |
| Unadjusted | 0.43 | 0.54 | 0.11** | 6.36 | 3338 | 1222 |
| Regression | 0.43 | | 0.09** | 5.40 | 3213 | 1143 |
| Matched | 0.43 | 0.53 | 0.10** | 5.14 | 1215 | 1215 |
| ES interact | 0.43 | | 0.09* | 1.71 | 3213 | 1215 |
| <i>Group training</i> | | | | | | |
| Unadjusted | 0.43 | 0.45 | 0.02 | 1.25 | 3338 | 1321 |
| Regression | 0.43 | | 0.07** | 4.08 | 3213 | 1249 |
| Matched | 0.39 | 0.45 | 0.06** | 3.17 | 1316 | 1316 |
| ES interact | 0.43 | | 0.07** | 2.51 | 3213 | 1249 |
| <i>Public service employment</i> | | | | | | |
| Unadjusted | 0.43 | 0.27 | -0.16** | 9.7 | 3338 | 1140 |
| Regression | 0.43 | | -0.21** | 11.86 | 3213 | 1087 |
| Matched | 0.56 | 0.27 | -0.29** | 14.79 | 1139 | 1139 |
| ES interact | 0.43 | | -0.21** | 11.78 | 3213 | 1087 |
| <i>Wage subsidy</i> | | | | | | |
| Unadjusted | 0.43 | 0.63 | 0.20** | 11.9 | 3338 | 1131 |
| Regression | 0.43 | | -0.02 | 1.12 | 3213 | 1090 |
| Matched | 0.65 | 0.63 | -0.02 | 1.23 | 1130 | 1130 |
| ES interact | 0.43 | | -0.06** | 7.51 | 3213 | 1090 |
| <i>Self-employment</i> | | | | | | |
| Unadjusted | 0.43 | 0.87 | 0.44** | 27.06 | 3338 | 1067 |
| Regression | 0.43 | | 0.22** | 11.94 | 3213 | 1036 |
| Matched | 0.65 | 0.87 | 0.21** | 11.92 | 1059 | 1059 |
| ES interact | 0.43 | | 0.16 | 0.69 | 3213 | 1036 |

Notes: EMPLNOW - Employed in a non-subsidized job or self-employment on the survey date.

* Difference statistically significant at the 90 percent level in a two-tailed test.

** Difference statistically significant at the 95 percent level in a two-tailed test.

Source: O'Leary (1998).

Examples from Hungary—Net Impact Estimates

Table 4.10 Net impacts of ALMPs on employment, earnings, and unemployment compensation in Hungary

| | EMPLOYED ¹ | EMPLNOW ² | EARNNOW ³ | UCMONTHS ⁴ | UCPAY ⁵ |
|---------------------------|-----------------------|----------------------|----------------------|-----------------------|--------------------|
| Individual retraining | 0.11** | 0.09** | 7 | -0.68** | -43** |
| Group retraining | 0.09** | 0.07** | 5** | -0.50** | -27** |
| Public service employment | -0.26** | -0.21** | 9** | -0.19 | -9** |
| Wage subsidy | -0.11** | -0.06** | -6 | 0.04** | 7 |
| Self-employment | 0.14 | 0.16 | -26 | -1.64** | -120 |

** = Statistically significant at the 95 percent level in a two-tailed test

¹ Ever re-employed in an unsubsidized job or in self-employment

² Employed in an unsubsidized job or in self-employment on the survey date

³ Average monthly earnings from the current job on the survey date (US\$)

⁴ Months of unemployment compensation collected since January 1996

⁵ Amount of unemployment compensation collected since January 1996, in US\$ at exchange rate of US\$1.00 = 175.75 Hungarian forints on April 1, 1997, approximately the survey date

SOURCE: O'Leary, Kolodziejczyk, and Lazar (1998)

Table 4.11 Estimates of net impact of ALMPs by subgroup on whether participants were employed in an unsubsidized job or in self-employment on the survey date in Hungary

| | Individual training | Group training | Public works | Wage subsidy | Self-employment |
|--------------------------------|---------------------|----------------|--------------|--------------|-----------------|
| Male respondent | 0.086** | -0.021 | -0.138**## | 0.037 | 0.339** |
| Female respondent~ | 0.087** | 0.023 | -0.042 | 0.076** | 0.344** |
| Aged < 30 | 0.081** | 0.008 | -0.111** | 0.029 | 0.339** |
| Aged 30-44 | 0.076** | 0.018 | -0.112** | 0.059* | 0.320**# |
| Aged 45+~ | 0.126** | -0.067 | -0.048 | 0.098** | 0.389** |
| 8 years of schooling | 0.086** | 0.001 | -0.141**# | 0.089** | 0.377** |
| Vocational education | 0.101** | -0.002 | -0.090** | 0.030 | 0.330** |
| General secondary education | 0.066** | -0.011 | -0.057 | 0.065 | 0.332** |
| Some higher education~ | 0.098 | 0.084 | 0.068 | -0.049 | 0.273** |
| White-collar occupation | 0.051 | -0.037 | -0.116** | 0.059 | 0.325** |
| Blue-collar occupation~ | 0.098** | 0.011 | -0.094** | 0.053** | 0.346** |
| Long-term unemployed | 0.084** | -0.041 | -0.089** | 0.084** | 0.364** |
| Not in long-term unemployment~ | 0.087** | 0.010 | -0.101** | 0.045* | 0.336** |
| Area of low unemployment | 0.066** | 0.016 | -0.129** | 0.036 | 0.336** |
| Area of medium unemployment | 0.087** | -0.015 | -0.093** | 0.113**## | 0.288** |
| Area of high unemployment~ | 0.102** | 0.002 | -0.082** | 0.012 | 0.394** |

Notes:

* Statistically significant at the 90 per cent confidence level in a two-tailed test

** Statistically significant at the 95 per cent confidence level in a two-tailed test

Significantly different from the reference group at the 90 per cent confidence level in a two-tailed test

Significantly different from the reference group at the 95 per cent confidence level in a two-tailed test

~ Reference group for subgroup differences; excluded from estimation

Source: O'Leary, Kolodziejczyk, and Lazar (1998).

Examples from Hungary—Net Impact Estimates (Continued)

Table 4.12 Summary of Subgroup Net Impact Analysis

| Characteristic | Retraining | Public Service Employment | Wage Subsidies | Self-employment |
|-----------------------|------------|-----------------------------|-------------------------------------|---------------------------------|
| Gender | | Worse for males | | |
| Age | | | | Best for older persons |
| Education | | Worse for the less educated | | |
| Occupation | | | | |
| Unemployment duration | | | | |
| Unemployment rate | | | Best where unemployment is moderate | Best where unemployment is high |

Table 4.13 Impact of Various Features of ALMPs on Whether Participants Were Employed in an Unsubsidized Job or in Self-employment on the Survey Date, in Hungary

| | Individual training | Group training | Public service employment | Wage subsidy | Self-employment |
|-----------------------------------|---------------------|----------------|---------------------------|--------------|-----------------|
| <i>Contribution to costs</i> | | | | | |
| Participant contribution | 0.104** | 0.123** | | | |
| No participant contribution | 0.062 | 0.066** | | | |
| <i>Duration of ALMP</i> | | | | | |
| < 1 month | 0.115 | 0.019 | | | |
| 1 < 3 months | 0.129** | -0.050 | | | |
| 3 < 6 months | 0.102** | 0.084**b | | | |
| 6 < 12 months | 0.069** | 0.097**b | | | |
| 12+ months | 0.084 | -0.015 | | | |
| <i>Organized by</i> | | | | | |
| Regional center, over 20 hrs/w | 0.092 | 0.015 | | | |
| Regional center, 20 hrs/w or less | 0.128 | -0.005 | | | |
| Other, over 20 hrs/w | 0.073** | 0.096**a | | | |
| Other, 20 hrs/w or less | 0.105** | 0.107**a | | | |
| <i>Level of job skill</i> | | | | | |
| Non-manual | | | -0.166** | -0.042 | |
| Manual unskilled | | | -0.237**a | -0.059 | |
| Manual semi-skilled | | | -0.207** | -0.022 | |
| Manual skilled | | | -0.160**b | -0.012 | |
| <i>Sector</i> | | | | | |
| Agriculture | | | | 0.018 | 0.290** |
| Construction | | | | -0.174**a | 0.268** |
| Services | | | -0.207** | -0.047*b | 0.190**ab |
| Other | | | -0.228** | 0.028bc | 0.280**c |
| <i>Type of enterprise</i> | | | | | |
| individual enterprise | | | | | 0.223** |
| partnership or other | | | | | 0.203** |

Examples from Hungary—Net Impact Estimates (Continued)

Table 4.14. Summary of Program Feature Net Impact Analysis

| Feature | Retraining | Public Service Employment | Wage Subsidies | Self-employment |
|---------------------------------|--|---------------------------|--------------------------------------|---------------------|
| Share in costs | Better with Contribution (but not significant) | | | |
| Duration of ALMP | 3 to 12 months | | | |
| Organized by | Not district retraining center 20+ hrs/w | | | |
| Level of skill | | Manual unskilled is worst | Outside of construction and services | Outside of services |
| Industry | | | | |
| Sole proprietor vs. partnership | | | | |

Table 4.15 Cost Components for a Net Impact Evaluation Project

1. Preliminaries:

- 1.1 Sample design
- 1.2 Randomly select samples of persons for participant and comparison groups
- 1.3 Extract records from existing administrative records on samples selected
- 1.4 Prepare a data file for preliminary analysis of samples selected
- 1.5 Prepare lists of names for interviews organized by geographic region

2. Survey work:

- 2.1 Translate surveys and adapt questions to cultural and institutional context.
- 2.2 Pilot test surveys
- 2.3 Revise surveys and set final formats and methods for recording survey responses
- 2.4 Prepare surveys in format required for interviews, usually multiple hard copies
- 2.5 Prepare a training manual for survey workers to conduct interviews
- 2.6 Designate survey managers for major geographic regions
- 2.7 Assemble a team of survey workers to conduct interviews
- 2.8 Conduct survey worker training
- 2.9 Conduct interviews with established call back protocol
- 2.10 Deliver completed questionnaires for data entry

3. Final Data Processing:

- 3.1 Error checking, correction, and key entry of data to computer files
 - 3.2 Preparation of computer files for data analysis
 - 3.3 Delivery of data files to data analysts
 - 3.4 Correction of data files based on questions from data analysts.
-

VI. Conclusion

- Uses of Evaluation Results
 - Performance monitoring
 - Program management
 - Annual planning
 - Net impact estimation
 - Program design
 - Strategic planning
 - Policy formulation

Conclusion (Continued)

- A sequence for Evaluation
 - Management information system
 - Performance indicators monitoring
 - A culture of cost effectiveness
 - Professionalism in the employment service
 - Net impact evaluation
 - Policy development

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