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# JOBS UMBRELLA MULTIDONOR TRUST FUND

## ANNUAL REPORT 2019–2020





# CONTENTS

Abbreviations	v
Acknowledgments	vii
Program at a Glance	1
Executive Summary	5
Highlights of Activities and Results	13
Lessons Learned and Next Steps	33
Financial Highlights and Disbursements	43
Annexes	51
Annex A: Summary of Solutions Notes	52
Annex B: Progress Reports on Active Grants	62
Annex C: Results Framework	77
Annex D: Beneficiaries Reached by WBG Jobs Programs	78
Annex E: Supporting National Institutions and Stakeholders	79
Annex F: List of SEJLS Champion Projects	81
Annex G: JOIN Database Details	90
Annex H: Jobs Labor and Migration and Jobs Diagnostics and Solutions Core Course 2019 Details	94



# ABBREVIATIONS

<b>ADA</b>	Austrian Development Agency
<b>ADB</b>	African Development Bank
<b>AIMM</b>	Anticipated Impact Measurement and Monitoring
<b>ALMP</b>	Active Labor Market Programs
<b>BRAC</b>	Building Resources Across Communities
<b>CMU</b>	Country Management Unit
<b>CoP</b>	Community of Practice
<b>CCT</b>	Conditional Cash Transfers
<b>DEC</b>	Development Economics Unit
<b>DFID</b>	UK Department for International Development
<b>DPF</b>	Development Policy Financing
<b>EFI</b>	Equitable Growth Finance & Institutions Development Vice Presidency
<b>FCI</b>	Finance, Competitiveness and Innovation (Global Practice, World Bank)
<b>FCV</b>	Fragile Conflict and Violence Situations
<b>GAFSP</b>	Global Agriculture and Food Security Program
<b>G2P</b>	Government to Person
<b>GDP</b>	Gross Domestic Production
<b>GIZ</b>	German Corporation for International Cooperation
<b>GMD</b>	Global Monitoring Database
<b>GP</b>	Global Practices
<b>I2D2</b>	International Income Distribution Data Set
<b>IBRD</b>	International Bank for Reconstruction and Development
<b>ICT</b>	Information and Communication Technology
<b>IDA</b>	International Development Association
<b>IE</b>	Impact Evaluation
<b>IFC</b>	International Finance Corporation
<b>IL</b>	International Labor Organization
<b>IMF</b>	International Monetary Fund
<b>JD</b>	Jobs Diagnostics
<b>JDS</b>	Jobs Diagnostics and Solutions
<b>JET</b>	Jobs and Economic Transformation
<b>JLM</b>	Jobs Labor and Migration
<b>JOIN</b>	Global Jobs Indicators Database
<b>JSC</b>	Jobs Steering Committee
<b>KLM</b>	Knowledge and Learning Management
<b>LDCs</b>	Least Developed Countries

<b>LSMS</b>	Living Standards Measurement Study
<b>MAAP</b>	Mozambique Agricultural Aggregator Project
<b>MDTF</b>	Multi Donor Trust Fund
<b>MSEs</b>	Medium and Small Enterprises
<b>NEET</b>	Not in Employment, Education, or Training
<b>NORAD</b>	Norwegian Agency for Development Co-Operation
<b>PCN</b>	Project Concept Note
<b>PM</b>	Practice Managers
<b>PSAC</b>	Private Sector Advisory Council
<b>RCT</b>	Randomized Controlled Trial
<b>S4YE</b>	Solutions for Youth Employment
<b>SBS</b>	Small Business Support (SBS)
<b>SCD</b>	Systematic Country Diagnostics
<b>SEJLS</b>	Supporting Effective Jobs Lending at Scale
<b>SIDA</b>	Swedish International Development Cooperation Agency
<b>SME</b>	Small and Medium Enterprise
<b>SPJ</b>	Social Protection and Jobs
<b>TA</b>	Technical Assistance
<b>TF</b>	Trust Fund
<b>TVET</b>	Technical and Vocational Education Training
<b>USAID</b>	United States Aid for International Development
<b>USD</b>	US Dollars
<b>VCD</b>	Value Chain Development
<b>VPU</b>	Vice Presidency Unit
<b>WB</b>	World Bank
<b>WBG</b>	World Bank Group
<b>WDR</b>	World Development Report
<b>YE</b>	Youth Employment
<b>YOP</b>	Youth Opportunities Program

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# PROGRAM AT A GLANCE

SEJLS pilot projects will help strengthen technical standards that ensure consistent, systematic and targeted approaches to measure jobs related outcomes.

## PROGRAM AT A GLANCE

This annual report details the activities for the Jobs Umbrella Multi-Donor Trust Fund, with operational and financial reporting from December 2018 to December 2019.

**TABLE 0.1**

Program at a glance

Target value	\$100 million <sup>1</sup>
Current value	\$52.4 million <sup>2</sup>
Closing date	December 31, 2021
Number and value of grants	101 grants in 40 countries, 6 regions and globally, valued at \$41.2 million
Country activities <sup>3</sup>	Afghanistan, Bangladesh, Burkina Faso, China, Colombia, DR Congo, <b>Côte d'Ivoire</b> , Ecuador, Egypt, Ethiopia, <b>Georgia</b> , Ghana, Haiti, India, Indonesia, Jordan, Kenya, Lebanon, Liberia, Madagascar, <b>Mexico</b> , Morocco, <b>Mozambique</b> , <b>Nepal</b> , Nicaragua, Niger, Pakistan, Paraguay, Philippines, Sierra Leone, Solomon Islands, <b>South Africa</b> , Tajikistan, Tanzania, Tunisia, Turkey, Ukraine, Vietnam, West Bank and Gaza, Zambia
Regional and global activities	Africa, East Asia and the Pacific, Europe and Central Asia, Middle East and North Africa, Latin America and Caribbean, South Asia, Global/Multi-country
Donors	The Governments of Norway, the United Kingdom, Austria, Germany, Italy, and Sweden are providing financing through Norway Ministry of Foreign Affairs, UK Department for International Development (DFID), the Austrian Ministry of Finance, the Austrian Development Agency (ADA), the Swedish International Development Cooperation Agency (SIDA), and the Italian Ministry of Economy and Finance <sup>4</sup>

<sup>1</sup> Dollar amounts are U.S. dollars unless otherwise indicated.

<sup>2</sup> Includes new contributions from Germany and Italy in a Successor Fund, TF073004.

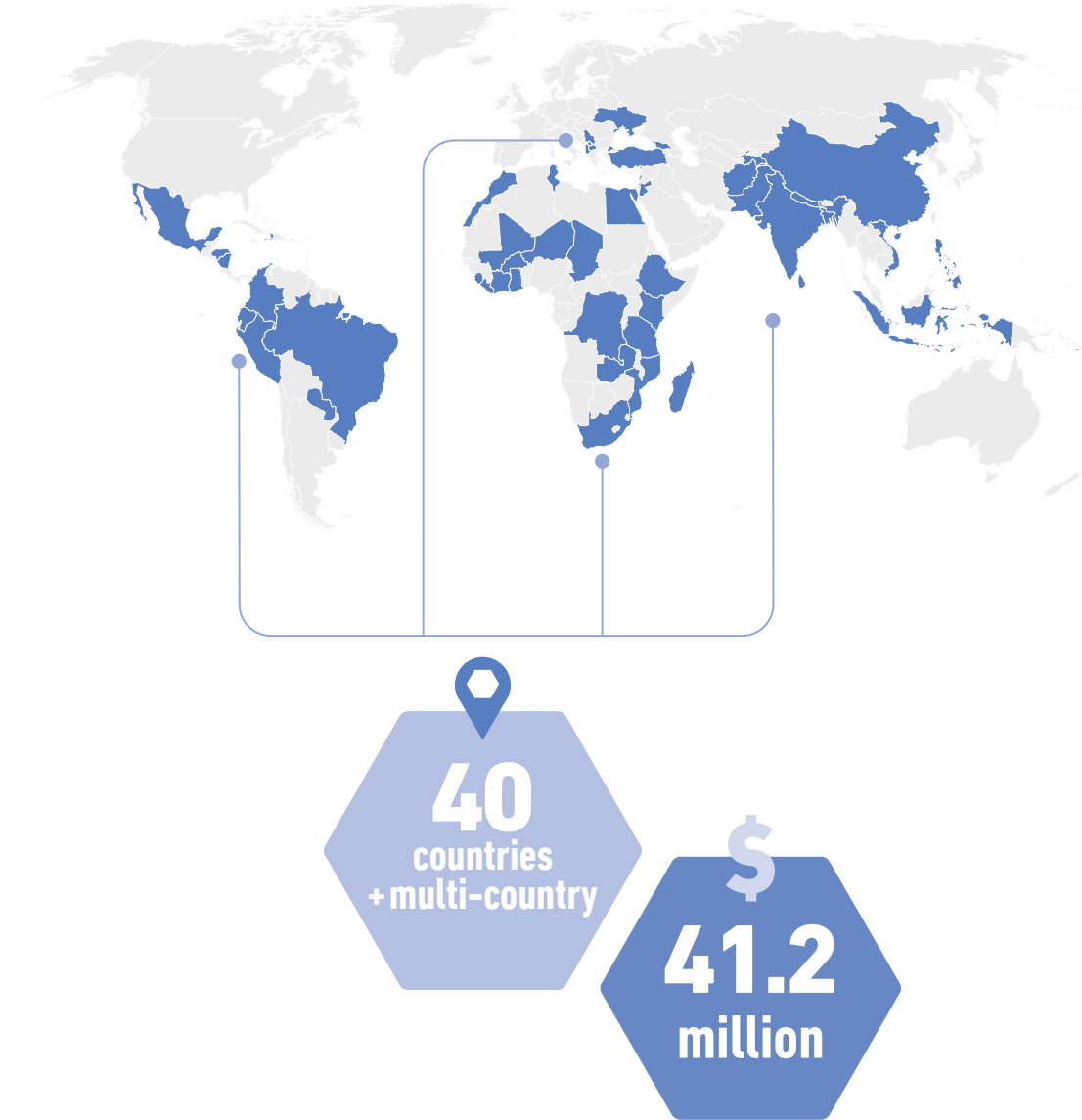
<sup>3</sup> The countries focused in "Activities and Results from Other Ongoing Grants" in section 1 are highlighted in bold.

<sup>4</sup> Switzerland contributes via State Secretariat for Economic Affairs (SECO) through a parallel multi-donor trust fund (MDTF) previously established in the International Finance Corporation (IFC). Detailed information on the Let's Work Program (LWP) is found in Annex A of the Let's Work Annual Report, with SECO contributions noted.

The MDTF covers all regions, with priority given to multi-country, global activities, and activities in Africa (Figure 0.1).

**FIGURE 0.1**

Countries where MDTF grants are being implemented







# EXECUTIVE SUMMARY

“Providing work opportunities clearly improves the lives of refugees and evidence shows that it can also benefit host countries.”

—Jobs Solutions Note on Addressing  
Employment Obstacles for Young  
Syrian Refugee Women

## EXECUTIVE SUMMARY

**This report covers the activities of the Jobs Umbrella Multi-Donor Trust Fund (Jobs MDTF) to the end of 2019.** Established in 2014, the MDTF supports:

- (a) Design and implementation of jobs strategies for World Bank Group (WBG) client countries.
- (b) Advancement of global knowledge on effective policies and activities for sustainable jobs, especially for the most vulnerable groups.

The MDTF is administered by the Jobs Group, a cross cutting unit seated in the Social Protection and Jobs (SPJ) Global Practice (GP) and governed by the WBG-wide Jobs Steering Committee.

**The Jobs MDTF set out to raise a total of \$100 million.** To date, seven donor agencies from six countries (Austria, Germany, Italy, Norway, Sweden, and the United Kingdom) have committed USD 52.4 million.

**The Jobs MDTF was among the first umbrella Trust Funds (TFs) established in the World Bank Group (WBG).** The aim is to integrate a WBG-wide portfolio of trust-funded activities on the jobs agenda which support activities around innovation, research, the development of jobs programs, and the design of integrated, multisector jobs strategies.

**Thus far the MDTF has funded over 100 activities**, across 40 countries,<sup>5</sup> 6 regions, 10 WBG Global Practices (GPs) and the IFC. The MDTF funds activities through five operational “Windows”:

- (1) **Data, Diagnostics, and Operations:** Develop and implement jobs strategies around specific country challenges.
- (2) **Private Sector Development (Let’s Work Program):** Support private-sector-led job growth.
- (3) **Jobs and Youth:** Strengthen the global knowledge base on youth employment and jobs solutions.
- (4) **Jobs in Fragile, Conflict, and Violence (FCV) situations:** Supports employment generation through diagnostics, innovative interventions, and international partner coordination.
- (5) **Actionable and Robust Research:** Conducts rigorous research focusing on key policy questions, in support of the other windows.<sup>6</sup>

**In 2019, the MDTF shifted to a new phase of work.** This is focused on providing **global public goods** to practitioners working on jobs challenges (within and beyond the WBG) and on **operationalizing jobs interventions at scale**. The 2019 workplan highlighted:

- (a) A series of **policy notes** synthesizing findings from MDTF-funded activities.
- (b) Establishing JOIN, a **global statistical resource on jobs**.

<sup>5</sup> The MDTF support includes activities in 21 International Development Association (IDA) and 9 FCV countries.

<sup>6</sup> In partnership with International Labour Organization (ILO) and World Bank’s Development Economics VP (DEC).

- (c) Designing and delivering **training materials around jobs diagnostics and strategies**.

**During 2019, the Jobs Group also developed a new approach to supporting large scale, jobs-relevant operational lending across the WBG and the IFC.** The **Supporting Effective Jobs Lending at Scale (SEJLS)** program, launched at the end of the year, responds to growing demand from client governments and donors for accelerated jobs transformations in low-income country (LIC) and lower middle-income country (LMIC) settings. This is also reflected in the IDA19 special theme of **Jobs and Economic Transformation (JET)**. SEJLS builds on two related pillars:

- (a) Improving the ex-ante design of interventions with potential to improve jobs outcomes.
- (b) Better measuring the impact of public policies, programs, and private investments on the qualitative and quantitative dimensions of jobs.

**SEJLS supports task teams to better define and measure the results of jobs policies and programs.** Improving understanding of the jobs outcomes of our interventions is a high WBG priority. In LIC settings, over 90 percent of income growth comes from better jobs. In turn, this accounts for almost half of poverty reduction. The other key driver of poverty reduction is demographic change, which reduces family sizes and lowers dependency ratios. So, it's not surprising that the WBG invests a large share of its portfolio in programs and projects that aim to improve job outcomes. "Jobs themed" projects account for about one-third of the Bank's operational portfolio. But we need to know more about what they achieve. Difficulties in accurately measuring results are an important barrier to designing effective jobs-focused interventions. At present, only 40 percent of the jobs-themed projects in the Bank's operational portfolio have a jobs-specific indicator in their results framework—and few of them cover indirect and induced employment effects. Only a handful include jobs outcomes in their underlying economic analysis.

**To overcome these problems SEJLS will work with project teams from across the GPs to develop a common analytical framework for mapping project activities to jobs outcomes.**

This will harmonize jobs estimation approaches and results reporting for key families of jobs-relevant interventions. SEJLS will also reinforce WBG discussions with development partners, government agencies—such as job creation commissions, competitiveness councils, and national training agencies—and private sector actors.

**SEJLS is a Bank-wide, cross-cutting program.** Grants already allocated include: macroeconomic programs (which influence the rate of capital investment); agriculture and value chains (which raise productivity and earnings and release labor for new jobs in other sectors), private sector development (for example, SME development programs); spatial (for example, urban slum upgrading and secondary city programs), environment (green jobs programs); human capital (health, education and training programs); and social protection (programs to improve labor market design and reduce disincentives to formalization). There is a strong emphasis on the cross-cutting themes of migration, gender, and jobs in fragility, conflict, and violence (FCV) settings.

## JOBS MDTF ONGOING GRANTS

The Jobs MDTF 2019–20 annual report provides an update for active MDTF grants that reported results and submitted outputs during 2019.<sup>7</sup> They include:

- **Let’s Work Mozambique:** Developed a jobs strategic framework based on the [Jobs Diagnostic](#) completed under the “[Let’s Work](#)” program, and implemented innovative studies of returns to agricultural aggregator schemes for firms and their suppliers and of a private sector jobs matching project in urban marginal labor markets (“Biscate”).
- **Mexico Youth Labor Market Inclusion:** Pilots and evaluates innovative approaches to improve employment outcomes for youth transitioning from school to the labor market.
- **Nepal Jobs Platform.** Exploits new [household-level labor force data](#) and a MDTF-funded survey of SME firms’ hiring behavior and growth prospects (forthcoming Nepal Jobs Diagnostic report).
- **Côte d’Ivoire Economic Inclusion and Value Chain pilot.** Piloting an integrated approach to poverty reduction, which simultaneously tackles labor supply and demand constraints.
- **South Africa Youth Job Assistance grant.** Finances a study of [Job Search and Hiring with Two-sided Limited Information about Work-Seekers’ Skills](#).
- **The Genie Broadband for Development Program in Georgia:** Implements an innovative randomized controlled trial (RCT) on technology adoption and its impacts on job creation.
- **Solutions for Youth Employment (S4YE):** A multi-stakeholder coalition of public sector, private sector, civil society actors, foundations, think tanks, and young people. S4YE offers leadership and resources for catalytic action on youth jobs.

## 2019 PROGRAM HIGHLIGHTS

**JOBS SOLUTIONS NOTES:** The MDTF team developed six Solutions Notes (see Annex A for one-page summaries)—based on a broad, consultative process—synthesizing findings from MDTF-funded activities. The six Solutions Notes—which are based on evidence from research, impact evaluations, pilots, and operations, and incorporate detailed feedback from within the Bank and MDTF donors—are:

- *Adapting Jobs Policies and Program in the Face of Accelerated Technological Change*
- *Agriculture, Jobs, and Value Chains in Africa*
- *Designing Small and Medium Enterprise (SME) Programs for More Jobs*
- *Adapting Skills Training to Address Constraints to Women’s Participation*
- *Jobs Interventions for Young Women in the Digital Economy*
- *Supporting Jobs in Situations of Fragility, Conflict, and Violence (FCV)*

**JOBS INDICATORS DATABASE (JOIN):** JOIN—a user-friendly, global statistical resource on jobs for WB staff and policymakers—was launched in 2019. It is a Global Jobs Indicator Data Bank that integrates jobs indicators along key labor market dimensions relevant for policy making. In the first months after launch, the JOIN data topics website received more than 11,500-page views. Teams

<sup>7</sup> The [Jobs MDTF Annual Report 2018–19](#) provided a detailed cumulative account of the activities and results of the Jobs MDTF to December 2018.



across the WBG working on jobs related analysis and topics, as well as external users including academia, access the JOIN data. The Global Jobs Indicators help inform World Bank Jobs Diagnostic tools, country level reports, World Bank Systematic Country Diagnostics (SCDs), and Country Economic Memoranda (CEM). JOIN is also being used in various other World Bank reports, concept notes, briefings, presentations, and blogs. The World Bank Gender data portal has a link to JOIN.

**JOBS CORE COURSES:** To support capacity building for job creation, the Jobs Group organized two training courses as a part of GP-wide Social Protection and Jobs Core Courses in 2019:<sup>8</sup> Jobs, Labor and Migration (JLM), and Jobs Diagnostics and Solutions (JDS). The courses—attended by 106 students—provide hands-on training with tools and techniques to develop integrated, multi-sectoral jobs strategies. The audience for the JLM course comprised operational and research staff working in labor mobility and development, employment policies, informality, technical and vocational training, skills development, youth employment, and related policy areas. The audience for the JDS course, based on knowledge gained from conducting Jobs Diagnostics in over 40 countries, comprised technical and high-level staff engaged in or planning a Jobs Diagnostics in their country or region. This included economists, analysts, and researchers working on economic growth, macro-economic policy, national budgeting and planning, economic forecasting, and related areas. Participants also included donor and development partners.

An important outcome of the JDS pilot course was the creation of the **Jobs Diagnostics and Solutions Community of Practice (JDS CoP)**. This is a knowledge sharing and learning platform for officials, development practitioners, researchers and WBG staff who are developing cross-sector Jobs Strategies for countries, regions, and municipalities. The CoP is a volunteer member group, which develops and disseminates data-driven tools, knowledge products, and global datasets through a discussion forum.

**SUPPORTING EFFECTIVE JOBS LENDING AT SCALE:** SEJLS will be implemented between July 2019 and June 2021, using the Jobs MDTF funding balance of just over USD 5 million. The WBG has responded very strongly to the SEJLS approach. The program allotted grants to 15 lending operation “champion projects” (summarized in Annex F), distributed across 7 WB GPs and 6 WBG lending regions. The average project lending quota is USD 216 million, for a total of USD 3.7 billion in leveraged funds. This is consistent with the SEJLS objective of mobilizing large scale WBG operational engagements.

**S4YE: BUILDING EFFECTIVE PARTNERSHIPS FOR THE YOUTH JOBS AGENDA:** During 2019, S4YE made major advances, including:

- **Partnerships with WBG teams** working on youth jobs projects across different GPs and IFC, including creating a **community of practice** for task managers.
- **Partnerships with 35 private companies**, the S4YE Private Sector Advisory Council (PSAC).
- Expanding the S4YE “**Impact Portfolio**” of youth employment projects.
- **Creating Global Knowledge Resources** (S4YE Knowledge Repository and S4YE project portal).
- **Youth Advisory Group:** 17 young people from across the developing world who contribute to S4YE’s governance, operations, and knowledge work.
- **Seven expert Working Groups** across WB, IFC, private sector, and S4YE Impact Portfolio.

<sup>8</sup> The courses took place in parallel with core courses on Social Safety Nets and Pensions at World Bank Headquarters in Washington, DC from October 28 to November 8, 2019.

## NEXT STEPS

**The Jobs Steering Committee endorsed the Jobs Umbrella MDTF’s Phase II work program for 2020–2024.** During Phase II, the MDTF will focus on scale-up, building on the **Supporting Effective Jobs Lending at Scale** (SEJLS) pilot. To finance Phase II, the MDTF has targeted raising an additional USD 47 million, thus completing the USD 100 million funding goal originally agreed between the Bank and donors. The Phase II work program will be structured across three sets of activities.

**Jobs Lending at Scale.** Strengthen technical standards to promote consistent, systematic, and targeted approaches to measure jobs relevant interventions-related outcomes. Leveraging the WBG portfolio, the activities will support investments with a “theory of change” (ToC) to identify expected effects on jobs outcomes and relevant tracking indicators, and expand the underlying project economic analysis to incorporate **jobs-related externalities** and other relevant **market failures**.

**Measurement Agenda.** Continue supporting jobs measurement and improve impact assessment of public and private initiatives on qualitative and quantitative dimensions of jobs. Ensure synergies of jobs measurement and knowledge at different levels:

- **Project level:** Guidance on measurement for jobs-themed projects.
- **Sector level:** Sector-level guidance and jobs multipliers to estimate jobs created from new or additional investments and operations.
- **Country, cross-country, and global level:** Track the evolution of structural change and economy-wide labor markets, reflecting interaction of macroeconomic and microeconomic factors.

**Scaling through Partnerships.** The Jobs Group will develop external partnerships to increase the MDTF’s influence, and support partners’ capacity by promoting best practices emerging from Jobs Lending at Scale and Measurement Agenda. It will convene a learning community of country governments and support teams pioneering cutting-edge solutions to jobs challenges. This pillar will operate through three mechanisms:

- **Private sector partnerships:** Build on the experience of the **Let’s Work** and S4YE activities.
- **A learning community / network of country governments.** Bring together client and donor government bodies working on the Jobs agenda.
- **An Innovation Challenge:** Support pioneering knowledge creation on the diagnosis of, and solutions to, jobs challenges through country-based innovation challenge competitions.







# 1

## HIGHLIGHTS OF ACTIVITIES AND RESULTS

“In the FCV context, most workers make a living from a basket of low-productivity activities rather than a single full-time job, casual business activities tend to account for far more jobs than traditional firms.”

— Jobs Solutions Note on Supporting Jobs in Fragility, Conflict and Violence (FCV) Situations

# 1 HIGHLIGHTS OF ACTIVITIES AND RESULTS

**The Jobs Umbrella Multi-Donor Trust Fund (MDTF) was established in 2014 with the goal of supporting innovation, research, and development of evidence-based jobs programs and integrated, multisector jobs strategies. It has two objectives:**

- (a) Support design and implementation of **comprehensive, integrated and high-impact jobs strategies for WBG client countries.**
- (b) **Advance global knowledge** on the most effective policies and activities for sustainable jobs, especially for the most vulnerable groups.

**The MDTF set a target value of USD 100 million to be mobilized from bilateral and multilateral donors.** To date, seven donors have joined the MDTF, with current signed agreements valued at USD 52.4 million. The MDTF allocates funds<sup>9</sup> across five operational “windows” (Figure 1.1):

**Window 1—Data, Diagnostics, and Operations:** To develop and implement jobs strategies around specific country challenges, building on the deliverables of the other windows.

**Window 2—Private Sector Development (Let’s Work Program):** To support private-sector-led job growth, building on country pilots and measurement work.

**Window 3—Jobs and Youth:** To build jobs solutions for young people and strengthen the global knowledge base on youth employment.

**Window 4—Jobs in Fragile, Conflict, and Violence (FCV) situations:** To support employment generation through diagnostics, innovative interventions, and coordination among international partners.

**Window 5—Actionable and Robust Research:** To implement rigorous research that focuses on key policy questions and supports the other windows, in partnership with the International Labour Organization (ILO) and the Development Economics Vice Presidency (DEC) of the World Bank.

**Under these five windows, the MDTF supports over 100 activities in varying stages of implementation encompassing 40 countries, 6 regions, and 10 WBG Global Practices (GPs) and the IFC.** The portfolio includes activities in 21 International Development Association (IDA) countries<sup>10</sup> and 9 FCV countries.<sup>11</sup>

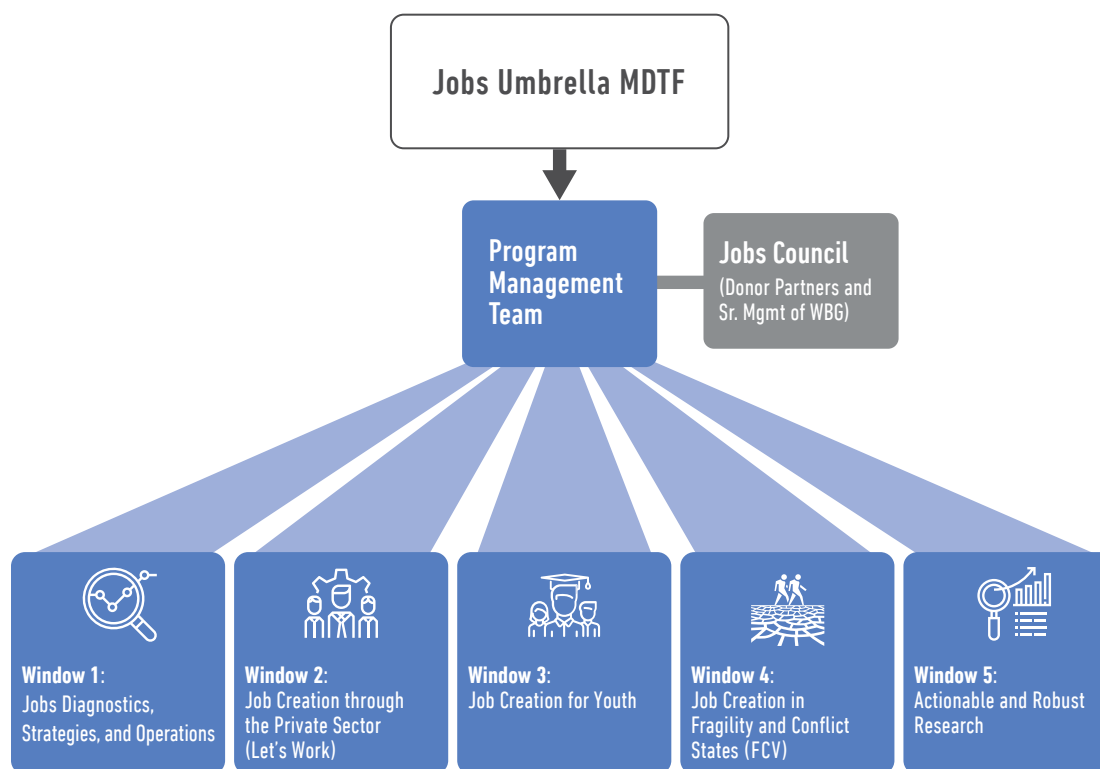
<sup>9</sup> Each window allocated funds competitively through two open calls for proposals for windows 1, 3, and 4 in May and December 2015. Relevant steering committees competitively selected the activities under windows 2 and 5.

<sup>10</sup> The World Bank identifies IDA countries as those with GNI per capita below an established threshold (\$1,175 in fiscal year 2020), updated annually. They are above the operational cutoff but lack the creditworthiness needed to borrow from the International Bank for Reconstruction and Development (IBRD).

<sup>11</sup> Countries identified as FCV by World Bank according to Harmonized List of Fragile Situations FY 2019.

**FIGURE 1.1**

The Jobs MDTF Areas / “Windows”



As we approach the end of phase 1, most grants have already closed and only 11 grants **remain active**. Among those, the S4YE program went through a major scale-up of its partnership in 2019, both within the WBG as well as with external partners.

**From April to December 2019**,<sup>12</sup> the Jobs MDTF implemented its workplan called **Knowledge Program for Jobs: From Jobs Analytics to Support for Jobs Operations** (TF0A9595). The workplan was agreed with donors in 2018, focusing on several main workstreams supported by Jobs MDTF Window 1:

- Jobs Solutions Notes:** Synthesizing findings to date from MDTF-funded activities into policy notes.
- Jobs Indicators database, JOIN:** Established a global statistical resource on jobs.
- Jobs Core Courses:** Designing and delivering training materials around jobs diagnostics and strategies.

In November 2019, the Jobs MDTF launched the “**Transitional Work Program**”—now called **Supporting Effective Jobs Lending at Scale (SEJLS)**—to pilot a new approach to supporting large scale, jobs-relevant operational lending across the WBG.

<sup>12</sup> The Jobs MDTF Annual Report 2018–19 provides a detailed account of the activities and results of the Jobs MDTF to March 2019—<http://documents.worldbank.org/curated/en/987271555962839308/Jobs-Umbrella-Multidonor-Trust-Fund-Annual-Report-2018-2019>.

The following table provides an overview of the different activities discussed in this section of the report.

**TABLE 1.1**

Summary of activities and results

Activity	Details discussed in the section
Activities and Results from Ongoing Grants	<ul style="list-style-type: none"> <li>• An update on progress and results achieved by the ongoing grants funded under Phase 1 of Jobs MDTF with reported results and submitted outputs during December 2019</li> </ul>
S4YE	<ul style="list-style-type: none"> <li>• 2019 scale-up of partnership</li> </ul>
Jobs Solutions Notes	<ul style="list-style-type: none"> <li>• Process of development of the notes</li> <li>• Consultations with multiple stakeholders</li> <li>• Dissemination</li> </ul>
JOIN—Global Jobs Indicator Data for WB	<ul style="list-style-type: none"> <li>• Rationale</li> <li>• Uses</li> <li>• Limitations</li> </ul>
Jobs Diagnostics and Solutions (JDS) and Jobs, Labor, and Migration (JLM) Core Courses	<ul style="list-style-type: none"> <li>• Course Objectives</li> <li>• Audience</li> <li>• Curriculum</li> <li>• Course Evaluation</li> </ul>
Supporting Large Scale, Jobs Relevant Operational Lending Across the WBG (SEJLS)	<ul style="list-style-type: none"> <li>• Pillar 1: Standardizing GPs’ operational approaches to jobs challenges</li> <li>• Pillar 2: Systematizing Jobs Measurement</li> </ul>

## ACTIVITIES AND RESULTS FROM ONGOING GRANTS

The Jobs MDTF 2019–20 annual report provides an update for active MDTF grants that reported results and submitted outputs during 2019.<sup>13</sup> They include:

**The Jobs Group engagement in Mozambique (Grant Amount USD 4.6 million)** is developing a strategic framework for Jobs on the basis of the Jobs Diagnostics completed in 2018 as a part of the “Let’s Work” program in the country. This Jobs Strategic Policy Note now being prepared proposes a set of important policies and programmatic actions to accelerate the jobs transformation in Mozambique. The note is also intended to inform forthcoming sector work and operations, with a focus on employment generation, such as the new Extractive and Inclusive Development Project currently under preparation. The grant also supported value chain studies on Plantation Forestry

<sup>13</sup> The Jobs MDTF Annual Report 2018–19 provided a detailed cumulative account of the activities and results of the Jobs MDTF to December 2018.



Sector in Mozambique, Cassava Value Chain, and the Cashew Value Chain, which provide in-depth analysis of these sectors from a jobs perspective. The Mozambique Agricultural Aggregator Pilot (MAAP), a 30-month study of the jobs effects of expanding private sector out-grower systems in nine different types of agribusiness firms, is on track and will be finalized by the summer of 2020. The team is adding qualitative and quantitative analysis to enrich the study. The team will focus on dissemination events including two events with aggregators in the field in Maputo. The team has also produced a video about the MAAP pilot as a part of its dissemination strategy for online platforms and social media (password: maap2019).

**The Mexico Youth Labor Market Inclusion grant (USD 2 million)** pilots and evaluates innovative approaches to improve employment outcomes for youth transitioning from school to the labor market. In 2019, the grant implemented a labor market literacy workshop for youth providing basic tools for job search and information about the local labor market. A team of World Bank experts, Mexico's Public Employment Services (SNE), and representatives from private sector organizations developed the curriculum for the workshop. The workshop was offered to 1,971 students enrolled in last grade of 13 upper secondary schools; 76 percent of participants found the workshop useful. Students valued the information regarding the characteristics of a formal job and the training on preparing a job application. Only 29 percent of participants said that they were aware of the benefits offered by a formal job before attending the workshop. The grant is currently implementing a wage subsidy intervention that provides cash transfers to eligible youth for up to six months, conditioned on job placement and continued employment in a formal job. This intervention seeks to address the socially sub-optimal allocation of labor between formal and informal jobs driven by relatively low entry wages in the formal sector.

**The Jobs Platform in Nepal (USD 0.5 million)** exploited the newly available supply-side household-level labor force data and developed a new survey instrument to measure SME firms' hiring behavior and growth prospects. The results from both analyses were combined in the forthcoming Nepal Jobs Diagnostic report, which develops evidence-based policy recommendations to incorporate in World Bank's projects, technical assistance, and policy engagements in Nepal. The report, reviewed in January 2020, is now being finalized. Initial results highlight the following challenges:

- (a) Underutilization of women, most of whom engage in unpaid, low-productivity agriculture.
- (b) Declining female labor force participation and rising share of working-age women who are not employed or in education or training (NEETs).
- (c) The small number of private sector firms that create wage jobs.
- (d) An inefficient financial system for channeling credit to high growth-potential firms.
- (e) Sustained large scale outmigration of low-skilled workers looking for better paid wage jobs.

The Jobs Diagnostic report develops a set of policy recommendations integrating supply-side and demand-side interventions to address some of these challenges. The results have already helped shape design of two pipeline WBG-funded investment projects: the Youth Employment and Training Initiative, and the Rural Employment and Enterprise Development project.

**The Jobs Group-led Economic Inclusion and Value Chain pilot in Côte d'Ivoire (USD 2 million)** seeks to test proof of concept of an integrated approach to poverty reduction simultaneously tackling labor supply and demand-side constraints. The pilot is implemented under the Côte

d'Ivoire—Productive Social Safety Net Project and works with rice mills able and willing to play a catalytic role in developing the rice value chain in an inclusive manner. The pilot offers support through two components: (a) organizational support to farmers and access to finance for inputs and extension services; (b) support to rice mills provides access to working capital and training on management and marketing principles. The team conducted extensive consultations with implementing agencies and developing partners in the country including Centre International de Development et de Recherche; Côte d'Ivoire Microfinance Institute; German Corporation for International Cooperation (GIZ); and the African Development Bank (ADB). The team has published three blogs on the potential of value chains to reduce poverty; design of the pilot; and the role of small businesses in value chain.

**The South Africa Youth Job Assistance grant (USD 0.3 million)** financed a study of Job Search and Hiring with Two-sided Limited Information about Work-Seekers' Skills. The study explores the labor market effects of providing better information about work seekers to firms and vice versa. The paper argues that firms make hiring decisions, and work seekers make job decisions, based on incomplete information about worker productivity, leading to lower than optimal levels of employment and earnings. The study uses a series of experiments to validate this hypothesis by testing information related interventions. It finds that certifying workers' skills had large positive effects on employment and multiple employment quality measures. Treated candidates had 17 percent higher employment, 34 percent higher earnings, and 20 percent higher wages. Certification gets more candidates into work and it also gets candidates into higher-paying jobs. Research findings have been presented to audiences in South Africa and globally, including Cape Town city policy makers, the CSAE Conference on Economic Development in Africa, and the National Bureau of Research (NBER) Summer Institute on Development Economics. The paper also received wide media coverage in multiple outlets in South Africa: Daily Maverick and Harambee Youth Employment Accelerator.

**The Genie Broadband for Development Program in Georgia (USD 0.3 million)** implemented an innovative randomized control trial on technology adoption and its job creation effects. The study seeks to test whether high-speed broadband represents a skills-biased technological shock. The identification strategy makes use of temporal and regional variations in broadband availability in Georgian villages. Using a "difference-in-difference"<sup>14</sup> approach, the findings suggest that broadband internet availability benefits larger firms and the top half of the wage distribution. Overall, results are consistent with other studies' findings to the effect that broadband internet is a type of skills-biased technological change (publication forthcoming). The team also drafted policy notes on broadband technology effects on firms, employment, and labor markets.

Active grants support and collaborate with government agencies, national stakeholders, civil society organization, NGOs and other development partners to build capacity and share knowledge. Annex E lists the various actors and the engagement with MDTF grants.

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<sup>14</sup> Difference-in-difference is a quasi-experimental design that uses data from treatment and control groups to obtain an appropriate counterfactual and estimate a causal effect. It is typically used to estimate the effect of a specific intervention or treatment (such as a passage of law, enactment of policy, or large-scale program implementation) by comparing the changes in outcomes over time between a population that is enrolled in a program (the intervention group) and a population that is not (the control group). Source: Columbia University Mailman School of Public Health.

## SOLUTIONS FOR YOUTH (S4YE) EMPLOYMENT SCALE UP

The **S4YE partnership** made major strides in scaling up its partnership and in developing closer and strategic links with internal WBG teams across different GPS and the IFC.

- Established partnerships with the private sector:** The role of the private sector in advancing youth employment is crucial. S4YE established the S4YE Private Sector Advisory Council (PSAC) with the objective of increasing the number of youth engaged in productive work. Over 35 companies have joined the council including Facebook, LinkedIn, Intelsat, CISCO, Volvo, SAP, Oracle, Nestle, Vodafone. To develop strategic partnerships between World Bank projects and the private sector, S4YE launched its “*Insights from the Private Sector*” webinar series to highlight lessons from private sector-led, youth-focused initiatives. Four webinars were held with Microsoft, Nestle, Intelsat, iMerit, and colleagues from IFC. These learning events have been codesigned with colleagues from different GPs including Agriculture; Digital Development; Finance, Competitiveness, and Innovation (FCI); IFC and others.
- Scaled up S4YE’s learning community of youth employment projects:** S4YE also scaled up its Impact Portfolio—a learning laboratory to identify youth employment projects through a variety of organizations—to identify and learn from innovations in youth employment from 19 to 44 projects. This community of 44 youth employment projects includes projects implemented by a variety of organizations such as Technoserve, Samasource, Digital Data Divide, Harambee, RBK, Joblinge, and others. S4YE organized two summits in 2019 as a part of outreach and dissemination efforts. The partner summit “Youth Employment: Solutions for Sustainable Impact” brought S4YE’s core partners together for the first time—including members of the Private Sector Advisory Council (PSAC), Impact Portfolio, WBG senior management, and key bilateral agency donors—at World Bank Headquarters in Washington, DC. The regional forum “Learning from Innovations in Youth Employment” gathered S4YE’s core partners from countries such as Nigeria, Kenya, Lebanon, Bangladesh, and Pakistan in Addis Ababa, Ethiopia. This Forum had two objectives: bring together S4YE’s large network in a learning event, and strategically “crowd in” innovative S4YE partners’ ideas and approaches to the new World Bank youth employment operation in Ethiopia (\$500 million). This Forum brought new ideas and partners to Ethiopia. The Ethiopian Job Creation Commission appreciated the effort, and subsequently expressed interest in formally joining S4YE. This Forum was co-designed with the World Bank Social Protection Jobs country team, and brought in World Bank colleagues from different GPs—Social Protection and Jobs (SPJ), Poverty, FCI, Digital Development, Gender, IFC—and from different countries: Lebanon, Pakistan, Bangladesh, Nigeria, Kenya, and South Africa.
- Created an internal cross-GP WBG community of youth employment TTLs.** S4YE created its first network of TTLs leading youth employment projects in different GPs (FCI, Agriculture, Social, Urban, Gender, Digital Development, Education GPs and IFC). S4YE surveyed TTLs needs and suggestions to develop a collaborative work program. This survey resulted in identifying two main needs: an open source resources repository of tools, toolkits, best practice notes; and a portal that could help identify other youth employment projects. Based on these gaps identified, S4YE developed and launched two major resources for practitioners (see below). S4YE detailed portfolio review of all WB projects (active and pipeline) to assess where and how the WB was

investing in youth employment identified 150 operations with total investment of USD 17 billion in youth employment. S4YE conducted the portfolio review along with the Jobs Group Portfolio team to align definitions and tagging criteria.

- S4YE launched two Global Knowledge Resources for youth employment practitioners (both are open, global public goods):
  - › [S4YE Knowledge Repository](#) open database provides practical guidance on addressing supply-side and demand-side constraints for youth employment programs to improve their effectiveness. Resources include toolkits, reports, and knowledge briefs
  - › [S4YE project portal](#), a user-friendly database of over 150 projects on youth employment that can be analyzed through various filters such as region, target beneficiary, type of intervention.
- **Promoted Youth Voice:** To promote regular youth input and “voice” in S4YE’s work program, S4YE created a Youth Advisory Group (YAG), comprising 17 entrepreneurial youth who contribute to S4YE’s governance, operations, and knowledge work. As part of its youth engagement strategy, YAG members can attend all Steering Committee meetings, participate in online consultations for S4YE publications, and share their work and experiences during S4YE webinars and other events. The S4YE Secretariat also helps build YAG members’ capacity by organizing technical sessions and launching a mentorship program to match YAG members with WBG staff.
- **Created agile thematic Task Teams (across GPs, IFC, private sector, and S4YE Impact Portfolio).** S4YE has developed small working groups of experts from across the WBG, along with S4YE’s partner network, for a collaborative work program: These include:
  - › **Working Group 1: Youth with Disabilities**, with Social Development GP, United States Agency for International Development (USAID), Norwegian Agency for Development Co-Operation (NORAD), CISCO, Microsoft, EnableCode, Digital Opportunity Trust.
  - › **Working Group 2: Green Jobs for Youth**, with Jobs Group, Environment GP, Ikea Foundation, Signify Foundation, CEMEX.
  - › **Working Group 3: Agri-preneurship as a Solution for Youth Employment.** Includes Agriculture GP, Jobs Group, IFC’s Global Agriculture and Food Security Program (GAFSP), Nestlé, International Institute of Tropical Agriculture (IITA), TechnoServe, Syngenta Foundation, Wageningen University, Technical Centre for Agricultural and Rural Cooperation (CTA).
  - › **Working Group 4: Employment for Young Syrian Refugee Women.** Includes Jobs Group, RAND Corporation, ReBootKamp (RBK), Youth Business International, and Education for Employment (EFE).
  - › **Working Group 5: On Using Disruptive Technology to Create Solutions for Youth Employment.** Includes: Digital Development GP, IFC, Microsoft; Accenture, New Markets Venture Partners, iMerit, EnableCode, Harambee Youth Employment Accelerator, Mentec Foundation.
  - › **Working Group 6: Skill Portability for Agile Workforce Development through Micro-Credentialing.** Includes: Global Apprenticeship Network (GAN), Adecco Group, Randstad, Uber, United Nations Educational, Scientific and Cultural Organization (UNESCO), Anima, Ernst & Young.

- › **Working Group 7:** Digital Job-Matching Platforms. Includes: Jobs Group, Social Protection and Jobs GP (10–12 TTLs), Inter-American Development Bank (IADB), and several other partners.

## JOBS SOLUTION NOTES

**The MDTF team developed Solutions Notes** (see Annex A for one-page summaries) **based on a broad, transparent consultative process, following the WB regular quality assurance for analytical reports.** The formal Concept Review provided peer feedback from many knowledge management experts, who emphasized that policy and solution notes should be demand-driven and focused. This helped narrow the scope and avoid the risk of producing notes that were too general or long. In the future, additional notes may be warranted to complement the existing notes.

Authors shared outlines and early drafts of each Note with WBG stakeholders and donor partners. The six Notes were subject to peer review by the same stakeholders, from both academic and operational perspectives, bearing in mind the target audiences. A Decision Meeting will review the completed Notes to determine next steps on use and dissemination. The Jobs Steering Committee and Technical Working Group have been part of this process.

**The six Solutions Notes are based on evidence drawn from research, impact evaluations, pilots, and operations.** Jobs Group technical experts collaborated with other WB experts to author the Notes. It was emphasized that Notes should be succinct, actionable, and go beyond a literature review. While the methodology for each Note was similar—literature review, portfolio analysis, and consultations—the range of evidence and scale of application vary considerably. The overarching note on “Accelerated Technological Change” naturally has less firm evidence from operations than some of the narrower topics. Depending on evidence and audience, most of the Notes target project managers for jobs-related interventions across the world. The Notes include suggestions on policy-level interventions to address jobs challenges, where available. The Notes provide substantial material on underlying evidence as Bibliographies, with electronic links and separately in the [Jobs MDTF Knowledge repository](#).

**The consultative process increased engagement around findings and recommendations, but more extensive dissemination is needed.** The target audience is made up of policymakers, development partners, and development specialists, especially project managers. Dissemination will be adapted to the differing needs of the identified audiences, and will include additional channels such as blogs and social media. Relevant WBG sectors and practices have been identified for each topic, and face-to-face seminars will be undertaken with external partners. The recommendations will also be embedded in future training programs.

**The process of synthesizing knowledge also helped identify remaining knowledge gaps.** This will help prioritize future efforts in evidence, research, experimentation, and knowledge creation. The main gaps identified are detailed in Table 3.1 in section 3.

## JOIN GLOBAL JOBS INDICATOR DATABASE

**To support the design of public policies to bring better jobs to more people, it is important to have detailed comparable indicators for jobs outcomes across countries.**<sup>15</sup> JOIN is a Global Jobs Indicator Data Bank—a standardized repository of key labor market indicators—for WB staff and policymakers. The WB Jobs Group launched JOIN in FY20 to:

- (a) Support teams holding or deepening a jobs dialogue in WB client countries.
- (b) Develop agile project concept notes (PCNs) for WB projects to provide reliable key inputs on Jobs at conception stage.
- (c) Support regional jobs reports with time series trends based on WB microdata.
- (d) Better incorporate information from WB microdata, such as household income and expenditure surveys in the Global Monitoring Database, WB Living Standards Measurement Study (LSMS), and Labor Force Surveys
- (e) Add Jobs Indicators into the Development Economics (DEC) data repository for broader use.

**JOIN integrates jobs indicators along key labor market dimensions relevant for policy making.** JOIN's structure starts with harmonized labor supply micro-data and integrates it with macro-economic indicators to better understand the process of structural change. JOIN adds value by facilitating labor market analysis and leveraging the jobs angle in analytical reports and operational projects. It specifically sheds light on the role of jobs as a pathway out of poverty and as crucial to sharing prosperity and growth gains.

**In the first months since launch, the JOIN data topics website has received more than 11,500-page views.** Teams working on jobs related analysis and topics across the World Bank, and outside users, including academia, access the dataset. Global Jobs Indicators help inform World Bank's Jobs Diagnostic tools and country level reports, increasingly also feeding into World Bank Systematic Country Diagnostics (SCDs) and Country Economic Memoranda (CEM). Furthermore, JOIN is being used for various World Bank reports, concept notes, briefings, presentations, or blogs on jobs make use of JOIN data. Also, the World Bank Gender data portal is featuring the JOIN's Global Jobs Indicators.

## JOBS CORE COURSES

To disseminate knowledge for job creations, the Jobs Group, with Jobs MDTF support, organized two training courses:

- Jobs, Labor, and Migration (JLM) Core Course
- Jobs Diagnostics and Solutions (JDS) Core Course

The courses were part of GP-wide Social Protection and Jobs Core Courses in 2019. The courses took place in parallel to core courses on Social Safety Nets and Pensions at World Bank Headquarters in Washington, DC from October 28 to November 8, 2019. This was the third edition of the JLM course, but the JDS course was piloted for the first time.

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<sup>15</sup> World Development Report 2012 and the SDGs both reference the importance of more good-quality jobs.

## COURSE OBJECTIVE

The course objective was to support capacity building through hands-on training, knowledge dissemination, and experience sharing as well as to further client relations. The courses aimed to provide in-depth understanding of tools and techniques to develop integrated and multi-sectoral jobs strategies, contributing to the WB twin goals of reducing poverty and ensuring inclusive growth.

## CURRICULUM

Over two weeks the course covered policies and programs addressing three main jobs challenges developing countries face: creating private sector jobs, improving job quality, and expanding access to jobs for disadvantaged population groups. Experts from within and outside the World Bank shared their perspectives on macro and regulatory policies (trade, taxation, business regulations, competitiveness), sector-specific policies (agriculture, urban development, small businesses and entrepreneurship), and labor policies (active and passive labor market programs, labor institutions).

Feedback from applicants, inputs from regional Practice Managers (PMs), and best practices recommended by the GP's Knowledge and Learning (KLM) teams helped inform the course curricula. This approach ensured that content was relevant to the audience and helped them engage with speakers and fellow participants. Curriculum design considered the geographic and skills diversity of the audience. Subject matter often provided a brief overview of topics and fundamental concepts before delving deeply into complex models and latest research findings. Examples from different regions accompanied lectures to demonstrate implementation challenges, lessons learned, and best practices (see Annex 8 for a detailed agenda).

## AUDIENCE

The course was targeted to policymakers, managers, and technical staff involved in analysis, design, and implementation of jobs operations and policies. The courses provided a platform for capacity building and an opportunity for business development.

The JDS and the JLM courses targeted World Bank clients who work on the jobs agenda. A total of 168 applied for the courses, of which 123 participants accepted and 106 attended.<sup>16</sup> The audience for the JLM course comprised operational and research staff working in labor mobility and development, employment policies, informality, technical and vocational training, skills development, youth employment, and related policy areas. The Ministries that sponsored participants for the JLM course included:

- Ministry of Vocational Training and Employment
- Ministry of Agriculture and Rural Development
- Ministry of Social Solidarity
- Ministry of Labor and Social Affairs
- Ministry of Manpower
- Ministry of Population, Social Protection and Woman Promotion
- Ministry of Expatriates' Welfare and Overseas Employment

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<sup>16</sup> 17 participants chose not to attend the course after accepting due to financial constraints, failure to secure government clearance, or unavailability of USA visa.

The JDS course was based on knowledge gained from conducting Jobs Diagnostics in over 40 countries. The audience for this course comprised technical and high-level staff engaged in or planning a Jobs Diagnostics in their country or region. This included economists, analysts, and researchers working on economic growth, macro-economic policy, national budgeting and planning, economic forecasting, and related areas. The agencies that sent participants to the JDS course included:

- Ministry of Planning and Development
- Ministry for Economic Affairs
- Planning and Development Commission
- Ministry of Finance and Economic Development
- Jobs Creation Commission
- National Bureau of Statistics
- Ministry of Finance
- National Directorate of Employment
- Ministry of Finance, Planning and Economic Development

In addition to World Bank clients, course participants also included several donor and development partner counterparts. This included IMF, GIZ, Embassy of Ireland, USAID, Millennium Challenge Corporation (MCC), the Korean Government, and Building Resources Across Communities (BRAC), among others. World Bank staff accompanying client delegations, and new staff joining the Social Protection and Jobs Global Practice, also attended the courses.

Participants ranged from entry level analysts and young economists honing their skills in the sector to Joint Secretaries and Senior Economic Advisors with abundant experience who provided mentorship in and out of the classroom. Participants from across the globe attended, with African participants predominating, including delegates from Ethiopia, Nigeria, Togo, and Zimbabwe, as well as from FCV countries, including Somalia, Sierra Leone, and Kosovo (Table 1.2).

**TABLE 1.2**

Division of participants by type of employer and geographical location

Participants by Employer Type		Geographical Division of Participants	
Type	Number of Participants	Region	Number of Participants
Government Agency	60	AFR	40
Donor/Development Partner	12	North America	15
World Bank Staff	34	ECA	14
<b>Grand Total</b>	<b>106</b>	EAP	13
		SAR	13
		MENA	7
		LAC	4
		<b>Grand Total</b>	<b>106</b>



**BOX 1.1:****JOBS DIAGNOSTICS AND SOLUTIONS COMMUNITY OF PRACTICE (JDS CoP)**

The Jobs Diagnostics and Solutions Community of Practice (JDS CoP) is a knowledge sharing and learning platform for specialists from across the globe and WBG working on the jobs diagnostics agenda—officials, development practitioners, researchers, and WBG staff—in various sectors to develop cross-sector Jobs Strategies for countries, regions, and municipalities.

The CoP, a volunteer member group, focuses on development and dissemination of data-driven tools, knowledge products, and global datasets through a discussion forum on jobs problems, their causes, jobs syndromes, emerging challenges, and good practice solutions. CoP Members will develop new approaches, identify priorities, and provide feedback at scheduled events, formal trainings, and an annual gathering.

**OBJECTIVES**

Support flow of knowledge and global experience in Jobs Diagnostics, focusing initially on standardized data tools and analytic techniques, global indicators, benchmarks, country types, jobs constraints, and jobs “syndromes.”

- Generate ideas and raise awareness of innovative diagnostic approaches within and outside CoP.
- Maintain a database of Jobs Diagnostic activities, capturing and curating data and techniques used, conclusions reached about key jobs problems, diagnosis of causes, and prescribed solutions.
- Support development of new jobs indicators datasets and knowledge products.
- Identify training needs and learning opportunities for members.
- Mobilize resources to support CoP activities.

**APPROACH**

The JDS CoP aims to help coordinate WBG interventions, provide cross-practice operational support, share lessons learned, and disseminate good practices. Priorities include:

- **Learning across the CoP about diagnostic methods**, including disseminating WB Jobs Diagnostic tools, global indicators, and guided enquiry through training events.
- **Developing benchmarks for different country types**, by income group, by region, by demographics, and by the stage of economic transformation of the country’s employment structure (as defined by sector shares of employment, urbanization, and proportion of workers in waged work).
- **Developing new categorization for country jobs typologies** based on the jobs problems they face. This will include analysis of jobs outcomes across countries with different characteristics, different patterns of economic growth, and displaying similarly correlated “unhealthy jobs symptoms.”
- **Supporting development community’s collective understanding of jobs and economic transformation, including identifying successful transformers**; that is, those countries and growth episodes of rapid positive movement of workers out of underemployment in agriculture into rural waged work (including farming) and into urban waged jobs; and identifying the policies and programs that supported this transformation.

## NEXT STEPS

- Raise awareness of task teams and client countries on the importance of JDS.
- Strengthen public sector institutions by identifying the most important country challenges and providing advisory/hands-on support on country specific solutions.
- Develop and maintain global data sets and conduct core courses on jobs, diagnostics, and solutions.
- Improve cross-practice communication and coordination of the knowledge sharing agenda to promote flow of knowledge and expertise across partner organizations, clients, and the WBG.

## SUPPORTING LARGE SCALE, JOBS-RELEVANT OPERATIONAL LENDING ACROSS THE WBG (SEJLS)

**In July 2019, following consultations with the Jobs MDTF donor partners and the Jobs Steering Committee (JSC), the MDTF launched the Supporting Effective Jobs Lending at Scale (SEJLS) program.** SEJLS responds to the need to better define and measure outcomes and impacts of jobs relevant policies and programs; as such, it focuses on leveraging large scale WBG lending operations, and improving design consistency of their jobs-relevant components and estimation of jobs outcomes. SEJLS will be implemented between July 2019 and June 2021, using the available Jobs MDTF funding balance of just over USD 5 million. The key SEJLS features are detailed in the following paragraphs.

### **SEJLS has two main pillars:**

- (a) Strengthening GPs' operational approaches to jobs challenges.
- (b) Systematizing jobs measurement.

### **The first pillar focuses on improving design of lending operations to improve jobs outcomes.**

SEJLS aims for jobs relevant projects to meet technical standards to ensure consistent, systematic and explicit approaches to jobs outcomes across GPs. The improved design will promote progress in effective jobs targeting and measuring comparable outcomes of interventions. Hence a new approach is being tested consisting of several requirements (see Box 1.2).

**First, projects supported by SEJLS must have a theory of change (ToC)** explaining how they will improve jobs outcomes (even when targeting other outcomes). The Jobs M&E Toolkit measures jobs-relevant outcomes, although projects may develop additional indicators. Another requirement is that project objective narratives should clearly explain causal links between the operation's activities, outputs, intermediate outcomes, and longer-term outcomes and benefits expected to occur beyond the project's closing. The ToC should identify indicators to measure progress toward achievement of outcomes.

**Second, SEJLS-supported projects should build on an economic analysis estimating returns to public investment and analyzing distribution of the gains.** This analysis should incorporate the following elements:

- **Address market failures addressed.** GPs typically address different market failures such capital market failures, coordination failures, natural monopolies in network services, and externalities in education/training. The analysis should explain how the investment aims to correct these.

- **Estimate social gains.** The analysis should attempt to quantify projected earnings gains from job creation or productivity growth linked to project implementation. Job creation, job quality, job access, and intermediates (for example, human capital, investment) are relevant jobs outcomes. The analysis must include income gains to workers, which represent a labor externality.
- **Estimate distribution of gains.** The analysis should also specify the types of workers who will benefit from the social gains (segment of the labor force and their attributes).

## BOX 1.2: SEJS STANDARDIZING GPs' OPERATIONAL APPROACHES TO JOBS CHALLENGES: "CHAMPION" PROJECTS

(See Annex F for project details)

Project included in the first round of SEJLS ("champion projects") were selected in direct collaboration with the GPs and IFC leadership rather than through a broadcast "call for proposals." Project selection took account of the following criteria:

- Represent different **geographical regions**.
- Represent different **types of borrower** (IDA/IBRD).
- **Country context.** Consideration of different types of jobs challenges at national level.
- **Sector.** Prioritize sectors with strong jobs potential and focus on project typologies with a strong pipeline for future scale-up. Projects should represent a core "business line" of each sector, including:
  - › Agriculture, Water, and Environment
  - › Infrastructure
  - › Private sector development
  - › Human capital, education and skills
  - › Integrated projects
  - › Fragility, Conflict, and Violence (FCV)

**There has been a strong response across the WBG to the new SEJLS approach and wide recognition that such coordination is much needed.** The 15 current lending operation "champion projects" included under SEJLS are distributed as follows across WB GPs:

- Social Protection and Jobs (3)
- Poverty and Equity (1)
- Finance, Competitiveness, and Innovation (4)
- Environment, Natural Resources, and Blue Economy (2)
- Agriculture and Food (3)
- Social, Urban, Rural, and Resilience (1)
- Fragility, Conflict, and Violence (1)

**SEJLS influences jobs-lending in the WBG’s main business lines by establishing a comprehensive analytical framework and applying it across GPs through champion projects.**

The knowledge this range of interventions produce will help increase the Bank’s effectiveness in designing projects that accelerate creation of better jobs, especially for poor communities and households and excluded groups.

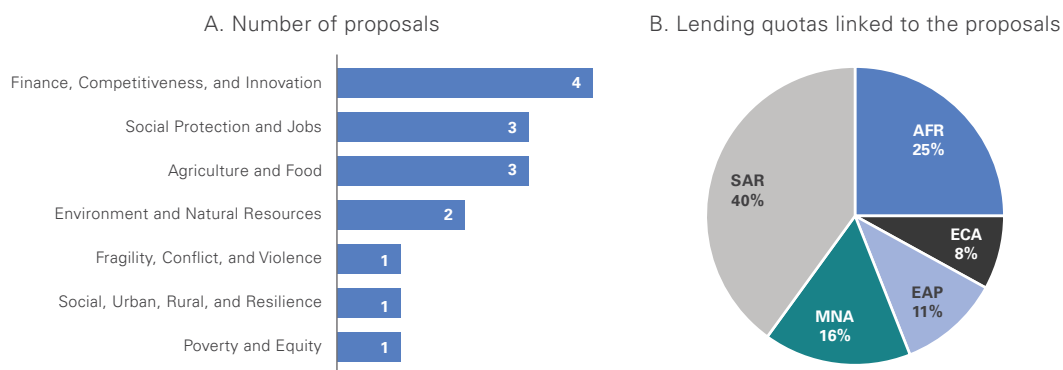
**The second pillar focuses on better measuring the effects of public policies, programs, and private investments on both the quality and quantity of jobs.**

Through SEJLS, the Jobs MDTF will continue to support the jobs measurement agenda and improve the quality and reliability of information on jobs outcomes available to policymakers. This builds on work undertaken under the “Let’s Work” window during Phase I of the Jobs MDTF (“Measurement Agenda” work program).<sup>17</sup> It also builds on substantial recent IFC progress in developing methodologies to estimate indirect jobs for over 80 percent of its projects across all sectors. This effort has been reinforced in IFC’s new development impact framework called Anticipated Impact Measurement and Monitoring (AIMM). Finally, this pillar will also draw on the *Jobs Diagnostics* workstream to establish a framework for tracking evolution of labor markets, allowing us to relate GDP trends to shifts in the distribution of the labor force across types of job by sector, employment relationship, degree of formality, and spatial location. Improving the quality and consistency of measuring program’s and policies’ jobs effects, both at the project level and economy-wide, will help policy makers understand how they contribute to reallocation of labor towards better jobs.<sup>18</sup>

**The 15 SEJLS champion projects range across the six WBG lending regions.** Most (10) submissions explore jobs-related project components of lending operations in Africa, Europe, and Central Asia. In terms of lending quotas, projects in Africa and South Asia make up the largest share.

**FIGURE 1.2**

Regional distribution of received proposals



<sup>17</sup> “Let’s Work” window supported the design and implementation of new measurement tools to link investments to jobs outcomes (value chains assessments, impact surveys tools for firms and individuals, and CGE models) as well as the implementation of jobs diagnostics and strategies.

<sup>18</sup> Merotto, D, M. Weber and R. Aterido. 2019. *Pathways to Better Jobs in IDA Countries*. Jobs Series Issue No. 14, The Jobs Group, World Bank.

**The average project lending quota is USD 216 million, totaling USD 3.7 billion in leveraged funds.** This is consistent with the SEJLS objective of mobilizing WBG large scale operational engagements. Seven proposals are linked to projects under USD 100 million, while four are associated with very large operations (above USD 500 million).

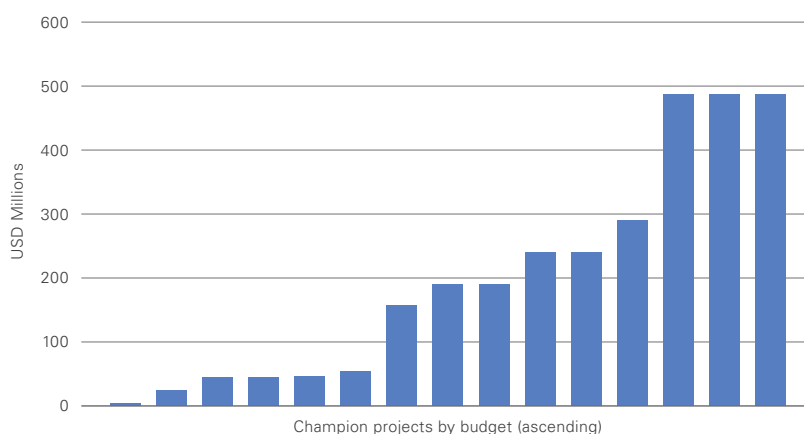
**Building on WBG portfolio operations, SEJLS will support interventions that have direct potential links to improve jobs outcomes and accelerate economic transformation.** Across sectors and types of interventions, these activities aim to maximize potential benefits on jobs outcomes of the associated WBG investments and to systematize related transmission channels.

**In line with SEJLS objectives, all proposals support inclusion of jobs-relevant components within existing or planned operational engagements.** Across sectors and types of interventions, SEJLS will support activities aiming to maximize potential jobs outcome benefits of the associated WBG investments. These include optimizing project component/instrument design, economic analysis, and monitoring and evaluation. For mature projects, this includes design adaptations to support additional financing, and the incorporation of pilots to explore future validity of new jobs-relevant project components.

**To help close the gender gap in jobs outcomes, SEJLS will contribute to the first World Bank Development Policy Financing (DPF) loan solely focused on gender.** A DPF is a World Bank lending instrument that supports a country's program of policy and institutional actions to promote growth and sustainable poverty reduction. The supported DPF aims to improve Albanian women's access to assets, level the playing field to enhance job opportunities for women, and strengthen gender informed policymaking in Albania. It builds on five years of analytical work on women's access to economic opportunities in the western Balkans. As the first Bank gender-specific DPF, this presents an opportunity to demonstrate that a strong gender focused reform program can achieve visible impact.

### FIGURE 1.3

Distribution of received proposals by budget size



### BOX 1.3: INFRASTRUCTURE INVESTMENT AND JOB CREATION

Infrastructure investments represent from 19 to 31 percent of WB pipeline project funding across regions. The largest share of planned infrastructure investment goes to Sub-Saharan Africa (SSA) and East Asia, representing more than 30 percent of total WB infrastructure commitments.

Investment in infrastructure influences employment outcomes through different channels. It leads to direct employment in construction, maintenance, and operation; stimulates short-term growth; and contributes to jobs creation in related industries. Perhaps most importantly, infrastructure induces employment via productivity and market access effects. Jobs created under this category tend to be longer-term and broad-based. Infrastructure could also boost employment demand and enhance the quality of employment by improving market access and raising firm productivity.

For example, increase in adoption and quality of electricity and ICT services can improve firms’ productivity, increasing their net output and demand for labor.<sup>19</sup> Transportation investment could reduce the cost of transportation<sup>20</sup> and improve market access in rural areas, while ICT infrastructure could facilitate access to export markets. The effects of infrastructure on jobs creation also depend on location of the investment; investing in rural areas, in nation-wide projects, or in urban projects will activate different channels to generate jobs. While rural roads can trigger structural transformation with workers moving away from subsistence agriculture to trade services, national roads will support jobs in manufacturing and export-led industries.

**TABLE B1.3.1**

Induced job creation and types of infrastructure

	Households	Firms
<b>Productivity</b>	Access to electricity and better roads releases female time from home to market work	Increased adoption and quality of electricity and ICT increase firm productivity
<b>Competitiveness</b>	Better health and education outcomes from access to modern energy and job training through internet access	Reduction in energy and transportation costs increase firm competitiveness
<b>Connectivity</b>	Access to roads and internet allows matching skills with jobs	Access to market and labor supply through better transportation and internet

<sup>19</sup> Hjort, Jonas, and Jonas Poulsen. 2019. “The Arrival of Fast Internet and Employment in Africa.” *American Economic Review*, 109 (3): 1032–79.

<sup>20</sup> Martincus, C.V., Carballo, J. and Cusolito, A. 2017. Roads, exports and employment: Evidence from a developing country. *Journal of Development Economics*, 125, pp.21–39.

Despite their importance, studies on the complementarity effects of different infrastructure have been limited. Most analyses consider gains from energy, transport, and digital investments in isolation. While e-commerce can create jobs in more isolated areas, lack of reliable transport and energy infrastructures may limit potential gains. Similarly, better transport can lead to job creation only if production and sales can rely on good energy and digital networks. Estimating such complementarities requires panel and more micro-level data. Another area requiring more research relates to spatial spillover effects. Infrastructure investments could have both positive and negative spillovers across regions. Electricity projects that stimulate business creation could benefit neighboring non-electrified communities through supply-chain interactions. Conversely, economic activities could relocate away from areas without adequate electricity. These effects constitute trade-offs for investment programs.

Filling these knowledge gaps would help improve infrastructure project design and implementation to maximize overall employment effects. The proposed activities are divided in three parts:

- Classify infrastructure investments by category and link them to job creation outcomes.
- Derive an analytical framework on economic linkages between infrastructure investments and jobs.
- Empirically assess the employment effects of infrastructure and their correlates.

This implies examination of infrastructure programs in several countries. To get a clear picture of project design options, micro-level examination will specifically analyze the spatial spillover effects of infrastructure and complementarities associated with transport, energy, and digital networks.







# 2

## LESSONS LEARNED AND NEXT STEPS

“The Core Course gave me an opportunity to learn about the multifaceted issues of the jobs problems, how other countries are tackling the agenda, and how can we improve our own interventions.”

— Participant at the Jobs Labor and Migration Core Course

## 2 LESSONS LEARNED AND NEXT STEPS

Many of the lessons learned described in the [2018–19 report](#) are still valid. This section summarizes additional lessons learned from implementation of the Jobs MDTF 2019 work program and SEJLS.

- **There is considerable unmet demand for training and capacity building on country-level job diagnostic and strategies.** Training is more effective when targeted to an appropriate technical audience, conducted with a joint team of government and donor representatives, and based on specific national data. Training has proved to be an effective approach to convey solutions.
- Three **training course** areas were identified where more work is needed to capture and curate solutions:
  - (a) **Skills**, especially linking identified data “symptoms” to specific prescriptions on skills.
  - (b) **Youth**, especially by employment type, worker characteristic, with global lessons for different country types and more focus on empirics.
  - (c) **Gender**, to better capture and curate from good practice and pitfalls across countries.
- **Bridging from theoretical and experimental evidence into actionable operational solutions is challenging.** The Solutions Notes aim to balance between operational relevance and academic and technical rigor and quality of evidence. While evidence and research on specific topics from many sources can be found, actionable recommendations for operations are not always covered, nor is it always easy to determine relevance and replication potential in different settings and circumstances. It is also challenging to identify relevant ongoing WBG operations and lessons, but this is especially difficult for non-WBG projects. Lacking common understanding of what represents a jobs operation, or a database or repository, obtaining relevant lessons relies on personal networking.
- **Gauging demand for knowledge products and identifying relevant audiences is also challenging.** In developing the Solutions Notes, reviewers emphasized the importance of ensuring that work is demand-driven by clients, managers, and project teams. This means:
  - (a) Defining clear audiences for products.
  - (b) Assessing their needs and designing products to respond to them.
  - (c) Extensive consultation with stakeholders, including task team leaders and country-based staff.
- **Increased emphasis on outreach, awareness-raising, and consultations is needed.** Excellent technical outputs, products, and reports are necessary, but they may not always be sufficient to ensure stakeholder buy-in, application, and use. To maximize the impact of the MDTF work program, more effort is needed to invest in dialogue, coordination, communication, and knowledge sharing among client representatives, Bank group staff, and donors around the policy, project design, and measurement recommendations emerging from the Jobs MDTF’s work.

- **Continue intensifying efforts to obtain feedback on our knowledge sharing activities and to measure uptake.** The MDTF's knowledge team monitors relevant metrics, such as document downloads, number of dissemination events, and webpage readership. But it remains challenging to measure broader capacity building outcomes across the range of activities. Audience targeting and partnering with leadership teams and knowledge staff in targeted sectors will increase uptake. As detailed above, we have embedded strong feedback loops in designing of jobs training courses, including through online session ratings, overall course feedback, and face-to-face consultations. It is also important to assess longer-term impacts, such as on-the-job application of knowledge participants have acquired. The Jobs Diagnostics Community of Practice emanated from the course will consider this issue.
- **WBG strong positive response has validated the new SEJLS approach.** There is wide recognition that such coordination is much needed. The selection approach used to identify “champion projects”—that is, working directly with the GPs and IFC leadership rather than through a broadcast “call for proposals”—has proven effective in targeting projects in important WBG business lines that can influence jobs outcomes in client countries. The approach has also been effective in broadening the focus of the MDTF's work to support jobs-relevant lending, for example, by including environmental programs with important jobs effects (Green Jobs).
- **More rigorous definition and measurement of outcomes and impacts of jobs projects, both within the WBG and across development partners, is clearly needed.** Difficulties in accurately measuring jobs results have been a barrier to developing effective jobs-focused projects. To capture the development impact of jobs-relevant interventions and estimate economy-wide effects, we need to go beyond estimating the direct jobs created to include **indirect jobs** (that is, jobs created in suppliers and distributors), and **induced jobs** (such as jobs resulting from business expansions made possible by infrastructure investments and policy reforms).
- **Processes for jobs estimation and results reporting need to be harmonized and standardized.** The global approach to jobs measurement has been fragmented and inefficient, with different actors—development finance institutions, international organizations, nonprofits, and practitioners—making uncoordinated progress. Strengthening our understanding of economy-wide effects of jobs strategies and interventions, including through better development impact measurement and monitoring, **represents a global public good.**

**TABLE 2.1**

Key evidence gaps from Solutions Notes

<b>Overarching topic</b>	<p><b>Adapting Jobs Policies and Programs in the Face of Accelerated Technological Change</b></p> <ul style="list-style-type: none"> <li>• What are the specific barriers to technology adoption and what specific policies maximize <b>technology potential in <i>developing</i> countries?</b></li> <li>• How to adapt <b>data collection and surveys on skill content</b> of jobs in developing economies to be more efficient and effective?</li> <li>• How to improve disaggregated <b>subnational, socioeconomic status, and gender</b> data for human capital and future of work?</li> <li>• How to improve <b>regulatory frameworks</b> given new digital challenges—for digital infrastructure, platforms, financial services, entrepreneurship, and skills?</li> <li>• What inflection points are relevant to striking the right balance in <b>labor regulations?</b></li> <li>• What are the effects of <b>technological advancement on women</b> and the best policies for a gender-inclusive future of work? (*)</li> </ul>
<b>Sector topic</b>	<p><b>Agriculture, Jobs, and Value Chains in Africa</b></p> <ul style="list-style-type: none"> <li>• What <b>organizational models</b> and interventions maximize gainful and inclusive employment in agricultural value chains?</li> <li>• What degree of <b>competition and market power</b> is needed to sustain innovation and VCD?</li> <li>• What are the optimal <b>services and contract</b> stipulations firms should offer?</li> <li>• What best role can <b>producer organizations</b> play and how to best support them?</li> <li>• What instruments best incentivize <b>financial institutional</b> participation?</li> </ul>
	<p><b>Designing SME Programs for More Jobs</b></p> <ul style="list-style-type: none"> <li>• What <b>adaptation of tools</b> (such as business plan competitions) will improve program support to SMEs, entrepreneurs, and value chains to maximize job creation?</li> <li>• How do we best design and operationalize <b>government policies</b> to support SMEs to make more labor-intensive investments, and what are the job ramifications of these investments?</li> <li>• What evaluation method can test <b>entrepreneurial personality</b> traits of business owners who can succeed and generate jobs?</li> <li>• What are effective ways to <b>incentivize production</b> or input aggregation to decrease transaction costs?</li> <li>• What are the <b>business practice capacity building</b> effects on jobs and SMEs, beyond entrepreneurs, self-employed, or micro-enterprises?</li> <li>• What are the benefits and costs of <b>labor demand-side interventions?</b> (**)</li> </ul>

### Adapting skills training to address constraints to women's participation

- What are the **costs and benefits** associated with different gender skills training adaptations?
- Which tools and approaches are most effective in addressing **social norms** underlying women's constraints?
- What is the **right mix** of technical, business, and soft skills, and how to deliver these skills cost-effectively?
- What works with formal or informal **apprenticeship programs**, to encourage completion and secure labor market returns?

### Jobs Interventions for young women in the digital economy

- How effective are different program methods to **integrate labor demand and supply-side** in interventions, for youth and women in particular?
- What are the characteristics of successful interventions to address **demand-side constraints** to job creation? (\*\*)
- How to promote gender-inclusive **digital job creation in firms**, and growth of **women-led digital economy firms**?
- How to adopt more **agile, just-in-time methods** to address rapid technology and labor changes in online work? (\*)
- What are the most effective and efficient **duration, frequency, and intensity of curricula** for digital skills training programs?
- How to modify traditional skills training programs to target the **most vulnerable**, including displaced, disabled, and low-literacy youth?
- What **methodological innovations** can we experiment with (innovative methods, alternative sources of data) for just-in-time tracking and evidence?

### Supporting Jobs in Situations of FCV

- Can gains from **capital-based support** be sustained in FCV, and how best to balance breadth and depth of such support?
- What are effective ways to **stoke demand for goods and services** in FCV-disrupted markets? (\*\*)
- How to expand and scale the use of **psycho-social curricula** to complement other jobs programs?
- Do better jobs outcomes **change attitudes** related to stability and economic and life prospects?
- How does **FCV determine which support modalities** are feasible and effective; how does FCV interfere with jobs support mechanisms?
- What are the avenues to achieve greater **cost effectiveness**, and which components produce lasting effects in multi-dimensional jobs support projects?

\* signify cross-linkages

## THE WAY AHEAD

**The Jobs Umbrella MDTF (MDTF) aims to raise an additional USD 53 million, thus completing the USD 100 million funding goal originally agreed between the World Bank and donors.**

The proposed revised objective for Phase II is: **To assist countries in activities that improve their programs and policies on jobs and enable economic transformation and inclusive job creation, through trust fund activities (as described below) in two areas: (a) Support for Jobs Operations at Scale; and (b) Measurement and knowledge of effective solutions.**

**The MDTF will implement its Phase II during the period 2020–2024.** Responding to the ambition of IDA donors and governments, during its second phase, the MDTF will focus on supporting large-scale operationalization of the jobs agenda, while continuing to support an innovative work program to address knowledge gaps.

**The Bank has reconfirmed the role of the MDTF under the ongoing trust fund reform process.** The internal governance mechanism for the Jobs Umbrella MDTF is the Jobs Steering Committee (JSC), a cross-Bank/IFC entity comprised of Global Directors and currently chaired by the Equitable Growth, Finance and Institutions (EFI) practice group. Over the last year, the Jobs Steering Committee (JSC) has been strengthened through regular quarterly meetings and with support of a Technical Working Group. This has reinforced the cross-cutting role of the MDTF and of the Jobs Group in supporting the Bank’s jobs agenda work. Increased emphasis given to the Jobs and Economic Transformation (JET) special theme under IDA 19 has reinforced its importance.

**As incorporated into the Phase II funding proposal, the Jobs Group has worked to improve Donor collaboration through increased formal and informal interactions to ensure effective and timely feedback.** The Jobs Group met with Donors twice during 2019—on June 5 in Washington, DC and on December 13 in Vienna, Austria—and held monthly phone calls during the second half of 2019. During the meetings, the MDTF presented and discusses its proposed Phase II work program and updated Donors on the WBG Jobs Agenda. Donors overall welcomed the shift of the MDTF work and the proposed Phase II plan. They advised that the MDTF should pay close attention to the results framework and theory of change for some of the activities covered during Phase II, including scale-up of SEJLS and work on innovative “solutions.” The partners agreed to preparation of ongoing live assessments on SEJLS to monitor progress and measure program impacts. In February 2020, the Jobs Steering Committee discussed and approved the Phase II funding proposal.

The key elements of the planned work program are:

- **Continue to implement the SEJLS program and invest in understanding jobs outcomes through data and analytics.** The MDTF will continue to strengthen the design consistency of jobs-relevant project components and estimation of jobs outcomes in Results Frameworks. Targeted jobs indicators will vary across project types, but could include direct, indirect, and induced effects on the quantity and quality of jobs, and indicators on the characteristics of beneficiaries: males/females disaggregated by age, education, location, ethnicity/race, disability, and other relevant characteristics. Similarly, the MDTF will continue to support the measurement agenda. Improving understanding of jobs outcomes from WBG interventions is a high priority for the WBG, its shareholders, and other stakeholders. Equally important is to

disaggregate jobs reporting by gender and by other key dimensions: age, income, location, ethnicity, and disability.

- **Promote exchange of best practices and lessons from MDTF outputs and tools to help build development partners' capacity.** Beyond the WBG, it is crucial to reinforce the broader discussion on improving jobs outcomes with development partners and government and private sector actors. An important Jobs Group and Jobs MDTF role is to support dialogue between government agencies charged with addressing the jobs agenda—such as job creation commissions, competitiveness councils, and national training agencies—and leverage private sector involvement to identify opportunities for, and constraints to, accelerated job creation. During Phase I of the MDTF, the “Let’s Work” program supported advances on the jobs agenda in pilot countries such as Bangladesh, Mozambique, Tunisia, and Paraguay. During Phase II, the MDTF will ramp up its work with governments, private sector actors, and development partners to promote private sector-led jobs growth.
- **Maximizing linkages to the Jobs and Economic Transformation (JET) theme and focus on the poorest countries.** Consensus is growing that accelerating economic transformation is the only way to create more and better jobs in a sustainable way and at scale. Successful transformation means responding to evolving technology and skills demand while taking account of economies’ resource endowments and comparative advantages. To increase production, firms need to invest in capital and technology. To raise labor productivity, workers must move towards jobs and sectors with higher value-added.<sup>21</sup> This requires macroeconomic stability with low, stable inflation to help firms identify price signals. Open trade regimes, a competitive business environment, a flexible labor market, good quality market-relevant education and training programs, better infrastructure, and an investment-friendly business climate all help to facilitate job-creating private investment and allow workers and entrepreneurs to increase earnings. This broad agenda is at the core of the JET Special Theme incorporated under IDA 18, and further reinforced in IDA19. Through SEJLS, the MDTF can play a key role in supporting JET operationalization by improving conceptual framing of a growing pipeline of WBG projects addressing jobs. SEJLS could also support improved measurement of jobs effects. Indeed, under IDA19 it was agreed to conduct 20 JET pilots in “economic transformation IDA projects” to estimate indirect and/or induced jobs. Given that SEJLS is planning to implement about 20 “champion” projects, such pilots will be conducted in close collaboration where feasible.
- **Building on its innovation-focused partner network, S4YE will develop a community of practice (CoP) of government jobs focused units/agencies.** Several client country government units have expressed interest in participating in S4YE’s innovation and practitioner-oriented learning community. This new CoP responds to that demand, and will promote informal exchange of practices and practical lessons between countries. This learning platform will facilitate and promote exchange of knowledge on youth employment and broader jobs challenges and solutions to improve state capacity to address challenges. This platform will initially include, (a) government officials from 10–15 countries, which could be grouped

<sup>21</sup> Reallocation of resources to most productive uses may result in efficiency gains due to better use of resources or firms’ choices in their mix of factors of production. The latter may also affect capital and labor intensity of activities.

regionally, and (b) a few donor/developed country agencies whose experience may be especially relevant for developing countries.

- **Building an agile public-private initiative on the digital jobs agenda as a response to COVID.** This involves working with the WB's Digital Development GP and S4YE's private sector partners to develop a strong digital jobs response. Work will include promotion of online work, digital public works, building digital capacity of S4YE/NGO partners, building a jobs agenda around broadband connectivity with colleagues in the WB's Infrastructure GP, and developing digital jobs components in SEJLs projects.









# 3

## FINANCIAL HIGHLIGHTS AND DISBURSEMENTS

“The hands-on approach through sessions such as guided inquiry and macro tools, combined with data analysis and group work, really helped me absorb the concepts.”

—Participant at the Jobs Diagnostics and Solutions Course

### 3 FINANCIAL HIGHLIGHTS AND DISBURSEMENTS

As of December 2019, the Jobs MDTF has six donors who have committed USD 52.4 million in funding. Table 3.1 provides donor agency names and status of contributions.

**TABLE 3.1**

Donor commitments as of end of December 2019

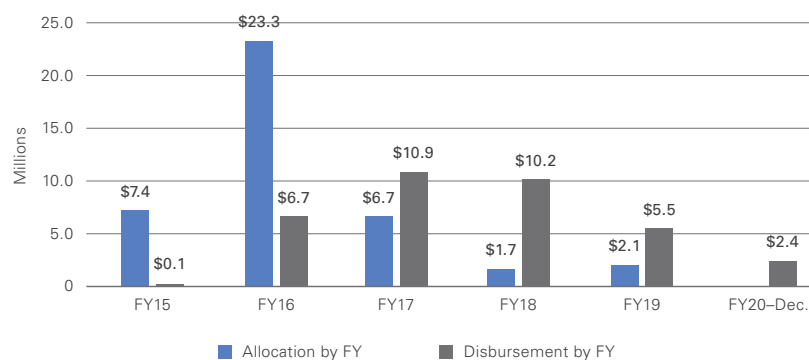
<b>Status of Contributions as of December 2019 (including Successor Fund)</b>				
<b>Donor Name</b>	<b>Currency</b>	<b>Amount in Contribution Currency</b>	<b>Amount in USD</b>	<b>Paid in USD</b>
Norway—Ministry of Foreign Affairs	NOK	120,000,000	15,309,737	15,309,737
Austrian Development Agency	EUR	1,600,000	1,877,999	1,877,999
Austria—Federal Ministry of Finance	EUR	900,000	1,100,439	1,100,439
DE—Federal Ministry for Economic Cooperation and Development (BMZ)	EUR	1,500,000	1,688,411	1,688,411
United Kingdom—DFID	GBP	14,650,000	20,377,212	20,377,212
Swedish International Development Cooperation Agency (SIDA)	SEK	54,000,000	6,388,357	6,388,357
Italy—Ministry of Economy and Finance	EUR	5,000,000	5,596,565	5,596,565
			<b>52,338,719</b>	<b>52,338,719</b>

Source: MyTrustFunds data, extracting information from WBG Budget Systems.

The Jobs MDTF allocated funds to five operational windows as well as to Program and Knowledge management activities. Figure 3.1 and Table 3.2 summarize allocations and disbursements.

**FIGURE 3.1**

Allocations and disbursements by World Bank financial year as of December 2019



Note: FY=World Bank Financial Year from July 1–June 30. For e.g. FY 15 refers to period July 1, 2014 to June 30, 2015. Similarly, FY 16 refers to July 1, 2015–June 30, 2016. FY 20–Dec in above chart covers period from July 1, 2019–December 30, 2019.

**TABLE 3.2**

Allocation and disbursements by windows as of December 2019

	Cumulative Allocated	Cumulative Disbursed	Allocated in FY 19*	Disbursed in FY 19*
W1—Data, Diagnostics, and Operations	16,974,762	12,990,622	\$1,566,231	\$4,045,077
W2—Let's Work	12,468,516	11,485,595		\$1,638,954
W3—Jobs for Youth	4,944,505	4,755,555	\$273,110	\$1,136,540
W4—Jobs in FCV	1,992,917	599,532		\$15,186
W5—Research on Jobs	1,531,352	1,531,352		\$111,648
W6—Program Management and Administration	2,036,770	2,036,715	\$565,000	\$579,997
Knowledge Management	1,246,742	1,005,451		\$371,394
Central Unit Fees	923,460	923,460		
<b>Total</b>	<b>42,119,024</b>	<b>35,328,282</b>	<b>\$2,404,341</b>	<b>\$7,898,796</b>

Notes: \*FY 19 covers time frame from July 2018–December 2019.

The time frame for Cumulative Allocated and Disbursed amounts is the inception of the Trust Fund in 2015 to December 2019.

Unused funds worth \$295,649 were returned to the main trustee fund from individual grants in FY 19.

Disbursed amounts exceeded Allocated amount in FY 2019 as individual grants may have accrued funds in past year that were spent in 2019.

Source: MyTrustFunds data, extracting information from WBG Budget Systems.

Among the five operational windows, the Jobs MDTF has allocated funds in 98 Grants covering 40 countries in six Regions, as well as Global interventions. Table 3.3 presents a synopsis of this data while Figures 3.2–3.6 provide graphical views.

**TABLE 3.3**

Allocations by window and regions

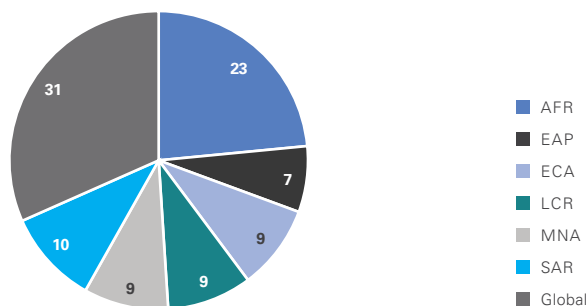
	AFR	EAP	ECA	LCR	MNA	SAR	Global	Total Count
W1—Data, Diagnostics, and Operations	11	4	4	6	5	7	14	<b>51</b>
W2—Let’s Work	6	0	3	1	3	1	6	<b>20</b>
W3—Jobs for Youth	3	1	1	1	0	0	5	<b>11</b>
W4—Jobs in FCV	2	1	1	0	0	1	3	<b>8</b>
W5—Research on Jobs	1	1	0	1	1	1	3	<b>8</b>
<b>Total</b>	<b>23</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>31</b>	<b>98</b>
W6—Program Management and Administration	0	0		0	0	0	3	<b>3</b>

Note: Two grants were dropped without disbursements, thus these were removed in this Annual Report.

Source: MyTrust Funds data, extracting information from WBG Budget System

**FIGURE 3.2**

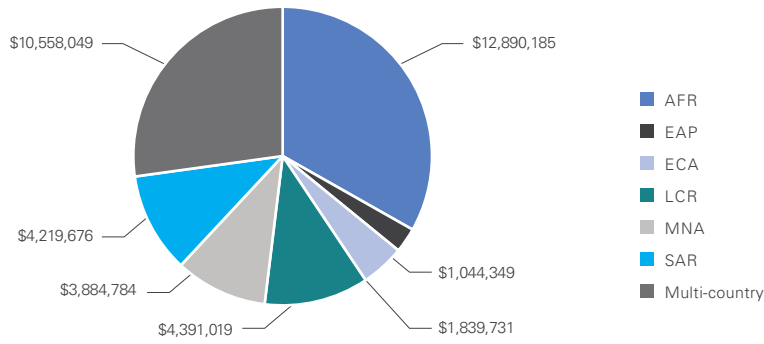
Number of activities by geographic area



Source: MyTrustFunds data, extracting information from WBG Budget Systems. Includes grants under all operational windows.

**FIGURE 3.3**

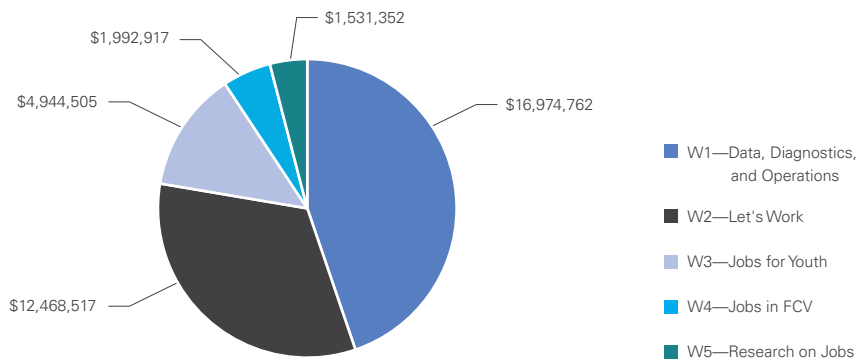
Allocations by geographic region



Source: MyTrustFunds data, extracting information from WBG Budget Systems. Includes grants under all operational windows.

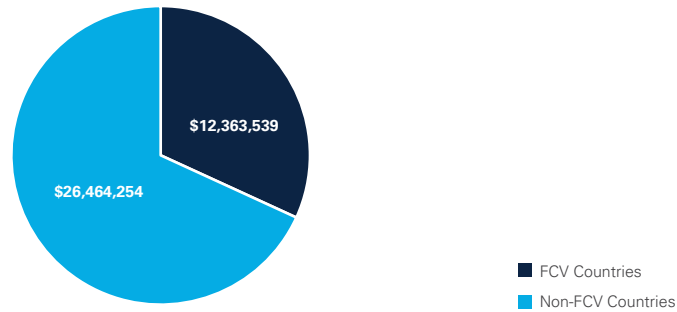
**FIGURE 3.4**

Total allocated by window



Source: MyTrustFunds data, extracting information from WBG Budget Systems. Includes grants under all operational windows.

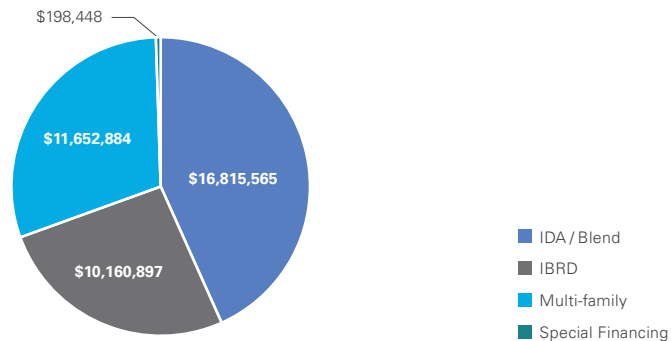
**FIGURE 3.5**  
Total allocated by FCV countries



Note: “FCV countries” include those classified such as per the world bank harmonized list of fragile situations; countries eligible for risk mitigation support under IDA 18—Guinea, Nepal, Niger, and Tajikistan; and countries that can access IDA 18 regional sub-window for refugees and host communities—Cameroon, Chad, Republic of Congo, Djibouti, Ethiopia, Niger, Pakistan, Uganda. With the exception of Lebanon, all FCV countries are IDA eligible.

Source: MyTrustFunds data, extracting information from WBG Budget Systems. Includes grants under all operational windows.

**FIGURE 3.6**  
Grants by operational lending categories



Note: For the purpose of lending the World Bank classifies economies into two categories (1) IDA countries and (2) IBRD countries based on their Gross National Income (GNI) and creditworthiness. Low-income and poor countries eligible for subsidized funding are provided loans and grants through International Development Association (IDA) and middle and high-income countries are given loans through International Bank for Reconstruction and Development (IBRD). Few countries are eligible to receive assistance from both the IDA and IBRD and are classified as Blend countries. World Bank also lends to countries with whom it doesn’t have an agreement through special financing products. In the chart above special financing refers to grant given to a West Bank and Gaza study—TF0A2341—Finance for Jobs in Palestine: Jobs Measurement and Methodologies (CGE and SCBA).

Source: MyTrustFunds data, extracting information from WBG Budget Systems. Includes grants under all operational windows.









# ANNEXES



# ANNEX A: SUMMARY OF SOLUTIONS NOTES

## ADAPTING JOBS POLICIES AND PROGRAMS IN THE FACE OF ACCELERATED TECHNOLOGICAL CHANGE

### KEY MESSAGES

- Rapidly changing technologies are disrupting labor markets, calling for new skills and strengthening of social protection systems.
- Technological progress can create new jobs, increase productivity, and deliver effective public services. Yet, access to technology in developing countries still lags.
- Irrespective of technological progress, persistent informality continues to pose the greatest challenge for emerging economies.
- The most significant investments that people, firms, and governments can make to adjust to the changing nature of work are those that enhance human capital.
- Digital technology also reinforces the need for developing countries to rethink social protection and labor regulation.
- The WBG is investing widely in human capital and promoting reforms to increase digital access and social protection, including for informal workers.
- More research and data are needed on the role of technology in human capital accumulation, informality, labor regulations, social protection, and women's participation in the economy.

### MOTIVATION: WHAT IS THE PROBLEM?

**Fast technological change exacerbates job insecurity**, especially for low-skill jobs. Technological change is disrupting production processes, reshaping work skills, and changing the “terms of work.”

**But technological progress also provides opportunities:** Digital technology reduces or eliminates “frictions” and intermediation and transaction costs, including in remote areas lacking transport infrastructure. Firms that embrace technology can better grow and compete in global markets; and digital platforms reshape labor demand, directly or indirectly, and create jobs. Persistent informality poses the greatest challenge for emerging economies. While technology access is necessary for people and businesses, lagging developing countries need to rapidly adopt policies and implement actions to compete.

### WHAT ARE WE DOING?

**Human Capital:** The WB helps improve human capital through lending, analytical work, and partnerships. For children, the Bank helps provide nutrition, early childhood education, and social insurance. For adults, it develops skills, expands social insurance, and invests in digital infrastructure.



The WB USD 13 billion portfolio addresses skills and technical and vocational education and training (TVET) in 114 projects, and the [Human Capital Index](#) (HCI) quantifies how health and education improve productivity.

**Technology Access:** The WB's new Digital Development Global Practice (GP) supports USD 20 billion in lending to expand digital technology in 179 ICT projects: [The Digital Economy for Africa \(DE4A\) Moonshot](#), for example, aims to digitally connect every individual, business, and government by 2030.

**Analytical Work:** WB analytical work focuses on how technology is changing work. [World Development Report \(WDR\) 2019: The Changing Nature of Work](#) and the WB [Protecting All: Risk Sharing for a Diverse and Diversifying World of Work](#) emphasize the need for new social contracts. The [IDA 19 paper on Jobs and Economic Transformation](#) identified digital economy as a job priority. Several Jobs MDTF-financed activities have also advanced knowledge on technology and labor markets in developing countries, such as effects from robotization, while suggesting implications for government policies and employment programs.

## WHAT WORKS?

WB research has uncovered a number of perspectives on “what works” for jobs in the face of rapidly changing technology:

- **Increase investment in lifelong learning:** From early childhood to tertiary education. Support on-the-job learning for informal workers. Increase adult learning programs' effectiveness, including better evaluation, customized pedagogies, and flexibly program delivery.
- **Expand social protection beyond the formal sector:** Including social minimums, enhancing social insurance, strengthening labor market programs and addressing constraints, including for informal workers, and making labor regulations more flexible.

## WHAT'S NEXT?

In areas such as **human capital, expanding digital access, setting labor regulations, providing social protection, informality, and including marginalized groups such as women**, more investment is needed to gather more and better data to inform policies, along with cheaper ways for gathering data. More study is also needed in key areas, including related to risks associated with technology changes, the importance of socio-emotional skills in training, how to improve regulatory frameworks, and how to better balance labor market policies. It is also important to encourage initiatives to connect and create dialogue between **labor supply and labor demand** actors.

# AGRICULTURE, JOBS, AND VALUE CHAINS IN AFRICA

## KEY MESSAGES

- Africa's agricultural and food sector has significant potential to generate more and better jobs.
- Inclusive value chain development (iVCD) can help unlock potential by better linking farmers with buyers and other stakeholders to raise smallholder incomes and benefit the poor and women.
- ICVD best practices include evaluating competitiveness and sustainability of a product value chain and starting small with pilot programs, for instance with purchaser organizations and smallholder vertical integration.

- Especially for staple crops, ICVD requires investment in rural public goods such as agricultural R&D, extension services, irrigation, and rural infrastructure.
- More experiments are needed to determine the best value chain entry points for iCVD support.

## MOTIVATION: WHAT IS THE PROBLEM?

Creating more and better-paying jobs is Africa’s key policy priority, and three-fourths of Africans work in the agricultural sector. To raise agricultural productivity, smallholder income, and create jobs, African agriculture must transition from smallholder, staple crop subsistence farming towards a market-oriented, integrated food system. But a myriad of agricultural input and product market constraints combine to keep smallholder earnings low. Past interventions, such as the “smart fertilizer” subsidies were not accompanied and coordinated with other key efforts, such as investment in rural infrastructure. Integrated, pragmatic approaches are needed. Given differing transaction costs and production and marketing economies of scale across agricultural products, solutions to increase smallholder market participation and earnings differ by product. Staple crops especially require a different approach compared to non-staples.

## WHAT ARE WE DOING?

iVCD) seeks to simultaneously address multiple market constraints through either general interventions, such as linking smallholders to other stakeholders, or through directly supporting lead companies in the value chain, for example by facilitating access to capital. Different actors—multinationals, large domestic firms or SMEs, large or smallholder producer organizations, or even governments, NGOs, and international organizations—can drive iVCD. In the fiscal year ending June 2016, the IFC invested USD 3.4 billion across agribusiness value chains. The [Productive Alliance](#) (PA) approach to iVCD has led the effort within the World Bank, helping the public sector to organize smallholder farmers (horizontal integration) and linking them with buyers (vertical integration). Since the early 2000s, the World Bank has provided more than USD 1 billion to help finance 21 projects in 10 countries across Latin America and the Caribbean (LAC). Between 2017 to 2020, the World Bank has further committed USD 1.5 billion to PA-driven agricultural VCD in Africa, spread over 13 projects in 12 countries.

## WHAT WORKS?

Studies offer limited guidance on what specific interventions maximize gainful, inclusive employment. Nonetheless, theory suggests that optimal organizational structures to generate employment and increase smallholder incomes vary by the nature of the crop, the initial structure of the sector, and the target group of the intervention. A number of guiding principles have emerged from the decade-long [PA experience in Latin America](#):

- Carefully diagnose competitiveness and sustainability of a value chain before deciding to support.
- Start simply and grow; for instance, by piloting programs to support producer organizations and scale initiative that work.
- “Horizontal integration” through producer organizations can, with the right circumstances, reduce transaction costs, improve technology access, and increase farmers’ bargaining power.
- Prioritize public investment in public goods to raise labor productivity in staple crops.

## WHAT'S NEXT?

### **More rigorous evidence is needed on what works to increase jobs in agricultural value chains.**

More information is especially needed on organizational models and interventions to maximize jobs. Questions that need answering include:

- What is the degree of competition and market power needed to sustain innovation and VCD?
- What are the optimal services and contract stipulations firms should offer?
- What best role can producer organizations play and how to best support them, especially in contexts or crops where organizations have been largely absent, as in staples?
- What instruments best incentivize financial institutional participation?

## DESIGNING SMALL AND MEDIUM ENTERPRISE (SME) PROGRAMS FOR MORE JOBS

### KEY MESSAGES

- SMEs could contribute significantly to employment growth in developing economies, but in most low and middle-income countries, SMEs have not grown enough to absorb both job seekers and new entrants to the labor market.
- The WBG and other donors have invested heavily in SME support, but benefits have not met job creation expectations.
- SME programs could put more emphasis on the selection of firms and entrepreneurs.
- Support for SME programs could be complemented to help SMEs access new international and domestic markets, address labor market regulations and frictions—such as employee search costs—and build entrepreneurial growth mindsets.

### MOTIVATION: WHAT IS THE PROBLEM?

Only about 20 percent of jobs in developing countries are in formal wage employment. SMEs could contribute much more to formal employment but have grown more slowly than expected, and rarely transition to become large firms, despite a large amount of government and donor investment in developing countries' SMEs.

### WHAT ARE WE DOING?

SMEs remain a priority for clients and donors. Current WB lending for MSME development is USD 19 billion for 149 projects, spread across different Global Practices (GPs) to address main growth barriers. The Finance, Competitiveness, and Innovation GP implements the most projects through a portfolio of 83 projects valued at USD 9 billion. The Africa region dominates the portfolio with USD 6 billion invested in 58 projects, followed by Latin America and Caribbean (LAC) with USD 3 billion in 18 projects, and Europe and Central Asia (ECA) with USD 2 billion in 27 projects. The IDA supports a variety of programmatic approaches to increase SME financing in challenging markets and regions. IDA countries have received USD 9 billion for 83 projects, including for underserved SME segments, such as women-owned SMEs, agricultural SMEs, and climate SMEs.

The program is expected to reach 25,000 SMEs and finance 38,000 micro loans, of which 26,000 are for women. Most SME programs facilitate access to finance, build business management capacity, and develop value chains.

## WHAT WORKS?

To provide broaden SME program support for stronger jobs impacts, SME programs could:

- **Identify and prioritize SMEs with higher job potential:** In contexts where wage jobs are scarce and unemployment is acute, channeling support to strategically identified SMEs could increase the number of new jobs. This could include identifying and focusing on labor-intensive rather than capital-intensive SMEs and sectors, taking into account worker beneficiaries and their skills when choosing value chains to support, and screen for SMEs and entrepreneurs with high potential.
- **Help SME's access markets:** Support SMEs through demand-side market-access interventions, such as helping SMEs access new export as well as domestic government procurement markets. This includes helping SMEs organize and providing technical assistance to access markets. Evidence suggests that at a certain point in a firm life cycle, demand "shocks" are crucial to drive SME growth.
- **Help ease "labor market friction" costs:** Include interventions such as employment intermediation services, human resources services, and information on labor regulations.
- **Help drive SME motivation to grow:** Adapt SME training programs to develop entrepreneurial, marketing, and other relevant motivational and "personal initiative" skills.

## WHAT'S NEXT?

**Selection of SMEs:** More research is needed on how to identify SMEs that could generate more jobs.

**Broadening the scope of SME programs:** More work is needed to rigorously evaluate what works to help SME access markets, what works on the "demand-side" to create jobs and reduce labor market frictions, and the net job effects of different business practices.

# ADAPTING SKILLS TRAINING TO ADDRESS CONSTRAINTS TO WOMEN'S PARTICIPATION

## KEY MESSAGES

- Worldwide, women face inferior job and income opportunities compared to men.
- High-quality skills training can improve labor market outcomes, yet women are less likely to participate in and graduate from such programs.
- A range of adaptations to training programs can address operational, behavioral, and financial constraints for women, including providing information and skills that help women enter more profitable male-dominated fields.

## MOTIVATION: WHAT IS THE PROBLEM?

The gender "jobs gap" is caused by both labor supply and demand factors: on the **supply side**, women tend to have less education, bear a disproportionate share of unpaid care and domestic



work, have mobility restrictions, and face stringent social norms. On the **demand side**, women's participation derives from firms' need for their labor, but hiring and promotion biases are apparent, and women are largely relegated to specific economic sectors. A broad set of programs outside of formal schools or TVET can improve labor market outcomes, including entrepreneurial or business training programs, but obstacles such as social norms, childcare, and mobility barriers keep women from accessing and completing skills training and apprenticeship programs.

## WHAT ARE WE DOING?

**Operational Innovations:** WB projects increasingly assess women's needs and tailor skills training to meet them. Some programs include interventions to build literacy, business, legal, technology, and important "life" and "soft" skills, such as self-confidence, team building, and negotiation, among others. Programs also address female participation constraints by providing childcare, subsidizing transportation, delivering services to remote locations, and adopting sexual harassment mitigation measures. Teams are also experimenting with financial incentives for trainers who help women complete programs.

**Knowledge Products:** The [Jobs Multi-Donor Trust Fund](#) (MDTF) has supported many research efforts:

- A report by the WB Africa Gender Innovation Lab examined the effectiveness of pairing agricultural extension services with "soft skills" training.
- The flagship S4YE [Digital Jobs for Youth: Young Women in the Digital Economy](#) report recommended measure to better connect young women to the digital economy.
- A study on ILO Gender and Enterprise Together business training for low-income Kenyan female business owners, which teaches business skills but also deals with barriers such as gender stereotypes.
- A WB report on [coding bootcamps](#) studies the characteristics, business models, and benefits of coding bootcamps in developing countries recommended program adjustments to promote female participation.

## WHAT WORKS?

Smart design adaptations for training programs to address women's constraints in three areas:

- Operational
  - › Arrange childcare options to help women participate.
  - › Hold training in accessible and safe locations.
  - › Make transportation easy and safe, including transportation subsidies to increase training program completion.
  - › Incentivize training operators with bonuses for female completion.
- Informational
  - › Provide labor market opportunities and income information to women.
  - › Incorporate specific strategies, such as life skills, in program designs.
  - › Address constraints driven by low aspirations and norms.
  - › Engage men.
  - › Complement skills training programs with peer groups, networks, and mentorship opportunities.

- Financial
  - › Offer cash grants, financial capital, asset transfers, or savings accounts in combination with skills training.
  - › Encourage women to train in non-traditional occupations.
  - › Finally, building mechanisms to prevent, respond, and report sexual harassment and abuse cut across these three areas.

## WHAT'S NEXT?

- What are the costs and benefits associated with different adaptations?
- Which tools and approaches are most effective in addressing social norms underlying women's constraints?
- What is the right mix of technical, business, and soft skills, and how to deliver these skills cost-effectively?

# JOBS INTERVENTIONS FOR YOUNG WOMEN IN THE DIGITAL ECONOMY

## KEY MESSAGES

- The gender “digital divide” exacerbates gender labor participation gaps.
- Digital jobs can provide a transformational opportunity to close the gender gap by increasing young women's access to earnings, productivity, and independence.
- Digital economy development programs should proactively adopt gender-inclusive strategies.
- Digital jobs interventions should integrate supply and demand-side approaches to support youth and new job creation.
- Program teams must identify local constraints young women face in accessing digital employment and starting businesses.
- Development actors must scale digital jobs programs and leverage global partnerships like S4YE.

## MOTIVATION: WHAT IS THE PROBLEM?

Youth employment is a large and global problem, and large gender disparities in work and entrepreneurship are being replicated in the digital economy; the [Internet user gender gap](#) is largest in LDCs. This note focuses on specific design components in digital jobs programs to make them more gender inclusive.

## WHAT ARE WE DOING?

The [WB's youth employment portfolio](#) commits over USD 17 billion in over 140 operations worldwide. Increasingly, projects include digital skills training, entrepreneurship, and employment for youth; and over 50 percent include strong gender themes. Programs also increasingly address both labor supply and demand constraints; innovations and pilot projects in places such as [Nigeria](#), [Kosovo](#), the [West Bank and Gaza](#), the [Middle East and North Africa \(MENA\)](#)<sup>22</sup> train youth skills to access the

<sup>22</sup> Standalone briefs have been finalized in partnership with each of the project teams to highlight the specific design ideas used. Each of these three briefs along with this Solution Note is a rich package of ideas for a practitioner.

digital economy, including online freelancing, and help firms adopt ICT and engage in e-commerce. Programs increasingly include gender strategies, including ways to help women access and complete training, while helping them start and run businesses.

The WB Jobs Group leverages global partnerships to inform digital jobs interventions across its Global Practices, while the Jobs MDTF funds several activities. In the *Digital Jobs for Youth: Young Women in the Digital Economy* report, the MDTF-supported Solutions for Youth Employment (S4YE) identified four drivers of demand for digital jobs—(i) Public Sector, (ii) Private Sector, (iii) Online Outsourcing, and (iv) Digital Platforms—to help programs and policymakers better target investments for different youth populations.

## WHAT WORKS?

S4YE's 2018 annual report outlines challenges and curates project design approaches being used to develop more gender-inclusive youth digital jobs programs:

- Navigating Shifts in Demand for Digital Skills: Requires assessing market demand for digital skills.
- Understanding Gender Differences in Roles, Needs, Opportunities, and Limitations: Requires contextual analysis.
- Recruiting Young Women to Digital Jobs Programs: Requires using mixed recruitment techniques, holding programs in safe and accessible locations, promoting early age exposure to ICT, and providing financial incentives.
- Retaining Female Beneficiaries in Programs: Requires screening applicants, using a blended training approach including online and classroom, on-the-job learning schemes, and providing access to ICT infrastructure.
- Building Self-Confidence in Young Female Beneficiaries: Requires engaging women in interactive learning, developing women's communication and leadership skills and providing female role models in jobs programs.
- Combating Misperceptions, Stereotypes, and Other Biases against Women: Requires influencing parents, spouses, and others to support women; connecting employers to young women; and inclusivity training for employers.
- Difficult for Female Entrepreneurs to Access and Control Financial Resources: Requires supporting women's financial inclusion and connecting entrepreneurs with traditional and alternative funding.
- Digital Entrepreneurs Require Skills and Support for Success: Requires training, mentoring, and supporting female digital entrepreneurs, and shifting mindsets on women's roles including through national campaigns.

## WHAT'S NEXT?

More research is needed to fill knowledge gaps on how to effectively address women's needs in digital jobs programs, including:

- More evaluation of existing programs to find best duration, frequency, and intensity of digital jobs programs' curricula, and how to target most vulnerable youth, especially women.

- More evidence on effectiveness of different program methods to integrate demand and supply-side components.

Donors, governments, private sector, and other stakeholders should invest in experimentation. Digital jobs programs proven to close the gender digital divide should be scaled up.

## SUPPORTING JOBS IN SITUATIONS OF FRAGILITY, CONFLICT, AND VIOLENCE (FCV)

### KEY MESSAGES

- Better jobs outcomes in FCV situations are critical to end poverty.
- Since jobs and stability are linked, public investment in jobs is particularly justified in FCV contexts.
- Jobs support in FCV must start with a realistic view: Most people work a basket of low-productivity activities, and casual business activities account for far more work than traditional firms.
- Policy makers in FCV contexts need to apply a “jobs lens” to design macro-fiscal policies and infrastructure investments.
- Cash grants to individuals raise incomes in FCV and beyond, but for FCV, business support must include reviving markets.
- Labor-intensive public works (LIPW) deliver important emergency support, but expectations must be reasonable.
- “Skills only” training has not been successful in FCV contexts. Helping trainees to establish themselves can work, but projects must be wary of cost effectiveness.
- Psycho-social support for jobs outcomes should be tested at larger scale.
- Many knowledge gaps remain on how to adapt projects to FCV situations.

### MOTIVATION: WHAT IS THE PROBLEM?

By 2030, about 46 percent of the extreme poor will live in FCV-affected areas. Fragility and conflict can mute growth for many years and spread to other countries. Using public resources to promote jobs in FCV-affected countries is a good investment—better economic opportunity promotes country and regional stability, fosters tolerance, and helps prevent radicalization—but the scale of the jobs challenge is imposing. To design job interventions in FCV contexts, it is important to be realistic: Most workers in FCV-affected, low-income countries perform a set of part-time, low-productivity activities; and “business” is a continuum of activities from very casual to more permanent. The high-risk and cost, low-demand FCV environment poses steep barriers, including market failures, economic distortions, and unhelpful perceptions and attitudes shaped by conflict.

### WHAT ARE WE DOING?

The WB has committed about USD 6.6 billion in lending to 70 projects specifically supporting job creation in 23 fragile environments. This underestimates WB involvement as data excludes many initiatives that also affect jobs. WBG jobs support in FCV focuses on emergency responses, but since 2016, the WBG has provided additional lending support to mitigate fragility risk. Under IDA 18,

the WBG increased lending specifically to support jobs in FCV. IDA's Private Sector Window supports firms in fragile countries, and countries affected by forced displacement can draw upon a special IDA facility. The WBG's Jobs Multi-Donor Trust Fund (MDTF) also supports knowledge creation for jobs in FCV contexts through: i) Jobs strategy notes outlining options to support jobs at scale, ii) Impact evaluations, which identify project modifications for short-term jobs support, iii) Work with the private sector to increase jobs, and iv) Data collection initiatives to understand FCV jobs challenges. Finally, the WB partners with the UN and CSOs to help deliver jobs support in the most challenging FCV environments.

## WHAT WORKS?

**Macro-fiscal policy:** Policymakers need to apply a “jobs lens” to inform difficult trade-offs, avoid known costly policy mistakes, look for a “peace dividend,” focus on growing businesses rather than adding regulations, and consider jobs intensity of infrastructure investments.

**Working with individuals, communities, and businesses:** Provide cash and other capital-based support, including “in-kind” support. Microfinance does not have a strong track record in FCV. Amid market disruptions, opportunities to stoke demand for goods and services deserve more attention.

**Labor Intensive Public Works:** LIPW boost short-run employment, but expectations for long-term benefits must be managed.

**Skills Training:** Results may be better when aligning training with labor demand or combining with other support; but such programs must demonstrate cost effectiveness.

**Psycho-social support:** “Psycho-social support” can improve economic outcomes and stabilization very cost effectively.

## WHAT'S NEXT?

Knowledge gaps exist on what works for jobs support in FCV contexts. More study is needed in a number of areas, including:

- How to best deliver cash and capital-based support
- Ways to stoke demand for goods and services
- Testing the use of psycho-social curricula at greater scale
- Studying whether better jobs outcomes change attitudes and promote stability
- Assessing which support modalities are feasible and effective in FCV contexts
- Investigating avenues to achieve greater cost effectiveness in FCV job support programs

# ANNEX B: PROGRESS REPORTS ON ACTIVE GRANTS

## **TFTF0A2640** | GENIE Broadband for Development Program

**COUNTRY / REGION:** Georgia

**TTL:** Siddhartha Raja

**GLOBAL THEME(S):** Gender

### **OBJECTIVE:**

To deepen the jobs impact of a new WB project focused on technology adoption and to generate robust evidence to inform global policy. A unique Independent Evaluation (IE) will be conducted to significantly improve understanding of the implications of ICT adoption and e-commerce on job growth and job creation by firms.

### **APPROACH:**

The grant will engage global expertise to design what is likely the first randomized controlled trial (RCT) on technology adoption and its impacts on job creation, helping the team overcome the lack of models or literature to build on. It will then design, implement, and analyze the results of a baseline survey for the trial. Subsequently, it will provide technical assistance (TA) to the government of Georgia to translate the results of the survey and evaluation and to design a wider set of policies and investments to maximize the jobs impacts related to the internet-enabled economy. At the activities' conclusion, widespread dissemination of the pilot and IE results will build on the findings of the World Development Report 2016 (Digital Dividends), potentially shaping future WBG engagements.

### **PROGRESS IN 2019:**

The Broadband for Development IE undertook a baseline survey on all participating businesses completed in 2019. There was significant capacity building and engagement with local stakeholders to assist design of the IE. The activities were delayed primarily due to delays in the implementation of the Broadband for Development program itself, and the significant restructuring of the program took place in the context of the Project being redesigned in 2019. The Trust Fund (TF) activities also supported design of a pilot "demand shock" program, which is now in implementation.

### **LESSONS LEARNED:**

The idea of RCTs can be novel in some contexts, and teams should plan for extensive client capacity-building support. One key lesson in implementing an RCT in the context of ongoing Bank projects is to factor in the need for flexibility given the possibility of significant changes in the implementation arrangements and timelines of the project, which may influence the RCT timelines.

**LINK TO OUTPUTS:**

[Empirical Evidence for Broadband as a Skills-Biased Technology](#)

[Impact of Digitalization on Labor Market and Employment—Worker Perspective](#)

[Impact of Digitalization on Labor Market and Employment—Firm Perspective](#)

[Promoting E-Commerce in Georgia—Impact Evaluation Design](#)

## **TF0A2832** | Improving Jobs of Smallholder Women Farmers

**COUNTRY / REGION:** Mozambique

**TTL:** Joao H. C. Montalvao Machado

**GLOBAL THEME(S):** Gender

**OBJECTIVE:**

To identify, through rigorous research, effective policies to address underlying economic and social gender inequality in Africa and increase the take-up of these policies by the government and the private sector. The grant shines light on constraints hindering women farmers' technology adoption, access to markets, and entrepreneurship. Using a RCT approach, this project develops, implements, and rigorously measures the impact of two training interventions in the context of a feeder road rehabilitation program led by a WB project in Tete province, Mozambique. An agricultural extension program provides training on best farming practices and basic agribusiness skills ("hard skills") through group sessions on demo plots and individual mentoring visits. A psychology-based personal initiative training teaches women farmers to adopt an entrepreneurial mindset focused on pro-activeness, future orientation, and perseverance ("soft skills"). The study provides evidence on the effectiveness of these interventions and how they interact with improved rural road infrastructure.

**APPROACH:**

This grant funded design and implementation of two training interventions targeted at female farmers in the context of a feeder road rehabilitation program led by WB project in Tete province, Mozambique. The impacts of these interventions are being evaluated using a rigorous RCT approach. The study comprises 2,240 women in 112 villages located along three feeder roads in Angonia, Macanga, and Tsangano districts. Two of these roads were selected to be rehabilitated under a WB-funded project. The rehabilitation work took place between February 2017 and December 2019. The villages are equally distributed along the three roads. Along each road, half of the villages are located 0–2 km away from the road, and the other half are located 2–10 km away from it. Within each village, 20 female farmers were randomly selected to participate in the study. The villages were randomly allocated to three groups. The first group comprised 37 villages (740 women) receiving an agriculture extension program. The second group comprised 38 villages (760 women) receiving both the agriculture program and a psychology-based personal initiative training. The third group comprised 37 villages (740 women) receiving neither intervention, serving as a comparison group. The random assignment of the villages across the three experimental arms was stratified by road, distance to the road, and the terciles of village average agricultural yields (estimated using the baseline household survey data).

Households and villages were first surveyed in February to June 2016 (baseline) on the agricultural season of 2014/2015. The same households and villages were interviewed again (i) in February through April 2019 (first follow-up) on the agricultural season of 2017/2018, during which the interventions took place; and (ii) September through November 2019 (second follow-up) to collect information on the agricultural season of 2018/2019. Funds permitting, another round of data collection will take place in 2020 to detect longer-term effects.

**CUMULATIVE PROGRESS:**

The training interventions were finalized in June 2018. The hard-skills training comprised seven five-hour monthly group sessions and four individual visits. The soft-skills training entailed a total of nine weekly four-hour group sessions. The trainings successfully reached many women in the study sample. Participation rates for the hard-skills training continuously increased from 83 percent (1,246 women) in the first session to 91 percent (1,361) in the last session. A total of 552 to 605 (out of 760) women participated in the soft-skills sessions, implying take-up rates between 72 to 80 percent.

**PROGRESS IN 2019:**

Since the end of the interventions, two follow-up surveys have been collected. The first follow-up survey was conducted in February through May 2019, and the second one in August through November 2019. The research team has just finalized cleaning of these datasets. Analysis of intervention impacts is ongoing.

**LESSONS LEARNED:**

- At baseline, the majority of targeted women and households practice family subsistence farming despite profitable cash crop options and off-farm business opportunities; that suggests the presence of binding constraints to productivity and entrepreneurship.
- Take-up of training intervention is high (between 75 and 82 percent), suggesting that targeted women lack the necessary human capital (technical and psychological) needed to increase productivity and entrepreneurship.
- Within targeted households, men are the primary decision makers, including on decisions over which crops to grow. By targeting women farmers, the intervention hopes to empower women by tilting the intra-household balance of power.

**LINK TO OUTPUTS:**

[Enhancing Woman's Market Access in Agribusiness in Mozambique](#)

[Improve Jobs of Smallholder Women Farmers: Impact Evaluation Design](#)

[Improve Jobs of Smallholder Women Farmers: Implementation Note](#)

[Fortalecimento do Acesso da Mulher aos Mercados Agrícolas](#)

[Technical Brief: Mozambique Impact Evaluation Baseline Findings](#)

[Improving Jobs of Smallholder Women Farmers: Impact Evaluation Strategy](#)

[Fortalecimento do Acesso da Mulher aos Mercados Agrícolas \(FAMMA\)](#)

[Melhorando a Iniciativa Pessoal de Mulheres Agricultoras em Moçambique](#)



## TF0A2900 | Entrepreneurship Pilot to Promote Economic Opportunities for Jordanians and Syrians

**COUNTRY / REGION:** Jordan

**TTL:** Aminur Rahman

### **OBJECTIVE:**

To design, implement, and rigorously evaluate the impact of an entrepreneurship pilot to vitalize the Jordanian economy. The pilot will promote innovative entrepreneurship opportunities to both Jordanians and Syrians to create jobs, increase refugees' contributions to the host economy, and incubate the future post-conflict Syrian economy in Jordan.

### **APPROACH:**

The pilot aims to promote entrepreneurship and create jobs through an entrepreneurship package, consisting of seed funding and necessary business development training, along with some innovative interventions, such as promoting business networking among current and potential Jordanian and Syrian entrepreneurs, facilitating access to new markets through e-commerce platforms, providing business incubation opportunities, and facilitating freedom of mobility to set up and conduct business in economically viable locations.

This pilot will have significant bearing on youth and gender: over half of Syrian refugees are female and 81 percent are below age 35; Jordan has one of the highest youth unemployment rates in the region, with a female youth unemployment rate of 51 percent compared with the male youth unemployment rate of 27 percent.

The innovative interventions under this pilot will be rigorously evaluated, and successful interventions could be scaled up as part of Jordan's holistic approach to address the Syrian Refugee Crisis.

### **CUMULATIVE PROGRESS:**

Stakeholder consultations, literature review, methodology design, and identification of potential partners to design and implement the pilot have been completed. A detailed concept note has also been developed, peer reviewed, and formally approved. Research team and field coordinators have been recruited. A mini pilot with about 100 entrepreneurs and potential entrepreneurs, both Syrians and Jordanians, has been held. This mini pilot involved holding a high-profile Entrepreneurship and Networking event in May 2017. A baseline survey, based on a survey instrument to be developed, will be conducted through a comprehensive listing exercise (mini census) of formal and informal Jordanian and Syrian businesses.

### **PROGRESS IN 2019:**

An online B2B networking platform has been enhanced to promote Jordanian and Syrian Refugee Entrepreneurship ([jedad.com](http://jedad.com)). The platform currently hosts about 1,500 businesses, the largest networking platform in MENA. To help these medium and small enterprises (MSEs) access markets for product growth, they are being encouraged to market their products on a number of ecommerce platforms in Jordan and internationally, including Alibaba.

**LESSONS LEARNED:**

Key outcomes from the mini pilot experiment for the business networking intervention are as follows:

- The overwhelming majority of participants (above 90 percent, on average) found the networking events useful or very useful.
- All participants took one another's contact information to follow up outside the scheduled meetings.
- Several topics of interest were discussed: (i) partnerships, (ii) marketing, (iii) exports, (iv) online presence, and (v) evidence on the challenges to start-ups and on how to overcome them.
- In subsequent meetings, more focused discussion occurred on (i) forming partnerships and structured collaborations, (ii) hiring good employees, and (iii) general learning about others' businesses.

**TF0A9130| Solutions for Youth Employment**

**COUNTRY / REGION:** Global

**TTL:** Namita Datta

**OBJECTIVE:**

To support the S4YE Coalition, which links stakeholders in the private and public sectors and civil society, in activities aimed at gathering and exchanging knowledge and evidence, bringing together diverse stakeholders, and using knowledge to achieve high-impact programming for youth employment at scale. Generate key knowledge and partnership products that provide a shared and common platform of metrics and knowledge on youth employment.

**APPROACH:**

Continued support of the S4YE partnership and board, supplemented with building of new private sector partnerships. Leveraging financing for greater learning will include co-sponsorship of the development of global goods, large-scale networking, and dissemination events. Grant-financed activities include preparation of the S4YE flagship report on youth employment; the first interim annual S4YE report with thematic focus, plus toolkits for practitioners; and content development for the S4YE website (<http://www.s4ye.org>).

**PROGRESS IN 2019:**

This past year, S4YE created a new S4YE Private Sector Advisory Council (PSAC) at the April 2019 S4YE partner Summit during the WB Spring meetings, in which over 35 companies attended. PSAC met in again in October 2019, where private sector partners agreed on four primary workstreams: (i) 'S4YE—Insights from the Private Sector' Webinar series; (ii) Thematic Working Groups; (ii) Global Mentorship Initiative; and (iv) Possible Catalytic Facility/Pooled Fund to leverage WB operations. S4YE has since kicked off the Webinar Series.

In addition, a partnership between S4YE and 20 companies (coordinated by Nestle) announced at the World Economic Forum will help develop opportunities for more programmatic collaboration. Furthermore, S4YE scaled up its external CoP (impact portfolio) from 19 to 44.

S4YE collaborated with the World Bank’s Social Protection and Jobs team in Ethiopia to organize the first [S4YE Regional Youth Employment Forum in Addis Ababa, Ethiopia in November 2019](#). The event brought together over 50 organizations, including the WBG, Government of Ethiopia, private sector firms, S4YE’s Impact Portfolio, Technical Experts, and other stakeholders.

S4YE also made progress in the area of youth participation. S4YE Set up a Youth Advisory Group (YAG) of 17 youth to incorporate youth voice in S4YE governance, operations, and knowledge work. As part of YAG, S4YE organized two Technical Sessions; (i) Designing Mentorship Programs for Young Entrepreneurs, and (ii) Writing Effective Grant Applications. S4YE also launched a mentorship program connecting YAG members with young WBG staff.

S4YE completed several knowledge outputs this year. It launched the Impact Portfolio (IP) Factbook, an overview of the IP community portfolio, including geographical distribution of projects, target populations, project design components, and major themes. It includes one-pagers for each of the 44 projects in the expanded IP community, highlighting innovative approaches and designs used. Furthermore, S4YE developed a series of knowledge briefs for youth employment practitioners.

Furthermore, S4YE launched two new digital tools to support youth employment practitioners. The first is the [S4YE Knowledge Repository](#), a global repository of over 200 resources curated to help practitioners and policymakers involved in youth employment programs design, implement, and scale programs. The second is the [S4YE Project Portal](#), which covers over 150 youth employment WB lending operations and all 44 youth employment projects within the S4YE IP.

Lastly, S4YE created a cross GP youth employment network with TTLs from SPJ, Gender, Agriculture, Education, GSURR, FCI, Digital Development, and the IFC.

#### **LESSONS LEARNED:**

No lessons to report yet.

## **TF0A4831** | Impact Evaluation of South Africa Youth Job Search Assistance

**COUNTRY / REGION:** South Africa

**TTL:** Eliana Carranza

#### **OBJECTIVE:**

To examine the role of labor market frictions in private sector development in South Africa. This research will specifically contribute to understanding the implications of imperfect information for labor market screening, firm productivity, and growth.

#### **APPROACH:**

By testing ways to overcome information asymmetries, this evaluation will inform dialogue around effective interventions to boost private sector growth, firm labor demand, and employment. The evaluation will take place through approaches such as (i) designing an online platform with worker profiles, (ii) conducting qualitative interviews with firms to validate the platform design, (iii) identifying small and medium enterprise (SME) firms for participation in the study, (iv) piloting the online platform, and (v) collecting baseline survey data and platform-based monitoring data.

The project team partnered with Harambee Youth Employment Accelerator to implement a work-seekers study and firm study. The project uses a series of field experiments to identify how information sharing concerning work seekers' skills changes the work seekers perception about their abilities and the labor market, as well as firms' responses to their applications. The work-seekers study tests and provides work seekers with information about their own skills and aptitudes. Work seekers receive a certificate that allows them to credibly convey this information to prospective employers through a branded test certificate. Complementary to this intervention, the firm study identifies the effects of providing more information about candidates' skills directly to firms. An interactive "Skillfinder" platform created and offered to firms contains more than 6,000 work seekers profiles and test assessments. The information provided to firms is randomly varied and therefore work seekers are randomly matched to jobs.

**PROGRESS IN 2019:**

The research team implemented research interventions and data collection activities. The team also completed analysis of baseline data as well as a first follow up on the survey. In addition, they produced a draft paper including short-term findings from the work-seekers study, including impacts on knowledge of own skills, intensification of job search, job search behavior (channels used, applications submitted, etc.) and employment outcomes (employment status, wages, etc.). Analysis of long-term impacts of the work-seekers intervention is ongoing and includes assessment of whether initial impacts are maintained long term. Analysis of findings from the firm study is also ongoing.

**LESSONS LEARNED:**

While work is still ongoing, preliminary field visits, qualitative interviews, pilot results, and baseline data collection have provided valuable information about firm hiring and youth job search behavior, which informs intervention designs and development. Some lessons have emerged:

Demand estimates suggest that labor market service providers could at least partially finance their operations through payments from participating firms.

Matching services need to take heterogeneity of firms' demand for skills into account.

Technological barriers can be an important barrier to take-up of labor market services.

Looking at multiple online job vacancies, our team noticed many misleading, questionable, and low-information posts. These were eliminated in a careful curation process. Those posts included jobs with unrealistic salaries or unrealistic prospects, jobs that required "training fees," and multi-level marketing jobs. The concerning frequency of these posts could represent a search barrier to young, inexperienced work seekers.

Job posters frequently misspell their own email addresses, i.e. example@gmail.co.za instead of example@gmail.com, thus potentially missing job offers.

The research team used R, Rvest, and RSelenium to crawl job posting sites. Websites change their HTML tags, and hence, if you rely on a web scraper, the research team recommends checking site tags regularly and updating code as needed.

Candidates send applications in a variety of formats: Word Docs, Google Docs, Images (as .pdf images, jpeg, .png). If relying on an automated process for organizing documents, or searching documents for terms or patterns, these different formats pose challenges. If documents are sent

as images, they are often sent upside down, or have poor scan quality. Optical character recognition (OCR), in those instances, is not reliable.

The format of an application also has implications for its size. The research team converted all candidate applications to a single .pdf document before sending. Bulk-mailing services may have issues sending emails with very large attachments, meaning that job seekers are likely to submit applications that are never received by employers.

#### LINK TO OUTPUTS:

[Job Search and Matching with Two-sided Limited Information](#)

[The Impact of Providing Information about Job Seekers' Skills on Employment in South Africa](#)

### TF0A4483 | Mexico Youth Labor Market Inclusion Pilot

**COUNTRY / REGION:** Mexico

**TTL:** Alvaro S. González

#### OBJECTIVE:

To pilot and evaluate innovative approaches to improve employment outcomes for youth transitioning from school to the labor market. The project also supports linking labor market demand and supply by decreasing firms' job search and turnover costs. Targeted beneficiaries comprise low-income youth graduating from upper secondary school, including past and present beneficiaries of conditional cash transfer programs.

#### APPROACH:

Contribute to government efforts through design, implementation, and IE of a multisectoral model based on existing government programs. Project design is informed by a diagnosis study and a thorough consultation process with federal and local government officials, NGOs working on youth employment, targeted youth, business associations, and private sector firms. Project activities include a labor market literacy workshop delivered at schools by the Public Employment Services office (SNE); an economic incentive delivered directly to project beneficiaries to promote access to, and staying in, formal employment; and a remote-based strategy to monitor and support take-up of project activities and high-frequency tracking of youth's trajectories.

#### PROGRESS IN 2019:

The project is implemented in two phases. Phase 1 (MM 2018–MM 2019) tested implementation mechanisms and validated potential hypotheses regarding youth constraints. Results from Phase 1 informed project activity design improvements for Phase 2 (MM 2019-to date), which is still ongoing and will be evaluated. The following activities are complete:

- Inter-institutional coordination arrangements established make the multi-sectoral design, implementation and evaluation of the activity possible. Regular work groups and communication with counterparts—both federal and local—have enabled continuous involvement of relevant stakeholders through all stages of the project cycle.

- Data collection instruments developed to administer surveys at different project stages of the including (a) a baseline survey to identify sociodemographic, socioeconomic, socioemotional and occupational characteristics of the target population (b) Follow-up questionnaires administered via SMS to monitor and support project activities' delivery, and to conduct monthly high-frequency tracking of participant's labor market status (May 2019-ongoing).
- The following interventions were implemented:
  - (a) A labor market literacy workshop (LMLW) for youth seeking to provide basic tools for job search and information about the local labor market context.
  - (b) A "self-affirmation" intervention, delivered as part of the LMLW, prompted people to reflect and write about core personal values to help individuals adapt to long-term challenges, to improve labor their market outcomes. Impacts from this activity will be evaluated for the 978 randomly assigned participants in this treatment arm.
- An additional labor market demand-side activity implemented in collaboration with the International Youth Foundation, a S4YE partner. Staff from human resources departments across eight firms from the home appliances, automotive, and manufacturing sectors were trained to deliver on-the-job soft skills training to young employees. The intervention aimed to strengthen human resources departments at partner firms and improve new entrant's soft skills to increase productivity and reduce turnover.
- The project team provided technical assistance to SNE to design a new labor market workshop targeting youth, which builds on the pilot's experience to scaled it up nationally.
- Implementation manuals prepared for the wage subsidy intervention.
- A qualitative study—including interviews with project participants, parents, teachers, and staff at local firms.
- An interim report with lessons learned from Phase 1 of the pilot prepared and distributed to project counterparts and other WB teams. The report systematizes key elements of the project design, the multisectoral coordination model, and the implementation details.

Some preliminary findings and results are:

- Around 50 percent of the analytical sample are women, and approximately 42 percent are members of a poor or very poor household. More than half (56 percent) of surveyed youth were planning on working either full or part-time after graduating from high school, and most of them intend to continue studying at some point, either by combining work and studies (58 percent) or by working for a little while and then going back to school (29 percent).
- Around 76 percent found the labor market literacy workshop to be useful. Students most valued the information regarding characteristics of a formal job and how to prepare a job application. Only 29 percent of the sample were aware at baseline (prior to workshop) of the benefits of a formal job.
- Preliminary data analysis, based on high-frequency SMS-surveys, shows promising results. For low-income youth assigned to the wage subsidy treatment group, employment rates increased by 8 percentage points, while informal employment rates decreased by 14 percentage points. The impact on employment rates appear to be 2 percentage points higher for women. Additional data will be collected to check the robustness of preliminary results and estimate short and medium-term treatment effects.

## TF0A5052 | Round 3: Côte d'Ivoire Economic Inclusion and Value Chains: Pilot

**COUNTRY / REGION:** Côte d'Ivoire

**TTL:** Luc Christiaensen

**GLOBAL THEME(S):** Fragility, Conflict, and Violence (FCV)

### OBJECTIVE:

Support government efforts to increase productive employment of poor households in the agricultural sector. Such an approach simultaneously tackles labor supply and demand constraints to raise incomes of the poor. For this pilot, the focus is on developing the rice value chain through support to rice processing units (labor demand-side intervention) and the productive inclusion of producer organizations and poorer smallholder households within the chain (supply-side intervention).

### APPROACH:

The approach includes (i) the design of an integrated jobs approach that simultaneously tackles labor supply-side and demand-side constraints to raise the income of the poor, with a focus on inclusive development of the rice value chain, and (ii) the design of a rigorous IE to compare labor market and welfare outcomes attained through (a) a value chain development approach, (b) cash transfer, and (c) synergies from a combined intervention.

### CUMULATIVE PROGRESS:

The jobs pilot connects the poorest rice-growing households to expanding markets by simultaneously addressing labor demand (rice mills) and supply-side (rice producer) constraints. The pilot team operates in partnership with the IDA-financed Productive Social Safety Net (PSSN) project to maximize learning and scaling opportunities. A 2018 mapping of all 280 mid-size rice mills throughout the country, and data on economic activities of PSSN beneficiaries informed selection of three pilot regions: Tonkpi, Poro, and Tchologo. CIDR—a research and development center with extensive rice sector experience in Côte d'Ivoire and other West African countries—assessed the capacity and potential of mills to identify one mill per region to catalyze further development of the rice value chain and better connect smallholder farmers to the market. The same service provider developed capacity development modules to support processing units and implementation protocols.

### PROGRESS IN 2019:

The intervention started with the beginning of the rice production cycle in March 2019. Smallholder farmers in 20 villages per region, the selected rice mill, and UNACOOPEC (Parce que chacun a droit au bonheur), a national microfinance institution, are collaborating under an agreement: smallholders receive inputs on credit from the financial institution based on having a producer contract with the mill to deliver a certain amount of rice, of a certain quality, at a certain price at harvest. The mill also receives working capital credit from the microfinance institution to buy the rice at harvest. The mill hired a liaison agent at its own expense to provide basic extension services and maintain regular contact with farmers.

The Jobs pilot supports the platform by facilitating exchange between partners in different localities through local and national coordinators. It also provides technical assistance to mills and pays for one agricultural liaison officer in the microfinance institution to reduce transaction costs. No guarantee funds for loans nor subsidies for inputs are provided. In return, the partners offer the opportunity

to participate in the pilot to all rice growers with some form of water control, including the poorest. In parallel, the pilot team finalized evaluation design and fielded baseline data collection in August 2019. The team further published four blog posts in English and French to share its experience in designing and coordinating pilot implementation.

For the upcoming rice season, implementation partners have agreed to intensify extension services to ensure producers correctly apply inputs. The focus for the next season will be on consolidation to show proof of concept. Expansion can then be considered in the following season. For evaluation, it will be necessary to consider at least two more seasons.

#### LESSONS LEARNED:

Several lessons are emerging during implementation from the results of the first agricultural season the pilot accompanied:

- (i) A collaborative approach to advance the job pilot preparation and implementation is important, including engaging early on and continuously with the different stakeholders, including with beneficiary farmers. Stakeholder commitment and active involvement in finalizing intervention design advances activity implementation and evaluation.
- (ii) Moving from subsistence to commercial farming, applying modern inputs, and selling parts of the harvest to a market with quality requirements takes time. Initial results are encouraging, but another one or two agricultural seasons are needed for the model to meet potential.
- (iii) Intensified rainfed rice production is not profitable. The pilot team, in consultation with all stakeholders, has decided to no longer support intensified rainfed rice production and to focus only on rice production with a minimum of water control.
- (iv) Agronomic support is key to increase the productivity of smallholder farmers.
- (v) Rice marketing deserves more attention to ensure a higher price (white rice), which in turn permits a greater margin and thus a higher product price for the farmers (paddy rice).

#### LINK TO OUTPUTS:

*Rising job opportunities with rice in Côte d'Ivoire 1: [How local farmers and millers are leading the way](#)*

*Rising with Rice in Côte d'Ivoire 2: [More and better jobs by connecting farmers to markets](#)*

*Rising with Rice in Côte d'Ivoire 3: [The contours of a pilot project](#)*

*Rising with Rice in Côte d'Ivoire 4: [Rice in Côte d'Ivoire is Big Business That Depends on Small Firms](#)*

## TF0A6775 | Nepal Jobs Platform

**COUNTRY / REGION:** Nepal

**TTL:** Elizabeth Ruppert Bulmer

#### OBJECTIVE:

Support a comprehensive labor market analysis to develop evidence-based policy recommendations to be incorporated into WB projects, TA, and policy engagements in Nepal. The most recent analysis, the Nepal Jobs Diagnostic, uses newly available household-level labor force data and creates a



new survey instrument to measure firms' hiring behavior and growth prospects to understand both labor supply and demand issues shaping labor market outcomes. The SME survey designed and carried out measured the financial, labor, competition and other constraints facing small and medium-sized firms in four key sectors—agri-processing, manufacturing, tourism, other services—in three main urban centers and three rural districts. The survey was complemented by assessment of the entrepreneurship ecosystem and gaps in SME support. This work was designed to inform the government about best ways to support SME job creation. This specific SME survey together with the broader Jobs Diagnostic results helped shape design of two projects: the Youth Employment and Training Initiative and the Rural Employment and Enterprise Development project.

**APPROACH:**

The approach is based on identifying and correcting jobs-linked externalities while making maximum use of information technology. The Jobs MDTF grant will finance consultancies to design and support project activities that address supply and demand-side constraints to job creation in Nepal, coordinated through a Jobs Platform that integrates contributions from relevant GPs.

**PROGRESS IN 2019:**

The team prepared the draft Jobs Diagnostic report that develops policy recommendations to integrate supply-side and demand-side interventions to address Jobs challenges in Nepal. Analysis highlight the following challenges: extensive underutilization of women, most of whom engage in unpaid agriculture that is very low-productivity; declining labor force participation and a rising share of female not in employment, education, or training (NEET); a small number of private sector firms that create wage jobs; an inefficient financial system for channeling credit to high growth-potential firms; outmigration of low-skilled workers for better paid wage jobs; and recent policy reforms that may exacerbate rather than alleviate these challenges. The next steps will be to disseminate findings, sensitize government to the policy implications, and develop specific entry points within the WB's country engagement for project components, TA, and policy dialogue.

**LESSONS LEARNED:**

Nepal's data-poor environment has led to policies that fail to meet key development objectives related to the number and quality of jobs available to household income and sustain a competitive, dynamic private sector. The confluence of new labor force and enterprise-level data in 2018 allows for integrated study of the various pressures at play: demographic changes, internal and external migration, structural transformation, and rising expectations from remittance-fueled consumption and increasing human capital. The Jobs Diagnostic and subsequent jobs-centered policy matrix, which together constitute the Nepal Jobs Platform, are critical tools for helping government revise jobs policies.

**TF0A0229 | Let's Work Mozambique****COUNTRY / REGION:** Mozambique**TTL:** Federica Ricaldi**GLOBAL THEME(S):** FCV/Gender**OBJECTIVE:**

To (i) promote creation of private sector jobs through a value chain–based approach, (ii) increase the productivity of existing jobs, and (iii) help connect people to jobs.

**APPROACH:**

The grant finances four major components of the “Let’s Work Mozambique” work program: (i) jobs diagnostic and input to policy dialogue, (ii) value chain analysis, (iii) job pilots, and (iv) a knowledge-sharing platform for government, private sector, and development partner stakeholders.

**PROGRESS IN 2019:**

The project advanced with evaluation of Biscate, a private sector labor market matching service for informal workers, and with in-depth, in-country expert studies of key value chains: cashew, cassava, sesame, pigeon pea, plantation forestry, and “green” construction. The studies on cashew, cassava and plantation sector value chains were finalized and published. In addition the project progressed with the final phase of The Mozambique Agricultural Aggregator Pilot (MAAP), an evaluation program that started in February 2017.

**LESSONS LEARNED:**

- It is crucial to keep the WB country management unit (CMU) and donors informed about evolution of grant implementation and to ensure key stakeholder buy-in.
- It is challenging to design a small pilot project. It takes time for the pilot to be designed in a way that adds value to the CMU, the work of operational teams, and the broad analytical agenda. It may take time to determine best allocation of resources.
- While challenging and time consuming, it is important to integrate the project into other teams’ work. However, thanks to its quality and accompanying analytical work, the project has been well received and has informed other work; for example, the Jobs Diagnostic, which was helpful in designing a new operation on youth employment in Mozambique.

**LINK TO OUTPUTS:**

[Mozambique—Jobs Diagnostic](#)

[The Cashew Value Chain in Mozambique](#)

[The Cassava Value Chain in Mozambique](#)

[The Plantation Forestry Sector in Mozambique: Community Involvement and Jobs](#)

[MAAP Video—Password: maap2019](#)

## **TF0A0739** | Conditional Cash Transfer Plus: Combining CCT, Vocational Training, and Business Grants—Long-Term Evaluation of a Randomized Trial in Nicaragua

**COUNTRY / REGION:** Nicaragua

**TTL:** Renos Vakis

### **OBJECTIVE:**

To finance provision of long-term evidence on the effectiveness of a productive safety net program targeting the rural poor in a low-income setting. Specifically, to support a long-term follow-up survey and to measure the effects of *Atención a Crisis*, an income-generation and productive safety net intervention implemented in 2005 and 2006 in six of the poorest municipalities in rural Nicaragua.

### **APPROACH:**

Grant-financed activities include design, creation, and implementation of a survey to shed light on long-term impacts of alternative strategies to improve prospects for production employment. In particular, survey examines the role of capital and various types of skills—cognitive, technical, and socioemotional—for employment.

### **CUMULATIVE PROGRESS:**

Data collection for all instruments started in September 2017 through collaboration with the local survey firm. Field work included an initial eight to nine months phase of visits to all original villages and municipalities. After this first phase, project plans included an intensive tracking phase of both village revisits as well as intensive tracking to migration destinations. However, in April 2018 a political crisis and unrest in Nicaragua led to activity suspension. As a result, no tracking could be implemented outside original municipalities.

### **PROGRESS IN 2019:**

In 2019, the team decided to start analyzing data for 76 percent of main beneficiaries, 63 percent of young adults and 79 percent of youths 9 to 19 years old. While response rates are lower than hoped, they are still remarkable for a follow-up survey taking place 10 to 12 years after the end of an intervention. Based on these data, the team produced a report with key preliminary results, along with an outline for extended the analysis with additional funding.

### **LESSONS LEARNED:**

- The results show sustained positive impacts of the productive safety net program on economic activities of past beneficiaries. Even after 12 years, beneficiaries continued to have a more diversified portfolio of economic activities and related income sources. This implies that interventions combining conditional cash transfers (CCT) and productive components can have long-term impacts.
- Interventions targeting children in early childhood improve skills in early adulthood, although the mechanisms differ between a CCT intervention and a home-based parenting intervention. Specifically, evidence shows sustained impacts on the cognitive outcomes of children exposed to the CCT during early childhood, though these differ by age group. While the parenting intervention did not lead to sustained impacts on cognition, it induced lasting improvements in parent-child relationships and in a number of behavioral indicators. This implies that interventions in early childhood have lasting impacts on skills in early adulthood.

**TF0A2864 | Liberia Youth Opportunities Impact Evaluation—Data****COUNTRY / REGION:** Liberia**TTL:** Victoria Strokova**GLOBAL THEME(S):** FCV**OBJECTIVE:**

To carry out an IE to address key questions on how to cost-effectively promote self-employment and entrepreneurship in fragile and conflict-affected states.

**APPROACH:**

The IE centers around the Government of Liberia's Small Business Support (SBS) (formerly known as Household Enterprise Support) component of the Youth Opportunities Program (YOP). Eligible youth are randomly assigned to different interventions under SBS according to the IE design. The study will assess return on investment to integrating skills training with start-up grants versus provision of start-up grants alone to youth business groups. The IE will address how to promote self-employment and entrepreneurship cost-effectively and with the greatest impact. Grant-financed activities include field management and supervision of IE activities including data collection, intervention piloting, and results dissemination.

**CUMULATIVE PROGRESS:**

The project in which the IE is integrated was officially launched in January 2017. In 2017, progress was made on development, testing, and finalization of the baseline survey, recruitment of a data collection firm to undertake the survey, and capacity-building workshops on the project integration of the IE with the government, the implementing service provider, and the data collection firm.

The SBS component of YOP has three rounds, and the IE is being carried out on Rounds 1 and 2. Recruitment and baseline survey of youth in Round 1 was carried out in early 2018, after which they participated in project interventions. The end-line survey for this group of Round 1 beneficiaries is scheduled to begin in April 2020.

**PROGRESS IN 2019:**

In 2019, the project progressed with recruitment and baseline survey of youth in Round 2. The interventions are ongoing. The end-line is expected in early 2021.

**LESSONS LEARNED:**

The major lesson learned thus far is the importance of government implementation service provider capacity to carry out a successful youth employment program and parallel IE. In terms of impact of the program on youth, the end-line data for Round 1 of the project will be collected in upcoming months.

# ANNEX C: RESULTS FRAMEWORK

Desired Outcome	Outputs	Overall Targets	Delivered to Date	Delivered in current reporting period (2019)
Improved labor market policy, program or strategy design and/or implementation	Policy recommendations	21	24	6
Improved policy dialogues and/or coordination among partners	Innovative jobs country pilot operations / investments	28	28	10
Private sector mainstreamed in framing of jobs challenges or solutions	Improved data and/or access to data through new collection, compilation, and dissemination	46	42	20
Innovative interventions / operations for job creation	Study, report, or research paper on jobs dimensions	40	42	10
Improved stakeholder capacity in the area of jobs	Design and/or implementation of jobs tools/toolkits and/or guidelines	24	24	5
New methods and approaches to estimation of job effects	Standardized measurement approaches and methodologies	11	11	2
Improved knowledge or evidence base on jobs challenges and solutions	Stocktake, gap map and/or strategy for jobs evidence	28	28	17
Improved knowledge sharing and leveraging among jobs practitioners / partnerships	Impact or other evaluations on jobs (interim / final)	28	28	11
	Web-based knowledge platform	4	4	2
	Job Practitioners Network and / or Coalition	9	9	4

Notes: a. Based on the simplified Results Framework (RF) of November 1, 2015.  
b. Overall targets are based on original RF minus the outputs of dropped grants.

## ANNEX D: BENEFICIARIES REACHED BY WBG JOBS PROGRAMS

The Jobs Group estimates the beneficiaries of jobs interventions at three levels:<sup>23</sup>

- (1) **Direct beneficiaries of MDTF grants:** Some MDTF-funded activities (such as pilots and IEs, among others) reach beneficiaries directly. This is reported by grant recipients in the results framework and stands at 41,182 beneficiaries, according to the latest estimates.
- (2) **Leveraged Portfolio Level:** 43 Jobs MDTF grants are associated with 58 World Bank lending operations, valued at \$7.74 billion. Of these, 22 projects track the number of direct project beneficiaries, which amounted to 4.8 million cumulatively as per the latest estimate.
- (3) **Corporate Level:** The corporate results indicator “beneficiaries of jobs-focused interventions” estimates the number of beneficiaries reached by jobs-relevant interventions in operations supported by the WBG, on the basis of data reported by the projects. In FY 2019, there were 305 jobs lending projects supporting 9.6 million jobs, including 6.5 million in IDA countries, 2.3 million in IBRD countries, and 2.9 million female beneficiaries.

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<sup>23</sup> Includes people benefiting from innovative, scalable pilot programs (enhanced skills, reduced job search time, entry into self-employment, increase in income and/or earnings, improved quality of employment, greater productivity); and beneficiaries reached by jobs-focused WBG interventions supported by the MDTF, including both individuals and government agencies as well as private sector.

# ANNEX E: SUPPORTING NATIONAL INSTITUTIONS AND STAKEHOLDERS

Grant Name and Country	Engagement with National Institutes and Stakeholders	Engagement with Other Actors
Georgia—GENIE Broadband	<p>The activities financed by the TF were jointly implemented with Georgia's Innovation and Technology Agency (GITA), which is the implementing agency for the GENIE Project, and supported capacity building and training of GITA staff (on impact evaluation) who were involved in those activities.</p>	<p>Other stakeholders involved included the local municipalities, internet service providers, and community organizations that were participating in the program being evaluated. However, their participation in the TF-financed activities was indirect, as beneficiaries of the program itself.</p>
Mozambique—Let's Work	<p>The team has coordinated with the Government of Mozambique throughout the implementation of the program. Given the emphasis on activities to generate demand for labor, the main counter-part for the program is the Ministry of Economy and Finance (MEF). The team has met regularly with MEF and the Labor ministry (former MITESS) and received their feedback on the design of the program and the outputs to date. The LWP is currently engaging with the Ministry of labor for its work on the Jobs Strategy Note. The team has also successfully engaged with the Ministry of Agriculture related to the Value Chain analysis and advocacy work.</p> <p>In particular, the pigeon pea paper was accelerated due to an urgent Government of Mozambique request when the Government was dealing with a trade dispute with India following serious disruption of the Asian pigeon pea market and the possibility that India might not honor previous commitments to import from Mozambique. Subsequently, Let's Work supported the Agricultural Platform chaired by the National Directorate of Planning and International Cooperation (DPCI) of the Ministry of agriculture: jointly with teams from the World Bank Agricultural GP the LW presented the results of some value chain studies on November 2018.</p>	<p>The LWP has partnered with UX, a local start-up who launched an application to help informal services workers to access contracts and clients and improve their earnings. Also, through its Communications and Knowledge Management activities, the LWP organized knowledge platforms to present the program's activities and findings and to ensure that those findings are disseminated. Platforms have been organized with LWP partners such as DFID, ILO, AfDB, GIZ, Norway etc. as well as engaging government counterparts, CSOs and the private sector.</p>
Nepal—Jobs Platform	<p>The Bank team consulted widely across government and the private sector as part of the Jobs Diagnostic preparation, both to understand priority concerns of each partner, and to solicit feedback on our analytical approach and preliminary findings. Government ministries with whom we engaged include the Ministry of Finance, Ministry of Labor, Employment and Social Security, the Ministry of Industry, Commerce and Supplies, and the National Planning Commission, which helped us access the micro LFS dataset. We carried out an SME study and survey which included a mapping of business support organizations and benefited from input from employer organizations (chambers of commerce) and industry groups. A validation workshop of the SME survey results had wide participation by private investment firms, commercial banks, business support organizations, donors, and the Ministry of Industry, Commerce, and Supplies.</p>	<p>The Bank team met with DFID and ILO, among others, to discuss the design of the SME survey and solicit feedback to ensure complementarity with other donors' data collection efforts. The team engaged an inter-national consulting firm and two local partners to help design and carry out the SME survey. Following completion of the Jobs Diagnostic report (June 2020), we expect to disseminate the results to Government as well as a wide audience of CSOs, think tanks, private sector organizations and donors.</p>

Grant Name and Country	Engagement with National Institutes and Stakeholders	Engagement with Other Actors
Côte d'Ivoire— Economic Inclusion Project	<p>Ministry of Employment and Social protection, with the Côte d'Ivoire Social Protection and Economic Inclusion project: pilot implemented in partnership with PSSN project, pilot includes PSSN project beneficiaries and lessons from pilot inform design of economic inclusion activities under PSSN.</p> <p>ADERIZ—National Rice Development Agency: WB provided technical assistance to conduct a census of all rice processing units throughout the country; design of pilot informed by and in line with national rice strategy developed by ADERIZ.</p> <p>Three rice processing units: SMEs that the pilot supports to develop their managerial and technical capacity so that they play a catalytic role within the value chain and help improve economic inclusion of smallholder farmers.</p> <p>Côte d'Ivoire Microfinance Institute UNACOOPEC-CI provides financing of the rice pilot actors (farmers, processing units) and receives technical assistance from WB to help establish links with farmers.</p> <p>Service provider: SPV (Crop Production Company): national seed and extension company which provides agricultural training to smallholder farmers.</p> <p>For data collection: Mont Horeb, a local data collection firm. The Bank team worked closely with them and provided technical assistance to conduct the data collection.</p>	<p>Service provider: Consortium CIDR (International Development and Research Center) (French) and CPMI-DER (Center of Micro-Industry Promotion and Rural Development) (Ivoirian): provides management and technical training as well as farmer contracting support to rice processing units.</p> <p>Coordination in design and information exchange on experience of the pilot with JICA, IFAD, IFC, WB Agriculture and Food Global Practice.</p>
South Africa— Youth Job Assistance	<p>The project has been implemented joint with the Harambee Youth Employment Accelerator, which is an initiative supported by the South African National Treasury's Jobs Fund—a challenge fund created to operate as a catalyst for innovation and investment in activities in sustainable job creation initiatives. Thus, since the beginning of activities the project has been well positioned to disseminate findings to policymakers in government organizations (both national and state level), private sector firms and NGOs who are part of the network of the South African National Treasury's Jobs Fund. The project has also provided an alternative productivity signaling instrument to the assessments currently in use by the Department of Labor's Employment Services of South Africa (DoL ESSA), through an existing public-private partnership between our partner Harambee and the South Africa's Department of Labour. The project was also included in the Collaborative Analysis of Labour Interventions Effectiveness Initiative (CALIE), a collaboration between South Africa's National Planning Commission in the Presidency, J-PAL Africa and USAID to advance evidence-based and scalable policy solutions to South Africa's youth unemployment crisis. Project activities and results have been also presented at the Department of Monitoring and Evaluation in the South African Presidency.</p> <p>This work has influenced both the ongoing SPJ country engagement in South Africa, and the project activity Supporting innovations for youth employment in South Africa—P168508. The skills certification intervention developed by our project has been integrated into the offering of the South African Western Cape Department of Labor, who also invited us to offer a workshop to their Career Guidance Counsellor. We have had conversations with the City of Cape Town about their interest to include certification and skills testing at the end of their public works program—they will invite us to the public consultation on their five-year strategy. Beyond South Africa, the <a href="#">Kenya's Youth Employment and Opportunities project (P151831)</a>—a joint of the World Bank and the Kenyan Ministry of Public Service, Youth, and Gender Affairs—is taking-up our intervention and will offer certification after completion of the skills training programs they are delivering as part of their package of activities.</p>	<p>The project is a collaborative effort with the Harambee Youth Employment Accelerator, the South Africa Small Business Project (SBP), and J-PAL Africa. The project has been implemented jointly with researchers from Duke University, Oxford University, and Stellenbosch University (South Africa). The project is funded by the Gender MDTF, the Jobs MDTF, the Private Enterprise Development in Low-Income Countries (PEDL) program, and the National Science Foundation (NSF).</p> <p>The project has received coverage in the press in South Africa, as well as in blog posts by international think tanks (they have not always good at giving us citation by name): Daily Maverick, Africa Portal, BizCommunity, City Press, and IGC piece. Our partner JPAL also produced a <a href="#">methodological note</a> for surveying young and highly mobile work seekers over the phone, which draws from experience with data collection for this and other projects (including two funded by the Jobs MDTF).</p>
Mexico Economic Inclusion Pilot	<p>The grant implements activities through Servicio Nacional de Empleo, The <a href="#">National Employment Service (SNE)</a> a public institution at national level that bridges the gap between job seekers and companies. The pilot is designed after extensive consultation with government officials at the federal and local levels, non-governmental organizations working on youth employment, targeted youth, business associations and private sector firms.</p>	<p>The pilot delivered soft-skills training to Human Resources Department Staff from eight private sector firms in collaboration with the <a href="#">International Youth Foundation</a>.</p>



# ANNEX F: LIST OF SEJLS CHAMPION PROJECTS

BANGLADESH

SEJLS CHAMPION PROJECT | **AGR**



## LIVESTOCK AND DAIRY DEVELOPMENT PROJECT

**PDO:** Improve productivity, market access, and resilience of small-holder farmers and agri-entrepreneurs operating in selected livestock value chains in target areas through:

- Climate-smart livestock management and improved animal nutrition and breeding
- Market linkages and value-chain development
- Risk management and climate resilience of livestock production systems

**Jobs challenge:** Agriculture processing is specifically expected to add value and provide opportunities for rural employment (direct and indirect), both for skilled and unskilled labor. Higher skilled jobs are notably expected to develop along the livestock value chains for logistics, traceability, and food safety (induced jobs). Agriculture and livestock sector accounted 43 percent of total employment in 2016 and accounted for 90 percent of poverty reduction from 2005–2010.

**MDTF grant activities:**

- Jobs measurement framework development for agriculture and livestock projects
- Establishing baseline for the job indicators
- Measuring jobs outcome for the livestock project

**Timeline:** Active.

ETHIOPIA

SEJLS CHAMPION PROJECT | **AGR**



## SECOND AGRICULTURAL GROWTH PROJECT

**PDO:** Increasing agricultural productivity and commercialization of smallholder farmers by:

- Improving public support services and agricultural research
- Improving small scale irrigation
- Marketing and value chain development activities

**Jobs challenge:** Ethiopia faces significant development challenges related to creating jobs for the growing youth population. Studies show that up to 14 million jobs need to be created by 2025. The

intervention aims at creating jobs for rural people, including vulnerable groups such as landless, youth, elderly, and female-headed households.

**MDTF grant activities:**

- Addition of indicators on quantity and quality of direct and indirect jobs

**Timeline:** Active.

UZBEKISTAN



SEJLS CHAMPION PROJECT | **AGR**

**LIVESTOCK SECTOR DEVELOPMENT PROJECT**

**PDO:** Improve livestock productivity and access to market in selected regions of Uzbekistan by:

- Establishment of livestock sector public investment framework and public services
- Livestock sector value chain modernization

**Jobs challenge:** Traditionally growth has been led by the state rather than by private sector investment, vulnerable to commodity price shocks, driven by large natural resource endowments rather than their efficient utilization. More inclusive, evenly distributed and sustainable jobs are needed. The transformation of the agri-food sector, including through diversification in livestock, is one of the means of addressing these jobs challenges. The livestock sector development project supports the development of a private-sector-led livestock sector that will contribute to job creation, economic diversification, water use efficiency, and more equitable economic growth.

**MDTF grant activities:**

- Design of value chain modernization activities
- Addition of indicators on jobs creation and jobs quality

**Timeline:** Active.

SOUTH SUDAN



SEJLS CHAMPION PROJECT | **FCV & AGR**

**SOUTH SUDAN RESILIENT AGRICULTURAL LIVELIHOODS PROJECT**

**PDO:** Improve food availability in the country through increased investment in seed production, farmer capacity building, and promoting mechanization in agriculture by:

- Identifying investment priorities and training needs for farmers
- Financing agricultural inputs and services
- Start-up support for seed companies and agri-dealerships

**Jobs challenge:** Markets are disrupted by battles and distorted by an oil-driven war economy (90 percent of government revenues). The country is one of the world's poorest (a poverty rate

of 83 percent), and it has relied on at least USD 1 billion of humanitarian aid per year every year since 2014. Jobs are overwhelmingly in agriculture or casual service activities largely subsistent. Value chains were destroyed by the conflict but are re-emerging in the wake of the latest peace deal. Businesses face steep barriers due to insecurity, poor infrastructure that barely links the different (potential) centers of production, a virtual absence of access to finance, inflation, and competitiveness issues due to a dual exchange rate.

**MDTF grant activities:**

- Functional study on upstream and downstream job creation in agri/food value chains

**Timeline:** Pipeline, Board June 2020.

**BANGLADESH**



**SEJLS CHAMPION PROJECT | ENV**

**BANGLADESH ENVIRONMENTAL SUSTAINABILITY AND TRANSFORMATION PROJECT**

**PDO:** Establish the enabling information, institution, and investment models to effectively manage pollution and promote circular economy via:

- Green growth investments for pollution prevention and abatement
- Capacity strengthening for improved environmental governance
- Knowledge management

**Jobs challenge:** With a vast population living on limited land areas, industrial development has generated pollution that are significantly degrading local environmental quality and affecting negatively the public and workers' health. Hazardous working conditions, associated with lax enforcement of EHS regulations and standards, and "dirty jobs" associated with outdated and polluting production technologies and practices, have negatively affected workers' productivity and health conditions.

**MDTF grant activities:**

- Jobs vulnerability analysis
- Addition of indicators on job quality

**Timeline:** Early pipeline, Board March 2021.

**CAMBODIA**



**SEJLS CHAMPION PROJECT | ENV**

**CAMBODIA SUSTAINABLE LANDSCAPE AND ECOTOURISM PROJECT**

**PDO:** Improve protected areas management, and to promote ecotourism opportunities and non-timber forest product value chains through:

- Strengthen capacity for protected areas planning and management
- Strategy development for related law enforcement
- Improve access and connectivity of protected areas

**Jobs challenge:** The broader tourism sector in Cambodia contributes substantially to economic growth (12 percent of GDP) and job creation (1 million jobs directly supported), and this is expected to increase. However, the value captured per tourist has and length of stay has gradually declined. The lack of business and entrepreneurial skills in ecotourism products and services is limiting the quality and range of 'nature-based' offerings. By developing and enhancing Cambodia's nature-based attractions to the regional ecotourism offerings, there is a strong potential for increasing tourism revenues which could support protected area financing.

**MDTF grant activities:**

- Optimize M&E design to include jobs indicators
- Community-based ecotourism program design

**Timeline:** Active.

BANGLADESH



SEJLS CHAMPION PROJECT | FCI

## BANGLADESH PRIVATE INVESTMENT AND DIGITAL ENTREPRENEURSHIP PROJECT

**PDO:** Promote private investment and job creation in economic zones and digital entrepreneurship in hi-tech parks in an environmentally sustainable manner by:

- Creating an enabling environment for private investment
- Supporting phased development of green economic zones
- Strengthening the private market for serviced industrial land

**Jobs challenge:** In recent years, while economic growth has accelerated and output in the garment sector remains strong, employment growth is not keeping pace, and employment in garments has stagnated. To accelerate the creation of good jobs for a rapidly urbanizing population, Bangladesh needs to attract FDI in diversified, high productive manufacturing sectors.

**MDTF grant activities:**

- Ex ante assessment of jobs impacts
- M&E design optimization to include jobs outcomes
- Labor market profiling and needs assessment

**Timeline:** Pipeline, Board May 2020.

## MADAGASCAR

SEJLS CHAMPION PROJECT | FCI



## FOLLOW UP MADAGASCAR JOBS AND ECONOMIC TRANSFORMATION OPERATION

**PDO:** Contribute to the mobilization of public and private investment and develop a diversified, competitive, and inclusive private sector via:

- Foundational market reforms
- Integration into value chains
- Skills formation, productivity improvement and technology adoption

**Jobs challenge:** Madagascar has one of the highest levels of labor force participation in the world (formal and informal sectors) but is suffering from pervasive informality and underemployment. Around 75 percent of the workforce is engaged in the agricultural sector which is mostly dominated by subsistence activities and thus is largely informal. Persistent informality and underemployment mean that the population is engaged in poor quality jobs, low productivity and low remuneration.

**MDTF grant activities:**

- Light survey of informal enterprises
- Profiling of informal firms and informal workers

**Timeline:** Early pipeline, CN November 2020.

## MALAWI

SEJLS CHAMPION PROJECT | FCI



## FINANCIAL INCLUSION AND ENTREPRENEURSHIP SCALING PROJECT

**PDO:** Enhance private enterprise growth and job creation in Malawi by increasing MSME's access to financial services and improving their capabilities via:

- Financial support to MSMEs
- Capacity building for firms and entrepreneurs
- Deepening long-term finance market

**Jobs challenge:** MSMEs in Malawi cannot generate more jobs because their growth is hampered by various barriers with lack of access to finance indicated as a major constraint. The lack of credit infrastructure that can provide information about the capacity of MSMEs to borrow contributes to information asymmetry available to banks whose default strategy is then to categorize all MSMEs as very high risk, implying exorbitant lending rates and collateral. The private sector in Malawi is not contributing enough to employment: 7.1 million people are currently employed, but non-agriculture MSMEs employ only 700,000 workers.

**MDTF grant activities:**

- Addition of indicators of direct and indirect jobs outcomes
- Design of jobs assessment in business plans
- Design of empirical estimation of capacity building channels of growth

**Timeline:** Pipeline, Board February 2020.

TAJIKISTAN

SEJLS CHAMPION PROJECT | FCI



## RURAL ECONOMY DEVELOPMENT PROJECT

**PDO:** Improve the sources of livelihood for local populations through tourism and agribusiness by:

- Improving public infrastructure for tourism, agribusiness
- Supporting MSMEs in tourism, agribusiness
- Capacity building and business development

**Jobs challenge:** In agribusiness, the lack of processing and storage facilities severely limits the commercialization potential of Tajikistan’s agricultural output in domestic and foreign markets. This curtails income generation and job creation opportunities in the sector which, arguably, if improved, could translate into more and better quality jobs. Moreover, tourism, has significant potential for job creation once investment in historical sites is mobilized.

**MDTF grant activities:**

- Design optimization of matching grant schemes
- Inclusion of indicators on direct and indirect jobs outcomes

**Timeline:** Active.

ALBANIA

SEJLS CHAMPION PROJECT | POV



## GENDER EQUALITY IN ACCESS TO ECONOMIC OPPORTUNITIES DPL

**PDO:** Support governmental efforts to enhance the policy framework for gender equality in access to economic opportunities by:

- Improving women’s access to assets
- Leveling the playing field to enhance labor market opportunities for women
- Strengthening institutional arrangements for gender-informed policy making

**Jobs challenge:** Advancing gender equality could yield enormous gains. Raising economic participation among women could add as much as USD 12 trillion to the global economy by 2025 while improving productivity, profitability, and innovation. Promoting increased labor-force

participation and entrepreneurship among women would have positive effects on the allocation of human capital, and enhanced economic outcomes among women would create a virtuous cycle of inclusive development.

**MDTF grant activities:**

- Knowledge base for cross-fertilization to other countries
- Taking stock of the results of the supported reforms and the effectiveness of the M&E framework design
- Continued dialogue on child care

**Timeline:** Active.

GHANA

SEJLS CHAMPION PROJECT | **SPJ**



## GHANA JOBS AND SKILLS PROJECT

**PDO:** Support skills development and job creation in Ghana via:

- Workforce training grants
- Technological input provision to grantees

**Jobs challenge:** Private enterprises, including those with high growth potential, may underinvest in upskilling their workforce and improving their business processes because of financial and knowhow constraints. Such constraints for Ghanaian enterprises are documented to be pervasive and acute. Given this, Ghanaian enterprises require financial and technical assistance to grow, expand employment, and raise worker productivity.

**MDTF grant activities:**

- M&E design optimization

**Timeline:** Pipeline, Board March 2020.

INDONESIA

SEJLS CHAMPION PROJECT | **SPJ**



## INDONESIA SKILLS DEVELOPMENT PROJECT

**PDO:** Support the development of a more skilled workforce by enhancing the institutional mechanisms for skill development and increasing access to quality and market-relevant training for the workforce. Components include:

- New governance on skills development system
- New labor market information system
- Reform budget mechanisms of skills development funds

**Jobs challenge:** Two thirds of Indonesia’s workers are lower secondary school graduates or below, with 7.9 years of education. While today’s children are expected to go to school for 12.3 years, quality-adjusted years of education are estimated to be only 7.9 years. Training by firms is low, with 12.9 percent of Indonesian firms conducting formal training (40 percent of the EAP average), and only 2 million people enrolled in non-formal education. Firms identify skills shortages across the workforce, with acute shortages in more skilled occupations.

**MDTF grant activities:**

- Evaluation of the online and F2F delivery of the KPK (pre-employment voucher) program
- New data collection to complement the data coming from the digital platform

**Timeline:** Pipeline, Board March 2020.

TURKEY



SEJLS CHAMPION PROJECT | SPJ

## AGRICULTURAL EMPLOYMENT SUPPORT FOR REFUGEES AND TURKISH CITIZENS THROUGH ENHANCED MARKET LINKAGES

**PDO:** Improving the conditions to create formal employment opportunities in rural areas of selected host communities by:

- Improving women’s access to assets
- Leveling the playing field to enhance labor market opportunities for women
- Strengthening institutional arrangements for gender-informed policy making

**Jobs challenge:** Moving beyond humanitarian assistance to integrating refugees into the formal labor market has emerged as an important policy priority, but a significant share of refugees remain in the informal sector. On the supply side, low levels of education and skills and informational and language barriers pose challenges in access to the formal labor market. On the demand side, employers may find it relatively more difficult to verify the skill levels, and therefore expected productivity, of refugees. As a result, employers may not be willing to pay as high as the official minimum wage and the premiums and taxes associated with formally registering refugee workers.

**MDTF grant activities:**

- Assessment of labor market constraints faced by refugees and employers
- Instrument design to address labor market constraints emerged

**Timeline:** Pipeline, Board March 2020.



EGYPT



SEJLS CHAMPION PROJECT | URL

## UPPER EGYPT LOCAL DEVELOPMENT PROJECT II

**PDO:** Improve the business environment for private sector development and strengthen local government capacity for quality infrastructure and service delivery in select governorates in Upper Egypt by:

- Strengthening and diffusion of industrial zones
- Improving access to quality infrastructure and services

**Jobs challenge:** Regulatory barriers have made it difficult for firms to formalize and grow. Access to land and capital is difficult for all but the largest and most connected firms. In Upper Egypt the challenges are higher. Market accessibility has been historically limited relative to access for agents in the nation's leading regions in and around it's Delta in the north. Centralized decision-making and infrastructure and service delivery has led to siloed development within Upper Egypt. Investment and expenditure planning and programming has happened in a sectoral rather than a spatial manner.

**MDTF grant activities:**

- Baseline data on jobs outcomes across Upper Egypt
- Analysis of local market failures
- Note on spatially-aware intervention for job creation

**Timeline:** Pipeline, Board March 2020.

## ANNEX G: JOIN DATABASE DETAILS

JOIN is a Global Jobs Indicator Data Bank for WB staff and policymakers. the WB Jobs Group launched JOIN in FY20 to:

- (i) Support teams holding or deepening a jobs dialogue in WB client countries.
- (ii) Develop agile project concept notes (PCNs) for WB projects to provide reliable key inputs on Jobs at conception stage.
- (iii) Support regional jobs reports with time series trends based on WB microdata.
- (iv) Better incorporate information from WB microdata, such as the Global Monitoring Database or WB survey data, such as the underutilized WB Living Standards Measurement Study (LSMS).
- (v) Add Jobs Indicators into the Development Economics (DEC) Data repository for broader use.

JOIN integrates jobs indicators along key labor market dimensions relevant for policy making. JOIN's structure starts with harmonized labor supply micro-data and integrates it with macro-economic indicators that are needed to better understand the process of structural change. JOIN adds value by facilitating labor market analysis and leveraging the jobs angle in analytical reports and operational projects. It specifically sheds light on the role of jobs as a pathway out of poverty and as crucial to sharing the gains from prosperity and growth.

### MOTIVATION

**Jobs are crucial for development, so a jobs-inclusive database was needed to support the design of public policies.**<sup>24</sup> Providing access to better work is key to foster economic and social development. Both WB clients and internal project teams need good job analytical techniques, tools, and databases to provide a comprehensive picture of the economic situation in client countries to hone policy recommendations. But although other WB databases, such as ASPIRE, provide some key data, none of them combines macro-economic, labor supply, and labor demand perspectives in the manner needed to help policymakers effectively to address complex jobs challenges. **The creation of the JOIN jobs indicator repository has filled this need.** It positions the World Bank as an important jobs diagnostics actor. JOIN will help researchers and policymakers access individual (micro-level) jobs data, while raising awareness of jobs issues through an appealing and visually user-friendly website.

### DESCRIPTION

**JOIN is a standardized repository of key labor market indicators.** JOIN currently covers 74 standardized labor market indicators derived from household surveys, representing the most common indicators used for World Bank's jobs diagnostics. JOIN covers 130 countries with

<sup>24</sup> World Development Report 2012 and the SDGs both reference the importance of more good-quality jobs.

120 million observation in 1,250 surveys. The indicators cover socio-demographics, labor force status, employment type, and employment composition by sector and occupation, education level, hours worked, and earnings. The indicators are disaggregated by subpopulations by location (urban vs. rural), gender, age (young workers vs. old workers) and education (low vs. high-educated workers). Indicators are provided for all years household surveys are available in the World Bank's Micro Data Library. They are drawn from a dedicated and standardized World Bank survey compilation focusing on labor indicators, called the International Income Distribution Data Set (I2D2), which was first developed as part of the preparation of the Jobs World Development Report in 2013. Indicators are compiled from national surveys and subnational microdata. The regularly maintained and updated dataset also builds on Jobs Diagnostic work, including the Jobs Diagnostic toolkit and guidelines.<sup>25</sup>

**More reliable labor market analysis through quality checks.** To ensure data reliability, JOIN applies a 115 automatized quality checks on the indicators and underlying microdata. Indicators are corroborated using ILO or the World Bank's World Development Indicators data. This is combined with techniques deployed especially for JOIN. In individual surveys, JOIN tests for internal coherence of the indicators, realistic values of the data, and missing micro-data. For survey time-series, JOIN tests for outliers. Potential data quality issues are then explicitly reported in the database for users. Besides immediately uncovering data flaws and quality issues, the JOIN quality check points researchers and policy makers towards appropriate data usage and improvement responses, while providing useful information on designing and implementing underlying surveys. Validated and improved job indicators can provide more reliable insights into the changing nature of jobs and structural transformation in respective countries, complementing information provided by organizations, such as the ILO. Finally, the checks represent a novel methodology on data quality testing that can potentially become a best practice for labor market analysis of household survey data.

**Users can access the JOIN database from the data catalogue and are supported by other tools and guidelines.** The JOIN database is part of the World Bank's datasets, searchable from the one-stop data shop administered by the Development Economics (DEC) group. It has its own data catalogue page (see Figure AG.1). A link provided on the Jobs Diagnostics site makes all data, methodology, tools, and guidance for results interpretation easily accessible from a dropdown list. Users can access not only the data but also the methodology and source code to use them. This allows sharing and repurposing data for analysis and results interpretation, enabling users to develop country-specific strategies for jobs and economic transformation.

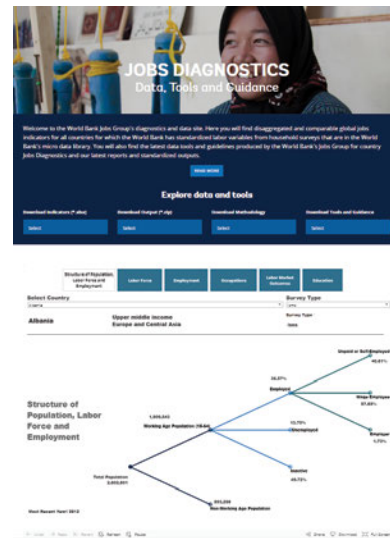
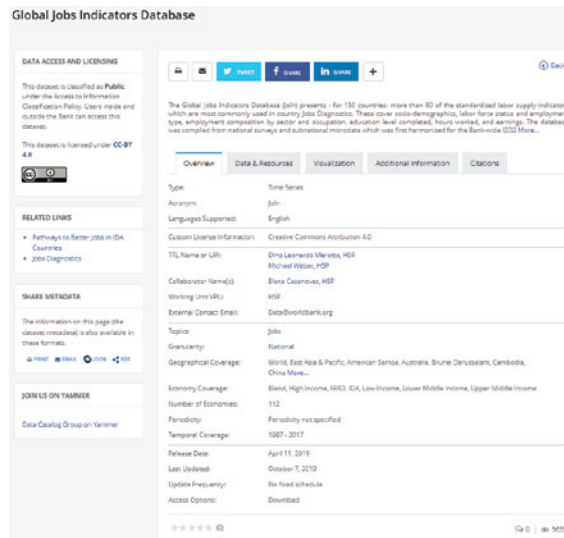
**JOIN's user-friendly, interactive data visualization allows users to access and navigate easily.** Visualizations consist of six topic pages, which capture country snapshots for a selection of indicators by the different sub-dimensions: age group, gender, education level, and survey type. These dashboards help users shape strategies and make decisions by providing a more granular level of data than national averages. Anticipating a wide range of users, from students to academic researchers and policymakers, the JOIN team designed the interactive dashboards to be user-friendly and self-explanatory. Figure AG.2 describes an example for the disaggregation of the workforce by employment

<sup>25</sup> See <http://datatopics.worldbank.org/jobsDiagnostics>, <https://datacatalog.worldbank.org/dataset/global-jobs-indicators-database> and Merotto, Dino; Weber, Michael; Aterido, Reyes. 2018. Pathways to Better Jobs in IDA Countries: Findings from Jobs Diagnostics. Jobs Series; No. 14. World Bank, Washington, DC. © World Bank. <https://openknowledge.worldbank.org/handle/10986/30594> License: CC BY 3.0 IGO.

types. Users can select survey years as well as survey types from which to compile tabulations and graphs. Likewise, users can preselect an overview or access predefined sub-dimensions by gender, age, locality, and other categories. Regional as well as income-group benchmarks are provided, to help the analyst judge whether the identified situation is typical. The output is easily downloadable.

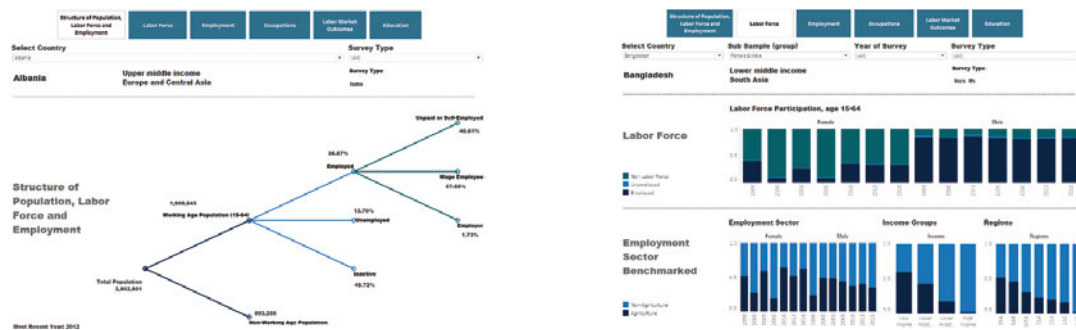
**FIGURE AG.1**

Join Indicator Database and related Guidance



**FIGURE AG.2**

Structure of population, labor force and employment and benchmark



**A simple, cost-effective maintenance system allows for real-time updates.** The database team aimed to create a system to efficiently load data and contents into the Jobs Diagnostics website. Revisions and updates overwrite existing files in the database. The streamlined maintenance system assures prompt data timeliness to maintain accuracy and meet growing demands for real-time updates.

**In the first months since its launch, the Global Jobs Indicators (JOIN) data topics website has received more than 11,500-page views.** The dataset has been accessed by teams working on jobs related analysis and topics across the World Bank as well as from users outside, including academia.

The Global Jobs Indicators are systematically being used in the World Bank's Jobs Diagnostic tools and for country level reports. They increasingly also feed into World Bank Systematic Country Diagnostics (SCDs) and Country Economic Memoranda (CEM). Furthermore, JOIN is being used for various World Bank reports, concept notes, briefings, presentations, or blogs on jobs. Also, the World Bank Gender data portal is featuring the Global Jobs Indicators from JOIN.

## OUTLOOK

### **JOIN provides an integrated data foundation for jobs analysis that can be further strengthened.**

Currently, JOIN focuses on labor market indicators stemming from completed harmonized World Bank household survey micro-datasets. The indicators follow the outputs of the Jobs Diagnostic Supply-Side tool and present time series and benchmarks for comparable countries and surveys. In future, JOIN will be expanded to integrate macro-economic indicators on structural change and growth. These include macro measures of GDP per capita by sector, growth decomposition, and employment elasticities. Eventually, JOIN will also integrate demand-side indicators for the labor market, drawn from World Bank enterprise surveys. This data will be patchier than labor supply and macro-economic data, and demand-side data will largely be restricted to formal medium and large-sized companies. Nevertheless, this can help to highlight data and knowledge gaps, thereby initiating initiatives to address these issues for policy relevant variables in certain countries.

### **Several World Bank units and projects are using the underlying data source that has been further developed for both, deriving indicators for JOIN and conducting Jobs Diagnostics.**

This data source is the World Bank's repository for household survey with labor modules. It is called the World Bank's International Income Distribution Database or Global Labor Database. The Jobs group has expanded, updated, and improved this widely used repository since it started working on Jobs Diagnostics. The development of JOIN has greatly helped with the repository as it identified data gaps but also quality issues of surveys that are currently being addressed. Given the importance of the underlying survey harmonization repository and the expanding usage of JOIN, the Jobs group will lead the work on the harmonization of labor force surveys going forward and continue its collaboration with the Poverty GP and DEC in this effort. For the future of JOIN it will be essential to ensure the maintenance, expansion, and high quality of the underlying household survey repository. This will enable JOIN to provide updated and reliable indicators for a large number of developing countries for evidence-based policymaking on jobs.

**Limitations.** Existing survey, registry, and census data do not always fully match or complement each other. The issue seems particularly pronounced with labor market demand indicators—where enterprise surveys, business registries, and economic census provide only partial and often inconsistent views of firms' activities and characteristics—particularly in countries with a large informal sector. It is therefore important to be realistic about data limitations, particularly when trying to integrate firm data. Nonetheless, while most jobs in lower-income countries are in self and waged employment in informal firms, the formal sector is crucial for development. The formal sector tends to account for most of value added and for a high share of capital investment. It typically provides better jobs; that is, more productive jobs with better social protection. It therefore remains important for the agenda of jobs and structural change in developing countries.

# ANNEX H: JOBS LABOR AND MIGRATION AND JOBS DIAGNOSTICS AND SOLUTIONS CORE COURSE 2019 DETAILS

To disseminate knowledge for job creations, the Jobs Group, supported by the Jobs MDTF, organized two training courses—(i) Jobs, Labor and Migration (JLM) and (ii) Jobs Diagnostics and Solutions (JDS)—as a part of GP-wide Social Protection and Jobs Core Courses in 2019. The courses took place in parallel to core courses on Social Safety Nets and Pensions. The courses took place at World Bank Headquarters in Washington, DC from October 28 to November 8, 2019. This was the third edition of the JLM course, but the JDS course was being piloted for the first time.

## COURSE OBJECTIVE

The course objective was to support capacity building through hands-on training, disseminate knowledge, share experiences, and further client relations. The courses aimed to provide in-depth understanding of tools and techniques to develop integrated and multi-sectoral jobs strategies, and to contribute to the WB twin goals of reducing poverty and ensuring inclusive growth. Over two weeks the course covered policies and programs addressing three main jobs challenges developing countries face: creating private sector jobs, improving job quality, and expanding access to jobs for disadvantaged population groups. Experts from within and outside the World Bank shared their perspectives on macro and regulatory policies (trade, taxation, business regulations, competitiveness); sector-specific policies (agriculture, urban development, small businesses and entrepreneurship); and labor policies (active and passive labor market programs, labor institutions).

The course was targeted to policymakers, managers and the technical staff involved in analysis, design and implementation of jobs operations and policies. The courses provided a platform for capacity building and an opportunity for business development.

## AUDIENCE

The JDS and the JLM courses were targeted towards World Bank clients who work on the jobs agenda. A total of 168 applications were received across both courses, of which 123 participants accepted and 106 attended.<sup>26</sup> The audience for the JLM course comprised operational and research staff working in labor mobility and development, employment policies, informality, technical and vocational training, skills development, youth employment, and related policy areas. The Ministries that sponsored participants for the **JLM course** included:

<sup>26</sup> 17 participants chose not to attend the course after accepting due to financial constraints, failure to secure government clearance, or unavailability of USA visa.

- Ministry of Vocational Training and Employment
- Ministry of Agriculture and Rural Development
- Ministry of Social Solidarity
- Ministry of Labor and Social Affairs
- Ministry of Manpower
- Ministry of Population, Social Protection and Woman Promotion
- Ministry of Expatriates' Welfare and Overseas Employment

The JDS course was based on knowledge gained from conducting Jobs Diagnostics in over 40 countries. The audience for this course comprised technical and high-level staff engaged in or planning a Jobs Diagnostics in their country or region. This included economists, analysts, and researchers working on economic growth, macro-economic policy, national budgeting and planning, economic forecasting, and related areas. The agencies that sent participants to the **JDS course** included:

- Ministry of Planning and Development
- Ministry for Economic Affairs
- Planning and Development Commission
- Ministry of Finance and Economic Development
- Jobs Creation Commission
- National Bureau of Statistics
- Ministry of Finance
- National Directorate of Employment
- Ministry of Finance, Planning and Economic Development

In addition to World Bank clients, course participants also included several donor and development partner counterparts. This included IMF, GIZ, Embassy of Ireland, USAID, Millennium Challenge Corporation (MCC), the Korean Government, and Building Resources Across Communities (BRAC), among others. World Bank staff accompanying client delegations and new staff joining the Social Protection and Jobs Global Practice also attended the courses.

Participants ranged from entry level analysts and young economists honing their skills in the sector to Joint Secretaries and Senior Economic Advisors with abundant experience who provided mentorship in and outside of the classroom. They came from across the globe with African participants predominating, including delegates from Ethiopia, Nigeria, Togo, and Zimbabwe, as well as from FCV countries, including Somalia, Sierra Leone, and Kosovo (Table AH.1).

**TABLE AH.1**

Division of participants by type of employer and geographical location

Participants by Employer Type		Geographical Division of Participants	
Type	Number of Participants	Region	Number of Participants
Government Agency	60	AFR	40
Donor/Development Partner	12	North America	15
World Bank Staff	34	ECA	14
<b>Grand Total</b>	<b>106</b>	EAP	13
		SAR	13
		MENA	7
		LAC	4
		<b>Grand Total</b>	<b>106</b>

## CURRICULUM

The curriculum was designed based on the feedback from applicants, inputs from regional Practice Managers (PMs), and best practices recommended by the GP's Knowledge and Learning (KLM) teams. This approach ensured that content was relevant to the audience and helped them engage with speakers and fellow participants. Curriculum design considered the geographic and skills diversity of the audience. Subject matter often provided a brief overview of topics and fundamental concepts before delving deep into complex models and latest research findings. Examples from different regions accompanied lectures to demonstrate implementation challenges, lessons learned, and best practices. The next few paragraphs discuss the pillars around which the coursework was developed and topics taught (see Table AH.2 for a detailed agenda).

### Jobs, Labor, and Migration Curriculum

#### First Week (October 29–November 1, 2019)

- **Labor Market Analytics and Job Diagnostics:** Participants were introduced to the Jobs Diagnostics tool, the pathways through which workers typically move to better jobs in an economy, and how to think systematically about job problems and possible solutions.
- **Job Creation in the Private Sector:** Participants learned about the role of macro and regulatory policies in job strategies, private sector development, and SME support.
- **Improving Productivity and Quality of Informal Work:** Participants learned about best practices and lessons from different approaches: (i) getting incentives right (taxation, business and labor regulations), entrepreneurship programming, identifying “gazelles,” and policies to encourage entrepreneurship; (ii) increasing the productivity of workers in and outside agriculture, including through value chains development (VCD), entrepreneurship and self-employment programs; and (iii) how to better protect informal workers from labor market risks.



- **Connecting People to Jobs:** Participants learned about the most common barriers preventing access to jobs for the poor and marginalized groups—such as youth, women, and migrant workers—and best practices to design active and passive labor market programs.
- **Migration Policies:** Participants learned how to integrate tools and diagnostics to provide evidence of the economic benefits of migration, to manage migrant vulnerabilities and risks, and to create an appropriate public-private mix of initiatives for “that benefit migrants and host countries.”

### Second Week: Deep dive on labor market policies and programs (November 4–8, 2019)

- **Supporting Skills Development for Employability and Productivity:** Participants learned the latest evidence and global practices related to development of cognitive, technical, and socio-emotional skills for adolescents and adults, including on-the-job learning through apprenticeships.
- **Strengthening Delivery Systems and Labor Market Intermediation:** Participants learned about labor program delivery systems and latest evidence and global practices on public and private employment services intermediation and job matching in advanced and developing economies, including examples of using big data and digital technologies.
- **Active labor market programs for expanding wage employment and increasing productivity in self-employment and household enterprises:** Participants learned about the latest evidence on employment subsidies and entrepreneurship training and support programs.
- **Labor market institutions in a diverse and diversifying world of work:** Participants learned about different approaches to expanding social insurance and other informal worker protections, and what the “changing nature of work” implies for designing labor market programs and institutions.
- **Making the Jobs Agenda more Inclusive:** Participants learned about different approaches to manage migration and the latest evidence and global practices for designing programs to increase productivity and improve livelihoods for the poorest, including public works and the “Graduation Approach.” In addition, participants learned about approaches to address specific constraints to employment and productivity women, youth, and migrants face.

## Jobs Diagnostics and Solutions Curriculum

(November 4–8, 2019)

- **Jobs Diagnostics in Depth:** Participants learned about theoretical and empirical foundations of jobs diagnostics, the importance of context for strategies and benchmarking, as well as how to identify and prioritize symptoms of job problems.
- **Job Diagnostic Toolkit:** Participants gained hands-on experience with the job diagnostics toolkit, including tools on demographic change, structural transformation, and policy context, as well as comprehensive tools for standardized analysis of labor market supply (workers) and demand (firms) based on household, labor force, and firm-level surveys or censuses.
- **From Diagnosis to Prescription:** Participants learned about key components of a jobs strategy and discussed—based on real country cases—how to identify suitable solutions to specific job problems, including addressing labor market “duality” and informality, strengthening agriculture value chains, establishing export processing zones, developing effective entrepreneurship programs, providing technical and vocational training programs, and strengthening labor market institutions.

## COURSE DELIVERY

The courses adopted a modular approach, allowing flexibility to attend the course in week one, week two, or both weeks.

### FIGURE AH.1

Group Activity and Field Trip

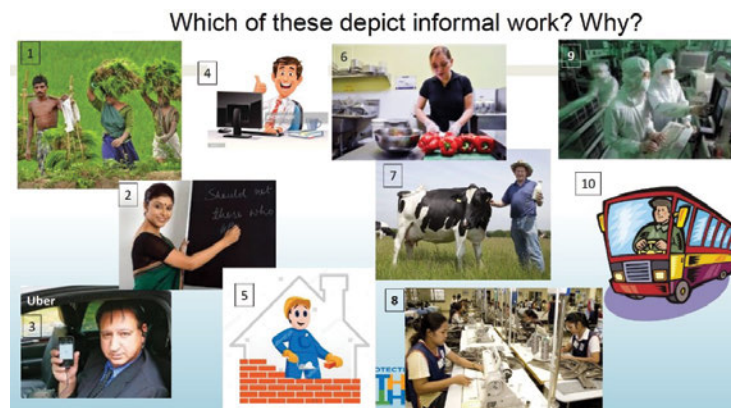


The following points summarize some innovative approaches included in the course.

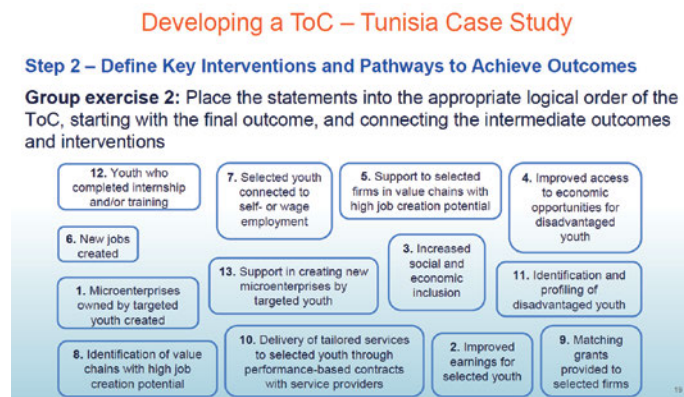
- Field Trip:** The JLM course organized a half-day field trip to [Year Up, DC](#), an adult education center that provides under-served young adults, ages 18 to 24, with a combination of hands-on skills development, coursework eligible for college credit, corporate internships, and employment support. The field trip complemented classroom sessions on Technical and Vocational Education (TVET) and Youth Employment and Active Labor Market Programs (ALMPs). Participants also learned about selecting and screening participants for such programs.
- Class Group Work:** Most of the classes included some form of interactive activities, such as a group exercise, pop quiz, etc. The session on informality asked participants to work in groups and define “informality.” A slide included pictures of workers engaged in different tasks and groups were asked to identify which ones depicted informal work (Figure AH.2). The session on Results Measurement asked the participants to identify project interventions, intermediate outcomes and final outcomes to develop a suitable theory of change for the project (Figure AH.3). The session on Migration and Bilateral agreements developed a hypothetical scenario in which the Nigerian Government was negotiating with the UK government on providing a steady flow of nurses. The groups were assigned to either camps and negotiated for better wages, worker protection, access to healthcare, and a path to permanent residency.
- Networking Events:** The course organized two networking events: (a) happy hour on the opening day and (b) closing dinner on the penultimate day of the course. The happy hour helped to break the ice and allowed the participants to mingle and get comfortable with their colleagues. The closing dinner provided an opportunity to reflect on the course, meet with speakers, and discuss business development. The participants got to hear from the Vice President of Human Development VPU, Annette Dixon at the happy hour and from the Global Director Michael Rutkowski at the closing dinner. Jobs Group management and staff was present at all networking events.

**FIGURE AH.2**

Example of slides depicting group work, Informality session

**FIGURE AH.3**

Example of slides depicting group work, Results Measurement session



Both the JLM and the JDS courses were rated well. More than 85 percent of respondents in the JLM course rated the usefulness and relevance of the course to be high. Over 90 percent agreed that the training helped them increase their knowledge and skills. Over 90 percent of respondents also agreed that they would recommend the training to their colleagues. Participants identified the interactive components of the training such as group work, quizzes and experience from World Bank projects as the most useful part of the training. Constructive feedback included more time for interaction and group work, organizing the course in country offices, and decreasing the duration of the course.

The JDS course received excellent feedback. All the respondents agreed that the content was very relevant to their current position and they were satisfied with the course in general. They also indicated that they were very likely to apply what they learned at the course in their current position. Hands on demo sessions and group work were rated as the most useful sessions at the JDS course.

The resources from the JLM and JDS courses are available at: <https://www.worldbank.org/en/events/2019/03/18/social-protection-and-jobs-core-courses-2019#3>.

**TABLE AH.2**

Core Course Agendas: Jobs Labor and Migration. Week 1

Location: 11-200	Day 1—Monday Oct. 28 Preston Auditorium	Day 2—Tuesday Oct. 29 Room 12-250	Day 3—Wednesday Oct. 30 Room 12-250	Day 4—Thursday Oct. 31 Room 12-250	Day 5—Friday Nov. 1 Room 12-250
8:00–8:45 am	Breakfast and Registration	Breakfast	Breakfast	8 am–12 pm: Field Trip to “Year Up” — Adult Education Center, DC	Breakfast
8:45–9:00 am	Introduction to the Course	Introduction to the Course	Recap and Plan for the Day	<i>Vismay Parikh; Yolaina Montoya</i>	Recap and Plan for the Day
9:00–10:30 am <b>Session 1</b>	<b>Please see Day 1 Agenda</b>	<b>Introduction to the Course, Overview of Jobs, Labor and Migration Agenda and Ice Breaker</b> <i>Vismay Parikh, Thomas Farole, Michael Weber, Dilip Ratha</i>	<b>Leveraging Global Value Chains for Jobs Creation</b> <i>Thomas Farole</i>		<b>Overview of Employment Services and Labor Programs Around the World</b> <i>Matteo Morgandi</i>
10:30–11:00 am	Coffee/tea break	Coffee/tea break	Coffee/tea break		Coffee/tea break
11:00–12:30 pm <b>Session 2</b>	<b>Please see Day 1 Agenda</b>	<b>Introduction to Jobs Diagnostic and Pathways to Better Jobs</b> <i>Dino Merotto and Michael Weber</i>	<b>Tackling Informality</b> <i>Elizabeth Ruppert-Bulmer</i>		<b>Labor Market Institutions and Social Dialog</b> <i>Michael Weber</i>
12:30–2:00 pm	Coffee/tea break	Lunch with Practice Managers	Lunch break	Lunch break	Lunch break
2:00–3:30 pm <b>Session 3</b>	<b>Please see Day 1 Agenda</b>	<b>Jobs Diagnostics and Engaging with Government</b> <i>Elizabeth Ruppert-Bulmer, Wendy Cunningham, Victoria Strokova</i>	<b>Job Creation and Productivity in FCV Contexts</b> <i>Mattias Lundberg, John Speakman, Nausheen Khan</i>	<b>Boosting Women’s Access to More and Better Jobs</b> <i>Apichoke Kotikula, Tom Farole, Wendy Cunningham, Tara Sharafudheen</i>	<b>Results Measurement for Jobs and Labor Programs</b> <i>Siv Tokle, Raphaela Karlen</i>
3:30–4:00 pm	Coffee/tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break
4:00–5:30 pm <b>Session 4</b>	<b>Please see Day 1 Agenda</b>	<b>Fundamentals: Macro and the Regulatory Environment</b> <i>Alvaro Gonzalez</i>	<b>Youth Employment—Integrated Approach and Application in Bank Operations</b> <i>Namita Datta, Johanne Buba, Emcet Oktay Tas</i>	<b>Delivery Systems for Labor Programs</b> <i>John Blomquist</i>	<b>WDR 2020: Promoting Better Jobs in Global Value Chain</b> <i>Daria Tagliani</i>
	Group Photo and Welcome Reception				

**TABLE AH.3**

Core Course Agendas: Jobs Labor and Migration. Week 2

Location: 12-250	Day 1—Monday Oct. 28 Preston Auditorium	Day 2—Tuesday Oct. 29 Room 12-250	Day 3—Wednesday Oct. 30 Room 12-250	Day 4—Thursday Oct. 31 Room 12-250	Day 5—Friday Nov. 1 Room 12-250
8:15–8:45 am	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
8:45–9:00 am	Setting the Context for Deep Dive: Learning Objectives and Group Work (*till 9:30 am)	Recap and Plan for the Day	Recap and Plan for the Day	Recap and Plan for the Day	Recap and Plan for the Day
9:00–10:30 am <b>Session 1</b>	<b>Foundational Skills for Jobs and Productivity</b> (*from 9:15 am) <i>Omar Arias</i>	<b>Fostering Employment Through Employment Subsidies?</b> <i>Josefina Posadas;</i> <i>Maddalena Honorati</i> (Webex)	<b>Migration: Experience, Best Practices, and Lessons Learned from Sending Countries</b> <i>Anastasiya Denisova;</i> <i>Jesse Doyle</i>	<b>The (Un)Changing Nature of Work: What to Expect and Implications</b> <i>Federica Saliola</i>	<b>Group Projects Presentation</b> <i>Vismay Parikh</i>
10:30–11:00 am	Coffee /tea break	Coffee/tea break	Coffee /tea break	Coffee/tea break	Coffee /tea break
11:00–12:30 pm <b>Session 2</b>	<b>Lessons Learned from Public Works Programs Around the World</b> <i>Emanuela Galasso</i>	<b>Designing and Implementing Technical and Vocational Education and Training (TVET)</b> <i>Alexandria Valerio</i>	<b>Migration: Experience, Best Practices and Lessons Learned from Receiving Countries</b> <i>Anastasiya Denisova; Mirey Ovadya; Mattia Makovec</i>	<b>Cost Benefit Analysis for Jobs Projects: Principles and Applications</b> <i>Ian Walker, Jose Romero, Federica Ricaldi</i>	<b>Group Projects Presentation</b> <i>Vismay Parikh</i>
12:30–2:00 pm	Lunch break	Lunch with Practice Managers	Lunch break	Lunch break	Lunch break
2:00–3:30 pm <b>Session 3</b>	<b>Learning on the Job: Apprenticeship Programs</b> <i>Laura Ripani</i> (VADB); <i>Abla Safir; Patrick Premand</i> (Webex)	<b>Entrepreneurship: Gazelle Programs and Self-Employment</b> <i>Johanne Buba</i>	<b>Migration Bilateral Agreements and Group Exercise</b> <i>Maheshwor Shrestha,</i> <i>Samik Adhikari,</i> <i>Rebekah Smith</i>	<b>Time for Group Work</b> <i>Vismay Parikh</i>	<b>Completion Certificate and Reflections on Core Course</b> <i>Vismay Parikh</i>
3:30–4:00 pm	Coffee /tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break
4:00–5:30 pm <b>Session 4</b>	<b>New Sources of Labor Market Information for better Matching</b> <i>Harry Moroz/Achim Schmillen</i>	<b>The Economic Inclusion Approach</b> <i>Colin Andrews;</i> <i>Aylin Isik-Dikmelik;</i> <i>Raphaela Karlen</i>	<b>Migration and Financing for Development</b> <i>Dilip Ratha and team</i>	<b>Time for Group Work</b> <i>Vismay Parikh</i>	
7:00 pm				Closing Dinner	

**TABLE AH.4**

Core Course Agendas: Jobs Diagnostics and Solutions

Day 1 – Monday Nov. 4	Day 2 – Tuesday Nov. 5	Day 3 – Wednesday Nov. 6	Day 4 – Thursday Nov. 7	Day 5 – Friday Nov. 8
8:15–9:00 am: Coffee	8:15–9:00 am Coffee	Coffee	8:15–9:00 am Coffee/Recap and Plan for the day	8:15–9:00 am Coffee/Recap and Plan for the day
9:00–9:20 am: <b>Introductions to the World Bank, to Washington, DC, and to the Course</b> <i>Course Administrators</i>	9:00–9:30 am <b>Re-cap: Supply side analysis, Labor and Human Capital / Skills</b> <i>Michael Weber</i>	<b>Re-cap: Steps in a Jobs Diagnostic</b> <i>Dino Merotto</i>	9:00–10:30 am <b>Export Processing Zones / Industrial Parks</b> <i>Thomas Farole</i>	9:00–10:30 am <b>Capacity Building Programs in Entrepreneurship</b> <i>Johanne Buba</i>
9:20–10:00 am: <b>Setting the stage: So, you want to give policy advice to improve jobs outcomes?</b> <i>Ian Walker</i>	9:30–10:30 am <b>DEMO and hands on exercises: Standard outputs from HH data</b> <i>Michael Weber, Jorg Langbein,</i>	<b>Assessing Market and Policy Failures – Introducing Public Choice theories</b> (includes team exercise) <i>Dino Merotto</i>		
10:00–11:15 am: <b>Conceptual framework: Jobs and Economic Transformations, Pathways and Transitions, and the Jobs Diagnostic Approach</b> <i>Dino Merotto</i>	10:30–11:00 am Coffee /tea break	Coffee /tea break	10:30–11:00 am Coffee/tea break	10:30–11:00 am Coffee/tea break
11:15–11:30 am: Coffee	11:00–12:00 pm <b>Labor Demand: Conceptual Framework and Guided Enquiry, including firm level analysis of productivity and employment</b> <i>Dino Merotto, Reyes Aterido</i>	<b>Addressing Jobs Externalities in Dualistic Economies</b> <i>Ian Walker</i>	11:00–11:45 am <b>Agriculture value chains</b> (based on productive alliances models) <i>Alexandra Christina Horst</i>	11:00–11:45 am <b>Solutions for Women – Childcare and Flexible Work Arrangements</b> <i>Apichoke Kotikula</i>
11:30–12:30 pm: <b>Country Types – the importance of context for strategies and benchmarking</b> <i>Dino Merotto</i>	12:00–12:30 pm <b>Introduction to Case Study</b> <i>Dino Merotto</i>		11:45–12:30 pm	<b>Urban Development and Jobs</b> <i>Somik Lall</i>

Day 1 – Monday Nov. 4	Day 2 – Tuesday Nov. 5	Day 3 – Wednesday Nov. 6	Day 4 – Thursday Nov. 7	Day 5 – Friday Nov. 8
12:30–2:00 pm: Lunch	12:30–2:00 pm	Lunch break	Lunch break	Lunch break
2:00–3:30 pm: <b>Guided Enquiry – Identifying Symptoms in the data</b> (includes hands-on session) <i>Dino Merotto, Michael Weber</i>	2:00–3:00 pm <b>DEMO and hands on exercises, firm level analysis</b> <i>Kevwe Sylvester Pela</i>	<b>From Jobs Problems to Jobs Strategies – Honduras, Uganda, and Vietnam</b> <i>Ian Walker, Dino Merotto, Wendy Cunningham</i>	<b>Reforming Skills and Vocational Training Programs</b> <i>Alexandria Valerio</i>	<b>Jobs Strategies Group Exercise</b> <i>Ian Walker and Core Team</i>
3:00–3:30 pm: Coffee	3:00–3:30 pm	Coffee /tea break	2:45–3:30 pm	Coffee /tea break
4:00–5:30 pm: <b>DEMO and Hands on exercises: Macro tools; demography tool, structural change tool, and policy context tool</b> <i>Hild Rygnestad</i>	3:30–4:30 pm <b>Inferring Causes – Triangulating to identify the likely cause of a key jobs problem</b> <i>Dino Merotto</i>		3:30–4:00 pm	Coffee /tea break
	4:30–5:30 pm <b>Labor Market Models and Simulation, SIMPLE</b> <i>Michael Weber</i>		4:00–4:45 pm	<b>Upgrading Apprenticeship Systems</b> <i>Patrick Premand</i>
			4:45–5:30 pm	<b>Tax and Benefit Reforms to Make Formal Work Pay</b> <i>Michael Weber</i>
			6:00–9:00 pm	<b>Closing</b> <i>Ian Walker</i>
				Closing Dinner: Kellari Greek Restaurant 1700 K St. NW

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