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# JOBS UMBRELLA MULTIDONOR TRUST FUND

## ANNUAL REPORT 2018–2019



WORLD BANK GROUP  
Jobs





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# ABBREVIATIONS

<b>CGE</b>	computable general equilibrium
<b>CMU</b>	Country Management Unit
<b>CoP</b>	community of practice
<b>DPO</b>	Development Policy Operation
<b>DFID</b>	U.K. Department for International Development
<b>EU</b>	European Union
<b>FCI</b>	Finance, Competitiveness, and Innovation
<b>FCV</b>	fragile, conflict, and violence
<b>GIZ</b>	German Agency for International Cooperation
<b>GP</b>	Global Practice
<b>GSG</b>	Global Solutions Group
<b>IADB</b>	Inter-American Development Bank
<b>IBRD</b>	International Bank for Reconstruction and Development
<b>IDA</b>	International Development Association
<b>IE</b>	impact evaluation
<b>IFC</b>	International Finance Corporation
<b>IFI</b>	international finance institutions
<b>ILO</b>	International Labour Organization
<b>IO</b>	input-output
<b>ISKUR</b>	Turkish Public Employment Service
<b>ITUC</b>	International Trade Unions Confederation
<b>IZA</b>	Institute of Labor Economics
<b>JD</b>	jobs diagnostic
<b>JET</b>	Jobs and Economic Transformation
<b>LIC</b>	low-income country
<b>LWP</b>	Let's Work Partnership
<b>M&amp;E</b>	monitoring and evaluation
<b>MAAP</b>	Mozambique Agricultural Aggregator Pilot
<b>MDTF</b>	Multidonor Trust Fund
<b>MFD</b>	Maximizing Finance for Development
<b>MSME</b>	micro, small, and medium enterprise
<b>MTI</b>	Macroeconomics, Trade, and Investment
<b>P4R</b>	Program-for-Results
<b>PIDG</b>	Private Infrastructure Development Group
<b>PSW</b>	private sector window
<b>S4YE</b>	Solutions for Youth Employment
<b>SDGs</b>	Sustainable Development Goals
<b>SECO</b>	Swiss State Secretariat for Economic Affairs
<b>SME</b>	small and medium enterprise
<b>SPJ</b>	Social Protection and Jobs
<b>USAID</b>	U.S. Agency for International Development
<b>WBG</b>	World Bank Group



# ACKNOWLEDGMENTS

This report was authored by the members of the Jobs Umbrella Multidonor Trust Fund (MDTF) Team, Ian Walker, Fareeba Mahmood, Siv Tokle, Sonia Madhvani, Vismay Parikh, and Timothy Clay.

The authors are grateful for contributions from Elizabeth Ruppert Bulmer, Eliana Carranza, Namita Datta, Luc Christiaensen, Thomas Farole, Alvaro Gonzalez, and Hernan Winkler, and from our colleagues from IFC, Camilo Mondragon and Sreekala Ramanathan.

The authors are grateful for comments and inputs from the representatives of the six MDTF donors: Miguel Laric, Steven Adam and Steven Ayres, Department for International Development/UK AID; Marianne Damhaug, Norwegian Ministry of Foreign Affairs; Gerhard Ressel, German Federal Ministry For Economic Cooperation And Development, and Sabine Becker, German Society for International Cooperation (GIZ); Elisabeth Gruber and Thomas Bernhardt, Austria Ministry of Finance; Michaela Flenner, the Austrian Development Agency; Kaviraj Appadu, Kerstin Jonsson-Cissé, and Hanna Marsk, Swedish International Development Cooperation Agency.

The MDTF has benefited from the guidance and support of Michal Rutkowski, Senior Director and Head of the Social Protection and Jobs Global Practice of the World Bank.

Finally, we would like to acknowledge the task teams implementing and reporting on the grant financed activities detailed in annex D. The outputs are listed in the print version and can be accessed using the link in the electronic version of this report.



Austrian  
Development Agency







# PROGRAM AT A GLANCE

## PROGRAM AT A GLANCE

This annual report details the activities of the Jobs Umbrella Multidonor Trust Fund (MDTF), with operational and financial reporting as of November 2018. As agreed between the Bank and the MDTF Donors, this report spans a period of 22 months, with operational reporting from February 2017 through November 2018, in order to provide the most up-to-date information to users of the report.

**TABLE 1**

Program at a glance

<b>Target value</b>	\$100 million <sup>a</sup>
<b>Current value</b>	\$46.7 million <sup>b</sup>
<b>Closing date</b>	December 31, 2021
<b>Number and value of grants</b>	103 grants in 40 countries and economies, 6 regions, and globally, valued at \$39.7 million
<b>Country and economy activities</b>	Afghanistan, Bangladesh, Burkina Faso, China, Colombia, the Democratic Republic of Congo, Côte d'Ivoire, Ecuador, the Arab Republic of Egypt, Ethiopia, Georgia, Ghana, Haiti, India, Indonesia, Jordan, Kenya, Lebanon, Liberia, Madagascar, Mexico, Morocco, Mozambique, Nepal, Nicaragua, Niger, Pakistan, Paraguay, the Philippines, Sierra Leone, the Solomon Islands, South Africa, Tajikistan, Tanzania, Tunisia, Turkey, Ukraine, Vietnam, Zambia, and West Bank and Gaza.
<b>Regional and global activities</b>	Africa, East Asia and the Pacific, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, South Asia, global or multicountry
<b>Donors</b>	The governments of Austria, Germany, Norway, Sweden, and the United Kingdom are providing financing through the Austrian Federal Ministry of Finance, the Austrian Development Agency, the Norway Ministry of Foreign Affairs, the Swedish International Development Cooperation Agency, and the U.K. Department for International Development. <sup>c</sup>

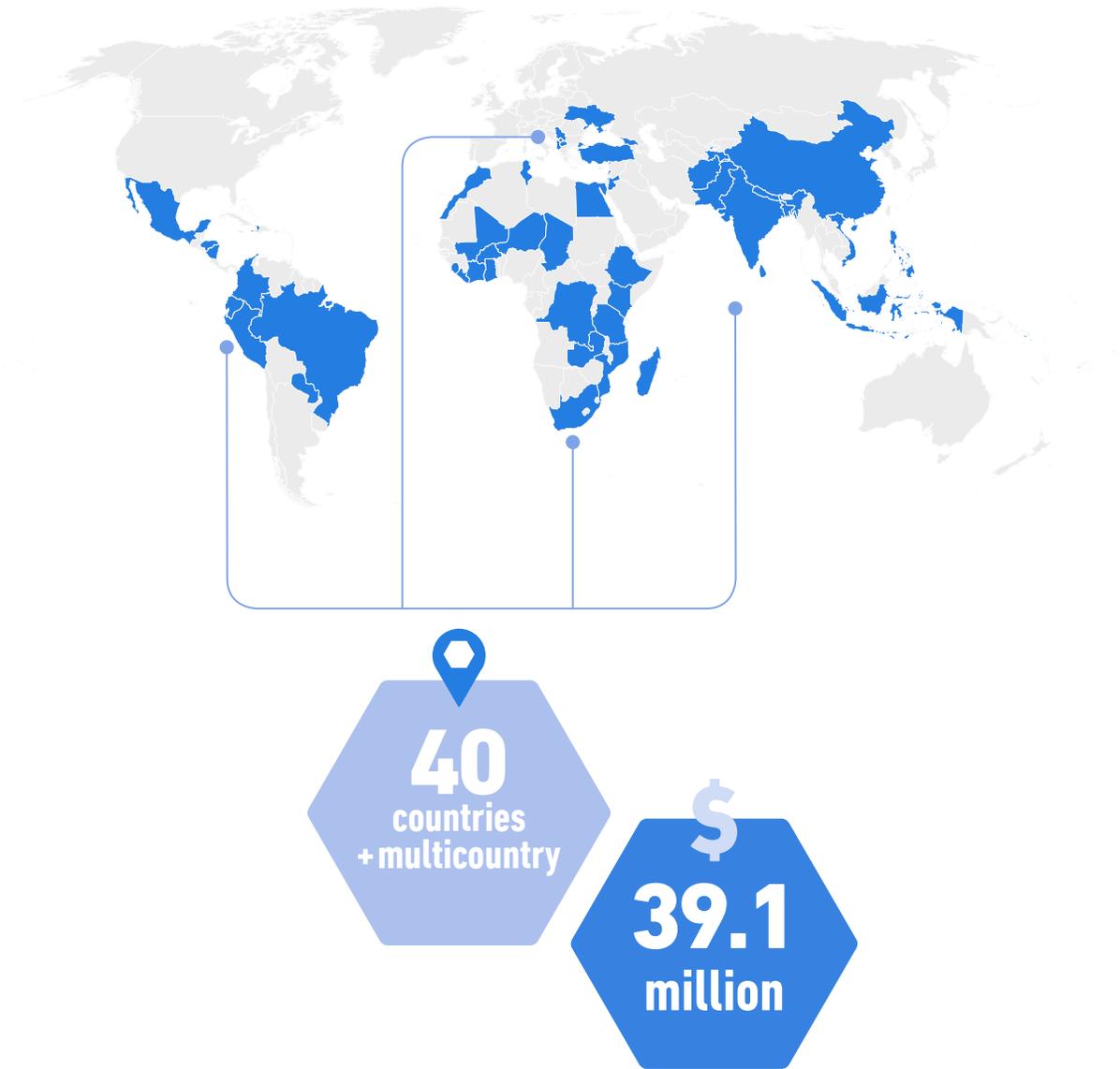
a. Dollar amounts are U.S. dollars unless otherwise indicated.

b. Includes new contributions from Germany in a Successor Fund, TF073004.

c. Switzerland contributes through the State Secretariat for Economic Affairs to a parallel multidonor trust fund previously established in the International Finance Corporation. Detailed information on the Let's Work Partnership is found in annex A of the Let's Work Annual Report, with contributions from the State Secretariat for Economic Affairs noted.

The MDTF covers all regions, with priority given to multicountry, global activities and activities in Africa (figure 1).

**FIGURE 1**  
Where MDTF grants are being implemented







# EXECUTIVE SUMMARY

“In many developing countries, the lack of capacity to adopt new technologies—not an impending invasion by robots—is the more important challenge.”

—Assessing the Impact of Automation on  
Developing Countries

## EXECUTIVE SUMMARY

**This report covers the activities of the Jobs Umbrella Multidonor Trust Fund (Jobs MDTF) to the end of 2018.** The MDTF began operations in March 2015 and will close in December 2021, so it is now just over halfway through the anticipated implementation period. The MDTF brought together all the World Bank Group (WBG) trust-funded activities on the jobs agenda under a single umbrella. Its high-level objectives are (a) to support WBG client countries in designing high-impact jobs strategies and (b) to advance global knowledge on effective jobs policies, especially for vulnerable groups. The MDTF set out to raise a total of \$100 million, of which to date \$46.7 million has been committed by six donor agencies from five countries (Austria, Germany, Norway, Sweden, and the United Kingdom).

**The MDTF is organized in five windows:** (1) Data Diagnostics and Operations, (2) Private Sector Development (the Let's Work Partnership, or LWP), (3) Jobs and Youth (Solutions for Youth Employment, or S4YE), (4) Jobs in Fragile, Conflict, and Violence (FCV) Situations, and (5) Actionable and Robust Research. It has funded more than 100 activities in 40 countries and 6 regions, working with 10 Global Practices (GPs) of the WBG and with the International Finance Corporation (IFC). Coverage extends to 22 International Development Association (IDA) countries and 10 FCV countries.

**A major focus for the Jobs MDTF is to support the IDA18 special theme on *Jobs and Economic Transformation (JET)*.** JET highlights the importance of promoting faster private sector jobs growth in IDA countries. The aim is to accelerate the absorption of labor away from low-productivity and badly paid own-account activities in the traditional economy. Jobs that are better linked to the modern sector of the economy—whether they are own-account activities linked to value chains or wage jobs (formal or informal)—are normally better jobs. Improved access to capital, markets, and scale economies permit higher productivity and better earnings. Indications from the IDA countries and the IDA donors suggest that JET will become more important under IDA19.

**A key challenge is to internalize the externalities linked to private sector jobs growth in low-income country (LIC) settings.** They include the *labor externalities* that arise from earnings gains for low-income workers who get better jobs and the additional *social externalities* that come from better jobs opportunities for young women or for young men in conflictive settings. This market failure underlies the weak linkages from growth to the economic transformation of labor markets in many LICs and IDA countries.

**The MDTF supports integrated solutions to the jobs challenge in LICs.** Too often, programs fail because they address only part of the problem—for instance, by focusing on skills training, when there are too few jobs available for the trainees. To accelerate jobs transformation, the MDTF supports policies and programs to strengthen labor supply and stimulate labor demand, in

the context of a macroeconomic and development policy framework that foment labor-intensive private sector growth. This calls for alliances with a broad range of the WBG's GPs, including Macroeconomics, Trade, and Investment (MTI); Finance, Competitiveness, and Innovation (FCI); Agriculture; Education; Social, Urban, Rural, and Resilience; and Social Protection and Jobs (SPJ). The IFC is also a key partner. The MDTF also works closely with the WBG's Gender Group and the FCV Crosscutting Solutions Area.

**This annual report updates the advances achieved by the Jobs MDTF to date.** It is organized around seven key outcomes identified in the MDTF Results Framework. The following paragraphs summarize some of the highlights for each outcome area.

**Outcome 1—Improved jobs policies and programs.** Country-level jobs programs have been strengthened by policy dialogue around Jobs Diagnostic (JD) studies in more than 30 countries. JDs integrate macroeconomic, labor market, and firm growth analysis and identify *policies for private sector growth* that can be incorporated into Development Policy Lending—such as the \$750 million Bangladesh Jobs Development Policy Credit approved in 2018.

**MDTF-supported activities have also generated new insights in key policy areas.** They include ways to generate **better-quality jobs for women**, which is the key to increasing female labor force participation in LIC settings. The emergence of a U-shaped relationship between women's educational attainment and their likelihood of working is a major concern and can undermine the demand for education and slow the accumulation of human capital. In India, less than 30 percent of women are active in the labor force. In Honduras, 88 percent of adults who are not in education, employment or training are women. The MDTF-funded report “Not Just More, But Better: Fostering Employment Quality for Women” (January 2017) was adopted by the G-20 Employment Working Group. A second critical issue for better jobs outcomes is the **adaptation of social protection systems** to ensure universal access to health and social protection for informal sector workers in LIC settings. The MDTF provided support to the WBG's “Forward Look” on social protection and jobs policies, which in turn influenced the proposals of the World Development Report 2019: The Changing Nature of Work to support the universalization of social protection and reduce the disincentives to formality that arise from old-fashioned financing systems based on payroll taxes. A third area where the MDTF made important contributions is through **value chain studies** (undertaken in Lebanon, Mozambique, and Zambia, among others) that identify opportunities for enhanced job creation—especially in agribusiness—and have already led to investment lending operations in Lebanon and Zambia.

**Outcome 2 – Private sector mainstreamed in the jobs agenda.** Support to improved private sector jobs outcomes runs across everything the MDTF has done. The **LWP country pilots** (supported under Window 2) have pulled together governments and private sector actors to focus on opportunities for private sector jobs growth in high-potential sectors. They were implemented in Bangladesh, Mozambique, Tanzania, Tunisia, and Zambia. They integrated multiple activities in a comprehensive program designed to leverage accelerated private sector jobs growth. That included carrying out rigorous JD studies and developing jobs strategies. They have funded value chain studies to identify sustainable opportunities for private sector jobs growth (for both direct and indirect jobs) and pinpointed obstacles and constraints to their development. This provided a

basis for building coalitions of public and private sector actors and development partners to support investment projects and policy reforms to promote jobs-rich private investments. **Data** are an important challenge for policy makers who want to promote faster private sector jobs growth—but cannot always show exactly how programs to support the private sector will result in better jobs. The MDTF funded work to generate **private sector jobs indicators from firm-level data** using the global ORBIS database for 2007–13. It also gave a grant to support the **Doing Business Jobs Quality Framework**. Childcare is a key challenge for women who want to work, and often the private sector has done too little to help them. The MDTF engaged directly with the private sector on this important challenge. It supported the **Tackling Childcare Report** and funded research on employer-supported childcare policies in 50 countries worldwide.

**Outcome 3 – Designing innovative operations for job creation.** The key to shifting gears on the WBG’s support to large-scale jobs programs is to develop effective new models for jobs lending. In the past, many WBG loans claimed to support better jobs outcomes but lacked a clear link to jobs. Over the last three years, MDTF-funded activities have supported the development of a new generation of more robust lending operations, which focus on addressing the constraints to better jobs—including those linked to training and labor market institutions and those linked to private sector labor demand growth, especially of small and medium enterprises (SMEs). These include both investment project financing, such as the *Tunisia Integrated Youth Economic Inclusion* operation, and policy-focused interventions, such as the Jordan *Equitable Growth and Job Creation* Development Policy Loan and the Bangladesh Jobs Development Policy Operation (DPO). *In total, 58 WBG lending operations valued at \$7.74 billion have been leveraged by the MDTF’s activities.*

**Outcome 4 – Stakeholder capacity building.** To achieve lasting change in how the development community addresses jobs challenges, the MDTF also targets stakeholder capacity building as a specific goal of its funding. Some highlights in this area include **technical assistance to statistics agencies** to carry out JD studies and to analyze employment and labor productivity (in Honduras, Mozambique, Nicaragua, Zimbabwe, and Zambia, among others); **support to improved data management capacity** (in Ecuador); and **technical support on value chain analysis** (in Tunisia). On the basis of the outputs of the MDTF, the Jobs Group organized the **Jobs and Migration Core Course** at World Bank headquarters in May 2018, where over 50 participants from 25 countries received training on JDs, value chain analysis, the Jobs M&E Toolkit, the economic analysis of jobs projects, and labor market and migratory dynamics. The MDTF also organized **in-country training programs**, such as the technology and skills training “boot camps” that were run in Colombia, Kenya, and Lebanon with over 150 participants and a program on social emotional skills training in Turkey.

**Outcome 5 – New approaches to estimating jobs effects.** Improving the analysis of jobs challenges and of the effects of public policies and programs has been a central aim of the Jobs MDTF. Highlights in this area include the systematization of the *JD methodology*; the development of the *Jobs M&E Toolkit*, which can be used for tracer studies of individual beneficiaries and firms; the creation of a new *WBG corporate results indicator* to monitor beneficiaries of jobs-focused interventions; new guidance on *Economic Analysis of Jobs Investment Projects* (which highlights jobs-linked externalities as a key market failure to be addressed); the *Value Chains Survey Toolkit*; and the development of a *global micro database on labor market outcomes*. The jobs

measurement agenda also advanced through the investments made by the IFC, as part of the LWP under Window 2, in developing *computable general equilibrium* (CGE) models to estimate the jobs effects of private sector investments. The measurement of jobs effects will continue to grow in importance: IDA donors and recipient governments will require clearer data as part of the *JET* special theme under IDA19.

**Outcome 6 – Improving the evidence base on jobs.** Across a wide range of types of intervention, there is a need for stronger evidence about their *causal impact on jobs*, based on robust evaluation methodologies. The Jobs MDTF funded a wide array of rigorous studies that seek to contribute to the understanding of what works to improve jobs outcomes in different settings. This includes addressing the challenges of **better jobs for youth**. This work, led by Solutions for Youth Employment (S4YE) under Window 3 of the MDTF, mobilized a large coalition of public and private sector partners. These partners are committed to the youth agenda and with S4YE developed an “Impact Portfolio” of innovative initiatives. In 2018, S4YE produced two flagship reports that composed part of the World Bank’s agreed deliverables as part of the IDA18 JET work stream: an authoritative review of best practices in youth employment programs and an in-depth study of digital jobs for youth, which focused especially on the prospects for young women in the digital economy. The MDTF also funded a wide range of other activities focused on understanding better how to **improve jobs outcomes for women**. Examples include a pilot on understanding constraints to digital employment for women in Pakistan, a study on the effect of eldercare obligations on women’s jobs prospects in China, a pilot on gender aspects of youth skills training models in diverse countries (Colombia, Jordan, Kenya, Lebanon), a pilot on female entrepreneurship promotion in Kenya, a pilot on improving jobs for female smallholders in Mozambique, and a study of gender bias in employers’ recruitment strategies in India. The results of these pilots and studies points to the need for stronger gender-specific treatments to overcome the multiple biases and obstacles to improving female labor force participation, especially in LICs.

**Outcome 7 – Improved knowledge sharing and leveraging.** The Jobs MDTF theory of change places knowledge management front and center. There would be little point in generating a rich new set of learnings around the jobs agenda if they are not shared and leveraged to change the way that donors and governments address the jobs agenda. And it is also crucial to leverage the knowledge being generated by others outside of the MDTF. This stream of outputs includes the creation of portals and platforms to support client service delivery, such as the Jobs Data Visualization App, a Jobs Portfolio Visualization tool (which shows WBG portfolio data organized using the Jobs Conceptual Framework); and a Jobs Quality Framework developed for the Doing Business team. This set of outputs also includes improved knowledge flows achieved by establishing practitioners’ networks that facilitate regular, structured knowledge exchange. The networks supported by the MDTF include S4YE, the LWP, the WBG’s Labor Global Solutions Group (GSG), and the Tackling Childcare Partnership. The MDTF also facilitated the Jobs Group’s internal partnerships with the GPs and other GSGs working on areas related to jobs and external partnerships such as those with the International Labour Organization (ILO), the International Trade Union Confederation (ITUC) and the Institute of Labor Economics (IZA). The MDTF’s grants have been implemented in alliances with leading global universities and research bodies, including Oxford University, Colombia University, the Toulouse School of Economics, Rice University, the Paris School of Economics, the

University of Los Andes, University of Chicago, the University of Manchester, Tufts University, the University of Warwick, George Washington University, and the University of California, Berkeley. Most importantly, the multiple data portals and knowledge platforms supported by the MDTF can now all be accessed through a single jobs partnerships portal, for all supported partnerships and associated knowledge: the ***Jobs and Development Website*** ([www.jobsanddevelopment.org](http://www.jobsanddevelopment.org)).

**Lessons Learned and the Way Ahead.** The final section of the report synthesizes the most important lessons learned from the work of the MDTF since 2015 and then outlines proposed priorities for the next three years.

**The first phase of the Jobs Umbrella MDTF made substantial progress on several fronts.** Those include measurement, M&E, the generation of new knowledge, and the design and implementation of jobs operations. Most importantly, actionable knowledge coupled with new measurement tools and rigorous, jobs-focused M&E frameworks have begun to support and improve jobs lending operations. The following paragraphs reflect on what should be the next steps for the MDTF.

**From enhancing jobs knowledge to synthesizing a coherent overall vision of the way ahead.** The original objective of the MDTF was to gather knowledge on jobs. The strategy has been along the lines of “let a thousand flowers bloom;” that is, to cover all the relevant ground, so as to identify the most important challenges. The next step is to generate a *cohesive vision of the way forward for the jobs agenda*, to achieve lasting jobs transformations for low-income workers—especially in IDA countries. But work also needs to continue on a significant stream of new knowledge generation, to fill the remaining gaps.

**From jobs pilots to lending operations at scale and Jobs Platforms.** The large-scale country pilots supported by the MDTF (especially under the LWP window) have already contributed decisively to operationalizing the jobs agenda. *The next challenge is to roll out jobs-related lending at scale.* This includes both *Development Policy Lending* and *Investment Project Lending* (including Program-for-Results, or P4R, and output-based lending). Effective jobs-related lending should focus on *crowding in private investment*—placing it at the heart of the WBG’s agenda for *Maximizing Finance for Development* (MFD). This is already starting to happen, both in *policy-based operations* (such as the DPOs in Jordan and Bangladesh) and in *investment project lending* in Jordan, Tanzania, and Zambia. As well as designing effective approaches to jobs lending, work is needed to ensure that *the jobs agenda is institutionalized* in WBG Country Partnership Frameworks and portfolios. This is being done through *Jobs Platforms* such as those established in Bangladesh and Nepal, which review the strategic coherence of the jobs-relevant programs and policies supported by different GPs and the IFC in light of the challenges identified in JDs and other analytical work. These frameworks will be crucial for reinforcing the jobs operational agenda in the context of IDA19.

**Strengthening global communications on jobs issues.** The Jobs Group can still do better on how to share learnings effectively with policy makers and thought leaders, within and beyond the WBG. Communications and outreach have arguably been more effective at the country or economy level than at the global level. There have been some delays in publishing interim findings, while waiting for the whole study to be finalized, but with more grants reaching completion the flow of country-level findings will strengthen further. However, the Jobs Group can do better with

global-level communications. The first step (already taken) was to restructure the MDTF websites into a single Jobs Partnership portal. In 2019 agreement was reached with donors to gear up efforts in this area, including publishing policy notes, developing hard-hitting communications instruments such as videos to showcase the achievements of jobs initiatives, and consolidating knowledge into synthesized packages and targeted policy notes on key topics. Work will also continue on ensuring that country-level, grant-specific knowledge is published and communicated widely.

**Beyond monitoring: reinforcing the understanding of causality, promoting learning by doing, and optimizing instrument design.** The Jobs M&E Toolkit positions task teams well to focus on good project design, with coherent theories of change and appropriate indicators for use in oversight during implementation. Important knowledge has been generated by the many MDTF-funded impact evaluations using randomized pilots, but, with the move toward large-scale implementation of jobs lending, the focus should shift toward optimization of project design, which calls for approaches that provide real-time information from administrative or monitoring data that facilitate mid-course corrections. There will be a growing focus on *instrument design*, such as ways to design business plan competitions to incentivize the maximum jobs impact of private investments with a given budget for incentives and subsidies; ways to ensure that programs trigger sustainable transformations without the need for ongoing subsidies; and ways to contract private agents for training and economic inclusion programs, with an appropriate mix of risks and rewards in the contractual structure. There will also be a need for work on the applicability of emerging approaches such as “human-centered design” to the jobs agenda, especially for programs working with disadvantaged communities.

**Improving the timeliness and consistency of JDs.** The Jobs Group has created easy-to-use standardized data tools using macroeconomic and labor supply data from the World Development Indicators and the Bank’s micro data libraries. These have proven especially useful for getting a fast assessment of country trends and global comparisons of progress in economic transformation and jobs outcomes. Creating JDs that fully integrate macro, labor supply, and labor demand data proved challenging, due above all to the erratic production of data on firms’ demand for labor and the lack of information about the informal sector. Demand for JDs remains strong among IDA countries where economic transformation and jobs is a key topic in IDA18 and IDA19 discussions, and where governments need a reliable way to get a rapid sense of the key constraints and possibilities for the jobs agenda in different countries and regions. To that end, the Jobs Group will (a) disseminate guidelines for JDs and for interpretation of the results, with associated training opportunities; (b) continue to improve the synthesis of available data from global sources (*World Development Indicators*, for example, and household data sets, such as those standardized in the *International Income Distribution Database*, and make these publicly available online. Finally, the Jobs Group will seek to fill data and knowledge gaps in two key areas: work to make more operational use of the spatial location data that are now standard within many administrative and survey-based data sets; and complement standardized tools that use data in *firm censuses* and *national accounts systems* with Bank-supported data initiatives in the FCI GP (*enterprise surveys* and the *country private sector diagnostics*) for more information on the demand for waged labor from private sector firms.

**More proactivity on gender.** Gender is strongly incorporated in the World Bank’s Jobs portfolio, but further efforts should be made to identify solutions to typical gender gaps in Jobs projects. Of close to 600 active jobs lending projects, 70 percent are “gender-flagged”—that is, they cover dimensions of gender analysis, monitoring, and/or action. Of these, 42 percent are in the Africa Region and 56 percent in IDA countries. Similarly, 52 percent of the projects that received grants under the Jobs MDTF were found to meaningfully incorporate gender. Gender-relevant projects are evenly divided across the GPs of Transport, Agriculture, Environment and Natural Resources, SPJ, Energy and Extractives, and Education. They often focus on promoting increased female labor force participation and enhancing earnings. A new corporate gender tag tracks projects that seek to narrow gender gaps at the country or economy level or in a sector, including for employment and work, and that also include clear links between analysis, actions, and M&E. As a next step, the Jobs Group will identify gender actions appropriate for different types of market or policy failure related to jobs outcomes.

**The MDTF as driver of the jobs agenda in a changing environment.** Overall lessons on the management of an MDTF for jobs have emerged, which echo the Bank’s general recommendations on trust fund reforms:

- **The need for a specific focus.** The initial focus of the Jobs MDTF was the rather broad goal of expanding the frontiers of global knowledge on jobs. This flowed from the fact that there were few clear markers of what would work best for job creation, so the MDTF set out to test a multiplicity of approaches. Doing so entailed a small grant modality, which raises questions on cost-effectiveness. But, over the last three years, the MDTF moved toward larger allocations with more constrained menus of options, reflecting what learnings about what works in different circumstances. In future, the MDTF will aim to consolidate the modus operandum of a narrower scope with larger bundles of resources, including by linking grants to other funding sources such as loans or grants from the International Bank for Reconstruction and Development (IBRD) and the IDA.
- **The need for clear and consistent expectations.** The shifting global environment has been reflected in a growing exigency from donors and the development community about what the MDTF could achieve. For example, the surge of international migration shifted attention toward the need for more job creation in the sending countries, as an alternative to migration. In this setting some stakeholders have been disappointed that the MDTF has not already created large numbers of jobs. Although that was not the goal at the outset, there is now a clear need to adjust the level of ambition and embed into the underlying “theory of change” for the MDTF a link to supporting large-scale development lending on jobs, especially in IDA and FCV settings.
- **The need for a predictable and transparent funding base.** The Jobs MDTF was established as a programmatic trust fund with a target of \$100 million, of which almost 50 percent has already been mobilized. Since this is an MDTF, donors are free to suggest preferences for areas of work, but funds are not tied to specific activities. However, in some cases, tranches of funds have been delayed as donor governments changed and their expectations of MDTF deliverables shifted. For the next phase, it will be important to have a shared understanding of the rules of engagement so that the Program Management Team can focus on delivering the desired results rather than on renegotiating activities with donors.

- **The need for institutional leadership and buy-in.** The shifting institutional environment in the WBG has also affected the MDTF in terms of deliverables, cost-effectiveness, and reorientation for the second phase. For example, the legal agreements needed modification before the IFC could use MDTF funds. Management changes in the IFC and the Jobs Group and the reorganization of key partner GPs in the Bank (such as Trade and Competitiveness, now called FCI) and within the IFC also created some difficulties. However, new management is now in place in the Jobs Group and other relevant entities, which augers well for defining a way forward, in keeping with both the Bank's and donors' requirements. The WBG's focus on MFD and the key theme in IDA18 and IDA19 of JET will provide significant support for phase 2 of the MDTF.

## THE WAY AHEAD

**In 2019, the Jobs Umbrella MDTF will implement a transitional work program agreed with donor partners.** This work program aims to synthesize knowledge garnered from grants to develop a set of Jobs Policy Notes; a new Guidance Note on Labor Market Analysis; Online Resources for Jobs; and a series of Jobs Seminars, which will be aimed at Bank staff, donor partners' staff, and client country collaborators and focus on designing more effective jobs operations and using standardized tools to monitor and evaluate them. Linked to this work program, remaining funds from phase 1 will be deployed to consolidate the achievements to date and lay the groundwork for the next phase, as discussed below. The groundwork could include a limited number of high-impact innovations and evaluations in LIC and FCV settings to support the design of new jobs lending operations; and strengthening a community of practice (CoP) around the measurement of jobs and policy issues associated with lessons learned from the MDTF.

**At the same time, the team will seek new commitments from existing and new donors to complete the originally planned \$100 million pool for the Jobs Umbrella MDTF.** The phase 2 program will focus above all on leveraging new lending operations for jobs to achieve the large-scale jobs impacts demanded by donors and partner governments, based on the best practices established to date. Funds will be made available to task teams to optimize operations and instrument design and ensure rigorous M&E mechanisms, characterized by real-time learning, that help to further optimize investments during their implementation. New lending operations supported by the program will have explicit jobs objectives, will measure and track jobs outcome indicators, and will be able to integrate supply- and demand-side interventions. The central focus will be to leverage private investments to address jobs challenges in LICs and in FCV countries.

**Achieving sufficiently high returns on private investment and creating good jobs in the most problematic economies, while also reaching the most disadvantaged, is a difficult challenge.** For that reason, the IDA donors have established a private sector window (PSW) under IDA18, with \$2.5 billion in available resources, seated in the IFC. The mandate of the PSW is to use these funds to catalyze private investments in IDA countries. The MDTF's second phase grants will be focused on that challenge of leveraging the framework offered under the PSW and the MFD initiative to address jobs challenges in LICs and FCV countries.

**Phase 2 of the Jobs Umbrella MDTF will also pilot adaptations to the MFD framework and the PSW to maximize their effectiveness in addressing jobs challenges.** The risk-reduction strategies envisioned under the PSW and MFD thus far may not be enough to create new, labor-intensive business models that reach the most disadvantaged in the poorest countries. The support required to crowd in private sector investment in the most challenging environments must be comprehensive, sustained, and focused. The pilots in the first phase of the MDTF give some important pointers on ways to structure investments to change job outcomes. The next challenge is to fine-tune instrument design to strengthen the incentives for private investment that create good jobs at viable levels of subsidy, making it possible to maximize finance for development effectively.

**Finally, phase 2 of the Jobs Umbrella MDTF will also continue to generate public goods from the knowledge gleaned in phase 1 and as phase 2 continues.** The resulting outputs will help shape a new generation of policies and programs to address the most pressing jobs challenges. The MDTF will continue to leverage multiple platforms and communities of practice, facilitating the exchange of ideas, results, and country experiences. MDTF donors and other international financial institutions have an important role to play by bringing their expertise and contributing to the technical and policy discussions, and by adopting, implementing, and/or promoting the diffusion of new analytical tools or operational innovations emerging from the work of the MDTF. On the data, monitoring, evaluation, and measurement agenda, the MDTF will reinforce its efforts to disseminate the lessons learned. The challenges endorsed by IDA18 and the Sustainable Development Goals present great opportunities for other multilateral development banks, international financial institutions, and donors to measure jobs impacts. On the capacity-building front, the MDTF will help bolster knowledge dissemination through capacity-building workshops and webinars for both development partners and clients.







# 1

## DEVELOPMENT OBJECTIVE AND PROGRAM DESCRIPTION

“We used cell phone data to identify the most critical links in the urban transportation system that can connect people to jobs and businesses to markets.”

—Haitian Cities: Actions for Today with an  
Eye on Tomorrow

# 1 DEVELOPMENT OBJECTIVE AND PROGRAM DESCRIPTION

**The Jobs Umbrella Multidonor Trust Fund (the MDTF) was operationalized in March 2015 with the goal of expanding the frontiers of global knowledge in the area of jobs.** It has two objectives:

- a) To support client countries and economies of the World Bank Group (WBG) in designing comprehensive, integrated, and high-impact jobs strategies; and
- b) To advance global knowledge on the most effective policies and activities for creating sustainable jobs, especially for the most vulnerable groups.

**The MDTF aims to bring all jobs-related endeavors under a single funding instrument for concerted impact.** It set a target value of \$100 million to be mobilized from bilateral and multilateral donors. To date, six donors have joined the MDTF, with current signed agreements valued at \$46.7 million. Funds are allocated<sup>4</sup> across five operational windows (figure 2):

**Window 1 – Jobs Diagnostics, Strategies and Operations** – develop and implement jobs strategies for specific country challenges, building on the deliverables of the other windows

**Window 2 – Job Creation through the Private Sector (Let’s Work Partnership, or LWP)** – support private-sector-led job growth, building on country pilots and measurement work

**Window 3 – Jobs and Youth** – 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** – support employment generation through diagnostics, innovative interventions, and coordination among international partners

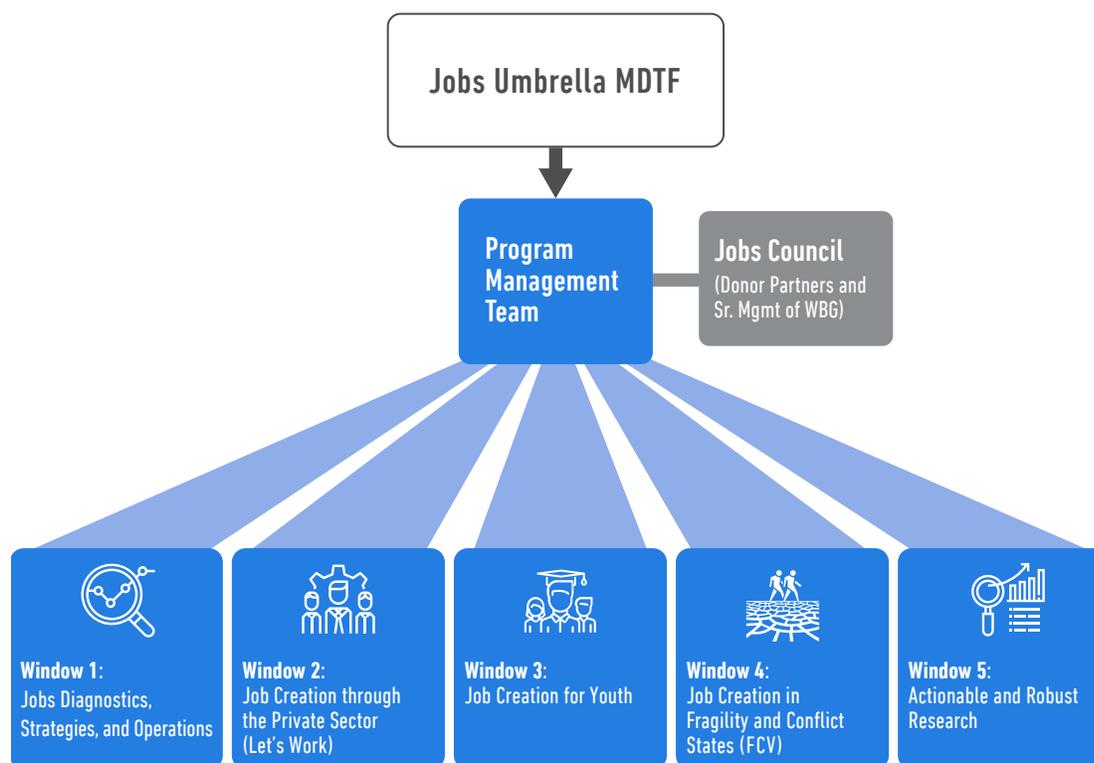
**Window 5 – Actionable and Robust Research** – in partnership with the International Labour Organization (ILO) and the Development Economics Vice Presidency of the World Bank, implement rigorous research that focuses on key policy questions and supports the other windows:

- W1-Data, Diagnostics, Strategies and Operations
- W2-Let’s Work
- W3-Jobs and Youth
- W4-Expanding Job Opportunities in FCV
- W6-Program Administration
- Program Management (B)

<sup>4</sup>Within each window, funds were allocated competitively, through two open calls for proposals for windows 1, 3, and 4 in May and December 2015. Activities under windows 2 and 5 were competitively selected by relevant steering committees.

**FIGURE 2**

The Jobs MDTF windows



**Under these five windows, the MDTF supports over 100 activities in varying stages of implementation encompassing 40 countries, five regions, 10 WBG Global Practices (GPs) and the International Finance Corporation (IFC).** The portfolio includes activities in 22 International Development Association (IDA) countries<sup>5</sup> and 10 FCV countries.<sup>6</sup> The diverse nature of activities financed and the collaborative effort needed is reflected in the different GPs implementing the activities. For example, the Poverty GP is leading the Conditional Cash Transfer Plus Project in Nicaragua, which designed an impact evaluation (IE) to understand the role of non-cognitive skills for employment. The Social, Urban, Rural, and Resilience GP led the Access to Jobs Project in Haiti, which provided insights on key challenges and opportunities in access to jobs and connectivity in urban areas in Haiti. The Transport and Digital Development GP has implemented the Roads to Jobs Project to assess the impact of development corridors on specific value chains and understand job creation opportunities in ancillary areas along those value chains.

**Recent allocations have prioritized high-impact interventions that focus on key jobs challenges and solutions.** The key outcomes are (a) job creation in the formal sector of the economy; (b) improvement in the quality of informal jobs; and (c) access to jobs for vulnerable or traditionally

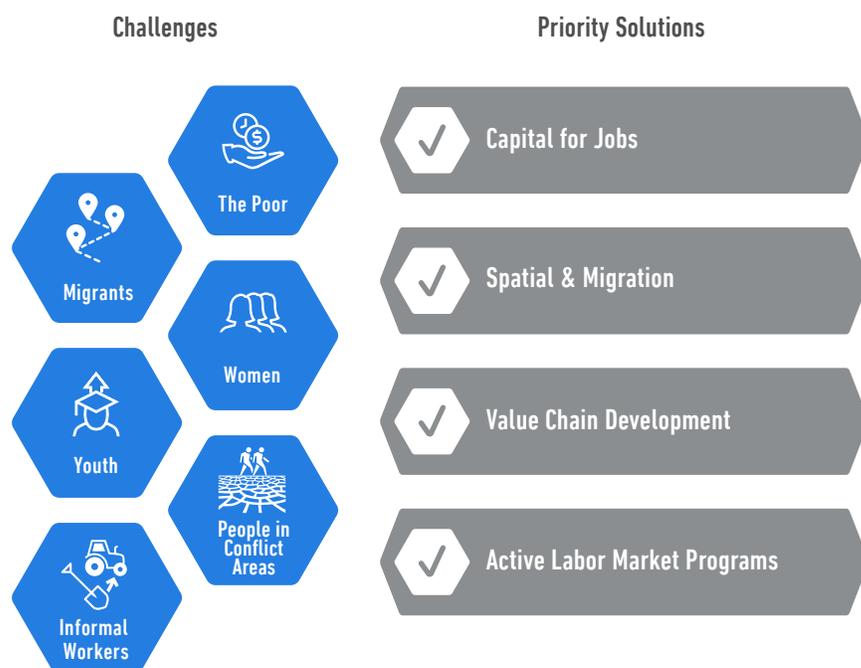
<sup>5</sup> IDA countries are defined by the World Bank as those with gross national income per capita below an established threshold (\$1,165 in fiscal year 2018), updated annually. They are above the operational cutoff but lack the creditworthiness needed to borrow from the International Bank for Reconstruction and Development (IBRD).

<sup>6</sup> Countries identified as FCV by World Bank according to the Harmonized List of Fragile Situations FY18.

disadvantaged groups such as women, youth, the poor, and people in conflict-affected regions. The MDTF has developed solutions related to labor supply, labor demand, and linkages between them, including (a) ways to mobilize capital for private sector job creation, (b) ways to strengthen value chains that provide opportunities for small and medium enterprises (SMEs) and the informal sector, (c) ways to reduce spatial mismatches and facilitate labor migration, and (d) ways to facilitate labor market transitions through active labor market programs (figure 3).

**FIGURE 3**

Types of high-impact solutions and intervention by policy area



**The MDTF’s country pilots have developed ways to achieve collaboration across thematic areas to create effective job strategies.** The MDTF has supported the LWP country pilots in Bangladesh, Mozambique, Paraguay, Tanzania, Tunisia, Zambia, and the Western Balkans and newer pilots in Côte d’Ivoire, Lebanon, Mexico, and Nepal. This work has developed strategies to create jobs and increase earnings for targeted population groups through coordinated work across GPs and in partnership with the private sector. Collaboration between the WBG’s Macroeconomics, Trade, and Investment (MTI); Finance, Competitiveness, and Innovation (FCI); and Agriculture GPs and with the IFC are critical to addressing the supply and demand sides of the jobs challenge in an integrated way.

**Effective jobs strategies also require mobilizing global knowledge and evidence.** The MDTF’s second objective is to identify knowledge gaps, generate new evidence about successful interventions, and support the design of new measurement tools. To that end, the MDTF has

supported research on multiple dimensions of the jobs agenda, including studies financed under *Window 1* to develop operational strategies that can

- Identify ways to enhance incentives for formal work and improve the quality of informal jobs
- Promote entrepreneurship
- Facilitate firm mobility and labor migration
- Strengthen links between macro and regulatory policies, investment, growth, and job creation
- Build new monitoring and evaluation (M&E) and cost-benefit analysis instruments to support jobs lending operations

*Window 2*—which is focused on private sector development—has supported the design and implementation of new measurement tools to link private sector investments to jobs outcomes, through value chain assessments, tracer surveys, and computable general equilibrium (CGE) models; and through the implementation of JDs and jobs strategies that highlight the central role of private sector development in resolving jobs challenges.

*Windows 3 and 4* have financed meta analyses of evaluations and guidelines for country engagements on youth and on FCV countries, respectively.

*Window 5* has financed research into actionable solutions in challenging areas such as increasing the impact of business training and mentoring for female entrepreneurs, and research on labor market dynamics and social protection policies for migrants moving from rural to urban areas.





# 2

## HIGHLIGHTS OF ACTIVITIES AND RESULTS

“The Jobs and Migration Core Course was very helpful as it urged us to think about policy solutions to improve skills for migrants in sending and receiving countries.”

—AKM Zakir Hossain Bhuiyan, Additional Secretary,  
Ministry of Education, Bangladesh

## 2 HIGHLIGHTS OF ACTIVITIES AND RESULTS

**The MDTF is on track to deliver expected outputs.** These include a wide range of studies, data sets, empirical tools for jobs estimation (in both country-specific and global contexts), policy notes, and technical assistance that have leveraged a growing family of new jobs lending operations. The deliverables are summarized in table 2, with annex G on the Results Framework providing detail. Many more examples of outputs from MDTF-funded activities can be found on the MDTF website ([www.jobsanddevelopment.org](http://www.jobsanddevelopment.org)) and in the annexes of this report.

**TABLE 2**

MDTF outputs delivered to date

Policy recommendations	18
Innovative jobs country pilot operations/ investments	18
Improved data and/or access to data through new collection, compilation, or dissemination	22
Study, report, or research paper on jobs dimensions	32
Design and/or implementation of jobs tools/toolkits and/or guidelines	19
Standardized measurement approaches and methodologies	9
Stocktaking, gap map, and/or strategy for jobs evidence	11
Impact or other evaluations on jobs (interim/final)	17
Web-based knowledge platform	2
Job Practitioners Network and/or Coalition	5

**Positive outcomes are emerging.** These interrelated outputs are leading to outcomes that will contribute to the MDTF's development objectives. These outcomes address a wide range of challenges, such as improving policy and program coordination; mainstreaming private sector job creation; developing innovative solutions for youth employment, for jobs in FCV settings, and for women; building stakeholder capacity; improving the estimation of jobs effects; improving the jobs knowledge base; and improving jobs knowledge management. The highlights are presented in this report, organized in the following outcome sections:

- 1) Improved coordination of jobs policies and programs
- 2) The private sector mainstreamed in the jobs agenda
- 3) Innovative operations for jobs creation
- 4) Stakeholder capacity building
- 5) New methods for and approaches to the estimation of jobs effects
- 6) Improved knowledge and evidence base on jobs
- 7) Improved knowledge sharing and leveraging

## OUTCOME 1: IMPROVED COORDINATION OF JOBS POLICIES AND PROGRAMS

**The MDTF has improved jobs policy and program design and strengthened policy dialogue on jobs among development partners.** Policy dialogue has been strengthened globally, within the WBG, among practitioners on specific topics or sectors, and at the country or economy level. (See also the section on knowledge sharing later in this report.)

At the **global level**, the MDTF has contributed to the emerging consensus on the importance of improving the availability of **better-quality jobs for women**, to stimulate increased female labor force participation. Increased female labor force participation is essential to ensure good returns to human capital, for example through improved education outcomes for girls. Window 3 financed the study “Not Just More, but Better: Fostering Quality of Employment for Women” (January 2017), which explores the factors affecting women’s access to good-quality jobs and contributing to gender gaps and identifies solutions that have worked in different countries. This paper was presented as part of the WBG position paper to the G-20’s Employment Working Group. It shows that women are over-represented in low-paying, part-time, informal, and low-productivity jobs and argues that improving women’s access to jobs that are stable, decent, secure, and productive is extremely important. There was consensus support for the paper’s recommendations among the international organizations advising the Employment Working Group, and they were adopted as part of the Policy Recommendation<sup>4</sup> to reduce gender gaps in labor force participation and pay by improving the quality of women’s jobs. The MDTF also supported work on ways for the Social Protection and Jobs (SPJ) GP to contribute to the WBG’s Gender Strategy. (*Crosscutting Theme addressed: Gender*)

The MDTF has also supported work to **adapt social insurance programs to the changing world of work**, which will contribute to the forthcoming *World Development Report*. Traditional “Bismarckian” welfare systems, which link coverage to formal labor contracts, have never worked well in most developing country settings, where high levels of labor informality predominate. Technological changes are likely to exacerbate the problem, making it urgent to develop effective alternatives for achieving universal coverage of social protection and to reform social insurance and labor market regulations to reduce the disincentives to formality. The strong positive correlates between formal jobs, productivity, and job quality make this an essential part of the jobs agenda. The MDTF supported the SPJ GP’s “Forward Look,” which argues for [expanding social insurance coverage to informal workers](#) (August 2017) and for delinking access to social insurance from labor contracts. The goal is to [reduce the costs and enhance the benefits of formality](#) (October 2017) and thereby to reduce workers’ and firms’ incentives for informality and increase their incentives and opportunities to enroll in social insurance systems. These measures are also under discussion with the ILO.

**Understanding the determinants of jobs growth in firms** is crucial to inform effective jobs policies. The MDTF funded a study, “[Job Creation in the Private Sector: An Exploratory Assessment of Patterns and Determinants at the Macro, Sector, and Firm Levels](#)” (September 2017), which shows that economies (and firms) where formal sector job creation was more responsive to growth cycles generated more jobs overall. It frames a broad policy agenda for job creation, which

<sup>4</sup> See [link](#) to G-20 ministerial declaration.

includes macroeconomic fundamentals, responsive labor markets, access to finance, competition, and an appropriate regulatory environment. This framework is now being implemented through Jobs Development Policy Operations (DPOs), which support broad-based policy reforms. An example is the recently approved \$750 million Bangladesh Jobs Development Policy Credit, which establishes a program of policy reforms to address the challenges and opportunities identified in the Bangladesh JD.<sup>5</sup>

**Trade openness can help address jobs deficits.** In recent years, South Asia’s economy has grown fast, and poverty has fallen across most countries in the region, but this growth has not generated enough jobs to keep pace with the fast-growing working-age population. Weak performance on exports has contributed to this problem. The Jobs MDTF supported the study “*Entangled: Workers’ Adjustment to Trade,*” which estimated the potential impact from increasing South Asian trade on employment in general, on wage employment, and on earnings. The analysis was conducted for India and Sri Lanka, but the findings are relevant for the entire region. The results suggest that providing incentives for increasing labor-intensive production in tradable goods and services would result in more wage employment and less casual work. These findings highlight the potential of increased trade openness to address the jobs deficits facing South Asia. However, they also suggest the need for complementary policies to enhance opportunities for women to become regular wage earners and to boost the demand for labor.

**The MDTF has also financed the development of policy recommendations on inclusive value chain development, which are being implemented in several countries.** The “[Zambia Jobs in Value Chains: Opportunities in Agribusiness](#)” (January 2017) study fed into a multisector jobs strategy<sup>6</sup> for Zambia, which made recommendations to prioritize actions for the jobs agenda. The proposed action plan highlights the potential of smallholder inclusion in value chains through aggregator models to increase productivity and earnings. It also promotes training for youth in the construction industry, a labor-intensive sector with high job multiplier effects and a shortage of skilled labor. The action plan emphasizes the high potential for job generation in agribusinesses that supply the growing domestic and regional markets. The Government of Zambia has asked for support to implement the jobs strategy, with a focus on youth and women. The findings are also being implemented through the Zambia Agribusiness and Trade Project (P156492), which aims to increase market linkages and firm growth in agribusiness (in a \$40 million lending operation). The MDTF also supported a study on “[Jobs in North Lebanon: Assessment of the Potato Value Chain](#)” (November 2017). The recommendations and findings are now being operationalized through the [Jobs Program-for-Results in Lebanon](#), a \$400 million WBG lending operation that aims to increase private investment and job creation. The operation includes a focus on SME development through new firm entry, improved competitiveness and export performance in key value chains, and the increased participation of women and youth in the labor market, which is reflected in the national jobs strategy. (*Crosscutting Theme addressed: FCV*)

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<sup>5</sup> JDs identify key challenges that countries face in the labor market using macro, household, and firm data.

<sup>6</sup> Jobs Strategies find potential solutions to address jobs challenges. Key interventions include macro and regulatory policies, labor regulations and active labor market programs, and targeted programs to create jobs by addressing sectoral and regional needs.

## OUTCOME 2: THE PRIVATE SECTOR MAINSTREAMED IN THE JOBS AGENDA

**The MDTF has supported better integration of the private sector role in the framing of jobs challenges or solutions, and in job creation.** Private sector mainstreaming has been supported primarily through the LWP under Window 2 of the MDTF. Its activities have included seven country pilots, sectoral analyses, country-level diagnostics, stakeholder consultations, direct support to the private sector, and improved data collection. Details on the LWP can be found in annex A, with examples of country engagements in boxes 1 and 2.

**The JD studies and LWP country pilots have modeled new ways of engaging stakeholders.** The diagnostic process and policy dialogue have brought together nontraditional partners to discuss jobs challenges and priorities, which enriches findings and recommendations and strengthens buy-in. The conclusions have been taken up by ministries of employment and development partners, other government counterparts, private firms, and producers' associations (such as for agro-processing in livestock, dairy, olive oil, and medicinal herbs, as well as information and communication technology and call centers). Sector-specific consultations have been held in the automotive, manufacturing, and horticulture sectors. Labor unions, employer associations, and industry associations have been engaged, and academia and nongovernmental organizations have provided inputs.

**Evidence on jobs in value chains.** The value chain analyses undertaken through the LWP and other grants have yielded insights on job creation in agribusiness, agro-processing, textiles, tourism, and construction.

### BOX 1: LET'S WORK BANGLADESH

In Let's Work Bangladesh, the MDTF grant has supported the design and implementation of the \$100 million [Export Competitiveness for Jobs](#) project, which supports competitiveness measures to drive growth and the creation of quality jobs. In addition, the program funded a JD which contributed to policy dialogue with the Government of Bangladesh, leading to a \$750 million [Jobs Development Policy Credit](#) to support policy reforms identified in the JD. The program also supports a [Jobs Platform](#) in the World Bank country management unit (CMU); it is a three-year program of activities to help focus WBG investments and analytical work on the challenges identified by the JD and other LWP outputs. This progress is based on the following key outputs emanating from the program:

- [Ready-Made Garment Sector Pilot](#): A Work Progression and Productivity Toolkit has been published, and the pilot training program has been completed in 30 participating factories. Post-training surveys have been completed and the IE is being finalized.
- [Leather Sector Pilot](#): A social and environmental compliance handbook, which will support companies in gaining access to export markets while improving competitiveness and working conditions, was launched in July 2017. The handbook will be replicated across other sectors as part of the Export Competitiveness for Jobs project. The work on social, environmental, and quality compliance in the leather sector formed the basis for a component to help export-oriented firms to meet international standards, supporting the expansion of their market access.

- Light Engineering Pilot: This technology-centered prefeasibility study was launched in August 2017. A full feasibility study is being done under a component of the Export Competitiveness for Jobs project, which will develop a network of technology and training centers in the light engineering, electrical, plastics, and leather sectors.
- Value Chain Surveys: These surveys provided inputs to the preparation of a Jobs Action Plan and supported the Export Competitiveness for Jobs project.

The main findings from the surveys reveal the location, scale, and quality of jobs within the value chain and can be used to estimate the potential for jobs growth over the next few years based on alternative investment scenarios. The data are used to create jobs profiles for workers involved in production, distribution, and processing, including the gender, age, and skill profile of labor. In Zambia, for example, along with details on the profile of the workforce, the study of poultry and aquaculture value chains revealed the potential for jobs growth over the next few years if the main identified constraints to job creation are mitigated.

**The MDTF has generated data on the jobs dimensions of private sector development.** It is crucial to improve knowledge of the roles of firms on the demand side of the labor market. Most previous analyses focus on the supply side. Demand-side information can enhance the design of policies to promote private sector job creation. The grant for ***Jobs Indicators on Enterprise-Level Data*** supported work with ORBIS firm data for the 2007–2013 period. ORBIS contains information on nearly 150 million companies worldwide, with an emphasis on private companies. The resulting methodology and data set, tested for 24 countries in the Europe and Central Asia Region, helps us to understand labor market dynamics and links with macroeconomic performance. The grant for the ***Jobs Quality Framework for “Doing Business 2017: Equal Opportunity for All”*** helped integrate a new multidimensional Job Quality Framework as part of the influential Doing Business database, going beyond the concepts of efficiency and labor market flexibility.

**Direct engagement with the private sector is part of the solution.** The ***Tackling Childcare*** grant built evidence on the business case for the provision of gender-smart childcare services in the workplace. It also provided ideas on how the private sector can adopt such policies. The “Tackling Childcare Report” included (a) a decision-making tool for employers to assess whether, how, to whom, and at what cost to offer childcare; and (b) nine country policy highlights. The company case studies show that employers have a growing understanding of the role of childcare support in their strategies for hiring and retaining female staff. In addition, desk research was conducted on employer-supported childcare policies in 50 countries. The activity generated a policy note on how public policies can support the private sector to support childcare. (*Crosscutting Theme addressed: Gender*)

## BOX 2: LET'S WORK MOZAMBIQUE COUNTRY PILOT

Let's Work Mozambique is the largest country pilot, made possible by additional funding from the Mozambique program of the U.K. Department for International Development (DFID). The main activity is the [Mozambique Agricultural Aggregator Pilot \(MAAP\)](#), which is a 30-month study of the jobs effects of expanding private sector out-grower systems in nine agribusiness firms engaged in cotton, sugar, chicken, goats, maize, and sesame production, and in horticulture. The firms' expansions are projected to support around 4,500 improved jobs for the smallholder farmers who supply the inputs.

The study will help to fill an important knowledge gap. Many LWP member agencies have programs in Sub-Saharan Africa that support agribusinesses that might benefit smallholder suppliers, but they rarely measure precisely the associated income and jobs effects. The earnings gains for the out-growers are *labor externalities* (they are gains for the workers supplying inputs, but not for the firms that make the investments). Their empirical measurement will provide a basis for determining reasonable levels of public subsidy to support such private sector expansions.

The pilot started implementation at the end of 2017. Baseline data have been collected and analyzed at the firm and household levels, and the first phase of the expansion plans has been rolled out. The second round of data collection was in the fall of 2018 and will allow for an initial estimation of the jobs and earnings impacts of the expansions. A third set of data will be collected in mid-2019 to see whether the expanded systems have been maintained and to permit the development of estimates of the long-term earnings gains for the smallholders.

A [Mozambique JD](#) has been completed, including a full analysis of macro, labor supply, and labor demand data on the basis of new household survey and firm census data. The JD, together with the MAAP study and studies on the value chains for cassava, cashew, pigeon pea, green construction, and plantation forestry (also funded through the MDTF), provided the analytical basis for a new \$55 million WBG-IDA investment operation, [Harnessing the Demographic Dividend \(P166100\)](#), which is due for Board approval in FY2018/19 and will address supply-side and demand-side constraints on improving jobs outcomes for youth.

The Mozambique Let's Work Program is also evaluating the [Biscate private sector jobs-matching platform](#), which connects informal sector workers to customers through SMS messaging and web technologies. Baseline data have been collected and ex post data was collected in the second half of 2018. It is also supporting an ambitious program of [Knowledge Platform](#) events, which is being rolled out throughout 2018/19. This includes dissemination of work already undertaken through presentations on the JD and the MAAP. This will be followed up in 2019 with the production of video documentaries linked to the main activities of the program. (*Crosscutting Theme addressed: FCV*)

## OUTCOME 3: INNOVATIVE OPERATIONS FOR JOBS CREATION

**The MDTF has leveraged a new generation of jobs lending operations with an explicit focus on jobs outcomes, such as jobs creation in the formal sector, improving the quality of informal jobs, and connecting vulnerable groups to jobs.** The MDTF's grants have informed discussions between country management units (CMUs), GPs, and client countries, and have supported M&E systems that track beneficiaries over time. Fifty-eight operations valued at \$7.74 billion have been leveraged by the MDTF work in this area (box 3). The large-scale Jobs MDTF-supported Let's Work country pilots that have been implemented in Bangladesh and Mozambique are highlighted in box 2 and box 3, respectively. The following paragraphs discuss other important ongoing jobs lending initiatives that are supported by the MDTF in Côte d'Ivoire, Jordan, Lebanon, Mexico, and Tunisia.

### BOX 3: BENEFICIARIES REACHED BY WBG JOBS PROGRAMS<sup>7</sup>

The Jobs Group estimates the beneficiaries of jobs interventions at three levels:

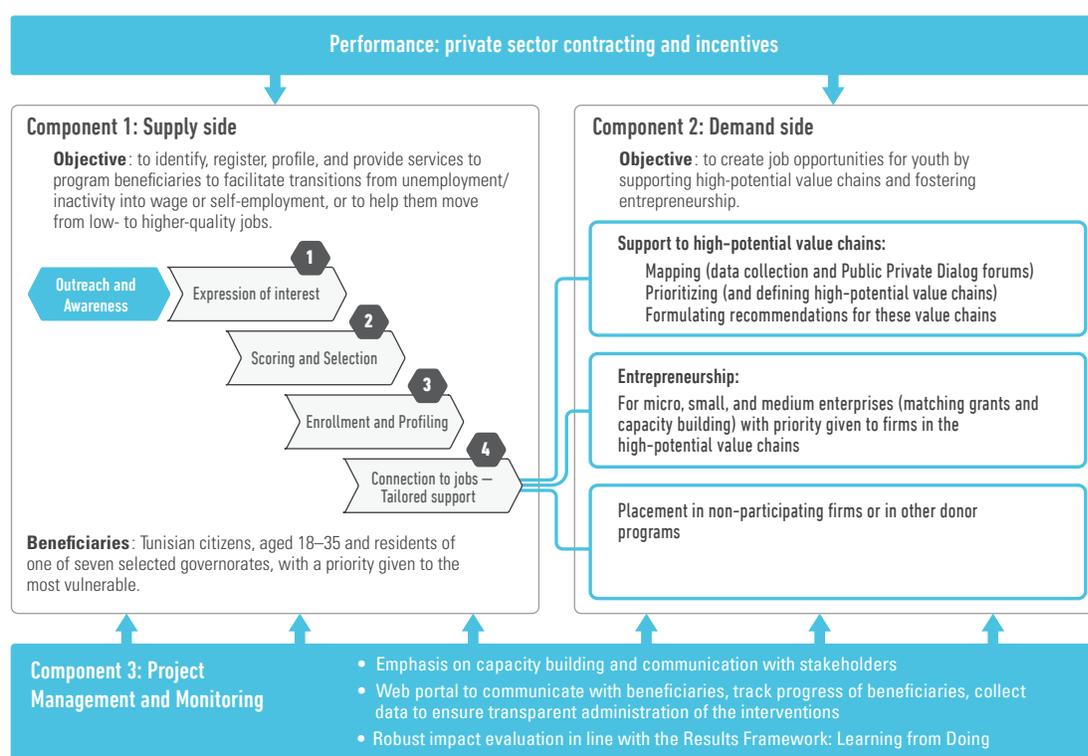
- (1) **Direct beneficiaries of MDTF grants:** Some MDTF-funded activities (such as pilots and IEs, among others) reach beneficiaries directly. This is reported by grant recipients in the results framework and stands at **27,161** beneficiaries, according to the latest estimates.
- (2) **Leveraged Portfolio Level:** The 43 Jobs MDTF grants are associated with 58 World Bank lending operations, valued at \$7.74 billion. Of these, 23 projects track the number of direct project beneficiaries, which amounted to **3.3 million** in 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 FY2018/19, there were 272 jobs lending projects supporting **12.6 million** jobs, including 9 million in IDA countries, 3 million in IBRD countries, and 4 million female beneficiaries.

**In Tunisia, a new youth jobs investment lending project was approved, based on inputs from the MDTF (through the Let's Work Tunisia country pilot).** This is a multi-GP (FCI and SPJ), multisector lending operation that supports integrated supply- and demand-side interventions to improve jobs opportunities in lagging regions and marginalized peri-urban areas. On the supply side, the project addresses the barriers (incentives, information, skills, and mobility) that youth face in accessing jobs or in moving to higher-quality jobs. On the demand side, the project provides matching grants and business support services, conditional on job creation, to existing and new enterprises in selected value chains (figure 4). Careful economic analysis suggests that the integration of the supply and demand interventions increases the social rate of return by almost three percentage points. *(Crosscutting Theme addressed: Gender)*

<sup>7</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.

FIGURE 4

Tunisia integrated youth economic inclusion operation



Source: World Bank. "Youth Economic Inclusion Project Team (P158138)." Accessed May 2018. Available from: <http://projects.worldbank.org/P158138/?lang=en&tab=overview>.

**In Lebanon, the MDTF grant supports the design and evaluation of a multisectoral jobs investment lending project developed under the National Jobs Creation Program.** The project will support sustainable private sector job creation in lagging regions with a focus on youth, women, and vulnerable populations, including Syrian refugees. It will develop targeted infrastructure services including broadband internet and a special economic zone, strengthen the business environment and value chains, train workers, and connect them to jobs. Grant-funded analytical activities have supported the design of a \$400 million Jobs-Centered Program for Results (P4R) loan, which was approved in June 2018.<sup>8</sup> A supply- and demand-side analysis of the micro, small, and medium enterprise (MSME) lending market identified gaps in financial markets. An in-depth analysis of the expected job creation effects of policy actions and sector investments informed the structuring of the results-based payments. This analysis has also highlighted the constraints that women face in the labor market and laid the groundwork for policy reform in this area. A state-of-the-art IE will identify the successful components for replication or adaptation of the P4R in other fragile environments. (*Crosscutting Theme addressed: Gender, FCV*)

<sup>8</sup> Creating Economic Opportunities – Lebanon National Jobs Program (P163576).

**The MDTF has also supported operations to address policy constraints to better jobs outcomes. In Jordan, the Jobs Group is leading the First Equitable Growth and Job Creation Development Policy Financing.** This \$500 million policy-based lending operation will help Jordan lay the foundations for a higher and more sustainable economic growth path, while creating more jobs both for Jordanians and for non-Jordanian refugees and migrants. Since 2009, a combination of adverse external shocks, a dissipating fiscal stimulus, and slowing domestic reform momentum have held back economic growth, which averaged just 2.5 percent per annum over 2010–2017. Progress in reducing unemployment and in increasing labor force participation has also stalled. Labor force participation is among the lowest in the world, exacerbating the urgency posed by the post-2011 presence of close to 1.3 million Syrians. The program comprises three pillars: (a) reduce business costs and improve market accessibility, (b) create more flexible and integrated labor markets and provide better and more efficient social assistance, and (c) improve fiscal sustainability and take more informed decisions regarding risk. (Crosscutting Theme addressed: FCV)

**In Bangladesh, as outlined earlier in box 2, the LWP funded a JD that contributed to policy dialogue with the Government of Bangladesh,** leading to a \$750 million Jobs Development Policy Credit to support policy reforms identified in the JD. The *First Programmatic Jobs Development Policy Credit* was designed around the three main pillars of the JD report (diversified job creation, improved job quality, access to jobs for vulnerable populations). The multisector policy operation (SPJ, MTI, and FCI) is the first budget support operation in Bangladesh in 10 years and the first DPO to derive directly from the findings and recommendations of a JD.

**In 2016, the Jobs MDTF began to roll out a second set of pilots in Côte d’Ivoire, Mexico, and Nepal to design and test new approaches to jobs lending.** The following paragraphs provide a brief synopsis of these pilots, each of which leverages larger national programs or a new World Bank jobs lending operation.

**The Côte d’Ivoire Economic Inclusion into Value Chains Pilot tests an integrated jobs approach to simultaneously tackling the labor supply and demand constraints to increasing labor incomes of the poor.** The focus is on developing the rice value chain through support to rice processing units (labor demand-side intervention) and the productive inclusion of poorer cash-transfer rice-growing households within the value chain (labor supply-side intervention). The pilot was operationalized in the context of the ongoing Productive Social Safety Net Program in the country. Throughout the preparation and early implementation of the pilot, the Government of Côte d’Ivoire expressed its keen interest in the value chain approach as a way to foster market access and economic inclusion for the most vulnerable population groups. The pilot task team is now providing technical assistance to government counterparts in the preparation of the additional financing of the program to scale up and replicate this innovative approach to economic inclusion to other value chains, thus leveraging a \$100 million IDA operation.

**A gender dimension is essential.** The JD in Côte d’Ivoire (TF0A0731) found that the productive inclusion of poor rural women is at the core of the gender challenge in the country. It also stresses the importance of non-agricultural self-employment in women’s employment and the need for additional attention to policies to raise the productivity of those engaged in the sector (giving priority to women). (Crosscutting Theme addressed: FCV, gender)

**The Mexico Youth Labor Market Inclusion Pilot (P163362) is evaluating innovative approaches to improve youth employment outcomes.** Its focus is on past and present beneficiaries of conditional cash transfer programs. The project team will test a package of labor inclusion activities to promote entry into formal employment in strategic economic sectors. The pilot was met with enthusiasm from the government and private sector counterparts. Because it is integrated with existing government programs, it is well positioned to influence the employment services currently provided by the Government of Mexico. This results in greater efficacy, as the technical support offered through the pilot will help improve the design, implementation, data collection systems, and metrics of a multitude of government programs and agencies.

**Other pilots from the first two calls for proposals for Jobs MDTF funding are starting to show results.** In some cases, the reports are completed, and outputs are being readied for public disclosure. These include

- Pakistan: Linking Vulnerable Youth with Digital Employment Opportunities
- The Multi-Country Soft Skills, Personality Traits, and Jobs in FCV study
- Tackling Youth Labor Market Exclusion in Indonesia: Analytical Underpinnings for Policy Actions
- Public Works and Welfare: Randomized Control Trials in Tunisia and Comoros
- West Bank and Gaza Finance for Jobs: Innovative Jobs Country Pilot

In other cases, initial results have been delivered, but the pilot is ongoing. These include

- Entrepreneurship Pilot to Promote Economic Opportunities for Jordanians and Syrians
- Burkina Faso—Cash Transfers vs. Matching Grants for Job Creation in MSMEs
- Technology and Entrepreneurship Rapid Skills Training for Youth Employment
- Yes, You Can: Socio-Emotional Skills for Higher Youth Employability in Turkey
- Roads to Jobs—Accelerating the Development Impact of Roads in Rajasthan, India
- Let's Work Mozambique (see box 2)

## OUTCOME 4: STAKEHOLDER CAPACITY BUILDING

**The MDTF has built country stakeholders' capacity to design and implement jobs policies and programs.** This capacity building has been delivered through grants with capacity enhancement objectives; grants aiming at delivering systems, platforms, and information on jobs; and country engagement and on-the-job learning.<sup>9</sup>

**JDs are proving to be effective in enabling capacity building and promoting policy discussions around jobs solutions.** JDs have been used to provide capacity building to government counterparts and stakeholders, to undertake a diagnostic to assess jobs challenges, to engage in policy discussions on solutions, and to implement reforms in the follow-up to the JD. For example, in Zimbabwe, a technical assistance partnership between the World Bank and the Zimbabwe National Statistical Agency (ZimStat) has been designed to raise the capacity of ZimStat to conduct evidence-based policy analysis on employment and labor productivity. This will be achieved by on-the-job training in data manipulation and interpretation while a WBG standardized JD is conducted. On the basis of this work, a joint team of World Bank and ZimStat staff will produce four brief analytic notes for policy makers. The work is leveraging lessons learned from the MDTF-financed Let's Work Zambia Program. (*Crosscutting Theme addressed: FCV*).

**The Ecuador grant has yielded positive outcomes and led to innovation and improved data management capacity within the government.** It will lead to better-informed policies and programs to generate labor market inclusion. The grant built institutional capacity to create comprehensive labor market statistics and foster institutional dialogue by (a) designing and implementing a labor demand module for the comprehensive industrial survey; (b) integrating the labor ministry's registry into the Laboratory for Labor and Business Dynamics data system; (c) merging industrial surveys with that system; (d) creating labor demand statistics using data mining; and (e) creating a jobs database by type of business.

**The Let's Work Tunisia Program is centered on capacity building around sectoral analysis and value chains for jobs.** It supports Tunisian counterparts in developing new value chain interventions. The program offered training for government institutions (25 civil servants grouped in seven teams for five in-class training weeks and hands-on exercise over six months), and workshops for counterparts and donors to establish a platform for value chain analysis and development. The workshops made recommendations to reinforce the competitiveness of local economy clusters. They supported decision makers in industrial policy and export development programs. The trainees learned about business relationships that connect value chains and methods for raising efficiency along the value chain. They developed business expansion strategies for market segments with high jobs potential and good commercial potential. These skills will support World Bank operations in increasing private sector demand in Tunisia currently under preparation.<sup>10</sup> The project engaged both government counterparts and donors, including the Swiss State Secretariat for Economic Affairs (SECO), the German Agency for International Cooperation (GIZ), and the European Union (EU).

**Capacity building continues to be achieved through broad WBG training programs.** Over 50 policy makers and practitioners from over 25 countries attended the second Jobs and Migration

<sup>9</sup> See also section on Outcome 5: Improved Knowledge Sharing and Leveraging.

<sup>10</sup> Tunisia Forest and Rangeland Ecosystems Co-Management Project (P151030).

Core Course at World Bank headquarters in Washington, DC, from April 30 to May 11, 2018. The course provided an in-depth understanding of the conceptual and practical issues involved in the design and implementation of jobs strategies and interventions. One aspect valued by attendees was the comprehensive approach to migration and jobs issues. The course discussed evidence on the economic benefits of migration, managing vulnerabilities and risks during the process of migration, and creating an appropriate mix of public-private initiatives that create win-win outcomes. The course drew on the knowledge and lessons emerging from many MDTF-funded activities, including the following:

- (a) *JDs*: Practical training on using tools developed through MDTF activities in Bangladesh, Burkina Faso, Côte d'Ivoire, Tajikistan, and other countries. The sessions explored underlying concepts and theory through the analysis of demand, supply, and macroeconomic data to understand job challenges in a country and to develop policy recommendations
- (b) *Training on value chains*: Building on tools developed in MDTF countries such as Bangladesh, Tajikistan, and Tunisia, this activity studied the potential to develop more inclusive value chains by integrating microenterprises and/or smallholders, using country- and sector-specific case studies.
- (c) *Results, Monitoring, and Evaluation*: Based on the Jobs M&E Toolkit funded by an MDTF grant, the session discussed the fundamentals of evaluation in development practice including IEs and project-specific M&E. Simple tools for data collection for jobs and guidance on indicators for key job outcomes, survey forms, manuals, and the like were discussed. Key concepts such as the development of hypotheses, counterfactuals, sampling strategies, and instrument development, were also covered during the session.
- (d) *Migration and Labor Dynamics*: The session focused on internal migration, urbanization and its impact on labor supply, skills, and the associated challenges. This was aligned with research undertaken through the MDTF grant for Labor Market Dynamics and Social Protection for Rural to Urban Migrants in China.

**An IE funded by the MDTF offers lessons on what works in youth employment.** The Rapid Skills Training for Youth Employment study identified success factors for Technology and Entrepreneurship Rapid Skills Training Programs (boot camps). The training was administered in three countries—18 participants in Nairobi, Kenya; 119 in Medellin, Colombia; and 15 in Beirut, Lebanon. The findings suggest that boot camps improve access to high-quality jobs (particularly high-quality tech jobs) and have positive effects on business creation for the low-income population. The IE also showed under-representation of women in this type of training, coupled with lower chances of employability for women than for men with equal skills and training. The team leveraged this small grant to (a) expand the model to see what helps overcome constraints to female participation and (b) design new lending operations on youth skills for employment and entrepreneurship in the Arab Republic of Egypt,<sup>11</sup> Kenya,<sup>12</sup> Pakistan,<sup>13</sup> and West Bank and Gaza.<sup>14</sup> The SolTuna grant (box 4) is an example of successful gender training. (*Crosscutting Theme addressed: Gender, FCV*).

**The socio-emotional skills pilot for higher youth employability in Turkey has leveraged IE activities to improve the technical capacity of client counterparts.** This activity will contribute

<sup>11</sup> World Bank. 2018. "[Catalyzing Entrepreneurship for Job Creation](#)."

<sup>12</sup> World Bank. 2018. "[Kenya Industry and Entrepreneurship Project](#)."

<sup>13</sup> World Bank. 2018. "[Pakistan Khyber Pakhtunkhwa Cities And Digital Transformation Project](#)."

<sup>14</sup> World Bank. 2019. "[Finance for Jobs II](#)."

to expanding the capacity of the core staff of the Turkish Public Employment Service (ISKUR) in delivering job search assistance to their clients. The team worked with ISKUR to develop materials such as presentations, brochures, a manual, baseline and end-line surveys, training evaluation forms, attendance sheets, and logbooks. The materials were used to train 58 ISKUR counselors (39 of whom were women). The team also hired an IT expert to work with the ISKUR IT department on automating recruitment and implementation processes, database merging, and anonymization of individual data for evaluation. *(Crosscutting Theme addressed: Gender)*

## BOX 4: TRAINING WOMEN IN SOLTUNA (TWIST)

**TWIST aimed to improve the employability skills of women in the Solomon Islands' tuna industry through demand-driven training and partnership with the private sector.** An IFC investment client since 2013, SolTuna employs over 1,800 workers, 64 percent of whom are women. The advisory work included a gender diagnostic, qualitative and quantitative research, and interventions to understand and address the root causes of absenteeism and turnover and the provision of financial literacy and other life-skills training to workers.

**The diagnostic revealed that women were highly concentrated at the operational level and under-represented in management.** SolTuna is above the global industry peer group average in terms of the share of women in the total workforce, but below the industry peer group average for the share of women in management positions. Women made up 67 percent of operational staff, but just 26 percent of junior management, 14 percent of middle management, and 20 percent of top management.

**With the MDTF-financed activity, SolTuna has made progress.** It has appointed two women to senior management positions and is expanding the number of women in nontraditional work such as forklift driver, maintenance, and security (which is now more than one-third women). Some 1,500 SolTuna employees have attended financial literacy training since November 2015. In the first cohort of trainees, results were significant:

- The proportion of workers who “always” had money left the day before payday increased from 14 percent at baseline to 31 percent at the end of the training.
- There was an 81 percent increase in workers who had a savings goal.
- The proportion of workers who made a household budget more than tripled, from 12 percent at baseline to 39 percent at completion.
- Absenteeism among trainee participants declined from 19 percent on average before the training to 13 percent after the training.

The project attracted interest from the private sector and mobilized additional funding of \$1.7 million from the Australian Department of Foreign Affairs and Trade to create a follow-on project. *(Cross-cutting Theme addressed: Gender)*

## OUTCOME 5: NEW METHODS AND APPROACHES TO ESTIMATION OF JOB EFFECTS

**The MDTF has developed a set of tools, guidance, and methodologies that will strengthen jobs analytics and program design.** These include integrated multisector tools for *JDs*, including *special adaptations for FCV settings and for gender*, which have been applied with local stakeholders; tools for *jobs projections* (provided through user-friendly interfaces); and guidelines for *youth employment program design*, based on country experiences.

**Standardized JDs were created under IDA17 and have taken off across the Bank, with well over 30 countries now having completed or started a JD.** The Jobs Group has created easy-to-use standardized data tools using macroeconomic and labor supply data from the World Development Indicators and the Bank's micro data libraries. These have proven especially useful for getting a fast assessment of country trends and global comparisons of progress in economic transformation and jobs outcomes. These standardized tools and techniques have been adopted within three GPs: Social Protection and Labor (in preparing Jobs Strategies), Poverty (through Systematic Country Diagnostics), and MTI (as part of the checklist for the new growth-focused Country Economic Memoranda). Demand for the standardized JD approach is also proving strong among client countries, especially in IDA countries where economic transformation and jobs is a key topic in IDA18 and IDA19 discussions. These governments need a reliable way to get a rapid sense of the key constraints and possibilities for the jobs agenda in different countries and regions. Further work is planned to disseminate guidelines for JDs and for interpretation of the results; fill data gaps; continue to improve the synthesis of available data from global sources; and to raise capabilities in IDA governments to diagnose their jobs challenges and develop their own reform programs for jobs.

**Tools to support jobs gender analysis help underpin more effective policies for positive female labor market outcomes.** Across all country income groups, women do not participate in the labor market as much as men.<sup>15</sup> In a number of countries, more efforts are needed to better generate or analyze data on gender in JDs, to better target relevant policies. For example, if a JD finds that women have low labor force participation and that a high proportion of people not in education, employment, or training are female, the jobs strategy might want to support the expansion of activities that can generate better jobs for women, address discriminatory norms and practices that limit women's access to existing jobs, support women's labor market access by promoting childcare facilities, and increase women's security in the workplace or in traveling to work. Box 5 summarizes guidance to task teams and clients on how to conduct gender-sensitive JDs (from TF0A4739 - *Gender Work*). (*Crosscutting Theme addressed: gender*).

<sup>15</sup> Dino Merotto, Michael Weber, and Reyes Aterido. 2018. "[Pathways to Better Jobs in IDA Countries: Findings from Jobs Diagnostics](#)." World Bank, Washington, DC.

## BOX 5: INCLUDING GENDER IN JOBS DIAGNOSTICS

Incorporating a gender lens in JDs is important to identify and prioritize the gender disparities that constrain growth and productivity, and to address them effectively through targeted policies and interventions. The note “Including Gender in Jobs Diagnostics”<sup>16</sup> presents how the standardized JD tool, together with complementary in-depth, gender-focused analysis, can help formulate country-relevant jobs strategies that support women’s economic empowerment.

In the WBG, gender-focused JDs are produced as standalone Advisory Services and Analytics to inform policy and operations, or as part of Systematic Country Diagnostics and **Country Partnership Frameworks**. World Bank Operations Policy and IDA18 replenishment commitments require the strengthening of the gender evidence base of country partnership frameworks to enhance their impact on gender equality. Following are the steps in a gender-focused JD.

### STEPS OF A GENDER-FOCUSED JOBS DIAGNOSTIC



#### 1. **Assessment of availability and quality of data:**

The diagnostic starts by taking stock of and assessing the quality of gender-disaggregated standardized data (labor market surveys, household surveys, enterprise surveys, etc.) and other data sources that could complement the gender analysis.

#### 2. **Production of standardized gender-disaggregated JD outputs:**

The JD tool is used to produce gender-disaggregated standardized indicators, graphs, tables, and statistical analyses—going beyond national averages and investigating gender differences across age groups, educational levels, geographic region, urbanization level, and others.

#### 3. **Analysis of gender jobs challenges and determinants:**

Gender gaps in jobs outcomes are interpreted in the context of the structure and functioning of markets, institutions, households, and social norms that affect how they behave. Beyond the standardized data analysis, identifying the gender jobs challenges and their determinants requires in-depth, thematic, gender-focused analyses, drawing on qualitative, quantitative, and administrative data collection; literature reviews and sector studies; and assessments of legislation and regulatory frameworks. Examples of in-depth analyses are the JDs implemented by the Jobs Group in Pakistan and Paraguay.

#### 4. **Identification of priorities and policy recommendations**

Precedence is given to the gender jobs challenges that have greater importance for the attainment of a country’s overall jobs priorities. A gender-focused JD assesses, for instance, whether the gender gap in educational attainment or the misallocation of labor due to gender-based occupational segregation contributes more to overall labor productivity growth. Recommendations are then formulated to address the determinants that more significantly and substantively contribute to closing the priority gender gaps in jobs outcomes.

<sup>16</sup> Raquel Scarpari and Eliana Carranza. 2019. “Including Gender in Jobs Diagnostics: A Guidance Note.” World Bank, Washington, DC.

**The MDTF's tools and guidelines have strengthened practitioners' ability to undertake good-quality jobs analytics and to build good practices into program design in diverse settings.**

WBG staff, clients, and stakeholders now have access to a suite of tools at the project, sector, firm, and country levels. These include standardized methodologies for estimating the job creation effects of private sector, which have been tested and applied in strategic sectors with high potential for multiplier effects through indirect and induced jobs. They also include tools to enhance the jobs dimensions of country and private sector diagnostics. In particular, the IFC has developed cutting-edge macro simulation models, including input-output (IO) and CGE-related structural dynamic models. The IFC continues to integrate and build such tools into its broad, cross-sector, ex ante impact estimation framework as well as country private sector diagnostics.

**The [Jobs M&E Toolkit](#) provides a package of resources for project teams to support mainstreaming the Jobs Agenda in WBG lending operations.**

It provides guidance on results indicators and simple tools for jobs data collection without the burden of resource-intensive survey efforts. For those settings in which primary data collection is necessary, it also contains model data collection instruments and manuals for firm-level and household surveys, which will help speed the design process and systematize the technical definition of jobs indicators. It includes indicators that are suited to project implementation monitoring and indicators for IEs. The menu of indicators and related guidance were generated in consultation with task team leaders following a portfolio review of WBG jobs-related projects across GPs. The work made use of labor force, enterprise, and other surveys developed by the WBG.

**The Jobs M&E Toolkit is being applied in ongoing jobs operations and continues to be fine-tuned in real time on the basis of feedback from project teams.**

An interactive version of the toolkit is available on the new [Jobs and Development Partnership website](#). The Jobs Group has provided training and tailored advice on Jobs M&E to WBG task team leaders and government counterparts globally. During 2017–2018, workshops were held for GPs working on jobs-themed projects and with partners such as the *S4YE Impact Network*.

**As discussed in box 1, the Jobs Group has developed a new WBG corporate results indicator to monitor “beneficiaries of job-focused interventions,” which captures the crosscutting nature of the jobs agenda and is disaggregated by gender.**

Beneficiaries include workers, households, farmers, microenterprises, SMEs, and other target groups that benefit from WBG-supported operations. The indicator tracks jobs impacts across sectors. It was developed following consultation with GPs (Agriculture, FCI, Education, etc.) to understand the jobs impact of their projects. The resulting composite indicator aggregates data such as (a) farmers reached with agricultural assets and services, (b) beneficiaries of labor market programs, (c) firms benefiting from private sector initiatives, (d) teachers recruited or trained, (e) students benefiting from direct interventions to enhance learning (technical and vocational education and training and tertiary learning only), and (f) beneficiaries reached with financial services. The Jobs Group encourages the use of the indicator in project results frameworks and supports operational teams by providing data collection templates, training manuals, and other resources through the [Jobs M&E Toolkit](#).

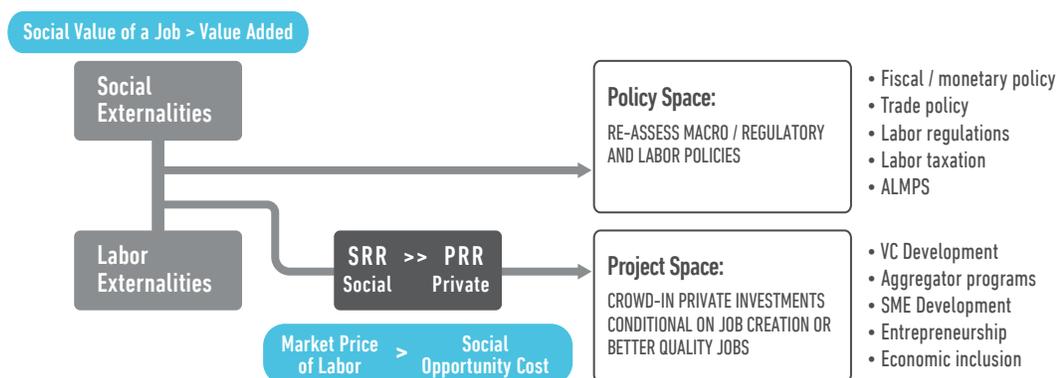
**New guidance on jobs economic analysis will help task teams to analyze the benefits of jobs lending operations in a systematic way.**

The rapid evolution of new jobs investment lending in the WBG has increased the urgency of strengthening the conceptual framework for the economic

evaluation of jobs projects. The MDTF supported a guidance note<sup>17</sup> on cost-benefit analysis for jobs projects, highlighting the importance of the market failures that arise when there are externalities linked to the jobs that private investments create. There are two sorts of externalities to factor in: (a) labor externalities, which are the earnings gains for the workers who get better jobs; and (b) social externalities that can arise when some population groups get better jobs (figure 5). For example, when young men get better jobs, there can be social gains due to reduced crime and violence; and when young women get better jobs, there can be gains in investment in children’s health, nutrition, and education. Jobs that produce such social gains were defined in the Jobs World Development Report as “good jobs for development.” The guidance note provides methodologies to calculate a social rate of return that incorporates the value of these externalities linked to jobs. The Bank’s project teams have applied this guidance to activities in Lebanon, Mozambique, and West Bank and Gaza. (Crosscutting Theme addressed: FCV)

**FIGURE 5**

Social benefits of jobs outcomes from jobs-linked externalities



**The MDTF has helped improve demand-side jobs indicators, to inform private sector development programs.** Demand-side information benefits policy design for private sector job creation initiatives. The *Jobs Indicators on Enterprise-Level Data* Project focused on firms in the Europe and Central Asia Region and worked with ORBIS firm data for 2007–2013. ORBIS contains information on nearly 150 million companies worldwide. The final subsample covered 600,000 firms in 24 countries in Europe and Central Asia. The analysis will enhance understanding of labor market dynamics and of their link with macroeconomic performance.

**In Ecuador, the MDTF has funded enhanced labor market analysis and diagnostics.** The *Data, Diagnostics, and Institutional Innovations for Jobs* Project collected data on socio-emotional skills and labor market inclusion. It constructed an administrative data set of employers, workers, and labor force participants from firm registries, the tax authority, the social security system, training centers, and social programs. The resulting analysis covered jobs dynamics, professional profiles, an employment matrix, and job mobility.

<sup>17</sup> David Robalino and Ian Walker. 2017. “[Guidance Note on the Economic Analysis of Jobs Investment Projects.](#)” World Bank Group, Washington, DC.

**The Jobs in Value Chains Survey Toolkit helps project teams identify jobs at different points in the value chain and the relationships between actors.** After a team selects a value chain on the basis of secondary research, the toolkit supports empirical mapping of the specified value chain. The jobs data are collected using structured quantitative surveys and semi-structured interviews and focus groups. The questionnaires and sampling approach are adapted for the selected value chain. The toolkit has been tested in Bangladesh, Lebanon, Mozambique, Tajikistan, Tanzania, and Zambia. In Tunisia, the study also includes capacity building and outreach activities (see annex A on LWP).

**A Global Micro Database has been built to facilitate research on labor market outcomes.** It merges two harmonized databases: the International Income Distribution Database and the Global Micro Database. For the first time, labor market outcomes for the extreme poor can be compared quickly and easily across most countries in the world. The database has been made available to all WBG staff through the *Datalibweb* platform.



## OUTCOME 6: IMPROVED KNOWLEDGE AND EVIDENCE BASE ON JOBS

**The MDTF has strengthened the evidence base on jobs challenges and solutions.** This includes improved data and/or access to data through new collection, compilation, and dissemination; studies, reports, and research papers on jobs; IEs; and stocktakings, evidence gap maps, or strategies for collecting evidence on key jobs issues. The following examples provide thumbnail sketches of some of the activities undertaken.

- **Access to Jobs in Large Urban Areas in Haiti:** This grant cofinanced the Haiti Urbanization Review, “Haitian Cities—Actions for Today with an Eye on Tomorrow.” It funded analytical work on the challenges of rapid urbanization in places with high exposure to natural disasters and their implications for access to jobs and connectivity. The study used an innovative methodology based on *call detailed records* to identify the job and home locations of residents of Port-au-Prince and Cap-Haïtien and assessed commuting challenges and barriers to access to opportunities in Haitian cities. The report was disseminated in January 2018 to government officials, civil society, the private sector, and the media. The review findings and recommendations were highly appreciated and generated an excellent debate on urbanization and resilience in Haiti. The study received the World Bank President’s 2018 Award for Excellence in the category of Disruptive Technologies. (*Crosscutting Theme addressed: FCV*)
- **Public Works and Welfare—A Randomized Control Trial of Egypt’s Emergency Labor-Intensive Investment Project:** In 2012, the World Bank approved a \$200 million loan to the Government of Egypt to (a) create short-term employment opportunities for unemployed unskilled and semi-skilled workers, and (b) provide access to basic infrastructure services to the target population in poor areas. The flagship component was a cash for work program that provided a social safety net to millions through short-term employment opportunities. Over 80 percent of the funding has been disbursed. **The grant supported the IE of Egypt’s cash for work program.** The IE focused on two components: community social services and community infrastructure. It aimed to (a) measure the role of the cash for work intervention on consumption and expenditures on beneficiary households and their villages; (b) measure the psychological and social outcomes such as altruism with neighbors and levels of depression and anxiety; and (c) evaluate the role of gender in cash for work projects. The end-line data collection has been completed and final reports disseminated. The IE found that the community infrastructure projects had little economic and social impact. However, beneficiaries experienced improved psychological outcomes. In contrast, the community social services IE found significant impact on beneficiary households and villages, especially for female beneficiaries and their households. The findings will inform the design of future WBG-funded cash for work projects in Egypt and contribute to the literature on cash for work programs for the Middle East and North Africa Region.
- **Morocco Strengthening Micro-Entrepreneurship for Disadvantaged Youth Project:** This project provided young men and women between the ages of 18 and 29 in project areas with access to micro-entrepreneurship development services. Lessons from the project evaluation were used to design a scaled-up youth operation. These included the role of local networks in supporting young beneficiaries, effective mechanisms that work with young

women entrepreneurs, the types of entrepreneurship most suited for different segments of the population, and the profile of youth who benefit most from entrepreneurship support services, among others. (*Crosscutting Theme addressed: Gender*)

**A cohesive body of evidence on youth employment is guiding new approaches to more effective interventions.** The Jobs Group, through **S4YE**, finalized the S4YE 2018 annual flagship report “[Digital Jobs for Youth: Young Women in the Digital Economy](#),” and the *Stock Take of Evidence on Youth Employment Programs* (on both the supply and the demand side) on what works and what does not in youth employment programs. It found that a little over one-third of evaluation results from youth employment programs implemented worldwide show a significant positive impact on labor market outcomes—either employment rates or earnings. This is because they focus mostly on supply-side interventions to increase employability while doing little to ensure enough high-quality, inclusive, and youth-relevant jobs are made available to meet the increasing demand for jobs. Building on this stocktaking, a new integrated approach for youth employment programs is outlined in a new report—“*Guidelines for a New Generation of ‘Integrated’ Youth Employment Programs*”—that builds on the evidence of the stocktaking and presents task teams with clear, practical guidelines on youth employment programs that better integrate supply-side with demand-side interventions. Both these products (the Stock Take and the Guidelines) benefited from MDTF funding.

**The MDTF also built knowledge on what sort of firms create more and better jobs.** Using the Jobs Indicators on Enterprise-Level Data, young firms (rather than the most productive firms) were found to make the largest contributions to employment, productivity, and wage growth. It also found that strict employment protection legislation tends to hamper firm growth—especially of young firms and medium-size firms.

**The MDTF has built knowledge on effective approaches to enhancing labor demand.** The [Targeted SME Financing and Employment Effects: What Do We Know and What Can We Do Differently?](#) (June 2017) brings together evidence on SME financing and is aimed at project and program designers. The policy recommendations are already being implemented in WBG projects such as *Creating Economic Opportunities – Lebanon National Jobs Program* (the [Lebanon P4R](#)).

**A large body of evidence from the MDTF points to specific barriers for women in accessing good jobs.** The Digital Employment pilot in Pakistan (TF0A0786 – Pakistan) witnessed high attrition rates for women due to competing domestic duties, but also found that sessions on digital safety are particularly important to make women feel comfortable and improve attendance. The research paper titled “Elder Parent Health, Informal Long-Term Care Arrangements, and the Labor Supply of Adult Children: Evidence from China” (TF0A1563) finds that women’s labor supply and subjective well-being are most negatively affected by the presence of elder parents who require care. The study “[Reflections of Employers’ Gender Preferences in Job Ads in India: An Analysis of Online Job Portal Data](#)” (TF0A0791 – India) identifies gender gaps in employers’ preferences influencing female labor force participation. The Rapid Skills Training for Youth Employment Project (TF0A0831 – Colombia, Jordan, Kenya, Lebanon) found that women have less chance of finding a high-quality job after the boot camp training and recommends more women-centered interventions to attract and retain women to tech in general and to these kinds of training programs. However, the Kenya pilot (TF0A1854) to train female entrepreneurs and provide business mentoring found that (a)

business training helped female entrepreneurs grow and impacts were larger when looking at three to four years than at one year, and this growth does not come at the expense of other women operating in the same markets. The Mozambique Improving Jobs of Smallholder Women Farmers Project (TF0A2832) found that most targeted women and/or households practice subsistence despite profitable cash crop options, suggesting the presence of binding constraints to productivity and entrepreneurship. See annex B, Gender and Jobs, on priority themes of female labor force participation, gender-based employment segregation, and women's entrepreneurship.



## OUTCOME 7: IMPROVED KNOWLEDGE SHARING AND LEVERAGING

### **The MDTF has facilitated knowledge sharing among jobs practitioners and partnerships.**

This includes access to web-based knowledge platforms to support client service delivery. It also includes improving knowledge flows, coordinating and establishing Job Practitioners knowledge networks for regular structured knowledge exchange and holding dissemination events. The MDTF has created or supported several networks related to S4YE, the LWP, the Labor GSG, and the Tackling Childcare Partnership. The progress in nurturing CoPs around jobs has strengthened the discussion on jobs solutions and uptake of knowledge.

### **Improved jobs data and evidence are now available from several portals and platforms:**

- **The [new website portal](#) for all partnerships and associated knowledge:** This portal ([www.jobsanddevelopment.org](http://www.jobsanddevelopment.org)) is under the aegis of the Jobs Group. It provides a single access point for the Jobs Umbrella MDTF, the LWP, the S4YE partnership, the Global Knowledge Partnership on Migration and Development, and the Partnership for Economic Inclusion. The resources section of each subsite allows access to a significant repository of knowledge, research, analysis, and tools.
- **Jobs [Data Visualization App](#):** This allows users to customize charts and explore jobs indicators. It is based on the Global Micro Database to Track the Labor Market Outcomes of the Poor (the International Income Distribution Database), for which the MDTF grant contributed to analytical work on jobs by adding additional variables on migration and second jobs in all 1,300 surveys in the database (TF0A0816).
- **S4YE website:** The website is an important access point for those working on jobs for youth. This is particularly true when leveraging the impact of the private sector. The website has a rich section on resources showcasing knowledge briefs, presentations, and strategies.
- **Jobs Quality Framework:** The MDTF grant helped integrate a completely new Jobs Quality Framework into the [Doing Business 2017: Equal Opportunity for All](#) database. It goes beyond the concept of efficiency and labor market flexibility to enable a multidimensional measurement of job quality (TF0A0783).
- **Jobs Portfolio Visualization Tool:** The tool uses the Jobs Conceptual Framework developed through an MDTF grant to visualize the World Bank portfolio data (lending activities) and analyze the intended jobs outcomes of the projects (more, better, and inclusive jobs) by the number of projects and the monetary value of projects.
- **Portal for IFC's [Tackling Childcare](#):** The Business Case for Employer-Supported Childcare. Lack of access to childcare is a key barrier to female labor force participation—yet there is a dearth of information on what companies can do to address their employees' childcare needs and how the companies might benefit as a result. An MDTF grant supported regulatory framework analysis and the development of tools and case studies. (*Crosscutting Theme addressed: Gender*)

**On gender, in addition to the core project deliverables and portal, the IFC launched the [Tackling Childcare](#) commitment and partnership of 11 companies and six partners at the Clinton Global Initiative Annual Meeting in September 2016.** Its purpose is to accelerate the

spread of best practices for employer-supported childcare.<sup>18</sup> Most members, such as Afrifresh (ACG Fruit), MAS Kreeda, Mindtree, Safaricom, and Sumitomo Chemical, have been featured in the Tackling Childcare Report as complete or mini case studies. The six strategic partners are Care.com, the ILO, the Institute for Women's Policy Research, Kidogo, United Nations Global Compact, and United Nations Women, which continue to support the Tackling Childcare initiative. They do so in report dissemination activities, among other activities. To enable knowledge exchange within the partnership, three webinars were organized featuring renowned experts. Topics included the role of fathers in caregiving (with Promundo and PwC), public-private partnerships for childcare (with Danone and the WBG's Women, Business, and Law Project, and the Tackling Childcare decision-making model for companies (with the Tackling Childcare consultancy firm, the Institute for Women's Policy Research, and Founding Years Learning Solutions India). (*Crosscutting Theme addressed: Gender*)

## Partnerships and communities of practice

**Partnerships allow for richer forms of solutions, increased standardization, and a greater base for dissemination and uptake at the country or the global level.** In addition to internal partnerships with GPs, the IFC, and Global Theme groups, important global external partners include the ILO, the G-20, IZA, the Consultative Group to Assist the Poorest, the ITUC, S4YE, the Network on Jobs and Development, and the LWP, encompassing the private sector, multilateral development banks, other international finance institutions (IFIs), and donor agencies. The scope of jobs partnerships varies depending on their purpose and agenda. Partnerships involve research institutions and academia, the private sector, donors, and international organizations. Many of these partnerships also have country-level activities and engagements.

**Partnerships have raised the visibility of and level of debate on the complex issues that affect jobs outcomes and worker welfare.** Support from the MDTF has propelled progress in developing and implementing diagnostic tools, unified databases of jobs-relevant statistics and internationally comparable data sets, established a growing evidence base of labor market policies and interventions, and promoted strategic thinking on improving job quality and fostering the creation of good jobs. This has resulted in better internal coordination across GPs and with the IFC, and more strategic policy and project design to target positive employment outcomes.

**Partnerships also created opportunities for constructive dialogue with external partners— notably the ILO and the ITUC—through which joint understanding and recognition of the many challenges facing workers and economies has deepened.** By sharing the WBG's comprehensive and global perspective on jobs challenges and their development potential and pitfalls, whether through informal or formal exchanges (such as an annual conference held by the WBG and the International Monetary Fund with the ITUC), notable progress has been made in broadening the lens through which jobs challenges are viewed by different organizations and understanding the range of tools available to address them. See box 6.

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<sup>18</sup> The 11 member companies are Aeroméxico, Afrifresh (South Africa), Danone Nutricia Early Life Nutrition Italy, Dialog Axiata PLC (Sri Lanka), Grupo M (Haiti), HBL Bank (Pakistan), MAS Kreeda & Al Safi Madaba (Jordan), Mindtree (India), Pandurata Alimentos Ltda (Brazil), Safaricom (Kenya), and Sumitomo Chemical (Japan).

## BOX 6. IMPORTANT PROGRESS AND CONCRETE ACHIEVEMENTS FROM PARTNERSHIPS: ILO AND ITUC

The Jobs Group engages closely with the ILO to ensure common understanding of global jobs challenges, and to promote shared objectives for improving job outcomes throughout the world. Collaboration between the WBG and the ILO has benefited both institutions, each of which brings a unique perspective and varied experience in helping improve the welfare of workers.

The WBG and the ILO collaborate on a wide range of activities, reflected in the *Road Map of World Bank Group-ILO Collaboration*. Updated through an annual workshop cohosted by the senior director of the SPJ GP and the ILO's deputy director for policy, this living road map captures the changing and deepening program of activities in which the two institutions have complementary agendas and are partnering. Areas of collaboration include the following:

- **Joint data agendas and their implementation** relating to the Sustainable Development Goals (SDGs), the new employment definition from the 19th International Conference of Labour Statisticians, and Living Standards Measurement Studies.
- **Joint ILO-WBG research** funded under Window 5 of the Jobs MDTF, Research, which created new channels of dialogue around research methods and findings between the WBG and ILO research departments.
- **Country-level engagements** through Let's Work pilot country diagnostics and consultations on jobs strategies and the IFC-ILO Better Work Program. The LWP structure facilitated within-government dialogue across multiple ministries, typically a rare occurrence, and gave increased voice to civil society actors. The result was a more informed and inclusive multistakeholder dialogue around jobs challenges and policy responses. An IFC-managed grant for *Productivity in Jordanian SME Garment Factories* was also implemented in collaboration with the ILO Better Work Program. The grant activities filled major knowledge gaps and helped satellite factories adopt practices to improve working conditions and increase productivity, with the overall goal of helping them become sustainable providers of employment—particularly for women—across the country.
- **Collaboration on the World Bank's new safeguard on labor and working conditions**, which includes provisions on non-discrimination, child labor, freedom of association, and the right to collective bargaining. The Environmental and Social Standard—*ESS2: Labor and Working Conditions*—benefited from extensive discussions with the ILO, international and local trade unions including the ITUC, and other labor experts. Effective as of October 1, 2018, the ESS2 is being rolled out through guidance notes and training, a process that benefited from extensive consultation with the ILO. This engagement leveraged synergies with and lessons from IFC experience with its own safeguards measures to protect the rights of workers employed through IFC projects. The Bank's Environmental and Social Framework team is continuing its engagement with ILO and ITUC colleagues through the launch and implementation of the new framework.

- WBG and ILO continue to **chair regular inter-agency meetings of the Social Protection Inter-Agency Coordination Board**. At the last meeting, held February 1, 2018, different agencies presented their progress toward increasing social protection coverage and benefits to achieve SDG target 1.3, and renewed their commitments for collaboration and cooperation.
- The recently created WBG-ILO **Global Partnership for Universal Social Protection (USP2030)** is progressing well and expanding. The two institutions have jointly developed specific objectives and implementation action plans, with a focus on SDG target 1.3 that seeks to implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable. The partnership has now expanded to include other key international partners such as the African Union, the Food and Agriculture Organization, the European Commission, Helpage, Inter-American Development Bank (IADB), the ITUC, the Organization for Economic Co-operation and Development, Save the Children, the International Policy Centre for Inclusive Growth of the United Nations Development Programme (UNDP), UNICEF, and others, along with Belgian, Finnish, French, and German development agency cooperation.
- These interactions and expanded dialogue channels between WBG and ILO efforts are beginning to bear fruit in project design and implementation: in many client countries (for example, Bangladesh, Jordan, Lebanon), **WBG and ILO teams are collaborating on project design** to increase the labor-intensity of municipal investments or in road maintenance activities, for example, and through monitoring occupational safety and health in project-generated jobs. In the productive partnership in Uzbekistan, the ILO has provided third-party monitoring, provided capacity-building support to the National Feedback Mechanism, and conducted information and awareness-raising activities for improving working conditions and labor practices.

**On labor issues, the Labor GSG connects people, ideas, and projects to advance best practices on labor market policies in the WBG.** It is a practitioner network focused on innovative solutions for labor market failures and jobs challenges. Led by the Jobs Group, it brings together more than 180 development practitioners from the SPJ GP and other GPs who design projects that tackle labor market inefficiencies in low-income and middle-income countries. Working as knowledge brokers, practitioners leverage the World Bank’s expertise and that of labor economists in academia and think tanks and of the ILO to promote innovative thinking on four main topic areas: labor market regulation, active labor market policies, labor migration (internal and international), and labor market analytics.

**Partnerships with academia are essential for deepening the knowledge and evidence base on jobs—and for dissemination of global public goods.** The World Bank Jobs Group has a strategic partnership with **IZA**, the world’s largest research network in economics, comprising about 1,500 fellows and affiliates from over 50 countries. IZA is a hub of a global network of scholars who work to support evidence-based policy making through a sound economic understanding of how labor markets work and how labor market policies perform.

The World Bank, in partnership with IZA and the **Network on Jobs and Development**—a group of five research institutes from around the world<sup>19</sup>—organizes an annual two-day conference focused on improving jobs outcomes in developing countries.<sup>20</sup> Started in 2016, the conferences aim to present and discuss the latest policy-relevant research to foster the creation of multisector, multidisciplinary solutions to jobs challenges around the world. Many of the MDTF grant recipients have participated to share their findings.

**At the MDTF grant level, many projects on the ground are partnering with internationally esteemed universities and international research institutions.** They include Oxford University, Columbia University, and the Toulouse School of Economics (for grant TF0A0999 in Tunisia and Comoros); Rice University, Houston, Texas (TF0A0831); the Paris School of Economics in France and the University of Los Andes in Colombia (Nicaragua, TF0A0739); the University of San Louis at Washington (Afghanistan, TF0A2657); Georgetown University McCourt School of Public Policy (Sierra Leone, TF0A0829); the Institute for Women’s Policy Research for Tackling Care (Global, TF0A0832); Tufts University (Haiti, TF0A2893); the University of Warwick (Egypt, TF0A2453); Manchester University (Pakistan, TF0A0786); the University of Chicago, the University of California, Berkeley, and George Washington University (India, TF0A0791).

**Partnerships with country-level academia and locally based research institutions ensure capacity building and local relevance.** They include the University of Ghana and the Institute of Statistical, Social and Economic Research (TF0A2927); the Zambia Institute for Policy Analysis & Research; Berytech (Lebanon), iHub (Kenya), and Ruta N (Colombia) on Rapid Skills Training for Youth Employment (TF0A0999); the Ethiopian Development Research Institute; Universidad Nacional de La Plata in Argentina (TF0A2163), and the Institute of Applied Research of Brazil, to name a few.

**Partnerships with development partners—donors, the United Nations, and IFIs—are especially important at country level, supporting coordination of national priority issues related to jobs.** For example, in Lebanon, the Value Chains for Jobs Project (TF0A1539) has worked closely with the EU, the ILO, and the UNDP, with the U.K. Department for International Development (DFID) and the Government of Japan supporting Finance for Jobs in Palestine: Jobs Measurement and Methodologies (TF0A2341). There has been dialogue with the U.S. Agency for International Development (USAID), the UNDP, the GIZ, and the Islamic Development Bank on linking vulnerable youth with digital employment opportunities (TF0A0786). In addition, the German Public Employment Service is contributing expertise to Improving Employment Services for Vulnerable Populations (TF0A0974). The informal sector in the Sahel (TF0A1069) has worked with SECO, the GIZ, and the EU. The research on more and better jobs through global value chain participation (TF0A3830) has benefited from support by the German Federal Ministry for Economic Cooperation and Development, the UN Statistics Office, and the ILO. UNICEF is a key partner both in Egypt (TF0A2453) on public works and welfare and in Madagascar on scalable productive safety nets

<sup>19</sup> The Network on Jobs and Development is a partnership originally financed by the World Bank’s Development Grant Facility and now sponsored by the Jobs Group. It comprises five research institutions from various regions of the world: the Development Policy Research Unit at University of Cape Town (South Africa), the HKUST Institute for Emerging Market Studies (Hong Kong), the Indian Council for Research on International Economic Relations (India), the Institute for Structural Research (Poland), and the Latin American and Caribbean Economic Association.

<sup>20</sup> The Bank and IZA have jointly organized four international conferences held in Washington, DC, and Bogota, Colombia.

(TF0A2866). In Haiti, the team worked with UN Habitat in preparation for Habitat III (TF0A2893). For the Rapid Skills Training for Youth Employment Project (TF0A0999), the International Telecommunications Union was a key partner for the coding boot camps.

**The Jobs Group liaises closely with the European Commission on a number of jobs-related issues.** In February 2019, a **joint high-level Deep Dive** on Jobs and Economic Growth will be held in Brussels. The topic is the **Future of Work**, with the latest *World Development Report 2019: The Changing Nature of Work* as the backdrop. The objective is to foster a shared understanding of the challenges and approaches, including on how best to maximize the job impact of the new financial instruments that leverage private sector financing. The scope is global (including jobs challenges within the EU). The Jobs Group is the counterpart for the WBG. Other engagements and interactions include (a) the extended knowledge partnership on migration related issues with **DG DEVCO**, which has now entered its second phase, through the **Global Partnership on Knowledge on Migration and Development**; (b) joint analysis of the employment and development challenges of Europe's lagging regions with **DG REGIO**; (c) knowledge exchanges with **DG Employment** on the implications of the new digital technologies for EU Member States, drawing on the WBG flagship study "Growing United—Upgrading Europe's Convergence Machine" and the 2019 World Development Report, (d) exchanges with **DG Home** on the development of Legal Migration Pilot projects between EU Member States and neighboring countries.

**In the private sector, the LWP<sup>21</sup> CoP facilitates the testing of jobs measurement tools.** Started by a group of practitioners interested in results measurement, the CoP seeks to advance the newly developed jobs measurement tools to implementation stage. The purpose of this group is to identify projects and programs being implemented by donor agencies and multilaterals that can serve as platforms for testing these job measurement tools in the field.

**The LWP is also an essential mechanism for collaboration with other IFIs and donors at the country level.** This includes the African Development Bank in Mozambique, Tanzania, and Zambia on complementary value chain studies; the IADB in Paraguay; and the Asian Development Bank in Bangladesh. The Let's Work Jobs Pilot in Bangladesh (TF0A1028) partnered with the Asian Development Bank and the ILO in contributing to the launch of their Employment Diagnostic and the Jobs Strategy, as well as DFID, the SDC (Swiss), Sweden, and the GIZ (Germany). In Mozambique, the team has instituted a Partners' Breakfast during each mission to coordinate with the African Development Bank, the ILO, Norfund, the International Youth Foundation, and DFID. The project coordinates with related DFID-funded activities such as the JOBA training project and the studies undertaken by global facilities such as the International Growth Centre; the Overseas Development Institute-managed activity Supporting Economic Transformation, and the Business Environment Reform Facility.

**On youth, the global coalition S4YE**—launched by coalition members—facilitates information exchange and to enhance capacity and commitment among relevant actors. See box 7.

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<sup>21</sup> Partners in LWP Pillar 2, Management of Measurement, include the African Development Bank, the Asian Development Bank, the Austrian Federal Ministry of Finance, DFID, the European Investment Bank, 15 European Development Finance Institutions, the IADB, the ILO, the International Youth Foundation, the Islamic Corporation for Development of Private Sector, the Ministry of Foreign Affairs of the Netherlands, the Overseas Development Institute, the Private Infrastructure Development Group (PIDG), SECO, the WBG, and the World Business Council for Sustainable Development.

## BOX 7: LEVERAGING PARTNERSHIPS FOR YOUTH EMPLOYMENT

The [S4YE](#) coalition, housed in the SPJ GP, comprises a broad range of actors across different stakeholder groups:

- **International Organizations:** the WBG, the ILO, UN Youth Envoy
- **Governments:** Albania, Germany, and Norway, with other MDTF donors including Austria, Sweden, and the United Kingdom
- **Private sector:** Microsoft and Accenture
- **Nongovernmental organizations and think tanks:** RAND Corporation, Plan International, Youth Business International, the International Youth Foundation
- **Foundations:** MasterCard Foundation, Rockefeller Foundation

S4YE is in active discussions with several more private sector organizations, especially some leading technology companies, who are likely to join S4YE soon.

S4YE also works with other practitioner partners through its Impact Portfolio. The Impact Portfolio is a **dynamic learning community** of 19 innovative projects in 15 countries across all major developing regions. These programs are led by partner organizations, including Save the Children, McKinsey, UNICEF, Microsoft, Technoserve, Harambee, Digital Data Divide, Plan International, the ILO, Accenture, the International Youth Foundation, Youth Business International, Educate!, and others. They represent approximately \$100 million annually, with a collective reach of over 550,000 individuals each year. Central to the S4YE priority of innovation, this CoP serves as a live learning laboratory to promote peer-to-peer learning through joint knowledge products and technical discussions on the nuts and bolts of designing youth employment programs. The S4YE Secretariat (based in the Jobs Group of the Social Protection and Jobs GP) also brings the several knowledge products and tools developed by the Jobs Group to share with this community of youth employment practitioners. For example, the first workshop organized with the S4YE Impact Portfolio partners was devoted to the M&E Toolkit developed in the Jobs Group.

With support from the MDTF, the S4YE's Secretariat moderates network activities, including [New and Promising Approaches in Youth Employment Programs: The S4YE Impact Portfolio](#) (2017), which highlights the work of the Impact Portfolio projects, Knowledge Briefs, blogs, and a dynamic series of virtual workshops (webinars) on cutting-edge topics, such as new M&E indicators and tools in youth employment, incorporating tech solutions in youth employment, gender challenges in youth employment, and using social enterprise to tackle youth employment.

Collaboration with partners is also key for creating and disseminating S4YE's **flagship knowledge products**. For example, the S4YE 2018 annual flagship report "[Digital Jobs for Youth: Young Women in the Digital Economy](#)" was a collaborative effort by such S4YE partners as the Rockefeller Foundation, Plan International, RAND Corporation and the World Bank (led by the S4YE Secretariat). Other partners such as Accenture, the German Federal Ministry for Economic Cooperation and Development, Microsoft, and USAID also contributed case studies to the report. The report will provide inputs to the design and implementation of integrated, gender-inclusive digital jobs pilots to be launched by S4YE.





# 3

## LESSONS LEARNED AND NEXT STEPS

“The MDTF grant funded impact evaluation is likely the first randomized controlled trial on the topic of technology adoption and its impacts on job creation.”

— GENIE Broadband for Development  
Program in Georgia

# 3 LESSONS LEARNED AND NEXT STEPS

**As described in detail in the previous sections of this report, the first phase of the Jobs Umbrella MDTF has made substantial progress on several fronts.** Those include measurement and M&E, the generation of new knowledge, and the design and implementation of jobs operations, where the results of the MDTF have come together. Actionable knowledge coupled with new measurement tools and rigorous, jobs-focused M&E frameworks have helped leverage the jobs agenda as an integral part of *Development Policy Lending*. The knowledge generated by this MDTF is also being incorporated in *Investment Project Lending* (including P4R and output-based lending). Effective jobs-related lending is also at the heart of the WBG's new agenda for **MFD** since its focus is on *crowding in private investment* to address jobs challenges. This closing section reflects on what has been learned so far and what should be the priority areas for the next phase of the MDTF. In addition to these overall lessons learned, emerging lessons at grant level can be found in annex C.

## 1. From enhancing jobs knowledge to synthesizing a vision of the way ahead

**For the best uptake by stakeholders and policy makers, knowledge must be focused, operational, and actionable around key issues.** The main original objective of the MDTF was to gather knowledge on jobs. As can be seen from the material presented in this report, the jobs knowledge agenda is broad and complex. The strategy has been to cover all the relevant ground, so as to identify the most important jobs-related challenges. This strategy has resulted in important advances across multiple knowledge fronts, resulting in a broad set of generally high-quality deliverables. The diversity and large range of topics covered have made it challenging to convey impactful learnings to key audiences. The next challenge is to focus on the wood, not just on the trees, and by consolidating the knowledge gained into a *cohesive vision of the way forward for the jobs agenda*. Such consolidation is also needed to discern remaining knowledge gaps and prioritize future efforts in evidence and knowledge creation. The goal should be to achieve lasting jobs transformations for low-income workers in different settings across the world—and especially in IDA countries.

## 2. From pilots to jobs lending operations at scale and coherent Jobs Platforms

**Implementing a vision for jobs transformations will require lending at scale and a coherent strategic framework.** The large-scale country pilots supported by the MDTF (especially under the Let's Work window) have contributed decisively to operationalizing the jobs agenda. The next challenge is to roll out jobs-related lending at scale. As can be seen in this report, this is already starting to happen, both in *policy-based operations* (such as the DPOs in Jordan and Bangladesh) and in *investment project lending* in Jordan, Tanzania, Zambia, and many other countries. In Bangladesh the Let's Work pilot leveraged a \$100 million *Export Competitiveness for Jobs* operation, which supports upgrades in key sectors to drive growth and quality jobs. In Tunisia, the Let's Work operation leveraged €5 million from donors for *capacity-building activities in the Tunisian National Employment Agency*. In Zambia, the Let's Work pilot has leveraged an operation on agribusiness, informed by the JD, the jobs strategy, and the work on value chains. There are similar examples of

downstream lending for most of the large-scale country pilots financed by the MDTF. There is also a need to ensure that the jobs policy agenda is institutionalized in the way the WBG works. This is being done through the consolidation of *Jobs Platforms*, which review the strategic coherence of the programs and policies that contribute to the jobs agenda in light of the challenges identified in JDs and other analytical work undertaken on jobs, and feed back into the policy-based lending agenda.

### 3. Strengthening communications around jobs issues

**Communication is a prerequisite for knowledge application but needs clear audiences and messages.** There is little point in learning a lot about how best to tackle the jobs challenge unless learnings are shared effectively with policy makers and thought leaders, within and beyond the WBG. Communications and outreach have proven more effective at the country level on larger country initiatives or a specific knowledge report than at the global level. The Program Management Team has already made important strides in restructuring websites into a single Jobs Partnership portal, including blogs series. Over the next year the team will gear up the efforts to promote global knowledge on jobs, publishing policy notes and developing hard-hitting communications instruments, including short videos to showcase the achievements of the most advanced jobs initiatives. Such broader communications will be facilitated by the consolidation of knowledge into synthesized packages and targeted policy notes on key jobs topics.

**The Program Management Team is also striving to ensure that grant-specific knowledge is published and communicated widely.** Teams work with the Access to Information Policy to publish documents and data. Where Jobs MDTF grants support knowledge generation as part of a larger initiative, there have been delays in publishing some deliverables until the entire initiative was completed and the full package was ready for public release. With more grants reaching finalization, more products are becoming available.

### 4. Beyond monitoring: reinforcing understanding of causality, optimizing instrument design, and promoting learning by doing in jobs projects

**Understanding of jobs outcomes has improved, but projects need continued support to target jobs in their results frameworks.** The MDTF has funded multiple studies that have enhanced understanding of the outcomes of jobs programs and policies. The Jobs M&E Toolkit positions task teams well to focus on good project design, with coherent theories of change and appropriate indicators for activities and outputs for use in oversight during implementation. But more work is needed at the cutting edge of the jobs project evaluation agenda, and to integrate findings and measurements into operations. The Jobs Group needs to strengthen analytical techniques for reaching convincing inferences about program impacts in a timely and affordable manner. Randomized controlled trial approaches are often costly, and governments that face a pressing jobs problem may be reluctant to wait for the results of a randomized pilot before starting to work at scale. Important knowledge will be generated by the many MDTF impact evaluations, but these take time to finalize. Without institutionally accepted measures of attribution of jobs outcomes, project teams will be reluctant to embed jobs targets in results frameworks.

**There is untapped potential to capture real-time learning from operations.** The above suggests the need to work with evaluation specialists to develop learning approaches that can inform project teams about optimal design and cost-effectiveness to ensure strong impacts at reasonable costs

that provide real-time information from administrative or monitoring data, which facilitates mid-course corrections. There will be a growing focus on *instrument design*, such as ways to design business plan competitions to incentivize the maximum jobs impact of private investments with the minimum possible amount of incentives and subsidies; ways to ensure that programs trigger transformations that are sustainable without the need for ongoing subsidy; and ways to contract private agents for training and economic inclusion programs, with an appropriate mix of risks and rewards in the contractual structure. There will also be a need for work on the applicability of emerging approaches such as “human-centered design” to the jobs agenda, especially for programs working with disadvantaged communities. As shown by the MDTF grants, periodic reporting is insufficient to capture the nuances of and learnings from innovative approaches, requiring closer partnerships with teams to establish such feedback loops.

**Broader ex ante jobs assessment tools need to be tailored.** There is an ongoing need to calibrate tools and methods developed for the analysis of value chains and CGE and IO models to fit the capacity and circumstances of diverse institutions and clients. While there is considerable interest in commonly accepted measurement tools, the different contexts, mandates, and needs of various institutions call for adaptable approaches. So, the refinement of tools and methodologies will continue, along with support for capacity development across the CoP for jobs measurement. This is also linked to data limitations.

## 5. Improving the availability and quality of data for JDs

**The challenges to developing good data related to jobs have been underestimated.** Especially in low-income countries, standard household and firm surveys are infrequently available. The available surveys are mainly cross-sectional: households and enterprises are rarely followed over time through panel data sets. The surveys often lack information about the informal sector. This constrains the analysis that can be conducted within a JD. For instance, it is often difficult to analyze the constraints affecting female labor force participation or the growth of informal SMEs. These problems do not lend themselves to easy fixes, but governments need a reliable way to get a rapid sense of the key constraints and possibilities for the jobs agenda in different countries and regions. Many of the MDTF grants have contributed to enhancements of specific data sets and developed new data collection methods. Yet, consolidation of comparable data across countries and key jobs dimensions remains a challenge. The JD team will continue to improve the synthesis of available data from global sources such as the *World Development Indicators*; household data sets, such as those standardized in the *International Income Distribution Database*; data in *firm censuses*; and data available through *national accounts systems*. Another high priority is to make greater use of the spatial location data that are now standard within many administrative and survey-based data sets, to help policy makers to visualize the relationship between the spatial distributions of the population and of the businesses that could generate more jobs.

## 6. More proactivity on Gender and Jobs solutions

**Gender is strongly incorporated in the World Bank Jobs portfolio, but further efforts should be made to identify solutions to typical gender gaps in jobs projects.** Of close to 600 active jobs lending projects, 70 percent were identified as gender-flagged—that is, they covered dimensions of gender analysis, monitoring, and/or action. Of these, 42 percent are in the Africa Region and 56 percent in IDA countries. Jobs and gender projects can be found in all sectors and are relatively

evenly divided across the GPs (each around 10 to 15 percent) of Transport, Agriculture, Environment and Natural Resources, SPJ, Energy and Extractives, and Education. Jobs gender projects tend to focus on increased labor force participation and earnings and income. Reviews identified inaccurate use of the gender flag, with likely over-reporting of the three gender dimensions (TF0A4739). The new corporate gender tag aims to address this issue. It tracks projects that seek to narrow gender gaps at the country level or in a sector, including for employment and work, and that include clear links between analysis, actions, and M&E. To help task teams, it would be particularly useful for different types of jobs gender projects to identify gender actions that can narrow gender disparities, through specific actions that address the gender-specific needs of women and men and/or have a positive impact on gender equality.

**Gender in the MDTF portfolio mirrors the corporate portfolio trends, with additional limitations for gender action related to small grants.** Some 52 percent of the 83 projects that received grants under the Jobs MDTF were found to incorporate gender meaningfully, with similar challenges in identifying the three gender dimensions above (TF0A4739). Gender is integrated by (a) generating gender-disaggregated data, (b) targeting women beneficiaries, (c) implementing actions to reach more women, (d) implementing actions to address the underlying constraints facing women, and (e) implementing gender-neutral actions that disproportionately affect women's outcomes, given the constraints they face. There is a higher prevalence of projects that offer only gender-disaggregated data, since the majority fund data analysis addressing an existing gap in literature with small grants (the median value of these grants is \$250,000). A smaller part of the portfolio funds pilot studies that reflect the other gender categories. Future calls for proposals should provide specific examples of important gender constraints that projects can address, possible responses that have worked in the past, and existing evidence gaps to fill. Technical assistance in project preparation and implementation should also be provided to task teams on gender. Larger grants would be needed for meaningful gender action in projects.

## 7. A MDTF as a driver of the jobs agenda in a changing environment

Overall lessons on the management of a multidonor trust fund for jobs and related challenges have also emerged over the last three years. The potential success factors emerging from lessons learned echo general recommendations in trust fund reforms:

- **Specific focus with a critical mass of support.** The Jobs MDTF was operationalized in March 2015 with the goal of expanding the frontiers of global knowledge in the area of jobs. There were few clear markers of what would work best for jobs creation at that time, and it was expected that the MDTF would test a multiplicity of approaches to that end. During these three years the MDTF has moved from financing small grants to test theories and gather information, to larger allocations to experiment with menus of options. The result was a homing-in on modalities that work in different country circumstances. A narrow focus will naturally be challenging for a global trust fund on a broad topic, but in hindsight the small grant modality and broad canvas raises questions on cost-effectiveness. Going forward, a narrower scope with adequate resources should be sought, while continuing to maximize leverage with larger operations.
- **Clear and consistent expectations.** The shifting global environment has affected the ambitions for what the MDTF could achieve more than anticipated. In particular, the growing crisis of refugees, internally displaced persons, and migration has increased global attention

to the need for more job creation in poor FCV countries. Despite the MDTF successes in knowledge creation, country pilots, and leveraging of WBG lending on jobs, some stakeholders express disappointment that the MDTF has not created large numbers of jobs. While that was not the goal at the outset—particularly with limited funds—it is something that the MDTF can work toward during the second phase of operations as it leverages IDA funding and scales up interventions on the ground. An agreed theory of change and results metrics up front should help bring different expectations together.

- **Predictable and transparent funding base.** The MDTF was established as a 10-year programmatic trust fund with a target of \$100 million, of which less than 50 percent has been mobilized. Some donors provided unpreferred funds while others expressed preferences for particular themes. In some cases, tranches of funds were withheld as donor governments changed and associated interests and donor expectations of MDTF deliverables shifted. These challenges in the receipt of financing have affected deliverables and somewhat constrained progress, yet they have also forced the partnership and the Bank to re-assess the thrust of the MDTF and desired results. The effort is ongoing and has affected the replenishment of the fund to meet initial targets of \$100 million. It is anticipated that agreed-upon deliverables and work plans financed by the MDTF for FY2018/19 will help release the delayed tranches.
- **Institutional leadership and buy-in.** The shifting institutional environment in the WBG has also affected the MDTF—in terms of deliverables, cost-effectiveness, and reorientation for the second phase. Early activities with the IFC faced unanticipated roadblocks as it was realized that legal agreements needed modification if the IFC were to use MDTF funds in its operations. This, coupled with management changes in the IFC and subsequently the Jobs Group, as well as the reorganization of key partner GPs in the Bank, and in the IFC, has led to a redefinition of the way forward. New management with fresh ideas is helping craft the way forward in keeping with both the Bank’s and the donors’ requirements. Also, as noted in section 7 of this document, the WBG’s focus on MFD and the key theme of jobs in IDA18 and IDA19 provide significant forward thrust in the efforts to design phase 2 of the MDTF.

## 8. The way ahead

In FY2018/19, the Jobs Umbrella MDTF will

- a. Synthesize knowledge garnered from large number of grants to develop four key areas:
  - Policy Notes
  - Guidance Note on Labor Market Analysis
  - Online Resources for Jobs
  - Jobs Seminars

These are expected to benefit Bank staff, donor partner staff, and client country collaborators in designing more effective jobs operations and more standardized tools to measure and evaluate.

- b. Focus the available funds on a limited number of high-impact innovations and evaluations in LIC and FCV settings;
- c. Continue to support the design of new jobs lending operations; and
- d. Strengthen a CoP on measurement of jobs and policy issues associated with lessons learned from the MDTF.

**Donor partners will have the opportunity to help outline the work program for FY2018/19.**

It is also expected that the Jobs Seminars will include partnerships with other international organizations—the International Monetary Fund, the ILO, other IFIs—for a more complete view of the topic.

**New pilots and the knowledge generated through current analytical and operational work will drive the design of new lending operations for jobs.**

New lending operations supported by the program will have explicit jobs objectives, will measure and track jobs outcome indicators, and will be able to integrate supply- and demand-side interventions.

**There is a pressing need to leverage private investments to address jobs challenges in LICs and in FCV countries.**

Achieving sufficiently high returns on private investment and creating good jobs in the most difficult economies while also reaching the most disadvantaged is a difficult challenge. The MDTF's second phase grants will be focused on that challenge, supporting the adaptation of the framework offered under the PSW and MFD to address jobs challenges in LICs and FCVs. The goal is to leverage resources from the IDA, in coordination with efforts under the PSW under IDA18, with \$2.5 billion in available resources. The mandate of the PSW is to use these funds to catalyze private investments in IDA countries.

**Phase 2 of the Jobs Umbrella MDTF will pilot adaptations to the MFD framework and PSW to maximize their effectiveness in addressing jobs challenges.**

The support required to crowd in private sector investment in the most challenging environments must be comprehensive, sustained, and focused. The pilots in the first phase of the MDTF give some important pointers, showing that there are several ways to structure investments to change job outcomes. The next challenge is to fine-tune instrument design, to strengthen the incentives to private investment that create good jobs at viable levels of subsidy to effectively maximize finance for development. The risk reduction strategies envisioned under the PSW and the MFD initiative thus far may not be enough to create the new, labor-intensive business models that reach the most disadvantaged in the poorest countries.

**The MDTF will also continue to generate public goods from the knowledge gleaned in phase one.**

The resulting outputs will help shape a new generation of policies and programs to address the most pressing jobs challenges. The Jobs Group will continue to leverage multiple platforms and CoPs facilitating the exchange of ideas, results, and country experiences. MDTF donors and other IFIs have an important role to play by bringing their expertise and contributing to the technical and policy discussions, and by adopting, implementing, and/or promoting the diffusion of new analytical tools or operational innovations emerging from the work of the MDTF. Finally, on the data, monitoring, evaluation, and measurement agenda, the MDTF will reinforce its efforts to disseminate the lessons learned. The challenges endorsed by IDA18 and the SDGs present great opportunities for other multilateral development banks, IFIs, and donors to measure jobs impacts. On the capacity-building front, the MDTF will help bolster knowledge dissemination through capacity-building workshops and webinars for both development partners and clients.





# 4

## FINANCIAL HIGHLIGHTS AND DISBURSEMENTS

“Developing countries will need to take rapid action to ensure they can compete in the economy of future by investing in their people with a fierce sense of urgency.”

—World Development Report 2019,  
The Changing Nature of Work

## 4 FINANCIAL HIGHLIGHTS AND DISBURSEMENTS

As of November 2018, the Jobs MDTF had six donors who had committed to financing \$46.7 million. Table 3 provides the donor agency names and the status of contributions.

**TABLE 3**

Donor commitments as of November 2018

<b>Status of Contributions as of November 2018 (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>	<b>Unpaid in USD</b>
Norway—Ministry of Foreign Affairs	NOK	120,000,000	15,309,737	15,309,737	-
Austrian Development Agency GmbH	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	1,695,423	1,410,961	284,463
United Kingdom—DFID	GBP	14,650,000	20,332,445	16,739,545	3,592,900
Swedish International Development Cooperation Agency (SIDA)	SEK	54,000,000	6,388,357	6,388,357	-
			<b>46,704,399</b>	<b>42,827,037</b>	<b>3,877,362</b>

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

As of November 2018, the Jobs MDTF had allocated funds to five operational windows as well as to program and knowledge management activities. Table 4 provides a summary of allocations and disbursements.

**TABLE 4**

Allocation and disbursements

	<b>Allocated</b>	<b>Disbursed</b>
W1 - Data, Diagnostics, and Operations	15,582,575	9,830,699
W2 - Let's Work	12,490,901	10,527,871
W3 - Jobs for Youth	4,945,492	4,220,678
W4 - Jobs in FCV	1,998,491	1,985,801
W5 - Research on Jobs	1,533,465	1,436,255
Program Management and Administration	1,856,770	1,289,694
Knowledge Management	1,246,742	747,580
Central Unit Fees	850,707	850,707
<b>Total</b>	<b>40,505,143</b>	<b>24,955,83</b>

Note: KM amount is 50% of KM from LW Comms+KM costs under Window 6.

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

Among the five operational windows, the Jobs MDTF has allocated funds in 100 grants covering 40 countries in 6 regions, as well as global interventions. Table 5 presents a synopsis of these data while figures 6, 7, and 8 provide graphical views.

**TABLE 5**

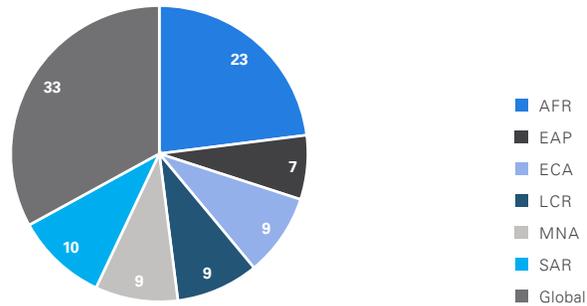
Allocations by window and region

<b>Number of grants by window and Region</b>								
	<b>AFR</b>	<b>EAP</b>	<b>ECA</b>	<b>LCR</b>	<b>MNA</b>	<b>SAR</b>	<b>Global</b>	<b>Total Count</b>
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	8	<b>22</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>33</b>	<b>100</b>
W6- Program Administration and KM	0	0	0	0	0	0	3	<b>3</b>

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

**FIGURE 6**

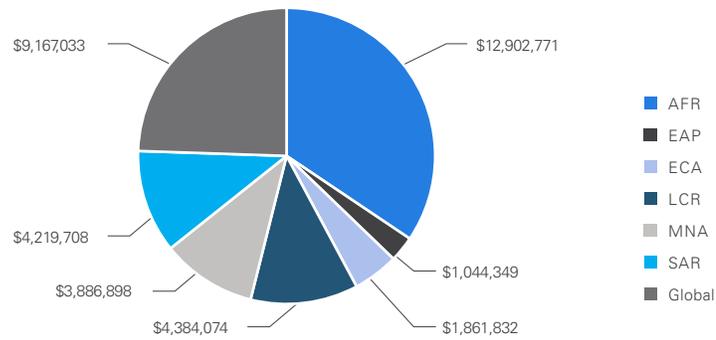
Number of activities by geographic area



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

**FIGURE 7**

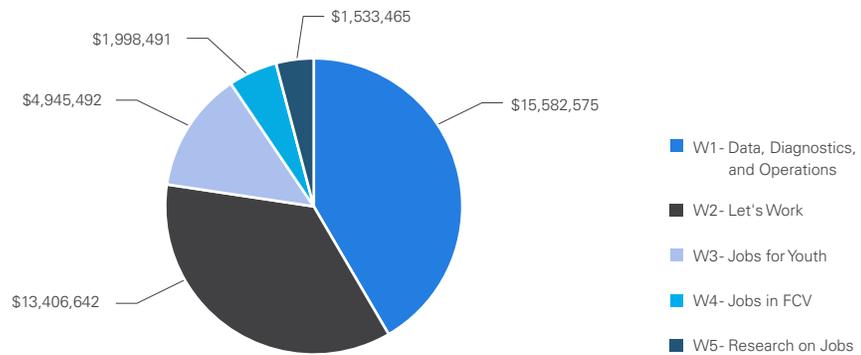
Allocations by geographic region (\$)



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

**FIGURE 8**

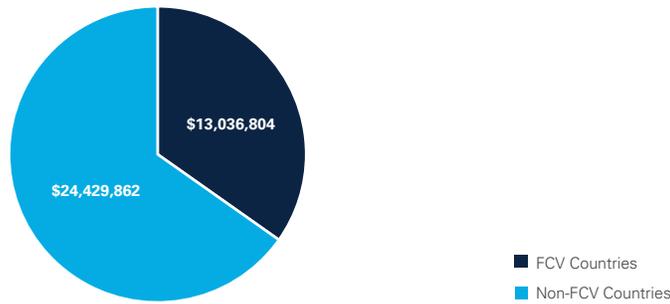
Total allocated by window (\$)



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

**FIGURE 9**

Total allocated by FCV countries (\$)

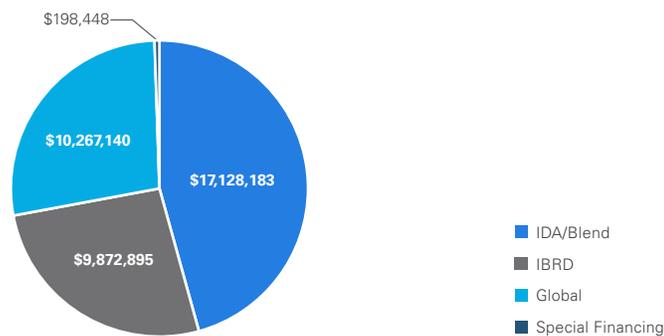


*Note:* FCV countries include those classified as such in the World Bank harmonized list of fragile situations; countries eligible for risk mitigation support under IDA18—Guinea, Nepal, Niger, and Tajikistan; and countries that can access the IDA18 regional sub-window for refugees and host communities—Cameroon, Chad, the Republic of Congo, Djibouti, Ethiopia, Niger, Pakistan, and Uganda. With the exception of Lebanon, all FCV countries are IDA-eligible countries.

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

**FIGURE 10**

Grants by operational lending categories



*Source:* MyTrustFunds data, extracting information from WBG Budget Systems. Includes grants under all operational windows. For the purpose of lending the World Bank classifies economies into two categories, (a) IDA countries and (b) IBRD countries, on the basis of their gross national income and creditworthiness. Low-income and poor countries eligible for subsidized funding are provided loans and grants through IDA, and middle- and higher-income countries are given loans through the IBRD. Few countries are eligible to receive assistance from both the IDA and the IBRD and are classified as blend countries. The World Bank also lends to countries with which it does not have agreements, through special financing products. In the chart, special financing refers to a grant given to a West Bank and Gaza study (TF0A2341), Finance for Jobs in Palestine: Jobs Measurement and Methodologies (CGE and social cost-benefit analysis).



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# ANNEXES



# ANNEX A: THE LET'S WORK PROGRAM ANNUAL REPORT

The Let's Work Partnership (LWP) is a global partnership that brings together organizations dedicated to finding solutions to the global jobs crisis by harnessing the potential of the private sector to help create more and better jobs that are inclusive. Under Window 2, Private Sector Development and Jobs, the Multidonor Trust Fund (MDTF) has financed the program. The focus is on strengthening value chains, promoting quality jobs, and including vulnerable groups. There are two types of activities financed under this program: (a) country pilots and (b) global goods in the form of standardized measurement tools. Details on both follow.

## LET'S WORK PILLAR 1: COUNTRY PILOTS

The highest-value grants under the MDTF have been for the LWP, specifically for the seven country and regional pilots: Bangladesh, Mozambique, Paraguay, Tanzania, Tunisia, Zambia, and the Western Balkans. Most of the grants are winding down, with deliverables being completed within the next six months. Two exceptions are Mozambique, where the activities continue until 2019, and the Western Balkans, where the country management unit (CMU) made the decision not to proceed.

The pilots have followed a similar path of implementation. At the start of the program, the pilots encompassed a comprehensive jobs diagnostic (JD), including value chain analysis, to provide the groundwork for country jobs strategies and operations.

In **Let's Work Zambia**, the program has been completed and the grant legally closed. It has strengthened existing programs—both analytical and operational—among LWP partners and informed the design of new projects aimed at catalyzing private sector investments, firm growth, and employment in competitive sectors. Specifically, it linked outputs from the JD to the World Bank's Systematic Country Diagnostic and Country Partnership Framework. It has also facilitated discussions with the government on jobs-related policies and strategies and has built capacity among government counterparts, statisticians, and research groups on jobs data analysis and reporting. Furthermore, it has added value to the design and expansion of active projects in social protection and labor, agribusiness and trade, environment, and infrastructure. With the underlying goal of more, better, and inclusive jobs, it has also helped engage with stakeholders on the jobs dialogue to prioritize key policy actions. The diagnostic of Job Opportunities in Zambia's Agribusiness Value Chains focused on the poultry and aquaculture subsectors as illustrative of job creation growth scenarios with livestock and animal feed value chain development. The Jobs Action Plan provided policy recommendations that the Government of Zambia has taken on board, and the government has requested additional technical assistance from the World Bank. *(Crosscutting Theme addressed: Gender)*



In **Let's Work Bangladesh**, the activities funded by the grant contributed directly to the design and implementation of the \$100 million Export Competitiveness for Jobs Project. This project supports upgrading in key sectors to drive growth and the creation of quality jobs. The results of the JD have contributed to ongoing policy dialogue with the Government of Bangladesh, including the development of a program of policy reforms that is being considered for funding through a development policy loan. Outcomes from the program also contributed to the establishment of a Jobs Platform in the World Bank CMU, which is expected to run over three years and contribute to ensuring that WBG investments and analytical work focus as much as possible on addressing the jobs challenges identified from the JD and other LWP input.

In addition to the JD, the program has delivered the

- **Ready-Made Garment Sector Pilot:** A Work Progression & Productivity Toolkit has been published, and the pilot training program has been completed in 30 participating factories. Post-training surveys have been completed, and the IE is being finalized.
- **Leather Sector Pilot:** A social and environmental compliance handbook, which will support businesses in accessing the export market while improving competitiveness and working conditions, was completed and launched in a workshop with the industry in July 2017. The handbook will be replicated across other sectors as part of the \$100 million Export Competitiveness for Jobs Project. In addition, the work on social, environmental, and quality compliance in the leather sector formed the basis for the design of a \$20 million component that supports export-oriented firms in upgrading social, environmental, and quality efforts to meet international standards, thereby supporting market access.
- **Light Engineering Pilot:** The technology center pre-feasibility study was completed and launched in a workshop with the industry in August 2017. It is now being developed as a full feasibility study and implementation as part of a \$35 million component of the Export Competitiveness for Jobs Project. It will develop a network of four technology and training centers in the light engineering, electrical, plastics, and leather sectors.
- **Value Chain Surveys:** In addition to providing inputs to the preparation of a Jobs Action Plan, the surveys also supported the \$100 million Export Competitiveness for Jobs Project. *(Crosscutting Theme addressed: Gender)*

In **Let's Work Tanzania**, the program was restructured under the country director's guidance to make links to operational work more explicit. The revised program encompasses three components: (a) jobs and firm location diagnostics exploring macroeconomic conditions, supply- and demand-side trends, and determinants driving firms' locations; (b) value chain mapping in horticulture—particularly tomatoes; and (c) an Impact Evaluation of a Patient Procurement Platform for the maize value chain. (This third component will assess the potential to increase the productivity and improve the livelihoods of smallholder farmers in Tanzania through the provision of a climatic insurance product, help farmers and buyers conduct transactions for an agreed amount of maize at market price with an assured minimum price, and provide counseling for farmers and training on postharvest management). The Jobs and Firms Location Diagnostics have informed the Systematic Country Diagnostic and Country Partnership Framework for Tanzania and were disseminated over the summer of 2018. The findings from the mapping of the tomato value chain are being shared with the country team for broader uptake in a lending operation. The team has found additional financing

for the analysis of the Patient Procurement Platform, and it is expected that it will be used more widely in Tanzania and other countries.

In **Let's Work Paraguay**, the program continues to deliver its analytical agenda. The JD report was produced and launched in a public, multistakeholder event in July 2017. Several additional analytical pieces were completed in the past year, including an assessment of labor regulations and a stocktaking of active labor market policies in Paraguay. The technical assistance to Paraguay's statistical agency, DGEEC (*Dirección General de Estadísticas, Encuestas y Censos*), has borne fruit in terms of (a) improving the data quality of the firm census and firm survey data, including through a South-South knowledge exchange with Mexico's statistical agency, INEGI (*Instituto Nacional de Estadística y Geografía*), and (b) providing access to the micro-level data. Initial findings of the firm-level data analysis helped derive the characteristics and trends of labor demand among informal and formal firms. The final results went into the labor demand analysis in spring 2018.

The scope of the Let's Work engagement has evolved since inception to address key issues emerging from the labor supply analysis (for example, on urbanization and youth access to formal jobs) and the labor demand analysis (for example, on the challenges to firm growth among micro and low-productivity firms). Therefore, a qualitative analysis was added on youth perspectives on employment opportunities, migration, and labor supply decisions. The team has also shifted the planned sector analysis away from value chain assessment in low-productivity agro-processing activities, replacing this with a sector prioritization exercise in cooperation with the Finance, Competitiveness, and Innovation Global Practice. This exercise, implemented in spring 2018, developed and applied various filters to rank manufacturing subsectors based on their potential related to expanding exports or generating employment or being pro-poor, for example. (*Crosscutting Theme addressed: Gender*)

**Let's Work Mozambique** is the largest and most ambitious of the country pilots under Pillar I of the LWP, and it is progressing well. A JD, which includes a full analysis of macro, labor supply, and labor demand data drawn from up-to-date household survey and firm census data, has been completed. It was presented to a large public audience in Maputo, with strong participation from the government, academia, and the private sector together with the Bank's country director and the Let's Work donors (including DFID). It provides key insights for a pipeline investment operation (Development and Jobs for the Next Generation (P166100)) and allows the project team to leverage important value chain studies (cassava, cashew, pigeon pea, green construction, and plantation forestry).

The main activity in the program, the Mozambique Agricultural Aggregator Pilot (MAAP), was contracted, designed, and has started implementation, with the engagement of nine different agribusiness firms. The firms are engaged in a range of products including cotton, sugar, chicken, goats, maize, sesame, and horticulture. The supported expansions are projected to create around 4,500 improved jobs for the smallholder farmers who supply these products. The expansion plans were finalized, and baseline data have been collected and analyzed at firm and household level. The second round of data was collected in the fall of 2018, which will allow for an initial estimation of the jobs impacts of the expansions.

The program is also undertaking an evaluation study of the *Biscate* jobs platform. *Biscate* is an application that connects workers in the informal sector with customers through mobile communications and web technologies. Baseline data has been collected. In addition to these

multipronged deliverables, the program is supporting an ambitious program of Knowledge Platform events, rolled out throughout 2018. This includes dissemination work on the JD and the MAAAP already undertaken through presentations to specialist audiences. This will be followed up by larger-scale events later in 2019 and the production of video documentaries linked to the main activities of the program. *(Crosscutting Theme addressed: FCV, Gender)*

In **Let's Work Tunisia**, the grant has financed the development of an instrument that maps value chains and assesses constraints to growth and employment creation. Specifically, a value chain and jobs mapping combined with industry-specific business development services and local sector-specific public-private dialogue to reinforce competitiveness. The work is expected to accelerate job creation (especially for low-skilled youth) and reduce inequalities between the leading and the lagging regions of Tunisia. It is supplemented by a capacity-building program geared to local administrations (active in the lagging region) on value chain analysis and MSME business development services. The technical assistance has helped

- Elaborate action plans to address these constraints, including needed regulatory and administrative reforms, or interventions to support firms in achieving higher productivity and strategic positioning;
- Design interventions to connect individuals and enterprises to new jobs and business opportunities within value chains; and
- Prepare components within World Bank operations that contribute to the implementation of these action plans.

The activity has received significant interest from government counterparts as well as other donors (for example, the Swiss State Secretariat for Economic Affairs (SECO), the German Development Agency, and the European Union). It has also informed and helped leverage International Bank for Reconstruction and Development operations in Tunisia, including a \$100 million integrated landscape management project and a \$60 million youth economic inclusion project. Results from the instruments tested and lessons learned from the grant-financed program will be shared globally during 2019.

The **Let's Work Western Balkans** Program provided a valuable learning opportunity for the World Bank. Two activities were planned for the region: a JD for Kosovo and a portfolio review of the Western Balkan region from a jobs perspective.

The Kosovo JD included extensive treatments of labor demand (firm-level data analysis, structured interviews of firms, STEP employer survey data, and regulatory assessments), labor supply (using labor force survey data), mismatched and distorted incentives, and a macro structural analysis of the structural transformation under way. The team organized a roundtable discussion under the title "Jobs and Constraints to Employment Creation in Kosovo," held October 24, 2017, in Pristina, at which the results of the JD were presented. The event, cohosted with the American Chamber of Commerce, brought together representatives from the national line ministries (Ministry of Trade and Industry; Ministry of Education, Science, and Technology; Ministry of Innovation and Entrepreneurship), international organizations (UNICEF, the United Nations Development Programme, the U.S. Agency for International Development, the European Bank for Reconstruction and Development, UN Women, the Swiss Embassy, KfW Development Bank, the International Finance Corporation (IFC), Luxemburg's Development Cooperation Agency, and Austria's

Development Cooperation Agency), the national statistics office, think tanks, academics, and nongovernmental organizations. The presentation of the report was followed by a panel discussion on supply and demand constraints affecting labor market performance, as well as the role of the private versus the public sector in contributing to better employment outcomes. An open discussion on policy options for addressing those core challenges was organized at the end of the event.

The portfolio review assessed the relevance and effectiveness of the World Bank's effort in the region to improve access to, quality of, and equity of employment. The analysis was guided by three key questions:

- Does the portfolio address jobs dimensions across macro, demand-, and supply-side constraints?
- What aspects of the jobs agenda are focused on (or ignored) in the portfolio?
- Are synergies among operations adequately realized?

Using the Jobs Conceptual Framework developed by the Jobs Group, the review analyzed 31 operations and 54 non-lending activities in the region. This included

- A gap map, highlighting jobs outcome neglected in the existing portfolio
- A stocktaking of indicators used in projects, to assess their effectiveness in capturing jobs outcomes
- Recommendations to mainstream the jobs agenda in the portfolio
- Guidelines for jobs-relevant pipeline projects

The findings of the review were presented to the operational staff in the CMU, which included the country director, country managers, program leaders, and other operational staff.

## LET'S WORK PILLAR 2: THE MEASUREMENT AGENDA

Development finance institutions support job creation through research, investments, and technical assistance. It has become increasingly important for policy makers and development practitioners to measure the number and quality of jobs being created by interventions. This includes measuring not only direct jobs but also the indirect and induced jobs that were generated. Activities under Let's Work pillar 2 have made progress in defining the measurement agenda so that development finance institutions can improve their accountability to stakeholders by measuring jobs not only in a consistent and more robust way, but also along more nuanced dimensions: the number of jobs gained, the quality of those jobs, and who gets those jobs (inclusiveness). The program is piloting three methods to measure the impact of interventions on jobs: value chains, tracers, and macro models.

### Value Chains

Value chain studies provide an in-depth understanding of the interrelationships among firms that operate in a supply network and of the factors that determine the structure, dynamism, and competitiveness of these chains. Although most approaches to value chain analysis provide a limited focus on the nature and structure of jobs in these chains, the Jobs in Value Chains Survey

Toolkit, developed under the Jobs Umbrella MDTF, sheds light on the number of jobs, where they are in the value chain, and the extent and nature of relationships among actors in a value chain.

The value chain surveys were developed to understand patterns of job creation along a given value chain, focusing either on the jobs impacts of an investment in a single firm and/or the broader job impacts across the larger value chains or sectors. The methodology included implementing firm surveys at multiple levels of the value chain to better understand firm decision making about labor use and suppliers. The surveys consider the constraints that may impact the potential of firms to expand production and increase employment; for example, lack of finance to invest in expansion and lack of access to relevant skills in the workforce.

These surveys were piloted and tested in selected value chains in Lebanon and Zambia between January and May 2016. The methodology and tools were then revised in June–August 2016 on the basis of learnings from the field prior to launching in further countries. As of this report, the surveys have been successfully implemented in Bangladesh, Burkina Faso, Lebanon, Tajikistan, Tanzania, Tunisia, and Zambia.

The methodology makes use of in-depth quantitative surveys complemented by semi-structured qualitative surveys to identify and understand patterns of job creation along a value chain at the sector and firm levels. The tool can be used prior to an intervention to forecast potential jobs impacts, as well as after an intervention to analyze the resulting number and nature of jobs created from investments.

The main findings from the surveys reveal the location, scale, and quality of jobs within the value chain and can be used to estimate the potential for jobs growth over the next few years under alternative strategic and investment scenarios. The data are used to create jobs profiles for workers involved in production, distribution, and processing including gender, age, and skill profiles of labor. In Zambia, for example, along with details on the profile of the workforce, the study of the poultry and aquaculture value chains revealed the potential for jobs growth over the next few years if the main identified constraints to job creation are mitigated. Main findings from the construction value chain in Zambia show that up-to-date technologies are lacking at both training institutes and companies, and the impact this lack has had on jobs.

The surveys were mostly launched in partnership with an institution (the IFC, the African Development Bank) or multiple World Bank teams (Trade & Competitiveness Global Practice, Agriculture Global Practice, Jobs Group).

The surveys and accompanying materials are available for public use. The materials also include guidelines on adapting the questionnaires, applying sampling strategies, and analyzing the results.

## Tracers

The tracer method aims to calculate the long-term effects of job creation by evaluating impacts of private sector investments on beneficiaries. For example, when looking at the number and nature of jobs in a rural village in Uganda before a road investment happens and then after the road was built, the number and nature of jobs will have changed. Such changes are attributed to the road. Tracer studies are designed to track and record or evaluate the effectiveness of interventions

for job creation that create high-quality jobs. The two primary goals of tracer studies are to document changes in employment, wages, or other dimensions related to the quality of the job that beneficiaries experience, and to understand if and how the intervention contributed to these observed changes.

Under the Jobs MDTF, the projects selected to pilot tracer studies had not been designed with an evaluation in mind. Therefore, tracers were difficult to undertake. Circumstances became more complicated and less rigorous in cases where the project had already reached completion many years prior. This evidence suggests that tracers are likely used best when measuring the jobs impact of investments that are relatively small, targeted, and geographically confined (examples would include infrastructure and other investment projects with externalities) and used most appropriately if the unit of intervention and analysis is individuals or households.

Because of these circumstances, pilot evaluations using tracer studies have not yet yielded results. However, the team has developed a set of questionnaires, training manuals, and other materials. The pilot Impact Evaluation for the Zambia Agribusiness and Trade Project is testing these materials during this financial year. The M&E Toolkit for jobs operations contains surveys, manuals and guidance that can be used for tracer studies for individual and firm beneficiaries.

It is important to note that requirements for success include having

- Sampling and questionnaire design experts on the team,
- Someone familiar with IEs design data management, to guarantee the quality of the data, and
- Well-trained field managers to make sure that the enumerators are well-trained, motivated, and completing the work to the standard required.

## Macro Simulation Models

The macro simulation models were built with the objective of providing ex ante assessments of jobs impacts from interventions across different sectors, including direct, indirect, and induced employment effects. These included a variety of methods: static input-output and social accounting matrix estimation tools, computable general equilibrium models (CGE), and other structural dynamic methodologies.

The **first group of studies** was led by the IFC and **based on input-output and social accounting matrix models** to quantify potential ex ante impacts of interventions in infrastructure sectors including airports, ports, and power:

- The airports study focused on supporting an IE of IFC investments in two tourism airports in the Caribbean (in the Dominican Republic and Jamaica).
- The ports study had the objective of building a tool to estimate the impact of port investments across 20 countries, and the study included applications to IFC projects in Colombia, Indonesia, Pakistan, and Turkey.
- The power study focused on Turkey and complemented previous modeling efforts for the sector. Specifically, the Turkey study expanded the framework of the previous study of the Philippines power sector (completed by the IFC under the LWP in the previous year) to

capture the impacts on more economic sectors and to investigate in more detail the effects of investments in electricity distribution.

The three studies were finalized in March 2017, and the corresponding reports have already been published on the Let's Work partner protected site.

Beyond these deliverables, the IFC has accomplished the following:

- Developed the airports tool for 11 countries, but not yet applied it to new projects.
- Shared some of the information gathered through the evaluation studies in the Caribbean with the IADB, to support its evaluation efforts for projects in the Caribbean region.
- Used the ports model to (a) provide economic impact estimates for recent IFC port projects assessed through the new development impact assessment framework, Anticipated Impact Measurement and Monitoring; and (b) guide the recently designed road tool.
- Used the country-specific estimates from the Turkey power study and the previous Philippines study to complement and integrate into the IFC's power generation estimation model. This integrated model built by the IFC has also been used to provide estimations for s' Anticipated Impact Measurement and Monitoring assessments across various countries (including Cameroon, Egypt, and Uganda).

The **second group of studies** includes three applications that used **CGE and related structural dynamic models**. A team from the World Bank built a CGE for the West Bank and Gaza and combined it with an innovative social cost-benefit analysis. This work provided key inputs to a larger WBG initiative in the economy: The Finance for Jobs. In early 2016 the team organized a workshop with World Bank representatives from LWP to discuss the design of the social cost-benefit analysis tool and the subsequent building of the CGE model. The study was finalized and disseminated through the Let's Work website. In addition, an IFC team used a CGE approach to examine the effects of the increase in the supply of gas to the electricity sector in Ghana, in terms of jobs and gross domestic product. This study also included the analysis of the value chain for the oil and gas sector in the country, to understand the impact of its development on local suppliers. The report will be published on the Let's Work partner protected website.

Under the second group of studies, an IFC team built a second pilot of an innovative dynamic structural model for Ethiopia. This model makes it possible to follow employment by types and other macro effects over time, while providing distributional impact estimates. The study was finalized and disseminated through the Let's Work website in December 2017. This model was presented to various government institutions in Ethiopia in the fall of 2017, generating great interest from government officials and a request to work with IFC in this area, and was also recently used to generate some sector-specific simulations (logistics and telecommunication) in the recently produced country private sector diagnostics for the country in December 2018.

Going forward, the IFC will continue to integrate the built tools into its broad cross-sector ex ante impact estimation framework as well as country private sector diagnostics. In addition, Let's Work partners have access to all related study reports through the partner protected website, and both the IFC and World Bank teams remain open to further exchanges with other interested institutions around the developed models.

## FINANCING OF THE LET'S WORK PROGRAM

The LWP is financed from multiple sources:

- The Jobs Umbrella MDTF (donor partners include Austria's Federal Ministry of Finance, the Austrian Development Agency, Norway's Ministry of Foreign Affairs, Germany's Federal Ministry of Economic Cooperation and Development, the United Kingdom's Department for International Development, and the Swedish International Development Cooperation Agency.
- The IFC Let's Work MDTF (donor partners include Switzerland's SECO and Private Infrastructure Development Group (PIDG))
- The IFC's own resources (which have contributed \$1.5 million over the past three years)
- In-kind contributions from a variety of partners. In-kind contributions are in the form of a partner directly funding a study or research product that is explicitly approved within the work program by the Steering Committee.

**TABLE A1**

Summary Report Jobs Umbrella MDTF Status of Contributions as of November 2018

Donor name	Currency	Amount in contribution currency	Amount (\$)	Paid (\$)	Unpaid (\$)	Of which preferred for Let's Work
Norway—Ministry of Foreign Affairs	NOK	120,000,000	15,309,737	15,309,737	-	
Austrian Development Agency (GmbH)	EUR	1,600,000	1,877,999	1,877,999	-	
Austria—Federal Ministry of Finance	EUR	900,000	1,100,439	1,100,439	-	1,000,000
DE-Federal Ministry for Economic Cooperation and Development (BMZ)	EUR	1,500,000	1,695,423	1,410,961	284,463	
United Kingdom—DFID	GBP	14,650,000	20,332,445	16,739,545	3,592,900	10,024,000
Swedish International Development Cooperation Agency (SIDA)	SEK	54,000,000	6,388,357	6,388,357		
<b>TOTAL **</b>			<b>46,704,400</b>	<b>42,827,038</b>	<b>3,877,363</b>	<b>11,024,000</b>

Note: \*\* Does not include SECO and PIDG contributions to the LWP MDTF housed in IFC ledgers.

Source: WBG Budget Systems and donor discussions.

**TABLE A2**

Jobs Umbrella MDTF allocations for LWP (actuals) for activities under pillars 1 &amp; 2

	<b>Number of interventions</b>	<b>Allocation amount (\$)</b>	<b>Comments</b>
LWP pillar 1 (Country and Regional Pilots)	7	9,152,483	Bangladesh, Mozambique, Paraguay, Tanzania, Tunisia, Zambia, and West Balkans
LWP pillar 2 (Improving Data, Methodologies, and Analysis) *	17	1,390,194	Implementation of the measurement tools on direct, indirect, and induced jobs through value chains, tracers, and modeling; shows actual costs of interventions undertaken
LWP Communications, Program Support, and Oversight		1,948,223	Includes development of the measurement tools, the development of measurement toolkits, and dissemination of the results, as well as the overall knowledge management, dissemination, and secretariat functions of Let's Work
<b>Total LWP allocations</b>		<b>12,490,901</b>	<b>(Pillar 1 + 2 + 3/Support/Oversight)</b>

Note: \* Nine interventions for Let's Work pillar 2 will be financed from the IFC MDTF for Let's Work and will total \$1,445,000. Of the original 12 activities undertaken under the Jobs Umbrella MDTF, 5 were dropped: 4 because of lack of feasibility and 1 because of lack of activity until the grant's closing date.

Source: WBG Systems.

**TABLE A3**

Financing from IFC LWP MDTF (for activities under pillar 2)

	<b>Funding (\$)</b>
Retail: Romania and Sri Lanka	200,000
Agricommodity traders: Côte d'Ivoire, Nicaragua, Ukraine, Vietnam	200,000
Transport seaports	150,000
Electricity—power: Turkey	150,000
Tourism/non-tourism: Airports—Jamaica and Dominican Republic	180,000
Oil and gas: Ghana—Modeling and value chain	125,000
SMEs: Nigeria, Bangladesh—Expanded appraisals (pending disbursement)	150,000
SMEs: Tanzania and India (pending disbursement)	150,000
Multisector: Ethiopia	140,000
<b>Total</b>	<b>1,445,000</b>

*Source:* IFC's budget tracking.

**TABLE A4**

Summary Report: IFC Let's Work-related trust funds and own budget (\$)

<b>Donor cash flow statement (from inception to Dec. 31, 2016, in \$)</b>	<b>Funds committed by donors (agreement signed)</b>	<b>Funds received from the donors</b>
IFC**	1,500,000	1,500,000
SECO	1,500,000	1,500,000
PIDG	250,000	167,000
Total	4,250,000	4,153,882
TF admin fee deduction		(108,350)
Investment Income received		48,131
Total funds available		4,093,663
Total expenditures		3,207,893
Donor funds balance at the end of the reporting period		885,770
Outstanding donor commitments		83,000

Note: \* Represents net of donor contributions received for \$1 million and balance reflowed at the end of the NIPP.

\*\* Represents funds committed and spent by the IFC from its own resources.

Source: IFC's budget tracking.

# ANNEX B: GENDER AND JOBS

**Gender has been a key underpinning of the activities under the Jobs MDTF**, with most the grants financing gender-related impacts and/or data disaggregated data.<sup>4</sup> During the last year, newer funding has financed three papers exploring priority themes in the gender and jobs agenda to share findings with Bank task teams and the global community. They include female labor force participation, gender-based employment segregation, and women’s entrepreneurship.

The papers draw on available global evidence to present a comprehensive discussion on female jobs outcomes: how and why they are different; what policies and interventions can help to improve them; knowledge gaps in the literature on developing countries and areas for future research.

**Key takeaways from the review papers** show that women:

- (a) face more unfavorable job prospects,
- (b) have lower ability to profit from available job opportunities, and
- (c) have poorer job outcomes in terms of labor market participation, employment segregation and entrepreneurship.

Women’s weaker outcomes in these dimensions leave them lacking the skills, experience and networks needed to profit from existing opportunities; perpetuates the restrictive gender norms and other constraints they face; and undermines the expansion and improvement of their job prospects.

**The papers highlight the multiplicity of drivers of women’s jobs outcomes, as well as the coincidence in drivers of gender disparities across all three themes.** Although the literature theorizes and discusses extensively the role of drivers such differences in time use, education and skills, access to financial and labor markets, legal systems, behavioral barriers, discrimination, norms and culture, there is little quantitative examination of their relative contributions to specific women’s jobs outcomes. More attention is also called upon drivers that are less commonly discussed, such as gender differences in preferences, values and choices.

**Finally, the causal evidence regarding which policy prescriptions work to address gender disparities in the jobs arena is sparse and highly dependent on the local context.** Frequently, the causal evidence is indirect, from evaluations of policies and interventions impacts on a driver or a closely related outcome rather than a direct measure of labor force participation, employment segregation, or entrepreneurship. Research on the latter more usually examines impacts on women’s outcomes rather than on the gender gap in outcomes.

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<sup>4</sup> Annex A of Jobs Umbrella MDTF Annual Report 2017 <https://www.jobsanddevelopment.org/documents/mdtf-annual-report-2017.pdf>



## HOW ARE WOMEN'S JOB OUTCOMES DIFFERENT?

- Women are less likely to participate in the labor market than men. Reduced women's labor force participation is tightly linked to labor market gender inequality more broadly. Besides outright discrimination, higher unemployment, more limited job options, and lower potential earnings reduce women's opportunity cost of staying out of the labor force. See Box 1.
- Women are clustered in different occupations from their male counterparts (horizontal segregation) and hold lower status positions (vertical segregation). Although the definitions of "traditional" and "non-traditional" women jobs are highly contextual, women unequivocally are overly concentrated in poorer quality and lower remunerated jobs, and in businesses sectors that are crowded and have less profit and growth potential.
- Women are more likely to be "pushed" into entrepreneurship (by high unemployment, lack of adequate jobs, low wages or salary earnings, lifecycle circumstances, or insufficient family income) rather than "pulled" (by an opportunity or a creative idea for a new business). Women's businesses are more frequently home-based and smaller in terms of sales, assets and number of employees. They are less profitable, grow slower and have higher closure rates.

## WHY ARE THEY DIFFERENT?

Potential drivers of women's lower labor force participation, segregation into inferior jobs and sectors, entry into entrepreneurship, and business performance include:

- endowments: time, education, skills, experience, assets, technology, networks;
- external constraints: legal system, labor markets, financial markets, norms and culture;
- preferences: risk-return, competition, flexibility, work-life balance; and
- internal behavioral constraints: confidence, self-image, self-efficacy, perceptions about their environment.

There is no conclusive evidence to date on which drivers are the main determinants of gender differences in jobs outcomes. Furthermore, the relative importance of different drivers may vary according to the country context. Identifying the primary drivers should be an overarching theme for future research.

## WHAT IS THE POLICY EVIDENCE?

Each driver implies different policies and interventions to address gender disparities in jobs outcomes.

A greater part of the policies and interventions sampled in the reviews emphasize closing well documented gender gaps in **endowments**. Among these efforts, solutions to tackle gaps in financial and asset endowments have included provision of microcredit, savings products, and bank accounts to women; self-help groups; digital financial products and services; psychometric credit scoring in place of collateral; and individual direct deposit of wages. Additional efforts seek to improve gaps in education, skills and experience through skills training, business training, and

public works programs; as well as to strengthen network endowments by offering networking and mentoring opportunities. While some of these options are relatively new and/or there is limited evidence about them (e.g. psychometric scoring), others (e.g. microcredit) have a plethora of research exploring their impacts.

Overall, it remains unclear to what extent these strategies improve women's job outcomes. Evidence of impacts on jobs-related outcome measures is either mixed or lacking. There is growing evidence that microfinance and cash grants are not as effective as expected. The literature indicates positive impacts on women's access to financial endowments, but access does not guarantee jobs-related impacts unless women's control over financial resources is ensured. There is also limited support to the benefits of technical and business training programs. And evidence regarding mentorship (particularly male mentors) and soft skills training interventions is favorable but thin.

Policies and interventions addressing **external constraints** have also received significant attention. Traditionally they have consisted of legal reforms to make laws and economic opportunities more equitable for women, for instance extending inheritance and property ownership rights to women, reducing financial and labor market discrimination, and creating safer and more gender-friendly business environment. Lately, interventions are being directed at relaxing restrictive social norms, challenging the notion of women as primary caretakers, as well as making it socially acceptable for women to delay marriage and childbearing, to have freedom of movement outside of home, and to interact with non-relative males. However, there is no empirical evidence that such norms dominate other constraints. Woman-specific policies, such as mandated maternity leave, can result in increased participation and faster return to work, but also may discourage employers from hiring women and funnel women into occupations that are conducive to time away from work. Better alternatives encourage parental leave (for men and women) and shift responsibility from an employer liability to a social security system. Gender-blind job advertising, hiring and promotion are also surfacing as major potential practices to improve women's jobs outcomes. By and large, the evidence on these policies and hiring practices is from developed countries; studies in developing country contexts are sorely lacking. Much thinner and indirect is the evidence regarding impacts of inheritance and property laws, family planning services, flexible hours, and childcare subsidy.

Interventions to address **internal behavioral constraints** are more recently gathering interest, especially those developing women's self-esteem, self-efficacy, personal initiative, and other similar psychological mechanisms. New field experiments show these aptitudes can be enhanced through training programs, and that their impacts on entrepreneurial performance may be larger than those of traditional business training. Women's mental models, cognitive biases, aspirations, beliefs and perceptions are being influenced through the design of behaviorally-informed devices, exposure to information, and role models. Evidence indicates their potential to correct perceptions of lack of opportunities and adverse environment, modify beliefs regarding own skills, and intensifying job search. However, this area of research is still new in developing countries. Evidence on jobs-related impacts is scarce, at best indirect, and tends not to differentiate effects on men and women.

Two main approaches to address gender **differences in preferences** are to attempt changing preferences with norm-based interventions; or to accept preferences as given and provide services and opportunities based on their preferences. Although preferences can be malleable, the difference

in preferences and choices that women make voluntarily do not necessarily indicate problems that need to be fixed. Instead, women's welfare can be increased by adapting the environment to make their preferences more viable and ensuring that implementing these preferences doesn't command a disproportionate penalty relative to men. More research is needed to clarify what preferences call for which approach.

Government labor policies that directly impact the demand side of the labor market—women's economic opportunities in general but particularly the availability and quality of wage employment—could do more to improve women's well-being than other options aimed at the supply side—such as those focused on encouraging women to become active in the labor market, or at leading them into entrepreneurship or specific sectors. Unfortunately, causal studies comparing the impacts of demand-side policies and interventions in developing countries are seemingly non-existent. This is an important area for future research.

Current assessments indicate that the success of policies and interventions vary with local specifics, and that it depends on their design and implementation details. Disentangling causal effect is an important first step for correct formulation of recommendations. To improve the job outcomes of women relative to men, it is important to know which of the drivers are the most prominent in determining them. It is likely that a multitude of factors listed above need to be addressed to create a more level-playing field. Determining policy priorities and solutions ultimately will require more systematic and comprehensive cross-country analysis and country-specific job diagnoses.

Ultimately, there are compelling reasons for policymakers to target female labor force participation and employment segregation (figure B1). The challenge is to identify context-specific labor supply and demand constraints that influence female jobs outcomes, and serve as policy levers within a given context of social norms and government regulations.

## FIGURE B1

Key Drivers of Jobs Outcomes for Women





# ANNEX C: IMPACT EVALUATION HYPOTHESES



Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Mozambique</b>	LWP Mozambique	<p>The study will test the hypothesis that the expansion of agricultural aggregator schemes in Mozambique could have a significant impact on (direct and indirect) job creation, on productivity growth and on farmer incomes, which is reasonably proportionate to the cost of the subsidies needed to trigger the expansion of the schemes. It will further test the hypothesis that once the new out-growers are incorporated, the schemes can be financially sustainable in the medium and long term without the need for further subsidy. To this end, the study will carry out a rigorous empirical evaluation of the impact on farmer incomes and will develop a cost-benefit framework, grounded in the principles of public economics, to estimate the financial and economic returns to each of the out-grower models evaluated in the pilot, including an analysis of the distribution of costs and benefits between the participants.</p>	FCV, Gender
<b>Tanzania</b>	LWP Tanzania	<p>Can an integrated support package (assured market access at a minimum price, access to credit and modern inputs, and extension) provided and supported by a platform of stakeholders in the VC and coordinated by a third party (WFP) be shown to increase smallholder labor productivity? The application is to maize, a key staple crop in Tanzania.</p>	
<b>Cote d'Ivoire</b>	Côte d'Ivoire Jobs Analytics	<p>"The IE seeks to address the following questions. On Youth: 1) What is the impact of apprenticeship program on the share of youths in apprenticeship? Do more disadvantaged youth get access? 2) What is the impact of the apprenticeship program on youths' employment and earnings? On Firms: 3) Does the placement of apprentices from the program in firms displace traditional apprentices? 4) Does the placement of apprentices from the program in firms improve productivity and revenues from firms?"</p>	FCV, Gender
<b>Morocco</b>	Impact Evaluation: Strengthening Micro-Entrepreneurship for Disadvantaged Youth in the Informal Sector	<p>The IE tests the hypothesis that through training youth from disadvantaged background (no high school, poor neighborhoods) can help them start and sustain micro business ventures. The evaluation will provide new evidence on the effect of targeted entrepreneurship training for disadvantaged youth on the development of entrepreneurial skills and attitudes; the probability to start and expand a business; income generation and job creation; among a series of additional outcomes. The evaluation will explore how the gender sensitive project features help young women to become successful entrepreneurs, and thereby will make important contributions to the existing knowledge on entrepreneurship</p>	Gender

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Brazil</b>	Big Data Analysis For New Evidence-based Answers on the Impact of Labor and Vocational Training Programs and the Role of Films' Dynamics: Follow-up Research Work on Skills and Jobs in Brazil	The IE examines whether conditional cash transfers impact student learning the key channel through which they may lead to higher human-capital accumulation and increased labor market earnings. Using a regression discontinuity design the impact evaluation will examine whether conditional cash transfers impact test scores in national exams.	
<b>China</b>	CN—Improving the Jobs Impact of the Industrial Development of the Yangtze River Economic Belt	“The main hypothesis that the team wants to test is whether employment services improve jobs outcomes at the individual level in the context of planned industrial relocation. The team also plans to explore the implications of the employment services for aggregate jobs outcomes at the market level. This hypothesis will be tested in a context of massive industrial relocation currently underway in China. The relocation is facilitated by the Government of China and the team will focus on the manufacturing sector where companies tend to move from the (wealthy) downstream Yangtze River provinces to the (less-wealthy) middle and upstream provinces. In this context, at the aggregate level, having employment services potentially allows for more job creation, because companies that consider relocating can assess availability of labor and plan for their labor force in the new locations. At the individual level, employment services can reduce search cost for both job seekers and employers and improve the quality of job matching. The team plans to pay particular attention to (i) the role of public-private partnership in organizing of employment services, and (ii) whether skills development is provided as part of employment services.”	

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Colombia</b>	Microenterprise Supply Intermediation in Colombia	<p>“Evaluation Question 1: What is the impact of using Agruppa’s supply chain service on the costs, travel time, prices, profits, and sales of firms which are offered the service? Hypothesis 1a: Use of Agruppa’s service will result in a reduction in travel time and travel costs for participating firms. Hypothesis 1b: Use of Agruppa’s service will result in a reduction in unit costs for participating firms Hypothesis 1c: Participating firms will pass through some of the reduction in unit costs to prices, so they will charge lower prices for their products. Hypothesis 1d: Participating firms will sell more products and make higher profits. This will come through longer opening times (since less time is spent traveling), through attracting more customers (due to lower prices), or to make higher profits on the same amount of sales (due to reduced costs) Evaluation Question 2: What is the impact of competitors using Agruppa’s service on firms not offered the service to begin with? Hypothesis 2a: In the short-term non-participating firms will suffer a drop in sales or in profits as a result of their competitors reducing prices. Hypothesis 2b: Over the longer-term, some of these initially uninterested firms will respond to the loss of sales by signing up for Agruppa’s service.”</p>	Gender

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Georgia</b>	GENIE Broadband for Development program	<p>"The IE will test the following hypotheses. Ex-posty study: H1. Broadband expansion increases aggregate firm growth H2. Larger firms face less constraints to broadband utilization and are able to generate larger impacts than smaller firms. H3a. Firms respond to broadband expansion by shifting towards more high-skilled over low-skilled workers H3b. Wages of high-skilled workers increase in recognition of higher productivity. Ongoing study: H1a. E-commerce training will increase the likelihood that firm invests in e-commerce activity (starting a web page, advertising online etc.). This in turn will expand the customer base and increase turnover. H1b. Changes in number of employees working for the firm is ambiguous. We hypothesize that firms will increase demand for workers with ICT skills over low-skilled work that is more easily automated. The proportion of high-skilled to low-skilled workers will increase. H2. The direction of impact is ambiguous due to two competing hypotheses: H2a. By channeling resources towards firms that are able to best absorb them, training resources are allocated more efficiently, improving firms' e-commerce investment decisions and resulting in larger impacts than in a standard training. H2b. There will be no additionality from providing training resources to high-performing businesses since they would have invested without support. Low-performing firms are the ones facing the highest constraints to e-commerce participation and thus offer the highest potential additionality from the training. By ensuring resources are made available to low-performing firms, the standard training will yield higher overall additionality (and resulting impact) compared to the competitive training."</p>	Gender

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Ethiopia</b>	Youth entrepreneurship and spatial match in urban labor markets in Ethiopia	<p>“The impact evaluation will test the following hypotheses. On youth employment: 1. Self-employment grants will have higher impact on self-employment outcomes when targeted to individuals predicted to have high entrepreneurial ability than when provided to self-selected individuals. 2. Community targeting will be more effective at identifying credit-constrained individuals with entrepreneurial skills than data-based targeting, given that entrepreneurial skill is hard to predict based on observable characteristics. On spatial mismatch: 1. Local labor markets for low-skilled workers are not well integrated across a large city like Addis. Thus, the availability of public works in a local market will reduce the overall supply of low-skilled labor, pushing up unskilled wages and/or lowering unemployment. 2. Female employment will be more affected, if the types of public works opportunities are more female-oriented, and/or if women are working to begin with. 3. Public works will result in benefits for both beneficiaries and non-beneficiaries. 4. Cash grants among low-income individuals looking for a wage job increases search for jobs outside the local labor market and improves employment outcomes. They are less effective for women unless childcare is also made available to help them manage childcare responsibilities. 5. Job-seekers with the ability to credibly signal their soft skills like punctuality and work effort through certification, will have better employment outcomes particularly in markets outside their local market.”</p>	FCV, Gender
<b>Mozambique</b>	Improving jobs of smallholder women farmers	This IE will assess how investment in agricultural and commercial practices affect women farmers’ adoption of high-value crops and improved jobs. The IE will also test the additional impacts on jobs’ productivity of investing in women farmers’ non-cognitive skills including proactive and persistent behavior.	Gender
<b>Jordan; Syria</b>	Entrepreneurship Pilot to Promote Economic Opportunities for Jordanians and Syrians	The central hypothesis that is being tested is whether regular business networking over a certain period of time (e.g., one year) would facilitate business interactions between and among Syrian and Jordanian businesses, entrepreneurs, and potential entrepreneurs and by doing so would improve business performance and job creation for both Syrians and Jordanians businesses and entrepreneurs.	

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>DRC</b>	Deepening the Jobs Impact of the Public Works Programs through Capital Injection and Social Network Stimulation: A Randomized Control Trial in Eastern DRC	“The IE proposes to evaluate the following hypotheses—H1: Assuming that STEP participants are still capital constrained after participating in labor intensive public works, the business grant will relieve these constraints, increase business investment, business survival and long-term income. H2: Assuming an uneven distribution of management quality, the social network treatment will increase business communication leading to the uptake of new business practices, increased business survival and income. H3: Assuming both an uneven distribution of management quality and capital constraints, the combination of the two treatments will increase business communication as well as relaxing capital constraints, leading to increased investment, the uptake of new business practices, investment, increased business survival and income.”	FCV, Gender
<b>Burkina Faso</b>	Burkina Faso—Cash Transfers vs. Matching Grants for Job Creation in MSMEs	This design of the impact evaluation tests the hypothesis that cash grants are more effective in improving business survival, performance (measured by turnover, profit, productivity, innovation), youth employment, job creation and job consolidation. We provide matching grants and cash grants to Micro, Small and Medium Enterprises (MSMEs) in an agribusiness growth pole in Burkina Faso. The grant recipients are divided into three distinct groups. Grant applicants are randomly assigned to a group of MSMEs that receive matching grants only, another group of MSMEs that receive cash grants only, and a third of MSMEs that neither receive matching nor cash grants (the control group).	Gender
<b>Nicaragua</b>	Improving Access to Markets through Rural Roads Rehabilitation in Nicaragua—Overcoming Additional Constraints	“Hypothesis 1: lack of access to lumpy investments is among key impediments to higher productivity in rural Nicaragua; Hypothesis 2: aspirational deficit further impedes investment and higher productivity; Hypothesis 3: provision of savings accounts and incentives to save (matched grants) has more sustainable impact on accumulation of lumpy sums and their subsequent investments than cash grants; Hypothesis 4: large incentives to save early decreasing over time are better able to form habits among micro-entrepreneurs with poor self-control and go along with larger productivity impacts relative to incentives that are constant over time.”	

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Nicaragua</b>	CCT Plus: Combining conditional cash transfers, vocational training and business grants—long-term evaluation of a randomized trial in Nicaragua	<p>“The main hypothesis is about whether a 1 year intervention can have long term sustainable effects. We focus on 3 areas:</p> <ol style="list-style-type: none"> <li>1. Can short-term programs combining cash transfers with interventions specifically targeting vocational skills and business asset accumulation lead to positive income dynamics and productivity gains? 2. Can impacts on cognitive and non-cognitive outcomes in early childhood facilitate school-to-work transition and increase prospects of more productive employment? 3. Can interventions targeted at human capital and asset accumulation by women contribute to sustainable empowerment and productive inclusion?”</li> </ol>	
<b>Lebanon; Jordan; Kenya; Colombia</b>	Technology and Entrepreneurship Rapid Skills Training for Youth Employment	<p>“1. a) Do coding bootcamps impact the employability of youth? To what degree? 1. b) Do coding bootcamps impact the salary levels of youth? To what degree? 2. a) Do coding bootcamps impact the employment opportunities of low-income/low-skilled youth? e.g. leapfrogging from a janitor position to a junior developer position. 2. b) Do coding bootcamps impact the education opportunities of low-income/low-skilled youth? e.g. having access to a university degree after the bootcamp. 3. a) Do students gain socio-emotional skills (measured as grit and personal effectiveness) from coding bootcamps? 3. b) Do students that demonstrate higher levels of socio-emotional skills (measured as grit and personal effectiveness) obtain better outcomes in the labor market and in their career development?”</p>	Gender
<b>Tunisia and Comoros</b>	Public Works and Welfare: Randomized Control Trials in Tunisia and Comoros	<p>In Comoros the IE will test the hypothesis that public work programs which include cash grants encourage women to be involved in micro-entrepreneurship (assumption: key binding constraint is seed capital. In Tunisia the IE will test the hypothesis that participants and non-participants fare differently as a result of their participation in a labor intensive program. The impact evaluation will answer the following: (1) What are the direct effects of temporary employment cash-for-work program on social and economic outcomes of poor households? (2) What are the effects of the productive infrastructure created as part of the program on socioeconomic outcomes in recipient communities? And (3) Does the timing of support in the short-term cash-for-work program increase the likelihood of stable employment and livelihoods?</p>	Gender

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Liberia</b>	Liberia Youth Opportunities IE—data	Hypothesis 1: Youth in Liberia are capital-constrained and this limits their ability to effectively pursue self-employment and entrepreneurship. Hypothesis 2: Youth in Liberia have low levels of skills and this limits their ability to effectively pursue self-employment and entrepreneurship. Hypothesis 3: Female youth in Liberia face social, cultural and self-agency barriers and this limits their ability to effectively pursue self-employment and entrepreneurship.	FCV
<b>Madagascar</b>	Evaluating Scalable Productive Safety Net Innovations	“This IE evaluates the impact of interventions (“productive spaces” and “behavioral nudges”) accompanying a cash for work program targeting poor households living in rural Madagascar on beneficiaries’ productivity and welfare. “Productive Spaces” theory of change dictates that proving beneficiaries with the time and knowledge to create and grow productive microenterprises will enhance their productivity. The “nudges” theory of change is that by taking advantage of the framing of certain features of the cash for work program, we can influence beneficiaries’ subsequent actions, allowing them to overcome behavioral challenges that might prevent them from realizing increased productivity as a result of participating in the program.”	Gender
<b>Ghana</b>	Ghana National Apprenticeship Program IE	The impact evaluation aims to quantify the economic and social returns to Apprenticeships in Ghana. The main outcomes of interest are employment (formal vs. informal employment), earnings, self-employment profits, migration, and other labor market outcomes such as hours of work and migration. The IE will also examine whether the results vary by individual, characteristics such as gender, socio-economic status, baseline cognitive and non-cognitive test scores. As the placement of apprentices to firms was randomized, the IE will also explore whether the returns to training vary by trainer characteristics.	Gender

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Democratic Republic of Congo;</b> <b>Honduras;</b> <b>Mexico</b>	Soft Skills, Personality Traits and Jobs in FCV	<p>In Honduras the impact evaluation will test labor market readiness program targeting at-risk youth aged 18–25 who are neither studying nor strongly attached to the labor market (the At-Risk Youth Temporary Jobs Program). In DRC the impact evaluation will examine the effects of a labor-intensive public works project and incentivized saving and vocational training on economic, social, and psychological outcomes of poor urban populations in a conflict prone setting. Specifically it will test the following hypotheses: (1) Assuming that the opportunity cost of being engaged in labor intensive public works (LIPW) is sufficiently low, our hypothesis is that LIPW benefits increase short-term income and that those program activities increase social indicators; (2) Assuming imperfect factor markets and incomplete provision of public services, we hypothesize that the extended training program increases human capital, social cohesion, psychological well-being and decreases illegal activities; (3) Assuming savings and/or behavioral constraints, we hypothesize an increase in savings; (4) Assuming both savings constraints and imperfect factor markets, we hypothesize that the combination of LIPW, the extended training program and the savings program increases both economic and social indicators.</p>	
<b>Egypt</b>	Public Works and Welfare: A Randomized Control Trial of Egypt's Emergency Labor-Intensive Investment Project	<p>"The IE will test the following hypotheses—H1: Short-term cash-for-work employment will have positive direct effects on the economic outcomes of the participating households. [These effects may include consumption/food security, income, employment/employability, reduced use of detrimental coping strategies and productive investment of the additional income.] H2: Community infrastructure will have positive effects on economic development of recipient communities beyond direct employment and income effects. H3: Short-term cash-for-work employment and community infrastructure will have positive effects on social outcomes. H4: Short-term cash-for-work employment will have positive effects on psychological outcomes."</p>	Gender
<b>Tajikistan</b>	Tajikistan Performance Based Approach to BAS Provision	<p>The project tests the hypothesis that performance based contracts for business advisory services providers (BAS) can improve jobs outcomes for SMEs accessing the line of credit vis-à-vis standard contracts.</p>	FCV, Gender

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Kenya</b>	The direct and spillover impacts of business training and mentoring of female entrepreneurs: experimental evidence from Kenya	<p>"Hypothesis 1: Business training for women can increase their income and well-being. Hypothesis 2: This growth for female businesses can come without just taking away business from competitors. Hypothesis 3: Mentoring strengthens the impact of business training."</p>	Gender
<b>Zambia</b>	Impact Evaluation for the Zambia Agribusiness and Trade Project	<p>"The main evaluation questions of the study are as follows: Productive Alliances: 1) How does technical assistance in executing a business plan impact trading relationships (relationship length, surplus division, investment, returns to farmers such as revenues and profits, input allocations, crop mix, movement into higher value operations, spillovers in other trading relationships)? Since the technical assistance may perform several functions, the IE will test which have the highest relative value for a trading relationship. 2) How does liquidity (addressed through the matching grant), in addition to the technical assistance in executing a business plan, impact trading relationships, including outcomes such as relationship length, surplus division, investment, returns to farmers such as revenues and profits, input allocations, crop mix, movement into higher value operations, spillovers in other trading relationships? Market Connect 3) How do customized business development services impact SME outcomes, including costs, input allocations, returns such as revenues and profits, product mix, the formation of trading relationships and division of surplus within trading relationships? 4) How does customized consulting and liquidity (matching grant) impact SME outcomes, including costs, input allocations, returns such as revenues and profits, product mix, the formation of trading relationships and division of surplus within trading relationships?"</p>	

Country	Title	Impact Evaluation Hypothesis	Theme(s) addressed
<b>Mexico</b>	Mexico Economic Inclusion Pilot	The project seeks to promote the labor market inclusion of low-income youth, including beneficiaries of Prospera conditional cash transfers program, into formal quality employment in strategic economic sectors with high growth potential. To this end, the project will design and test an integrated supply- and demand-side labor inclusion approach to support the school-to-work transition of targeted youth, building on existing government programs.	
<b>South Africa</b>	South Africa Youth Job Search Assistance	The proposed impact evaluation will examine the effect of reducing information asymmetries between work seekers and firms via randomized interventions on the supply and demand sides of the labor market. The supply side interventions provide work seekers with information about their own skills and aptitudes, varying work-seeker's ability to credibly convey this information to prospective employers. This allows us to separate the effects of improved self-knowledge from the effect of improved ability to signal aptitude in the labor market. The demand side interventions provide similar information about work-seekers directly to firms, in order to evaluate the effect of reducing information barriers on firm-level outcomes. The evaluation assesses the impact of improved information on work seekers' job search behavior and employment, as well as employers' hiring practices and firm-level productivity.	
<b>Lebanon</b>	Lebanon National Jobs Creation Program	The impact evaluation will measure: (i) the impact of the matching grants on firms and the extent of death-weight losses; (ii) the impact of intermediation services on individuals in the absence of capital subsidies; and (iii) the impact of intermediation services on individuals when there are capital subsidies	FCV

# ANNEX D: PROGRESS REPORTING ON ALL GRANTS—BY WINDOW

## WINDOW 1: JOBS DIAGNOSTICS, STRATEGIES, AND OPERATIONS

**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:

The Côte d'Ivoire Economic Inclusion into Value Chains Pilot will support the government's efforts to increase productive employment of poor households in the agricultural sector. Such an approach simultaneously tackles labor supply and demand constraints to raise the incomes of the poor. Within the context of 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 tackles simultaneously labor supply-side and demand-side constraints to raise the income of the poor, with a focus on the development of the rice value chain, and (ii) the design of a rigorous impact evaluation (IE) to compare labor market and welfare outcomes attained through (a) a value chain development approach, (b) through cash transfer, and (c) through synergies that may arise from a combined intervention.

### PROGRESS:

The project team and the government counterparts agreed to fully integrate the jobs pilot in the International Development Association (IDA)-financed Productive Social Safety Net (PSSN) project to maximize the learning opportunities. The jobs pilot is connecting the poorest rice-growing households to expanding markets by simultaneously addressing labor demand (rice mills) and supply (rice producer) constraints. A systematic mapping of all 280 midsize rice processing units throughout the country has been completed, including information on the operating status of the units, their exact locations, their relationship with the producers and distributors, the number of employees, and their main constraints in operating the rice mill. The analysis of the mapping was presented and discussed with partners at a technical workshop and informed the selection of the pilot regions. The project team and UNACOOPEC, a local microfinance institution, have agreed to



join forces in the context of the jobs pilot: UNACOOPEC will provide working capital to the selected processing units; the PSSN will provide management and marketing training to the processing unit staff and will offer the rice farmer organizations organizational support and extension services. The government counterparts, with the technical support of the project team, have identified and selected a research and development center that will conduct a rapid assessment in each of the three pilot regions and produce the modules and implementation protocols of the intervention. The selected service provider has extensive experience in the rice sector in Côte d'Ivoire and other West African countries, with a focus on development of the rice mills. Last, the project team has made considerable progress on the evaluation design and has published, in English and French, a blog post, "Unveiling New Paths to Create More Jobs for the Poor," which lays out the innovative approach of connecting the poorest households to growing markets (<http://blogs.worldbank.org/jobs/unveiling-new-paths-create-more-jobs-poor>).

#### LESSONS LEARNED:

The grant implementation is still in its early stages. The most important lesson so far is the importance of a collaborative approach to advance the preparation of the jobs pilot: it has proved important to engage early on and continuously with the different stakeholders to prepare for the activities. Stakeholder commitment and active involvement in refining the scope of the jobs pilot and in making decisions, including on the pilot areas and the final design, have been important to advance the preparation of the implementation of the activities and the evaluation. The PSSN has gradually taken on more and more ownership over the past couple of months, with the jobs pilot now an integral part of the project's Productive Inclusion Platform.

#### LINK TO OUTPUTS:

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

## TF0A6224 | R4S: Assessing the Impact of Automation on Developing Countries

**COUNTRY / REGION:** Global

**TTL:** Hernan Jorge Winkler

#### OBJECTIVE:

This project investigates the expected effects of digital technological change on the labor markets of developing countries, with a focus on the effects of automation. For developing countries, concerns are now rising that further automation in the developed world will shift capital/labor price ratios in favor of the reshoring of production and services back to developed countries. Automation in developed countries could also close the door for labor-intensive, export-led growth as a development model for the latecomers (such as countries in Sub-Saharan Africa). If technology benefits mainly the skilled and better connected, it may further increase inequality not only between countries, but also within them.

#### APPROACH:

This activity uses a combination of modeling, simulation, and econometric techniques to address the overarching question of the effect of reshoring following automation on labor markets in exporting developing countries.

**PROGRESS:** Completed.

The team finished the two working papers. The first investigated the questions: How does robotization of production in advanced countries affect their trade with developing countries? And what are the implications for wages and welfare in both sets of countries? To address these questions, a trade model was developed in which robots can take over some tasks previously performed by humans in a subset of industries. Empirical evidence based on examining industry-level trade patterns showed that greater robot usage in Europe and the United States leads to (i) a rise in imports sourced from less developed countries in the same industry and (ii) an even stronger increase in exports to those countries. The model suggests that this reflects automation-induced increases in productivity in robot-adopting advanced economies, which in turn enhance their exports. Yet, in order to produce and export more, advanced countries require more intermediate inputs, which can lead to increased demand for imports from developing countries. The welfare impacts of robot adoption are positive overall, but automation creates short-run distributional tensions as it initially depresses wages in automating countries. However, this adverse effect is likely to be reversed by further reductions in robot prices. Paradoxically, developing countries appear to benefit from automation in developed countries both because automation lowers prices for imported goods and because it boosts the demand for their exports.

In the second deliverable, the researchers used administrative data on Mexican exports by municipality, sector, and destination from 2004 to 2014 and investigated how local labor markets in Mexico with greater exposure to automation in the United States through trade fared in terms of exports and employment outcomes. The results show that an increase in one robot per thousand workers in the United States—about twice the increase observed between 2004 and 2014—lowers exports per worker growth from Mexico to the United States by 6.7 percent. Higher exposure to U.S. automation did not affect wage employment, nor manufacturing wage employment overall. Yet, the latter is the result of two counteracting forces. Exposure to U.S. automation reduced manufacturing wage employment in areas in which occupations were initially more susceptible to automation, but it increased manufacturing wage employment in others. Finally, researchers found negative impacts of exposure to local automation on local labor market outcomes.

**LESSONS LEARNED:**

- New evidence shows that automation is affecting developing countries.
- The evidence shows that while some impacts are negative, automation also may create opportunities by improving efficiency, raising incomes, and increasing the demand for products from developing countries.
- In developing countries, automation directly affects only formal employment, but it increases informality as displaced formal workers move into the informal sector.

**LINK TO OUTPUTS:**

1. [Robots, Tasks and Trade](#)
2. [Does Automation in Rich Countries Hurt Developing Ones?: Evidence from the U.S. and Mexico \(English\)](#)
3. [Are robots in Michigan destroying jobs in Chihuahua?](#)
4. [Does Automation in High-Income Countries Hurt Developing Ones? Evidence from the United States and Mexico \(Powerpoint Presentation\)](#)

## TF0A6223 | R4S: The Changing Skill Content of Jobs in Developing Countries

**COUNTRY / REGION:** Global

**TTL:** Hernan Jorge Winkler

### **OBJECTIVE:**

The grant will investigate the skill content of jobs in developing countries using country-specific skills surveys. It will also investigate the drivers of trends in the skill content of jobs.

### **APPROACH:**

This activity will combine research on the empirical evidence on changes in the skill content of jobs of developing countries because such research is scarce and it is important to understand the gap that exists. This project will collect the necessary information in several steps: First, country-specific skills surveys will be used to estimate trends in the occupational structure of developing countries' labor markets. Second, the project will investigate the socioeconomic drivers of such changes. And finally, it will estimate the role of international trade and the adoption of new technologies as drivers of the changing skill content of jobs.

**PROGRESS:** Completed.

The researchers investigated trends in the skill content of jobs and in the labor market polarization in developing countries. Five stylized facts emerged: (i) There are signs of skills polarization in developing countries, where the share of routine jobs shows the largest decline. (ii) The process of skill polarization is different from that in developed countries, because routine workers in developing countries tend to be at the bottom of the wage distribution. (iii) While developed countries tend to have jobs more intensive in high-order skills than those in developing countries, income (both in growth and levels) is not associated with the skill content of jobs once other factors are accounted for. (iv) While information and communications technology (ICT) and demographic changes are linked to increased skill polarization, international trade is an offsetting force. (v) ICT adoption is correlated with lower employment growth in countries with a high share of occupations intensive in routine tasks.

These findings have important policy implications. The fact that routine workers are more likely to be at the bottom of wage distribution in developing countries implies that the impacts of ICT adoption on inequality may be larger in developing than in developed countries. Therefore, policies to mitigate the impacts of new technologies are even more important in their context. ICT adoption (rather than gross domestic product (GDP) growth per se) is strongly linked to the demand for high-order skills; thus, the type—rather than just the magnitude—of economic growth matters for the quality of jobs. On the other hand, while new technologies may increase the skills intensity of jobs on average, they can displace routine low-wage workers with limited capacity to find another job. This highlights the importance of social protection systems to support workers during a technological shock.

### **LESSONS LEARNED:**

- There are signs of skills polarization in developing countries, where the share of routine jobs shows the largest decline.

- The process of skill polarization is different from that in developed countries, since routine workers in developing countries tend to be at the bottom, not the middle, of the wage distribution.
- While developed countries tend to have jobs more intensive in high-order skills than developing ones do, income (both in growth and levels) is not associated with the skill content of jobs once other factors are accounted for.
- While ICT and demographic changes are linked to increased skill polarization, international trade is an offsetting force.
- ICT adoption is correlated with lower employment growth in countries with a high share of occupations intensive in routine tasks.

**LINK TO OUTPUTS:**

1. [From Ghana to America: The Skill Content of Jobs and Economic Development](#)

**TF0A7015 | R4S: Analytical Work****COUNTRY / REGION:** Global**TTL:** Alvaro S. González**OBJECTIVE:**

The proposed Advisory Services and Analytics program will generate new knowledge that will inform World Bank Group (WBG) analytical activities toward the creation of more, better, and inclusive jobs.

**APPROACH:**

This grant will also be used to manage, guide, and provide quality control to the overall analytical program.

**PROGRESS:** Completed.

The grant resulted in research papers on technology, skills content, regulations, employment elasticities, trade, and jobs. The Advisory Services and Analytics program generated new knowledge that will inform WBG analytical activities toward the creation of more, better, and inclusive jobs.

**LESSONS LEARNED:**

The outputs proved valuable as the start of a productive research program on the major forces that affect the jobs outcomes of economies across the world.

## TF0A6212 | R4S: Labor Regulations throughout the World

**COUNTRY / REGION:** Global

**TTL:** Alvaro S. González

### **OBJECTIVE:**

The development objective of this report is to improve and build capacity to conduct policy dialogue in the area of labor regulations. The proposed work program aims to address current gaps by preparing a manual to guide the policy dialogue on core labor regulations (such as employment contracts, minimum wages, working hours, dismissal procedures, and severance pay) while covering international comparisons, main results from the literature with key references, general principles in terms of design and implementation, and best practices from the world.

### **APPROACH:**

The main source of information for the report is the Doing Business database, but data from the International Labour Organization (ILO), the Organization for Economic Co-operation and Development, and Eurostat are also used.

**PROGRESS:** Completed.

Research showed that between 2007 and 2017, 99 countries initiated reforms in labor regulations that affected World Bank Doing Business labor indicators. The most common topics for reforms were (i) procedural requirements in the case of contract termination as well as changes in notification arrangements, (ii) fixed-term contracts, (iii) severance payments, (iv) annual leave arrangements, and (v) working time arrangements. Approximately 48 percent of the reforms made labor legislation more flexible, and 52 percent enforced more worker protection. The study has documented these reforms and identified key benchmarks in labor legislation by country groups. Initial discussions to plan the dissemination of the papers are under way. Some online outreach also has been undertaken, with the publication of multiple blog postings related to the topic of technology and jobs.

### **LESSONS LEARNED:**

- The pace of labor market reforms is active.
- Africa is reforming comparatively less than other regions are.
- East Asia and Eastern Europe are reforming more.

### **LINK TO OUTPUTS:**

1. [Labor Regulations throughout the World: An Overview](#)

**TF0A6538 | Trade and Jobs: Understanding the Labor Market Implications of Trade Integration****COUNTRY / REGION:** Global**TTL:** Thomas Farole**OBJECTIVE:**

The objective of this activity is to deepen understanding of how trade integration, in various forms, affects the level and distribution of jobs and wages across sectors and skill levels.

**APPROACH:** Not applicable.**PROGRESS:** Completed.

This paper contributed to a better understanding of the relationship between trade integration and labor market outcomes, with a particular focus on trade in Global Value Chains (GVCs). Specifically, the paper uses a cross-country, econometric approach to explore how different varieties of GVC integration—notably, integration as a buyer of foreign intermediate inputs (backward integration) or as a seller of intermediates to foreign exporters (forward integration)—may result in different patterns of outcomes in the labor market. The paper draws on a unique data set of World Bank Labor Content of Exports and Export Value Added databases.

**LESSONS LEARNED:**

- Working across global practices to bring relevant expertise is critical.
- The Labor Content of Exports and Jobs Content of Exports databases offer valuable tools that researchers of the trade-employment nexus should exploit in the coming years.

**LINK TO OUTPUTS:**

1. [Trade in Global Value Chains](#)

**TF0A6775 | Nepal Jobs Platform****COUNTRY / REGION:** Nepal**TTL:** David Ian Walker, Ashish Narain, Jasmine Rajbhandary**OBJECTIVE:**

This grant will support the design and evaluation of an innovative Youth Jobs Fund Project in Nepal that integrates supply-side and demand-side interventions while maximizing the use of information technology and that incorporates a rigorous evaluation framework and learning strategy.

**APPROACH:**

The approach is based on identifying and correcting jobs-linked externalities while making maximum use of information technology solutions. The Jobs Multi-Donor Trust Fund (MDTF) grant will finance consultancies to design and support implementation of project activities that address supply and

demand side constraints to job creation in Nepal, coordinated through a Jobs Platform which integrates the contribution of relevant Global Practices.

**PROGRESS:** The implementation of the project is under way.

**LESSONS LEARNED:** No lessons to report yet.

## **TF0A6794** | Assessing How GDP–Employment Elasticities Vary across Advanced and Emerging Economies

**COUNTRY / REGION:** Global

**TTL:** Elizabeth N. Ruppert Bulmer

### **OBJECTIVE:**

Increasing knowledge of the employment-intensity of growth in developing versus advanced economies.

**APPROACH:** Not applicable.

**PROGRESS:** Completed.

The conceptual framework was developed and adjusted on the basis of peer feedback, data sets were compiled, and a range of dependent variables and explanatory variables were tested using multiple cross-country regression specifications. The hypotheses tested are central to the theory of change guiding much of the Jobs Group’s work.

The grant financed an analysis of a basic research question that underlies much of the Jobs Group’s country-level work—namely, whether labor and other regulations affect the level of employment and the types of employment created and how the impact differs between upper-income and lower-income countries. The analysis also explored the role of governance and the interplay of institutional quality with labor and product market regulations and their combined effect on employment. The analysis found statistically significant results regarding the impact of policies and the institutional setting on job quantity and job quality.

Business regulations are negatively correlated with employment in both advanced and developing economies, with a larger impact on male employment and a constraining effect for youth in developing economies. Labor regulations do not appear to constrain employment levels in advanced economies, other things being equal, but matter in developing economies. Wage employment is negatively affected by labor regulations, with especially large negative effects in developing economies. Weak institutional quality and regulations are mutually relevant for labor market outcomes.

### **LESSONS LEARNED:**

Data coverage and quality are weak in low-income countries, which makes global analysis difficult, particularly when the objective is to tease out differential effects on employment in advanced versus developing economies. This explains why the economic literature on labor policy impacts on employment focuses almost exclusively on countries that are members of the Organisation for Economic Co-operation and Development.

Casting a wide net to incorporate multiple explanatory variables introduced significant multicollinearity, requiring an alternative treatment that was accomplished through principal components analysis.

Existing global indexes combining, for example, several governance indicators into a single index, may mask data comparability issues, so it is important to understand the index methodology and index components before using the index as an explanatory variable in cross-country regressions.

## **TF0A4739 | Gender Work**

**COUNTRY / REGION:** Global

**TTL:** Alvaro S. González

**GLOBAL THEME(S):** Gender

### **OBJECTIVE:**

The objective is to integrate gender in the Jobs portfolio through the development of a strategy on gender, the incorporation of gender into pilot jobs diagnostic work, and the preparation of gender knowledge products on the optimal design of programs that address key barriers to women's economic empowerment.

### **APPROACH:**

The team is working to develop an action-oriented plan for dissemination of outputs from the completed activities, including the Social Protection and Jobs Gender Follow-Up Note, an evidence table/repository of evidence, white papers, and portfolio reviews of findings.

### **PROGRESS:**

All activities scheduled for February 1, 2017, to January 31, 2018, were completed, and planned work has been started. A follow-up note on the WBG Gender Strategy was produced jointly with Social Protection and Jobs. An evidence-table/repository of evidence on what works to close gender gaps through jobs intervention has been produced. Gender was integrated into the automated jobs diagnostic tool, and a draft guidance note has been produced. Two job diagnostics pilots in Pakistan and Uruguay were started. A draft white paper on occupational segregation has been produced. Two portfolio reviews of how gender is being integrated in WBG-wide jobs projects and MDTF-funded projects were produced. Outputs are currently being edited for publication.

The outputs produced as part of this grant will inform the integration of gender in the Jobs agenda. The automated jobs diagnostics tool enables the production of standardized gender-disaggregated analysis to uncover gender gaps and inform research regarding gender constraints in jobs outcomes. Jobs diagnosis is an important input into the preparation of both systematic country diagnostics and country partnership frameworks. The Social Protection and Jobs Gender Follow-Up Note identifies strategic gender priorities and actions to maintain achievements, extend good practices to new settings, and go deeper by testing new designs and innovative gender-relevant features in the portfolio of Jobs and Social Protection projects. Both outputs inform country dialogue and operations on labor market and jobs issues. Furthermore, the team reviewed and synthesized evidence on (i) what we know and don't know regarding how to reduce occupational segregation of women,

(ii) the constraints to women’s participation and what interventions and policies work to address them, and (iii) the constraints and interventions or policies that work to address women’s entry into entrepreneurship and women’s business. Outputs and findings from these reviews will be made publicly available to facilitate access for task team leaders and policy makers to a repository of evidence on what has worked to close gender gaps.

#### LESSONS LEARNED:

Lessons learned on best practices in the design of gender-focused Jobs project interventions and from new evidence produced as part of MDTF-funded jobs projects have been extracted and reported as part of the review note on gender in the MDTF portfolio.

#### LINK TO OUTPUTS:

1. [Female Entrepreneurs: How and Why are they Different](#)

### **TF0A0781** | Big Data Analysis for New Evidence-Based Answers on the Impact of Labor and Vocational Training Programs and the Role of Firms’ Dynamics: Follow-up Research Work on Skills and Jobs in Brazil

**COUNTRY / REGION:** Brazil

**TTL:** Joana Silva

#### OBJECTIVE:

To study the impact of welfare and vocational training programs on learning and earnings.

#### APPROACH:

The grant finances the drafting of three research papers on (i) the impact of vocational education and training for the poor (Pronatec-SENAI) on employability and wages of graduates, focusing on heterogeneity across course modalities and workers and firms’ characteristics; (ii) the benchmarking of Brazil with Turkey and other middle-income countries in linking firms’ characteristics to employment creation (including the role of gazelles); and (iii) improving the employability of the poorest youth, assessing whether higher insertion in labor markets/employability is more a matter of higher qualifications or better local labor markets.

This research is conducted in partnership with think tanks and the government using the rarely available matched employer-employee panel data. These topics are of particular policy interest in Brazil because the economy faces negative growth and fiscal constraint that will challenge the momentum of the prior decade of expansion of employment, wages, and formality.

**PROGRESS:** Completed.

The paper on vocational education and training of the poor was revised and expanded by examining whether the effects on earnings are temporary or if they put the worker in a new earnings/career track. The analysis of job creation in Brazil was completed. Results were benchmarked against other countries, including the Arab Republic of Egypt, Lebanon, and Tunisia. A follow-up paper, “The Origin of High-Growth Firms: Evidence for Brazil,” was developed and was presented at a seminar at the

World Bank in December 2017. The paper on the effects of welfare programs that incentivize school attendance on learning outcomes among poor children was revised and extended. The current version includes an evaluation of spillover effects on other students that are generated by the regular variation in the proportion of beneficiaries in the classroom. The analysis of direct effects of Brazil's Bolsa Familia program on local labor markets was continued and results were presented in March 2017 at the London School of Economics Inequalities Institute.

**LESSONS LEARNED:**

- Existing administrative data allow for rigorous IE of important programs, without the need for further surveys.
- Research papers can have a big impact on programs if they speak to both researchers and policy makers.
- New funds could allow for the extension of the papers and wider dissemination of results.

**LINK TO OUTPUTS:**

1. [Sustaining Employment and Wage Gains in Brazil: A Skills and Jobs Agenda](#)
2. [Improving Learning Outcomes Through Social Assistance: Regression-Discontinuity Evidence from Brazil](#)

**TF0A0731 | Côte d'Ivoire Jobs Analytics****COUNTRY / REGION:** Côte d'Ivoire**TTL:** Patrick Premand**OBJECTIVE:**

To support (i) follow-up data collection among firms for the ongoing, large-scale randomized impact evaluation of apprenticeships (which provide the most common source of skills acquisition for the large informal sector in the economy but for which the evidence base remains very thin) and (ii) the collection of complementary data and implementation of new analysis in areas in which existing data and evidence are relatively limited for a jobs diagnostic.

**APPROACH:**

The grant finances the following activities: (i) the follow-up survey for the apprenticeship impact evaluation, (ii) the collection of data on the dynamics of firms and job creation in the formal sector, and (iii) improved data capture and productivity patterns in agriculture.

**PROGRESS:** Completed.

Activities informed the Côte d'Ivoire Jobs Diagnostic report and contributed toward an apprenticeship impact evaluation in Côte d'Ivoire.

**LESSONS LEARNED:**

To address the inclusive employment challenge in Côte d'Ivoire, the jobs agenda report highlights that a three-pronged approach is needed. First, with approximately two-thirds of Côte d'Ivoire's poor living in rural areas and almost half of the poor living in households whose head is primarily

engaged in agriculture, modernizing and raising labor productivity in agriculture has to be a key entry point for more, better, and inclusive employment generation in Côte d'Ivoire. Second, expanding productive employment opportunities off the farm will be equally important. Off-farm employment generation will be more inclusive and poverty reducing when it happens nearby. The poor are concentrated in the rural economies and secondary towns, drawing attention to the challenge of Côte d'Ivoire's high rate of urban concentration and its corresponding low rate of rural off-farm wage employment. Expanding productive employment opportunities off the farm will require not only accelerating jobs creation in formal firms, but also putting in place policies to raise productivity in nonagricultural household enterprises in the informal sector, while expansion of the formal sector continues. Finally, the occupational transformation typically lags the economic transformation, and social assistance will be needed for those unable to seize opportunities and find more productive employment opportunities. Using work supported by the Jobs Umbrella Trust Fund, the jobs agenda report discusses in detail how to operationalize such a strategy.

The apprenticeship impact evaluation highlights the potential to leverage and incentivize existing private training providers, such as those in the traditional apprenticeship system, which are quite common for youth in Côte d'Ivoire. While informal apprenticeships are the main source of post-school training—in particular for low-skilled youth—they are often overlooked in policy discussions on skills, which tend to focus on the education system and publicly provided training. The impact evaluation shows how formal apprenticeships can benefit not only youths but also firms. It suggests that formal apprenticeships have limited displacement effect on informal apprentices, thus firms have high absorption capacities for apprentices. The IE also shows that in a context in which informal employment is prevalent, careful considerations of opportunity costs for youth are needed.

#### LINK TO OUTPUTS:

1. [Impacts in the short term of the dual learning on young people and businesses in Côte d'Ivoire](#)
2. [Côte d'Ivoire Jobs Diagnostic](#)
3. [Côte d'Ivoire Jobs Diagnostic—Jobs Note](#)

## TF0A0782 | Improving the Quality of Informal Jobs in Bangladesh

**COUNTRY / REGION:** Bangladesh

**TTL:** Yoonyoung Cho

#### OBJECTIVE:

To identify which aspects of formality employees desire most and which aspects employers might be willing to provide, in the context of Bangladesh, thus shedding light on whether it would be valuable and feasible to extend specific aspects of formality to informal jobs.

#### APPROACH:

This grant finances a matched employer-employee survey in Bangladesh's informal sector that builds on two existing surveys. The specific activities include (i) designing and piloting survey instruments, (ii) conducting the survey, (iii) analyzing survey results, (iv) producing journal articles and a policy brief, and (v) disseminating findings.

**PROGRESS:** Completed.

RAND, working closely with Bangladesh Institute for Governance and Development at BRAC University, has been contracted to carry out the survey. Questionnaire design, sampling, and fieldwork have been completed and the data files have been submitted. A matched employer-employee survey is also being carried out to examine policy questions of interest.

**LESSONS LEARNED:**

- It is important to partner and collaborate with local academics and researchers to better understand the context, ground reality, and results.
- Before conducting quantitative surveys and collecting data, researchers must have ample discussions with the population of interest and gather qualitative data.
- For technical reports and papers, it is important to distill policy lessons and to produce a knowledge piece conducive for dissemination.

**LINK TO OUTPUTS:**

1. [Employer and Employee Preferences for Worker Benefits: Evidence from a Matched Survey on the Bangladesh Informal Sector](#)

## **TF0A0783 | Measuring Job Quality**

**COUNTRY / REGION:** Turkey

**TTL:** Hulya Ulku

**OBJECTIVE:**

To support the Doing Business project in developing a new set of indicators to provide quantitative measures on the quality of employment, including (i) broadening the consultation process with various constituencies to ensure the most relevant dimensions of job quality are being captured and captured well and (ii) supporting analytical work using these data.

**APPROACH:**

The grant will help finance the development of a completely new job quality framework as part of the *Doing Business* report. It would cover four areas: (i) hiring framework (such as equal work and remuneration policies), (ii) working framework (such as hours, leave, and work-life balance), (iii) social protection framework (such as health and safety, pensions, and noncontributory schemes), and (iv) workplace relations framework (such as labor courts). In addition to providing policy makers with a more comprehensive view of the elements of good jobs, this effort allows better assessment of the right balance between the flexibility of labor markets and the availability of job benefits and social protection schemes. Therefore, it will also address some of the concerns stemming from earlier Employing Workers data.

In particular, the grant finances (i) the examination of the different dimensions of job quality and refines the questions on job quality; (ii) a workshop bringing together academics, nongovernmental organizations (NGOs), labor union representatives, the United Nations, the Organization for Economic Co-operation and Development, and government officials to discuss the subindicators of

the labor market regulation index of Doing Business; (iii) a case study examining this new dimension of the labor market index; and (iv) the dissemination of the findings.

**PROGRESS:** Completed.

The team examined the different dimensions of job quality and refined the questions on job quality. The case study on the new dimension of the labor market regulation index is published in the [Doing Business 2017 Report](#). The findings were disseminated widely through global launches of the report in Washington, D.C., and in various countries of East Asia, Europe, Latin America, and elsewhere.

## TF0A0816 | Global Micro Database

**COUNTRY / REGION:** Global

**TTL:** João Pedro Wagner De Azevedo, David Newhouse, and Kinnon Scott

### **OBJECTIVE:**

To construct a new Global Micro Database that integrates two separate, existing databases: the Global Poverty Working Group database—which provides inputs into the World Bank’s official poverty statistics published on the World Development Indicators and PovCalNet websites—and the International Income Distribution Database (I2D2)—which grew out of the *World Development Report* issues on inequality and on jobs, containing harmonized versions of 50 variables for 1,200 surveys, including a large number of labor variables.

### **APPROACH:**

The grant finances work to identify surveys that are common to both databases; accelerate their integration; harmonize variables from I2D2 labor force surveys in a format consistent with the new Global Micro Database; and thoroughly document the construction of the new database. The resulting product will allow any World Bank analyst to quickly and flexibly compare labor market outcomes for the poor and bottom 40 percent across any number of countries.

**PROGRESS:** Completed.

Solid advances have been made in integrating the I2D2 data with the Global Micro Database, but work is still ongoing. Coding for both databases have been harmonized and I2D2 source data have been altered to use the latest version of the raw data, when possible. A majority of the new surveys and variables have also been added to the combined database.

### **LESSONS LEARNED:**

- It makes sense to centralize the process of data harmonization and management, and a single team can do this work more efficiently and in a more consistent way than WBG teams decentralized across regions.
- The central statistics team in the World Bank has an important role to play in ensuring that the data harmonized by the team for the I2D2 are of high quality and can be matched to the Global Micro Database. Key auditing and quality control functions cannot be outsourced to the same team that is harmonizing the data.

- Merging massive data sets is not easy, even if they are based on the same raw data, because different versions of the data can have different identifiers.

**LINK TO OUTPUTS:**

1. [Jobs Database](#)

**TF0A0791 | Labor Market Big Data Analysis for Skills Forecast and Improved Matching****COUNTRY / REGION:** India**TTL:** Shinsaku Nomura**GLOBAL THEME(S):** FCV/Gender**OBJECTIVE:**

To work with Babajob—an Indian online job matching service—and (i) use big data to analyze and forecast the trends in skill demand and (ii) evaluate the potential impact of reducing information gaps between job seekers and employers on improving job-matching in both the formal and informal labor markets.

**APPROACH:**

The grant finances the following activities: (i) analyze existing data from the job matching online platform Babajob to understand the patterns of skill demand and supply and to develop a forecasting model; (ii) conduct an impact evaluation on improving the effectiveness of job matching by upgrading data collection instruments; and (iii) disseminate analytical results through multistakeholder workshops and assess replicability of the model for other countries.

**PROGRESS:** Completed.

The team produced two papers by using the online job portal to inform labor market policy, including Policy Research working paper no. WPS 7966, which contained methodological discussions and focused on gender. The second activity was completed with production of a working paper. Data were collected between February and May 2017, and the paper is currently under review for policy research working paper publication. On the third activity, the work has been disseminated and presented at various events and occasions, including a brown bag lunch at the World Bank cohosted by the Skills Global Solutions and Jobs groups in February 2017 and an anniversary conference at the Korea Development Institute School of Public Policy and Management in November 2017.

**LESSONS LEARNED:**

- First, this activity showed and proved that big data could generate knowledge that traditional data or surveys cannot easily provide. An analysis of big data (in our case, an online job portal) provides granular data on skills demand and supply on a contemporary labor market. Such information cannot be collected through traditional sample-based surveys.
- Second, the big data–based randomized control trial also worked effectively for collecting unique real-world–based randomized data.

- Third, innovative big data solutions may not be accepted easily by stakeholders because many stakeholders commonly use traditional lenses when seeing issues, so innovative big data solutions may not be easily understood.

#### LINK TO OUTPUTS:

1. [Reflections of Employers' Gender Preferences in Job Ads in India: An Analysis of Online Job Portal Data](#)
2. [Asymmetric Information on Noncognitive Skills in the Indian Labor Market: An Experiment in Online Job Portal](#)
3. [Toward Labor Market Policy 2.0: The Potential for Using Online Job-Portal Big Data to Inform Labor Market Policies in India](#)

## TF0A0808 | Access to Skills and Vocational Training in Kenya

**COUNTRY / REGION:** Kenya

**TTL:** Dino Leonardo Merotto

**GLOBAL THEME(S):** Gender

#### OBJECTIVE:

To assess the demand for skills and generate the necessary evidence on the current and future demands of the private sector in Kenya, with the goal of optimizing the design of related government policies and private sector investments. These policies and investments will target strategic sectors and improve the effectiveness of employment activation mechanisms for the most vulnerable groups.

#### APPROACH:

The grant finances the following activities: (i) carry out a Skills Toward Employability and Productivity assessment (STEP) survey to gather information on skills used, skills demanded, training, and remuneration and (ii) identify current and potential vocational training institutes in Kenya that would qualify for future International Finance Corporation (IFC) investments and analyze the training they provide in order to match it with previously identified employer needs.

**PROGRESS:** Completed.

#### **Component 1**—[STEP Employer Survey](#).

The implementing firm finished field work and the cleaned data were delivered to the team and will be uploaded to the Open Data Portal.

#### **Component 2**—Training Assessment Project

The implementing firm finished the first phase, in which it (i) conducted a primary landscape scan of public, private, and not-for-profit training providers at the lower secondary, upper secondary, post-secondary (nontertiary), and tertiary levels; (ii) revised and populated a mapping tool database; and (iii) analyzed the database to produce a summary of the training provision landscape. The second phase has also been completed; it involved revising the mapping tool database and preparing the data collection instruments (surveys and guides for structured interviews and focus groups). The

third phase of data collection and preparation of the report has been recently finished and is being disseminated and adapted for other countries.

**LESSONS LEARNED:**

Collection of new, innovative data is key to inform the design and implementation of interventions at the country level. The STEP employer survey and the Training Assessment Project have provided invaluable new information for both the social protection and education of private sector stakeholders in Kenya.

Practical, rigorous, and easy-to-implement tools are worth investing in. The global goods produced by this grant are currently being demanded by other countries in Africa and beyond.

Multisectoral teams are essential for a comprehensive assessment of the jobs landscape in any country. Composing the team with Social Protection and Jobs, IFC, and Education members proved key to providing complementary views on the demand and supply side of the labor market—in particular, in including the private sector perspective in each of the activities.

**LINK TO OUTPUTS:**

1. [Kenya: Capturing Skills Requirements and Assessing Skills Gaps in the Modern Economy](#)
2. [Kenya—Jobs for Youth](#)
3. [A Blueprint for Better Jobs in Kenya](#)
4. [Employer Survey Snapshot 2016: Highlights from Six Low and Middle-Income Countries](#)

**TF0A0832 | Tackling CARE: Innovative Approaches for Private Sector Companies and Policy Makers to Retain (Female) Talent**

**COUNTRY / REGION:** Global

**TTL:** Carmen Niethammer

**OBJECTIVE:**

To build evidence on the business case for providing gender-smart care services at the workplace and develop practical approaches the private sector can adopt for their enactment. Many private sector initiatives targeted at women are carried out as corporate social responsibility initiatives and are not designed from a business point of view, thus compromising their scale and sustainability.

**APPROACH:**

This grant finances the following activities: (i) the development of 10 gender-smart business case studies and a report on “Tackling Childcare;” (ii) the identification of policies that help incentivize private sector–supported care services—including 10 country highlights, desk research on 50 economies, the integration of child care questions in the Women, Business and the Law survey instrument, a policy note, and the coverage of childcare in the *Women, Business, and the Law 2018* report; and (iii) the convening of a high-level working group on putting principles into action and disseminating findings.

The project leverages IFC's partnership with Care.com, a publicly listed company that helps families and businesses find child, senior, and special needs care in 16 countries. Care.com is a member of the IFC-led SheWorks private sector partnership—launched by WBG President Jim Yong Kim at the Clinton Global Initiative—which aims to increase employment opportunities for more than 300,000 women globally.

**PROGRESS:** Completed.

For the public policy research component, desk research has been completed and survey questions have been tested, resulting in a refined childcare survey instrument. Numerous general survey questions will be carried out in 100 economies. Questions on the tax benefits of childcare payments and funding for private childcare will be implemented in 189 economies. The Women, Business, and the Law group has developed and delivered 7 of the 10 country-specific highlights. A WBG working group has also been established and meets regularly. Additionally, IFC launched the Tackling Childcare Partnership of 11 companies and six partners at the Clinton Global Initiative Annual Meeting in September 2016.

**LESSONS LEARNED:**

**Business case research:** The case study visits have proved to be most valuable to the research team, but also to the companies themselves. Companies shared that beyond the case study output, they appreciated the knowledge gained through those visits and on focused discussion on employer-supported childcare. Many companies were not fully aware of the business case and the return on investments in employer-supported childcare. As a result of the team's visit, they were often able to tweak or expand their offerings. Quantitative data are not always available, and in many instances qualitative data or anecdotal evidence tell or complement the story.

**Regulations that affect employer-supported childcare:** The team learned that this project is indeed filling an important knowledge gap. So far, the team has not come across a country where the different policies are consolidated in one document or monitored by one agency. Governments are eager to learn from experiences elsewhere to support parents who want to remain in the labor force and to find models that provide more children access to quality childcare. In India and Sri Lanka, for example, government agencies and trade associations have asked the WBG for advisory services on such regulations.

## **TF0A0858** | Morocco: Impact Evaluation of Microentrepreneurship for Disadvantaged Youth in the Informal Sector

**COUNTRY / REGION:** Morocco

**TTL:** Ana Paula Fialho Lopes

**GLOBAL THEME(S):** Gender

**OBJECTIVE:**

This grant contributed to the ongoing impact evaluation of the Morocco Strengthening Micro-Entrepreneurship for Disadvantaged Youth Project (P144134). The project development objective is

to provide young men and women between the ages of 18 and 29 in the project areas with access to micro-entrepreneurship development services.

**APPROACH:**

The project evaluation data collection entailed a survey with 500 beneficiaries, focus groups, and in-depth interviews with key informants. A first internal review of the draft report was carried out to ensure that findings, recommendations, and conclusions reflect the data and can inform future youth entrepreneurship operations in Morocco and elsewhere. The endline survey was complemented by additional qualitative data in order to trace the paths of youth beneficiaries and the factors determining success and failure of youth-led microenterprises.

**PROGRESS:** Completed.

The grant financed the baseline and final evaluation of a pilot project that promoted entrepreneurship among disadvantaged youth in Morocco. The findings informed the preparation of a larger International Bank for Reconstruction and Development project going to the Board in February 2019. The evaluation assessed the impact of activities on overall social inclusion of disadvantaged youth while identifying the unintended project dividends: it provided the profile of project participants, the beneficiaries' perceived benefits, a breakdown of drop-out rates, the drop-out factors per cohort, and insights as to the perceived limitations of the project from the beneficiaries' experiences. The evaluation also described the impact of project activities on self-employment outcomes and the types of microenterprises created. The evaluation wrapped up by defining the lessons learned from successes and challenges while laying out recommendations that decision makers can consider when scaling up or replicating the project in a similar context.

**LESSONS LEARNED:**

Having an evaluation team composed of both Moroccan and international researchers helped ensure the high quality of the final output.

**TF0A0859 | [Roads to Jobs: Accelerating the Development Impact of Roads in Rajasthan, India](#)**

**COUNTRY / REGION:** India

**TTL:** Bernard Aritua

**OBJECTIVE:**

To (i) assess the impact of the development corridors approach on specific value chains and the potential to improve the income prospects of rural farmers and (ii) to better understand job creation opportunities in ancillary areas that will emerge along the value chains. This activity leverages a larger effort to develop a structured approach for accelerating the impact of transport infrastructure on job creation and economic opportunities. It will support projects on rural roads (some \$413 million in Rajasthan) and an ongoing nonlending technical assistance program (Accelerating the Impact of Transport through a Market-Led Approach) with the aim to provide a model that can be replicated and scaled up in similar contexts.

**APPROACH:**

The grant finances the following activities: (i) identification of gaps and interventions that affect the potential for job creation along a specific value chain; (ii) identification of best practices and models to improve farmer productivity within the value chain; and (iii) development of a rigorous and replicable framework for monitoring and evaluation of interventions that link investment in rural roads to jobs.

**PROGRESS:** Completed.

Two of three objectives have been achieved. More effort was required than originally anticipated to get the government to incorporate the recommendations of the studies. Nonetheless, the biggest achievement of the activity has been to get the government of Rajasthan at all levels to agree to monitor and evaluate the jobs dimension in an integrated manner. This is not usually the focus of rural roads investment projects, and there is usually no indicator or data collection related to jobs. By means of the Jobs MDTF, the government accepted the plan to restructure the World Bank-funded projects in rural roads and agriculture to include a jobs dimension—a major outcome. The monitoring and evaluation framework may be developed as part of a future activity; this is currently under discussion.

**LESSONS LEARNED:**

- The process of achieving consensus between multiple government agencies that have an impact on jobs should not be underestimated. The interglobal practice collaboration and aligned incentives are much more complicated and require concerted efforts to develop trust.
- High-level buy-in from government bureaucrats and elected officials is critical.
- For success, developing solid evidence that draws on good practice from the region and the world is critical. In addition, strong communication is critical from the outset.

## **TF0A0860** | Evaluating the Impact of the Philippines Sustainable Livelihoods Program on School-to-Work transition of Conditional Cash Transfer Graduates

**COUNTRY / REGION:** the Philippines

**TTL:** Pablo Ariel Acosta

**OBJECTIVE:**

The grant will help assess the effectiveness of the Philippines' Sustainable Livelihood Program, in its school-to-work transition track targeted to high school conditional cash transfer (CCT) graduates, with the aim to inform program design and effectively scale up the program.

**APPROACH:**

The grant will support the technical design of an IE study of the structured learning program school-to-work transition program targeted to high school CCT graduates, as well as the baseline data collection and report. The IE follow-up data collection will be funded through Philippines National

Program Support for Social Protection Project (P153744) financing, and the final report and analysis will be funded with the World Bank's own budget.

**PROGRESS:** Dropped.

**LESSONS LEARNED:** No lessons reported.

## **TF0A0882** | Strengthening Jobs Data in Vietnam

**COUNTRY / REGION:** Vietnam

**TTL:** Gabriel Demombynes and Mauro Testaverde

### **OBJECTIVE:**

To assist the General Statistics Office of Vietnam, upon its request, in strengthening the collection and analysis of Labor Force Survey (LFS) data. The survey was initiated on a quarterly basis in 2011 and is an extremely rich source of information which been greatly underutilized.

### **APPROACH:**

The grant finances a combination of analytical work and technical assistance to make the LFS of greater use for policy makers. Activities include the following: (i) produce a note reviewing labor market trends and providing specific analysis on key labor market policy issues using existing LFS data; (ii) design an analytical template that can be used by the government to prepare labor market reports based on future LFS data; (iii) provide technical assistance to the General Statistics Office on methodological improvements to the LFS, expanding public dissemination of the LFS, and linking the LFS to existing enterprise survey data to create a matched worker-firm data set; and (iv) provide technical assistance to the government of Vinh Phuc province on jobs issues.

**PROGRESS:** Completed.

A Labor Market Trends Note based on LFS data has been completed. Revision of this note for working paper publication is under way.

### **LESSONS LEARNED:**

- Careful analysis of basic information (such as labor market trends) can prove valuable for dialogue on policy directions.
- Maintaining collaboration with counterparts over a long period of time (in this case, with the General Statistics Office) greatly facilitates discussion and access to data.

### **LINK TO OUTPUTS:**

1. [Employment Structure and Returns to Skill in Vietnam: Estimates Using the Labor Force Survey](#)

## TF0A0883 | Public Transport Access and Labor Market Success Evaluation in Chinese Cities

**COUNTRY / REGION:** China

**TTL:** Yuhui Jiao

### **OBJECTIVE:**

To (i) expand the knowledge base and understanding of how public transport access is associated with labor market outcomes in Chinese cities (including quality of jobs and job satisfaction) and (ii) promote consideration of mismatches between employment locations and “job-housing” during public transport investment planning.

### **APPROACH:**

The grant finances the following activities: (i) identification of major public transport investments in several Chinese cities; (ii) collection and analysis of data on income, employment status, job satisfaction, and travel patterns of people along selected public transport investments; (iii) evaluation of labor market impacts of selected urban transport projects; and (iv) integration of research outputs into local strategies through dissemination workshops and policy dialogue.

**PROGRESS:** Completed.

### **LESSONS LEARNED:**

- Experienced international experts should support the local consulting team. Because job-housing matching research is not a common practice in China, experienced international experts are needed to provide guidance and comments to local teams.
- Obtain adequate survey data. A creditable output results from an analysis that is based on the survey data. Therefore, the sample size should be big enough to generate a reasonable result.
- Do not underestimate the workload for data mining. The government General Social Survey data includes a great deal of information. It will take some time for the consulting firm to develop a methodology to filter the useful information from the government General Social Survey.

### **LINK TO OUTPUTS:**

1. [Impact of Transportation on the Employment of Low-income Groups—Case study of Small-Scale Questionnaire in Beijing](#)
2. [Impact of Transportation on the Employment of Low-Income Groups—Case Study of Urumqi](#)
3. [Beijing Urban Job and Housing Balance and Job Accessibility](#)

**TF0A0979 | Job Creation and Informality Reduction in Turkey****COUNTRY / REGION:** Turkey**TTL:** Ximena Del Carpio**OBJECTIVE:**

To (i) better understand Turkey's positive experience in job creation and rapid decline in informality by measuring the effects of distinct policies and initiatives; (ii) extend an important emerging line of inquiry—the role of firm quality and management—in a developing context, to find how internal firm performance relates to productivity and employment; and (iii) ascertain how stable the effects of these changes are in the longer run, whether further changes need to be made, and what lessons from Turkey can serve as an example to the rest of the world.

**APPROACH:**

The grant finances the measurement of the following: (i) the impact of various activities outlined in the two informality reduction plans of 2005 and 2009 on employment (formal and flexible) and quality of jobs across distinct labor groups (youth and women); (ii) the ways that firms cope with increases in labor costs—increases in minimum wage and legally mandated benefits, including social security—and whether they change their workforce composition, increase their technology adoption, or both; and (iii) the relationship between the quality of firm management, the composition of the workforce, and the quality of jobs.

**PROGRESS:** Completed.**LESSONS LEARNED:**

- On process, we learned that client buy-in helps to mitigate cancellation and delays in implementation. This was the case with some of the products, and those without a clear client were delayed.
- On content, Turkey's minimum wage level is not far from the optimal level; however, the 2016 increase led to large segments of workers being dismissed or made informal. Firms in Turkey use at least three types of coping mechanisms when faced with labor cost increases: (i) they dismiss some formal workers and rely on informal workers, (ii) they exit the formal sector altogether, and (iii) they acquire technology to substitute. Also, not all sectors and firms (by size) react similarly. In fact, some sectors increase their formal employment base. Some types of incentives for firms help augment the employment base while others have no impact. There is clear geographic divergence of risks to informality, and the southeastern firms, regardless of subsector, are more susceptible to informality.

**LINK TO OUTPUTS:**

1. [Informality and the Labor Market Effects of Mass Migration: Theory and Evidence from Syrian Refugees in Turkey](#)
2. [Management Quality Matters: Measuring and Benchmarking the Quality of Firms' Management in Turkey](#)

## TF0A1438 | Data, Diagnostics, and Institutional Innovations for Jobs in Ecuador

**COUNTRY / REGION:** Ecuador

**TTL:** Sergio Daniel Olivieri

### OBJECTIVE:

To enhance policy making to improve labor market efficiency—specifically, the inclusion of the poor and vulnerable—by improving data, job diagnostics, and institutional innovations in Ecuador.

### APPROACH:

The grant finances a more holistic approach to understanding jobs dynamics through the following activities: (i) strengthen the National Institute of Statistics and Census’s capacity to generate comprehensive labor market statistics by adding more administrative data sets and creating a prototype public portal to disseminate key statistics (including elements of the labor demand side) and (ii) enhance labor market analysis and diagnostics.

**PROGRESS:** Completed.

### LESSONS LEARNED:

- A team that works directly with our counterparts in the National Institute of Statistics and Census has helped improve their statistical capacity.
- It is important that the work program of this trust fund is sustainable over time. Nevertheless, the current political situation the country is facing has delayed the implementation of the Secretariat of Higher Education, Science and Technology project that will give continuity to the work program.

### LINK TO OUTPUTS:

1. [Evolución Del Sector Manufacturero Ecuatoriano 2010–2013](#)
2. [Dinámica del empleo registrado en la seguridad social en Ecuador: 2006–2015](#)

## TF0A1622 | Strategic Directions in Jobs

**COUNTRY / REGION:** Global

**TTL:** Siddhartha Raja

### OBJECTIVE:

To generate new global knowledge that informs jobs-related analytical and investment activities in four areas of focus: (i) private sector jobs creation, (ii) obstacles to jobs creation presented by informality, (iii) factors that lead to different jobs outcomes for men, women, and youth, and (iv) particular challenges to job creation in fragile and conflicted states.

### APPROACH:

The grant finances the production of four key analytical products in areas of strategic importance: (i) private sector–led job creation (expanding access to markets, raising firm productivity, and promoting

entrepreneurship); (ii) informality (increasing productivity, earnings, and quality of jobs in the informal sector); (iii) spatial mismatches (addressing spatial barriers that separate people from jobs and affect labor mobility across regions and between sectors); and (iv) technology (harnessing the power of ICT to expand access to and develop new markets, raise productivity, and connect employers and workers).

**PROGRESS:** Completed.

**LESSONS LEARNED:** None to report.

**LINK TO OUTPUTS:**

1. [Fostering Quality of Employment for Women](#)
2. [Job Creation in the Private Sector: An Exploratory Assessment of Patterns and Determinants at the Macro, Sector, and Firm Levels](#)
3. [Reducing Costs and Enhancing Benefits of Formality: From the Firm's Perspective](#)
4. [Expanding Social Insurance Coverage to Informal Workers](#)
5. [An Integrated Framework for Jobs in Fragile and Conflict Situations](#)
6. [Targeted SME Financing and Employment Effects: What Do We Know and What Can We Do Differently?](#)

## **TF0A2657 | Afghanistan: Conflict and Private Sector**

**COUNTRY / REGION:** Afghanistan

**TTL:** Gladys Lopez Acevedo

**GLOBAL THEME(S):** FCV

**OBJECTIVE:**

To improve the understanding of the impact of violent conflict on economic activity and job creation in Afghanistan. The proposed work will (i) identify the industrial landscape in Afghanistan, (ii) explain the structure of firms and the factors that drive and constrain their growth and job creation, and (iii) assess the interaction between firm dynamics and localized or general conflict.

**APPROACH:**

This work is an input to the flagship report in Afghanistan on Navigating Risks and uses a novel approach of analyzing commercial mobile data to understand firm behavior in conflict-affected countries. The methodology adopts and extends recent work in the scientific literature that illustrates how data from mobile phone networks can be used to estimate the distribution of poverty and wealth in developing countries. The analysis combines mobile phone data from over 2,000 Afghan firms with data from several other sources to develop and validate new measures of firm location, size, and economic activity. Further, geocoded data on violent events is used to investigate how the Afghan private sector responds to political violence.

**PROGRESS:** Completed.

**LESSONS LEARNED:**

We find preliminary evidence of the impact of violence on firm activity. However, the robustness of these findings requires much deeper investigation, and the mechanisms through which violence influences firm activity remain to be explored. Mechanisms include such channels as (i) misallocation of labor; (ii) predation by government, rebels, or both; (iii) falling consumer demand; (iv) destruction (or threatened destruction) of physical capital; (v) disruption of labor supplies; and (vi) delays of investment.

**LINK TO OUTPUTS:**

1. [Insecurity and Industrial Organization: Evidence from Afghanistan](#)

## **TF0A2901 | Lebanon Subsidized Temporary Employment Program (Capital for Private Jobs)**

**COUNTRY / REGION:** Lebanon

**TTL:** Haneen Ismail Sayed, Peter Mousley

**OBJECTIVE:**

The initial objective of the grant was to implement activities that will further design and launch the new flagship employment program of the government of Lebanon, the Subsidized Temporary Employment Program.

**APPROACH:**

The program's main objective is to provide incentives for private sector micro, small, and medium enterprises (MSMEs) to create jobs through measures to stimulate the demand for jobs (firm level) and connect workers to those jobs (individual level). The program will aim to test the potential to complement public sector works initiatives with a private sector initiative focused on nondistortionary job creation through targeted financing to MSMEs. It will

- (i) Conduct a market assessment of the private sector to help understand the constraints firm face in expanding output and creating jobs and to design activities to overcome those constraints;
- (ii) Establish a robust management information system to register, monitor, and track activities and beneficiaries;
- (iii) Design a strong monitoring and evaluation as well as an impact evaluation program (for example, for baseline and follow-up surveys as well as experts); and
- (iv) Initiate activities to launch the program (such as workshops, communications campaign).

**PROGRESS:** Dropped/reformulated.

This grant was rolled over into the revised Lebanon National Jobs Creation Program (TF0A5347) financed from the Jobs Umbrella MDTF.

**LESSONS LEARNED:**

The importance of wide stakeholder ownership to ensure project feasibility. Given that the role of the private sector was paramount for the implementation of this project, their ownership and buy-in for the project was key for a successful implementation.

**TF0A2964 | Rural Jobs: Designing Policies and Programs for the Next Generation**

**COUNTRY / REGION:** Bangladesh, India

**TTL:** Parmesh Shah

**OBJECTIVE:**

To examine the experience of selected projects from the World Bank's rural portfolio to assess the jobs impact of those projects and gather more granular insights on what types of interventions and design features are successful in generating more and better rural jobs, in particular jobs that are more appealing and suited to youths and women.

**APPROACH:**

In discussion with clients, project implementation agencies, and WBG experts, three locations and projects have been chosen for the study. The locations include two states in India (Bihar and Andhra Pradesh) and Bangladesh. The three components of the study are (i) aggregate/secondary data analytics of data sets (including employment/unemployment surveys, annual surveys of industry, enterprise surveys, national sample surveys, economic censuses, labor force surveys, and industries databases); (ii) descriptive analysis of project areas for three locations, which will include statistical summary of socioeconomic conditions and enterprise enumeration; and (iii) survey design and implementation. The findings from this study will be used in the design of new instruments and investments in the ongoing rural transformation and livelihood operations and newly proposed operations in various states in India and Bangladesh. The findings will also be used to initiate new diagnostic studies in the rural space that will combine household, enterprise, and labor market surveys and identify the key policy and investment options that are most effective for sustainable job creation and opportunities, particularly for youths and women.

**PROGRESS:** Completed.

The project approach and the proposed study methodology have been shared at various workshops with the clients at country level and with development partners in the South Asia region. The discussions led to the identification of the locations of analysis and proposed methodology above. Initial dissemination of grant activities and objectives has been undertaken.

**LESSONS LEARNED:**

- The jobs agenda is multisectoral. Assembling a good team at the World Bank and at the client level that reflects that various sectors is critical.

## **TF0A2965** | Deepening the Jobs Impact of the Public Works Programs through Capital Injection and Social Network Stimulation: A Randomized Control Trial in Eastern Democratic Republic of Congo

**COUNTRY / REGION:** Democratic Republic of Congo

**TTL:** Eric Mvukiyehe

**GLOBAL THEME(S):** FCV

### **OBJECTIVE:**

To support an impact evaluation of a key subcomponent of the WBG's Eastern Democratic Republic of Congo Recovery Project that will provide livelihood support through labor-intensive public works (LIPW) in five major cities in eastern Democratic Republic of Congo. The project aims are to strengthen resilience and welfare of vulnerable populations in conflict-ridden communities through a wide range of interventions, including a labor-intensive public work program, community-driven development support, and agricultural value chain development.

### **APPROACH:**

This grant will support a rigorous impact evaluation of the LIPW subcomponent, which creates short-term employment opportunities for unemployed unskilled and semiskilled workers (including youth at risk) as well as capital injection add-on intervention. This study will provide much-needed evidence whether workfare programs carried out alone or in combination with other interventions effectively reduce poverty among populations affected by violent conflict.

**PROGRESS:** Completed.

The first range of outcomes included designing a feasible study that includes a solid empirical design, a theory of change based on relevant literature review, and the identification of relevant outcome indicators. Under this task, the deliverable includes concept note reviews for the urban LIPW and the rural LIPW. The second range of outcomes includes developing tools to measure the impact of public works programs, such as whether the programs achieve the desired labor market outcomes and whether they affect psycho-social outcomes, and thereby improve disaggregated data on unemployed, unskilled, and semiskilled workers, including their socioeconomic and psychological conditions. The deliverables under those outcomes include baseline and endline questionnaires and cleaned data sets for the urban and rural LIPW, respectively.

The final range of outcomes relate to disseminating the findings of the study. One outcome is to strengthen the government's and international policy planners' abilities to generate and use evidence in future programs and policies. The deliverable for that outcome includes hosting a capacity-building and training event and a dissemination workshop with Democratic Republic of Congo policy makers and government counterparts. The final outcome is to contribute to closing the evidence gap on the impact of livelihood support for those vulnerable populations. The deliverables under that outcome include a policy brief, a final report, and a working paper, one for each LIPW respectively.

**LESSONS LEARNED:**

- Challenge of finding high-quality survey firms: A successful rigorous evaluation requires meticulous data collection by qualified people. The availability of high-quality and reliable survey firms proved to be a challenge. To address this challenge, the decision was made to instead build the capacity of the responsible government agency in data collection and development of a data management system. This option would also enable the agency to take ownership of the data collection processes that were to be implemented across various portfolios and programs, leading to a more sustainable approach.
- Political economy issues regarding targeting: One of the key components of the public works program is the target beneficiary of the project. While public works projects may vary in terms of infrastructure addressed or periods of employment, one common feature is that they target the vulnerable groups in the community who are often the most adversely affected in a crisis and who may fall into poverty traps. Targeting vulnerable populations—that is, selecting the people who will participate in the public works intervention—can create conflict within a community, especially because the process can be political, with a decision to favor some groups over others. Hence, our implementation experiences revealed it is important to be transparent in the target beneficiary selection process, whether it is done through (i) a chief selection, (ii) a community selection, or (iii) a lottery. In fact, the Democratic Republic of Congo will test which of these mediums is the most effective in selecting the target beneficiaries.
- Need for flexibility and adaptability in highly fragile areas: One important finding gleaned from implementing the project in the field is the need to have experienced enumerators who can adjust and adapt their data collection to the fragile contexts, amid security alerts or threats. The survey instruments should be carefully designed for ease of use and functionality. Additionally, it is important to have both electronic and paper versions of the survey instrument, should there be a need to switch from an electronic format to a paper based one or vice versa. Considering the above, substantial time and effort should be spent on training the enumerators and on monitoring and providing supportive supervision during fieldwork.

**LINK TO OUTPUTS:**

1. [Field Experiments on Targeting Labor-Intensive Public Works in Eastern Congo](#)
2. [A Randomized Evaluation of the Effects of the STEP Labor-Intensive Public Works Program on the Urban Poor in Eastern DRC](#)

**TF0A2966 | Improving the Jobs Impact of the Industrial Development of the Yangtze River Economic Belt****COUNTRY / REGION:** China**TTL:** Achim Daniel Schmillen**OBJECTIVE:**

To improve the number and quality of jobs created in the process of relocating industries from China's coastal provinces to inland areas of the country, in particular along the Yangtze River Economic Belt (YREB).

**APPROACH:**

The objective will be achieved by (i) designing and implementing a jobs matching component of the World Bank's YREB Industrial Relocation Demonstration Project and (ii) designing an impact evaluation of the intervention and conducting a baseline. This project will help provide labor exchange and employment services to facilitate the matching between labor supply and demand and to support the development of relevant skills. The design, implementation, and evaluation of the intervention will be based on a diagnostic of specific jobs challenges that will emerge from the relocation of industries along the Yangtze River.

**PROGRESS:** Dropped.

**LESSONS LEARNED:**

The key lesson learned while implementing the grant was that linking grant-financed activities that follow a tight and inflexible timeline to World Bank lending projects can entail significant rewards but also carries high risks. The implementation of components 2 and 3 in their entirety and Component 1 in parts hinged on progress with the preparation of the YREB Industrial Relocation Demonstration Project. However, this progress turned out to be slower than initially anticipated for reasons entirely unrelated to the grant-financed activities. Instead, relatively slow progress was due to unique constraints on both the World Bank and the government of China front, including (i) China's coming close to the International Bank for Reconstruction and Development's single-borrower limit, which led to a temporary focus on "shovel-ready" projects, and (ii) a delay in selecting a precise location for implementation of the YREB Industrial Relocation Demonstration Project.

## **TF0A2967 | Promoting Women's Livelihoods and Opportunities in Select Value Chains**

**COUNTRY / REGION:** Afghanistan/South Asia

**TTL:** Shubha Chakravarty

**GLOBAL THEME(S):** Gender

**OBJECTIVE:**

To improve knowledge and results with respect to promoting income generation and increasing the engagement of women in rural and peri-urban areas of Afghanistan through entrepreneurship and select value chains.

**APPROACH:**

The grant financing will be used to provide technical assistance via a value chain approach. Pilots would be conducted in one or two select provinces encompassing the following specific components: (i) gender-sensitive value chains identification in the carpet sector, with diagnostics and action planning; (ii) piloting value chain-centered approaches to women's economic empowerment (formation of networks of women producers, provision of market intermediation assistance to producers, formation of three-way partnership arrangements between producers and buyers, and delivery of training and ongoing assistance to producers); and (iii) evaluation, documentation, and policy learning.

**PROGRESS:**

Steady progress continues on the implementation of grant activities. In the reporting period, the firm continued to deliver the project's training and marketing activities to the over 500 identified female beneficiaries. To the end of the reporting period, a total of 127 weavers received direct orders for carpets. In addition, the project team has been working closely with the NGO implementing partners to complete a value chain diagnostic and undertake activities with active weavers. A baseline survey was completed in late 2017, with updates incorporating newly on-boarded weavers between July and October 2018. Analysis and results from all survey data will be showcased soon to lay the groundwork for dissemination and uptake of results.

**LESSONS LEARNED:**

- A beneficiary selection criteria tailored to the Afghan context should have been developed. Originally 500 beneficiaries were selected to partake in the pilot on the basis of a participatory approach. Participation criteria were kept to a minimum to ensure the most disadvantaged and vulnerable individuals could benefit from the pilot. During implementation of the production process, however, it became apparent that engaging beneficiaries to work on the carpets would prove challenging for various reasons: some were not willing to work with some production companies, some were unable to participate at the moment, some found the wages unattractive, security challenges, and so on. All workshop weavers and a handful of home-based weavers dropped out of the pilot altogether. The solution to this challenge was to use an existing network of weavers and producer companies to on-board replacement weavers.
- Challenges occurred around the value chain mindset of Afghan producers. The integrative value chain approach is based on the concept of a single producer company taking responsibility for the entirety of the value chain: from generating the order to the production process to the final shipment to the buyer. Thus, the intermediaries (who exert downward pressure on weavers' wages and export finished carpets at higher margins) are removed from the picture and the single producer ensures responsive, smooth, and higher quality dealings with buyers. Under the pilot, this approach has been implemented with three producer companies that have been having challenges with creating orders and exporting. These challenges are mostly due to a lack of capacity among producer companies and are due in part to an unfriendly shipping environment.
- The vast majority of weaving in Afghanistan is home based. There is little information about the few weaving centers that currently operate, but it is clear that weaving centers can benefit the carpet sector in multiple ways. The benefits of weaving centers include higher quality production, opportunities for women's empowerment, better working conditions, and reduced economic vulnerability because of the increased likelihood of direct wage payment. In addition, in peri-urban areas, the centers are well situated to accommodate significant internally displaced person and returnee populations with existing carpet weaving skills, offering them a healthy working environment, skills development, and income-generating opportunities.

## TF0A2983 | Improving Access to Markets through Rural Roads Rehabilitation in Nicaragua—Overcoming Additional Constraints

**COUNTRY / REGION:** Nicaragua

**TTL:** Katherine M. Scott

### **OBJECTIVE:**

To generate evidence on how to effectively leverage agricultural productivity and employment through increased mobility. More specifically, to understand which complementary interventions are needed to ensure that communities benefiting from the World Bank–funded Rural Roads Rehabilitation Project fully take advantage of rehabilitated roads to search for new jobs or engage in entrepreneurship.

### **APPROACH:**

The grant will support an innovative pilot that aims to improve market access for agricultural farmers and raise their productivity through value chain development in Nicaragua. The pilot adopts a two-pronged approach: (i) it examines transportation vouchers designed to enable farmers who mostly lack their own transportation means and are highly cash constrained to forgo intermediaries and directly gain access to local markets; and (ii) it investigates the extent to which financial literacy training, aimed to facilitate the opening and operation of a savings account at rural financial institutions, enhances development benefits of the temporary transportation vouchers and, importantly, makes those effects sustainable.

### **PROGRESS:**

To date, baseline data for the evaluation has been collected. Further, two rounds of qualitative research have been conducted to understand the effects of the rural roads project on affected communities. This has led to a redesign of the intervention to maximize impact, with a greater focus on the savings and financial literacy component. This redesign has been extensively discussed with the Jobs group and internal experts at the WBG. Finally, a field coordinator has been hired to coordinate execution of the grant in Nicaragua and ensure high quality of data.

### **LESSONS LEARNED:**

- Intermediaries actually play a beneficial role with respect to farmers, providing them with a service rather than benefiting disproportionately from higher prices in larger markets by way of arbitrage. The initial thinking behind the interventions was that the transportation vouchers would enable farmers to travel to larger markets where they could benefit from the higher prices paid for their production.
- Self-employment is a plausible avenue for emerging from poverty for the target population. Wage labor opportunities are relatively scant in rural areas of Nicaragua, with just 39 percent of the sample collected at baseline working for wages (half in temporary jobs) compared with 56 percent of all Nicaraguans and 67 percent in all Latin America and the Caribbean. A majority of Nicaraguans in rural areas work in farming and supplement agricultural income with small-scale market activities.

- A lack of access to lump-sum investments is indeed a major impediment to greater productivity and employment. As such, the pilot interventions will focus on providing the target population with access to lump sums to finance investment using a combination of savings accounts and grants. The team will complement access to finance with financial literacy training to ensure that the participants use quality financial management.

## **TF0A2275 | Microenterprise Supply Intermediation in Colombia**

**COUNTRY / REGION:** Colombia/Latin America and the Caribbean

**TTL:** David J. McKenzie

**GLOBAL THEME(S):** Gender

### **OBJECTIVE:**

To test the impact of technology that shortens supply chains for small vendors by aggregating their orders and cutting out intermediaries. The activity will look at how such technology affects vendors' travel times, prices, and firm incomes.

### **APPROACH:**

The grant will finance the impact evaluation of this program, funding a field assistant, survey team, and other costs associated with the impact evaluation. The activity will cover the implementation of one pilot, collection of data on 1,000 individuals, three rounds of surveys, an evaluation report and a working paper, presentations in at least three events or seminars, and a policy brief produced and shared with policy makers. While there is no gender-specific intervention, the sample is 32 percent female. The activity will also examine whether there is heterogeneity in take-up and impact on gender.

**PROGRESS:** Completed.

### **LESSONS LEARNED:**

- Shortening the supply chain and enabling delivery to firms reduced travel time, travel costs, and prices paid by firms. These firms passed some of the cost savings to clients.
- Because the pilot involved an economies-of-scale business, however, the NGO was unable to deliver enough scale to make it profitable.
- This was the team's first experience doing an impact evaluation with a start-up, and the team learned to be more cautious about growth projections.

## TF0A2640 | GENIE Broadband for Development Program

**COUNTRY / REGION:** Georgia

**TTL:** Thomas Edward Haven

**GLOBAL THEME(S):** Gender

**OBJECTIVE:**

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

**APPROACH:**

The grant will engage with global expertise to design what is likely the first randomized controlled trial on the topic of 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 to the government of Georgia to translate the results of the survey and evaluation and to design the wider set of policies and investments that could maximize the jobs impacts related to the internet-enabled economy. At the activities' conclusion there will be a widespread dissemination of results of the pilot and IE, thereby building on the findings of the *World Development Report 2016* (WDR16, on Digital Dividends) and potentially shaping future WBG engagements.

**PROGRESS:**

The Broadband for Development impact evaluation will begin with a pilot training event during which a baseline survey will be conducted on all participating businesses. This baseline survey is scheduled to take place in March 2018. Delays have been primarily due to delays in the implementation of the Broadband for Development program itself; the activities related to the trust fund have been on schedule.

**LESSONS LEARNED:**

The idea of randomized controlled trials can be novel in some contexts, and teams should plan for extensive capacity-building support for the client.

**TF0A2670 | Youth Entrepreneurship and Spatial Match in Urban Labor Markets in Ethiopia****COUNTRY / REGION:** Ethiopia**TTL:** Ruth Hill**GLOBAL THEME(S):** FCV/Gender**OBJECTIVE:**

To evaluate the first phase of Ethiopia's pioneering urban safety net project, generating knowledge on (i) the spatial integration of large urban labor markets, (ii) attempts to target youth entrepreneurship programs, and (iii) alternatives to improve matching in wage employment.

**APPROACH:**

Through a rigorous impact evaluation exercise, the study will inform the scale-up of the program by exploring if using data-based and community-based targeting enhances the effects of the self-employment support (compared with just self-selection) and by analyzing how cash grants (particularly for women) and third-party certification help job seekers overcome the spatial mismatch of jobs and firms in wage-employment support. The project will also help explain how well the low-skilled local labor markets are integrated in large cities, a key issue to determine the design of the project and any other policy interventions aimed at lowering unemployment. Finally, the lessons learned from these interventions, as well as from the direct and indirect effects of the public works program, will be very valuable for similar projects in other cities of the region and globally.

**PROGRESS:**

The implementation of the project being evaluated has been delayed. Some of the activities in the initial proposal are not viable because of (i) changes in the project design, (ii) results from the feasibility assessments that showed the low capacity of the implementing agency, and (iii) resistance from the implementing agency. More specifically, the feasibility assessment showed that the implementing agency would not be able to produce the certificates envisioned in our initial proposal or to facilitate the provision of childcare for female beneficiaries. The project is undergoing redesign, and discussions with the government about the interventions linked to the livelihood component are taking place.

**LESSONS LEARNED:**

- In the impact evaluation of a large government-run project, changes in the project design that impair the feasibility and the quality of the evaluation are inevitable, and the team has to be prepared to adjust and adapt the original strategy and plan.
- It is very important to work closely with the project's implementing entities (both inside and outside the World Bank) in order to align the impact evaluation activities with the project implementation activities. Similarly, it is important that all parties understand that the results of the impact evaluation can help improve the design of the project.
- It has been key to have a member of the team on the ground. Doing so has enabled better communication and information flow with both the project and the government teams in the country where it is being implemented.

## 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 that can address underlying economic and social gender inequality in Africa and increase the take-up of these policies by the government and the private sector. This grant will focus on generating knowledge about whether and how noncognitive entrepreneurial skills help women smallholder farmers participate in male-dominated high-value agricultural value chains in Mozambique; the work will be done through the Gender Innovation Lab.

The project seeks to develop, implement, and rigorously measure the impact of a new intervention that will supply smallholder women farmers with both skills and cash grants. The intervention seeks to deepen the impact of a feeder road rehabilitation program led by an active World Bank project in Mozambique.

### **APPROACH:**

The intervention seeks to deepen the impact of a feeder road rehabilitation program led by an active World Bank project in Mozambique. It will develop, implement, and rigorously measure the impact of a new intervention that will supply smallholder women farmers with both skills and cash grants. It will generate evidence on the importance of infrastructure, skills, and capital for women farmers to gain access to markets, thereby providing the necessary evidence to conclude whether these factors are important for agribusiness development in northern Mozambique. The project includes an impact evaluation that will use a rigorous randomized controlled trial approach to measure the effects of the gender-related interventions.

### **PROGRESS:**

Progress has been made on several fronts. The intervention has provided training to 1,230 women. The training is ongoing, with the last training session scheduled for June 2018. The innovative aspect of the intervention is its focus on noncognitive entrepreneurial skills (soft skills) to help women in rural communities stay motivated and overcome the psychological barriers associated with starting and running a (farm or nonfarm) business, in addition to the technical farming skills (hard skills) of an agricultural extension program.

### **LESSONS LEARNED:**

- The majority of targeted women and households practice subsistence farming (producing food for family consumption) despite profitable cash crop options; that suggests the presence of binding constraints to productivity and entrepreneurship.
- Take-up of the training intervention is high (between 75 and 82 percent so far), suggesting that targeted women lack the necessary human capital (technical and psychological) needed to increase their 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 intrahousehold balance of power in their favor.

## **TF0A2893** | Access to Jobs in Large Urban Areas in Haiti

**COUNTRY / REGION:** Haiti

**TTL:** Nancy Lozano Gracia

**GLOBAL THEME(S):** FCV/Gender

### **OBJECTIVE:**

To support analytical work that will contribute to better understanding the challenges in access to jobs and connectivity in large urban areas in Haiti.

### **APPROACH:**

The grant-financed activity complements the broader analysis under the World Bank Group’s Haiti Urbanization Review that aims to provide insights on key challenges and opportunities that the urbanization process brings to Haiti. The work under this grant is expected to inform the growing urban portfolio in Haiti to provide a unique opportunity to apply these diagnostic tools in the context of the preparation of the \$37.5 million Municipal Development and Urban Resilience project in the Cap-Haitien metropolitan area. The diagnostics are expected to inform design of the project, including (i) identification of technical assistance in metropolitan planning and municipal capacity building, (ii) strategic investments and interventions—such as improved connectivity, affordable housing policies, and planning tools that would allow job centers to emerge in residential areas—to remove barriers to obtaining jobs; and (iii) interventions to improve coordination between housing, transport, and planning policies.

**PROGRESS:** Completed.

Winner of the World Bank Disruptive Technology Award, the report “Haitian Cities: Actions for Today with an Eye on Tomorrow” used cell phone data to identify the most critical links in the urban transportation system that can connect people to jobs and businesses to markets.

### **LESSONS LEARNED:**

- Over the course of the study, the use of innovative data sources and analytical techniques uncovered several important and sometimes counterintuitive results (for example, that a large share of the population in Port au Prince wants to walk and is limited in gaining access to jobs) that have reframed the current narrative about urbanization and mobility in Haiti.
- This activity highlighted the importance of two types of key collaboration: (i) with external partners and (ii) across World Bank global practices. Externally, to breach the data gap for the connectivity chapter, researchers needed information about when individuals use their cell phones. Access to this information was difficult because of the sensitivity of the data and security concerns. The team partnered with an NGO with vast experience on cell phone data analysis for development

purposes as well as with the largest cell phone service provider in Haiti thereby getting access to sensitive information to understand the challenges in accessibility to jobs in two Haitian cities. Within the World Bank, the team benefited from close collaboration with members of other global practices who served as informal technical advisers and peer reviewers, thus delivering the best possible support to the client as one World Bank Group. The close collaboration with the Transport and ICT global practice, the Poverty global practice, and the Human Development global practice allowed for support across agencies. Having urban specialists in close communication with the government through their ongoing operations enabled the team to assess the government's need for the diagnostic of the country's urbanization challenges. The key questions addressed in the report were thus directly related to government policy and strategy, as well as the World Bank's sectoral engagement and operations.

## **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 in order 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 Jordanian and Syrian entrepreneurs (current and potential), 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 the successful interventions could be scaled up as part of Jordan's holistic approach to address the Syrian Refugee Crisis.

### **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 and peer reviewed and formally approved. The 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 will be conducted through a comprehensive listing exercise (mini census) of Jordanian and Syrian businesses (formal and informal) and the development of a baseline survey instrument.

#### **LESSONS LEARNED:**

The project is at its early stage, and we are at the stage of undertaking the baseline survey. The key outcomes from the mini pilot experiment that we ran for 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.

### **TF0A2968** | Cash Transfers versus Matching Grants for Job Creation in Micro, Small, and Medium Enterprises

**COUNTRY / REGION:** Burkina Faso

**TTL:** Martin Maxwell Norman

**GLOBAL THEME(S):** Gender

#### **OBJECTIVE:**

To compare the traditional matching grants program with a cash transfer program in the Bagre region of Burkina Faso through an impact evaluation to determine which intervention is more effective in creating jobs.

#### **APPROACH:**

This activity will compare the job-creating impact of the current matching grants program with the job-creating impact of a new cash transfer activity in Burkina Faso's Bagrepole Project area. This will be done by implementing a parallel cash transfer activity using the matching grants activity as a control group and conducting an a posteriori impact evaluation to determine which intervention is more effective in creating jobs among MSMEs in the agricultural value chain. It will test the hypothesis that more freedom and less cumbersome administrative of financing will foster increased innovation among MSMEs. That would translate into faster growth among the MSMEs that received the cash grants and thus greater job creation as their expansion requires more personnel.

**PROGRESS:**

Although the design of the impact evaluation and the details of the cash transfer were complete, there were delays with the implementation. This has now been resolved and the implementation began in February 2018.

**LESSONS LEARNED:**

- Designing the project in the most statistically rigorous way lays a firm foundation for the activity, and the more rigorous the theory and research behind the intervention, the more likely it is that in the future funds will be forthcoming for similar activities. To this end, including an academic from a renowned university was an important step.
- It is extremely important to involve the client from the very beginning. In the course of researching for and designing the project, many ideas came up, and it was important to run those by the client to get early input before hard-wiring them into the project design. It also helped in obtaining the client's buy-in for the initiative.
- It is also important to involve potential beneficiaries in the project design. Projects like this cannot work without demand, and beneficiary inputs can improve the design of the activity.

**TF0A2972 | Productivity in Jordanian Small and Medium Enterprise Garment Factories**

**COUNTRY / REGION:** Jordan

**TTL:** Maria Soledad Requejo

**GLOBAL THEME(S):** Gender

**OBJECTIVE:**

The development objective is increased productivity in target factories. However, it is expected that in the longer-term, after the 18-month project, the activity will lead to increased profitability of these factories and ultimately to an increased share of Jordanians in the garment industry in Jordan. The IFC may be able to do post-implementation monitoring and evaluation to follow up on these interesting effects.

**APPROACH:**

In conjunction with the Better Work Program in Jordan, this grant aims to address three major problems that satellite and subcontractor factories employing Jordanians face today: they do not offer good working conditions, they are not profitable and productive enough to be sustainable, and they face cultural and logistic barriers to full integration of rural Jordanian women into the industry. The lessons from this project will be integrated in 20 new satellite factories that have been planned. The grant financing will encompass (i) completion of a training needs assessment, (ii) design of toolkits, (iii) completion of advisory services, (iv) completion of training, and (iv) dissemination for policy discussions.

**PROGRESS:** Completed.

There were delays in beginning implementation because of challenges with contracting the partner organization, ILO (Better Work Jordan), and channeling the funding. In this context, the project was granted an extension. The implementation has been aligned with the revised schedule. Toward its completion, the project has been granted a short, two-week extension to allow the implementing partner (Better Work Jordan) to hold a second targeted dissemination event with stakeholders. All deliverables were completed by September 15, 2018, and the team used the months of October and November to monitor results (outcome indicators, which required some time lapse) and to collect feedback from factory management, supervisors, and operators through face-to-face meetings and surveys.

**LESSONS LEARNED:**

- Miscommunication within factories: Factory management did not advise their satellite factory teams of key agreements made by the parent company. In some cases, the research team would be blocked by the factory manager from entering the premises. The team members countered this obstacle by speaking with various decision makers (in person or via email or telephone) to gain buy-in before attempting to complete their workplan at the factory level.
- Location and structural barriers to productivity: (i) The location of the factory—chosen by the government of Jordan—plays a dominant role in the ability to establish good relationships with the community in which the factory operates and with workers, but also in operating costs (for transport of workers, inputs/outputs, distance from market or export base, and so on). Furthermore, the buildings are in some cases unsuitable for garment manufacturing (they have inflexible layouts, not enough space around the factory, small floors, and so on). While certain locations proved to be effective (they are close to Amman or located in a populated town where locals are open to working in a new industry), other satellite factories appear to be literally set up for failure. With this in mind, the IFC team and Better Work Jordan are looking to include a closer engagement with the government of Jordan, as part of a potential follow-up project, that would put particular emphasis on the selection of the location using lessons gathered through this first project. (ii) Many layouts and processes of satellite factories are not conducive to achieving substantial productivity gains. For instance, sewing lines often need to be shorter (such as having three lines of eight workers, to break up their time, instead of having one long line with 24 workers). Even though the team of industrial engineers explained the issue and the potential gain of changing the layout or process, factory managers were often reluctant to pilot or implement the recommended changes. In such cases, the team shifted to more proactive communication with individuals who work in the factory but who did not directly receive training so the team could increase the workers' understanding and knowledge, thereby seeking productivity improvements through other (indirect) means.
- Perception of satellite factories by parent companies: Many factory managers consider satellite units as a corporate social responsibility scheme to fulfill their quotas of Jordanian workers to obtain visas for their migrant workers. The project has shown that Jordanians can be as productive as (and even more productive than) migrant workers, if given the appropriate training, opportunities, and rewards, respect, and consideration. The project demonstrated that managers who communicate well with workers and devise processes and incentives to engage them have no (or very limited) concerns with regard to absenteeism or turnover and are very satisfied with productivity levels.

## TF0A1957 | Jobs Indicators on Enterprise-Level Data (JIELD)

**COUNTRY / REGION:** Global

**TTL:** Michael Weber

### **OBJECTIVE:**

To create and provide indicators on jobs dynamics using enterprise-level data to inform policy makers about job creation patterns. The grant activity will help launch a new data set based on firm-level data—JIELD (Jobs Indicators on Enterprise-Level Data)—which will address the problem of scarce firm-level indicators and data on job dynamics.

### **APPROACH:**

The grant activities cover the following components to construct the database and create the relevant knowledge products to help operational staff use these data: (i) construction of JIELD database, (ii) paper discussing how the indicators could be used to analyze a specific policy-relevant issue, (iii) report documenting the sources, definitions, and limitations of the indicators constructed.

**PROGRESS:** Completed.

The indicator development and generation has been finalized. Issues relating to data availability and quality have been addressed and documented. A report on JIELD and its indicators was finalized. The JIELD data set will be available to World Bank staff members working on systematic country diagnostics or other reports, to help guide the dialogue on the demand side of the labor market.

### **LESSONS LEARNED:**

- Our project uses the ORBIS data set to build firm-level statistics on labor demand. One of the main lessons learned is that the data set does not allow researchers to accurately estimate firm entry and firm exit (two very important aspects of the process of job creation). Thereby, we decided to focus the study on a panel of surviving firms.
- While the World Bank has made enormous progress in collecting and standardizing household surveys, the collection and harmonization of firm-level data is scarce, or the samples are too small (such as with the World Bank enterprise surveys) to carry out in-depth studies. This implies that, when trying to undertake a cross-country study on firms, relying on administrative data such as ORBIS is the only choice.
- At the same time, this implies that knowledge about issues specific to firm-level data is also scarce, which is an important challenge to this agenda. For instance, one of the main obstacles we found while implementing the project was that it was difficult to find consultants with skills to analyze firm-level data or explore firm-level data from a job creation perspective.

**TF0A5347 | Lebanon National Jobs Creation Program****COUNTRY / REGION:** Lebanon**TTL:** Peter J. Mousley**GLOBAL THEME(S):** FCV**OBJECTIVE:**

The objective was to implement activities that will further design and evaluate the multisectoral jobs project developed in the context of the government of Lebanon's National Jobs Creation Program. The proposed project development objective is to generate sustainable private sector job creation, including with a focus on youth, women, and other vulnerable populations, including Syrian refugees, in the lagging regions of the country.

**APPROACH:**

The project will involve an integrated approach with actions on both the demand (private sector) and supply (skills and employment services) sides of the job creation market via three project components: (i) develop targeted infrastructure services, including in Special Economic Zones; (ii) strengthen the business environment, competitive value chains, and entrepreneurs; and (iii) prepare and connect people to jobs.

**PROGRESS:**

Grant-funded analytical activities have contributed significantly to the elaboration of a jobs Program for Results loan. A supply and demand side analysis of the MSME lending market has made it possible to pinpoint gaps in funding availability despite the complex nature of the financial market in Lebanon. Analysis using a computable general equilibrium model and a review of published empirical work of the expected job creation effects of different policy actions and sectoral investment has informed the structuring of results-based payments. A multifaceted gender analysis has helped explain constraints that women face in the labor market and laid the groundwork for future support to policy reform. Those diagnostic outputs were key to the design of the national jobs program Program-for-Results project and will be published as World Bank working papers.

Currently, work is under way to prepare a state-of-the-art impact evaluation of the loan project's activities to help assess results and identify successful components for continuation or scale-up, as well as to advance the frontier of knowledge on jobs support in fragile environments.

**LESSONS LEARNED:**

While work is still ongoing, the following points are of note:

- Financial market analysis shows clear gaps in MSME access to finance, even in a market as liquid and sophisticated as Lebanon, and even in the presence of government programs to support access to finance.
- Different job support interventions have a large range of associated costs per job. Actions that aim to boost productivity look attractive in terms of relatively moderate cost.

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

**COUNTRY / REGION:** South Africa

**TTL:** Eliana Carranza

### **OBJECTIVE:**

The primary development objective of this grant is to examine the role of labor market frictions in private sector development in South Africa. This research will specifically contribute to the understanding of 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) design of an online platform with worker profiles, (ii) qualitative interviews with firms to validate the platform design, (iii) identification of small and medium enterprise (SME) firms for participation in the study, (iv) piloting of the online platform, and (v) collection of baseline survey data and platform-based monitoring data.

### **PROGRESS:**

Substantive progress has been made with regard to achieving the grant objectives during the reporting period. Through the partnership with Harambee Youth Employment Accelerator and the Small Business Project, the team has completed work on the design and pilot testing of a dynamic online platform, featuring portfolios of young entry-level work seekers. The intervention provides this information about work seekers directly to SMEs, in order to evaluate the effect of reducing information barriers on firm-level outcomes. All implementation and data collection activities have been successfully completed, including (i) piloting of the online platform, (ii) collection of baseline and follow-up pilot survey data and platform-based monitoring data, (iii) refined design of an online platform with worker profiles, accounting for validation of platform with participating pilot firms, (iv) identification of 100 SME firms for participation in the scaled-up study, and (iii) collection of baseline data for 100 firms.

### **LESSONS LEARNED:**

While work is still ongoing, preliminary field visits, qualitative interviews, pilot results, and baseline data collection have provided valuable information around firm hiring behavior and youth job search behavior, which inform intervention design and development.

**TF0A4483 | Mexico Economic Inclusion Pilot—Round 3****COUNTRY / REGION:** Mexico**TTL:** Alvaro S. González**OBJECTIVE:**

The objective is to pilot and evaluate innovative approaches to improve the employment outcomes of youth, especially those who have been marginalized. Marginalized youth will likely include the young who have been past and present beneficiaries of the conditional cash transfer programs

**APPROACH:**

The project aims to integrate and deliver in a systematic way a package of labor inclusion activities, drawing on existing government and other organizations initiatives, and to pilot an intervention designed to promote entry into formal employment in strategic economic sectors. This was very well received by the government and private sector counterparts.

**PROGRESS:**

The activities are on track with the following completed: (i) Regular work groups and communication with counterparts—both federal and local—have enabled the continuous involvement of relevant stakeholders throughout the design, implementation, and evaluation of project activities. (ii) The project team in coordination with counterparts, has prepared and piloted a set of instruments for data collection and materials for workshops. (iii) The project team has produced implementation procedure manuals to keep a documented record of the processes and provide a guide to implementing partners. (iv) Baseline data were collected both for targeted youth and targeted firms. Additional efforts to track project participants have been conducted. (v) Staff from local National Employment Service (SNE) offices received a training for trainers to deliver labor market literacy workshops for youth, amplifying the spectrum of services offered by the employment service office to different groups of job seekers. (vi) The procedures and systems to deliver an economic incentive to promote access and permanence in formal employment were established in close coordination with SNE. (vii) A workshop for firms was conducted in partnership with the International Youth Foundation, a Solutions for Youth Employment partner, to identify the skills needed by the productive sector. As a result, soft skills were found by firms as one of the scarcest and most needed skills to benefit from a more committed and productive workforce. (viii) A “training of trainers” was delivered to human resources department staff members and representatives of the business clusters who will deliver soft skills workshop to new workers; the activity seeks to improve the human resource management and to promote permanence of young new entrants.

**TF0A4461** | Next Generation of Youth Employment Support Programs

**COUNTRY / REGION:** Global

**TTL:** Victoria Strokova

**OBJECTIVE:**

The grant aims to help build the foundation for the next generation of youth employment projects in Benin, Burkina Faso, Côte d'Ivoire, Guinea, Togo (AFCF2 World Bank client countries), and others.

**APPROACH:**

The grant aimed to help build the foundation for the next generation of youth employment projects in AFCF2's client countries and others by financing a workshop on youth employment in Côte d'Ivoire for AFCF2's client countries with associated knowledge exchange.

**PROGRESS:** Dropped.

The consultations and preparations for the workshop were started, but given the inability of a number of key participants to participate before the end of World Bank Group FY 2017, the workshop was cancelled and the associated activities took place under different financing. Hence, most of the funding was returned.

**LESSONS LEARNED:** None to report.

## WINDOW 2: SUPPORTING JOB CREATION THROUGH THE PRIVATE SECTOR (THE LET'S WORK PROGRAM)

### Pillar 1: Let's Work Country Pilots

#### TF019344 | Let's Work Zambia

**COUNTRY / REGION:** Zambia

**TTL:** Sudha Bala Krishnan

**GLOBAL THEME(S):** Gender

**OBJECTIVE:**

To assist the government of Zambia in the implementation of its jobs strategy. The program is aligned with stakeholder priorities—including those of international finance institutions and the private sector—to promote the creation of more, better, and inclusive jobs. The aim is to develop a set of actionable proposals for investment and advisory solutions that address constraints to private sector-led job growth and labor productivity in specific subsectors and in linked industries. Those proposals will be based on the best available evidence from past studies in addition to a comprehensive review of labor market and business dynamics, operational solutions, and value chain analysis.

**APPROACH:**

The grant finances four activities: (i) a comprehensive jobs diagnostic to better understand the dynamics of job creation and productivity growth at the macro and firm level and the main incentives and constraints that affect individuals' participation in the labor market and access to good jobs; (ii) a stocktaking review of evidence of job potential in key sectors considered priorities by stakeholders, including the government, the WBG, and Let's Work partners, to identify potentially innovative solutions as well as interventions that have not had the expected results; (iii) value chain mapping to understand the types of bottlenecks and regulatory failures that would need to be removed to unlock job growth and labor productivity; and (iv) consultations with stakeholders to jointly design sector-specific strategies for jobs, identify areas for interventions, and ensure ownership of the shared jobs agenda.

**PROGRESS:** Completed.

The objective of the trust fund has been fully accomplished and the final reports were well received by the clients and country team. The analytical works—"[Jobs Diagnostic](#)," "[Jobs in Value Chains Survey](#)," "[Jobs Portfolio Review](#)," and the "[Jobs Action Plan](#)"—have been praised for the high-quality analytics and relevance to a diverse group of stakeholders.

**LESSONS LEARNED:**

- Design of the jobs-focused value chains instrument could be improved to include additional wage- and productivity-related metrics as well as gender-specific data.
- The pilot of the skills assessment in the construction sector will require revision to capture wage data to the extent possible as well as additional sectoral context.
- Collaboration with partners is key on policy discussions given that some institutions, such as the ILO, have comparative advantages in government engagement with the Ministry of Labour and Social Security.

**TF0A0229 | Let's Work Mozambique**

**COUNTRY / REGION:** Mozambique

**TTL:** Ian Walker

**GLOBAL THEME(S):** FCV/Gender

**OBJECTIVE:**

To (i) promote the creation of private sector jobs through a value chain–based approach, (ii) increase the productivity of jobs that already exist, 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 stakeholders (such as government, the private sector, and development partners).

**PROGRESS:**

The design phase was finalized as planned in June 2017. Work has also advanced with the implementation of an evaluation study of Biscate, a private sector labor market matching service for informal workers, and with in-depth studies of key value chains undertaken by in-country experts (examining cashew, cassava, sesame, pigeon pea, plantation forestry, and “green” construction). The jobs diagnostic was completed and reviewed in November 2017. In place of the proposed value chain survey work, the team has undertaken detailed analysis of the existing agricultural survey database (Inquérito Agrícola Integrado, IAI).

**LESSONS LEARNED:**

So far the most important lesson is that it is crucial to keep the country management unit and donors informed about the evolution of the grant implementation and to ensure the buy-in of key stakeholders. In the initial phase of implementation of this grant, that task was not fully achieved; misunderstandings arose around a proposal to organize a large conference on jobs (which the government did not welcome) and about the design of the main pilot intervention (which donors questioned because of concerns about viability and unit costs). However, following in-depth consultations during the first part of 2016 we achieved a common understanding of the goals and priorities; this understanding has made it possible to advance satisfactorily.

**TF0A0606 | Let's Work Tanzania****COUNTRY / REGION:** Tanzania**TTL:** Javier Sanchez-Reaza**OBJECTIVE:**

The objectives of the proposed activity (one of eight global pilots being carried out under the Let's Work Partnership) are (i) to extend and support ongoing work by building a stronger understanding of spatial and sectoral factors that shape job dynamics and (ii) to design an integrated, multisector action plan to inform the design of future operations intended to help deliver more, better, and more inclusive jobs. Outputs from component 1 and relevant activities under component 2 will inform the design of the Trade and Competitiveness Growth Poles project (Growth Poles projects). The integrated action plan may then be piloted in a specific sectoral or spatial intervention, potentially in tourism (to be confirmed).

**APPROACH:**

The work program will be organized around three components. Component 1 will focus on three activities: (i) analysis of firm dynamics in the Greater Dar area through spatial diagnostics to assess agglomeration effects, (ii) value chain mapping for priority sectors, and (iii) an update of recent job dynamics based on the latest labor force survey. Component 2 will draw on the analytics from component 1 and focuses on three additional activities: (i) a review of jobs-relevant existing and planned operations, (ii) stakeholder and partner consultations, and (iii) client capacity building within identified institutions. Component 3 (added subsequently) will measure the impact of an intervention on rural livelihoods.

**PROGRESS:** Completed.

The outputs and deliverables for all three components have been finalized and delivered. On component 1, the final versions of the "[The Determinants of Firm Location in Tanzania](#)" and "Jobs Diagnostic: Tanzania" were delivered after addressing comments made during their respective review meetings. On component 2, the deliverable was completed under the report "Promoting Growth of Inclusive Jobs in the Tomatoes Value Chain in Tanzania." On component 3, a baseline report titled "Smallholder Impact Evaluation of Maize Value Chain Development in Tanzania" was completed. All documents were circulated and available in the Operations Portal.

Both analytical pieces (the jobs diagnostic and the firm location) have informed the systematic country diagnostic and country partnership framework for Tanzania. The value chain surveys and qualitative interviews for tomatoes were finalized and are expected to inform operations or enable a lending mechanism for Tanzania. The baseline scenario for the maize value chain will continue to be implemented with IFC financing before it yields useful lessons. The country team have discussed a Development Policy Operation and a Program-for-Results project on jobs; however, further discussions are needed to clarify the most appropriate approach and the way that job operations would be best developed.

**LESSONS LEARNED:**

- Analytical pieces are best carried out in connection with an operation.
- Involving different global practices in a jobs activity is advisable to keep its transversal nature.
- Standardization of analysis and surveys can go a long way in ensuring a quality product.

**LINK TO OUTPUTS:**

1. [Smallholder Impact Evaluation of Maize Value Chain Development in Tanzania](#)
2. [Promoting Growth of Inclusive Jobs in the Tomatoes Value Chain in Tanzania](#)

**TF0A0936 | Knowledge Management and Communications for the Jobs Multi-Donor Trust Fund****COUNTRY / REGION:** Global**TTL:** Siv Tokle**OBJECTIVE:**

To finance ongoing program management support and communications for the entire Jobs MDTF.

**APPROACH:**

The grant originally supported the communications strategy of the Let's Work program but was broadened to encompass all knowledge management and communications activities of the entire Jobs Umbrella MDTF, including associated website development and updates.

**PROGRESS:** The grant is financing ongoing knowledge and communications for the Jobs MDTF.

**LINK TO OUTPUTS:**

1. [Pathways to Better Jobs in IDA Countries: Findings from Jobs Diagnostics](#)
2. [Congo DRC Jobs diagnostic](#)
3. [Framing the Future of Work](#)
4. [Jobs in Global Value Chains](#)
5. [The Future of Work Requires More, Not Less Technology in Developing Countries](#)
6. [Labor Market Observatories: Critical Success Factors](#)
7. [Lending for Jobs Operations](#)
8. [Economic Analysis of Jobs Investments Project](#)
9. [Monitoring and Evaluation of Jobs Operations](#)

**TF0A1027 | Let's Work Program in Paraguay****COUNTRY / REGION:** Paraguay**TTL:** Elizabeth Ruppert Bulmer**OBJECTIVE:**

The grant will help deepen knowledge of job quality, access, and productivity in Paraguay to help the government develop a jobs strategy. The grant will support a comprehensive diagnostic of employment outcomes and institutional factors as well as deep-dive analyses to determine the key challenges in expanding more, better, and inclusive job opportunities to Paraguayans. It will further help explore value chain links that enhance labor demand for informal and low-productivity workers.

**APPROACH:**

The grants finances four sets of activities: (i) a jobs diagnostic supported by new data collection (qualitative and quantitative), (ii) sectoral analyses, (iii) regulatory and institutional assessments, and (iv) stakeholder dialogue and an action plan.

**PROGRESS:**

The Let's Work Paraguay program extended and deepened its analytical agenda, filling additional knowledge gaps that were key inputs into the systematic country diagnostic and country partnership framework discussions within the World Bank and with the government. In addition to updating the jobs diagnostic report, the team delivered analysis on firm productivity and employment in the private sector (namely, labor demand).

Several additional analytical pieces were completed in the past year, including an assessment of labor regulations, a stocktaking of active labor market policies in Paraguay, and a comprehensive analysis of gender gaps in labor outcomes using integrated data analysis and a multidimensional approach. Our technical assistance to Paraguay's statistical agency, DGEEC, bore fruit in terms of (i) improving the quality of the firm census and firm survey data (including through a South-South knowledge exchange with Mexico's statistical agency, INEGI) and (ii) providing access to the micro-level data, enabling us to conduct the labor demand analysis. Two new diagnostic tools were developed. The first is a qualitative instrument to assess youth perceptions of employment opportunities and the driving factors behind their labor supply behavior and migration decisions. Although World Bank management decided against implementing the qualitative survey tool in Paraguay, it is being piloted in other country settings by the Jobs Group team. The second tool is the sector prioritization model developed with Paraguay-specific data and which embeds development objectives such as pro-poor and inclusive job creation and growth. This sectoral analysis, which focuses on manufacturing subsectors, was developed in place of the initially conceived value chain analysis in agroprocessing.

A public multistakeholder launch of the jobs diagnostic took place in Asunción in July 2017, and the labor demand analysis was presented at an international conference on productivity in March 2018. Additional dissemination and policy discussions were delayed by the presidential election cycle and the interval before the new government came into office. We expect to engage in a series of informal and formal dissemination activities and policy discussions on the wide range of policy areas informed by the analyses described above.

**LESSONS LEARNED:**

- The amount of time required to carry out analysis of the extensive micro data sets (both household and firm)—and the iterations associated with consulting widely on the results coupled with data access and quality issues—is significant.
- The need to develop individualized products and dissemination activities for the country management unit and for different private sector and government stakeholders, given the varying mandates, internal country dynamics, and WBG management's evolving country engagement objectives during the three-year Let's Work program. There is also merit in organizing a forum that brings all these counterparts together to participate in technical debate where debate may otherwise be absent. This process is sensitive and takes time, but it has a big payoff in terms of capacity building, consensus, and ownership. Bringing together the

different stakeholder ministries as well as the statistical agency was crucial to raising awareness of data challenges. The cost and time inputs for impactful dissemination are significant.

**LINK TO OUTPUTS:**

1. [Paraguay Jobs Diagnostic: The Dynamic Transformation of Employment](#)
2. [Firm Productivity and Firm Employment in Paraguay 2010–2014](#)

## TF0A1028 | Let's Work Program in Bangladesh

**COUNTRY / REGION:** Bangladesh

**TTL:** Thomas Farole

**GLOBAL THEME(S):** Gender

**OBJECTIVE:**

To identify and develop opportunities to leverage and support the private sector in creating more and better jobs in Bangladesh by (i) building a stronger understanding of job dynamics (supply and demand), including both formal and informal labor markets; (ii) designing short-term, bottom-up pilot interventions in specific sectors that offer high potential for the creation of inclusive jobs; and (iii) doing groundwork—via consultations with government, the private sector, and other stakeholders—for the operationalization of a medium-term jobs agenda.

**APPROACH:**

The grant will finance the following activities: (i) conducting a jobs diagnostic that provides a comprehensive assessment of the supply-side and demand-side dynamics that shape job outcomes in Bangladesh in order to identify a shared strategic agenda on jobs that can support the government of Bangladesh in achieving its *Vision 2021* plan; (ii) designing and implementing select analytics and pilot programs that address constraints to private sector-led job growth, improved job quality, and greater inclusion in specific subsectors and value chains with high job creation potential; and (iii) supporting a process of dialogue that engages the government of Bangladesh, the private sector, and development partners with the aim of developing a shared jobs agenda that leads toward the development of a comprehensive, multistakeholder jobs action plan.

**PROGRESS:** Completed.

In Let's Work Bangladesh, the activities funded by the grant contributed directly to (i) the design and implementation of the \$100 million project "Export Competitiveness for Jobs," which supports upgrading in key sectors to drive growth and the creation of quality jobs, and (ii) the design of a \$750 million "Jobs Development Policy Credit" plan (presented to the IDA Board in December 2018), which establishes a program of policy reforms to deliver on the key challenges identified in the jobs diagnostic. Outcomes from the program also contributed to the establishment of a "Jobs Platform" in the World Bank country management unit, which is expected to run over three years and contribute to ensuring that WBG investments and analytical work focus as much as possible

on addressing the jobs challenges identified from the jobs diagnostic and other Let's Work program input. In addition to the jobs diagnostic, the program has delivered the

- Ready-Made Garment Sector Pilot: Under this pilot, which was delivered by the IFC in collaboration with Better Work, a work progression and productivity toolkit has been published and the pilot training program has been completed across 30 participating factories. Post-training surveys have been completed and the impact evaluation is being finalized.
- Leather Sector Pilot: A social and environmental compliance handbook, which will support export market access while improving competitiveness and working conditions, was completed and launched at a workshop with industry in July 2017. The handbook subject matter has been adopted by the government of Bangladesh as the official national guidelines for the leather sector, and plans are in place to replicate this process across other sectors. In addition, the work on social, environmental, and quality compliance in the leather sector formed the basis for the design of a \$20 million component of the Export Competitiveness for Jobs project, which provides support to export-oriented firms to upgrade social, environmental, and quality compliance to meet international standards and to improve market access.
- Light Engineering Pilot: The technology center prefeasibility study was completed and launched in a workshop with industry in August 2017. The prefeasibility work is now being developed as a full feasibility study and implementation as part of a \$35 million component of the Export Competitiveness for Jobs project. It will develop a network of four technology and training centers in the light engineering, electrical, plastics, and leather sectors.

#### LESSONS LEARNED:

- Link up with operational teams to have impact: from early on, the program identified an opportunity to work closely with the Export Competitiveness for Jobs team, which enabled the project to define and deliver on activities that would go beyond a report on the shelf.
- Have a strong on-the-ground presence: while the task team leaders were based in Washington, D.C., a Dhaka-based project coordinator and key team members in Dhaka were invaluable to ensuring effective delivery.
- Interact closely with development partners: the team established close, mutually supportive relationships with key development partners, which enabled an open exchange of information throughout the program.

#### LINK TO OUTPUTS:

1. [Cutting Through the Cloth Ceiling](#)
2. [Bangladesh Jobs Diagnostic](#)

## TF0A1352 | Let's Work Program in Tunisia

**COUNTRY / REGION:** Tunisia

**TTL:** Michael Weber

### **OBJECTIVE:**

The objective of this activity is to identify and tackle some of the most binding constraints to faster job creation and better competitiveness in high potential value chains in lagging regions in Tunisia. This will be informed by a specially designed toolkit that maps value chains in a given (subnational) location, with advanced granularity in terms of jobs and value added.

### **APPROACH:**

The work has been guided by a specially designed instrument that maps value chains and assesses constraints to growth and employment creation, as well as a capacity-building program geared to local administrations (active in the lagging region) on value chain analysis and MSME business development services. The project directly contributed to establishing an interministerial taskforce for value chain and cluster development in Tunisia and has informed its efforts to reinforce the competitiveness and job-creation potential in three value chains: high-end olive oil, aromatic and medicinal plants, and fresh tomatoes (out of season).

**PROGRESS:** Completed.

Dissemination activities such as workshops, consultations, and presentations with counterparts and development partners accompanied the project throughout the implementation phase. The activity received active interest from government counterparts as well as other donors (such as the Swiss Secretariat for Economic Affairs, the German Society for International Cooperation (GIZ), and the European Union). It also informed and helped leverage International Bank for Reconstruction and Development operations in Tunisia, including a \$100 million Integrated Landscape Management project and a \$60 million Youth Economic Inclusion project.

### **LESSONS LEARNED:**

- Capacity-building programs can be a powerful tool for project preparation and client engagement. The activities financed by this grant were instrumental in informing both ongoing and upcoming operational projects and fostering a close exchange on development issues with counterparts. The capacity building has also formed knowledge and teams that will eventually be involved in the implementation of lending operations.
- Flexibility is needed to achieve project development objectives. The ability to adapt timing and format as implementation is under way improves the chances of success of the activity. For example, the capacity-building component was adapted to span a longer period, which allowed the trainees and the client to better absorb the material.
- A comprehensive analysis of potential value chains increases quality and enables better selection procedures. In particular, the dedicated component 1 in combination with the capacity-building component 3 and the subsequent client involvement have been important in the preparation of component 2. Originally, component 2 was supposed to be delivered in parallel to component 3, but the sequencing helped improve the quality and client buy-in.

## TF0A1361 | Let's Work Program Western Balkans

**COUNTRY / REGION:** Western Balkans

**TTL:** Namita Datta and Elizabeth Ruppert Bulmer

**OBJECTIVE:**

To deepen knowledge of job quality, access, and productivity in several countries in the Western Balkans—including Kosovo—and help the governments develop jobs strategies.

**APPROACH:**

The grant finances the (i) development of diagnostics that explore job dynamics at the macro, firm, and individual levels; (ii) the design of jobs strategies in consultation with clients to identify policies and programs at macro/national and micro/regional levels to address relevant constraints over the short and medium term; and (iii) the design of blueprints for integrated multisector responses that prioritize jobs strategies in partnerships with different WBG global practices.

**PROGRESS:** Completed.

The first jobs diagnostic analysis on Kosovo was completed and disseminated. Despite extensive upstream consultations on the scope of potential analysis and activities in the six countries, no consensus emerged; as such, the country management unit and the task team decided to reduce the funding and concentrate available trust fund resources toward a more focused single-country intervention.

**LESSONS LEARNED:**

Inadequate resources constrained the ambitious approach initially conceived—namely, comprehensive jobs diagnostics that would feed into jobs strategies for six countries.

**LINK TO OUTPUTS:**

1. [Kosovo Jobs Diagnostic](#)

## TF0A1539 | Value Chain for Jobs Analysis in North Lebanon

**COUNTRY / REGION:** Lebanon

**TTL:** Peter Mousley, Thomas Farole, and Haneen Sayed

**OBJECTIVE:**

To understand value chain and supply chain dynamics in Northern Lebanon in order to estimate the job and earning impacts of investments in high informality and fragile/conflict-affected environments.

**APPROACH:**

The grant finances an evaluation of two value chains by implementing a survey instrument designed to provide a detailed understanding of supply-chain relationships, firm-production structures, and workforce characteristics.

**PROGRESS:** Completed.

All analytical work was concluded and the report findings and recommendations were delivered to the client. The diagnostic of the selected value chains and the labor market diagnostic provided a granular and quantitative picture of the current job market in North Lebanon. Using scenario analysis, the report offered options for how to increase higher quality jobs in value chains, by taking into account current labor market performance and skills endowment in the FCV-affected region. With the new government in place as of December 2016, the report was launched in 2017.

**LESSONS LEARNED:**

- Policy recommendations are robust when they come out of diagnostic work that looks at both the demand and supply sides of the job market.
- It is important to address informal market factors in formulating policy and program recommendations, particularly in lagging, FCV settings such as North Lebanon.
- Collaboration across global practice/cross-cutting solutions areas are valuable when tackling multisectoral, complex public and private sector policy challenges.

**LINK TO OUTPUTS:**

1. [Jobs for North Lebanon: Value Chains, Labor Markets, Skills and Investment Climate in Tripoli and the North of Lebanon](#)

## **TF0A2039** | Georgia Jobs Value Chain Analysis

**COUNTRY / REGION:** Georgia

**TTL:** Josefina Posadas

**OBJECTIVE:**

To measure the potential direct and indirect jobs impact from targeted investment in particular value chains in Georgia.

**APPROACH:**

The grant will finance analysis toward delivery of three technical notes. The analysis will focus on (i) synthesizing and assessing the relevance of the analysis conducted on labor supply and demand issues during the past three to five years, (ii) identifying the constraints to job creation in one or two selected value chains, and (iii) identifying the occupations growing in demand to understand skills availability and scarcity in the country. These analyses will complement ongoing work by the Trade and Competitiveness global practice and the IFC, which will undertake value chain analyses for three products in Georgia: citrus, soft fruit, and hazelnuts.

**PROGRESS:** Dropped.

After stakeholder consultations and policy dialogue, the wine sector was identified for the final implementation of the value chain analysis. The questionnaire and sampling strategy were also finalized.

**LESSONS LEARNED:**

At the intermediate stage, the main lessons were

- It is important to engage with the client from the outset. It was very useful for that engagement to present a preliminary analysis on sector growth and job creation. Without that overall picture, it would have been more difficult to get the attention of the counterparts, or at least at a senior level.
- The development of the questionnaire and the sampling frame took much more time than initially planned. While some of those delays were related to coordination issues (both internally and with the firm in charge of the data collection), they mostly related to the complexity of the survey and to the fact that this was a new instrument to the World Bank; to the product chosen (wine), which is more complex than others selected in other countries; and to the teams supporting the activity.
- Choosing the product was a very complex iterative process, both internally and with the government. The product chosen was wine. On the one hand, some government officials in Georgia feel this is the star product, with considerable analysis already carried out, and thus there is no need for further analysis; other government officials still think the product is not getting enough penetration in global markets or creating enough jobs for Georgians. The team ended up choosing this product on the basis of the recommendations of high-level counterparts, but others at the technical level expressed a different opinion. In addition, the wine industry presented complications at the technical level when the questionnaire was being developed. It was important to select the right type of grape, and because wine is also produced at home, the final product was difficult to identify. Even now, the way in which the questionnaire will identify the quality of the final product is not fully satisfactory. There are international standards of wine, which in some cases are used in Georgia, but that will not be picked up by the survey. This is an area in which the survey could have been designed better.

**TF0A4716 | Impact Evaluation for the Zambia Agribusiness and Trade Project**

**COUNTRY / REGION:** Zambia

**TTL:** Brian G. Mtonya

**OBJECTIVE:**

The objective of the proposed study is to develop a robust impact evaluation strategy for the Zambia agribusiness and trade operation, with a special emphasis on jobs, quality of jobs, and income outcomes.

**APPROACH:**

The approach is to influence policy makers through impact evaluations to influence the policy dialogue in the measurement of the benefits of agribusiness to farmers and agri-SMEs. This approach is intended to help promote more evidenced-based policy making in Zambia. The grant activity is very well integrated into the Zambia Agribusiness and Trade Project and is a useful and important tool for providing evidence and data to enable policy makers and implementers as well as beneficiaries to make the necessary corrections in the implementation of the project.

**PROGRESS:** Completed.

Implementation of the objectives has been timely. Work has included (i) the operation being delivered; (ii) the data module, database, or survey being created; (iii) jobs diagnostics exercises being implemented; (iv) the country assessment/strategy framework being supported; (v) the methodological approach being developed; (vi) the evaluation strategy being completed; (vii) the evaluation initiative being in progress; and (viii) the dissemination strategy being completed.

The Zambia Jobs Diagnostic, the design of the Zambia Agribusiness and Trade Project, and the impact evaluation benefited from the obvious synergies and close coordination among the three teams. This complementarity and integration of the outputs of the teams and leveraging of resources and technical work resulted in greater coherence and relevance of bank support to the client.

The main client, the Ministry of Industry and Trade, and related ministries and agencies as well as the private sector have been closely involved from the beginning, and this has deepened ownership and client commitment to the results and outcomes.

**LESSONS LEARNED:**

- Having an engaged and capable client is important and is key for ownership.
- Being able to link a well-designed related operation to the IE at an early stage is key.
- The IE, project, and client teams need to work as one team from the beginning and have a shared vision and appreciation of the value added by the IE to project impact.

**LINK TO OUTPUTS:**

1. [Improving Trading Relationships through Intermediation and Liquidity Access: Experimental Design of the IE for the Zambia Agribusiness and Trade Project: Concept Note](#)

## WINDOW 3: SUPPORTING JOB CREATION FOR YOUTH

### 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 the provision of long-term evidence on the effectiveness of a productive safety net program targeted at 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 the design, creation, and implementation of a survey instrument that will shed light on how best to create jobs for youth and, in particular, on the role of different skills (cognitive, technical, and socioemotional) for employment.

#### PROGRESS:

Work has started by hiring a firm to start designing the survey instrument to measure skills. In addition, fieldwork to pilot the instrument is under way. As of February 2018, the work is ongoing and an estimated 80 percent of households in the first three regions have been found. This rate is higher than expected, suggesting the field team is doing a great job finding households. This phase is expected to be completed in two to four months, which will allow a first round of analysis while the field team continues to track additional households.

**LESSONS LEARNED:** Not yet available.

### TF0A0436 | Youth Employment Global Goods/Knowledge

**COUNTRY / REGION:** Global

**TTL:** Namita Datta

#### OBJECTIVE:

The objective is to 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 Solutions for Youth Employment (S4YE) partnership and board, supplemented with the building of new private sector partnerships. Leveraging financing for greater

learning will include cosponsorship of the development of global goods, large-scale networking, and dissemination events.

#### **PROGRESS:**

The grant has resourced a number of activities: (i) Outreach continued with new private sector partners such as SAP, Oracle, Nestle, CISCO, Ikea, and others, as well as the consolidation of existing partnerships such as Accenture, Hilton, Microsoft, and traditional donors. (ii) Two key knowledge products were finalized: a stocktaking of evidence on youth employment programs and guidelines on developing a new generation of integrated youth employment programs. These two knowledge products were major IDA commitments and were developed with a multisectoral team across several global practices. (iii) Commitments were finalized and the S4YE's "Digital Jobs for Youth: Young Women in the Digital Economy" was launched. It was developed with a set of partners and coauthored with the Rockefeller Foundation, Plan International, the Rand Corporation with case studies from several other partners such as the U.S. Agency for International Development, Accenture, and GIZ. (iv) Global goods events in the youth employment space were sponsored, including the Making Cents annual conference, which brings together key partners in the youth employment space to showcase new knowledge products, and several smaller conferences jointly organized with partners like the IFC-International Youth Foundation's Youth Summit on the future of work. (v) Communications pieces regarding youth employment were prepared, including the development of a series of blogs and the development of a communications strategy to promote youth employment with practitioners. (vi) The S4YE's governance arrangements continued, including Board of Director updates and meetings and the successful rotation of the board chair. (vii) A successful series of consultations was held for a scale-up of the Youth Employment Community of Practice-S4YE "Impact Portfolio" being launched during this fiscal year. (viii) A youth participation strategy was developed and a call for nominations was issued to identify youth to bring in youth voices within the S4YE work program. (ix) A series of webinars focused on elements of and practices in youth employment. (x) A series of knowledge briefs was launched. The short, practical papers are targeted at practitioners and coauthored with partners. Two briefs were finalized with IFC and GIZ last year and four more were launched this year with Digital Data Divide, UNICEF, and Silatech. Moreover, this grant is financing creation of new innovative workstreams being discussed with potential donors, including a multicountry program on digital work and one that crowdsources youth-led innovative solutions.

#### **LESSONS LEARNED:**

The level of investment, effort, and resources (cash and human) expended in building a partnership and mobilizing resources is consistently underestimated.

#### **LINK TO OUTPUTS:**

1. [Strategy for Youth Participation in S4YE Coalition](#)
2. [Skills Gap or Signaling Gap? Insights from LinkedIn In Emerging Markets Of Brazil, India, Indonesia, and South Africa](#)
3. [New and Promising Approaches in Youth Employment Programs: The S4YE Impact Portfolio](#)

**TF0A0748–S4YE | Global Learning and Technical Assistance****COUNTRY / REGION:** Global**TTL:** Namita Datta**GLOBAL THEME(S):** Gender**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.

**APPROACH:**

The 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 the development of content for the S4YE website (<http://www.s4ye.org>).

**PROGRESS:** Completed.

The first activity in this grant was completed and documented in the S4YE flagship report, "[Toward Solutions for Youth Employment](#)." The second output in this grant was also completed in the first year and was documented in the report "Youth on the Move," which has completed the WBG quality assurance processes. The third deliverable, a "toolkit on toolkits" that guides the user through available toolkits and helps identify which of these existing products is most suitable for the user's needs, is being developed. The fourth deliverable—a series of wireframes for a new website—has been developed. Substantial knowledge and evidence about the current state of youth employment practices and solutions have also been gathered.

The second output in this grant has also been completed: an annual report with thematic focus on youth employment and migration. The report, "Youth on the Move," has been through the WBG quality assurance processes and is due for release in the first quarter of calendar year 2017. The report looks at data and trends around young people and migration and employment, analyses experiences to date, and curates lessons around what is known concerning solutions.

The third deliverable under this grant is the development of toolkits for practitioners. It was originally planned to identify two areas in which the lack of an appropriate toolkit is most constraining and to develop toolkits to address those constraints. Once the range of toolkits available was taken into account, it was decided to develop a toolkit on toolkits, which guides the user through available toolkits that are of sufficient quality and that helps identify which of these existing products is most suitable for the user's needs.

**LINK TO OUTPUTS:**

1. [Linkages and Youth Employment: Opportunities in Extractives and Infrastructure](#)
2. [Promoting Coordination to Advance Employment Services for Youth](#)
3. [The Private Sector and Youth Skills and Employment Programs in Low and Middle-Income Countries](#)

**TF0A0787 | Socioemotional Skills Pilot for Higher Youth Employability in Turkey**

**COUNTRY / REGION:** Turkey

**TTL:** Victoria Levin and Ana María Muñoz

**GLOBAL THEME(S):** Gender

**OBJECTIVE:**

To examine the impact of an intervention that provides job seekers with evidence-based tools to set goals (such as finding a job) and practical strategies to persevere and sustain the motivation to overcome obstacles and failures in their pursuit of successful labor market (re)integration, with a special focus on unemployed youth and women.

**APPROACH:**

This grant has aimed to examine the impact of an intervention that provides newly registered job seekers in Turkey with evidence-based tools to set goals (such as finding a job) and with practical strategies to persevere and sustain the motivation to overcome obstacles and failures in their pursuit of successful labor market (re)integration, with a special focus on unemployed youth and women. The grant supported the program from its early design stages—of both the intervention and the evaluation—to the final data analysis. Activities included (i) a prior study that informed the design of the intervention and evaluation, (ii) numerous rounds of consultations and technical capacity building with the client, (iii) the preparation of intervention materials by a team of technical experts in close coordination with the client, (iv) the pretest of the intervention materials and invitation processes, (v) the preparation, printing, and distribution of the intervention materials, (vi) the information technology infrastructure set-up for the intervention implementation, tracking, and data collection for the impact evaluation, (vii) regular monitoring of implementation and troubleshooting with the local the Turkish Employment Agency (ISKUR) centers implementing the activities, and (viii) procurement and supervision of consulting services for data collection and implementation support.

While there were some delays caused by changes in ISKUR senior management and several changes in the ISKUR team composition, the grant still implemented virtually all the planned activities, except the final evaluation data analysis, which will be finalized in early 2019 using complementary World Bank funds.

**PROGRESS:** Completed.

The grant has achieved its objective in that it trained 2,216 job seekers in Turkey, including 1,239 women (56 percent of the total) and 800 youths (36 percent of the total), and provided more than 100,000 newly registered job seekers with a brochure that provides information about their local labor markets, about the job search process, and about the services offered by ISKUR, so that their job search expectations would be grounded in factual information about the context and opportunities available to them. The data collection process for the rigorous impact evaluation of this intervention is now being finalized, with the final results expected to be available in early 2019, and planned dissemination activities following quickly thereafter.

The grant has thus enabled the World Bank team to push out the knowledge frontier on socioemotional skills interventions by designing and testing a pilot intervention (i) conducted in a

developing country context; (ii) implemented for a large sample of working-age adults (rather than school-age students); and (iii) delivered via existing labor market support mechanisms (facilitating its scalability if successful). The Jobs MDTF funding has facilitated the synergies between a very committed counterpart, which contributed its staff time and resources to this activity despite several changes in senior management, and a very dedicated team assembled by the bank.

## **TF0A0831 | Rapid Skills Training for Youth Employment**

**COUNTRY / REGION:** Global (Colombia, Kenya, and Lebanon)

**TTL:** Victor Mulas

### **OBJECTIVE:**

To identify key success factors of technology and entrepreneurship rapid skills training programs (coding boot camps) and measure their impact on employment and employability of youth.

### **APPROACH:**

The grant will finance the following activities: (i) identifying key success factors and creating a toolkit methodology for rapid technology skills training programs, (ii) conducting rapid skills training programs together with local partners, (iii) assessing and monitoring the impact of boot camps on employment and employability of participants, and (iv) disseminating the results of the boot camp trainings and developing a guide to rapid skills training programs for implementation when scaled up.

### **PROGRESS:** Completed.

The three pilots in Beirut, Medellin, and Nairobi have already been implemented. Key success factors and best practices of coding boot camps have been identified, from a double approach: (i) from the theoretical perspective through analytical research and (ii) from practical experiences through boot camp operations in Colombia, Kenya, and Lebanon. Final reports will summarize the main findings and will inform policy makers and other public or private stakeholders on how to introduce technology and entrepreneurship rapid skills trainings in an urban ecosystem. The methodology for measuring the impact on employment and employability was prepared and deployed. The qualitative results from Kenya and Lebanon are expected to be analyzed soon. Outputs and knowledge from this grant-financed activity will be posted on the website (<http://www.decodingbootcamps.org>) and on the MDTF knowledge website, under the knowledge section.

### **LESSONS LEARNED:**

The model of coding boot camps is still in development; however, this activity has provided three key elements that are essential for such trainings to be connected to employment and education opportunities:

- (i) a curriculum based on the needs of local tech companies,
- (ii) a selection process that screens students for attitude and basic skills to absorb the program, and
- (iii) an employment and career development connection with companies.

Early results from Colombia suggest that coding boot camps applied to low-educated, low-skilled youths may require additional training to result in direct employment opportunities to produce direct results in employability. This finding is linked to the need for deeper knowledge of basic skills and soft skills, which seem to require additional support beyond the first iteration. Finally, in rapid technical-skills training programs such as coding boot camps, technical training is not enough. The training should be complemented by soft-skills training, especially if instruction is addressed to the poorest individuals. The main feedback from the employers of boot camp graduates has been that some students lack skills that are needed for the 21st-century job market, such as communications and problem solving. Greater effort should be placed on soft-skills development if the bank carries out similar rapid training activities.

#### LINK TO OUTPUTS:

1. [Coding Bootcamps: Building Future-Proof Skills through Rapid Skills Training](#)

## TF0A0982 | Youth Labor Market Exclusion in Indonesia and the Philippines

**COUNTRY / REGION:** Indonesia and the Philippines

**TTL:** Vivi Alatas, Truman Packard

**GLOBAL THEME(S):** Gender

#### OBJECTIVE:

To (i) identify factors that lead to the exclusion of young people from the labor market and understand how these work experiences affect later outcomes (such as by “scarring”), (ii) inform the design of labor market interventions to put young people on pathways to productive work, and (iii) demonstrate the value of collecting more information about work conditions.

#### APPROACH:

The grant finances the following sets of activities in each of the countries: (i) analytics on factors driving exclusion, (ii) analysis on “scarring” from bad jobs, (iii) design of pilot interventions, and (iv) the improvement of regularly collected labor market data.

#### PROGRESS: Completed

In the Philippines, a change in government priorities and leadership created significant delays. After consultation with the team on the ground and the MDTF program management unit, it was decided to close the work in the Philippines. The work continued exclusively in Indonesia, where the team has delivered all outputs. These include (i) analysis of youth labor market trajectories and “scarring” from spells of unemployment or employment in informal dependent employment and self-employment, updated to 2014–15; (ii) disaggregation of the analysis to drill down on the particular and varying labor market challenges faced by young women and young men; (iii) using this analysis, a proposal for an intervention that focuses on the school-to-work transition and that improves initial employment outcomes for young people, for discussion with the government of Indonesia as part of the Jobs Programmatic Engagement (as part of the Vulnerable and Excluded

Workers activity, P159694); and (iv) advice to the statistical authorities on improvements to their regularly deployed labor force survey (Sakernas) to better capture jobs outcomes. The outputs have gone through peer review.

**LESSONS LEARNED:** No lessons to report.

**LINK TO OUTPUTS:**

1. [Mobility, Scarring, and Job Quality in Indonesia's Labor Market](#)

## **TF0A0999 | Public Works and Welfare: Randomized Control Trials in Tunisia and Comoros**

**COUNTRY / REGION:** Global (Tunisia, Comoros)

**TTL:** Eric Mvukiyehe

**GLOBAL THEME(S):** Gender

**OBJECTIVE:**

To improve knowledge on the impacts of public works projects on the socioeconomic outcomes of the long-term unemployed in a fragile country.

**APPROACH:**

This grant operates in the context of experimental impact evaluations (randomized controlled trials) integrated into WBG-funded projects in Tunisia and Comoros. Each of these impact evaluations studies a public works project designed to improve the livelihood of poor households through an extra source of income and the creation and maintenance of community-owned infrastructure.

**PROGRESS:** Completed.

### **Tunisia Impact Evaluation**

The Community Works and Local Participation project had positive economic effects on its direct participants. The study found significant evidence of positive effects of community works and local participation on expenditures, asset holdings, wage employment outcomes, and on saving. Expenditure effects seem to be driven most by rent and food purchases, while increases in assets include greater homeownership and ownership of productive assets. Workers are more likely both to be employed and to be earning more than their eligible counterparts in control villages one year after the project (especially in roles relating to construction). They are also more likely to be savers and to save more on the intensive margin than do control individuals.

Among social and psychological outcomes, the project positively affected participants' well-being as well as boosting their civic engagement. Individuals who undertook a period of employment in a labor-intensive public works project report greater internal psychological well-being one year after the program termination. Results on civic engagement indicators showed an increased desire to seek up-to-date information outside of family and friends (such as through more formal sources) and a renewed belief in individuals that political and economic decisions and accountability is the responsibility of all. Results on improved psychological well-being and civic engagement are

especially interesting, because very little quality evidence has been collected about such outcomes in the context of labor-intensive public works projects.

### **Comoros Impact Evaluation**

The World Bank's Social Safety Net Project was initiated in 2015 by the government of Comoros and the World Bank. The main component of the project provides temporary cash-for-work opportunities to selected poor families. The objective of the impact evaluation is to provide rigorous evidence on the effects of the cash-for-work opportunities on socioeconomic outcomes and on the welfare of households. To assess these effects in a rigorous way, the project is carried out as a randomized controlled trial. The randomization is implemented at three levels: at the household level to assess the direct impact of the program, at the community level to measure externalities, and within the household to measure differential effects according to the gender of beneficiaries.

The grant financed the design of a feasible study and the development of tools to measure the impact of public works programs. Specifically, the tools measure whether the programs achieve the desired labor market outcomes and affect psychosocial outcomes and thereby the tools improve disaggregated data on unemployed, unskilled, and semiskilled workers, as well as their socioeconomic and psychological conditions.

#### **LESSONS LEARNED:**

- Large discrepancies exist across islands in Comoros. Thanks to the baseline data collection, we have a better understanding of the overall context and target population in Comoros. The typical household is poor and food insecure; however, the data collected during the baseline survey shed light on the large discrepancies that exist across islands. For instance, average consumption levels per capita vary twofold from one island to another.
- Illegal migration to the neighboring and richer French island is pervasive in Comoros. In recent years, while Comorian migrants have been at the center of growing social and political tensions in the neighboring French island of Mayotte, the academic literature on the subject has remained scant. In the paper, we aimed to start building an image of the emigration of Comorians toward Mayotte. Using survey data collected in 2016–17 in Comoros, we found that migration is more prevalent among the poor. We also found that the young and poorly educated are more likely to be willing to migrate to Mayotte. Finally, we found that the poor are more likely to migrate for economic reasons and less likely to return to Comoros voluntarily. Those results are largely consistent with existing theories of migrant self-selection.
- Financial inclusion and financial skills are very low among rural poor women in Tunisia. During the 62 training sessions we discovered that most of the participants have no financial literacy skills. Managing even the household revenue and small businesses may be tricky for them. In addition, financial inclusion is very limited (more than 80 percent of the rural females have never had a bank or postal account), and earnings are spent mostly on short-term consumption. These short-term expenditures may be one of the reasons explaining why the cash-for-work program has had short-term effects. This finding reinforces the idea that poverty and financial exclusion are common characteristics of rural population in Tunisia. For those who took part in the last project, they have shut down the bank or postal account, primarily because of the fixed cost of those accounts.

**LINK TO OUTPUTS:**

1. [Randomized Control Trial of a Cash for Work Program Targeting the Poor in Comoros](#)
2. [Randomized Control Trial of a Cash for Work Program Targeting the Poor in a Lower Income Country](#)
3. [Public Works and Welfare A Randomized Control Trial of the Community Works and Local Participation Project in Tunisia](#)

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

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

**APPROACH:**

The impact evaluation will make comparisons across several dimensions of a youth opportunities program being implemented by the government of Liberia through the randomization of youth into different groups according to the impact evaluation design. Particular questions will include assessing (i) the return on investment to integrating skills training with start-up grants versus the provision of start-up grants alone, (ii) the impact of introducing behavioral nudges to help females overcome gender-specific barriers, and (iii) whether different contract designs can improve the outcomes of apprentices and apprenticeship providers. Thus, the IE will address the basic, yet fundamental, question of how to promote self-employment and entrepreneurship cost-effectively and with the greatest impact. The grant-financed activities will include the field management and supervision of an impact evaluation that will include but not be limited to activities of data collection, intervention piloting, and results dissemination.

**PROGRESS:**

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

**LESSONS LEARNED:** No lessons to report.

## TF0A2866 | Evaluating Scalable Productive Safety Net Innovations

**COUNTRY / REGION:** Madagascar

**TTL:** Laura B. Rawlings

**GLOBAL THEME(S):** Gender

### **OBJECTIVE:**

This study will support the development and impact evaluation of two innovative elements of Madagascar's new Productive Safety Net Program: the use of productive spaces and of behavioral nudges with the ultimate goal to improve the productive activities of families, including for their better nutrition.

### **APPROACH:**

These scalable models, if proven cost-effective, will make a substantial contribution to the growing but still sparse literature on productive cash-for-work programs that seek to provide not only income support as a safety net for poor households, but also improvements in the productive activities of the households for better nutrition and well-being. There are three components to the grant activities: (i) impact evaluation of the Productive Safety Net Program; (ii) implementation of the productive spaces model, and (iii) implementation of the behavioral nudge model.

### **PROGRESS:**

This grant financed the development of accompanying measures designed to help beneficiaries save the transfers they received from the cash-for-work activities and invest them in productive activities and an impact evaluation allowing us to test the impact of the behavioral interventions against each other. A behavioral intervention was developed wherein beneficiaries are first offered a set of options beyond consumption to prompt them to think through how they might use their transfer payments. Second, after beneficiaries select a specific goal they would like to save toward, the facilitator helps beneficiaries make a more concrete plan for how they will save for the goal, by circling the amount they choose and during subsequent payments crossing off the amount saved to show their progress toward their goal. Finally, beneficiaries are provided with a pouch to enable them to physically partition the amount they've designated to save. The efficacy of this behavioral intervention is tested against an intervention more traditionally used in extreme poor settings to encourage group savings, village savings, and loan associations. In these groups, beneficiaries regularly meet to save together, thus enabling them to borrow from a larger pool of money accumulated by the group.

### **LESSONS LEARNED:**

- There are promising behavioral techniques to encourage beneficiaries of cash-for-work programs to save their payments toward productive activities. Pilot evidence is suggestive of impact. Rigorous evidence will be available once the analysis is complete.
- There are valuable complementarities between a productive safety net program and interventions to encourage beneficiaries to save and invest in productive activities. The ACT-P program is different from previous cash-for-work programs in Madagascar in two important ways: first, the activities that beneficiaries work on are designed to protect water basins in their communities and second, beneficiaries receive training on productive activities that they

can carry out themselves. Interventions helping beneficiaries save the transfer they receive and reorient their mindsets from consumption toward investment can be particularly fruitful in this context because they provide beneficiaries with the means by which they can implement the training they receive in the program.

- It would be valuable to link beneficiaries to value chains in order to further enhance the benefits of the program. This is an aspect that the PIU FID (Fonds d'Intervention pour le Développement) is currently working on.

## **TF0A2927** | Ghana National Apprenticeship Program Impact Evaluation

**COUNTRY / REGION:** Ghana

**TTL:** Maddalena Honorati

**GLOBAL THEME(S):** FCV/Gender

### **OBJECTIVE:**

To carry out an impact evaluation of the National Apprenticeship Program, a nationwide government-sponsored apprenticeship program for youth in Ghana, with a view to inform the government on its effectiveness and to identify options to improve its performance.

### **APPROACH:**

The research design will ascertain the impact of the program on participating youth and also on participating firms. The design will also shed light on the importance of the match between apprentice and trainer characteristics in producing better employment and productivity outcomes among youth and firms, respectively. Lessons learned from the impact and process evaluations will be critical inputs into a potential pipeline youth employment project in Ghana.

The grant activities will finance the delivery of an impact evaluation paper, final report, and policy notes that identify recommendations from the findings, and dissemination activities for outreach to relevant stakeholders in Ghana.

### **PROGRESS:**

The activities have been implemented as per the agreed timeline. The survey questionnaire has been piloted and finalized; the endline data collection is expected to be finalized by the end of March 2018; the first batch of data has been delivered. The endline survey was first launched in Akuapim North, a district in the south of Ghana, on July 19, 2017. To date, survey completion rates have been very satisfying, both in southern and northern districts of Ghana.

## Pillar 2: New Methods and Approaches to Measure, Understand, and Strengthen the Creation of More and Better Jobs.

### TF0A1353 | Let's Work Pillar 2—Management of Measurement Deliverables

**COUNTRY / REGION:** Global

**TTL:** Alvaro González

**OBJECTIVE:**

Management of the technical deliverables under pillar 2 of the Let's Work Program with oversight of approximately 30 case studies being developed by the World Bank and external partners.

**APPROACH:**

The grant finances the management of the stream of more than 20 case studies and technical deliverables produced under pillar 2 of the Let's Work Program. Management of Let's Work Pillar 2 is being implemented through three different working groups, centered on the job estimation models being used, namely value chains, tracers, and macro models. Each working group (consisting of volunteers from partner organizations and led by a WBG staff member) is tasked with (i) developing tools and methodologies that are technically sound, standardized, replicable, and sustainably implementable and (ii) disseminating the lessons learned.

**PROGRESS:** Completed.

Progress in the implementation of these country- and sector-specific job estimation case studies has been slightly delayed given the large number of projects, the number of organizations involved, the novelty of the effort, and the complexity of the evaluations that are to take place. Regarding the tracers, only three of the original projects selected have been carried out. Challenges in implementing the tracer studies have been encountered. The working group launched a second call for proposals and approved two for which an assessment is being done.

**LESSONS LEARNED:**

- **Tracers:** After going through a due diligence process to assess the technical feasibility of conducting tracers, the working group concluded that it was difficult to apply this methodology on those projects completed several years ago. Some challenges and lessons learned include (i) tracers are appropriate for investments with a narrow set of characteristics; (ii) most projects are not designed with baselines in mind, and it is difficult to gather data post facto; (iii) sampling issues are difficult, especially in dealing with the informal sector; (iv) high levels of expertise are required, so tracers are relatively expensive and labor intensive; (v) Let's Work can finance baselines with existing funds, but it may not have time and funding for follow-up surveys.
- **Value chains:** It is necessary to have a strong team that includes expertise in statistics and sampling, and also sector-specific knowledge so that special attention can be paid to standardization and country/sector specificity. Also, it is challenging to cover certain sections of the value chain, especially the informal sector.

- Mapping and sampling: This task requires the identification of parameters, as well as an ideal sample size. Mapping for value chains should be a preliminary step undertaken in parallel with contracting survey firms.
- Length and complexity of the questionnaire: The questionnaire in its current form takes at least two hours. There is a need to shorten the length and limit questions to those critical for the measurement of jobs and other identified goals.
- Continued standardization of terms of reference: There is a need for clear expectations regarding fieldwork, supervision, training, reporting, call-backs, and documentation standards.
- Timelines and budget: Revising the timeline and budget helps minimize complications during later stages of the project.
- Macro models: These models require creative and open-minded consultants. The involvement of IFC industry sector experts, senior investment officers involved in the particular projects, and other IFC operations staff is key. The scope of the methodologies developed has been constrained by the lack of data on sector-specific and (five- to six-year-old) projects. It has been challenging to find expertise that combines sector-specific technical knowledge (such as in power) and macro-modeling expertise. Data availability often determines how much we can do with a model in a country.

## **TF0A1538** | Let's Work Pillar 2: Tajikistan

**COUNTRY / REGION:** Tajikistan

**TTL:** Victoria Strokova

**GLOBAL THEME(S):** FCV

**OBJECTIVE:**

To assess the patterns of job creation along given value chains, via surveys, to fill a critical knowledge gap on job creation opportunities of the mining and agribusiness sectors, which have a strong potential for private sector investment in Tajikistan.

**APPROACH:**

The grant finances the conducting of surveys to assess value chain links and job creation potential in the mining and agribusiness sectors. Firm surveys are being conducted at multiple levels along the value chain to better understand firm decision making regarding labor use and suppliers, and constraints that may affect firm expansion.

This analysis is intended to inform the preparation and implementation of WBG operations and the broader policy dialogue. As the country faces the challenge of diversifying its economy and improving the labor market situation, both sectors represent a potential for creating more, better, and more inclusive jobs. The sectors are also aligned with IFC's focus in Tajikistan, where agribusiness and mining have been identified as strong potential sectors for IFC investment.

**PROGRESS:** Completed.

The team has completed all planned activities, including value chain mapping, face-to-face surveys, and semistructured interviews in line with Let's Work pillar 2 methodologies. Two reports have been produced and shared with relevant stakeholders.

**LESSONS LEARNED:**

- Selection of the value chains for the analysis is best done in a participatory approach that involves key stakeholders to increase the buy-in for the activity.
- Complementary public-private dialogue activities are needed to ensure the buy-in of key sector representatives for the survey implementation.
- The quality of a sample frame based on existing business registers could be poor, contributing to the challenges during fieldwork.

**LINK TO OUTPUTS:**

1. [Tajikistan Jobs Diagnostic](#)
2. [Value Chain Analysis of the Construction Materials Sector in Tajikistan](#)
3. [Value Chain Analysis of the Tourism Sector in Tajikistan](#)

## TF0A1689 | Jobs Agenda in Burkina Faso—Agri-food Value Chains

**COUNTRY / REGION:** Burkina Faso

**TTL:** Michael Weber

**OBJECTIVE:**

To deepen understanding of the binding constraints and opportunities for job productivity growth in selected agri-food value chains in Burkina Faso and inform government policies on potential interventions to promote job creation.

**APPROACH:**

The grant finances the following activities: (i) collection of employment data for horticulture and poultry/grain value chains, (ii) production of an actionable analytical report using the data to identify bottlenecks to investment and actions to address labor market failures, and (iii) dissemination of the analysis to stakeholders via a workshop.

**PROGRESS:** Completed.

This grant complemented the jobs diagnostic activities in Burkina Faso by financing analytical work for value chain development with a jobs lens in the agri-food sector. Specifically, this work enabled a quantitative and qualitative survey of both the beef and egg value chains to better understand their constraints and opportunities for job and productivity growth.

The project explored the following four topics for both the egg and beef value chains: (i) the activities performed during each stage of processing; (ii) the value of inputs, processing time, outputs, and value added; (iii) the spatial relationships, such as distance and logistics, of the activities; and, (iv) the structure

of economic agents, such as suppliers, producers, and the wholesaler. The analysis resulted in policy recommendations for the further development of the respective value chains for more and better jobs with specific suggestions regarding (i) improving access to finance, (ii) enhancing the regulatory and institutional framework, and (iii) developing the skillset for modernization and for promoting inclusive entrepreneurship.

**LESSONS LEARNED:**

- A comprehensive analysis of value chains involving both qualitative and quantitative survey instruments enables better insights and policy recommendations for jobs and growth interventions. The value chain development analytical approach can help identify issues and make recommendations on the level of the entire value chain as well as its different elements (or nodes). These analytical perspectives enable support for motivating, justifying, and designing public policies that address the space between traditional policies and investments targeted at only the individual firm-level or the more aggregate sector-level interventions.
- Burkina Faso has a wide range of potential value chains to develop. Prioritization and selection require broad consultations with internal and external stakeholders and a link to the national development strategy. An important debate for policy discussions in Burkina Faso is import substitution, specifically of basic goods that have a large and increasing domestic demand. The value chains targeted in this work are an example of such value chains that can also contribute to improving labor outcomes. Their development can spur domestic production related to imports. Furthermore, these two value chains can in principle also help expand exports if the recommended modernizations in production and processing can be realized.
- While the potential for value chain development for jobs and growth in the two livestock value chains has been identified, so have a multitude of challenges. Those challenges may impede the realization of the jobs and growth potential and therefore require specific attention. The policy recommendations that were formulated after the analysis point to important policy initiatives and need to be complemented with follow-up discussions and operational work.

**LINK TO OUTPUTS:**

1. [Burkina Faso Job Diagnostic](#)

**TF0A2341 | Finance for Jobs in West Bank and Gaza: Jobs Measurement and Methodologies (Computable General Equilibrium Models and Social Cost-Benefit Analysis)****COUNTRY / REGION:** West Bank and Gaza**TTL:** Peter J. Mousley**GLOBAL THEME(S):** FCV**OBJECTIVE:**

To develop new jobs-focused instruments to determine the private and social returns of job creation through private project finance investments in West Bank and Gaza. This activity will establish a robust methodology and baseline of data to enable an assessment of the net jobs and other economic and social outcomes generated from the Finance for Jobs project interventions.

**APPROACH:**

The grant activities seek to establish a robust monitoring and evaluation framework for an ongoing WBG initiative, Finance for Jobs in West Bank and Gaza. These activities will allow for setting up a robust methodology and baseline of data to ensure rigorous assessment of the net jobs and other economic and social outcomes generated by the project. There are two activities under this grant, the preparation of a computable general equilibrium model for a West Bank and Gaza analysis and the development of a social cost-benefit analysis methodology and its application to a first-mover investment.

**PROGRESS:** Completed.

A delay occurred in the final stages because of challenges in implementing the discrete choice experiment exercise that was essential to the finalization of the social rate of return methodology that is to be applied to an upcoming cofinancing initiative with the IFC. It also proved challenging to implement the discrete choice experiment in a fragile environment; additional time was needed to ensure the survey was carried out correctly and to ensure the client was on board at each step. However, despite these challenges, the implementation proceeded and was completed by the grant closing deadline. The discrete choice experiment was not planned in the original Let's Work proposal; however, it was deemed by World Bank technical experts as the most rigorous way of designing the social rate of return methodology.

**LESSONS LEARNED:**

Challenges relate to theoretical issues and in the time required to develop highly technical instruments in the context of weak partner capacity.

## WINDOW 4: JOBS IN FRAGILE AND CONFLICT SITUATIONS

### TF0A0786 | Linking Vulnerable Youth with Digital Employment Opportunities

**COUNTRY / REGION:** Pakistan

**TTL:** Anna O'Connell

**GLOBAL THEME(S):** FCV/Gender

**OBJECTIVE:**

To train 1,200–1,500 youth in the province of Khyber Pakhtunkhwa, Pakistan, and provide post-training support and guidance, so that trainees can access online income-generating opportunities.

Over the next several decades, Pakistan is poised to surpass Brazil and Indonesia to become the fourth most populous country in the world. With nearly 53 million active youths under age 25, Pakistan faces challenges of inclusion and empowerment of these young people that will continue to grow. While not inherently dangerous, such youth bulges can exacerbate the risks of conflict when governments are unable to foster work opportunities and platforms for expression and engagement, thereby making this type of initiative a key opportunity for governments to explore and scale up.

**APPROACH:**

The grant finances the following key activities: (i) development of a roadmap to identify key constraints to working in the digital economy, to map stakeholders in the online work arena, and to identify partner entities whose facilities can be used to deliver the training and inform curriculum design; (ii) implementation of the training programs, scaling up the work of three ongoing pilots; and (iii) establishment of a monitoring system and extrapolation of lessons learned.

**PROGRESS:** Completed.

All three activities were completed, but with some modifications. For the second output, one of the training programs was merged with a government-financed expansion of freelancing training that intended to reach a wider number of beneficiaries, so resources were put toward supporting this program from a technical engagement. The World Bank team is working closely with the government of the province to integrate the two training programs that are being funded side by side and to share lessons learned and monitoring approaches to the program. Discussions are ongoing to scale up to the entire province in 2018.

**LESSONS LEARNED:**

- The first lesson that we have learned is that the trust fund activities were extremely useful as a demonstration, whereby the WBG team could recruit capable organizations to design and pilot test a training and provide important evidence for the government to see how this program could work. On the basis of our pilot testing and initial results, the government decided to launch its own program, which allowed a much greater impact.
- Second, one of the cohorts targeted for the training was university youth because it was easy to target them within universities, and most students are computer literate and have a laptop. However, many students ended up dropping out of the training program before it was completed. Initial results from the monitoring program indicate that students are often busy with their studies, and the fact that the training was free meant that they possibly did not value it as much. These lessons are being incorporated into the follow-up activities.
- Finally, the training for women demonstrated that the program needs to be adjusted for women to pay particular attention to their needs. For example, on content, women were more likely to work on content writing or graphic design. In addition, digital rights and digital safety sessions are included to ensure women can protect themselves online. However, many women dropped out because of competing domestic duties, so creating a space for women to remain part of a network so they can reenter is important.

## TF0A0828 | Training Course on Measuring Violent Conflict

**COUNTRY / REGION:** Global

**TTL:** Diane Steele

**GLOBAL THEME(S):** FCV

### **OBJECTIVE:**

To develop the conflict exposure module (CEM), which builds the capacity of government agencies, donors, nongovernmental organizations, and researchers to complement standard household surveys in conflict-affected countries with questions featuring the causes, forms, and consequence of violence. This task enhances the generation of microdata on violence, supporting better research on issues such as the relationship between livelihoods, employment, and violence, resulting in better policy design.

### **APPROACH:**

The grant will finance the development of the CEM module and the delivery of this module in a week-long workshop.

**PROGRESS:** Completed.

A week-long training workshop for the CEM was held in November 2015. The CEM was developed under the Living Standards Measurement Study—Integrated Surveys on Agriculture (LSMS-ISA) project in coordination with the International Security and Development Center and has been published on the LSMS-ISA website as a sourcebook. Participants from the Food and Agriculture Organization of the United Nations, the United Nations Economic and Social Commission for Western Africa, the London School of Economics, and numerous national statistical institutes—representing Bhutan, Burkina Faso, Colombia, Malawi, Nepal, Niger, Nigeria, and Uganda—attended. The course was rated successful by the attendees. [Note: Links to the CEM and related information can be found on the Jobs Umbrella MDTF website under the knowledge section].

### **LESSONS LEARNED:**

- **Maximizing participation:** There was clearly a significant demand for participation in the course. However, many applicants had to be rejected because of limited funding. It may reduce costs to hold courses in the various world regions. A balance would have to be made between having diversity of experiences represented among the participants (which is very valuable for learning) and reducing travel costs.
- **Mix of participants:** It was very helpful to have a mix of professional backgrounds represented, including different types of organizations (national statistical agencies, donors, researchers, and so on).
- **Importance of topic:** A few participants had some initial skepticism about the value of focusing on conflict and insecurity. However, the course helped participants understand the significance of accounting for conflict in surveys and studies even on “nonconflict” topics in order to avoid, for example, omitted variable bias or selection bias.

**TF0A0829 | Youth Transitions in Post-Ebola Sierra Leone****COUNTRY / REGION:** Sierra Leone**TTL:** Nina Raffo**GLOBAL THEME(S):** FCV**OBJECTIVE:**

To improve the availability and quality of data and analysis in order to inform youth employment policies and programs in post-Ebola Sierra Leone and in other Ebola-affected, fragile, and post-conflict countries.

**APPROACH:**

The grant supports the following activities: (i) implementation of the country's second labor force survey and possibly an enterprise survey, (ii) drafting a comprehensive jobs diagnostic based on those surveys, and (iii) capacity building for collection of national statistics on youth employment using innovative approaches.

**PROGRESS:** Completed.

Data collection for the 2016 Labor Force Survey using computer-assisted personal interviews was completed. Additionally, per concept note reviewer recommendations, a qualitative study to complement the quantitative results was delivered. Despite data collection delays due to government capacity issues, the quantitative analysis has advanced in close collaboration with Statistics Sierra Leone staff and other relevant stakeholders. Using the analysis, a short note on basic labor market statistics was developed.

**LESSONS LEARNED:**

- Even though the statistical agency has significant experience conducting similar exercises, given the overall low-capacity context, there is high value added by putting in place additional measures to ensure high-quality and, to the extent possible, timely deliverables. Measures include putting in place a dedicated field coordinator to guide and provide technical support on day-to-day activities and working in close collaboration with the implementing agency to build capacity and increase efficiency as the implementation is undertaken.
- A measure the task team has found critical to successful implementation has been to work with the firm during the preparations stage to carefully review the implementation plan and budget and to clearly link key deliverables to payment tranches to ensure that the funds flow to the firm is sufficient and timely to execute required activities. At the same time, this oversight ensures that the firm is able and incentivized to produce quality deliverables.
- Relatively simple technology, such as the ones used in the 2016 Labor Force Survey (including use of tablets for data collection and SMS aggregation for monitoring) can help enhance the quality and availability of labor market statistics. However, moving to electronic data capturing systems for nationally representative surveys requires continuous capacity-building efforts such as those conducted under this grant. Design of grant activities should take this into account, especially in FCV contexts, which as a result of low initial capacity tend to require more time

to deliver meaningful results. The task team also had prior experience in the country with the statistical agency, and this grant built on previous efforts to build capacity, further illustrating that continuous and repeated efforts are needed.

**LINK TO OUTPUTS:**

1. [Sierra Leone Jobs Diagnostic](#)

## TF0A0962 | Training Women in SolTuna

**COUNTRY / REGION:** Solomon Islands

**TTL:** Amy Luinstra

**GLOBAL THEME(S):** FCV/Gender

**OBJECTIVE:**

To improve the skills and employability of women and men in the fisheries sector in the Solomon Islands through an innovative activity that tests partnerships with the private sector. An additional focus is placed on building women’s skills for good jobs in nontraditional technical fields.

**APPROACH:**

The grant finances the following activities: (i) improving skills—including preemployment and workplace training—for employees of SolTuna (the country’s only tuna processing facility) and their communities and (ii) demonstrating the effectiveness of private sector partnerships for training, including monitoring and evaluation and dissemination of results.

**PROGRESS:** Completed.

The gender and labor advisory report has been completed and recommendations were accepted by the client, in principle. The financial competency training has been delivered to 1,368 employees, 1,012 participants have completed a baseline survey, and 241 have completed an endline survey. A total of 1,500 SolTuna employees have attended the Training Women in SolTuna training since it began in November 2015. Training for all remaining workers is under way. Lessons and results from the training have been disseminated to 18 of the largest Solomon Islands businesses and have also been distributed through two global IFC publications. A partnership has been formed with the Solomon Islands Chamber of Commerce to jointly deliver support to the private sector to recruit, retain, and promote women workers. The project is also contributing to ongoing reform efforts at the Solomon Islands National University as part of a larger reform project funded by the Department of Foreign Affairs and Trade.

**LESSONS LEARNED:**

- The initially planned scope of work with SolTuna was more extensive and in a tighter timeframe than we have rolled out. The team observed early on that there were limitations on the absorptive capacity at SolTuna to work on many fronts related to the advisory project in addition to achieving the company’s core business objectives in such a challenging operating environment. In addition, an IFC environment and social review midway through the advisory

project found deficiencies related to environmental health and safety that required immediate management attention. The IFC advisory team recalibrated the project to adjust to this reality on three fronts: first, by postponing policy implementation support and training related to gender-based violence; second, by pausing missions and some operations for short periods (May–June 2016 and November 2016) to allow focus on the environmental health and safety issues; and third, by coordinating with SolTuna and the IFC investment and environmental and social teams to allocate different focal points within the SolTuna management team for each stream of work.

- Local capacity is a significant challenge for delivering the training effectively, both in terms of capacity at SolTuna and with the local NGO training partner we engaged. To address this challenge the team works closely with key representatives at SolTuna to ensure all steps are fully understood and fully implemented, and it supports SolTuna through capacity building in key areas important for effective implementation (such as overseeing training logistics; guiding the human resources manager and team through collection of key data; encouraging the client to link employee identification numbers, instead of names, with payroll and other key human resources data to enable better analysis of the data). It became clear that the local training partner was not able to deliver the training or manage the training logistics, monitoring and evaluation, and reporting to a high enough level because of weak management capacity and weak institutional structures. Thus, a decision was made to directly engage the local trainer following the pilot phase rather than working through the NGO partner. This change has enabled a much more effective delivery of the training and allowed for better communications between the project team and the trainer.
- Important lessons were learned in relation to the drivers behind high rates of absenteeism at SolTuna, such as health issues among workers and their families, lack of child and elder care, transportation issues, housing issues, domestic violence, and poor money management. By better understanding these drivers, the project team has been able to tailor the training to target the specific challenges facing women employees. The project has also demonstrated a reduction in absenteeism among training participants, suggesting a link between improvements in financial competency—including household budgeting, setting of savings goals, and understanding of pay slips and benefits—and attendance at work.

#### LINK TO OUTPUTS:

1. [Financial Literacy Training Comes First in The Solomon Islands](#)
2. [Case Study: Gender—Smart Solutions Reduce Employee Absenteeism and Turnover In Solomon Islands](#)
3. [The Business Case for Women’s Employment in Agribusiness](#)
4. [SolTuna—Tuna processing, Solomon Islands](#)

## TF0A0974 | Improving Employment Services for Vulnerable Populations in Ukraine

**COUNTRY / REGION:** Ukraine

**TTL:** Katerina Petrina

**GLOBAL THEME(S):** Gender

### **OBJECTIVE:**

The overarching objectives of this project are to mitigate the risk of poverty and loss of human capital that result from the macroeconomic crisis and military conflict in the eastern part of the country, to emphasize employability and social inclusion of displaced and vulnerable populations—namely, female-headed households and (youth) new/recent entrants to the labor market. To achieve these objectives, the bank team will need to pilot the activities proposed here and evaluate their results.

### **APPROACH:**

The funds would finance efforts to develop an innovative analysis of online job vacancies, design and pilot a new employer survey on labor skills demand, and conduct a review of active labor market programs in Ukraine.

**PROGRESS:** Completed.

The World Bank team (i) prepared, published, and disseminated the report “Skills for a Modern Ukraine”; (ii) conducted an innovative analysis of online job vacancies published on a private job portal and public job portal; (iii) developed, piloted, and conducted a new employer survey on labor and skills demand to be used routinely by policy makers; (iv) arranged a workshop for 75 workers of the State Employment Service (SES) to present the results of the employer survey, survey methodology, and interview techniques; (v) conducted a review of active labor market programs in Ukraine to contribute to deepening the existing knowledge about the design and effectiveness of these programs; (vi) analyzed labor market information in Ukraine and available dissemination platforms and developed proposals for a new web portal in the SES; (vii) developed a job seekers statistical model as a profiling instrument to be used by the SES to identify the most vulnerable job seekers to tailor support to different groups of candidates; (viii) conducted policy dialogue on a number of reforms that were high on the agenda of the government of Ukraine, such as the employment law and the minimum wage increase; (ix) arranged a workshop to share experience on the services delivered by the German Federal Employment Agency; and (x) conducted seven technical workshops to maintain dialogue with stakeholders on the key policy issues.

### **LESSONS LEARNED:**

- Further implementation and institutionalization of the new tools and labor market indicator instruments developed under the trust fund require the team to identify the group of professionals in the research institutes and units of the SES that are interested and capable of assuming responsibility for work toward their implementation. Thus, the capacity-development activities that have accompanied all the analytical work under this grant were very useful. They included group discussions, focus group interviews with professionals, seminars with training

sessions, and workshops, while research work continued. All the heads of the SES departments that could use the tools and models were kept involved in all implementation activities.

- It is important to take into account the high frequency of changes in the government of Ukraine and, particularly, in the SES management to ensure continuity of work on agreed activities. Thus, the collaboration at both the top management and technical staff levels is important and required. In our case a head of the SES and deputy minister of social policy in charge of labor market development changed twice, and collaboration at the technical level made it possible to keep the list of the grant-funded activities unchanged and to raise the interest of newcomers to their implementation.
- The interaction with stakeholders revealed the failure of the mechanisms they use for collection, processing, and sharing administrative data. The team got the rough data on job seekers with almost six months delay. The data finally received were of very poor quality. Thus, the job seekers profiling model has been developed with a delay and has not been tested on new rough data. In such a situation, collaboration with local researchers and research institutes, envisaged as part of capacity-building activities, ensured further implementation of the models without the team involvement.

**LINK TO OUTPUTS:**

1. [Skills for a Modern Ukraine](#)
2. [Skills for a Modern Ukraine \(Ukrainian Translation\)](#)

## **TF0A0989 | Soft Skills, Personality Traits, and Jobs in Fragility, Conflict, and Violence Areas**

**COUNTRY / REGION:** Global

**TTL:** Marcus Holmlund

**OBJECTIVE:**

To improve labor market policy targeting disadvantaged populations in low- and middle-income countries, specifically the role of soft skills and personality traits—as complements to vocational and technical training—in improving labor market and related life outcomes for at-risk youth.

**APPROACH:**

The grant finances two sets of complementary activities: (i) the implementation of experimental interventions targeting soft skills and personality traits and (ii) improved data collection on soft skills and personality traits.

This work takes place in the context of experimental impact evaluations (randomized controlled trials) of World Bank–funded projects in the Democratic Republic of Congo, El Salvador, and Honduras, where the programs are designed to alter the life outcomes of disadvantaged youth at risk of conflict and violence.

**PROGRESS:** Completed.

In the Democratic Republic of Congo, some of the project implementation has been delayed because of civil unrest in some of the areas where activities were planned. The initial youth census in the project communities has been completed. The November 2017 presidential elections led to a near freeze of all field activities until it is safe for those to continue. In Honduras, implementation is under way and grant objectives will be met; however, the World Bank–financed project was restructured, resulting in overall budget cuts and subsequent delays. As such, the team has chosen to pilot the soft-skills intervention in which the rural labor-intensive public works component was successfully implemented (Walungu area of Democratic Republic of Congo). Screening of workers for the labor-intensive public works component was finished in November 2017, and the soft-skills randomization was completed in December 2017. Rollout of the intervention started in February 2018 and is expected to finish by June 2018. The soft-skills intervention protocol and designing of the questionnaires are finished. The baseline data collection is expected to start in February 2018. In El Salvador, the bank-financed project has been dropped because of liquidity constraints of the government.

**LESSONS LEARNED:**

The primary lessons learned from grant-supported activities so far relate to the design of survey tools and their administration in high-violence urban areas.

- The development of survey questionnaires for Honduras highlighted the importance of local knowledge in formulating questions on sensitive issues. For example, crime, violence, and gang affiliation are all commonplace in the study area in Honduras. Whereas direct questions about violence and criminality (including one’s own victimization and perpetration, in addition to attitudes) did not cause negative reactions in general, gang affiliation was found to be an extremely sensitive topic. The extent of this response is such that the word “gang” can only be mentioned in indirect form. The importance of local knowledge seems a fairly obvious point; however, the experience of working with the government team and other local actors during the piloting process and a review of instruments used in prior data collection efforts conducted under the Safer Municipalities Project (in which we were not involved) demonstrate the importance of repeating this lesson and the value of working closely with local actors from both an instrument-development and capacity-building perspective. Additionally, piloting showed that responses on social networks and interactions are sensitive to the order in which this information is solicited, leading to the decision to vary the order in which such information is captured across survey respondents to reduce question order–induced bias in the aggregate. Piloting also enabled us to consolidate the most important network types—that is, those in which individuals report the most connections.
- Electronic data collection using tablets or smartphones, though superior from an implementation and data quality perspective, may not be viable in areas of high crime and violence. In particular, early piloting of the youth census instrument in Honduras revealed the security risks to enumerator safety of spending extended time in project areas with relatively valuable electronic equipment (no actual incident occurred). Switching from an electronic format questionnaire to a paper-based one requires much more than direct translation from one format to another. Because of the much more limited functionality and relatively lesser ease of use of a paper questionnaire, such a change requires a substantial redesign of the entire questionnaire logic.

- The availability of qualified human resources to collect data in high-violence areas is another important constraint, especially where outsiders may quickly attract a lot of negative attention. To mitigate against the risk of limited capacity in data collection teams due to the lack of fully qualified or experienced enumerators and other field staff, emphasis is placed on careful instrument design for ease of use and functionality from the enumerator's perspective, on training, and on monitoring and supportive supervision during fieldwork.

## **TF0A1069** | The Informal Sector in the Sahel

**COUNTRY / REGION:** Sahel

**TTL:** Nancy Benjamin

**GLOBAL THEME(S):** FCV

**OBJECTIVE:**

To provide insight into the poorly understood dynamic of informal firms operating in unstable environments by closing data gaps in three cities of the Sahel region: Bamako (Mali), Niamey (Niger) and Ndjamena (Chad).

**APPROACH:**

The grant funds surveys and interviews with firms, government officials, and other stakeholders in the target countries.

**PROGRESS:** Completed.

All three stages of work are completed for Niger, including surveys. All phases of data collection have been completed for Mali and for a second location in Niger, Diffa. Data collection included surveys, interviews, and focus groups. All contracts were successfully completed with reports providing preliminary analysis based on these.

**LESSONS LEARNED:**

- Capacity-building programs can be a powerful tool for project preparation and client engagement: the activities financed by this grant were instrumental in informing both ongoing and upcoming operational projects and in fostering a close exchange on development issues with counterparts. The capacity building has also increased knowledge in the teams that will eventually be involved in the implementation of lending operations.
- Flexibility is needed to achieve project development objectives: the ability to adapt timing and format as implementation is under way improves the chances of success of the activity. For example, the capacity-building component was adapted to span a longer period, which allowed the trainees and the client to better absorb the material.
- A comprehensive analysis of potential value chains increases quality and enables better selection procedures. Especially, the dedicated component 1 in combination with the capacity-building component 3 and the subsequent client involvement have been important in the preparation of component 2.

## TF0A4465 | Support to Jobs in Situations of Fragility, Conflict, and Violence

**COUNTRY / REGION:** Global

**TTL:** Jan von der Goltz

**GLOBAL THEME(S):** FCV

### OBJECTIVE:

The project objectives include (i) improving the impact of the bank's support to jobs by facilitating the development of FCV jobs strategies to help align actions on jobs across the bank's sectors, (ii) informing bank operations with current knowledge on supporting jobs in FCV locations by supporting the collection of practical lessons learned and helping set priorities for further knowledge generation, and (iii) enhancing the bank's capacity to analyze jobs challenges in FCV locations by refining current analytical tools.

### APPROACH:

The approach is to create three strategies for assessing the jobs situation in Iraq, Niger, and West Bank and Gaza. Each is tailored to the nature of the jobs challenges and the needs of the counterpart and bank team. The Iraq strategy aims to provide a framing document for the discussion of jobs in reconstruction, with a strong emphasis on identifying entry points to create jobs rapidly and at scale. In Niger, the strategy is based on a review of the government's past jobs programs and aims to identify future directions. In West Bank and Gaza, the strategy seeks to identify policy options that can be taken within the current external constraints on job creation.

### PROGRESS:

Of the three FCV jobs strategies, one has been delivered and two are in draft form and are due to be delivered in the first quarter of 2019. A concept note for a United Nations-World Bank partnership operation is currently being reviewed.

The grant funds (i) three jobs studies in FCV economies and (ii) analytical work to inform a jobs pilot in an FCV location to be carried out in partnership with the United Nations. The concept for the jobs pilot in Mali was approved in early 2019.

### LESSONS LEARNED:

- For jobs in FCV areas, scale matters. Job needs are enormous in FCV environments. If support is to have any impact on stability, it needs to be effective in improving opportunities for individual beneficiaries, but it also needs to have the potential for meaningful scale.
- We need to better understand the cost per job of different types of support. This point directly relates to the preceding one: scale is obviously easier to achieve with more cost-efficient support.
- We need to better understand aspirations in order to know whether jobs support can promote stability. Jobs interventions can significantly improve the economic outlook of beneficiaries. However, it is an open question whether even meaningful improvements can change the minds of beneficiaries who are disenchanted with their prospects. Whether the improvements can make this change matters for whether we can hope to support stability with jobs projects.

## WINDOW 5: ACTIONABLE RESEARCH ON JOBS (RESEARCH)

### TF0A2163 | Globalization, Labor Markets, and Trade Policy

**COUNTRY / REGION:** Global

**TTL:** Aaditya Mattoo

**OBJECTIVE AND APPROACH:**

To empirically examine how trade policies and labor market frictions jointly determine the impact of trade shocks on household welfare across the income distribution—specifically, observing their impact on household income and consumption choices. The goal is to identify policy options to expand job opportunities and improve incomes.

**PROGRESS:** Completed.

Harmonized household survey data from 54 countries have been matched with trade policy data. This is above the target of 30 countries that was initially set. The data cleaning is finalized. Programs required to estimate the model have been developed. A working paper, titled “Trading Off the Income Gains and Inequality Cost of Trade Policy,” is drafted. The team has also been working with the WBG chief economists in the Middle East and North Africa to provide inputs into a regional flagship study on shared prosperity. In addition, the team has recently started working with the Nepal and Tajikistan country teams to inform their policy dialogue about trade policy reform.

### TF0A2368 | Pathways to Formality

**COUNTRY / REGION:** Latin America

**TTL:** Jamele Rigolini

**OBJECTIVE AND APPROACH:**

To develop an analytical framework to explain pathways toward formalization for both enterprises and labor. Using a unique panel-structured firm survey for Peru that contains information about various levels of formalization, the framework would be tested with actual data and relevant formality characteristics. Depending on budget and data availability, the framework may also be tested in other countries, such as Colombia.

**PROGRESS:** Completed.

The paper has been finalized and published, and results disseminated in Lima (GRADE Development Analysis Group and ILO), Washington, D.C. (World Bank), and Geneva (ILO).

**LINK TO OUTPUTS:**

1. [Pathways of Formalization: Going Beyond the Formality Dichotomy](#)

## **TF0A2453** | Public Works and Welfare: A Randomized Control Trial of the Arab Republic of Egypt's Emergency Labor-Intensive Investment Project

**COUNTRY / REGION:** Arab Republic of Egypt

**TTL:** Eric Mvukiyehe

**GLOBAL THEME(S):** Gender

### **OBJECTIVE:**

In 2012, the World Bank approved a \$200 million loan to the government of the Arab Republic of Egypt, funding the Emergency Labor Intensive Investment Project with a large cash-for-work program; over 80 percent of the project funding has been disbursed. This grant provides funding to conduct an impact evaluation that will establish the effectiveness of this safety net during periods of economic distress and that will assess to what extent the program contributes to the livelihoods of beneficiaries.

### **APPROACH:**

A randomized controlled trial will be used to identify the effects of the cash-for-work activities on economic and social outcomes. In addition, the proposed evaluation will aim to provide evidence on the role of a complementary intervention of "soft skills" training in enhancing beneficiaries' employability and future income-earning capacity. Evaluation findings will inform scale-up/scale-down decisions about the program in Egypt and will have policy and operational relevance for other cash-for-work programs in the Middle East and North Africa region and beyond.

### **PROGRESS:**

Community infrastructure public works projects finalized between September and December 2016. Data collection followed the ends of the projects and took place between October and December 2016. Community social services finalized projects by April 2017 and data collection followed immediately. Data collection finalized by June 2017. Final reports were completed and sent to the Social Fund for Development in November 2017 (community social services) and December 2017 (community infrastructure). A follow-up panel survey for community social services is currently being discussed.

### **LESSONS LEARNED:**

Initial village-level randomization was conducted with existing census data and Social Fund for Development-provided village selections. Because of inconsistent spellings of villages, some villages were duplicated but appeared different. This mistake created issues in which villages would be assigned as both treatment and control. Going forward, standardized spelling will be necessary.

The community infrastructure IE required cooperation with district- and village-level private contractors. The intention is to use and support local businesses. In urban areas some contractors, although local, are not small businesses with local interests. Some contractors that were large and found the IE requirements burdensome did not complete projects. They paid fines, but the fines were not deterrents because the companies were large enough to absorb them. Going forward, it may be useful to strategize how to engage with contractors differently or what requirements can be asked of them.

For community social services, NGOs at the district level were given lists of villages that had been designated as treatment, and they could select ones to work in. In some cases, villages that have never had an NGO presence or are remote were not selected. This situation may lead to some villages being continuously left out of social services, but we were not able to collect data on this.

**LINK TO OUTPUTS:**

1. [Randomized Control Trial of the ELIIP Community Social Services in Egypt](#)
2. [Randomized Control Trial of the ELIIP Community Infrastructure Component in Egypt](#)

## **TF0A3830** | More and Better Jobs through Global Value Chain Participation

**COUNTRY / REGION:** Global

**TTL:** Daria Taglioni

**OBJECTIVE:**

The objective of this grant is to leverage existing data from the ILO-IFC BetterWork program and to produce new data to better identify bottlenecks and needed policy reforms to maximize the benefits and minimize the risks of participation in GVCs for workers, thus turning development challenges into opportunities for creating higher quality productive jobs.

**APPROACH:**

The approach includes two parts within the project. Part 1 of the project will build the baseline for a new firm-level data set through a set of analytical tools and measures. Part 2 will use data from the ILO/IFC BetterWork programs to assess the relationship between transparency about working conditions and firm responses.

**PROGRESS:** Completed.

For part 1, the data obtained from the GVC surveys has been cleaned and validated. The analysis was conducted and a draft paper documenting the analysis has been produced. For part 2, the data have been cleaned, the empirical methodology refined, and the analysis undertaken. The output of component 2 was finalized in June 2018.

Part 1 of the project consisted in surveying firms participating in GVCs as suppliers, from Croatia, Ethiopia, and Vietnam. The research enabled the team to measure how know-how is transmitted across firms. The analysis shows strong evidence of education and know-how spillover from the lead firm to the suppliers, supported by deliberate actions.

Part 2 of the project focused on firm compliance and public disclosure in Vietnam, from the Better Works program. It finds that while continued participation in the Better Work Vietnam program has the strongest effect on changes in firm compliance with labor standards over time, public disclosure is also associated with increased compliance. The effects were found to be stronger on some compliance points, including occupational health and safety, work time, and child labor.

**TF0A1563 | Labor Market Dynamics and Social Protection for Rural to Urban Migrants in China****COUNTRY / REGION:** China**TTL:** John T Giles**GLOBAL THEME(S):** Gender**OBJECTIVE:**

The grant has three objectives. First, to evaluate factors that affect migrant participation in social insurance programs in China's urban areas. Second, to examine the well-being of rural migrant workers relative to their urban counterparts in urban China. Finally, to contribute to the body of experiments in the field of an ongoing survey of rural migrants in urban China. This project will contribute to a public access data set that will facilitate additional research on China's rural migrants by policy-oriented researchers from around the world.

**APPROACH:**

The grant will finance an impact evaluation to study the above objectives and will deliver four papers: (i) Elder Parent Health, Family-Based Long-Term Care Arrangements, and the Labor Supply of Adult Children: Evidence from China; (ii) Information and Preferences in the Migrant Workers Decision to Participate in Social Insurance; (iii) Effects of Migration on the Labor Supply of the Elderly Parents of Migrants in Rural China; (iv) Comparative studies of the condition of migrants in India and China: in collaboration with the ILO.

**PROGRESS:** Completed.

A 15-city randomized intervention was completed in March 2017 along with the final tracking of migrants for the eighth round of the Rural-Urban Migration in China survey in January 2017. Significant progress has been made on the three of four papers outlines as deliverables in the grant. And a fourth paper, on the roles of trust and patience in the decision to participate in social insurance, is well under way. One paper was presented at the Jobs-Development conference held at the World Bank on November 3, 2017, and this paper has informed one chapter in a book-length report on long-term care in China that is currently in press. Another paper, on the role of information in determining social insurance participation, has been presented at conferences in Nottingham, United Kingdom; at Jinan University in Guangdong, China; and in Canberra, Australia. Most of the funds for the grant have been spent.

**LESSONS LEARNED:**

- The presence of an elderly parent in the household or community has a negative impact on the labor supply of women ages 45–65 in rural areas, and if the women do work, there is a significant decline in the hours worked per week. Labor force participation of urban women is not affected, but this is likely driven by the fact that most urban women are eligible for formal retirement at young ages. Both urban and rural women suffer higher rates of depression when residing with an infirm elderly parent or in-law, and urban women spend less time on leisure activities (playing mahjong, socializing with friends, participating in community center activities).

- In the paper examining the effects of migration on elderly parent labor supply, we are finding that an adult child participating in migrant work is associated with a 38.4 percent higher likelihood that an elderly parent will be working, with an increase in average hours worked per week of 22 hours. The underestimated effect of migration on work in ordinary least squares specifications reflects the fact that unobservable factors associated with out-migration are negatively correlated with the labor supply of the elderly (family background, for example, because children in better-off families tend to migrate with their parents able to stay out of the labor force, or because grandparents take time to foster grandchildren).
- In the paper examining the role of information on social insurance participation (“Information and Preferences in the Migrant Worker’s Decision to Participate in Social Insurance”), we find that information creates a significant positive effect on the enrollment intentions of informal sector workers who lacked contracts in the initial period. Further, we find heterogeneity in the effects depending on the city-specific worker premium (contribution). Information has a strong positive effect in cities where the worker contribution rate is low, whereas in cities with high contribution rates, the information intervention has limited or even negative effects. We also find that individual preferences—in particular, trust and rate-of-time preference—are very important determinants of whether migrants participate in health insurance and pensions.

## **TF0A4076** | Taxes and Jobs in a Globalized Economy

**COUNTRY/ REGION:** Global

**TTL:** Pierella Paci

**OBJECTIVE:**

The development objective of this activity is to promote shared prosperity by increasing knowledge on the role of taxes as barriers to the creation of quality jobs for all.

**APPROACH:**

This research project aims to identify the extent to which taxation affects labor market outcomes in the presence of global supply chains and international trade links. The analysis will make use of the existing ILO global structural macroeconomic model (Global Employment Linkages) in order to study how changes in taxation are transmitted through international links to affect inequality, employment, and economic growth. Specifically, the project intends to set up the Global Employment Linkages model in a multicountry framework that features several sectors, interindustry interdependency with final and intermediate goods as well as heterogeneous labor with different skill levels.

**PROGRESS:**

Progress during the period in question was considerable. The implementation of the grant had started rather slowly in the first year, but work accelerated over the past year. We have produced a draft report which we are in the process of finalizing for review. The team is confident to have a final draft over the next couple of months in time for the dissemination event scheduled for late May 2019.

**LESSONS LEARNED:** No lessons to report.

## **TF0A1854** | The Direct and Spillover Impacts of Business Training and Mentoring of Female Entrepreneurs: Experimental Evidence from Kenya

**COUNTRY / REGION:** Kenya

**TTL:** David J. McKenzie

**GLOBAL THEME(S):** Gender

### **OBJECTIVE:**

The objectives of the proposed study are to (i) enhance the business training treatment through an intense mentoring intervention and (ii) measure its impact over time on business survival, profitability, employment, and growth of female small businesses already exposed to entrepreneurship training, as well as the spillover impacts on neighboring firms.

### **APPROACH:**

The objectives of the grant activities are twofold. First, to enhance the business training treatment through an intense mentoring intervention of 10 sessions delivered during five months to groups of women who have participated in the “GET Ahead” training. Second, to measure its impact over time on business survival, profitability, employment, and growth of female small businesses already exposed to entrepreneurship training, as well as the spillover impacts on neighboring firms. This work is tied to an ongoing ILO intervention, feeding into their country work.

**PROGRESS:** Completed.

A randomized experiment was conducted in 157 rural markets in Kenya to test how business training (the ILO’s Gender and Enterprise Together program) affects the profitability, growth, and survival of female-owned businesses, and to evaluate whether any gains in profitability come at the expense of other business owners. The team worked with a large sample of 3,537 firms and used a two-stage randomization, first randomizing at the market level, and then randomizing the offer of training to individuals within treated markets. A year and a half after the training had taken place, half of the sample assigned to training was then offered a subsequent mentoring intervention intended to test whether additional group-based and in-person support strengthens the impacts of training. Four rounds of follow-up surveys with low attrition were used to measure impacts at one and three years after training. This was complemented with data from a market census taken four years after training that also included male-operated firms.

Firms assigned to training are 3 percent more likely to survive after three years, earn 18 percent higher sales, and make 15 percent higher profits. Their owners have better mental health and a higher subjective standard of living. These gains are greater at three years than at one year after the training, persist into a fourth year, and are similar for firms assigned to training only and for firms also assigned to a mentor. These gains come with no significant spillover effects on untreated firms operating in the same markets, and total sales and the total number of customer transactions are

higher in the treated markets than in control markets. The team found no reduction in new entry into these markets after training, and the total sales of surviving firms, including those operated by males, is higher in treated markets four years after training. This market growth appears to stem from better customer service, better business practices, the introduction of new products, and multiplier effects from firms acting as customers to one another, with no significant impacts on access to finance or input management. The team concluded that, in underdeveloped markets, microenterprise growth need not come at the expense of competitors, and business training can help the overall market grow.

**LESSONS LEARNED:**

- The GET Ahead training program that uses gender-sensitive training was able to help female business owners in Kenya grow their businesses.
- This growth does not appear to have come at the cost of lost sales from other women in their markets, but from their innovating and growing the market.
- However, a mentoring component did not add any further value and was not cost-effective.

**LINK TO OUTPUTS:**

1. [Finance and PSD Impact—The lessons from DECFP Impact Evaluations](#)
2. [Kenya—GET Ahead Business Training Program Impact Evaluation 2013–2017, Baseline and Follow-up Surveys](#)
3. [Growing Markets through Business Training for Female Entrepreneurs](#)

**TF0A1876 | “Entangled”: Workers’ Adjustment to Trade****COUNTRY / REGION:** South Asia**TTL:** Gladys C. Lopez-Acevedo**GLOBAL THEME(S):** Gender**OBJECTIVE:**

The goal of this research is to fill a gap in the literature by estimating worker-level adjustment costs for different worker groups in South Asia. Having estimates of adjustment costs across different worker groups is important for understanding the welfare implications of trade. Also, estimates of adjustment costs will help policy makers target aid to affected workers and design programs to help the economy allocate resources efficiently. Therefore, the first outcome of our research is to identify the size and different nature of workers’ adjustment costs. The barriers for workers to move from one employment status to another—for example, from unemployed to informal, self-employed—are likely to differ from other types of constraints that may prevent workers from switching industries or occupations.

The second outcome of our research is to understand the implications of adjustment costs for different segments of the population. Besides the efficiency argument, our research thus includes equity considerations, as different groups of workers may be affected by existing transaction costs to various degrees. Further, existing policies and institutions might not be optimal to support a

well-functioning and inclusive labor market. We are particularly interested in mobility and in the specific mobility constraints of female workers, low-skilled workers, and low-income earners as well as in policies that can increase the labor market mobility of these groups.

**APPROACH:**

The research, in collaboration with the ILO, will be based on analysis of micro data sets from South Asia (household and labor force surveys) as well as trade data sets.

The first outcome of the research is to identify the size and different nature of workers' adjustment costs. The barriers for workers to move from one employment status to another are likely to differ from other types of constraints that may prevent workers from switching industries or occupations. The second outcome of the research is to understand the implications of adjustment costs for different segments of the population. Besides the efficiency argument, the research thus includes equity considerations, as different groups of workers may be affected by existing transaction costs to various degrees. The deliverables include a set of research papers and a book focusing on policy implications, along with dissemination activities organized jointly by the WBG and ILO teams.

**PROGRESS:** Completed.

The report was published with the following main messages:

South Asia has grown rapidly with significant reductions in poverty, but it has not been able to match jobs to the fast-growing working-age population, leading to lingering concerns about jobless growth and poor job quality.

Export growth in South Asia can result in better labor market outcomes. Using a new methodology, the study team rigorously estimated the potential impact on wages and employment from higher South Asian exports per worker, over a 10-year period. The study found that increasing exports per worker would result in higher wages mainly for better-off groups, such as more educated workers, males, and more experienced workers, although less skilled workers would see the largest reduction in informality. The benefits could be spread more widely by scaling up exports in labor-intensive industries, thereby significantly lowering informality for groups like rural and less educated workers. Also helpful would be increasing skills and the participation of women and young workers in the labor force.

Promising policies include (i) boosting and connecting exports to people (such as removing trade barriers and investment in infrastructure); (ii) eliminating distortions in production (such as by more efficient allocation of inputs); and (iii) protecting workers (such as by investing in their education and skills or by promoting the provision of formal labor contracts and access to social protection).

**LINK TO OUTPUTS:**

1. [Exports to Jobs: Boosting the Gains from Trade in South Asia](#)



# ANNEX E: LENDING OPERATIONS ASSOCIATED WITH MDTF GRANTS



Trust Fund Data					Associated Lending Project Data					
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances	Expected No. of Beneficiaries	
								IDA Funds	IBRD	End Target—from Operations Project (ISRs)
TF0A0731	Côte d'Ivoire Jobs Analytics	Côte d'Ivoire	AFR	FCV, Gender	P122546	Emergency Youth Employment and Skills Development Project	The proposed Project Development Objective (PDO) is to improve access to temporary employment and skills development opportunities for young men and women in Côte d'Ivoire's territory.	\$50,000,000.00		56,922.00
TF0A0858	Morocco Impact Evaluation of Micro-Entrepreneurship for Disadvantaged Youth in the Informal Sector	Morocco	MNA	Gender	P144134	Strengthening micro-entrepreneurship for disadvantaged youth	"The objective of the Project is to provide Beneficiaries in the Project Areas with access to micro-entrepreneurship development services. "Beneficiary" means a disadvantaged man or woman between the ages of 18 and 29 who is aspiring to be or is an entrepreneur with secondary education or less, as selected pursuant to the provisions of the POM."	\$50,000,000.00		5,000.00
TF0A2640	GENIE Broadband for Development program	Georgia	ECA	Gender	P152441	Georgia National Innovation Ecosystem (GENIE) Project	The PDO is to increase innovative activities of firms and individuals in the Borrower's territory and their participation in the digital economy.		\$40,000,000.00	64,000.00
TF0A2670	Youth entrepreneurship and spatial match in urban labor markets in Ethiopia	Ethiopia	AFR	FCV, Gender	P151712	Urban Productive Safety Net Project (UPSNP)	The PDO of the proposed project is to support the Government of Ethiopia to improve income of targeted poor households and establish urban safety net mechanisms	\$300,000,000.00		465,600.00

Trust Fund Data					Associated Lending Project Data					
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances		Expected No. of Beneficiaries
								IDA Funds	IBRD	End Target—from Operations Project (ISRs)
TF0A2671	Côte d'Ivoire Secondary Cities and Jobs	Côte d'Ivoire	AFR	FCV	P151324	CI—Infrastructure for Urban Development and Competitiv. of Secondary Cities	The proposed PDO is to enable better economic performance in the targeted secondary cities of Bouake and San Pedro.	\$100,000,000.00		
TF0A2832	Improving jobs of smallholder women farmers	Mozambique	AFR	Gender	P127303	Integrated Growth Poles Project	The Project Development Objective (PDO) is to improve the performance of enterprises and smallholders in the Zambezi Valley and Nacala Corridor, focusing on identified high-growth potential zones (growth poles).	100,000,000.00		140,000.00
TF0A2894	Jobs MDTF Call 2: Tajikistan Performance Based Approach to BAS Provision (Supervisor)	Tajikistan	ECA	FCV, Gender	P132652	Tajikistan Agriculture Commercialization Project	The project development objective is to increase the commercialization of farm and agribusiness products, by improving the performance of selected value chains and productive partnerships through increased access to finance and strengthened capacity of Project beneficiaries.	\$22,000,000.00		10,000.00
					P158499	ACP Additional Financing	The project development objective is to increase the commercialization of farm and agribusiness products, by improving the performance of selected value chains and productive partnerships through increased access to finance and strengthened capacity of Project beneficiaries.	\$15,000,000.00		
TF0A2964	Rural Jobs: Designing Policies and Programs for the Next Generation	Bangladesh, India, Sri Lanka	SAR	Gender	P104164	National Rural Livelihoods Project	The project development objective for the proposed NRLP is to establish efficient and effective institutional platforms of the rural poor that enable them to increase household income through sustainable livelihood enhancements and improved access to financial and selected public services.	\$500,000,000.00		100,000.00

Trust Fund Data					Associated Lending Project Data					
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances	Expected No. of Beneficiaries	
								IDA Funds	IBRD	End Target—from Operations Project (ISRs)
TF0A2965	Deepening the Jobs Impact of the Public Works Programs through Capital Injection and Social Network Stimulation: A Randomized Control Trial in Eastern DRC	DRC	AFR	FCV, Gender	P166745	National Rural Economic Transformation Project—Additional Funding	To establish efficient and effective institutional platforms of the rural poor to enable them to increase household income through sustainable livelihood enhancements, and improved access to financial and selected public services.	\$500,000,000.00		
					P145196	DRC Eastern Recovery Project	The project development objective is to improve access to livelihoods and socio-economic infrastructure in vulnerable communities in the eastern provinces of DRC.	\$79,100,000.00		1,050,000.00
					P157303	Additional Financing to Eastern Recovery Project	The project development objective is to improve access to livelihoods and socio-economic infrastructure in vulnerable communities in the eastern provinces of DRC.	\$50,000,000.00		
TF0A2966	CN—Improving the Jobs Impact of the Industrial Development of the Yangtze River Economic Belt	China	EAP		P158079	Yangtze River Belt Industrial Relocation Demonstration Project	To contribute to balanced spatial development in the Yangtze River Belt			\$200,000,000.00

Trust Fund Data					Associated Lending Project Data				
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances	Expected No. of Beneficiaries
TF0A2967	AF: Promoting Women's Livelihoods & Opportunities in Select Value Chains	Afghanistan	SAR	FCV, Gender	P143841	Afghanistan: National Horticulture and Livestock Productivity Project	To promote adoption of improved production practices by target farmers, with gradual rollout of farmer-centric agricultural services systems and investment support. Service delivery centered on farmers will promote in practice increased participation of beneficiaries both in defining the type of services required and in the delivery itself. The project would also promote improved ratio of overall costs reaching beneficiaries as direct investments. The aim is thus to promote sustainability, effectiveness, and efficiency.	IDA Funds	End Target—from Operations Project (ISRs)
									289,040.00
TF0A2968	Burkina Faso—Cash Transfers vs. Matching Grants for Job Creation in MSMEs	Burkina Faso	AFR	Gender	P157997	National Horticulture and Livestock Project (NHLP)—Additional Financing	To promote adoption of improved production practices by target farmers, with gradual rollout of farmer-centric agricultural services systems and investment support. Service delivery centered on farmers will promote in practice increased participation of beneficiaries both in defining the type of services required and in the delivery itself. The project would also promote improved ratio of overall costs reaching beneficiaries as direct investments. The aim is thus to promote sustainability, effectiveness, and efficiency.	\$115,000,000.00	

Trust Fund Data					Associated Lending Project Data				
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances	Expected No. of Beneficiaries
								IDA Funds	End Target—from Operations Project (ISRs)
					P161234	Burkina Faso—Bagre Growth Pole Project Additional Financing	To contribute to increased economic activity in the Project Area to the benefit of agribusiness and small producers		20,000.00
TF0A2983	Improving Access to Markets through Rural Roads Rehabilitation in Nicaragua—Overcoming Additional Constraints	Nicaragua	LCR		P123447	Rural Roads Infrastructure Improvement Project	The Project Development Objectives are to: (a) improve the access of the rural population living in the Project areas to markets; and to social and administrative services through: (i) the carrying out of improvements in the Recipient's road infrastructure; and (ii) the strengthening of MTI's institutional capacity for asset and disaster risk management; and (b) support the generation of short-term employment opportunities for the rural population living in the Project areas.	\$35,000,000.00	1,019,135.00
					P146845	Additional Financing Rural Roads Infrastructure Improvement Project	"The original project PDO is being revised to: (a) improve the access of the rural population living in the Project areas to markets; and to social and administrative services through: (i) the carrying out of improvements in the Recipient's road infrastructure; and (ii) the strengthening of MTI's and FOMAV's institutional capacity for road asset and disaster risk management; (b) support the generation of short-term employment opportunities for the rural population living in the Project areas; and (c) to improve the country's capacity to respond promptly and effectively to an eligible emergency. "	\$57,000,000.00	
TF0A4483	Mexico Economic Inclusion Pilot—Round 3	Mexico	LCR		Project being planned	TBD	TBD	\$2,000,000.00	

Trust Fund Data					Associated Lending Project Data					
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances	Expected No. of Beneficiaries	
								IDA Funds	IBRD	End Target—from Operations Project (ISRs)
TF019344	Let's Work Zambia	Zambia	AFR	Gender	P156492	Zambia Agribusiness and Trade Project	The development objective of the proposed project is to contribute to increased market linkages and firm growth in agribusiness.	\$40,000,000.00		30,000.00
TF0A0229	Let's Work Mozambique	Mozambique	AFR	FCV, Gender	Agriculture aggregator project (planning phase)	TBD	TBD	\$1,950,000.00		
TF0A0606	Let's Work Tanzania	Tanzania	AFR		P161764	Catalyzing the Future Agri-food Systems of Tanzania Project	"To pursue the transformation of selected agri-food systems to yield higher revenues to farm households, while being more resilient to climate change; and provide immediate and effective response to an Eligible Crisis or Emergency."	\$100,000,000.00		
TF0A1027	Paraguay Let's Work	Paraguay	LCR	Gender	P148504	AF to PY PRODERS Sustainable Agriculture and Rural Development Project	To improve in a sustainable way the socio-economic condition of Small-Scale Farmers and Indigenous Communities in the Project Area, through the support of actions to strengthen their community organization, self-governance, and access to markets and value chains.		\$100,000,000.00	
TF0A1028	Let's Work Jobs Pilot in Bangladesh	Bangladesh	SAR	Gender	P156113	Export Competitiveness for Jobs	The Project Development Objective (PDO) is to contribute to export diversification and more and better jobs in targeted sectors.	\$100,000,000.00		

Trust Fund Data				Associated Lending Project Data						
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO			
						Finances		Expected No. of Beneficiaries		
						IDA Funds	IBRD	End Target—from Operations Project (ISRs)		
TF0A1352	Let's Work Program in Tunisia	Tunisia	MNA		P167190	Bangladesh Jobs Programmatic DPC	The Bangladesh Jobs DPC supports reforms to help the Government of Bangladesh: 1) improve the policy framework to support diversified, job-creating private investment; 2) strengthen national social protection systems to reduce vulnerability of workers; and 3) improve programs to enhance access to jobs for vulnerable populations	\$250,000,000.00		
					P158138	Productive Inclusion Opportunities for young women and men	"The Project Development Objective is to improve economic opportunities in selected governorates of Tunisia through an integrated approach supporting targeted vulnerable youth, entrepreneurs and businesses. In the context of this project, "economic opportunities" are defined as the chance to improve financial conditions, improve access to jobs, and/or move from low- to high-quality jobs for targeted youth, as well as improved business prospects for beneficiary firms."		\$60,000,000.00	6,000.00
					P119662	Burkina Faso—Bagre Growth Pole Project	The Project Development Objective (PDO) is to contribute to increased economic activity in the Project Area, resulting in an increase in private investment, employment generation, and agricultural production.	\$115,000,000.00		
TF0A1689	Jobs Agenda in Burkina Faso—Agri-food Value Chains	Burkina Faso	AFR		P161234	Burkina Faso—Bagre Growth Pole Project Additional Financing	To contribute to increased economic activity in the Project Area to the benefit of agribusiness and small producers	\$50,000,000.00		30,000.00

Trust Fund Data					Associated Lending Project Data					
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances	Expected No. of Beneficiaries	
								IDA Funds	IBRD	End Target—from Operations Project (ISRs)
TF0A2341	Finance for Jobs in Palestine: Jobs Measurement and Methodologies (CGE and SCBA)	West Bank and Gaza	MNA	FCV	P151089	West Bank and Gaza: Finance for Jobs	"The SOP development objective (PDO) is to mobilize private investment financing in high potential sectors and generate job opportunities for the West Bank and Gaza. The F4J PDO is to test the effectiveness of selected financial interventions."			
TF0A0786	Linking vulnerable youth with digital employment opportunities	Pakistan	SAR	FCV, Gender	P165684	Digital Jobs in Khyber Pakhtunkhwa	The proposed development objective (DO) for this activity is to promote inclusion of women and youth in the digital economy	\$2,200,000.00		
					P161317	Kenya Industry and Entrepreneurship	Increase the productivity and innovation of Kenya's private sector	\$50,000,000.00		
TF0A0831	Rapid Skills Training for Youth Employment	Lebanon; Jordan; Colombia; Kenya	World	Gender	P162835	Egypt Catalyzing Private Investment and Financing for Women and Young Entrepreneurs	The project development objective is to increase access to finance and leverage private sector financing for female and youth related businesses		\$200,000,000.00	
					P164412	West Bank & Gaza Innovative Private Sector Development	To improve economic opportunities for individuals and firms in the West Bank and Gaza	\$13,000,000.00		

Trust Fund Data					Associated Lending Project Data				
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances	Expected No. of Beneficiaries
								IDA Funds	End Target—from Operations Project (ISRs)
					P167230	Pakistan Youth & Digital Inclusion	The development objective is to promote inclusion in the digital economy in Khyber Pakhtunkhwa. This will be achieved through investments to expand access to underserved areas, promote digital markets and investment opportunities, and to build the skill base with relevant digital skills for the future of work.	\$80,000,000.00	IBRD
TF0A0999	Public Works and Welfare: Randomized Control Trials in Tunisia and Comoros	Tunisia; Comoros	World	Gender	P128427	Community Works and Local Participation	The objective of the Project is to provide direct income support to low-skilled and long-term unemployed citizens through their participation in labor-intensive community works, to be selected and implemented in a highly participatory manner by civil society associations in Jendouba.		5,890.00
					P150754	Comoros Social Safety Net Project	The Project Development Objective is to increase poor communities' access to safety net and nutrition services.	\$6,000,000.00	
TF0A2864	Liberia Youth Opportunities IE—data	Liberia	AFR	FCV	P146827	Liberia Youth Opportunities Project	The Project Development Objectives are to improve access to income generation opportunities for targeted youth and strengthen the government's capacity to implement its cash transfer program.	\$10,000,000.00	15,000.00
TF0A2866	Evaluating Scalable Productive Safety Net Innovations	Madagascar	AFR	Gender	P149323	Social Safety Net Project	The project development objective (PDO) is to support the government in increasing the access of extremely poor households to safety net services and in laying the foundations for a social protection system.	\$40,000,000.00	863,500.00
TF0A0962	Training Women in SoliTuna	Solomon Islands	EAP	FCV, Gender	597367	Pacific Islands Tuna Sector Program	PDO Forthcoming		

Trust Fund Data					Associated Lending Project Data					
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances	Expected No. of Beneficiaries	
								IDA Funds	IBRD	End Target—from Operations Project (ISRs)
TF0A0974	Improving Employment Services for Vulnerable Populations	Ukraine	ECA	Gender	P158031	Ukraine: Conflict Response and Recovery Pilot and Capacity Building	The goal of the project is to build the capacity of the Ministry for Temporarily Occupied Territories and Internally Displaced Persons (MOT) to address the development impacts of the conflict. This will be done through capacity building, knowledge generation and pilot recovery and peacebuilding activities.			
TF0A0989	Soft skills, personality traits, and jobs in FCV	Democratic Republic of Congo; Honduras; Mexico	World		P130819	HN Safer Municipalities	The Project Development Objectives (PDOs) are to support Honduras to: (i) improve the capacity of national and local authorities in violence prevention, (ii) address risk factors of crime and violence in Selected Municipalities, and (iii) to improve its capacity to respond promptly and effectively to an Eligible Emergency.	\$15,000,000.00		900.00
					P157303	Additional Financing to Eastern Recovery Project	The project development objective is to improve access to livelihoods and socio-economic infrastructure in vulnerable communities in the eastern provinces of DRC.	\$50,000,000.00		
					P156454	Youth Employment and Employability Project	The proposed Project Development Objective (PDO) is to improve employability and labor income of poor youth living in selected municipalities. Project beneficiaries will include youth between 16 and 29 years of age from poor households that are no longer in school and are poorly connected with labor markets living in selected municipalities.		\$130,000,000.00	

Trust Fund Data				Associated Lending Project Data						
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances	Expected No. of Beneficiaries	
								IDA Funds	IBRD	End Target—from Operations Project (ISRs)
TF0A2453	Public Works and Welfare: A Randomized Control Trial of Egypt's Emergency Labor-Intensive Investment Project	Egypt	MNA	Gender	P126339	Egypt Emergency Labor-Intensive Investment Project	The Project Development Objectives are: (i) to create short-term employment opportunities for unemployed unskilled and semi-skilled workers, and (ii) to provide access to basic infrastructure services to the target population in poor areas in the Borrower's territory.	\$200,000,000.00		123,000.00
TF0A4716	Impact Evaluation for the Zambia Agribusiness and Trade Project	Zambia	AFR		P156492	Zambia Agribusiness and Trade Project	The development objective of the proposed project is to contribute to increased market linkages and firm growth in agribusiness.	\$40,000,000.00		30,000.00
TF0A5347	Lebanon National Jobs Creation Program	Lebanon	MNA	FCV	P163576	Creating Economic Opportunities—Lebanon National Jobs Program	The Program Development Objective (PDO) is to improve economic opportunities for Targeted Beneficiaries in Lebanon. To achieve this objective an integrated approach is used, leveraging synergies across the Results Areas. Implementation of key policies in Results Area 1 unlocks opportunities for job-creating investments through the demand-side interventions in Results Area 2. These demand-side interventions create economic opportunities for targeted Beneficiaries of the supply-side interventions in Results Area 3 (and these beneficiaries can contribute to productive investments in Results Area 2).		\$400,000,000.00	
TF0A5052	Côte d'Ivoire Economic Inclusion and VC: Pilot	Côte d'Ivoire	AFR	FCV	P143332	Productive Social Safety Net	The project development objective (PDO) is to provide cash transfers to poor households in selected regions and develop the foundations of a social safety net system.	\$50,000,000.00		35,000.00

Trust Fund Data					Associated Lending Project Data					
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances		Expected No. of Beneficiaries
								IDA Funds	IBRD	End Target—from Operations Project (ISRs)
TF0A2900	Entrepreneurship Pilot to Promote Economic Opportunities for Jordanians and Syrians	Jordan, Syria	MNA		P159522	Economic Opportunities for Jordanians and Syrian Refugees P4R	Improve Economic Opportunities for Jordanians and Syrian refugees in Jordan	\$100,000,000.00	\$149,000,000.00	130,000.00
					P166360	Jordan First Equitable Growth & Job Creation Programmatic Development Policy Financing	The program development objective is to support Jordan to set foundations to: (i) reduce business costs and improve market accessibility, (ii) create more flexible and integrated labor markets and provide better and more efficient social assistance, and (iii) improve fiscal sustainability and take more informed decisions regarding risk.		\$500,000,000.00	
TF0A0791	Labor Market Big Data Analysis for Skills Forecast and Improved Matching	India	SAR	Gender	P156435	Skill India Mission Operation	The objective of the Operation is to enhance institutional mechanisms for skill development and increase access to quality and market-relevant training for the workforce.		\$250,000,000.00	
TF0A0808	Access to Skills and Vocational Training in Kenya	Kenya	AFR	Gender	P151831	Kenya Youth Employment and Opportunities	The proposed Project Development Objective (PDO) is to increase employment and earnings opportunities for targeted youths	\$150,000,000.00		280,500.00
TF0A0859	Roads to Jobs—accelerating the development impact of roads in Rajasthan, India	India	SAR		P124639	PMGSY Rural Roads Project	The objective is to strengthen the systems and processes of the national PMGSY rural roads program for the expansion and maintenance of all-season rural access roads. The result will enhance the road connectivity to economic opportunities and social services for beneficiary communities in the participating states.	\$900,000,000.00	\$500,000,000.00	

Trust Fund Data					Associated Lending Project Data					
Trust Fund No	Fund Name	Country	Region	Theme(s) Addressed by Grant	Project No (PID)	Project Name	PDO	Finances		Expected No. of Beneficiaries
								IDA Funds	IBRD	End Target—from Operations Project (ISRs)
TF0A0979	Job Creation and Informality Reduction in Turkey	Turkey	MNA	Gender	P157141	Rajasthan State Highways Dev. Program II	The PDO is to lay a foundation for more efficient and sustainable management of state highways and to improve traffic flows on selected state highways in the state of Rajasthan	\$250,000,000.00		
TF0A1438	Data, Diagnostics, and Institutional Innovations for Jobs in Ecuador	Ecuador	AFR	FCV, Gender	P157425	DPL Equity and Social Inclusion	To strengthen public policies/programs that improve equity and social inclusion	\$103,000,000.00	\$400,000,000.00	
TF0A2893	Access to Jobs in Large Urban Areas in Haiti	Haiti	AFR	Gender	P155201	Transformation of the Tertiary Technical and Technological Institutes Project	The objectives of the Project are: to increase enrollment and persistence in public technical and technological programs designed and implemented in collaboration with Employers, and to strengthen the institutional management of Tertiary Technical and Technological Education.	\$37,500,000.00		
TF0A2927	Ghana National Apprenticeship Program IE	Ghana	AFR	Gender	P166996	Municipal Development and Urban Resilience Project	The Project Development Objective (PDO) is to (i) reduce urban flooding and enhance resilience in the city of Cap-Haïtien, and (ii) improve the capacity of six municipalities in the Cap-Haïtien metropolitan area to plan, finance and deliver basic municipal services and management.	\$100,000,000.00		
						Promoting access to new and better jobs	The Development Objective is to promote access to new and better jobs.	4,428,650,000.00	3,379,000,000.00	4,769,487.00



# ANNEX F: LIST OF MDTF ACTIVITIES BY COUNTRY AND REGION



Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
<b>GLOBAL</b>					
Global/ Multi-Country	TF0A0748	S4YE—Global Learning and Technical Assistance	323,710	Gender	To support the Solutions for Youth Employment (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.
Global/ Multi-Country	TF0A0816	Global Micro Database	299,977		To construct a new Global Micro Data-base that integrates two separate, existing databases: the <i>Global Poverty Working Group (GPMG)</i> database—which provides inputs into the Bank’s official poverty statistics published on the <i>World Development Indicators</i> and <i>PovCai/Net</i> websites—and the <i>International Income Distribution Database (IID2)</i> —which grew out of the World Development Reports on Inequality and on jobs, containing harmonized versions of 50 variables for 1,200 surveys, including a large number of labor variables.
Global/ Multi-Country	TF0A6794	R4S: Measuring and comparing GDP employment elasticities	80,645		Increasing knowledge of the policy determinants and institutional factors affecting labor market outcomes relating to participation, employment and wage employment in a cross-country analysis.
Global/ Multi-Country	TF0A7015	R4S: Analytical Work	97,000		The proposed ASA program will generate new knowledge (ESW papers) that will inform WBG analytical activities towards the creation of more, better, and inclusive jobs. This grant will also be used to manage, guide and provide quality control to the overall analytical program.
Global/ Multi-Country	TF0A9060	Jobs Data Portal	220,000		The Jobs Group will capture the standardized jobs indicators for each country (population, working age, labor force participation and employment (by sector, occupation, employment type, formality), each disaggregated by location, age, gender. All of these indicators will feed into a Jobs Group standalone multi-country Jobs Database using the existing DDP platform.
Global/ Multi-Country	TF0A2159	PIDG: Solar Power Rwanda Evaluation	768		Let’s Work partners agreed to a work program under Pillar 2 to develop a set of tools and methods to help estimate the impact of private investments on jobs. To this end, Let’s Work has a mandate to carry out studies to measure direct and indirect jobs impact from private sector investments.
Global/ Multi-Country	TF0A2160	PIDG: Transport Service South Africa Evaluation	7,437		The objective of this tracer study is to follow the beneficiaries/users (e.g., firms, individuals, households, own-account workers, job-seekers) directly or indirectly involved or serviced by the beneficiaries of the South Africa Taxi project, Private Investment Development Group’s investment in South Africa, and measure changes in labor market outcomes and job creation.
Global/ Multi-Country	TF0A2161	PIDG: Irrigation Zambia Evaluation	768		In Chanyanya, a “proof-of-concept” pilot was implemented by Private Infrastructure Development Group (PIDG) consisting of: a) the Chanyanya Infrastructure Company which installed the bulk water infrastructure required to support four pivots and provide infield irrigation to 148 hectares; b) rents land from the Chanyanya Smallholders Cooperative Society, who in turn receives regular lease payments, holds shares in the commercial enterprise and has access to irrigated market gardens; c) funds a full-time Agronomist and Social Development Officer to support CSCS members. The Chiansi Irrigation Infrastructure Project is adopting the same approach as the Chanyanya Project, working with 3 communities to establish smallholder co-operatives which can develop and farm irrigated land in partnership with a commercial farm. The irrigated land will be used to produce winter wheat and soya beans as well as provide market garden plots for all participating households. To future-proof the project, the bulk water canals will have sufficient capacity to provide water to up to 3,800 ha of farmland.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Global/ Multi- Country	TF0A2162	PIDG: Infrastructure Services Uganda Evaluation	5,192		The objective of this tracer study is to follow the beneficiaries/users (e.g., firms, farmers, own-account workers, job-seekers) involved in the Kalangala Infra-structure Services (KIS) project, Private Infrastructure Development Group's investment in Uganda, and measure changes in labor market outcomes.
Global/ Multi- Country	TF0A3297	Secondary towns and jobs W-Africa	300,000		To develop the evidence base to better balance the spatial allocation of investment and policy incentives across the urban hierarchy within countries to maximize inclusive employment generation.
Global/ Multi- Country	TF0A0828	Training Course on Measuring Violent Conflict	44,322	FCV	To develop the Conflict Exposure Module (CEM), which builds the capacity of government agencies, donors, non-governmental organizations, and researchers to complement standard household surveys in conflict-affected countries with questions featuring the causes, forms, and consequence of violence. This enhances the generation of micro-data on violence, supporting better research on issues such as the relationship between livelihoods, employment and violence, resulting in better policy design.
Global/ Multi- Country	TF0A3983	Pillar 2—Zambia Macro Model—ILO	127,000		The SAM-EPM for Zambia will capture the direct, indirect and induced employment effects of investments throughout the economy and can be applied to very specific questions concerning the impact of investment and private sector policies in sectors such as Agriculture, Tourism, Transportation, Construction and Energy (including renewable sources). The work on Zambia will leverage on significant training and analytical support already provided by ILO to the Ministry of Finance and the Central Statistical Office and by a joint "implementation and capacity building" project submitted under Pillar 1. The SAM-EPM model can be adapted to other countries by using country-specific SAM or IO tables and population projections. The level of detail of the IO component will reflect the focus on green jobs while the modeling will be informed by existing VC analysis. The IO extensions will include physical data on employment, energy and environmental variables which can be assessed along with monetary.
Global/ Multi- Country	TF0A4628	Taxes and jobs in a Globalized Economy	100,000		The Development Objective of this activity is to promote shared prosperity by increasing knowledge on the role of taxes as barriers to the creation of quality jobs for all.
Global/ Multi- Country	TF0A9130	Solutions For Youth Employment	292,000	Youth, Gender	To generate key knowledge and partnership products that provide a shared and common platform of knowledge on youth employment.
Global/ Multi- Country	TF0A0832	Tackling Care: Innovative Approaches for Private Sector Companies and Policy Makers to Retain (female) Talent	200,000	Gender	To build evidence on the business case for providing gender-smart care services at the workplace and develop practical approaches the private sector can adopt for their enactment. Many private sector initiatives targeted at women are carried out as Corporate Social Responsibility initiatives and are not designed from a business point of view, thus compromising their scale and sustainability.
Global/ Multi- Country	TF0A1622	Strategic Directions in Jobs	420,884	Gender	To generate new global knowledge that informs jobs-related analytical and investment activities in four areas of focus: i) private sector jobs creation, ii) obstacles to jobs creation presented by informality, iii) factor that lead to different jobs outcomes for men, women and youth and iv) particular challenges to job creation in fragile and conflicted states.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Global/ Multi- Country	TF0A1957	Jobs Indicators on Enterprise-Level Data (JIELD)	27,302		To create and provide indicators on jobs dynamics using enterprise level data to inform policymakers about job creation patterns. The grant activity will help launch a new dataset based on firm-level data: JIELD (Jobs Indicators on Enterprise-Level Data), which will address the problem of scarce firm level indicators and data on job dynamics.
Global/ Multi- Country	TF0A4076	Taxes and Jobs in a Globalized Economy	56,949		To identify the extent to which taxation affects labor market outcomes in the presence of global supply chains and international trade linkages. The analysis will make use of the existing ILOs global structural macro-economic model (Global Employment Linkages, GEL) in order to study how changes in taxation are transmitted through international linkages to affect inequality, employment, and economic growth.
Global/ Multi- Country	TF0A4465	Support to Jobs in Situations of Fragility, Conflict, and Violence	305,920		To increase and strengthen the World Bank's engagement on jobs in countries affected by fragility, conflict, and violence, through the development of four integrated FCV jobs strategies, and by informing the design of a jobs project to promote peacebuilding, to be conducted jointly with UN partners.
Global/ Multi- Country	TF0A0936	Communications for Let's Work Programs	1,831,483		This grant will finance ongoing program support activities associated with the Let's Work Program.
Global/ Multi- Country	TF0A1353	Let's Work Pillar 2—Management of Measurement Deliverables	1,032,482		Management of the technical deliverables under Pillar 2 of the Let's Work Program with oversight of approximately 30 case studies being developed by the Bank and external partners.
Global/ Multi- Country	TF0A2163	Globalization, labor markets, and trade policy	225,000		The objective of the project "Globalization, Labor Markets and Trade Policy" is to empirically examine how trade policies and labor market frictions jointly determine the impact of trade shocks on household welfare across the income distribution via their impact on household income and consumption choices in order to identify policy options to expand job opportunities and improve incomes.
Global/ Multi- Country	TF0A0783	Measuring Job Quality	99,888		To support Doing Business in developing a new set of indicators to provide quantitative measures on the quality of employment, including (i) broadening the consultation process with various constituencies to ensure the most relevant dimensions of job quality are being captured and captured well, and (ii) supporting analytical work using this data.
Global/ Multi- Country	TF0A6224	R4S: Assessing the impact of automation on developing countries	77,937		This activity will use a combination of modeling, simulation and econometric techniques to address the overarching question of the effect of reshoring following automation on labor markets in exporting developing countries.
Global/ Multi- Country	TF0A6223	R4S: The changing skill content of jobs in developing countries	154,550		The grant will investigate the skill content of jobs in developing countries using country-specific skills' surveys. It will also investigate the drivers of trends in the skill content of jobs.
Global/ Multi- Country	TF0A6212	R4S: Labor Regulations Throughout the World	50,492		The project aims to conduct a review and benchmarking of current legal framework of labor market regulations around the world. The study is based on a comparative analysis of main indicators/parameters of the individual labor contract particular to labor law of each country. It is intended as a sourcebook for practitioners who are working on re-forming labor legislation in their respective countries

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Global/ Multi- Country	TF0A4739	Gender Work	315,000	Gender	The objective is to integrate gender in the jobs portfolio through the development of a strategy on gender, the incorporation of gender into pilot jobs diagnostic works, and the preparation of gender knowledge products on optimal design of programs that address key barriers to women's economic empowerment.
Global/ Multi- Country	TF0A4461	Next Generation of Youth Employment Support Programs	6,560		The grant aims to help build the foundation for the next generation of youth employment projects in AFCFZ's client countries and beyond.
Global/ Multi- Country	TF0A0436	YE Global Goods/Knowledge	1,074,306		The objective is to generate key knowledge and partnership products that provide a shared and common platform of metrics and knowledge on youth employment.
Global/ Multi- Country	TF0A4465	Support to jobs in situations of fragility, conflict, and violence	305,920	FCV	The project objectives include (i) Improving the impact of the Bank's support to jobs by facilitating the development of FCV jobs strategies to help align actions on jobs across the Bank's sectors, (ii) Informing Bank operations with current knowledge on supporting jobs in FCV by supporting the collection of practical lessons learned and helping set priorities for further knowledge generation, (iii) Enhancing the Bank's capacity to analyze jobs challenges in FCV by refining current analytical tools.
Global/ Multi- Country	TF0A3830	More and better jobs through GVC participation	250,000		The objective of this grant is to leverage two source of data (i) existing data from the ILO-IFC Better Work Program and (ii) new data to be produced via a new survey instrument, to better identify bottlenecks and needed policy reforms to maximize the benefits and minimize the risks of participation to GVCs for workers, and to turn development challenges into opportunities for creating higher quality productive jobs.
Global/ Multi- Country	TF0A6538	Trade and Jobs	41,005		This objective of this activity is to deepen our understanding of how trade integration, in various forms, impacts the level and distribution of jobs and wages across sectors and skill levels.
Global/ Multi- Country	TF0A4461	Next Generation of Youth Employment Support Programs	6,560		The grant aims to help build the foundation for the next generation of youth employment projects in AFCFZ's client countries and beyond.
<b>AFRICA</b>					
Burkina Faso	TF0A2968	Cash Transfers vs. Matching Grants for Job Creation in MSMEs	230,000	Gender	To compare the traditional matching grants program with a cash transfer program in the Bagre Region of Burkina Faso through an impact evaluation in order to determine which intervention is more effective in creating jobs.
Burkina Faso	TF0A1689	Jobs Agenda in Burkina Faso—Agri-food Value Chains	315,000		To deepen understanding of the binding constraints and opportunities for job productivity growth in selected agri-food value chains in Burkina Faso and inform government policies on potential interventions to promote job creation.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Comoros	TF0A0999	Public Works and Welfare: Randomized Control Trials in Tunisia and Comoros (Tunisia, Comoros)	659,160	Gender	To improve knowledge on the impacts of Public Works Projects (PWFs) on the socioeconomic outcomes of the long-term unemployed in a fragile country.
Côte d'Ivoire	TF0A0731	Côte d'Ivoire Jobs Analytics	289,888	FCV, Gender	To support (i) follow up data collection among firms for the ongoing, large-scale randomized impact evaluation of apprenticeships—which provide the most common source of skills acquisition for the large informal sector in the economy, yet for whom the evidence base remains very thin; and (ii) the collection of complementary data and implementation of new analysis in areas where existing data and evidence is relatively limited for a Jobs Diagnostic.
Côte d'Ivoire	TF0A5052	Round 3: Côte d'Ivoire Economic Inclusion and VC: Pilot	2,000,000	FCV	The proposed Côte d'Ivoire Economic Inclusion into Value Chains Pilot will support the Government's efforts to increase productive employment of poor households in the agricultural sector. The pilot will promote the participation of farmers in value chains with established end-markets and large buyers through simultaneous supply-side and demand-side interventions.
Côte d'Ivoire	TF0A2671	Côte d'Ivoire Secondary Cities and Jobs	49,198	FCV	The Grant Development Objective is to support opportunities for employment using ICT, entrepreneurship and value chain development in targeted areas (Bouake and San Pedro).
DRC	TF0A2965	Deepening the Jobs Impact of the Public Works Programs through Capital Injection and Social Network Stimulation: A Randomized Control Trial in Eastern DRC	540,000	FCV, Gender	To support an impact evaluation of a key sub component of the WBG's Eastern DRC Recovery Project that will provide livelihood support through labor-intensive public works (LIPW) in five major cities in Eastern DRC. The project aims are to strengthen resilience and welfare of vulnerable populations in conflict-ridden communities through a wide range of interventions, including a labor-intensive public work program, community-driven development support and agricultural value chain development.
DRC	TF0A0989	Soft Skills, Personality Traits and Jobs in FCV (DRC, Honduras, Mexico)	300,000		To improve labor market policy targeting disadvantaged populations in low- and middle-income countries, specifically, the role of soft skills and personality traits—as complements to vocational/technical training—in improving labor market and related life outcomes for at-risk youth.
Ethiopia	TF0A2670	Youth entrepreneurship and spatial match in urban labor markets in Ethiopia	300,000	FCV, Gender	To evaluate the first phase of Ethiopia's pioneering urban safety net project, generating knowledge on i) the spatial integration of large urban labor markets; ii) targeting of youth entrepreneurship programs, and iii) alternatives to improve matching in wage employment.
Ghana	TF0A2927	Ghana National Apprenticeship Program impact evaluation	154,594	Gender	To carry out an impact evaluation of the National Apprenticeship Program, a nationwide government sponsored apprenticeship program for youth in Ghana, with a view to inform the government on its effectiveness and identify options to improve its performance.
Kenya	TF0A0808	Access to Skills and Vocational Training in Kenya	299,082	Gender	To assess the demand for skills and generate the necessary evidence on the current and future demands of the private sector in Kenya, with the goal of optimizing the design of related government policies and private sector investments. These policies and investments will target strategic sectors and improve the effectiveness of employment activation mechanisms for the most vulnerable groups.
Kenya	TF0A2203	Kenya Value Chain Analysis	8,795		The DO of this grant is to understand patterns of job creation along a given value chain, focusing on the broader job impacts across the larger value chains or sectors.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Kenya	TF0A0831	Technology and Entrepreneurship Rapid Skills Training for Youth Employment (Lebanon, Jordan, Colombia, Kenya)	605,788	Gender	To identify key success factors of <i>Technology and Entrepreneurship Rapid Skills Training Programs</i> (boot camps) and measure their impact on employment and employability of youth.
Kenya	TF0A1854	The direct and spillover impacts of business training and mentoring of female entrepreneurs: experimental evidence from Kenya	250,000	Gender	To measure the direct and spillover impacts of business training and mentoring of female entrepreneurs in Kenya through experimental evidence on groups of women who have been through ILO's Women's Entrepreneurship Development program called GET Ahead.
Liberia	TF0A2864	Liberia Youth Opportunities impact evaluation—data	350,000	FCV	To carry out an Impact Evaluation to address key questions on how to cost-effectively promote self-employment and entrepreneurship in fragile and conflict-affected states
Madagascar	TF0A2866	Evaluating Scalable Productive Safety Net Innovations	300,000	Gender	To develop and evaluate two innovative elements of Madagascar's new Productive Safety Net Program; (a) the use of productive spaces and (b) behavioral nudges with the ultimate goal to improve the productive activities of families, including for their better nutrition.
Mali	TF0A1069	The informal sector in the Sahel (Niger, Mali)	149,915	FCV	To provide insight into the poorly understood dynamic of informal firms operating in unstable environments by closing data gaps in three cities of the Sahel region—Bamako (Mali), Niamey (Niger).
Mozambique	TF0A0229	Let's Work Mozambique	4,600,000	FCV, Gender	To i) promote the creation of private sector jobs through a value chain-based approach; ii) increase the productivity of jobs that already exist; and iii) help connect people to jobs.
Mozambique	TF0A2832	Improving jobs of smallholder women farmers	300,000	Gender	To identify, through rigorous research, effective policies that can address under-lying economic and social gender inequality in Africa, and increase the take-up of these policies by the government and the private sector. This Grant will focus on generating knowledge about whether and how non-cognitive entrepreneurial skills help women smallholder farmers participate in male-dominated high-value agricultural value chains in Mozambique; the work will be done through the Gender Innovation Lab (GIL). The project seeks to develop, implement, and rigorously measure the impact of a new intervention that will supply smallholder women farmers with both skills and cash grants. The intervention seeks to deepen the impact of a feeder road rehabilitation program led by an active WB project in Mozambique.
Sierra Leone	TF0A0829	Youth Transitions in Post-Ebola Sierra Leone	300,000	FCV, Gender	To improve the availability and quality of data and analysis in order to inform youth employment policies and programs in post-Ebola Sierra Leone and other Ebola-affected, fragile, and post-conflict countries.
South Africa	TF0A4831	IE South Africa Youth Job Search Assistance	300,000		The primary development objective of this grant is to examine the role of labor market frictions in private sector development in South Africa. This research will specifically contribute to the understanding of the implications of imperfect information for labor market screening, firm productivity, and growth.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
South Africa	TF0A2837	South Africa Agri-Park Piloting	117,896		The MDTF program's objective is to provide demand-driven assistance to the Department of Rural Development and Land Reform for better implementation of the Agri-Parks Program (APP) through a) enhancing effectiveness in integrating small-scale farming communities and private sector into district value chains; b) improving APP business planning in three selected district municipalities (pilot districts); and c) developing a cutting-edge monitoring and evaluation system in the pilot districts. These selected pilot districts will then provide models for the Agri-Parks Program that will be rolled-out nationwide.
Tanzania	TF0A0606	Let's Work Tanzania	1,006,675		To design a technical assistance program building on existing diagnostics and strategies and to provide a jobs lens through spatial and value chain diagnostics around catalytic trends of urbanization and the emerging gas cluster in the South. As with other pilots, the program will also be complemented by a stock-take of WBG and donor operations using a jobs lens, with the objective of informing the design of future interventions for maximizing more, better, and inclusive jobs.
Zambia	TF0A4716	Impact Evaluation for the Zambia Agribusiness and Trade Project	123,940		The objective of the Proposed Study is to develop a robust impact evaluation strategy for the Zambia Agribusiness and Trade Operation, with a special emphasis on jobs, quality of jobs, and incomes out-comes.
Zambia	TF019344	Let's Work Zambia	918,224	Gender	To assist the Government of Zambia in the implementation of its Jobs Strategy. The program is aligned with stakeholder priorities—including international finance institutions and the private sector—to promote the creation of more, better, and inclusive jobs. The aim is to develop a set of actionable proposals for investment and advisory solutions that address constraints to private sector-led job growth and labor productivity in specific sub-sectors and linked industries. These proposals will be based upon the best available evidence from past studies in addition to a comprehensive review of labor market and business dynamics, operational solutions, and value chain analysis.
<b>EAST ASIA AND PACIFIC</b>					
China	TF0A2966	Improving the Jobs Impact of the Industrial Development of the Yangtze River Economic Belt	104,488		To improve the number and quality of jobs created in the process of relocating industries from China's coastal provinces to inland areas of the country, in particular along the Yangtze River Economic Belt (YREB).
China	TF0A0883	Public Transport Access and Labor Market Success Evaluation in Chinese Cities	186,336		To (i) expand the knowledge base and understanding of how public transport access is associated with labor market outcomes in Chinese cities (including quality of jobs and job satisfaction) and (ii) promote consideration of mismatches between employment locations and "job-housing" during public transport investment planning.
China	TF0A1563	Labor Market Dynamics and Social Protection for Rural to Urban Migrants in China	250,000	Gender	To (i) evaluate factors affecting migrant participation in social insurance programs in China's urban areas; (ii) examine the well-being of rural migrant workers relative to their urban counterparts in urban China; and (iii) provide inputs to an ongoing survey of rural migrants in urban China to contribute to a public access data set that will facilitate additional research on China's rural migrants by policy-oriented researchers.
Indonesia	TF0A0982	Youth Labor Market Exclusion in Indonesia	162,988	Gender	To (i) identify factors that lead to the exclusion of young people from the labor market and understand how these work experiences affect later outcomes (i.e. "scarring"); (ii) inform the design of labor market interventions to put young people on pathways to productive work; and (iii) demonstrate the value of collecting more information about work conditions.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Philippines	TF0A0860	Evaluating the Impact of the Philippines Sustainable Livelihoods Program on school-to-work transition of CCT graduates	175,000		The grant will help assess the effectiveness of the Philippines' Sustainable Livelihood Program, in its school-to-work transition track targeted to high school CCT graduates, with the aim to inform program design and effectively scale-up the program.
Nepal	TF0A6775	Round 3: Support to the design and evaluation of a Pilot Youth Jobs Project in Nepal	500,000	FCV	The Jobs MDTF grant will finance consultancies to determine the governance and administrative arrangements for the Jobs Fund; to design the main components of the Jobs Fund's work program; and to design and implement the Jobs Fund's learning strategy and monitoring and evaluation system. The implementation costs of the pilot will be financed by IDA.
Solomon Islands	TF0A0962	Training Women in SolTuna	300,000	FCV, Gender	To improve the skills and employability of women and men in the fisheries sector in the Solomon Islands, through an innovative activity that tests partnerships with the private sector. An additional focus is placed on building women's skills for good jobs in non-traditional technical fields.
Vietnam	TF0A0882	Strengthening jobs data in Vietnam	40,599	Gender	To assist the General Statistics Office of Vietnam, upon their request, in strengthening the collection and analysis of Labor Force Survey (LFS) data. The survey was initiated on a quarterly basis in 2011 and is an extremely rich source of information which been greatly underutilized.
<b>EUROPE AND CENTRAL ASIA</b>					
Georgia	TF0A2640	GENIE Broadband for Development program	300,000	Gender	To deepen the jobs impact of a new World Bank project focused on technology adoption and to generate robust evidence to inform policy globally. A unique impact evaluation (IE) will be conducted to significantly improve understanding of the implications of information and communication technology (ICT) adoption and e-commerce on the growth of and job creation by firms.
Georgia	TF0A2039	Georgia Jobs Value Chain Analysis	130,006	Gender	To measure the potential direct and indirect jobs impact from targeted investment in particular value chains in Georgia.
Kosovo	TF0A1361	Let's Work Western Balkans	149,111		To deepen knowledge of job quality, access, and productivity in several countries in the Western Balkans—including Kosovo—and help the governments develop Jobs Strategies.
Tajikistan	TF0A1538	Let's Work Pillar 2: Tajikistan	299,953	FCV	To assess the patterns of job creation along given value chains, via surveys, that will fill a critical knowledge gap on job creation opportunities of the mining and agribusiness sectors—which have a strong potential for private sector investment in Tajikistan.
Tajikistan	TF0A2892/ TF0A2894	Jobs MDTF Call 2: Tajikistan Performance Based Approach to BAS Provision (Recipient)/ (Supervisor)	270,000/ 30,000		The main objective of the project is to generate evidence on innovative approaches to contracting business advisory services in order to improve impact on jobs of interventions supporting SMEs.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Turkey	TF0A0979	Job Creation and informality reduction in Turkey	178,423	Gender	To (i) better understand Turkey's positive experience in job creation and rapid decline in informality by measuring the effects of distinct policies and initiatives; (ii) extend an important emerging line of inquiry—the role of firm quality and management—in a developing context, to find how internal firm performance relates to productivity and employment; and (iii) ascertain how stable the effects of these changes are in the longer run, whether further changes need to be made, and what lessons from Turkey can serve as an example to the rest of the world.
Turkey	TF0A2645	Getting Back to Work	22,102		The Grant will finance a pilot program to test how the global digital economy could create sustainable and inclusive work and income-generating opportunities for refugees and for vulnerable locals in their hosting communities. This pilot is expected to be in Gaziantep, Turkey, which is currently facing a massive influx of refugees and a resulting labor market shock and leading to some social frictions due to the perception among locals that refugees might be taking their jobs. Information and communication technology (ICT)-based systems will link those seeking work (refugees and locals) with external sources of demand, sourced from the global or domestic digital economy. The World Bank will execute the pilot financed by the Jobs Multi-Donor Trust Fund and aims to cover 500 participants with a focus on women and lower-skilled workers from both groups.
Turkey	TF0A0787	Socio-emotional skills for higher youth employability—Learning from an RCT in Turkey	482,936	Gender	To examine the impact of an intervention that provides job-seekers with evidence-based tools to set goals (e.g. finding a job) and practical strategies to persevere and sustain the motivation to overcome obstacles and failures in their pursuit of successful labor market (re)integration, with a special focus on unemployed youth and women.
Ukraine	TF0A0974	Improving Employment Services for Vulnerable Populations in Ukraine	300,000	Gender	To respond to the State Employment Services of Ukraine's request for assistance by making recommendations to better serve vulnerable populations through improved information on labor market.
<b>SOUTH ASIA</b>					
Afghanistan	TF0A2967	Promoting Women's Livelihoods & Opportunities in Select Value Chains	700,000	FCV, Gender	To improve knowledge and results with respect to promoting income generation and increasing the engagement of women in rural and peri-urban areas of Afghanistan through entrepreneurship and select value chains.
Afghanistan	TF0A2657	Afghanistan: Conflict and Private Sector	250,000	FCV	To improve the understanding of the impact of violent conflict on economic activity and job creation in Afghanistan. The proposed work will i) identify the industrial landscape in Afghanistan; ii) understand firms structure and the factors driving and constraining their growth and job creation; and iii) assess the interaction between firm dynamics and localized or general conflict.
Bangladesh	TF0A0782	Improving Job Quality of Informal Jobs in Bangladesh	300,000		To identify which aspects of formality employees desire most and employers might be willing to provide, in the context of Bangladesh, thus shedding light on whether it would be valuable and feasible to extend specific aspects of formality to informal jobs.
Bangladesh	TF0A2964	Rural Jobs: Designing Policies and Programs for the Next Generation (Bangladesh, India)	500,000	Gender	To examine the experience of selected projects from the World Bank's rural portfolio to assess the jobs impact of these projects to gather more granular insights on what types of interventions and design features are successful in generating more and better rural jobs, and in particular jobs that are more appealing and suited to the youth and women.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Bangladesh	TF0A1028	Let's Work Bangladesh	1,025,151	Gender	To identify and develop opportunities to leverage and support the private sector in creating more and better jobs in Bangladesh by i) building a stronger understanding of job dynamics (supply and demand) including both formal and in-formal labor markets; ii) designing short-term, bottom-up, pilot interventions in specific sectors that offer high potential for the creation of inclusive jobs; and iii) doing groundwork—via consultations with government, the private sector, and other stakeholders—for the operationalization of a medium-term jobs agenda.
India	TF0A2964	Rural Jobs: Designing Policies and Programs for the Next Generation (Bangladesh, India)	500,000	Gender	To examine the experience of selected projects from the World Bank's rural portfolio to assess the jobs impact of these projects to gather more granular insights on what types of interventions and design features are successful in generating more and better rural jobs, and in particular jobs that are more appealing and suited to the youth and women.
India	TF0A0859	Roads to Jobs—accelerating the development impact of roads in Rajasthan, India	299,917		To (i) assess the impact of the development corridors approach on specific value chains, and the potential to improve the income prospects of rural farmers and (ii) better understand job creation opportunities in ancillary areas that will emerge along the value chains.
India	TF0A0791	Labor Market Big Data Analysis for Skills Forecast and Improved Matching	150,000	Gender	To work with <i>Babejobs</i> —an Indian on-line job matching service—and (i) use big data to analyze and forecast the trends in skill demand and (ii) evaluate the potential impact of reducing information gaps between job seekers and employers on improving job-matching in both the formal and informal labor markets.
Pakistan	TF0A0786	Linking Vulnerable Youth with Digital Employment Opportunities	299,187	FCV, Gender	To train up to 1,200–1,500 youth in the provinces of Khyber Pakhtunkhwa (KP), Pakistan, and provide post-training support and guidance, so that trainees can access online income generating opportunities.
South Asia	TF0A1876	Shared prosperity in SAR labor markets-entangled: workers' adjustment to trade	196,452	Gender	To assess welfare implications of trade by estimating worker-level adjustment costs for different worker groups in South Asia. This will help fill in a critical gap in literature and also help policymakers target aid to affected workers and design programs to help the economy allocate resources efficiently.
<b>LATIN AMERICA AND CARIBBEAN</b>					
Brazil	TF0A0781	Big Data Analysis For New Evidence-based Answers on the Impact of Labor and Vocational Training Programs and the Role of Firms' Dynamics: Follow-up Research Work on Skills and Jobs in Brazil	49,154		To study the impact of welfare and vocational training programs on learning and earnings.
Colombia	TF0A0831	Technology and Entrepreneurship Rapid Skills Training for Youth Employment (Lebanon, Jordan, Colombia, Kenya)	605,788	Gender	To identify key success factors of <i>Technology and Entrepreneurship Rapid Skills Training Programs</i> (boot camps) and measure their impact on employment and employability of youth.
Colombia	TF0A2275	Microenterprise Supply Intermediate in Colombia	250,000	Gender	To test the impact of a technology which shortens supply chains for small vendors by aggregating their orders and cutting out the middleman. We are interested in the impact of this on their travel times, prices, and firm incomes.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Ecuador	TF0A1438	Data, Diagnostics and Institutional Innovations for Jobs in Ecuador	199,891		To enhance policy-making to improve labor market efficiency—specifically, the inclusion of the poor and vulnerable—by improving data, job diagnostics, and institutional innovations in Ecuador.
Haiti	TF0A2893	Access to jobs in large urban areas in Haiti	300,000	FCV, Gender	To support analytical work that will contribute to better understanding the challenges in terms of access to jobs and connectivity in large urban areas in Haiti.
Honduras	TF0A0989	Soft Skills, Personality Traits and Jobs in FCV (DRC, Honduras, Mexico)	300,000		To improve labor market policy targeting disadvantaged populations in low- and middle-income countries, specifically, the role of soft skills and personality traits—as complements to vocational/technical training—in improving labor market and related life outcomes for at-risk youth.
Mexico	TF0A0989	Soft Skills, Personality Traits and Jobs in FCV (DRC, Honduras, Mexico)	300,000		To improve labor market policy targeting disadvantaged populations in low- and middle-income countries, specifically, the role of soft skills and personality traits—as complements to vocational/technical training—in improving labor market and related life outcomes for at-risk youth.
Mexico	TF0A4483	Mexico Economic Inclusion Pilot—Round 3	2,000,000		The objective is to pilot and evaluate innovative approaches to improve the employment outcomes of youth, especially those that have been marginalized. Marginalized youth will likely include, the young that have been past and present beneficiaries of the conditional cash transfer programs
Nicaragua	TF0A2983	Improving Access to Markets through Rural Roads Rehabilitation in Nicaragua—Overcoming Additional Constraints	350,000		To generate evidence on how to effectively leverage agricultural productivity and employment through increased mobility. More specifically, to understand which complementary interventions are needed to ensure that communities benefiting from the World Bank-funded Rural Roads Rehabilitation Project fully take advantage of rehabilitated roads to search for new jobs or engage in entrepreneurship.
Nicaragua	TF0A0739	CCT Plus: Combining conditional cash transfers, vocational training and business grants—long-term evaluation of a randomized trial in Nicaragua	540,000		To finance the provision of long-term evidence on the effectiveness of a productive safety nets program targeted at rural poor in a low-income setting. Specifically, to support a long term follow-up survey and measures 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.
Paraguay	TF0A1027	Let's Work Paraguay	820,121	Gender	To support the Government in developing a jobs strategy with a focus on the bottom 40 percent of the population, including analytical work, new data collection, and piloting of M&E measures that support the following areas of focus: (i) promoting the creation of private sector jobs; (ii) increasing the productivity of jobs that already exist; and (iii) helping connect people to jobs.
Peru	TF0A2368	Pathway to Formality	55,390		To develop an analytical framework to explain pathways towards formalization for both enterprises and labor. Using a unique panel-structured firm survey for Peru that contains information about various levels of formalization, the framework would be tested with actual data and relevant formality characteristics. Depending on budget and data availability, the framework may also be tested in other countries, such as Colombia.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
<b>MIDDLE EAST AND NORTH AFRICA</b>					
Egypt	TF0A2453	Public Works and Welfare: A Randomized Control Trial of Egypt's Emergency Labor-Intensive Investment Project	250,000	Gender	In 2012, the WB approved a \$200 million loan to the Government of Egypt, funding the <i>Emergency Labor Intensive Investment Project</i> with a large cash for work program; over 80 percent of the project funding has been disbursed. This grant provides funding to conduct an impact evaluation that will establish the effectiveness of this safety net during periods of economic distress, and to what extent it contributes to the livelihoods of beneficiaries.
Jordan	TF0A0831	Technology and Entrepreneurship Rapid Skills Training for Youth Employment (Lebanon, Jordan, Colombia, Kenya)	605,788	Gender	To identify key success factors of <i>Technology and Entrepreneurship Rapid Skills Training Programs</i> (boot camps) and measure their impact on employment and employability of youth.
Jordan	TF0A2900	Entrepreneurship Pilot to Promote Economic Opportunities for Jordanians and Syrians	750,000		To design, implement, and rigorously evaluate the impact of an entrepreneur-ship pilot to vitalize the Jordanian economy. The pilot will promote innovative entrepreneurship opportunities to both Jordanians and Syrians in order to create jobs, increase refugees' contribution to the host economy, and incubate the future post-conflict Syrian economy in Jordan.
Jordan	TF0A2972	Productivity in Jordanian SME garment factories	300,000	Gender	The objective of the grant is increased productivity in target factories comprising the 12 existing satellite factories and 4 subcontractor factories. However, after the conclusion of this 18-month grant financed activity, in the longer-term, the interventions are expected to lead to increased profitability of these factories and ultimately to an increased share of Jordanians in the garment industry in Jordan. IFC may be able to carry out a post-implementation M&E to follow on these interesting effects.
Jordan	TF0A1539	Value Chain for Jobs Analysis in North Lebanon	299,930	FCV, Gender	To understand value chain and supply chain dynamics in Northern Lebanon in order to estimate the job and earning impacts of investments in high informality and fragile/ conflict-affected environments.
Jordan	TF0A2901	Lebanon Subsidized Temporary Employment Program (Capital for Private Jobs)	67,048	FCV, Gender	The initial objective of the grant was to implement activities that will further design and launch the new flagship employment program of the Government of Lebanon: the Subsidized Temporary Employment Program (STEP).
Jordan	TF0A5347	Lebanon National Jobs Creation Program	933,000	FCV	The objective of the grant financed deliverables is to implement activities that will further design and evaluate the multi-sectoral jobs project developed in the context of the Government of Lebanon's National Jobs Creation Program (LNJC). The proposed project development objective is to generate sustainable private sector job creation, including with a focus on youth, women, and other vulnerable populations, including Syria refugees, in the lagging regions of the country
Morocco	TF0A0858	Morocco: Impact Evaluation of Micro-Entrepreneurship for Disadvantaged Youth in the Informal Sector	275,000	Gender	This Grant will contribute to the ongoing Impact Evaluation (IE) of the Morocco Strengthening Micro-Entrepreneurship for Disadvantaged Youth Project (P144134). The project development objective (PDO) is to provide young men and women between the age of 18 and 29 in the Project Areas with access to micro-entrepreneurship development services.

Country	TF#	Project	Grant Size (\$)	Theme(s) Addressed by the Grant	Objective
Tunisia	TF0A1352	Let's Work Tunisia	813,472		To identify some of the most binding constraints affecting the creation and productivity of jobs within targeted value chains in a lagging region and to inform future projects to help tackle these constraints. This will be guided by a specially designed instrument that maps value chains and assesses constraints to growth and employment creation, as well as a capacity building program addressed towards local administrations (active in the lagging region) on value chain analysis and business development services.
Tunisia	TF0A0999	Public Works and Welfare: Randomized Control Trials in Tunisia and Comoros (Tunisia, Comoros)	659,160	Gender	To improve knowledge on the impacts of Public Works Projects (PWP) on the socioeconomic outcomes of the long-term unemployed in a fragile country.
West Bank and Gaza	TF0A2341	Finance for Jobs in Palestine: Jobs Measurement and Methodologies (CGE and SCBA)	198,448	FCV	To develop new Jobs-focused instruments to determine the private and social returns of job creation through private project finance investments in Palestine. This activity will establish a robust methodology and baseline of data to enable an assessment of the net jobs and other economic and social outcomes generated from the Finance for Jobs project interventions.



# ANNEX G: RESULTS FRAMEWORK



Desired Outcome	Outputs	Overall Targets	Delivered to Date
1. Improved labor market policy, program or strategy design and/or implementation 2. Improved policy dialogues and/or coordination among partners 3. Private sector mainstreamed in framing of jobs challenges or solutions 4. Innovative interventions/operations for job creation 5. Improved stakeholder capacity in the area of jobs 6. New methods and approaches to estimation of job effects 7. Improved knowledge or evidence base on jobs challenges and solutions 8. "Improved knowledge sharing and leveraging among jobs practitioners/partnerships"	Policy recommendations	21	18
	Innovative jobs country pilot operations / investments	28	18
	Improved data and/or access to data through new collection, compilation, and dissemination	46	22
	Study, report, or research paper on jobs dimensions	40	32
	Design and/or implementation of jobs tools/toolkits and/or guidelines	24	19
	"Standardized measurement approaches and methodologies"	11	9
	Stocktake, gap map and/or strategy for jobs evidence	28	11
	Impact or other evaluations on jobs (interim / final)	28	17
	Web-based knowledge platform	4	2
	Job Practitioners Network and/or Coalition	9	5

Notes: a. Based on the simplified Results Framework (RF) of 1 November 2015.

b. Overall targets are based on original RF minus the outputs of dropped grants.





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1818 H Street, NW  
Washington, DC 20433  
Telephone: 202-473-1000  
Internet: [www.worldbank.org](http://www.worldbank.org)

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