





# **JOB'S UMBRELLA MULTIDONOR TRUST FUND**



# WORLD BANK GROUP Jobs





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# ABBREVIATIONS

<b>AIMM</b>	Anticipated Impact Measurement and Monitoring
<b>CGE</b>	Computable General Equilibrium
<b>DEC</b>	Development Economics
<b>DFI</b>	Development Finance Institution
<b>FAMMA</b>	Fortalecimento do Acesso da Mulher aos Mercados Agrícolas
<b>FCDO</b>	UK Foreign, Commonwealth and Development Office
<b>FCI</b>	Finance, Competitiveness and Innovation
<b>GP</b>	Global Practices
<b>GDP</b>	Gross Domestic Product
<b>IDA</b>	International Development Association
<b>JD</b>	Jobs Diagnostics
<b>JDS</b>	Jobs Diagnostics & Solutions
<b>JET</b>	Jobs and Economic Transformation
<b>JOIN</b>	Global Jobs Indicators Database
<b>JSC</b>	Jobs Steering Committee
<b>MDTF</b>	Multi Donor Trust Fund
<b>MSME</b>	Micro, Small and Medium Enterprise
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>S4YE</b>	Solutions for Youth Employment
<b>SAM</b>	Social Accounting Matrix
<b>SEJLS</b>	Supporting Effective Jobs Lending at Scale
<b>SPJ</b>	Social Protection and Jobs
<b>TOC</b>	Theory of Change
<b>TVET</b>	Technical and Vocational Education and Training
<b>US\$</b>	US Dollars
<b>WB</b>	World Bank
<b>WBG</b>	World Bank Group
<b>Y2Y</b>	Youth-2-Youth



# ACKNOWLEDGMENTS

This report was authored by the members of the Jobs Umbrella Multidonor Trust Fund (MDTF) Team, Ian Walker, Federica Saliola, Raian Divanbeigi, Vismay Parikh, and Patricia Bernedo. The authors are grateful for contributions from Dino Merotto, Michael Weber, Alvaro Gonzalez, Eliana Carranza, Luc Christiaensen, Eliana Carranza, Namita Datta, Joao Montalvao, Sarika Gupta, Elizabeth Ruppert Bulmer, Federica Ricaldi, Sonia Madhvani and Ankit Grover. Editorial support was provided by Aldo Morri. Graphic design and typesetting was done by Alexandra Romanova.

The authors are grateful for comments and inputs from some of the representatives of the MDTF donors: Steven Ayres, Foreign, Commonwealth & Development Office/UK AID; Marianne Damhaug, Norwegian Ministry of Foreign Affairs; Thomas Bernhardt, Austrian Ministry of Finance; Michaela Flenner, Austrian Development Agency; Therese Andersson, Swedish International Development Cooperation Agency; Sabine Becker, German Agency for International Cooperation; Claudia Mordini, Italian Ministry of Economy and Finance and Gerhard Ressel, German Federal Ministry for Economic Cooperation and Development. The MDTF has benefited from the guidance and support of Michal Rutkowski, Global 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 and the TTLs of SEJLS Champion Projects discussed in Annex C.







# EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

This report updates progress on the Jobs Multi-Donor Trust Fund (MDTF)-funded activities from December 2019 to December 2020:

- It summarizes recent WBG efforts to address jobs challenges in client countries that the work of the Jobs MDTF complements.
- Further, it presents the core achievements of the Jobs MDTF since its inception and outlines the updated strategy for the next Phase II of the fund (2021–2025), as discussed and agreed upon with the WBG’s Jobs Steering Committee (JSC) and donor partners in 2019/2020.
- Finally, the report presents progress of active grants between January 1st and December 31st, 2020 – including the ways that the MDTF has supported the response to the COVID-19 crisis – and provides updated financial statements for the MDTF to the end of 2020.

Established in 2014, the Jobs Umbrella Multi-Donor Trust Fund (MDTF) supports:

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

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

**The MDTF began operations in March 2015 and brought together all WBG trust-funded activities on the Jobs agenda under a single umbrella.** Its high-level objectives are (i) to support WBG client countries in designing high-impact jobs strategies, and (ii) to advance global knowledge on effective jobs policies, especially for vulnerable groups. Funds are allocated across five operational windows on Jobs Diagnostics and Strategies; Support to Private Sector; Jobs Solutions for Youth; Jobs Support in Fragile, Conflict, and Violence (FCV) countries; and Robust Research on Jobs. The MDTF awarded 115 grants in 44 countries and 6 regions, valued at US\$44.5 million.

**Through grants funded through these windows, the MDTF delivered a wide range of outputs.** These include research studies, data sets, policy notes, empirical tools for jobs estimation and technical assistance that leveraged jobs lending operations. The MDTF contributed to results on key outcomes summarized below and discussed in detail in this report. More information is available in the [2018](#) and [2019](#) Jobs MDTF Annual Reports.

**The MDTF has improved jobs policy and program design and strengthened policy dialogue on jobs among development partners.** MDTF grants across different sectors and themes analyzed jobs issues and provided recommendations directly integrated into project operations.

**Further, the MDTF has supported better integration of the private sector in framing job creation and job challenges and solutions.** Providing support to the private sector is key to

increasing economic growth and employment opportunities in developing countries. MDTF's [Let's Work](#) partnership has spearheaded support for private sector development.

**The MDTF has leveraged a new generation of jobs lending operations.** These explicitly 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 has built country stakeholders' capacity to design and implement jobs policies and programs.** In just one example, a grant in Ecuador built institutional capacity to create comprehensive labor market statistics and foster institutional dialogue by (i) designing and implementing a [labor demand module](#) for the comprehensive industrial survey; (ii) integrating the [labor ministry's registry](#) into the Laboratory for Labor and Business Dynamics data system; (iii) merging industrial surveys with that system; and (iv) creating labor demand statistics using data mining.

**The MDTF has developed a set of tools, guidance, and methodologies that will strengthen jobs analytics and program design.** [Standardized Job Diagnostics \(JDs\)](#) were created under IDA17 and have taken off across the Bank, with well over 30 countries now having completed or started a JD.

**The 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. The MDTF co-financed "[Haitian Cities—Actions for Today with an Eye on Tomorrow](#)," which looked at the challenges of rapid urbanization in places with high exposure to natural disasters and their implications for access to jobs and connectivity.

**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. MDTF supported launch of the [new website portal](#) for all partnerships and associated knowledge under the aegis of the Jobs Group.

**Strong, positive WBG-wide response has validated the new Supporting Effective Jobs Lending at Scale (SEJLS) approach.** Along with the positive response across the WBG, there has been wide recognition that such coordination is much needed.

**The WBG and develop partners need more rigorous definition and measurement of jobs projects outcomes and impacts.** Difficulties in accurately measuring jobs results have been a barrier to developing effective jobs-focused projects.

**Processes for jobs estimation and results reporting require harmonization and standardization, as confirmed during COVID-19 by the large costs associated with lack of coordination.** The global approach to jobs measurement has been fragmented and inefficient, with different actors making uncoordinated progress.

**Increased emphasis on outreach, awareness-raising, and consultations is needed.** Excellent technical outputs, products and reports are necessary, but they may not always be enough to ensure stakeholder buy-in, application and use.

**Countries display considerable unmet demand for training and capacity building for job diagnostics and strategies.** Training is more effective when targeted to an appropriate technical audience, conducted in a joint team of government and donor representatives, and based on specific national data from the country in question. Training has proved to be an effective approach to convey solutions.

**COVID-19 pandemic labor market disruptions have exacerbated jobs challenges, emphasizing the need for innovative solutions and an increased private sector involvement.** In developing countries, the private sector provides 90 percent of jobs, which are much more negatively affected by crises than are public sector jobs.

**The cross-cutting nature of the Jobs MDTF has been instrumental in supporting new activities and coordinating COVID-19 responses.** A JSC, formed by Global Directors across the WBG, is the governance mechanism for the Jobs MDTF, advised by the JSC Technical Working Group. Over the reporting period, the JSC met regularly to manage allocation of Jobs-MDTF resources and to discuss progress on underlining activities.

**With the agreement of donors and the JSC, in 2020 the Jobs MDTF extended its planning horizon to a second phase (Phase II, 2021–2025) and agreed to raise an additional US\$53 million.** The additional funding would complete the US\$100 million funding goal originally agreed between the World Bank and donors. The renewed Jobs MDTF strategy confirms the original objectives of the fund and strengthens support to large-scale operationalization of the jobs agenda, while continuing to support innovative work to address knowledge gaps.

During Phase II, the Jobs MDTF will be restructured into three operational windows:

- (1) **Jobs Lending at Scale:** Will provide resources to task teams to help scale-up the WBG's jobs lending portfolio across sectors and regions. Key objectives will be: (i) improve technical capacity of operations to improve targeting of jobs outcome in key sectors; (ii) scale-up operational approaches targeting jobs outcomes, especially in low-income and fragile settings; and (iii) standardize operational approaches to jobs challenges in client countries and frame a WBG-wide integrated jobs strategy.
- (2) **Measurement:** This window will enable evidence-based jobs initiatives. Key objectives will be: (i) upgrade country-level data and diagnostics on jobs outcomes to enable evidence-based jobs initiatives; and (ii) advance the technical capacity for measuring jobs outcomes to provide policymakers with improved information on expected benefits of interventions.
- (3) **Partnership and Innovation:** This window will support engagement and dissemination outreach between the Jobs Group and key stakeholders. Key objectives will be: (i) influence non-WBG jobs strategies by convening key stakeholders to learn from MDTF outputs; and (ii) identify and accelerate cutting-edge solutions to emerging jobs challenges, and scaling them through WBG operations.

## 2020 PROGRAM HIGHLIGHTS

**JOIN is a Global Jobs Indicator Data Bank—a standardized repository of key labor market indicators—for WB staff and policymakers.** The WB Jobs Group launched JOIN in 2019 and updated it in 2020. After the latest update, the current version of JOIN uses 2,185 surveys totaling about 228 million observations. The surveys are drawn from a dedicated and standardized World Bank survey compilation focusing on labor indicators, called the International Income Distribution Data Set (I2D2). Additionally, in 2020 the team launched a new Microsoft Excel-based JOIN benchmarking tool giving users more options to customize analysis.

**The Supporting Effective Jobs Lending (SEJLS) program started implementing activities across its “champion projects.”** SEJLS responds to the need to better define and measure outcomes and benefits of jobs relevant policies and programs; as such, it focuses on leveraging large-scale WBG lending operations and improving design consistency of their jobs-relevant components and estimation of jobs outcomes. SEJLS incorporated 15 “champion projects” representing strategic and jobs-relevant WBG business lines into its first round, and began implementation of project activities. Many of these projects had to adapt their focus to address emerging COVID-19 pandemic challenges.

**The Solutions for Youth Employment (S4YE) team further scaled-up S4YE activities across all pillars of the work program.** A full-fledged S4YE Knowledge Repository for Youth Employment Practitioners, created and launched in 2019, hosts WBG as well as S4YE partner-developed tools. S4YE launched a new “How-to Series” to provide a quick step-by-step guide in 1–2 pages for practitioners and policymakers designing new youth employment programs. The team published two How-to Notes in 2020 in partnership with the World Bank’s Mexico Youth Labor Market Inclusion (MYLMI) project. The S4YE team continued to build and deepen partnerships. In an effort to strengthen partnership with private sector, S4YE launched a series of monthly webinars highlighting the work of a private sector partner each month, bring insights and lessons to WBG teams.

**In Mozambique, the Jobs Group continued its engagement.** Through the *Let’s Work Partnership Country Pilot*, the Jobs Group [Jobs Strategy Note](#) integrated recommended policy and program actions from the Let’s Work program’s activities. The MDTF also supported the *Improving Jobs of Smallholder Women Farmers* grant in Mozambique funding the design and implementation of two training interventions targeted at female farmers in the context of a feeder road rehabilitation program led by a World Bank (WB) operation in Tete province, Mozambique.

**In Liberia, the Youth Opportunities Impact Evaluation (IE) Grant addresses key questions on how to cost-effectively promote self-employment and entrepreneurship in fragile and conflict-affected states.** Preliminary results indicate that self-employment, financial inclusion, and ownership of business assets increased among beneficiaries in treatment groups compared to the control group.

**In Nepal, the Jobs Platform supports delivery of better jobs outcomes, both in the formal and the informal sector, especially for low-income workers and excluded groups.** In 2020, the team published a small and medium enterprise (SME) study, “[Market Study to Understand Job Growth Potential in SMEs in Nepal](#),” which was central to the labor demand analysis in the [Jobs Diagnostic](#). The second main outcome is improved alignment of the Nepal lending portfolio with jobs objectives.

This was achieved through an [assessment of the current portfolio mapping](#) the World Bank (WB) against the three-pillar *Jobs Conceptual Framework* (JCF) for monitoring creation of more, better, and more inclusive jobs.

**In Mexico, the Youth Labor Market Inclusion grant designs, pilots, and evaluates innovative approaches to improve employment outcomes for low-income youth graduates.** The beneficiaries are graduates from upper secondary education and transitioning into the labor market. Early IE results show that formal employment incentives (FEI) improve the probability of graduates being formally employed in the short-term, and increase job stability and access to the formal labor market.

## NEXT STEPS

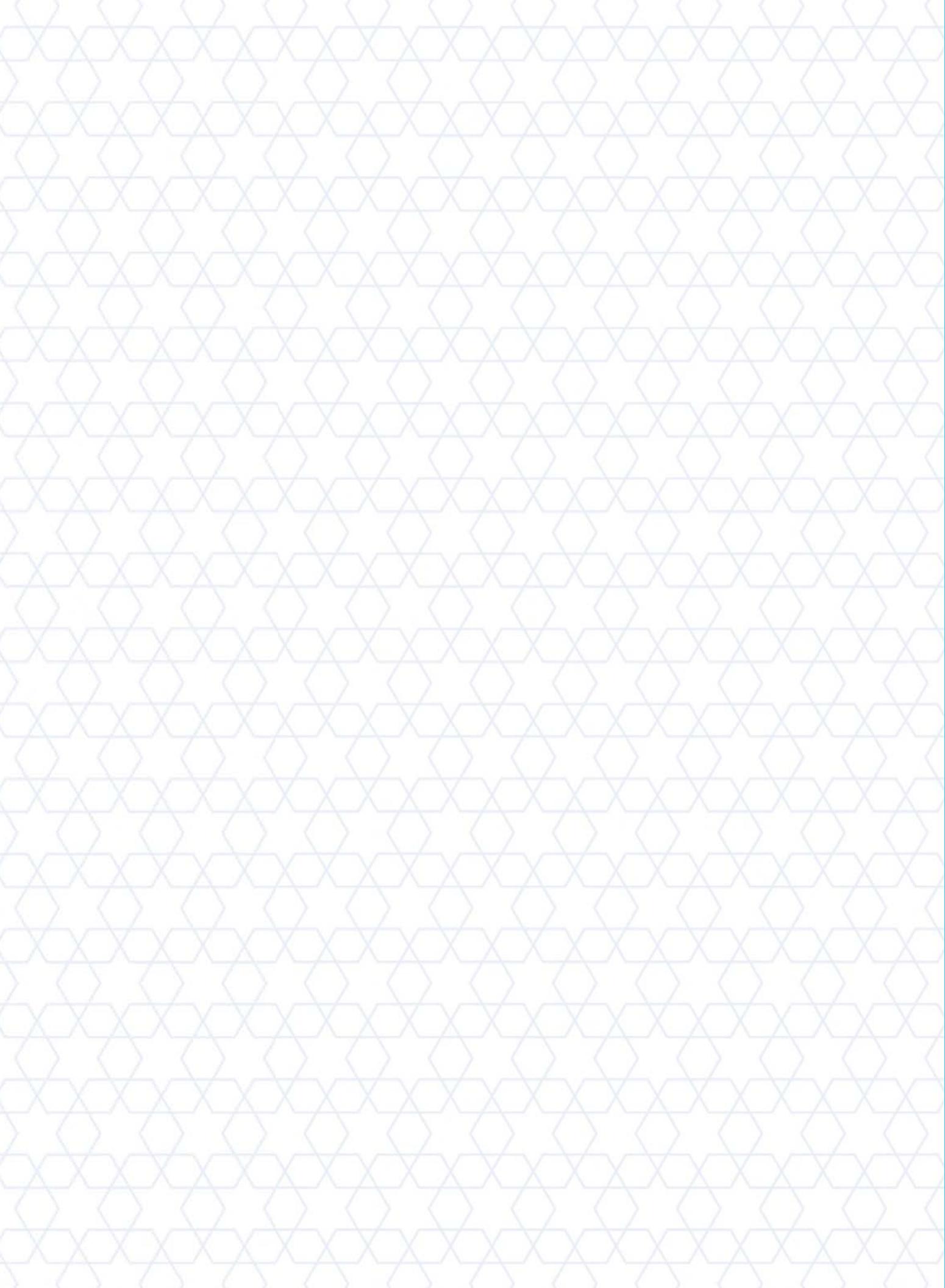
**Initiate the Jobs MDTF's Phase II implementation during the 2021–2025 period.** Responding to the ambition of IDA donors and governments, during Phase II, the MDTF will focus on supporting large-scale operationalization of the jobs agenda, while continuing to support an innovative work program to address knowledge gaps.

**Continue to implement the SEJLS program and invest in understanding jobs outcomes through data and analytics.** The MDTF will continue to strengthen the design consistency of jobs-relevant project components and estimation of jobs outcomes.

**Promote exchange of best practices and lessons from MDTF outputs and tools to help build development partners' capacity.** Beyond the WBG, it is crucial to reinforce the broader discussion on improving jobs outcomes with development partners and government and private sector actors. An important Jobs Group and Jobs MDTF role is to support dialogue between government agencies charged with addressing the jobs agenda—such as job creation commissions, competitiveness councils, and national training agencies—and leverage private sector involvement to identify opportunities for, and constraints to, accelerated job creation.

**Maximizing linkages to the Jobs and Economic Transformation (JET) theme, focusing on the poorest countries.** Successful transformation means responding to evolving technology and skills demand while taking account of economies' resource endowments and comparative advantages. The Jobs MDTF will play a key role in supporting JET operationalization during Phase II by improving conceptual framing of a growing pipeline of WBG projects addressing jobs. It will also support improved measurement of jobs effects by contributing to efforts to estimate indirect jobs effects from WBG operations.

**Advance the Jobs-After-COVID workstream.** Building on lessons learned through the JobsWatch initiative and other fund activities mobilized in response to COVID-19, the Jobs Umbrella MDTF will continue focusing on the medium-term prospects for accelerating jobs transitions in developing countries in the aftermath of the pandemic. This workstream will build on the recently launched Jobs-After-COVID call for proposals, which aims to identify and accelerate pioneering diagnosis of, and solutions to, post-pandemic jobs challenges.



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1

# THE JOBS MULTI-DONOR TRUST FUND (MDTF) PHASE I



## 1

# THE JOBS MULTI-DONOR TRUST FUND (MDTF) PHASE I

**Since the inception of the Jobs MDTF, its activities have contributed directly to shaping and implementing the jobs agenda across the World Bank Group (WBG), leveraging complementarities with various initiatives.** The Jobs MDTF has delivered a wide range of outputs that include studies, data sets, policy notes, empirical tools for jobs estimation, and technical assistance leveraging World Bank jobs lending operations. (Annex 1 summarizes the cumulative progress of the fund grants and Annex 2 covers beneficiaries).<sup>1</sup> The Jobs Umbrella MDTF's work aims to support the Bank's broader effort to prioritize the Jobs Agenda (see Box 1.1).

## BOX 1.1 PRIORITIZING THE JOBS AGENDA AT THE WBG

The global movement to end poverty and boost shared prosperity hinges in large part on the types of jobs people have. For many countries, increasing labor force participation rates and ensuring that workers have access to good quality jobs will continue to be a challenge for many years. In response to emerging global jobs challenges, in recent years the WBG has prioritized its engagement by launching initiatives that complement the work of the Jobs MDTF in supporting WBG clients' progress on the Jobs Agenda.

Creating better jobs for more people is the ultimate objective of a significant share of WBG programs and interventions. Yet some initiatives merit particular consideration by virtue of their consequences on labor market and related development outcomes. Key WBG jobs initiatives, include the International Development Association's Jobs and Economic Transformation (IDA JET) special theme, the Human Capital Project (HCP), as well as the increased focus on market and job creation under IFC's 3.0 corporate strategy.

**The JET special theme was introduced during IDA18 replenishment in 2017.** Following the IDA17 Inclusive Growth theme, IDA participants asked the WBG to take a more targeted approach on the jobs economic transformation agenda through deliberate and coordinated interventions supporting structural transformation, private sector-led job creation, increased job quality, and better inclusion of women and youth.

The JET approach starts with sound foundations that provide the incentives for private sector actors to invest, hire and grow. It includes macro-financial stability, strong institutions, a business environment that levels the playing field for all enterprises, access to enabling infrastructure services,

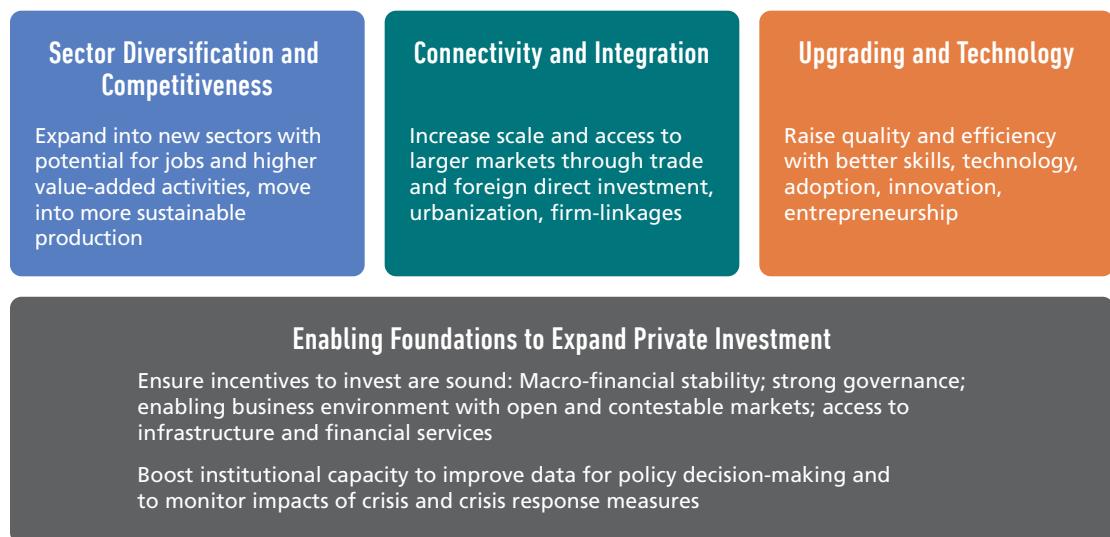
<sup>1</sup> Previous Jobs MDTF [Annual Reports](#) also cover these issues extensively.

and a stable and inclusive financial sector. The JET approach emphasizes three primary channels for raising productivity:

- (i) Encouraging reallocation of resources towards more productive activities and diversification into new sectors and products with potential to create more and better jobs and create new markets. Sectors with high potential to contribute to transformation vary by country, but higher value-added agriculture and light manufacturing can contribute in many IDA countries.
- (ii) Expanding access to larger markets through trade and urbanization and deepen linkages between firms to make such integration inclusive.
- (iii) Upgrading existing jobs and enterprises to be more productive, with an emphasis on adopting new technologies and strengthening worker skills. Raising productivity and earnings is the most important pathway out of poverty—it is how development is achieved.

## FIGURE 1.1

Expanding Productivity Channels to Create Better Jobs for More People



**The Human Capital Project (HCP) launched in 2017 represents a global effort to accelerate more and better investments in people for greater equity and economic growth.** Credible measurement of education and health outcomes raises the importance of human capital locally, nationally, and globally. Measurement spurs demand for policy interventions to build human capital in countries where governments are not doing enough. Good measurement is essential to developing research and analysis to inform the design of policies to improve human capital. With this goal in mind, the World Bank launched the human capital project in 2017, a program of advocacy, measurement, and analytical work to raise awareness and increase demand for interventions to build human capital. The project has three components:

- (i) **A cross-country metric: The Human Capital Index (HCI).** The HCI quantifies the contribution of health and education to the productivity of the next generation of workers. Countries can

- use it to assess how much income they are foregoing because of human capital gaps, and how much faster they can turn these losses into gains if they act now.
- (ii) **Measurement and research to inform policy action.** Within countries, measurement leads to insights into what works and where to target resources. It also increases policy makers' awareness of the importance of investing in human capital, creating momentum for action. Globally, comprehensive measurement sheds light on the differences between countries, and spurs demand for investment in people.
  - (iii) **Support for country strategies to accelerate investment in human capital.** The HCP helps countries tackle the worst barriers to human capital development, using a "whole of government" approach.

**The HCP helps create the political space for national leaders to prioritize transformational human capital investments.** Ministers from close to 30 pilot countries presented early ideas on how to accelerate investments, followed by a rare opportunity for their staff to work across regions and sectors in person. The number of countries actively participating in the project has grown to over 40 as of 2019. The objective is rapid progress towards a world in which all children arrive in school well-nourished and ready to learn, can expect to attain real learning in the classroom, and are able to enter the job market as healthy, skilled, and productive adults.

**The International Finance Corporation (IFC) has enhanced its focus on the job-creating impacts of its funding.** Specifically, IFC's corporate strategy ([IFC 3.0](#)) focuses the institution on creating markets and mobilizing private capital, with increased support to countries where private capital flows are inadequate to address major development gaps, such as the need for more, better, and inclusive jobs (see Box 1.2).

**IFC investments have begun to measure job creation outcomes, particularly direct and indirect jobs.** Through its financial market investments and advisory services, IFC has focused on SMEs and on strengthening backward and forward linkages from its investments; the IFC 3.0 strategy further reinforces upstream, market-creating activities. The joint IFC-WB Country Private Sector Diagnostics (CPSD) workstream analyzes job-led growth potential across a range of economic sectors in which IFC invests, including (i) real sectors (manufacturing, agribusiness, and services), (ii) finance, and (iii) infrastructure. Further, the ability to assess development impact and market creation potential before the start of a project—achieved by the Anticipated Impact Measurement and Monitoring (AIMM) system—has influenced IFC's project selection and design and will lead to more projects that can create markets.

## BOX 1.2

### KEY IFC JOBS PROGRAMS

The joint IFC and International Labour Organization (ILO) Better Work program ([www.betterwork.org](http://www.betterwork.org)) aims to improve working conditions in garment factories. Better Work trains local enterprise advisors to assist factories comply with national labor laws and international standards through unannounced assessment, and advisory and training services. Since its inception, Better Work has undertaken activities in nine countries, with eight countries having established programs (Cambodia, Haiti, Jordan, Lesotho, Indonesia, Vietnam, Nicaragua, and Bangladesh). The program has three components:

- (i) **Compliance Assessment Activities in factories:** auditors evaluate if the factories are adhering to ILO Core Labor Standards and national labor laws.
- (ii) **Continuous Improvement:** Better Work staff facilitates dialogue between managers and workers to address their report's findings and submits regular progress reports.
- (iii) **Stakeholder engagement:** buy-in for the program and activities occurs at all levels, including government, employers, unions and workers, and international buyers.

The program is run by the ILO with IFC being part of the management team providing both investment services and discrete advisory initiatives. One such program is *Gender Equality and Returns (GEAR)* for the Manufacturing sector. GEAR unlocks career progression opportunities for female sewing operators through training to advance into supervisory roles, with training including a mix of technical, managerial, team building, and “soft” skills.

**IFC’s GenderSmart Business Solutions provide clients with the tools and resources to strengthen gender inclusion within their operations, resolve labor issues, increase employee engagement and enhance company performance.** IFC is an established and leading partner for global private sector entities proving the business case for inclusive jobs through gender equality, with programs such as the [SheWorks Global Partnership](#) and [Tackling Childcare](#).

**TABLE 1.1**

IFC Gender-smart Business Solutions

<b><i>SheWorks Global Partnership</i></b>	<b><i>Tackling Childcare</i></b>
<p>Led by IFC's Gender Secretariat and supported with technical expertise from three strategic partners—including the <a href="#">EDGE Certified Foundation</a>, <a href="#">ILO</a>, and the <a href="#">UN Women's Empowerment Principles</a>—SheWorks is a hands-on project focused on activating policies to advance women's employment and promotion. SheWorks members represent a variety of regions and sectors and regularly share knowledge and best practices. Members are conducting firm-level gender assessments, instituting mentorship and sponsorship programs to foster women's leadership, setting effective anti-sexual-harassment mechanisms, and providing flexible working arrangements.</p>	<p>IFC's series of Tackling Childcare reports spanning Bangladesh, Cambodia, Fiji, India, Pakistan, Myanmar, Sri Lanka, Vietnam, and other countries demonstrate a strong business case for employers to meet employee childcare needs. IFC research shows that family-friendly workplace policies such as childcare, flexible work, and paid leave can enable firms to attract and retain talent and boost productivity and profits. To accelerate implementation and raise awareness, IFC recently led the <a href="#">Global Tackling Childcare Working Group</a> of more than 30 organizations to share knowledge and develop guidance for employers, including the <a href="#">Guide for Employer-Supported Childcare</a> as well as <a href="#">Childcare in the COVID-19 Era: A Guide for Employers</a>.</p>

## CORE ACHIEVEMENTS

**The Jobs MDTF began operations in March 2015 and brought together all the WBG trust-funded activities on the Jobs agenda under a single umbrella.** Its high-level objectives are to (i) support WBG client countries design high-impact jobs strategies, and (ii) advance global knowledge on effective jobs policies, especially for vulnerable groups. Funds are allocated across five operational windows: Jobs Diagnostics and Strategies, Support to Private Sector, Jobs Solutions for Youth, Jobs Support in Fragile, Conflict and Violence (FCV) countries, and Robust Research on Jobs. The MDTF awarded 115 grants in 44 countries and six regions valued at US\$44.5 million.

Grants helped deliver a wide range of outputs including research studies, data sets, policy notes, empirical tools for jobs estimation, and technical assistance on World Bank jobs lending operations. MDTF contributed to results on seven jobs outcomes, some of which are highlighted here. (More details are available in the [2018](#) and [2019](#) Jobs MDTF Annual Reports).

### Outcome 1: Improved Coordination of Jobs Policies and Programs.

The MDTF improved jobs policy and program design and strengthened the jobs policy dialogue among development partners. MDTF grants across different sectors and themes analyzed Jobs issues and provided recommendations to directly integrate into project operations. Examples include:

- MDTF funded “[Job Creation in the Private Sector: An Exploratory Assessment of Patterns and Determinants at the Macro, Sector, and Firm Levels](#)” study showed that overall, more jobs are generated in economies where formal job creation is more responsive to growth cycles. Findings of this paper are being implemented in Bangladesh through [Jobs Development Policy Operations](#) (DPOs), which support broad-based policy reforms in the country.
- The Jobs MDTF also supported the “[Exports to Jobs: Boosting the Gains from Trade in South Asia](#)” study estimating the potential impact from increasing South Asian trade on total and wage employment and earnings. 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.
- The Jobs Group also developed [Jobs Solutions Notes](#) based on evidence drawn from research, impact evaluations, pilots, and operations. Jobs Group technical experts collaborated with other WB experts to author the Notes, which are succinct, actionable, and go beyond a literature review. While the methodology for each Note was similar—literature review, portfolio analysis, and consultations—the range of evidence and scale of application vary considerably.

## Outcome 2: Mainstreaming the Private Sector in the Jobs Agenda.

The MDTF has supported a stronger recognition of the private sector role in framing jobs challenges and solutions. Providing support to the private sector is key to increasing economic growth and employment opportunities in developing countries. The MDTF’s [Let’s Work](#) partnership spearheaded its support to private sector development:

- In Zambia, the Let’s Work Program analyzed [poultry and aquaculture value chains](#) and highlighted the potential to expand small-scale farmer income in the sector. The report concludes that policies to unlock job growth potential in the sector will need to focus on enabling more farmers to participate in commercial markets through increasing quantities and improving quality.
- In Mozambique, the Let’s Work program studied the [cassava](#), [cashew](#), and [plantation forestry](#) value chains to understand the potential for inclusive private sector-led job creation integrating farmers into agribusiness. The team also developed a [policy note](#) highlighting challenges that need to be overcome to accelerate structural transformation in Mozambique.
- Outside of the Let’s Work initiative, IFC’s Tackling Childcare grant built evidence on the business case for provision of gender-smart childcare services in the workplace. It also provided ideas on how the private sector can adopt such policies.

## Outcome 3: Leveraging Innovative Operations for Job Creation.

The MDTF has leveraged a new generation of World Bank jobs lending operations with an explicit focus on jobs outcomes, such as job creation in the formal sector, improving the quality of informal jobs, and connecting vulnerable groups to jobs. For example:

- In the Solomon Islands, the [Training Women in SolTuna](#) (TWIST) operation improved the employability of women in the tuna industry through demand-driven skills 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. Advisory work included a gender diagnostic,

qualitative and quantitative research, and interventions to understand and address root causes of absenteeism and turnover, and provision of financial literacy and other life-skills training to workers.

- In Tunisia, a [new, multi-sector youth jobs investment lending operation](#)—approved based on inputs from the MDTF through the Let's Work Tunisia country pilot)—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 barriers (incentives, information, skills, and mobility) youth face in accessing jobs or 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.

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 US\$500 million policy-based lending operation helps Jordan lay the foundation for a higher and more sustainable economic growth path, while creating more jobs both for Jordanians and for non-Jordanian refugees and migrants.
- In July 2019, following consultations with the Jobs MDTF donor partners and the JSC, the MDTF launched the Supporting Effective Jobs Lending at Scale (SEJLS) program. SEJLS responds to the need to better define and measure outcomes and impacts of jobs relevant policies and programs; as such, it focuses on leveraging large-scale WBG lending operations and improving design consistency of their jobs-relevant components and estimation of jobs outcomes. Fifteen champion projects representing strategic and jobs-relevant WBG business lines have been incorporated into the first round of SEJLS with funding of just over US\$5 million.

#### Outcome 4: Building Stakeholder Capacity.

MDTF grants have helped build country stakeholders' capacity to design and implement jobs policies and programs:

- In Ecuador, an MDTF grant helped build institutional capacity to create comprehensive labor market statistics and foster institutional dialogue by (i) designing and implementing a [labor demand module](#) for the comprehensive industrial survey, (ii) integrating the [labor ministry's registry](#) into the Laboratory for Labor and Business Dynamics data system, (ii) merging industrial surveys with that system, and (iv) creating labor demand statistics using data mining.
- In Sierra Leone, an MDTF grant supported design and implementation of the 2016 Labor Force Survey (LFS) and production of an [analytical report on jobs in Sierra Leone](#), relying on the 2014 and 2016 LFS data. Support to the statistical agency included design, sampling, and a methodological approach for data collection of the 2016 LFS.
- The Jobs Core Course learning event in [2018](#) and [2019](#) provided in-depth understanding of the conceptual and practical issues involved in the design and implementation of jobs strategies and interventions. The over 100 policy makers attending the event drew knowledge and lessons from many MDTF funded activities.

## Outcome 5: Developing New Methods to Estimate Jobs Effects.

The MDTF has developed a set of tools, guidance, and methodologies to strengthen jobs analytics and program design.

- The use of [Standardized Job Diagnostics \(JDs\)](#), created under IDA17, have proliferated across the World Bank, with well over 30 countries now having completed or started a JD.
- The MDTF-funded [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.
- The MDTF-funded COVID-19 JobsWatch initiative helped inform labor market policy responses during the crisis as it evolves and to prepare for recovery. The development objective is to synthesize and generate new evidence on COVID-19 labor market effects on workers, households, and firm, and to track policy responses to the economic crisis.<sup>2</sup>

## Outcome 6: Improved Evidence and Knowledge Base on Jobs.

The MDTF has strengthened the evidence base on jobs challenges and solutions, included improving data and/or access to data through new collection, compilation, and dissemination.

- In Haiti, the MDTF co-financed "[Haitian Cities—Actions for Today with an Eye on Tomorrow](#)" looked at the challenges rapid urbanization poses in places with high exposure to natural disasters and their implications for access to jobs and connectivity. The study used an innovative methodology – using on cell-phone call records to identify job and home locations of residents of Port-au-Prince and Cap-Haïtien—to assess commuting challenges and barriers to accessing opportunities in Haitian cities. The study received the World Bank President's 2018 Award for Excellence in the category of Disruptive Technologies.
- In Kenya, an MDTF grant assessed a common concern that directly helping small businesses to grow comes at the expense of unassisted competitors. Using a two-stage randomized experiment, the study found [no evidence of negative spillovers on competing businesses](#), and the markets appear to have grown in terms of number of customers and sales volumes.
- In Turkey, another MDTF grant [examined the quality of management practices](#) and its relation to other firm-level characteristics such as firm performance, competition, and type of ownership. The study found that management quality correlates with productivity and quality of jobs across manufacturing subsectors. The study also concluded that factors such as firm size, level of human capital of the workforce, export intensity of the firm, openness to international markets, level of hierarchy in decision making, and degree of managerial autonomy are important determinants of managerial practices.

## 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

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<sup>2</sup> [Early findings from JobsWatch](#) suggest that 34 percent of respondents reported stopping work, 20 percent of wage workers reported lack of payment for work performed, 9 percent reported job changes due to the pandemic, and 62 percent reported income loss in their household.

improving knowledge flows, coordinating and establishing Job Practitioners knowledge networks for regular structured knowledge exchange and holding dissemination events. The MDTF-supported launch of the [new website portal](#) for all Jobs Group partnerships and associated knowledge provides a single access point for the Jobs Umbrella MDTF, the LWP, the Solutions for Youth Employment (S4YE) partnership, and the Global Knowledge Partnership on Migration and Development. The resources section of each subsite allows access to a significant repository of knowledge, research, analysis, and tools. [Jobs Data Visualization App](#) 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 jobs analytical work by adding variables on migration and second jobs in all 1,300 database surveys. The Jobs Group also launched [JOIN—a Global Jobs Indicator Data Bank](#), a standardized repository of key labor market indicators for WB staff and policymakers. JOIN supports (i) regional jobs reports with time series trends based on WB microdata; (ii) better incorporation of information from WB microdata, such as household income and expenditure surveys in the Global Monitoring Database, WB Living Standards Measurement Study (LSMS), and Labor Force Surveys; and (iii) Adding jobs indicators into the Development Economics (DEC) data repository for broader use.

## KEY LESSONS LEARNED

The activities and projects implemented over the Jobs MDTF's first phase (2015–2020) contributed to a large body of knowledge beyond outputs produced. They highlight strengths and weaknesses in project or program preparation, design, and implementation that affect performance, outcome, and impact. Some key lessons learned from the Jobs MDTF so far are summarized here, emphasizing strategic implications for the MDTF's second phase.

**WBG strong positive response validated the new Supporting Effective Jobs Lending at Scale (SEJLS) approach.** Strong response across the WBG to the SEJLS approach includes wide recognition that such coordination is much needed. The SELJS selection approach for “champion projects”—consisting in working directly with GPs and IFC leadership rather than through a WBG Intranet-wide “call for proposals”—has proven effective in targeting projects reflecting important WBG business lines that influence jobs outcomes in client countries.

**The World Bank and its development partners need more rigorous definition and measurement of jobs project outcomes and effects.** Difficulties in accurately measuring jobs results have been a barrier to developing effective jobs-focused projects. To capture the development benefits of jobs-relevant interventions and to estimate economy-wide effects, it is necessary to go beyond estimating direct jobs created to include indirect jobs (that is, jobs created in suppliers and distributors) and induced jobs (such as jobs from business expansions made possible by infrastructure investments and policy reforms).

**Processes for jobs estimation and results reporting need to be harmonized and standardized, as confirmed during COVID-19 pandemic.** The fragmented global approach to jobs measurement during the COVID-19 pandemic has been inefficient, with different actors—development finance institutions, international organizations, nonprofits, and practitioners—making uncoordinated progress. Strengthening understanding of economy-wide effects from jobs strategies and

interventions, including through better development impact measurement and monitoring, represents a global public good.

**Increased emphasis on outreach, awareness-raising, and consultations is needed.** Excellent technical outputs, products, and reports are necessary, but may not always be enough to ensure stakeholder buy-in and that they will apply findings. This underlines the importance of outreach, awareness-raising, and consultations, in addition to grant support. More investment is needed in dialogue, coordination, communication, and knowledge sharing among client representatives as well as WBG staff and donors at all levels: policy, project design, and measurement.

**World Bank client countries have considerable unmet demand for training and capacity building to conduct job diagnostics and strategies.** Training is more effective when targeted to an appropriate technical audience; conducted in a joint team of government and donor representatives; and based on specific national country data. Training has proved to be an effective approach to convey solutions.

**COVID-19 labor market disruptions exacerbated jobs challenges, emphasizing the need for innovative solutions and increased private sector involvement.** The private sector in developing countries create 90 percent of jobs, and these jobs are much more affected by a crisis such as a pandemic than are public sector jobs. Developing countries urgently need special attention to private sector job creation and protection, especially micro, small and medium enterprises (MSMEs). All categories of workers require support, but some groups have been hit particularly hard by the pandemic, such as women, particularly due to the service sector downturn. Young people are also very negatively affected; more than four in ten young people employed globally worked in hard-hit sectors when the crisis began. These jobs challenges are especially severe in IDA countries, combining daunting pre-COVID unemployment and informality rates with limited financial capacity to support recovery plans.

**The cross-cutting nature of the Jobs MDTF has been instrumental in supporting new activities and coordinating COVID-19 responses.** The Jobs Steering Committee (JSC), formed by Global Directors across the WBG, is the governance mechanism for the Jobs MDTF, advised by the JSC Technical Working Group. Over the reporting period, the JSC met regularly to manage allocation of Jobs MDTF resources and to discuss progress on underlining activities. Beyond administration of the Jobs MDTF portfolio, an important JSC function is to coordinate jobs responses across WBG sectoral interventions. In the context of the selection and review of SEJLS champion projects, JSC members convened and discussed the best operational avenues to tackle jobs challenges. When the Covid crisis occurred, the JSC provided a forum for discussion, feedback, and coordination of the several sectoral responses initiated in response to the emergency.





2

# THE JOBS MULTI-DONOR TRUST FUND (MDTF) PHASE II



## 2. THE JOBS MDTF PHASE II

### OBJECTIVES

**While there was already significant demand in WBG countries for support on jobs programs, COVID-19 has cast a sharp light on the importance of enacting effective jobs strategies.** The pandemic represents an opportunity to address some obstacles to better jobs outcomes, although pandemic employment effects depend on policy responses, which could lead to severe and long-lasting negative effects if policies are not timely or effective. In this context, improving our understanding of jobs outcomes and of what programs benefit people remains a priority.

**At the same time, pandemic disruptions and the speed with which the crisis has unfolded have created new measurement challenges.** Measurement methods and sources normally used to track labor market outcomes showed significant shortcomings. Furthermore, social distancing and other disease transmission prevention measures have affected several data-related activities around the world degrading data availability, quality, and reliability.<sup>3</sup>

**The JSC and its donors agreed in 2020 to extend the MDTF planning horizon to a second Phase (Phase II, 2021–2025) and agreed to raise an additional US\$53 million.** This completes the US\$100 million funding goal originally agreed between the World Bank and donors. A strategy document for the next Phase II was discussed and agreed with the JSC (September 17th, 2020) and donors (September 30th, 2020).

**The Phase II strategy document maintains the two original objectives of the Jobs MDTF:**

- (i) To support the design and implementation of comprehensive, integrated, and high-impact jobs strategies for WBG client countries.
- (ii) To advance global knowledge on the most effective policies and activities for sustainable jobs, especially for the most vulnerable groups.

**However, there are important shifts in emphasis: The Phase II strategy will focus on supporting large-scale operationalization of the jobs agenda while continuing to support innovative work to address knowledge gaps.** During Phase II, the MDTF will also increase outreach efforts to maximize learning from implementation of its activities. Beyond the objectives of each workstream, it will reflect the following overarching principles:

- Be an **integrated, cross-cutting facility**, focused on activities that might not be prioritized by other funding streams.
- Establish a medium-term jobs agenda for developing countries (LICs and MICs) that reflects and internalizes the multiple impacts of the COVID-19 crisis.

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<sup>3</sup> ILO, 2020c.

- Take account of the **private sector development potential** of jobs-relevant operations and create incentives for private sector investors to replicate and scale such investments.
- Focus on **closing gender gaps** in jobs outcomes, such as labor force participation, employment, and earnings.
- Support access to jobs for **vulnerable groups**, with strong attention to youth, fragility, minority groups, and people with disabilities.
- Ensure coherent linkages with related WBG strategic priorities, including:
  - › Operationalization of the 2019 WDR on *The Changing Nature of Work* and the WBG [strategy for FCV 2020–2025](#).
  - › Implementation of the IDA19 JET Special Theme and the WBG Gender Strategy's jobs pillar.
  - › Related WBG and donor community agendas, including the [Human Capital Project](#) (HCP), Universal Social Protection 2030, and the Africa "digital moonshot" agenda.
- Generating solutions relevant across **geographical regions and country contexts** by reflecting the different nature of jobs challenges experienced.

## PROGRAM COMPONENTS

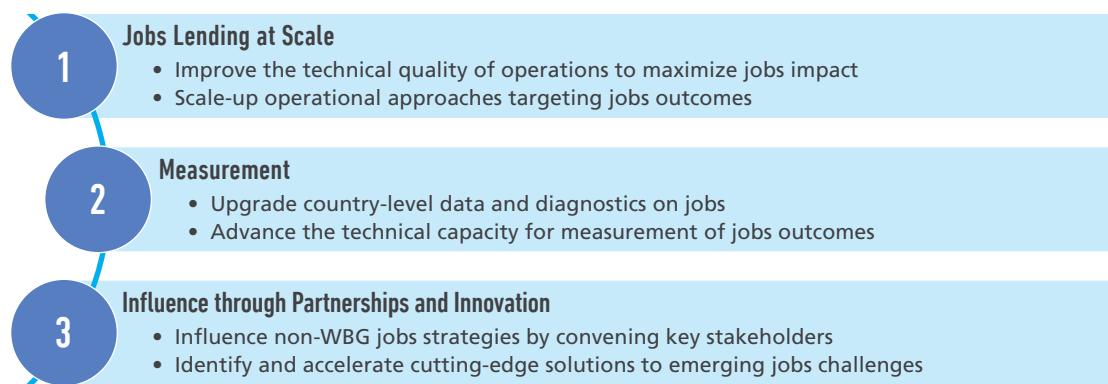
The MDTF began operation in March 2015, bringing together all WBG trust-funded activities on the jobs agenda under a single umbrella. The fund originally allocated resources across five operational windows:

- **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 international partner coordination.
- **Window 5: Actionable and Robust Research**—in partnership with the International Labor Organization (ILO) and the World Bank Development Economics Vice Presidency, implement rigorous research focusing on key policy questions to support the other windows.

During Phase II, the Jobs MDTF will be restructured into 3 operational windows, as described below (Figure 2.1).

**FIGURE 2.1**

Expanding Productivity Channels to Create Better Jobs for More People

**Window 1—Jobs Lending at Scale**

**This window will provide resources to task teams to help scale the WBG's jobs lending portfolio across sectors and regions.** Key objectives will be: (i) improve the technical quality of operations to improve targeting of jobs outcome in key sectors; (ii) scale-up operational approaches targeting jobs outcomes, especially in low-income and fragile settings; and (iii) standardize operational approaches to jobs challenges in client countries and frame a WBG-wide integrated jobs strategy.

**It is increasingly important for the WBG and donor community to show a development benefit and “value for money” by measuring how investments contribute to jobs and earnings outcomes.** Through joint engagement of the Jobs Group with WBG operational teams, and by validating lending intervention models across sectors, this approach is expected to inform development of good quality, context-specific jobs strategies and operations.

**The Jobs MDTF funds will strengthen consistency of jobs-relevant project and components design and jobs outcomes estimation in Results Frameworks.** Targeted jobs indicators will vary across project types, but could include direct, indirect, and induced effects on the quantity and quality of jobs and indicators by beneficiary characteristics (males/females disaggregated by age, education, location, ethnicity/race, disability, and other relevant characteristics).

**Window 1 will build on the SEJLS pilot.<sup>4</sup>** The launch of the SEJLS program has generated great interest among WBG operational units. GP, CCSA, and IFC leaders represented in the JSC have supported the view that the SEJLS program represents an opportunity to efficiently scale the WBG's jobs strategy by leveraging existing and planned large-scale operations. Beyond scale, there is also agreement that the SEJLS program will help establish stronger operation project design and impact evaluation standards in GPs, which improves the consistency of WBG jobs-lending strategies. Additionally, the Jobs Group has held initial discussion on the project with the EU and the ILO.

<sup>4</sup> For details on the SEJLS program refer to the dedicated section in this report.

**Window 1 will also incorporate key IFC operations not part of the SEJLS pilot.** In past years, IFC has strengthened the jobs focus of selected investment and advisory programs. Broadening the scope of this work can have tremendous benefits on leveraging the jobs potential of private sector investment.

**Window 1 aims to establish and enforce technical standards for jobs-relevant projects to ensure a consistent, systematic, and intentional approach to jobs outcomes across GPs.** This will produce a new generation of operations featuring improved design, consisting of three key elements:

- (i) Projects supported under Window 1 will incorporate the expected benefits on jobs outcomes in their underlining **theory of change (ToC)**. The narrative of the project objectives should explain causal links between the operation's activities, outputs, intermediate outcomes, and longer-term outcomes and the benefits expected to occur beyond project's closing. The ToC should identify indicators to measure progress on achievement of outcomes.
- (ii) Projects will build on an **economic analysis** estimating return to public investment and analyzing the distribution of gains. This analysis will incorporate the following elements:
  - › **Specify market failures the investment addresses.** GPs typically address different market failures, such as capital market failures, coordination failures, natural monopolies in network services, externalities in education/training, among other things. The analysis should explain how the investment aims to correct market failures.
  - › **Estimate social gains.** The analysis should attempt to quantify projected earnings gains that might arise from job creation or productivity growth linked to the project's implementation. Job creation, job quality, job access, and intermediate benefits such as human capital investments are relevant jobs outcomes. Income gains to workers represent a labor externality that should be included in the analysis.
  - › **Specify distribution of expected gains.** The analysis should also specify the types of workers who receive the social gains (segment of the labor force and their attributes).
  - › **Identify jobs outcomes indicators.** Projects will adopt them as part of their M&E framework. These will be key to monitor progress towards their stated jobs objectives. This will not only contribute to more effective jobs intervention, but also improve the quality and availability of operational data on jobs.

**Window 1 will also inform specific project components or instruments with direct links to improving jobs outcomes in WBG operations.** Across sectors and types of interventions, these activities will aim to maximize the potential benefits on jobs outcomes of associated WBG investments and to systematize related transmission channels.

## Window 2—Measurement

**This window will enable evidence-based jobs initiatives.** Key objectives will be: (i) upgrade country-level data and diagnostics on jobs outcomes to enable evidence-based jobs initiatives, and (ii) advance the technical capacity for measurement of jobs outcomes to provide policymakers with improved information on the expected impact of their interventions.

**Window 2 will continue support the jobs knowledge and measurement agenda to provide policymakers with the tools they need to enact effective jobs initiatives.** In particular, Window 2 will achieve this by (i) making more and better jobs outcomes data available, (ii) undertaking diagnostics to prioritize action on binding jobs challenges, and (iii) promoting reliable measurement of economy-wide jobs effects.

**Accurately identifying the key job challenges an economy faces is the foundation of effective jobs strategies.** Countries typically face multiple jobs challenges at the same time and, depending on the context, these may have different causes and constitute more or less binding issues. Such complexity calls for country-focused evidence about core jobs problem(s) countries face, and what might be causing them. In this context, the importance of solid diagnostics building on economy-wide and—where available—regional data on jobs outcomes through national data sources cannot be overstated.

**To promote deeper country jobs analysis, the Jobs Group has developed standardized country and region-specific Jobs Diagnostics with the support of the Jobs MDTF.** Jobs diagnostics apply standard tools and techniques and follow a data-driven guided enquiry that considers whether jobs outcomes in the country are within normal ranges given the country's growth and economic transformation. [Jobs Diagnostics](#) interpret detailed information about the path of economic transformation in a country, the changing profile of workers and jobs over time, returns to education, and probabilities of labor force participation and employment. They identify abnormal symptoms by benchmarking the country's jobs outcomes over time against other similar countries at similar stages of development. Jobs Diagnostics increasingly feed into WBG Systematic Country Diagnostics (SCDs), Country Economic Memoranda (CEMs), and Poverty Assessments.

**Beyond data and diagnostics, Window 2 will contribute to better measuring the effects of public policies, programs, and private investments on jobs outcomes.** Projects that target *direct* job creation—that is, where jobs creation is a direct result of the project's implementation—do not pose particular estimation challenges. However, such projects represent a minority of Bank interventions; for most WBG projects, the number of jobs directly associated with an investment will be small relative to the indirect effects through backward and forward linkages, or the catalytic effects of investing in infrastructure, the financial sector, education/skills, regulatory reform, or other enabling sectors. For example, investing in energy infrastructure creates direct employment through temporary construction jobs (and possibly new permanent jobs in generation and distribution), but it will create considerably more jobs from indirect and induced demand for labor. But all of these could be dwarfed by the number of *dynamically-induced* jobs that result from the transformational change that energy access has on investment and growth, such as increased productivity and improved access to markets.

**Window 2 will expand IFC's Anticipated Impact Measurement and Monitoring (AIMM) to selected WBG operations.** This will build on the initial collaboration with the IFC under SEJLS to pilot their approach to indirect jobs estimation in the context of jobs-relevant WBG operations. In particular, IFC's current estimation framework assesses IFC investment projects and would need to expansion to a broad enough base of potential WBG interventions.

### Window 3—Influence through Partnerships & Innovation

**This window will support a strong engagement and dissemination outreach between the Jobs Group and key stakeholders.** Key objectives will be: (i) influence non-WBG jobs strategies by convening key stakeholders to learn from MDTF outputs, and (ii) identify and accelerate cutting-edge solutions to emerging jobs challenges and scaling them through WBG operations.

**A key goal of Window 3 is to support partnerships between the private sector and WBG operations.** This will build on the experience of the *Let's Work* and *S4YE* partnerships under Phase I of the MDTF. It will link strongly to the work of the IFC investment and advisory services operations and the private sector development work of the WBG in general, including the Country Private Sector Diagnostics (CPSD) workstream, led jointly by the Finance, Competitiveness and Innovation (FCI) GP and the IFC.

**Window 3 will leverage IFC's experience in unlocking private investment as the primary financier of the private sector at the WBG.** IFC's focus on more, better, and inclusive jobs across sectors can lead to opportunities to innovate new pilot programs and expand or scale-up those that have already demonstrated jobs results on the ground. The [IFC 3.0 Creating Markets](#) strategy will further reinforce upstream, market creating activities that seek to rescue, rebuild, and recover markets, especially in the context of COVID-19. Numerous opportunities exist to strengthen linkages with the private sector on jobs-focused investments and advisory engagements.

**Window 3 will establish an “Innovation Challenge”, which will identify and accelerate pioneering diagnosis and solutions to jobs challenges.** The focus will be on solutions that have already established “proof of concept” and are ready to scale. This will help the World Bank crowd-in cutting-edge innovative ideas and take them to scale. This workstream will require a high external engagement and working with a wide variety of stakeholders and partners.

**The windows proposed under the new structure of the Jobs MDTF are mutually reinforcing, building on existing synergies between them.** By improving assessments of jobs effects prior to projects, Window 1 will provide new evidence from operational projects—especially leveraging WB and IFC operations with the private sector—that can inform measurement work under Window 2. Additionally, since most WBG lending operations occur in client countries where data are scarce, outdated, incomplete, or otherwise not accessible, assessments of jobs effects before projects could improve data access or create demand for better country capacity to generate high-quality, timely data to monitor progress and inform policy.

**Window 1 projects can also benefit from measurement developments under Window 2.** This is especially true given the Jobs Group’s role in supporting proposal development and grant implementation, and the renewed collaboration among GPs and the IFC established through SEJLS, which Phase II will maintain. This will draw on a variety of credible approaches to measurement, including impact evaluation studies as well as modelling approaches based in Input-Output tables, Social Accounting Matrices (SAMs), and Computable General Equilibrium (CGE) techniques, and the IFC AIMM framework.

**Finally, strengthening our understanding of economy-wide impacts of jobs strategies and interventions, including through better development impact measurement and monitoring, is**

**a public good.** All the windows will help spark discussion with key stakeholders globally and could support other partners' efforts to develop standardized and effective ways to estimate jobs impacts.

**The five existing Phase I MDTF windows will continue to function until committed funds fully disburse.** Following that, these workstreams will be integrated within the new three-window structure.

## Theory of change

**To reflect refinements, an updated TOC, monitored through a revised results framework, will shape the Jobs MDTF during Phase II.** Having discussed the channels of continuity between the Phase I and Phase II workstreams of the Jobs MDTF, Phase II objectives and structures adjust to the needs of the upcoming work program. Figure 2.2 captures the program's updated TOC, linking main activities to expected outputs, intermediate outcomes, as well as development outcomes. The structure reflects the three windows among which the activities will be distributed.

**FIGURE 2.2**

Jobs MDTF Phase II: Theory of Change

Activities	Outputs	Intermediate Outcomes	Development Outcomes
Support to lending and research in jobs-relevant sectors	Strengthened technical standards for jobs interventions	Improved jobs interventions across sectors	Improved jobs outcomes and returns to human capital (esp. women and youth)
	<b>Window 1 (SEJLS, IDA PC12...)</b>		
<ul style="list-style-type: none"> <li>Technical advice by Jobs Group to jobs-relevant operations</li> <li>WBG Staff time and consultant services to produce research on jobs challenges and solutions</li> <li>Grants allocated to supported operations, measurement efforts, and research proposals</li> <li>Stocktaking of best practices on jobs lending across sectors supported</li> <li>Support partnerships between World Bank, IFC, private sector, and relevant stakeholders working on the Jobs agenda</li> </ul>	<ul style="list-style-type: none"> <li>Improved project designs to maximize jobs impact</li> <li>Best practices for jobs lending and measurement</li> <li>Cross-sectoral resource repository on jobs lending for project teams</li> <li>Dissemination and engagement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Systematized WBG-wide jobs challenge identification and measurement across sectors</li> <li>Improved coordination on jobs interventions across DFI</li> <li>Improved quality and consistency of operational data on jobs outcomes</li> <li>Leveraged investment towards jobs-centered interventions</li> </ul>	<ul style="list-style-type: none"> <li>Increased investment in labor-augmenting activities</li> <li>Improved workers earnings</li> <li>Increased share of wage jobs</li> <li>Reduced under-employment rate</li> <li>Improved working conditions</li> <li>Increased market linkages</li> </ul>
	<b>Window 2 (Rome, Join, JobsWatch, AIMM...)</b>		
	<ul style="list-style-type: none"> <li>Research pieces on jobs challenges and solutions</li> <li>Data points on jobs outcomes added or updated</li> <li>Improved ex-ante jobs measurement toolkit</li> </ul>	<ul style="list-style-type: none"> <li>Improved knowledge of jobs challenges and solutions</li> <li>Increased use of country-level data on jobs outcomes</li> <li>Shared metrics on structural transformation and creation of better jobs</li> <li>Improved technical capacity for jobs measurement</li> </ul>	
		<b>Window 3 (IFC, innovation challenge...)</b>	
	<ul style="list-style-type: none"> <li>Support to IFC initiatives (ET, GEAR, FSPs support)</li> <li>Innovation challenge proposals funded</li> <li>Learning community established</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened linkages with private sector on jobs-focused interventions</li> <li>Mainstreamed innovative solutions to jobs problems</li> <li>Enhanced stakeholder capacity to identify and address jobs challenges</li> </ul>	 <div style="border: 1px solid #ccc; padding: 5px; display: inline-block;"> <b>Join to track progress at country level</b> </div>

**The Jobs Group will build a results framework that integrates measurable indicators, along with quantitative targets and milestones for outputs and outcomes, to the activity streams outlined in the updated TOC.** The Jobs Group will consult with Donor Partners to refine and finalize the Phase II results framework, which will be employed starting with the next edition of the Jobs MDTF Annual Report to monitor work program progress.





# 3

## HIGHLIGHTS OF ACTIVITIES AND RESULTS



## 3. HIGHLIGHTS OF ACTIVITIES AND RESULTS

### JOIN GLOBAL JOBS INDICATOR DATABASE

**Jobs are crucial for development, so a jobs-inclusive database was needed to support the design of public policies.**<sup>5</sup> JOIN is a Global Jobs Indicator Data Bank—a standardized repository of key labor market indicators—for WB staff and policymakers. The WB Jobs Group launched JOIN in 2019 and updated it in 2020. After the latest update, the current version of JOIN uses 2,185 surveys totaling about 228 million observations. The surveys are drawn from a dedicated and standardized World Bank survey compilation focusing on labor indicators, called the International Income Distribution Data Set (I2D2). The surveys from 164 countries, of which 74 percent are low and middle-income countries. All household surveys have a labor module with about every fourth survey being a labor force survey (LFS) (27.3 percent). To ensure reliability, all surveys are subject to a data quality check. After filtering out surveys that do not pass the check, the published JOIN covers 1,430 surveys in 162 countries. JOIN currently provides 105 standardized labor market indicators derived from household surveys, representing the most common indicators used for World Bank's jobs diagnostics.

**Additionally, in 2020 the team launched a new Microsoft Excel-based JOIN benchmarking tool to give users more options to customize analysis.** The tool, based on disaggregated JOIN data, allows users to choose the country they want to analyze, the timeline, and survey types. Several predefined “pivot” tables facilitate tabulations of different subgroups, such as gender, urban/rural, age groups, employment status, employment types, sectors, occupations, and education level. The tool enables not only the display of indicators for subgroups but also the interaction between these subgroup-level indicators. To further customize analysis, users can easily modify the pivot tables and their design. They can, for example, add or change subgroups, ranging from urban versus rural to education level by gender. The JOIN benchmarking tool points users to the Jobs Diagnostic-guided inquiry if they want to conduct a standardized jobs diagnostic. Additionally, users can modify standard outputs from the guided enquiry and compare their chosen country against up to 10 other countries.

### SUPPORTING EFFECTIVE JOBS LENDING AT SCALE (SEJLS)

**The MDTF launched the SEJLS program in July 2019, following consultations with the Jobs MDTF donor partners and the JSC.** SEJLS better defines and measures outcomes and benefits from jobs-relevant policies and programs; as such, it focuses on leveraging large-scale WBG lending operations, and improving design consistency of their jobs-relevant components and estimation of jobs outcomes. SEJLS implemented between July, 2019 and June, 2021 will use the available Jobs MDTF funding balance of just over US\$ 5 million.

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<sup>5</sup> World Development Report 2012 and the SDGs both reference the importance of more, good quality jobs.

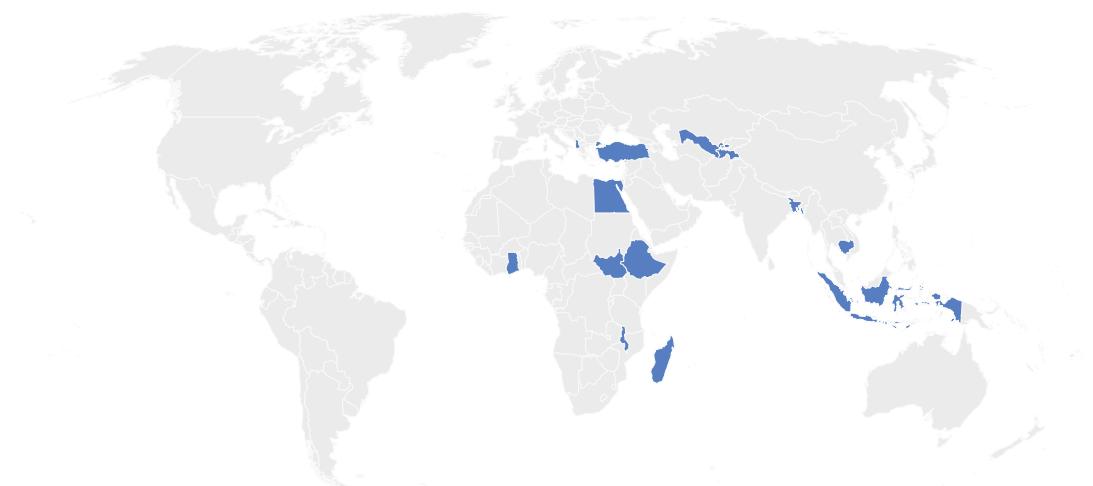
**The first round of SEJLS incorporates fifteen “champion projects” representing strategic and jobs-relevant WBG business lines.** The JSC selected the projects based on advice from the Jobs Technical Working Group (TWG)—composed of senior GP and IFC staff members. The SEJLS champion project relied on two criteria: they map to strategic operational areas where the WBG will increase its future portfolio focus, and they have high potential to address jobs challenges.

**To build comprehensive operational knowledge, SEJLS supports operations using different WBG lending instruments.** The WBG employs a range of different lending instruments, depending on appropriateness for development objectives. Most SEJLS champion projects employ Investment Project Financing (IPF). Two operations supported employ Program for Results (P4R) financing—which use a country’s own institutions and processes and link WB fun disbursement to achievement of specific program results. Finally, one SELJLS-supported project is a Development Policy Lending (DPL) instrument, which supports policy and institutional actions.

**The SEJLS portfolio reflects the cross-cutting nature of jobs and their multi-sectoral aspects.** The champion projects range across six WBG GPs and two Cross-Cutting Solutions Areas (CCSAs)—namely Gender and Fragility and Conflict and Violence (FCV).

### FIGURE 3.1

Geographical Distribution of Projects Supported by SEJLS



**The selected projects cover five WBG lending regions.** Most (nine) explore jobs-related project components of lending operations in African, European, and Central Asian countries. In terms of lending quotas in associated projects, projects in African and South Asian countries make up the largest share (63 percent). Annex C presents progress on SEJLS at the grant level covering the 15 champion projects. Some common trends across projects over the calendar year 2020 include:

**TABLE 1.1**

Summary of Projects Supported by SEJLS

<b>Global Practice</b>	<b>Country</b>	<b>Region</b>	<b>US\$, Million</b>	<b>Status</b>	<b>Instrument</b>
Agriculture and Food	Bangladesh	SAR	500	Active	IPF
	Ethiopia	AFR	250	Active	IPF
	South Sudan	AFR	50	Pipeline	IPF
Environment and Natural Resources	Uzbekistan	ECA	160	Active	IPF
	Bangladesh	SAR	250	Pipeline	IPF
Finance, Competitiveness, and Innovation	Cambodia	EAP	50	Active	IPF
	Bangladesh	SAR	510	Active	IPF
	Madagascar	AFR	75	Active	IPF
Poverty and Equity	Malawi	AFR	60	Active	IPF
	Tajikistan	ECA	30	Active	IPF
	Albania	ECA	10	Active	DPO
Social Protection and Jobs	Ghana	AFR	200	Active	IPF
	Indonesia	EAP	300	Pipeline	PforR
	Turkey	ECA	52	Pipeline	IPF
Urban, Resilience and Land	Egypt	MNA	500	Active	PforR

**The SEJLS pilot aims to validate an approach to improve the WBF jobs line of work, focusing on leveraging the relevant WBG portfolio.** In particular, SEJLS aims to shift the operational approach to jobs towards a more comprehensive definition of jobs outcomes and a broader analytical framework to estimate its effects.

**The most direct SEJLS benefit is to influence jobs-relevant initiatives across the WBG and hold them to higher standards.** This can be measured by how many projects adhere to the higher technical standards elaborated by the Jobs Group and by the results of the increased analytical scrutiny.

**In line with SEJLS objectives, supported activities include jobs-relevant components within existing or planned operational engagements.** Across sectors and types of interventions, SEJLS supports activities aiming to maximize jobs outcome benefits of the associated WBG investments.

These include optimizing project component/instrument design and improved economic analysis and monitoring and evaluation. For mature projects, this includes adapting project design to support additional financing, and incorporation of pilots to explore validity of new jobs-relevant project components.

**The COVID-19 crisis occurred soon after the team had finalized SEJLS project proposals.** This hindered WBG operational teams from implementing several agreed activities. Restrictions on travel and movement and prioritization of emergency response interventions caused major obstacles in implementing SEJLS support activities.

**As a consequence, while most of these jobs activities are experiencing delays, their relevance has increased.** Beyond common delays, the large majority of the activities planned to support SEJLS champion projects have not been revised after COVID-19. In fact, the evolving crisis has increased pressure across sectors to respond to the dramatic pandemic labor market crisis. Being designed to support operations to maximize jobs outcomes, SEJLS activities are a priority for COVID-19 recovery.

## SOLUTIONS FOR YOUTH EMPLOYMENT (S4YE)

**This year the team further scaled-up S4YE activities across all pillars of the work program, despite COVID-19 challenges.** The following represents a summarized update on all aspects of the S4YE work program.

**As planned, the S4YE's Board met twice last year in May 2020 and November 2020.** The May 2020 meeting also facilitated a change of the Board Chair from the Rockefeller Foundation to Microsoft on completion of the two-year tenure. The SPJ Global Director, who represents the World Bank on the S4YE Board/Steering Committee, nominated Microsoft as incoming Board chair. In addition, the team also facilitated bilateral consultations between the new Chair Naria Santa Lucia of Microsoft and each member of the S4YE Board to seek feedback on strategic priorities.

**S4YE created and launched a [Knowledge Repository](#) for Youth Employment Practitioners last year, which hosts tools developed by the World Bank and by S4YE partners.** This online, live, searchable database of tools, guidance notes, and reports represents a global public good for any youth employment practitioner. This year the team further updated the Repository and added 70 new practitioner tools/toolkits. The Repository now has over 300 tools/resources for youth employment practitioners. The team also created four new categories under the Repository: Youth with Disabilities, Digital Economy, Green Economy, and Agriculture.

**The team led creation of two thematic reports and two MDTF Solution Notes:**

- [Jobs in the Orange Economy](#), which highlights opportunities in creative sectors for youth employment. This Note, was authored in partnership with the Digital Development GP, the S4YE Impact Portfolio partners, the Harambee Youth Employment Accelerator, and the Pakistan Poverty Alleviation Fund
- [Digital Jobs for Youth Disabilities](#) was developed in partnership with internal and external partners through a small Working Group, including the World Bank's Social Inclusion GP (Global Disability Advisor team) and the Social Protection GP. The Group also included S4YE partners the Norwegian Agency for Development Cooperation (NORAD), the United States Agency for

International Development (USAID), Education for Employment (EFE), Digital Development Divide (DDD), Enablecode, Youth Business International (YBI), Leonard Cheshire, Humanity & Inclusion (HI), Partnership on Employment & Accessible Technology (PEAT), Cisco, Fingertalk Enterprise, and V-Shesh.

**The team published three Knowledge Briefs:**

- **Knowledge Brief 10**—[How are Youth Employment programs adapting to COVID-19?](#) (in partnership with Impact Portfolio partners IYF, Harambee, RBK, and Youth Business International etc.) This Note curated new, just-in-time changes to youth programs and their delivery models in response to COVID-19.
- **Knowledge Brief 11**—[How Technology Can Help Incorporate Youth Voice In Employment Programs?](#) (in partnership with Educate! and Africa's Voices Foundation). This Note outlined practical ways that youth employment programs can use technology to incorporate youth voice in program design.
- **Knowledge Brief 12**—[How private sector companies are supporting youth employment during COVID?](#) (in partnership with S4YE private sector partners Coursera, Facebook, Microsoft, Visa, Avasant Foundation, Accenture, and others). This Note curated all ongoing private company efforts—especially those in the S4YE partner network—to support youth employment during COVID-19.

**S4YE launched a new “How to” series to provide a quick step-by-step guide in 1–2 pages for practitioners and policymakers designing new youth employment programs.** The team published two “How to” Notes in 2020 in partnership with the World bank’s Mexico Youth Labor Market Inclusion (MYLMI) project:

- **“How to” Note Issue 1**—[How To Include Youth Voice In Youth Employment Programs?](#)
- **“How to” Note Issue 2**—[How To Design An SMS Outreach Strategy In Youth Employment Programs?](#)

**The team partnered with World Bank’s Youth-2-Youth (Y2Y) team to organize the following knowledge sharing sessions:**

- Presentation for S4YE “Integrating Youth Voice In Program Design” Webinar (November 2020).
- Presentation for S4YE-Y2Y joint webinar on “Making remote work accessible for Ukraine’s vulnerable youth in the COVID era via online training” (October 2020).
- Presentation for S4YE-Y2Y joint webinar on “The Power of Youth Communities in Scaling Up Skills Innovation” (October 2020).
- Presentation for the S4YE-Y2Y joint webinar on “How do we engage young people in the agriculture sector to build more sustainable and resilient global food systems post-COVID-19?” (September 2020).

**The S4YE team continued to build and deepen partnerships.** S4YE launched a very successful series of monthly webinars highlighting the work of a private sector partner each month, in an effort to strengthen partnership with the private sector and bring insights and lessons to WBG teams. Over 150–220 participants joined each webinar with several follow up emails helped establish

new dialogue and partnerships between private sector and WBG teams. Annex G details the eight monthly webinars.

**Impact Portfolio Community of Practice: The S4YE team continued to strengthen its work with its community of practice (CoP).** The team conducted an end of FY survey (June 2020) with its Impact Portfolio partners to seek feedback on strategic priorities and collaborate on work planning. The team also scheduled a series of meetings immediately after the COVID-19 outbreak to collect insights on how IP projects were changing content and work delivery with youth to adapt to COVID-19. The consultations resulted in a practical Note on specific ways to adapt to COVID-19.

**S4YE teamed with other organizations to support their workshops and events and share lessons, including:**

- Nestle Alliance Annual Summit (December 2020).
- International Outsourcing Professional Annual Forum (November 2020).
- Local Economic Development Series: "How can we Support the Employment of Vulnerable Youth During and After COVID-19 Webinar?" (October 2020).
- 3rd Annual IZA/World Bank/NJD/UNU-WIDER Jobs and Development Conference: Better Jobs for Development (September 2020).

**The S4YE team strengthened its support role to internal WBG teams, supporting different GPs and the IFC and providing technical advice and suggestions to various TTLs.** For details see Annex G.

## ACTIVITIES AND RESULTS FROM ONGOING JOBS MDTF GRANTS

**This section provides a progress update on activities and results from ongoing grants over calendar year 2020.**

The Jobs Group continued its engagement in Mozambique through the *Let's Work Partnership Country Pilot* (Grant Amount US\$ 4.6 million). A [Jobs Strategy Note](#) summarized recent Bank analytical work on Mozambique and integrated the most important policy and program recommendations for accelerating jobs transformation stemming from the Let's Work program's activities in Mozambique. The team also advanced the following four activities that it will complete by the grant closure date (May 2021):

- (i) **More and Better Jobs from Crops and Trees in Mozambique.** The focus of this value chain study is to identify entry points and policy implications for creation of more and better jobs through three agricultural value chains: cassava, cashew, and plantation forestry. It aims to help inform ongoing debates in Mozambique on how agriculture and natural resource management can contribute to rural jobs transformation.
- (ii) **Mozambique Agriculture Aggregator Pilot Study (MAAP).** The final report presents the findings of a three-year evaluation of aggregator schemes in Mozambique, and seeks to understand the factors behind the success of some anchor firms' and in terms of farmer profitability. The key motivating idea of the study is that poor contract growers may benefit from aggregator firms' expansions, but initial firm returns may be low. This calls for an

- integrated approach to understand aggregator systems growers and at commercial firms. Farmer income gains represent a “jobs-linked externality,” which might justify using public resources to support firm expansions.
- (iii) **Biscate:** Biscate is a private labor market matching platform connecting informal service workers with clients through a hybrid technology (internet-based for clients and Unstructured Supplementary Service Data (USSD)-based for workers without smartphones). Such platforms can help overcome labor market “information asymmetries” and help workers access better jobs. A Let’s Work Partnership evaluation of the platform aimed to quantify service provider earnings benefits as well as the increase in demand for such services. The final report will integrate lessons learned from deployment of the platform and considerations on its effectiveness.
- (iv) **Enterprise Survey of firms’ jobs growth potential and COVID-19 effects on firms and jobs:** in collaboration with the World Bank Enterprise Survey team, this study—which will inform component 2 of the [World Bank Demographic Dividend Project in Mozambique](#)—was originally designed to support employment creation through a Business Plan Competition (BPC) and inform the design of activities of the Mozambique Let’s Work partners in the area of youth employment and private sector development. In response to the COVID-19 pandemic, the team has also carried out a pulse survey on COVID-19 effects on the private sector, and on what short-term assistance measures firms prefer. This has been done in collaboration with the World Bank Enterprise Survey team.
- (v) **Improving Jobs of Smallholder Women Farmers grant in Mozambique (Grant Amount US\$ 0.3 million).** This grant funds the design and implementation of two training interventions for female farmers as part of a World Bank feeder road rehabilitation operation in Tete province, Mozambique. Benefits from these interventions are being evaluated using a rigorous Randomized Controlled Trial (RCT) approach including 2,240 women in 112 villages located along three feeder roads in Angonia, Macanga, and Tsangano districts. The WB-funded project selected two of the roads for rehabilitation. The team analyzed data to measure benefits of the two training interventions, showing that Personal Initiative (“soft skills”) training fostered entrepreneurship outside the farm, doubling the share of women running profitable off-farm businesses and generating an important additional source of household income. The team also found that Personal Initiative training enhances the effectiveness of agricultural extension (“hard skills”), leading to large increases in area cultivated and adoption of fertilizers, pesticides, good farming practices (such crop rotation and mulching), and cash crops (including soy), generating greater overall value of harvest sold. Further, the team found that that household expenditure increased in the target group, with results persisting after the interventions left the field. The team is currently drafting a policy brief and an academic paper to disseminate results.

**In Liberia, the Youth Opportunities Impact Evaluation (IE) Grant** (Grant Amount US\$ 0.35 million) addresses key questions on how to cost-effectively promote self-employment and entrepreneurship in fragile and conflict-affected states (FCS). The IE centers around the Government of Liberia’s Small Business Support (SBS) (formerly known as Household Enterprise Support) component of the Youth Opportunities Program (YOP). The study assesses return on investment to integrating skills training with start-up grants versus provision of start-up grants alone to youth business groups. the IE design randomly assigned eligible youth to different interventions under SBS. The IE tests the

hypothesis that youth in Liberia are capital-constrained, which limits their ability to effectively pursue self-employment and entrepreneurship. Preliminary results indicate that self-employment increased for treatment group beneficiaries, while their financial inclusion and ownership of business assets also increased compared to the control group.

**In Nepal, the Jobs Platform** (Grant Amount US\$ 0.5 million) supports better jobs outcomes in Nepal's formal and informal sector, especially for low-income workers and excluded groups. There are two main outcomes of this multi-pronged effort:

- (i) Publication of a comprehensive diagnostic of Nepal's jobs challenges with implications for future job creation and quality, and a set of integrated strategic policy interventions to address labor demand and supply challenges. In 2020, the team published the SME study "[Market Study to Understand Job Growth Potential in SMEs in Nepal](#)", central to the labor demand analysis in the [Jobs Diagnostic](#). The SME study findings, disseminated through a validation workshop in July 2019 with Government officials, partners, commercial banks, investors, business support organizations and members of civil society, reflected the range of actors in the SME ecosystem. Due to the COVID-19 pandemic, the Jobs Diagnostic report dissemination took place through virtual sessions with the Government and development partners, as well as internally within the World Bank through a joint webinar organized with the Gender Group.
- (ii) Improved alignment of the Nepal lending portfolio with jobs objectives. This was achieved through [assessment of the current WB portfolio mapping](#) against the three-pillar *Jobs Conceptual Framework* (JCF) for monitoring jobs impacts (more, better, and more inclusive jobs). This assessment identified support gaps at the project and portfolio levels when considered against national priorities. The team also developed a new portfolio monitoring system—the Jobs Impact Measurement tool (JIM): a user-friendly matrix for the CMU to track WB project current and future projects designed to explicitly mitigate key jobs challenges. The JIM tool incorporates jobs-specific measurement indicators to help TTLs track impacts and lay the groundwork for future jobs-focused project components. A CMU can easily update the tool, disseminated to and validated by TTLs, to reflect country team discussions and evolving jobs-related objectives.

**In Mexico, the Youth Labor Market Inclusion grant (Grant Amount US\$ 2.0 million) is designing, piloting, and evaluating innovative approaches to improve employment outcomes for low-income youth graduating from upper secondary education and transitioning into the labor market.** The project engages targeted youth before entering the labor market and offers them a package of interventions to guide study and work decisions, strengthen job search skills, and connect graduates with quality employment opportunities in strategic, productive sectors. Targeted low-income youth include former beneficiaries of conditional cash transfer (CCT) programs. In 2020, trained staff delivered a labor market literacy workshop at upper secondary schools as part of the project. At the end of the workshop, a randomly selected sample of 970 youths from the total 1,924 received an offer to obtain a FEI if able to prove permanence in formal employment after graduation. Early evaluation show that FEI increases the short-term probability of being formally employed and increases job stability in the formal labor market. The team also found that the increase in job experience associated with the FEI increases workers' salaries. Emerging findings suggest that formal jobs may have also have helped protect youth from COVID-19 crisis effects.

## UNDERSTANDING AND RESPONDING TO COVID-19

**COVID-19 has caused not only a global health crisis but also an economic and jobs crisis.** Due to illness and health concerns, travel bans, quarantine measures, and other mobility constraints, many workers cannot work. Those that do work experience productivity—and often incomes—decreases. Global and local supply chain disruption have decreased labor demand, and businesses closed or remain open only limited hours across many countries. Even when operating, lower consumer demand affects earnings.

**Labor market prospects worsened rapidly due to COVID-19 effects on labor supply and demand.** Many people have become vulnerable to reduced income, furloughs, or layoffs from the crisis, and millions of jobs could be lost permanently. ILO projections suggest that labor market recovery during the second half of 2020 will be incomplete, with unemployment expected to rise by between 140 million and 340 million—per the most pessimistic scenario, which assumes a second wave of the pandemic. Even in the most optimistic scenario, which assumes a fast recovery, global working hours are unlikely to return to pre-crisis levels by the end of 2020.

**While there was already a significant demand in WBG countries for support on jobs programs, COVID-19 has cast a sharp light on the importance of implementing effective jobs strategies.** Improving our understanding of jobs outcomes and of what programs deliver benefits on the ground remains a priority. This huge COVID-19 crisis might represent an opportunity to address some obstacles to better jobs outcomes that existed pre-COVID-19. The extent of employment effects from the pandemic depends on policy responses, and countries risk severe and long-lasting effects if policies are not timely or effective.

**At the same time, pandemic disruptions and the speed with which the crisis has unfolded have created new measurement challenges.** Methods and sources normally used to track labor market outcomes may have significant shortcomings. Furthermore, social distancing and other transmission prevention measures have affected several data-related activities around the world, potentially limiting data availability, quality, and reliability.

**The massive COVID-19 labor market disruptions affect all categories of workers, but some groups have been particularly negatively affected.** Women workers have suffered disproportionately, particularly due to the service sector downturn. Women also account for a large proportion of workers in front-line occupations, especially in the health and social care sectors where they represent 70 percent of workforce. Finally, closures of early childhood education centers, care services, and schools, along with the unavailability of older relatives to provide support, have exacerbated lack of childcare. Care services are not only key for job creation, they also sustain workforce participation by providing critical support to workers. Young people are also critically affected by the COVID-19 crisis. A total of 178 million young workers around the world—more than four in ten employed young people globally—worked in hard-hit sectors when the crisis began. Both technical and vocational education and training (TVET) and on-the-job training have suffered massive disruptions.

**Jobs MDTF initiatives represent an important part of the WBG's COVID-19 response strategy, both in emergency and recovery phases.** SEJLS champion projects have experienced some delays in the first stage of the pandemic, but have quickly progressed since to respond to dramatic

client labor market disruptions. Across the SEJLS portfolio, activities that involve data collection are considering adding specific modules on COVID-19 to deepen the understanding of the impact of the pandemic on beneficiaries targeted by the projects. SEJLS projects are very important strategically in terms of their potential to generate positive jobs outcomes. For example:

- In Cambodia, SEJLS supports the severely disrupted tourism sector by promoting nature-based tourism activities to attract visitors while reducing pressure on natural resources.
- In Bangladesh, SEJLS supports an operation promoting private investment and job creation in economic zones and digital entrepreneurship in hi-tech parks. Support focuses on estimating expected jobs and earnings benefit (direct, indirect, and induced job creation) over a five and a ten-year period from investment, contributing to maximize employment creation during COVID-19 recovery.
- In Ghana, SEJLS funds contribute to strengthen the design and implementation of skills development programs, aiming to maximize the project's effects on job creation.

**The new JobsWatch initiative addresses key questions on the effects of the COVID-19 pandemic on developing countries' labor markets.<sup>6</sup>** High-frequency phone survey (HFPS) collected data to estimate crisis' labor markets disruptions in 39 countries. Data obtained between April and July 2020 showed that workers in these countries experienced severe labor market disruptions following the outbreak.

## COVID-19 "JOBSWATCH"

**The JobsWatch initiative helps inform labor market policy responses during the evolving crisis to prepare for recovery.** The development objective of this activity is to synthesize and generate new evidence on COVID-19 labor market effects on workers, households, and firms, and to track economic policy responses. The Jobs group in the Social Protection and Jobs GP and the Data for Goals group in the Poverty and Equity GP co-led the JobsWatch initiative to address four key questions for as much of the developing world as possible:

- What are the labor market disruptions of the crisis on workers, households, and firms, and how do these vary across countries and over time?
- Which types of workers and jobs have been most negatively affected by the crisis? What does this imply for distributional labor market effects?
- What were the policy responses to the crisis and how do they correlate with the magnitude of the labor market disruptions at different phases of the crisis?
- How does the COVID-19 crisis affect the medium-term policy agenda to promote economic transformation and better jobs for more people?

**JobsWatch collaborated with related activities of two key Bank teams.** The first was the team led by the Poverty and Equity GP in collaboration with DEC and the Finance, Competitiveness and Innovation (FCI) GP on collecting and harmonizing HFPS monitoring data from households and/or firms in over 100 countries. While the Poverty & Equity GP provides dashboards and reports with

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<sup>6</sup> <https://openknowledge.worldbank.org/handle/10986/35044> and <https://www.jobsanddevelopment.org/phone-surveys-confirm-the-widespread-effects-of-covid-19-on-jobs-in-developing-countries>

general summary statistics from the phone surveys, the “JobsWatch” initiative will complement them with more in-depth analysis on labor market outcomes. The second key Bank team in the Social Protection and Jobs GP is collects information on social protection policy responses to the crisis from a variety of country focal points and other international organizations.

**JobsWatch will complement and extend the efforts of partner international organizations to monitor labor market responses to the crisis.** The ILO also monitors labor market conditions and releases regular updates of its Global Employment Trends. Similarly, the Organization for Economic Co-operation and Development (OECD) and IMF also analyze labor market trends, building upon ILO information. JobsWatch will complement these efforts through monitoring employment trends in five important ways:

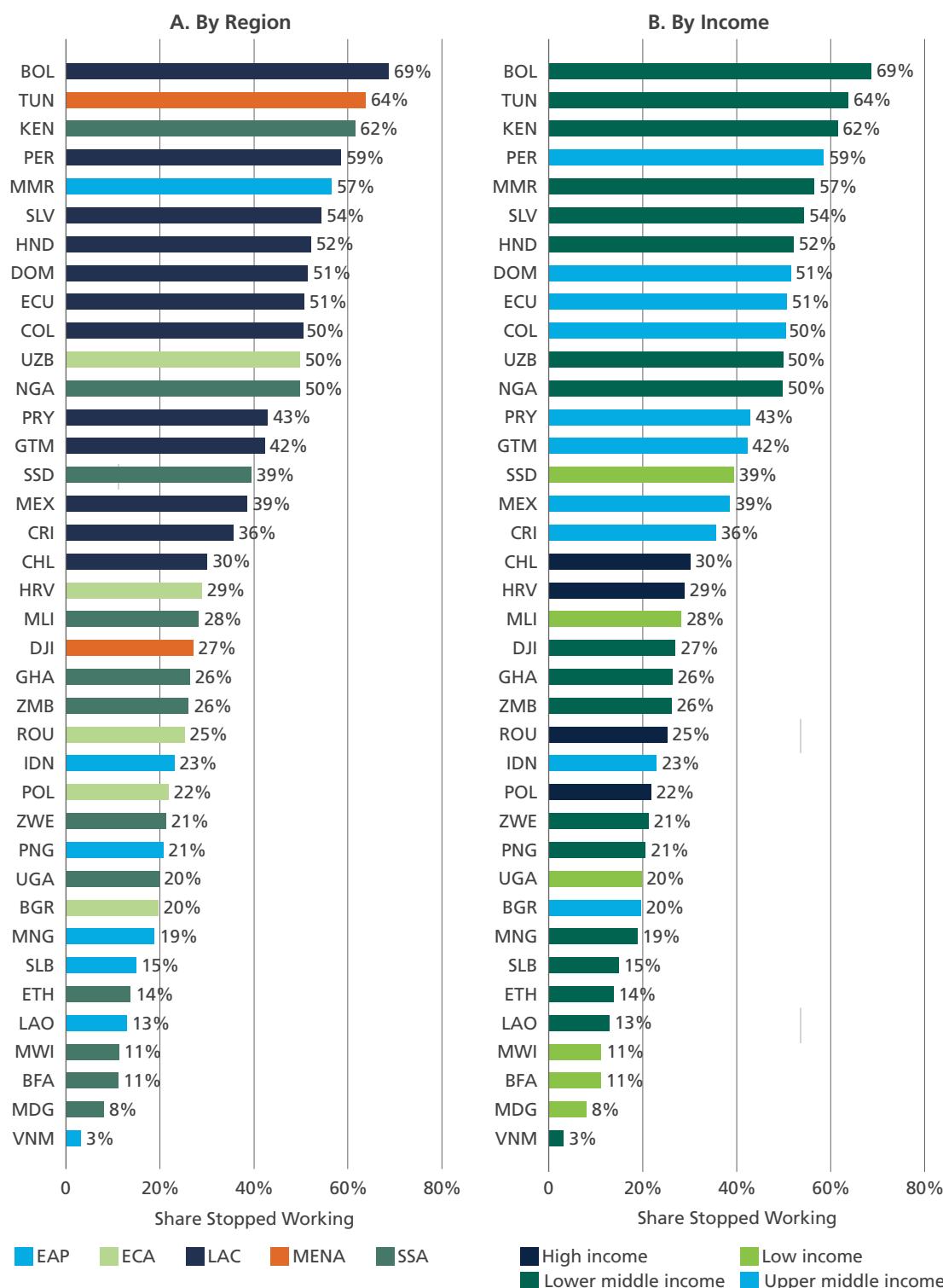
- (i) Based on the Bank High-Frequency Monitoring phone survey, conducted in coordination with national statistics offices, which will contribute new household survey data to the effort.
- (ii) Focus on developing countries, unlike the OECD.
- (iii) Compares outcomes across selected countries, in addition to regional monitoring. This is important because lessons from the 2008 financial crisis indicate that economic shock effects vary widely across different countries in the same region. Understanding this can provide insights into transmission mechanisms, countries that suffered most, and policies that mitigate crisis effects.
- (iv) Describes detailed data sources and methodologies used to measure crisis effects.
- (v) Explores how the crisis affects vulnerable workers, such as the poor, young, and lower-skilled. To the extent possible, it will exploit longitudinal data to document effects on different types of workers across crisis stages.
- (vi) Investigates how the “new normal” will permanently shift the policy agenda to promote Jobs and economic transformation in developing countries.

**Early JobsWatch findings suggest that 34 percent of respondents reported stopping work, 20 percent of wage workers reported lack of payment for work performed, 9 percent reported job changes due to the pandemic, and 62 percent reported household income loss.** Twenty-two percent of agricultural workers reported stopping work, as opposed to 40 percent for industry and 38 percent for services. This suggests that disruptions to labor markets were substantial. In addition to stopping work, pay reductions due to decreased economic activity represented an important challenge. Many workers kept their jobs but were not receiving full payment for work performed, possibly due to furlough or employers delaying or reducing pay.

**HFPS estimates of work stoppage and income loss are generally consistent with reductions in gross domestic products (GDP) projections in Latin America and the Caribbean, but not in Sub-Saharan Africa, indicating that phone survey data contributes valuable new information about crisis effects.** Ensuring future availability of such critical data requires investments in statistical and physical infrastructure as well as human capital to set up Emergency Observatories, which can rapidly deploy phone surveys to inform decision makers.

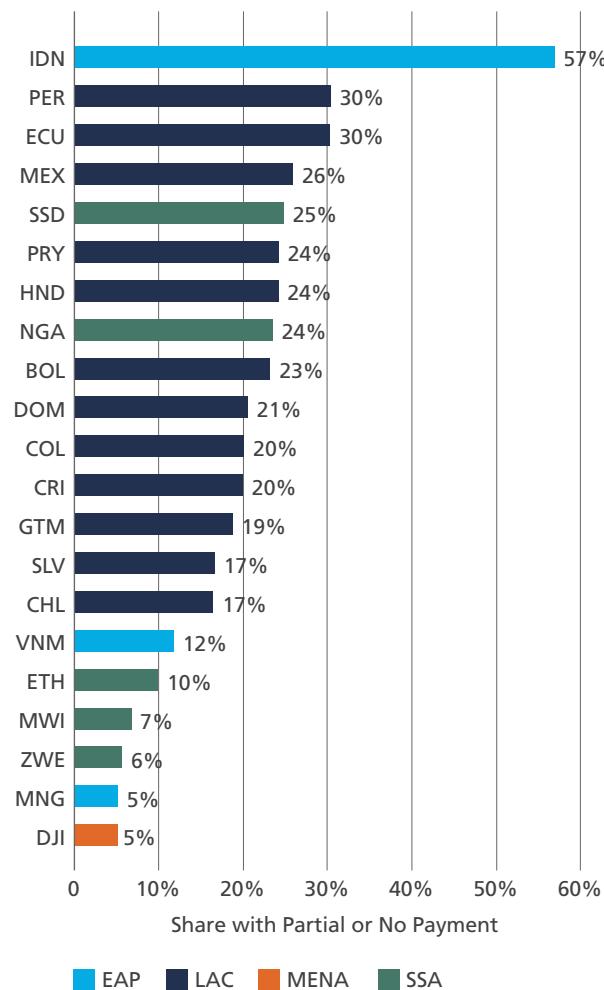
**FIGURE 3.2**

Share of Workers Who Stopped Working

Source: [Early Labor Market Impacts of COVID-19 in Developing Countries](#), 2021.

**FIGURE 3.3**

Share of Wage Workers Reporting Partial or No Payment

Source: [Early Labor Market Impacts of COVID-19 in Developing Countries](#), 2021.

**In response to the pandemic, S4YE stepped up its role of facilitating catalytic action and collective learning between World Bank teams, the private sector, and portfolio partners.** In particular, the S4YE team has been facilitating just-in-time learning through organizing peer-to-peer learning sessions and publishing short practical knowledge briefs on practical solutions. Early after the pandemic hit, the S4YE team connected with all its Impact Portfolio (IP) project partners to understand how these youth employment programs were dealing with COVID-19 and how they would ensure continued youth support. Drawing on practical solutions curated from these discussions, S4YE published a Knowledge Brief “[How are youth employment programs adapting to COVID](#)” to highlight innovative ways youth employment projects adapted curriculum, services, and delivery models.

**Overall S4YE team identified six main strategies that youth employment programs were using to maintain operational and programmatic continuity:** (i) scaling virtual operations, (ii) crowdsourcing ideas from youth, (iii) accelerating remote learning, (iv) encouraging youth voice, (v) increasing support for micro, small and medium enterprises (MSMEs), and (vi) leveraging new growth opportunities.

**One of the four pillars of S4YE's ecosystem is a network of private sector companies committed to addressing youth employment challenges.** Through S4YE's Private Sector Advisory Council (PSAC), private sector partners learn, showcase, and support scaling innovative youth employment interventions. Since the pandemic, several S4YE partner companies have taken several rapid measures, launched new initiatives, or modified existing youth support programs. The S4YE curated and shared these efforts in a new Knowledge Brief, "[How S4YE's private sector partners supported youth employment in COVID](#)." Efforts included: (i) Support for Digital Skill Building, Online Learning/Training and Employment for Youth, (ii) Support to Build Resilience among MSMEs, (iii) Support for Youth Focused NGOs, (iv) Immediate Emergency Support to Public Authorities, and (v) Internal Measures to Ensure Business Continuity within the Organizations.

**The S4YE team also hosted monthly online, peer-to-peer learning sessions with dedicated sessions on digital skills.** These included [Implementing an online learning platform](#) (Facebook & Coursera); [Scaling workforce development during COVID](#) (IFC & Coursera); [Teaching practical skills online](#) (Commonwealth of Learning); and support for young entrepreneurs through, for example, [Supporting Women-Owned Small Businesses](#) (Facebook & Association for Enterprise Opportunity); [Rapid Response to support youth entrepreneurs](#) (Youth Business International, Google, and Accenture).

**Finally, S4YE launched the Youth Advisory Group (YAG) COVID-19 (Coronavirus) Blog series.** The series highlighted COVID-19 pandemic effects on young people and discussed YAG member local approaches to the crisis. The blogs focused on youth-developed solutions to address the [food crisis](#), [workforce training](#), [health care](#), and [harnessing social media](#).

## NEXT STEPS

**Initiate Jobs MDTF's Phase II implementation for 2021 to 2025.** Responding to IDA donors and government goals, during its second phase, the MDTF will focus on supporting large-scale operationalization of the jobs agenda, while continuing to support an innovative work program to address knowledge gaps.

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

other stakeholders. Equally important is to disaggregate jobs reporting by gender and by other key dimensions, such as age, income, location, ethnicity, and disability.

**Promote exchange of best practices and lessons from MDTF outputs and tools to help build development partners' capacity.** Beyond the WBG, it is crucial to reinforce the broader discussion on improving jobs outcomes with development partners as well as government and private sector actors. An important Jobs Group and Jobs MDTF role is to support dialogue between government agencies charged with addressing the jobs agenda—such as job creation commissions, competitiveness councils, and national training agencies—and leverage private sector involvement to identify opportunities for, and constraints to, accelerated job creation. During Phase I of the MDTF, the *Let's Work* program supported advances on the jobs agenda in pilot countries such as Bangladesh, Mozambique, Tunisia, and Paraguay. During Phase II, the MDTF will ramp up its work with governments, private sector actors, and development partners to promote private sector-led jobs growth.

**Maximize linkages to the JET theme, focusing on the poorest countries.** Consensus is growing that accelerating economic transformation is the only way to create more and better jobs in a sustainable way and at scale. Successful transformation means responding to evolving technology and skills demand while taking account of economies' resource endowments and comparative advantages. To increase production, firms need to invest in capital and technology. To raise labor productivity, workers must move towards jobs and sectors with higher value-added.<sup>7</sup> This requires macroeconomic stability with low, stable inflation to help firms identify and respond to price signals. Open trade regimes; a competitive business environment; a flexible labor market; good quality, market-relevant education and training programs; better infrastructure; and an investment-friendly business climate all help to facilitate job-creating private investment and allow workers and entrepreneurs to increase earnings. This broad agenda is at the core of the JET Special Theme incorporated under IDA 18, and further reinforced in IDA19. The Jobs MDTF will play a key role in supporting JET operationalization during Phase II by improving conceptual framing of a growing pipeline of WBG projects addressing jobs. It will also support improved measurement by contributing to efforts to better estimate indirect jobs effects from WBG operations.

**Develop a community of practice (COP) of jobs-focused government agencies.** Several client country government units have expressed interest in participating in S4YE's innovation and practitioner-oriented learning community. This new COP responds to that demand by promoting informal exchange of practices and practical lessons between countries. This learning platform will facilitate and promote knowledge exchange on youth employment and broader jobs challenges and solutions to improve state capacity to address challenges.

**Build an agile public-private initiative on digital jobs in response to COVID-19.** In collaboration with the Digital Development GP and S4YE's private sector partners, this work will include promoting online work and digital public works, building digital capacity of S4YE/NGO partners, and developing a jobs agenda around broadband connectivity.

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<sup>7</sup> Reallocation of resources to most productive uses may result in efficiency gains due to better use of resources or firms' choices in their mix of factors of production. The latter may also affect capital and labor intensity of activities.

**Advance the “Jobs-After-COVID” workstream.** Building on lessons learned through the JobsWatch initiative and other fund activities mobilized in response to COVID-19, the Jobs Umbrella MDTF will continue focusing on medium-term prospects for accelerating jobs transitions in developing countries in the aftermath of the pandemic. This workstream will build on the recently launched Jobs-After-COVID call for proposals, which aims to identify and accelerate pioneering diagnosis of, and solutions to, post-pandemic jobs challenges. Work in this area also includes leveraging learning from the current pandemic, such as analyzing effects from policy responses, with a view to improving resilience against future crises.





4

# FINANCIAL HIGHLIGHTS AND DISBURSEMENTS

**4.****FINANCIAL HIGHLIGHTS AND DISBURSEMENTS**

As of December 2020, the Jobs MDTF has seven Donors who have committed to financing US\$64.3 million. Table 5.1 provides donor agency names and status of contributions.

**TABLE 4.1**

Donor Commitments as of December 31, 2020

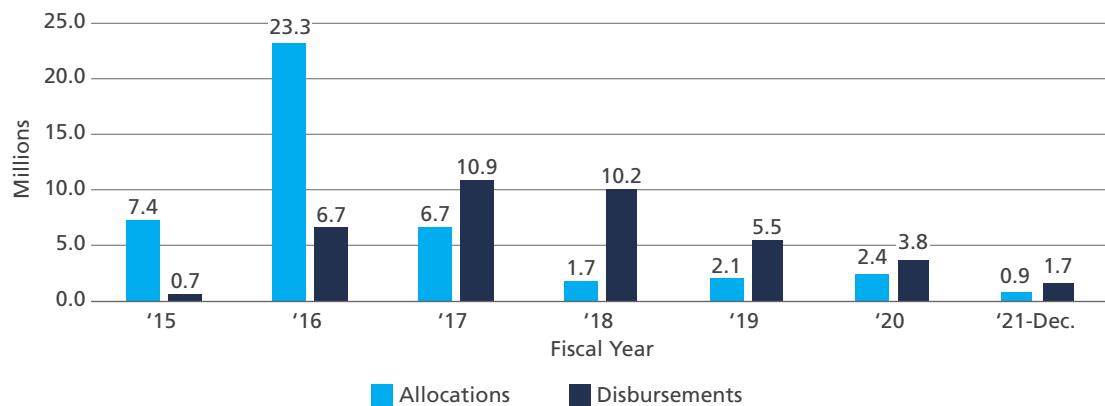
<b>Status of Contributions as of end of December 2020 (including Successor Fund)</b>				
<b>Donor Name</b>	<b>Currency</b>	<b>Amount in Contribution Currency</b>	<b>Amount in US\$</b>	<b>Paid in US\$</b>
Norway—Ministry of Foreign Affairs	NOK	120,000,000	15,309,737	15,309,737
Austrian Development Agency	EUR	1,600,000	1,877,999	1,877,999
Austria—Federal Ministry of Finance	EUR	900,000	1,100,439	1,100,439
DE—Federal Ministry for Economic Cooperation and Development (BMZ)	EUR	3,450,000	4,046,623	2,900,211
United Kingdom—DFID	GBP	14,650,000	20,377,212	20,377,212
Swedish International Development Cooperation Agency (SIDA)	SEK	134,000,000	16,016,410	13,033,437
Italy—Ministry of Economy and Finance	EUR	5,000,000	5,596,565	5,596,565
<b>Total</b>			<b>64,324,985</b>	<b>60,195,599</b>

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

The Jobs MDTF allocated funds to five operational windows as well as to Program and Knowledge management activities. Figure 5.1 and Tables 5.1 and 5.2 summarize allocations and disbursements.

**FIGURE 4.1**

Allocations and Disbursements by World Bank Financial Year as of December 31, 2020



Note: FY=World Bank Financial Year from July 1–June 30. For e.g. FY 15 refers to period July 1, 2014 to June 30, 2015. Similarly, FY 16 refers to July 1, 2015–June 30, 2016. FY 21–Dec in above chart covers period from July 1, 2020–December 30, 2020.

**TABLE 4.2**

Allocations and Disbursements by Window, as of December 31, 2020

Windows	Cumulative Allocated	Cumulative Disbursed	Allocated in CY 20*	Disbursed in CY 20*
W1—Data, Diagnostics, and Operations	19,994,234	15,175,241	3,019,472	2,190,265
W2—Let's Work	12,468,516	12,103,890		618,296
W3—Jobs for Youth	5,242,712	5,146,437		91,695
W4—Jobs in FCV	1,693,731	1,693,731		
W5—Research on Jobs	1,530,301	1,530,301		
W6—Program Management and Administration	2,345,458	2,089,319	308,688	52,604
Knowledge Management	1,246,742	1,083,468		78,017
Central Unit Fees	923,460			
<b>Total</b>	<b>45,445,153</b>	<b>38,822,386</b>	<b>3,326,130</b>	<b>3,029,827</b>

Notes: \*CY20 includes half period of Bank's FY20 (January–June 2020) and first period of FY21 (July–December 2020). Unused funds worth \$2,342.53 were returned to the main trustee fund from individual grants in CY20 from W3, W5, and W6. The amount of \$1,050.97 in disbursements was reposted from the TF to other code. The time frame for Cumulative Allocated and Disbursed amounts is the inception of the Trust Fund in 2015 to December 2020. Source: MyTrust Funds data, extracting information from WBG Budget System.

**TABLE 4.3**

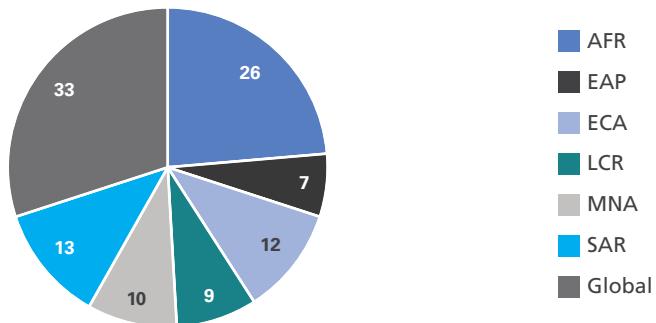
Allocations by Window and Regions

<b>Windows</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	14	4	7	6	6	10	16	<b>63</b>
W2—Let's Work	6	0	3	1	3	1	6	<b>20</b>
W3—Jobs for Youth	3	1	1	1	0	1	4	<b>11</b>
W4—Jobs in FCV	2	1	1	0	0	0	3	<b>8</b>
W5—Research on Jobs	1	1	0	1	1	1	3	<b>8</b>
<b>Total</b>	<b>26</b>	<b>7</b>	<b>12</b>	<b>9</b>	<b>10</b>	<b>13</b>	<b>32</b>	<b>110</b>
W6—Program Management and Administration	0	0		0	0	0	0	<b>4</b>

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

**FIGURE 4.2**

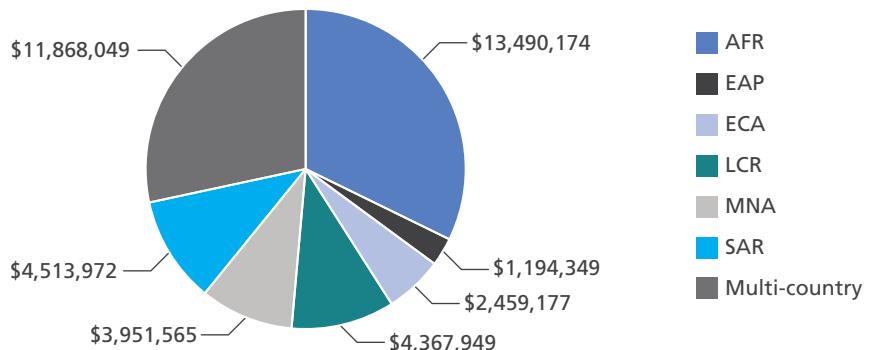
Number of Activities by Geographic Area



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

**FIGURE 4.3**

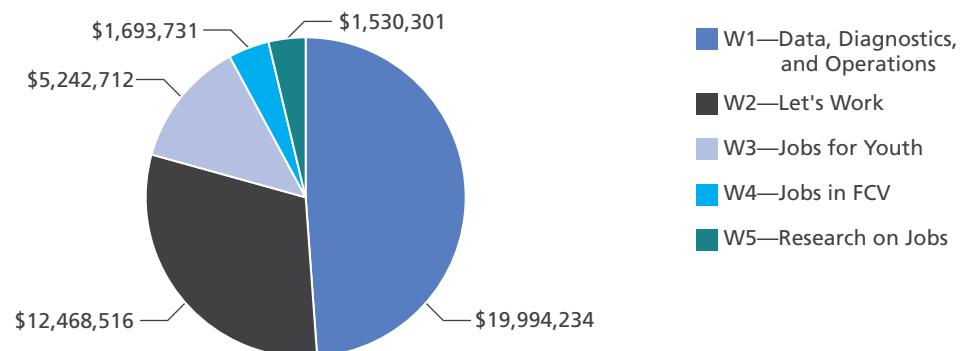
Allocations by Geographic Region



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

**FIGURE 4.4**

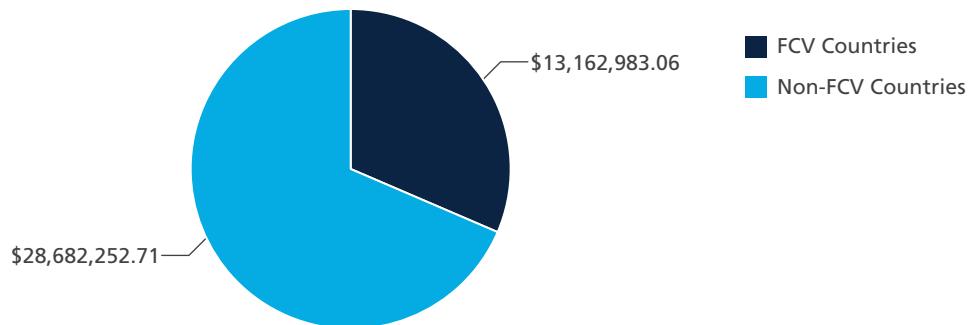
Total Allocated by Window



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

**FIGURE 4.5**

Total Allocated by FCV Countries

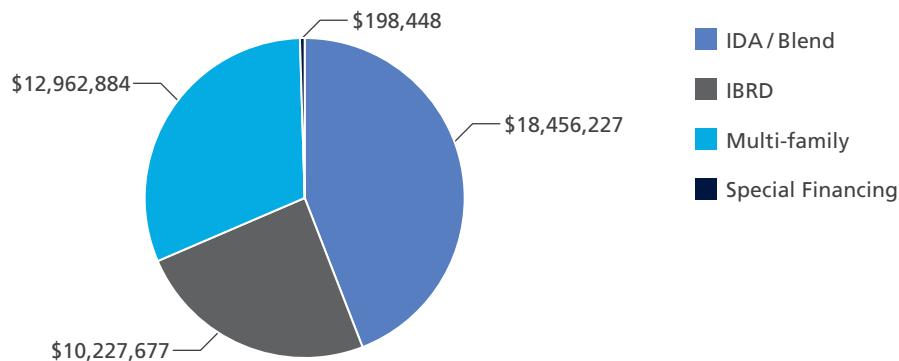


Source: MyTrustFunds data, extracting information from WBG Budget Systems. Includes grants under all operational windows.

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

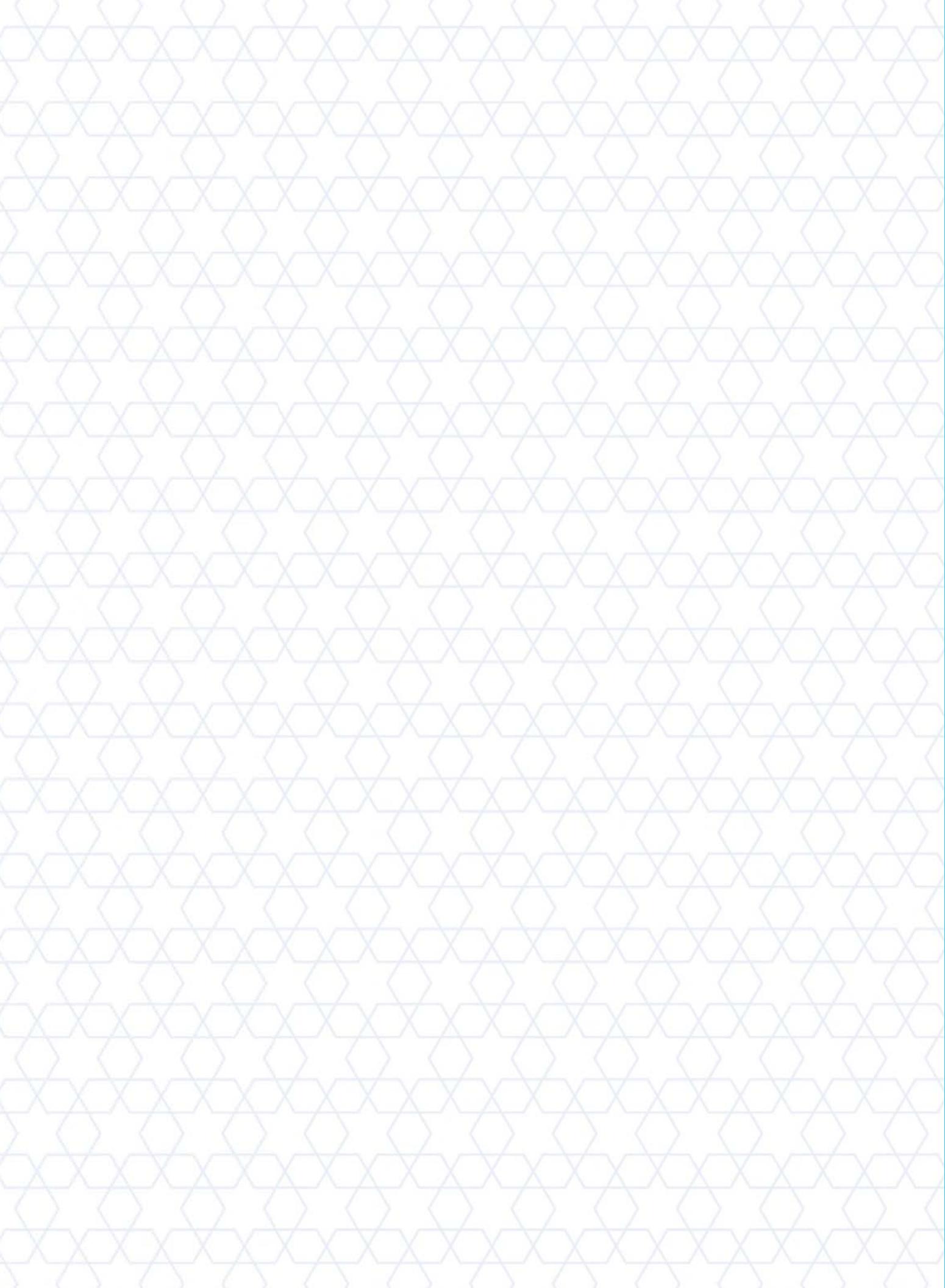
**FIGURE 4.6**

Grants by Operational Lending Categories



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

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







# ANNEXES

# ANNEX A:

## JOBS MDTF AT A GLANCE

**TABLE A.1**  
Program Summary

<b>Target value</b>	\$100 million <sup>8</sup>
<b>Current value</b>	\$60.1 million <sup>9</sup>
<b>Closing date</b>	December 31, 2025
<b>Number and value of grants</b>	115 grants in 44 countries, 6 regions and globally, valued at \$44.5 million
<b>Country activities</b>	Afghanistan, Albania, Bangladesh, Burkina Faso, Cambodia, China, Colombia, DR Congo, Cote d'Ivoire, Ecuador, Egypt, Ethiopia, Georgia, Ghana, Haiti, India, Indonesia, Jordan, Kenya, Lebanon, Liberia, Madagascar, Mexico, Morocco, Mozambique, Nepal, Nicaragua, Niger, Pakistan, Paraguay, Philippines, Sierra Leone, Solomon Islands, South Africa, South Sudan, Tajikistan, Tanzania, Tunisia, Turkey, Ukraine, Uzbekistan, Vietnam, West Bank and Gaza, Zambia
<b>Regional and global activities</b>	Africa, East Asia and the Pacific, Europe and Central Asia, Middle East and North Africa, Latin America and Caribbean, South Asia, Global/Multi-country
<b>Donors</b>	The Governments of Norway, the United Kingdom, Austria, Germany, and Sweden are providing financing through Norway Ministry of Foreign Affairs, UK foreign, Commonwealth and Development Office (FCDO), the Austrian Ministry of Finance, the Austrian Development Agency (ADA), the Swedish International Development Cooperation Agency (SIDA), and the Italian Ministry of Economy and Finance <sup>10</sup>

<sup>8</sup> Dollar amounts are U.S. dollars unless otherwise indicated.

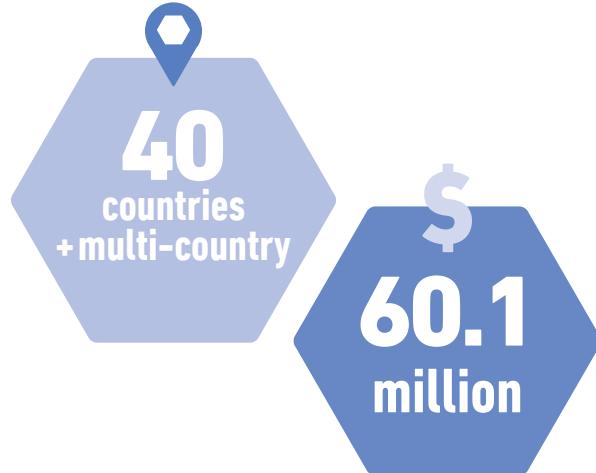
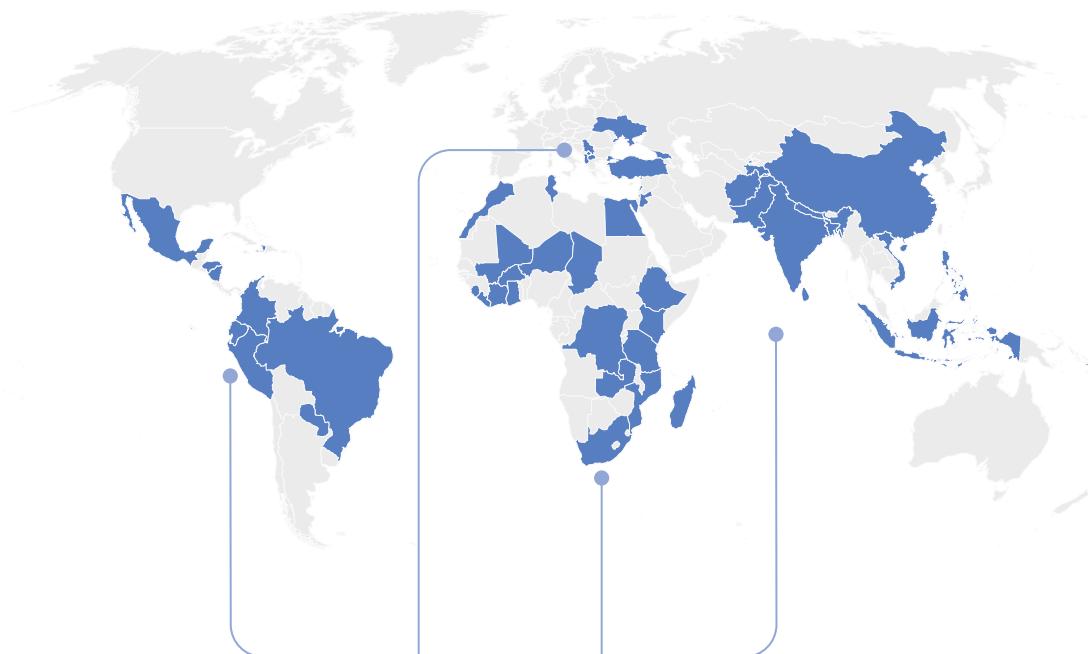
<sup>9</sup> Includes new contributions from Germany and Italy in a Successor Fund, TF073004.

<sup>10</sup> Switzerland contributes via State Secretariat for Economic Affairs (SECO) through a parallel multi-donor trust fund (MDTF) previously established in the International Finance Corporation (IFC). Detailed information on the Let's Work Program (LWP) is found in Annex A of the Let's Work Annual Report, with SECO contributions noted.



**FIGURE A.1**

Countries Where MDTF Grants Are Being Implemented



**TABLE 5.2**

Grant Amounts and Disbursements by Country

<b>Country</b>	<b>Number of Grants</b>	<b>Grant Amount</b>	<b>Disbursements</b>
Afghanistan	2	949,811.47	949,811.47
Africa	1	300,000.00	281,299.41
Albania	1	150,000.00	18,929.08
Bangladesh	5	1,774,804.08	1,340,153.21
Burkina Faso	2	544,464.45	544,464.45
Cambodia	1	150,000.00	32,438.23
Central America	1	344,727.49	344,727.49
China	3	540,768.31	540,768.31
Colombia	1	249,987.89	249,987.89
Congo, Democratic Republic of	1	539,801.45	534,070.87
Cote d'Ivoire	3	2,339,085.42	1,737,523.39
Ecuador	1	199,890.92	199,890.92
Egypt, Arab Republic of	2	396,835.36	288,045.05
Ethiopia	2	450,000.00	311,440.42
Europe and Central Asia	1	149,110.76	149,110.76
Georgia	2	427,350.54	427,350.54
Ghana	2	304,578.16	170,754.22
Haiti	1	299,530.43	299,530.43
India	3	949,421.46	949,421.46
Indonesia	1	162,997.69	162,997.69
Jordan	2	967,831.64	967,831.64
Kenya	3	557,717.63	557,717.63
Latin America	2	104,543.89	104,543.89
Lebanon	3	1,299,978.41	713,469.82
Liberia	1	349,988.97	349,988.97

<b>Country</b>	<b>Number of Grants</b>	<b>Grant Amount</b>	<b>Disbursements</b>
Madagascar	2	450,422.52	321,654.92
Mexico	1	2,000,000.00	1,248,377.49
Morocco	1	275,000.00	275,000.00
Mozambique	1	4,587,500.00	4,341,355.47
Nepal	1	344,296.49	344,296.49
Nicaragua	1	539,031.60	539,031.60
Niger	1	149,914.88	149,914.88
Pakistan	1	299,186.55	299,186.55
Paraguay	1	630,236.94	630,236.94
Sierra Leone	1	299,966.69	299,966.69
Solomon Islands	1	299,983.90	299,983.90
South Africa	2	417,895.74	331,658.82
South Asia	1	196,452.30	196,452.30
South Sudan	1	150,000.00	–
Tajikistan	2	449,953.21	330,447.54
Tanzania	1	1,006,674.55	1,006,674.55
Tunisia	1	813,471.76	813,471.76
Turkey	4	833,460.85	696,687.18
Ukraine	1	299,301.21	299,301.21
Uzbekistan	1	150,000.00	22,009.86
Vietnam	1	40,599.31	40,599.31
West Bank and Gaza	1	198,447.90	198,447.90
Zambia	2	1,042,163.57	1,042,163.57
World*	37	14,544,507.14	12,869,199.90

Notes: \*Including four grants for Program Management/Administration.

# ANNEX B: BENEFICIARIES REACHED BY WBG JOBS PROGRAMS

## BOX B.1

### BENEFICIARIES REACHED BY WBG JOBS PROGRAMS

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

- (i) **Direct beneficiaries of MDTF grants:** Some MDTF-funded activities (such as pilots and IEs, among others) reach beneficiaries directly. This is reported by grant recipients in the results framework and stands at 41,182 beneficiaries, according to the latest estimates.
- (ii) **Leveraged Portfolio Level:** 43 Jobs MDTF Phase I grants are associated with 58 World Bank lending operations, valued at \$7.74 billion. Of these, 22 projects track the number of direct project beneficiaries, which amounted to 6.9 million cumulatively per the latest estimate. Additionally, SEJLS grants are associated with 15 lending operations expected to reach 2.4 million cumulative beneficiaries.
- (iii) **Corporate Level:** The corporate results indicator “beneficiaries of jobs-focused interventions” estimates the number of beneficiaries reached by jobs-relevant interventions in WBG-supported operations, on the basis of data reported by the projects. In FY 2020, 238 jobs lending projects supported 14.5 million jobs, including 9.9 million in IDA countries, 3.1 million in IBRD countries, and 6.1 million female beneficiaries.

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

# ANNEX C: PROJECT-LEVEL UPDATES ON SEJLS ACTIVITIES

## AGRICULTURE AND FOOD



**BANGLADESH**

LIVESTOCK AND DAIRY DEVELOPMENT PROJECT

P161246

### **Development objective**

To improve productivity, market access, and resilience of small-holder farmers and agro-entrepreneurs operating in selected livestock value chains in target areas.

### **Grant Activity 1**

**Activity I—A framework for job measurement in livestock operations:** The team will prepare a technical note on the jobs measurement framework that will outline an underlying methodology to measure direct, indirect, and induced jobs outcomes of investment operations in the livestock sector. The note will outline an approach to measure jobs outcome in three different dimensions: i) Job Creation—outcomes related to the creation of more jobs for project beneficiaries along the value-chains; ii) Job Quality—outcomes focus on the ability of beneficiaries to achieve enhanced productivity levels and higher earnings; and iii) Job Access—outcomes related to connecting people (especially women and youth) to jobs from inactivity, unemployment, and underemployment. It will also address the underlying structure of data and information required to measure FTE jobs in these three dimensions. Besides supporting the M&E system of the LDDP, the note will inform the M&E systems of future livestock operations to engage a more systematic assessment of job outcomes.

The expected output of this activity is a technical note outlining the job measurement framework for the livestock operations highlighting a results chain of livestock operations to job outcome.

### **Timeline**

The original completion date was August 30. As explained in the last progress update, both the Bank team and the client team have been heavily engaged with COVID-19 related emergency responses and the CERC component (US\$ 96 million) in LDDP has been activated to address the impacts COVID-19 in the sector.

### **Progress (as of December 2020)**

This activity has progressed well in recent weeks and the drafting of the technical note is underway now.

The following tasks have been completed so far for this activity:

- (i) A review of relevant literature has been conducted to reflect insights from the available knowledge to the technical note,
- (ii) A results chain has been developed to demonstrate links between the project inputs to the expected job outcomes,
- (iii) A set of relevant indicators has been identified to capture the job outcomes from livestock operations, and
- (iv) A format for data collection to capture various types of job outcomes has been developed.

## **Grant Activity 2**

**Activity II—Establishing a baseline for job indicators and an ex-ante estimation of job outcomes:** This activity will estimate the baseline and ex-ante jobs outcome of the livestock and dairy development project in three dimensions described above. The activity will allow capturing jobs effect of the project along the value-chains with accuracy and showcasing the number of jobs created through the largest investment of the bank in the livestock sector. Although most of the job outcome of the project will be direct, an effort will be made to capture other indirect/induced jobs impacts along the whole livestock value chains, including backward linkages to input providers and forward linkages to processors, wholesalers, and food retailers. Key job outcomes and indicators, identified in Activity I, may include the number of FTE jobs created (job creation), number of FTE jobs with increased labor productivity or increased formality or reduced seasonality (quality job); and labor force participation rate among project beneficiaries, especially among women and youth (job access).

The expected output of this activity is a report on the estimation of baseline and ex-ante job outcomes of the LDDP.

### **Timeline**

Expected to be completed by May 2021.

### **Progress (as of December 2020)**

This activity is a subsequent task and will utilize the framework developed under the first activity. Thus, this task will start following the completion of the Activity I. However, preparatory tasks (such as preparation of the ToR, identification of a potential consulting firm, and the development of survey instruments, etc.) are well underway. The recruitment process of the survey firm will start following the completion of the technical note under Activity I. Overall, this activity is on track for the completion within the planned timeline.

The engagement of the client in the implementation of this activity has been discussed and ensured. A ToR has been drafted and will be finalized once the technical note from the Activity I is ready.

## Lessons learned and client engagement

**What problems did the task team encounter during implementations and what were some lessons learned? What can be done differently in the future to support SEJLS scale up to more operations?**

- The COVID-19 pandemic has moved the priorities of the client and the implementation of many regular project activities has been stalled due to the pandemic.
- Also, early exchanges of knowledge and ideas with the client about the importance of capturing job outcome of the project helped to bring the client on board for this task in addition to their original M&E activities and the results framework (RF) of the project.
- Engagement at the preparation stage of a project can yield better results through the inclusion of job measurement of project activities into the project M&E function and RF.

**What did the task team do to build capacity in client countries (including NGOs, CSOs, and government agencies)?**

The task team is in the process of providing technical assistance to the client to build capacity for capturing job outcomes of the project through their regular M&E process.



### ETHIOPIA

AGP2—ADDITIONAL FINANCING

[P168074](#) (ADDITIONAL FINANCING FOR [P148591](#))

## Development objective

To increase agricultural productivity and commercialization of small holder farmers targeted by the project.

## Grant Activity 1

The objective of this activity is to understand the quantum and quality of jobs created under Agricultural Growth Program (AGP). Specifically:

- (1) Assess the number of direct jobs created through various project activities specified under each project component.
- (2) Capture the multiplier effect of jobs through increased overall productivity and commercialization.
- (3) Provide technical assistance to the Federal Project Coordination Unit (PCU) to better track and monitor job created through AGP.

## Timeline

The implementation started in July 2020 and will be completed in October 2021.

### **Progress (as of December 2020)**

Two consultants are hired for this assignment. The first consultant is carrying out the following activities:

- Collect relevant information and develop sample frame for selected agricultural value chains through communicating AGP team and other institutions (USAID, ATA and EAIR).
- Develop survey tool (both qualitative and quantitative) to capture permanent as well as temporary jobs created under the project.
- There will be data to be collected from regions. Prior to going out for field work the consultant has to attend a mandatory security training. Currently, taking the online course. When completed, will go out for field data collection.

Likewise, the second consultant is carrying out the following activities:

- Setup the latest version of Ethiopia's Social Accounting Matrix (SAM). The earlier version available have issues such that some agricultural value chains are mixed up, some factors such as labor and non-agricultural capital were also slightly mixed up. In the latest version, the consultant has sorted out all these issues.
- Synchronize this latest SAM with IFPRI's Dynamic Recursive Computable General Equilibrium (CGE).
- Trying to calibrate productivity and labor related parameters into the CGE.



### **SOUTH SUDAN**

SOUTH SUDAN RESILIENT AGRICULTURAL LIVELIHOODS PROJECT  
[P169120](#)

### **Development objective**

To improve food availability in the country through increased investment in seed production, farmer capacity building, and promoting mechanization in agriculture.

### **Grant Activity 1**

**Functional study on upstream and downstream job creation in ag/food value chains.** The RALP will be investing to support actors along the value chain input—on farm—output. This activity will finance a firm contract to carry out the grant activities. First, it will catalogue the ways other donors are starting to support producer groups/cooperatives and enterprises, via a desk review supplemented by select interviews. Second, it will collect qualitative data on how to support job creation in input markets. RALP's design already has a significant amount of support to jobs linked to upstream input markets given the urgent need to create supply chains for seeds, tools/machines, and information/training. There are plans to support agro-dealers and producer groups/cooperative, and development partners, such as FAO, are already testing methods of organizing farmers into groups and introducing intermediate technology (e.g. animal traction, walking tractors, solar

irrigation). Third, it will track how post-harvest activities—processing, grading, storage, transport, marketing, etc.—can generate significant jobs. Development partners have distributed processing equipment to communities through a now-closed project, but the Jobs ASA shows agriculture processing is one of the enterprises/jobs about which youth have the most doubts. This activity will follow up on this finding by analyzing through desk review and qualitative data collection how processing has been supported and what changes could increase interest in these jobs.

### **Timeline**

Development of the RALP project was delayed by three events: complications in the overall country portfolio (e.g., alternative implementation arrangements) that slowed the processing pipeline; the COVID-19 outbreak that, for a while, directed energy away from agriculture and toward health concerns; and the desert locust outbreak, which further directed energy to swarm management and recovery.

However, RALP is now on a rapid preparation schedule with a planned Board date of February 2021. The design is being finalized with Ministry of Agriculture & Food Security and FAO as the implementer. The development of ways to stimulate input and output market jobs (including establishing baseline data and appropriate indicators and studies on job creation) have already been discussed, and this grant is how the RALP team will develop the job creation analytical framework for the project. The project does now have components on producer group formation and support, seed supply development, appropriate mechanization, producer training, and agro-dealership development. An urgent need is to identify and describe the different forms of support being provided by different donors, and to pilot and study the different approaches under RALP to determine what works best and why?

Deliverables:

- (i) Report outlining donor efforts to form and capacitate farmer/producer groups and to support agro-dealerships (Originally May 2020/Revised January 2021)
- (ii) Report outlining engagement principles with farmers, traders, artisans, etc.—particularly women and youth—that produces diverse investment plans geared to developing enterprises and jobs around agriculture. (Originally February 2021/Revised April 2021)
- (iii) A brief report outlining the obstacles (real and perceived) to develop processing jobs. (Originally October 2020/Revised July 2021)

### **Progress (as of December 2020)**

Due to the delays described above, this task is just getting started, but it will move quickly from this point. The grant team will join weekly design team meetings on the specifics of component activities, implementing arrangements, and monitoring systems—to stimulate job creation. Development partners on the ground and new CMU consultants can facilitate distance consultations with UN agencies, donors, farmer groups, and the government on the research questions asked.

In the meantime, the team is leveraging information from high frequency surveys—in person before COVID-19 and over the phone since the pandemic began. This an idea on the level of activity in agriculture linked livelihoods upstream and downstream from the farm.

## Grant Activity 2

**Job indicators for the project results framework.** To track job creation, the grant will recommend appropriate indicators that meet SMART standards and provide guidance on how to measure them. This activity may include travel, workshops, and staff/STC time to help ascertain what are meaningful and feasible measures of jobs outcomes. It may be accompanied by highly targeted qualitative or quantitative work to help fine-tune measures.

While the preparation of RALP was delayed, the grant team did continue gathering data on the types of employment happening in rural areas to help frame the activity once it started. RALP M&E system is now being designed, and it will be finalized through the team design meetings and intensive interactions with FAO and MAFS. The goal will be to go through the entire design of the project and determine the nature of the jobs that could be created—e.g., full-time/part-time; self-employed/salaried, and at what part of the value chain—and how they can be measured.

### Timeline

Discussions on the revised timeline have been ongoing as the COVID-19 shut down continued. RALP design began in earnest in July once the project was cleared through concept. Discussions/planning for the workshop commenced on 9/24/2020 with a team design meeting involving the World Bank, FAO, UNOPS, and MAFS.

Deliverables:

- (i) A workshop to discuss indicators to measure job creation (Originally July 2020/Revised January 2021)
- (ii) A list of indicators with guidance on collection, measurement, and analysis (Originally July 2020/Revised January 2021)

### Progress (as of December 2020)

The tasks are getting underway, but will begin by engaging MAFS, FAO, UNOPS and the Bank's RALP team on the job creation goals for the project and the sector.

A brief seminar on the nature of job creation and measurement will be offered to ensure everyone is clear on the concepts to be promoted.

The team will then develop a list of potential indicators and definitions for discussion among stakeholders on their feasibility in the South Sudan context.

This will cover the first few months of the grant.

## Lessons learned and client engagement

**What problems did the task team encounter during implementations and what were some lessons learned? What can be done differently in the future to support SEJLS scale-up to more operations?**

- The main challenges with client engagement in South Sudan before COVID-19 was the ability to get time with the client, especially since the associated lending product had been delayed.

- Accommodation limitations in Juba constrained the ability to have a mission, and it was important not to raise client expectations as issues with the portfolio pipeline were clarified.
- When the COVID-19 outbreak began, the Bank staff and clients were diverted with the COVID-19 and the locust emergency responses
- Despite those limitations, team members have been able to leverage other work to determine that there is a strong interest in agricultural jobs, a unfamiliarity with agriculture processing jobs, a more robust farmer organization structure in the country that originally presumed will help in conceptualizing the nature of agriculture jobs that should be created.
- More importantly, in the interim, the Government of South Sudan has started to recognize agriculture, livestock and fisheries as important sources of job creation outside of the oil sector.

**What did the task team do to build capacity in client countries (including NGOs, CSOs and government agencies)?**

- Since the grant activities were delayed, we have not built capacity with the client yet, and earlier, the alternative implementation arrangements in place presented and especial challenge to building the capacity of the national government.
- In recent months, the agenda has shifted, and is now more conducive to government capacity building, and the design of the RALP project reflects this change
- Therefore, this activity can work more closely with MAFS counterparts not only on understanding the different type of jobs that can be created and how to measure that, they can also gain capacity in systemic tracking of job creation to lobby for sufficient investment in agriculture and related enterprises to create jobs through investment programs.



## **UZBEKISTAN**

UZBEKISTAN LIVESTOCK SECTOR DEVELOPMENT PROJECT

[P153613](#)

### **Development objective**

To improve livestock productivity and access to market in selected regions of Uzbekistan.

### **Grant Activity 1: Measuring Jobs Created**

The objective of this activity is to measure (direct and indirect) jobs that the project had helped create thus far and will help create in the future. This includes developing and employing tools to measure and monitor jobs created or to be created in the sector and analyze the nature of these jobs in terms of productivity and compensation.

In terms of measuring jobs created directly, the firm identified a total of 290 (out of a total 504) beneficiaries in five (out of a total of 13) regions. The five regions constituted over 58% of direct project beneficiaries and more than 60% of the credit line disbursed to beneficiaries in the form of sub-loans. Besides, these regions collectively represented all categories of credit line beneficiaries,

including dairy, beef (cattle), meat (sheep and goat), poultry (egg and meat), apiculture (honeybee) and aquaculture (fish) farmers; and (dairy and beef) processors/agri-businesses. The sampled 290 beneficiaries are being interviewed using a questionnaire developed for that purpose, which includes, among other questions, the nature of the business and business capital, number of existing employees (both permanent and casual), additional number of jobs created as a result of the sub-loan, salary and/or remuneration to employees, working condition of employees etc.

In terms of measuring jobs created indirectly, the sampled beneficiaries will be asked/interviewed about business partnerships that they had established as a result of the sub-loans. A very good example in this regard is poultry production. Poultry farms often managed to create indirect jobs through the sale of day-old chicks to small holder farmers who in turn started their own poultry (broiler or layer) farms. So, the question is how many such partnerships have been established and led to the creation of how many jobs. It is also expected that such business partnerships are highly likely to be established in dairy (where cows are sold by dairy farms to small holder farmers by way of culling), beef (where aged bulls might have been sold by beef farmers to small holder farmers) and meat (where sheep and goat farmers do the same). Dairy farmers might have also established business partnerships with milk collectors who would collect milk from their farms and deliver them to dairy processing plants.

### **Timeline**

Initially, the plan was to finalize this activity by September 2020. However, with the COVID-19 related **strict lock-down** that became effective on 16 March 2020 and run until May 2020, it had become very difficult to start the work. This had forced the team to look for alternative ways of getting the job done. Thus, the team decided to adopt a different approach i.e. recruit a local firm and get the job done instead of the initially planned international consultant. This necessitated revision of the TOR, which the team managed to finalize within the shortest time possible. Following the revision of the TOR, the team identified and recruited a local firm who would undertake the consultancy. There had not been any change in methodology or output in shifting from international to local consultant since the methodology initially planned and now being implemented is a formal survey using questionnaire developed for the same purpose. The only change is the way the survey is now being undertaken, i.e. digital rather than physical or face to face. The firm jump started the work, including preparing the inception report, in the shortest time possible, and is now fully on board. The firm is in the process of data collection right now and is expected to deliver the final report by 30 January 2021. The new completion date is different from the one indicated in the GFR (delayed by a month). This is caused by the COVID-19 outbreak that had led to a strict lock down, which in turn had restricted any movement, including suspending missions and associated travels (both local and international).

### **Progress (as of December 2020)**

Following the approval of the SEJLS Proposal (linked to the UZ LSDP) in January/February 2020, as stipulated in the proposal, the team immediately started undertaking preparatory activities, including preparing TORs and recruiting consultants. As such, the team prepared two terms of references (ToRs)-one for an international consultant and another for a local consultant. The team then went ahead with identifying as well as getting the consent of the international consultant who would participate in the work, including scheduling the visit to Uzbekistan. As preparations advanced, the

Government of Uzbekistan (GoU) announced the first strict lock-down on 16 March 2020. The lock-down restricted any movement/travel, including international travel and travel in the country, as well as limited the number of staff in government offices, including staff of project implementation units (only key staff were allowed to come to the office). The GoU started easing the lock-down only at the end of May (29 May 2020) but has announced the re-instatement of the strict lock-down on 10 July 2020 that extended until end of July. Following this, the firm started working on the consultancy and prepared the Inception Report on 6 August 2020. The firm is currently in the middle of data collection.

## **Grant Activity 2: Lessons and Good Practice**

The objective of this activity is documenting lessons learned and good practices. This includes distilling lessons by identifying and documenting good practices in measuring jobs created in animal source food value chains in terms of quantity and quality, which will in turn be useful for designing subsequent operations in the livestock sector that are pro-jobs. In undertaking this task, the consulting firm would be assisted by the task team and the jobs GSG.

### **Timeline**

The description provided under Grant Activity 1 above applies to this as well as this activity is part and parcel of the entire work.

### **Progress (as of December 2020)**

The progress made and described under Grant Activity 1 above applies to this activity as well as this activity is part and parcel of the entire work.

## **Lessons learned and client engagement**

**What problems did the task team encounter during implementations and what were some lessons learned? What can be done differently in the future to support SEJLS scale up to more operations?**

The problem the team encountered during implementation is the COVID-19 pandemic and the strict lock down that was declared following the outbreak. The team initially planned to recruit an international consultant who would lead the work with a support from a local consultant in the form of facilitating data collection, administrative arrangements etc. However, travel restrictions imposed following the strict lock down made this difficult. This in turn had forced the team to be flexible and look for alternative ways of getting the consultancy work done, including revising the TOR, shifting from using international consultant to using a local consulting firm, using digital technologies for the survey instead of a face-to-face etc. One of the lessons learned is to always be prepared for such eventualities and include elements of flexibility in the design and implementation of such activities. Using local consulting firms also plays an important role in building and enhancing local capacity hence needs to be promoted.

**What did the task team do to build capacity in client countries (including NGOs, CSOs and government agencies)?**

As part of ensuring effective implementation of the jobs consultancy work, which is part and parcel of the parent (livestock) project, the team provided physical capacity building to the client, including procurement of digital and IT equipment and/or facilities, and transport facilities that facilitated on-line supervision, travel and follow up. The SEJLS fund did not directly finance any of these but rather benefited from them. The fact that the SEJLS fund financed a local consultant firm to do the job is also capacity building in client countries.

## ENVIRONMENT AND NATURAL RESOURCES



### BANGLADESH

#### BANGLADESH ENVIRONMENTAL SUSTAINABILITY AND TRANSFORMATION PROJECT

[P172817](#)

#### **Development objective**

To strengthen environmental governance and to reduce pollution discharges from key sources at selected areas of Bangladesh.

#### **Grant Activity 1**

The proposed grant will contribute to the second PDO—reduce pollution discharges from key sources—of the proposed IDA project. By analyzing environmental, health and safety (EHS) performance and job vulnerability of targeted polluting industries, the grant will help the IDA project to develop concrete actions to improve EHS performance and address job vulnerability of the targeted industrial sectors. The grant will also support the integration of job indicators and monitoring and evaluation (M&E) plan into the IDA project's results framework and M&E plan. In doing so, the grant will support the IDA project to transform dirty and unsafe jobs to clean and safe jobs of the targeted industries.

Activity 1: EHS Performance and Vulnerability Survey (\$50,000). This activity will carry out a survey of EHS performance and gender and youth employment of a key polluting industry (brick sector) that will be supported by the IDA project. Together with the technical study to be carried out as part of the preparation of the IDA project, this activity will support the development of an EHS and vulnerability action plan for the targeted industry to systematically improve its EHS performance. This plan will be integrated into the design of the IDA project.

#### **Timeline**

Implementation period is from 4/15/2020 to 03/31/2021.

There is an ongoing delay due to COVID-19. We will review the implementation progress and adjust the timeline as needed.

**Progress (as of December 2020)**

TOR is being drafted and consultants are being identified.

**Grant Activity 2**

Alternative technology analysis (\$50,000). This activity will identify resource efficient and cleaner production (RECP) options with a focus on alternative bricks. It will also include an analysis on environmental/social impacts, technology analyses on supply and demand, and an economic analysis. This activity will support the development of the design to support the shift to cleaner production of bricks to be supported by the IDA project.

**Timeline**

Implementation period is from 4/15/2020 to 03/31/2021.

There is an ongoing delay due to COVID-19. We will review the implementation progress and adjust the timeline as needed.

**Progress (as of December 2020)**

TOR is being drafted and consultants are being identified.

**Grant Activity 3**

Job Indicators and Monitoring Plan (\$50,000). Based on the outputs of the first two activities, this activity will identify key job indicators and develop an M&E plan to proper tracking these indicators. The job indicators and the associated M&E plan will be incorporated into the results framework and M&E plan of the IDA project.

**Timeline**

Implementation period is from 3/31/2020 to 08/31/2021.

**Progress (as of December 2020)**

This activity will start once the first two activities are completed.

**CAMBODIA**

CAMBODIA SUSTAINABLE LANDSCAPE AND ECOTOURISM PROJECT

[P165344](#)

**Development objective**

To improve protected areas management, and to promote ecotourism opportunities and non-timber forest product value chains in the Cardamom Mountains-Tonle Sap landscape.

## Grant Activity 1

**Monitoring & Evaluation (M&E):** Advise Government on improving the design of the project's monitoring and evaluation framework by including job-related monitoring. This work will include identification of baselines as well as adding and tracking a couple of new sub-indicators related to jobs (e.g. average annual earnings of beneficiaries, number of wage-employed beneficiaries). If accepted and found useful by Government and partners, those indicators could be adopted later. Expected output: Options for strengthened monitoring and evaluation framework, including baseline values, and new sub-indicators related to jobs;

### Timeline

Timeline as per proposal: 01 April 2020–31 December 2020

Actual: 01 April 2020–28 February 2021

Extended implementation period due to limited possibility for field visits and workshops due to COVID-19.

### Progress (as of December 2020)

Tasks in progress:

- A socio-economic survey is being designed; the task team is providing detailed support in the design of the questionnaire. The outcome of this survey will inform the development of possible new sub-indicators related to jobs.
- The Public Private People Partnerships (4P) consultant hired under Grant Activity 2 is contributing to the support to the Ministry of Environment (MoE) in refining the M&E framework and logframe.
- The Ministry of Environment will enter a contract with UNDP, and UNDP will support the PMU on M&E. The development of sub-indicators related to jobs will be included in UNDP's ToRs.
- The firm to conduct the baseline survey is expected to be on board by January 2021.

Tasks completed:

- A national M&E consultant has been hired by the PMU, moving forward M&E activities in close consultation with the respective component teams.
- First drafts of the socio-economic survey and M&E framework have been developed and feedback is provided.

## Grant Activity 2

Job creation by assessing possibilities of promoting Public-Private Partnerships (PPPs) and other partnerships with the private sector: Support project readiness by identifying private companies interested in partnering with community protected areas (CPAs) groups to create green jobs in conservation-compatible value chains, such as productive agroforestry, sustainable cultivation of bamboo in community use areas for deforestation-free charcoal, nature- and wildlife-based ecotourism concessions, and market linkages between agricultural and ecotourism enterprises/

operators. The activity will identify job potential for some value chains and identify possible policy interventions and investment needs. Expected Output: Report on opportunities for public-private-people partnerships in the CMTS area, including policy recommendations.

### **Timeline**

Timeline as per proposal: 01 April 2020–31 December 2020

Actual: 01 April 2020–31 December 2020

### **Progress (as of December 2020)**

Tasks in progress

- MoE, with input from the 4P consultant hired by the task team, is organizing consultation meetings with private sector actors and development partners, to define a process for engagement on to discuss opportunities and challenges firsthand
- MoE livelihoods department is proceeding with a socio-economic survey in the target communities, which will also assess collect data on the impact of COVID-19 on livelihoods.
- First draft of report on 4P opportunities is being revised, including updating with information from meetings with private sector.

Tasks completed:

- First draft of report on opportunities for public-private-people partnerships in the CMTS area, including policy recommendations, has been prepared
  - › The study on private sector partnership opportunities has identified a number of important partners (which are included in the meetings with MoE).
  - › The report focuses on GIS data and spatial analysis to locate the community protected areas, the main source of livelihoods as well as other information which can help to identify which type of models would be relevant in the different CPAs.
  - › MoE has decided to proceed with contracting three NGOs that are already well established in the project area, of implementation of activities including under the livelihoods sub-component.

## **Grant Activity 3**

**Ecotourism and Community-Based Ecotourism (CBET):** Support project readiness by assisting the government to identify interventions financed under the project which aim to train community-based ecotourism (CBET) groups and private companies. The activity will also undertake a baseline assessment and assess the potential job and economic benefits of interventions. Expected Outputs:  
i) Report on tourism-related skills training programs and assessment of job potential of interventions;  
ii) Full ToC and economic analysis to show the expected impact of the project on job outcomes.

### **Timeline**

Timeline as per proposal: 01 April 2020–31 December 2020

Actual: 01 April 2020–30 June 2021

The COVID-19 crisis has a significant impact on (eco)tourism in Cambodia, thus additional support has been provided to the Royal Government of Cambodia in assessing the impact and recommending a way forward.

### **Progress (as of December 2020)**

Tasks in progress:

- The concept for the study on the economic impacts of ecotourism has been prepared and discussed with the client.
- The socio-economic survey will collect baseline data on ecotourism related job and income-generating activities.
- The socio-economic survey, the study on economic impacts of ecotourism, and findings of the Enabling Ecotourism Development in Cambodia report will inform the definition of potential tourism-related skills training programs.
- Ongoing support is being provided to the RGC to estimate the impact of COVID-19 on the ecotourism sector and define ways forward also in terms of capacity needs related to WASH in the tourism sector.

Tasks completed:

- Enabling Ecotourism Development in Cambodia report finalized and published: The report provides clear guidance to the Royal Government of Cambodia on what needs to be done to develop ecotourism development under the Cambodia Sustainable Landscape and Ecotourism Project. It provides insights into the importance of ecotourism as an economic driver in Cambodia, the legal frameworks involved with making it happen, who the tourists and the stakeholders are, and the challenges and barriers that have frustrated the development of the sector. Most importantly, it offers a set of strategic actions that, if implemented, could build the environment needed to allow ecotourism to survive this current challenge and also thrive going forward.
- Policy Note on Enabling Ecotourism Development in Cambodia has been drafted.

### **Lessons learned and client engagement**

**What problems did the task team encounter during implementations and what were some lessons learned? What can be done differently in the future to support SEJLS scale up to more operations?**

#### **Challenges and lessons learned:**

- MoE's capacity on livelihoods activities is rather low and the engagement with the private sector has been slow. Engaging with private sector partners and thinking outside the box in terms of value chains/products to develop are relatively new to the client and close accompaniment and by the task team is required to advance the activities and make use of the excellent recommendations provided by the 4P consultant. Recommendations need to be linked to close implementation support.

- COVID-19 has strongly impacted on livelihood and (eco)tourism activities in the country. While it has resulted in significant job and revenue loss, the pressure on natural and forest resources has increased. However, there is also increased attention and awareness of the potential of conservation compatible job opportunities in the recovery from the crisis, and our work is gaining momentum.

**What can be done differently in the future to support SEJLS scale up to more operations?**

It would be useful for the SEJLS team to support the exchange with other projects/activities, and to help to disseminate lessons learned and good practices (e.g. methodologies for M&E indicators, good practice in terms of responding to job loss during COVID-19). Ad-hoc support in the review of ToR, reports, etc. is useful, but learning and dissemination of resources could be made available to a larger audience and reach more projects to benefit from SEJLS.

**What did the task team do to build capacity in client countries (including NGOs, CSOs and government agencies)?**

- On COVID-19: The team worked to gather data and support the client with recommendations for interventions on ecotourism in the short- medium and long-term in the following areas: 1. Governance, Regulatory and Organizational Measures; 2. Fiscal and Monetary Support; 3. Industry and training support; 4. Destination and Products Development; 5. Tourism Branding and Marketing; 6. Improving Health, Hygiene, Sanitation and Service Delivery.
- The work on ecotourism has been very collaborative, engaging development partners, NGOs and the private sector. Not only has this helped to foster the ownership of the recommendations by the client but has also built the capacity of government staff in better understanding the needs and requirements of the partners in the sector.
- Particularly the 4P consultant has engaged very closely with the client and the private sector, aiming to map needs and expectations. Several roundtable discussions, presentations and workshops have been held to raise awareness and strengthen the client's ownership of this activity.

## FINANCE, COMPETITIVENESS AND INNOVATION



### BANGLADESH

BANGLADESH PRIVATE INVESTMENT & DIGITAL ENTREPRENEURSHIP PROJECT  
[P170688](#)

#### Development objective

To promote private investment and job creation in economic zones and digital entrepreneurship in hi-tech parks in an environmentally sustainable manner.

## Grant Activity 1

Bangladesh needs to attract FDI in diversified, high productivity manufacturing sectors. The next step in Bangladesh's industrial development agenda is the development of special economic zones and competitive value chains. The Private investment and Digital Entrepreneurship Project (PRIDE) will support the zones agenda and the professionalization of zone management.

The Grant will support the project by helping finance several activities that are important for the successful implementation of the project. The overall objective is to use the grant money to support the analytical foundations of this flagship project.

Ex ante assessment jobs impacts of SEZ investments in spatial area influenced by the SEZ: Report providing economic assessment (including alternative scenarios) of expected jobs and earnings impacts (direct, indirect, and induced) over 5 and 10-year period from investment in the SEZs (with key focus on BSMSN). The analysis will cover the economic zones and assess a wider spatial area that is expected to be influenced by the zones.

### Timeline

Expect completion of this report by March of 2021.

### Progress (as of December 2020)

The report is being prepared now and there is a rough draft incorporating analysis of national census, labor force survey, economic census.

The assessment will make use of administrative data (national census, labor force survey, economic census) to create an I-O and/or local employment multiplier model, supplemented by surveys as required, to estimate investments and job creation through direct employment, supply chain linkages, and wider economic effects. It will include estimates on level of employment and wages by activity.

## Grant Activity 2

Development of jobs monitoring framework for implementation M&E: Framework and workplan for monitoring economic impacts of the economic zones (within the zones and in the wider economic area) during project implementation and beyond.

### Timeline

Design of the M&E framework will be completed in March 2021.

Implementation awaits commencement of the project which has been delayed because of COVID.

### Progress (as of December 2020)

The team has provided an early draft of the proposed M&E framework to the World Bank project team and this has been approved. We are looking at sources of data and partners to develop the baseline survey which is required to set the benchmarks for the framework.

## Grant Activity 3

Labor market profiling and needs assessment with gender focus: Report providing labor market needs assessment and gap analysis, based on the skills requirements of initial investors in BSMSN. The output will include: 1) a profile of the local labor force (compiled through labor force survey, census, and supplementary surveys) assessing education levels and occupational skills, along with other relevant workforce characteristics; 2) analysis of gender-specific dimensions of the labor force; 3) an assessment of labor demand and specific skills requirements of initial investors; and 4) a gap analysis and recommendations on training and labor market information services that could help close the gap. Included in the labor market profiling will be a gender dimension. As there will be many female employees, especially in the garment factories in the new zones, it will be important to ensure that the female labor market entrants have the right training and support.

### Timeline

Labor market profiling and needs assessment with gender focus has not started. We expect to begin activities in December and finalize report by June 2021, before BSMSN is fully operational.

### Progress (as of December 2020)

No progress to report.



### MADAGASCAR

MADAGASCAR INTEGRATED GROWTH POLES AND CORRIDOR SOP-2

[P164536](#)

### Development objective

To contribute to the sustainable growth of the tourism and agribusiness sectors by enhancing access to enabling infrastructure and services in Target Regions of Madagascar.

Activities are in identification phase, no activity progress to report at this stage.



### MALAWI

FINANCIAL INCLUSION AND ENTREPRENEURSHIP SCALING PROJECT

[P168577](#)

### Development objective

To enhance private enterprise growth and job creation in Malawi by increasing MSME's access to financial services and improving their capabilities.

## **Grant Activity 1: Measuring direct and indirect jobs created by the project**

The objective of this activity is to support the government in measuring direct and indirect jobs in the project's components.

This includes: (i) encouraging the project team to adopt more jobs-related indicators in the project; and (ii) supporting the government team in developing methodologies and questionnaires to measure direct and indirect jobs. Indirect jobs will be measured using modules related to backward and forward linkages (value chain surveys).

Deliverables under this task: (i) inputs to the Project Implementation Manual (PIM) in the Monitoring section; (ii) support to develop questionnaires; (iii) technical assistance to financial institutions to monitor jobs; (iv) support to the government in implementing the baseline survey; (v) support in analyzing the baseline data.

### **Timeline**

- (i) Inputs to the Project Implementation Manual (PIM) in the Monitoring section—January 2021
- (ii) Support to develop questionnaires—January 2021
- (iii) Technical assistance to financial institutions to monitor jobs—January 2021

### **Progress (as of December 2020)**

None of the tasks is yet completed. The PIM is in draft and would need to be completed for the project to become effective (effectiveness date scheduled for January 2021). Although the project official effectiveness date is scheduled for January 2021, progress towards effectiveness is well advanced. As a result, activities under Grant 1 activity could be completed earlier.

A questionnaire was drafted by the counterparts and the questionnaire will then be imputed by the WB team to include jobs-specific measures.

## **Grant Activity 2: Estimating jobs in an investment**

The objective of this activity is to analyze to what extent entrepreneurs, financial institutions or economists are able to ex-ante estimate the number of jobs being created in a planned investment.

This includes: (i) for each SME getting a loan: compiling the job estimates from SME entrepreneur, from the lending financial bank and from data (average job content by \$ invested for the sector in which the SME operates); (ii) collecting data on jobs at frequent points in time (from financial institutions—cf Grant Activity 1—and from the mid-line and endline surveys).

Deliverables under this task: (i) business plan template for entrepreneurs; and (ii) analysis of the gaps between the three data sources (entrepreneurs, financial institutions and data) on jobs being created by investments made by SMEs; (iii) reporting template for financial institutions to report on jobs being created by their SME clients.

### **Timeline**

- (i) Business plan template for entrepreneurs—January 2021

- (ii) Analysis of the gaps between the three data sources (entrepreneurs, financial institutions and data) on jobs being created by investments made by SMEs—September 2021
- (iii) Reporting template for financial institutions to report on jobs being created by their SME clients—December 2021

#### **Progress (as of December 2020)**

None of the tasks is yet complete.

A loan agreement has been drafted that includes data on SMEs.



#### **TAJIKISTAN**

#### RURAL ECONOMY DEVELOPMENT PROJECT

P168326

#### **Development objective**

To improve the sources of livelihood for local populations through tourism and agribusiness.

#### **Grant Activity 1**

The objective of this activity is to support jobs and livelihood of populations in Tajikistan through tourism development.

The activity supports training and capacity building activities to complement the REDP grants for community-based infrastructure, matching grants for tourism-sector MSMEs, and rehabilitation works on tourism sites to create jobs and improve worker skills in Khatlon and GBAO.

#### **Timeline**

The activity has started from August 1, 2020 and is expected to conclude December 31, 2021. The REDP was declared effective on July 1, 2020. The COVID-19-related crisis has caused travel restrictions to Tajikistan and a sudden-stop in tourism activities in the country. The crisis and associated travel/work restrictions also caused a delay in the implementation of REDP.

#### **Progress (as of December 2020)**

A report with concrete recommendations to support tourism sector jobs and skill development has been drafted. As part of the report, an implementation roadmap including the detailed terms of reference for consultants to implement the recommendations in the report has been drafted. The capacity building activities include, *inter alia*, (i) astro-tourism development, (ii) tourist guide training, (iii) handicrafts market development, and (iv) hospitality and construction sector trainings. The activities envisaged under the report will complement REDP's grant and matching grant program and public investment on touristic signages.

## Grant Activity 2

The objective of this activity is to create jobs and improve the livelihood of populations in Tajikistan through the development of prioritized agribusiness value chains. For this project, the government of Tajikistan has prioritized the dairy value chain and this workstream will involve:

- (1) The identification of job opportunities along the prioritized REDP value chain (dairy)
- (2) Summarizing identified opportunities, and the investment and capacity development requirements to harness these opportunities, into a report
- (3) Utilization of findings from the report by the Project Implementation Unit and the Agribusiness steering committee to make both investment decisions and capacity building implementation plans

This project will also specifically identify opportunities for vulnerable populations such as women and youth.

### Timeline

It is expected that project implementation will commence in October 2020 and be finalized in September 2021.

### Progress (as of December 2020)

For the agribusiness component, a consultant is currently being recruited to support this work stream. A TOR has been developed and is being finalized.

## POVERTY AND EQUITY



### ALBANIA

ALBANIA GENDER EQUALITY IN ACCESS TO ECONOMIC OPPORTUNITIES

DPF

[P160594](#)

### Development objective

To support the Government of Albania's efforts to enhance the policy framework for gender equality in access to economic opportunities.

## Grant Activity 1

Activity 1: Knowledge base for cross-fertilization to other countries. This activity would support a careful documentation of the process that led to the identification and formulation of the reform program supported by the DPF. It would include a description of the engagement process that started with the analytical program and then how the results of the analytical work led to the

identification and the engagement around the prior actions. The goal of the activity is to provide other teams with lessons learned and a blueprint to replicate this type of operation in other contexts. The materials will have an operational lens and should be useful for both Bank teams and counterparts.

#### **Timeline**

- Document describing process (including interviews with key stakeholders)—Postponed to January 2021
- Video(s)—February 2021
- Brochures and infographics—March 2021

#### **Progress (as of December 2020)**

The consultants for the project have been identified, a first draft of the process paper is in progress and an outline of the learning module is also being discussed with WB staff with OPCS/gender expertise. The plan for interviews and videos will be completed by end-September.

### **Grant Activity 2**

Taking stock of the results of the supported reforms and the effectiveness of the M&E framework design.

This activity would provide lessons for other future gender DPOs regarding how to set up the results chain in a way that is sustainable and leads to the desired outcomes.

Deliverables: Report linking results framework to monitoring tools implemented by government and analyzing their effectiveness.

#### **Timeline**

Original: Every 3 months until closing date.

#### **Progress (as of December 2020)**

Project became effective in June 2020; first report will be delayed due to various factors (counterparts and consultants were unavailable because of competing COVID-related priorities). The team expects the first report to be available January 2021.

### **Grant Activity 3**

Continued dialogue on child care. Given the lack of care services in Albania, which places a burden on women's time and availability to perform other economic activity, the team proposes to continue working with the authorities around (i) improvements to the afterschool program "Let's do Homework," based on findings from the World Bank assessment, including on monitoring and evaluation systems; (ii) organization of a workshop on international practices in early childhood development, with a focus on childcare services for children ages 0–6, and (iii) Organization of knowledge exchange activities with EU countries on differentiated childcare supply modalities, including coverage of public and private daycare services. The results of this activity would naturally feed into future Bank operations as a follow-up.

Deliverables:

- (i) Roadmap for improvements to the Afterschool program; with implementation cost estimates
- (ii) Workshop materials and engagement plan
- (iii) 1–2 field visits in EU countries (as strictly needed only)

### **Timeline**

Original: June 2020 (i)

FY21 (ii) and (iii)

### **Progress (as of December 2020)**

For (1) the closure of schools during the 2019–2020 school year automatically canceled any after school activities and authorities had to direct all their attention to delivering education under a “distance learning” model for which they were not prepared. During the present year, as COVID-19 infection rates continue to be relatively high, after school programs are not taking place. The team is reaching out to the Ministry to understand whether there is a timeline to reopen and how to think about such plans, and whether expanding is an option under current conditions.

Regarding (ii) and (iii) the team is expecting contact at the subnational levels to resume but remote connections have been difficult. The team is considering a few online resources, which would be ready to be delivered to the authorities during 2021, depending on the conditions.

### **Lessons learned and client engagement**

**What problems did the task team encounter during implementations and what were some lessons learned? What can be done differently in the future to support SEJLS scale up to more operations?**

Aside from the difficulties associated to launching new activities in a context of no travel and only VC meetings, there have been no unusual issues related to SEJLS. The approach followed by the Jobs group to identify selectively champion projects was very effective to deploy the resources relatively quickly; however, to gain even more impact the team may want to consider helping teams at early stages of dialogue (perhaps even during ASA completion) to have a greater impact on the preparation process, which is typically underfunded.

**What did the task team do to build capacity in client countries (including NGOs, CSOs and government agencies)?**

Over the years, the team benefited from a UFGETF that allowed to generate vast knowledge and many exchange events, this is what led to the definition of the reform program behind the

Gender DPO.

## SOCIAL PROTECTION AND JOBS



### GHANA

GHANA JOBS AND SKILLS PROJECT

[P166996](#)

#### Development objective

To support skills development and job creation in Ghana.

#### Grant Activity 1

The MDTF award will finance R&D for shaping the scope and substance of the monitoring component to ensure relevant, dynamic learning to influence the evolution of design and implementation and ultimately to strengthen the impact of the project subcomponent on skills development and job creation outcomes. During the early phase of project implementation, the government of Ghana and the project task team aim to upgrade SDF's monitoring system.

#### Timeline

The project has been approved by the board and the team is moving forward to project effectiveness. Grant activities are on track to be implemented. The design of the upgraded and augmented monitoring system for SDF in the relevant Project Implementation Manual was completed, and the revised software in the SDF grant management system for the upgraded monitoring system, and accompanying monitoring tools and procedures will be completed by June 30, 2021.

#### Progress (as of December 2020)

N/A



### INDONESIA

INDONESIA SKILLS DEVELOPMENT PROJECT

[P166693](#)

#### Development objective

To support the Government of Indonesia's development of a more skilled workforce by enhancing the institutional mechanisms for skill development and increasing access to quality and market-relevant training for the workforce.

Activities are in identification phase, no activity progress to report at this stage.



## TURKEY

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

[P171543](#)

### **Development objective**

Improving the conditions to create formal employment opportunities in rural areas of selected host communities.

### **Grant Activity 1**

On the supply-side (workers), the assessment will identify current constraints among refugee workers in accessing better employment opportunities in and outside agriculture. The assessment will identify employment preferences of refugee workers along several dimensions of job attributes, and weight those job attributes against the social benefits refugees can receive in the absence of a formal work activity. The assessment will also collect information on other potential constraints faced by refugees in accessing better employment opportunities in the agricultural sector, which could include a lack of technical or language skills, issues related to job search and intermediation, limited geographical mobility, or legal constraints associated with refugee status, among others. The findings of the supply-side assessment will directly inform the design of the project Agricultural Employment Support for Refugees and Turkish citizens through Enhanced Market Linkages—(P171543). It will also inform the design of another operational project on the integration of refugees in the urban labor markets of Support for Transition to Labor Market for People under Temporary and International Protect—(P171471). Finally, it will inform the Emergency Social Safety Net (ESSN) exit strategy of the Turkey government for Syrian Refugees, which aims at facilitating the transition from the emergency cash transfer system for refugees into labor market activities.

On the demand-side (farmers), the activity will assess the willingness of farmers to hire workers formally depending on potential workers' attributes and the extend of labor cost subsidization provided by the project. The activity is expected to take the form of a field experiment in the form of an auction experiment carried out among farmers in provinces targeted by the project. In particular, the field experiment would assess the willingness of farmers to formally hire workers depending on workers attributes (e.g. Refugee worker versus native worker) and alternative wage subsidy amount. The results of this sub activity will inform the design of the supply-side interventions as part of the Agricultural Employment Support for Refugees and Turkish citizens through Enhanced Market Linkages—(P171543), in particular the design of the subsidy subsidizing labor costs.

Deliverables: Technical background paper on supply-side assessment—Technical background paper on demand-side assessment.

## Timeline

- October 2020: DCE survey instrument finalized
- December 2020: local survey firm for DCE selected, methodology for the farmers' field experiment finalized
- January 2021: DCE instrument and farmers' field experiment piloted
- April 2021: DCE data collection concluded
- May 2021: survey dataset available and farmers' field experiment concluded
- September 2021 (expected completion date): supply and demand-side assessment drafted

These timelines are consistent with the timeline set out in the GFR. However, the data collection methods used for the activities in this component may be revised in light of the containment measures and travel restrictions in place due to the COVID-19 pandemic.

## Progress (as of December 2020)

On the supply-side, the team has agreed on the methodology to carry out the supply-side assessment. It was agreed that a Discrete Choice Experiment (DCE) administered to refugees in the field is the best instrument to assess employment preferences of refugee workers. A series of hypothetical employment choices with differing attributes randomly manipulated will be provided to respondents (e.g.). Choice problems will be designed to reflect uncertainty (for example, there is a risk of not being able to find informal employment during a season) as well as dynamic considerations (SuTP's will lose ESSN benefits permanently once they accept a formal job; making it salient that the ESSN is not a permanent program, etc.). Piloting and focus group discussions will be used to determine which attributes are important to the local context as well as their appropriate levels, implying that the choices can be detailed further before implementation. In addition to the DCE, the field survey will also collect detailed demographic and background information on refugee workers, so that work preferences can be linked to refugee workers observable characteristics. The survey instrument for the activity is currently being drafted.

On the demand-side, the team has agreed to use a lab-in-the-field experiment design. The team defined the objectives of the lab experiment which will be twofold: (i) to assess preferences farmers' preferences in hiring agricultural workers as well as (ii) price elicitation to determine the optimal level of subsidy for the project. In the first stage of the experiment, the team will test for potential statistical and taste-based discrimination in the hiring of refugee and Turkish workers by experimentally varying workers' ethnicity and productivity. In the second stage of the experiment, In Stage 2, the wage subsidy will be introduced and experimentally varied to assess its impact on the number of workers hired by farmers by ethnicity.

As next steps, the team needs to finalize the lab-in-the-field experiment method to be used to elicit preferences and prices which will either be an auction mechanism, or the Becker-DeGroot-Marschak (BDM) preference elicitation mechanism. The team will also assess the adequate amount of compensation to be provided to farmers to participate in the experiment and where the experiment should be carried out to maximize participation. Finally, the team will determine whether the pay-offs to farmers resulting from the experiment will be tied to the actual project and whether they would be restricted to the experiment itself.

## Grant Activity 2

The activity will design a pilot intervention that addresses one of the market failures/constraints to formal employment creation for refugees identified by the assessments. Based on preliminary evidence from the field to be confirmed by the assessment, this activity could consist in designing a matching methodology/algorithm for formal rural employment to maximize the welfare of both workers and employers. The activity will also propose a Theory of Change based on market failures identified by the assessments then linking them to the results chain, and finally describing the main features of the economic analysis.

**Deliverables:** Note on proposed pilot intervention to address demand-side or supply-side constraint to refugee formal employment—Theory of Change—Economic Analysis

### Timeline

September 2021 (expected completion date): note describing the design of the pilot intervention drafted.

### Progress (as of December 2020)

Assessment activities to serve as input for the pilot intervention defined. However, further work on the pilot design will be based on the outcome of activity 2.

For the theory of change—economic analysis, the team has drafted an economic analysis for the overall project. The next step is to share it with the jobs group for review and comments to move towards finalization.

## Lessons learned and client engagement

**What problems did the task team encounter during implementations and what were some lessons learned? What can be done differently in the future to support SEJLS scale up to more operations?**

To date, the task team has been able to carry out the proposed tasks well, working within the task team, in consultation with local academics in Turkey. To date, no issues have emerged.

**What did the task team do to build capacity in client countries (including NGOs, CSOs and government agencies)?**

The intention is to carry-out the proposed activities in close collaboration with the Agricultural Credit Cooperative, which is implementing the project, so that they can both help coordinate the relevant activities but also learn about the methods used and approach to this research, with the aim of building their knowledge and experience.

# URBAN, RESILIENCE AND LAND



**EGYPT**

UPPER EGYPT LOCAL DEVELOPMENT PFORR

[P157395](#)

## Development objective

To improve the business environment for private sector development and strengthen local government capacity for quality infrastructure and service delivery in select governorates in Upper Egypt.

## Grant Activity 1

Baseline: Analysis of jobs across governorates and districts of Upper Egypt. This activity will prepare a mapping of jobs across governorates and districts of Upper Egypt.

### Timeline

Implementation start date: August 2020

Expected completion date: December 2020

### Progress (as of December 2020)

The first part of analysis under this activity has already been completed. We have produced a note clearly outlining the key constraints faced by firms in the Upper Egypt region and other lagging regions using the WB Enterprise Survey. The data show that "Southern Upper Egypt" (which includes those governorates being supported by the Bank-financed Program) and "Frontier" regions of the country clearly come out as two lagging regions where firm constraints are reported as very different, especially compared to leading regions of the country such as Greater Cairo metropolitan region.

We are now launching a short analysis on productivity and lack of agglomeration economies in the region, where we will try to identify and distill key issues related to agglomeration economies including the extent of these economies and congestion costs, potential causes of the problem and estimate how governorates are delivering productivity. For this we plan to use the Economic Census and Labor Force Survey.

## Grant Activity 2

Describe in detail this activity supported by SEJLS:

Local market failures: Analysis of local market failures in Upper Egypt. This analysis will aim to answer the question of whether public policies are incentivizing capital-intensive economic activity or labor-intensive economic activity, with the latter expected to create more jobs. We expect that there are several incentives for local firms to buy more equipment but not to hire more labor. We will

look into the skills level of labor in Upper Egypt and skills currently required by businesses there. We will also conduct a primary survey of firms in local clusters as well as existing and potential firms currently located in, or interested in locating in industrial zones in Upper Egypt. This will provide firms' views on local job creation and help identify viable policies and investments. This survey will also cover how the ongoing COVID-19 pandemic has impacted local firms, especially their labor force and its employment status.

#### **Timeline**

Expected Start Date: December 2020

Expected Completion Date: March 2021

#### **Progress (as of December 2020)**

Not started yet. We are currently drafting Terms of Reference for experts to conduct these assessments and identifying the relevant experts.

### **Grant Activity 3**

We plan to merge Grant Activity 3 and 4 into one, given their clear linkage.

Grant Activity 3: Recommendations: A note on spatially-aware interventions for job creation in Upper Egypt; and

Grant Activity 4: Guidance note on measuring jobs: A guidance note on measuring jobs indicators linked to urban and territorial development interventions

This note will focus on how to reduce cost of labor rather than cost of capital for Upper Egypt businesses, to enable them to hire more labor. We will try to identify policies/ways to subsidize activities to reduce the cost of labor for firms, to give firms an incentive for labor intensive activity. We will also try to identify policies and interventions which help the Upper Egypt region leverage its endowments and promote local economic development. We will also aim to measure the number of sustainable jobs created by private sector in firms that have benefited from interventions of the Bank-financed Upper Egypt Program, and how the Program has helped reduce market and coordination failures to enable future job creation. We will not necessarily focus on jobs created during project implementation by construction type activities as these may be temporary.

#### **Timeline**

Expected Start Date: February 2021

Expected Completion Date: August 2021

#### **Progress (as of December 2020)**

Not started yet. We are currently drafting Terms of Reference for experts to conduct these assessments and identifying the relevant experts.

# ANNEX D: PROGRESS REPORT ON ACTIVE GRANTS

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

**COUNTRY / REGION:** Mozambique

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

**GLOBAL THEME(S):** Gender

### **OBJECTIVE:**

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

### **APPROACH:**

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

Households and villages were first surveyed in February to June 2016 (baseline) on the agricultural season of 2014/2015. The same households and villages were interviewed again (i) in February through

April 2019 (first follow-up) on the agricultural season of 2017/2018, during which the interventions took place; and (ii) September through November, 2019 (second follow-up) to collect information on the agricultural season of 2018/2019.

#### PROGRESS IN 2020:

Throughout 2020, the research team has finalized the data analysis to measure the impacts of the two training interventions. Results show that the Personal Initiative ("soft skills") training fostered entrepreneurship outside the farm: doubling the share of women running profitable off farm businesses, generating important additional source of income to the households. We also find that Personal Initiative training enhance the effectiveness of agricultural extension ("hard skills") intervention: leading to large increases in area cultivated and adoption of fertilizers, pesticides, good farming practices (such as crop rotation and mulching) and cash crops (including soy), generating greater overall value of harvest and value of harvest sold. Importantly, we also find that household expenditure goes up, and results persist after interventions have left the field. The team is currently drafting a policy brief and an academic paper and will focus on disseminating the results.

#### LESSONS LEARNED:

- Results show how a psychological mindset training targeted to women farmers can lead to greater investment and entrepreneurship, helping their households transition out of subsistence farming and into market-oriented agriculture and off farm businesses.
- The results also suggest the promise of psychology to improve the design and effectiveness of standard agricultural extension programs, showing the importance of teaching not only best production technologies and practices, but also developing an entrepreneurial mindset.

#### LINK TO OUTPUTS:

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

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

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

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

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

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

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

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

## **TF0A9130| Solutions for Youth Employment**

COUNTRY / REGION: Global

TTL: Namita Datta

#### OBJECTIVE:

To support the S4YE Coalition, which links stakeholders in the private and public sectors and civil society, in activities aimed at gathering and exchanging knowledge and evidence, bringing

together diverse stakeholders, and using knowledge to achieve high-impact programming for youth employment at scale. Generate key knowledge and partnership products that provide a shared and common platform of metrics and knowledge on youth employment.

**APPROACH:**

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

**PROGRESS IN 2020:**

This year the team further scaled up S4YE activities across all pillars of the work program, in spite of challenges due to COVID. The team produced two solid thematic notes on topics that were not addressed as much within the WBG. The first note was on Job creation in the Orange Economy and the second was Digital Jobs for Youth with Disabilities. The note on disabilities also brought together a unique group of WBG teams and external partners, including the Global Disability Advisor team in SSI GP. The team also led two MDTF Solutions Notes on Digital Jobs for Young Women and Jobs for Young Syrian Refugee Women. The team updated the Knowledge Repository of tools for youth employment practitioners adding several new theme, such as on green jobs, disabilities, and jobs in agriculture. This repository has become a go-to place for practitioners. The team also led a monthly series of very successful and well attended webinars bringing in new ideas and innovations from outside the Bank-to-Bank teams. Our monthly newsletters with crisp summaries of new reports, events, among other things, have been well appreciated. The team also successfully supported several WBG operational teams bringing in the digital jobs agenda to operations in Ethiopia, Iraq, Cambodia, Lebanon, Sierra Leone, and other countries. S4YE partnered with different GPs in all activities especially with Social, SPJ, Education, DD, Agriculture, FCI, and also scaled up partnership with IFC's team on education/digital skills.

**LESSONS LEARNED:**

No lessons to report.

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

**COUNTRY / REGION:** South Africa

**TTL:** Eliana Carranza

**OBJECTIVE:**

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

**APPROACH:**

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

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

**PROGRESS IN 2020:**

All data collection, data analysis, policy notes and dissemination activities planned for this period were completed. A working paper with impact evaluation results was produced and published in the World Bank Policy Working Paper Series, the Harvard Center for International Development (CID) Faculty Working Paper, Oxford University and Duke University Economic Research Initiatives (ERID). An implementation manual for the skill certification activities was developed with Harambee and published at the Jobs Group and Oxford. The manual is targeted to a more operational audience who may be interested in replicating the activities. Jointly with our partner JPAL a methodological note was also produced. The note summarizes best practices for surveying young and highly mobile work-seekers over the phone, which draws from experience with data collection for this and other projects (including two also funded by the Jobs MDTF). The note has been well received by policy practitioners. Impact evaluation results have been disseminated broadly to academic and policy audiences, both in South Africa and internationally. Two blogposts were prepared and published at VoxDev and GlobalDev (English, French and Spanish). Presentations were given at the BREAD conference, and AEA/ASSA annual meetings.

**LESSONS LEARNED:**

- Findings indicate higher employment rates, higher earnings, and more accurate beliefs about their skills among work seekers who received a skills certificate. The intervention does not seem to change work seekers' search behavior (neither effort nor effectiveness), providing evidence of limited information frictions on the supply-side. Instead, demand-side information frictions exist and seem to be more quantitatively important for labor market outcomes.
- Our estimates of demand suggest that labor market service providers could at least partially finance their operations through payments from participating firms. Impacts were similar for male and female work-seekers and firm-owners.

- In bulk-scraping multiple online job vacancies, our team noticed many misleading, questionable, and low-information posts. These were eliminated in a careful curation process before implementation. Those posts included jobs with unrealistic salaries or unrealistic prospects, jobs that required “training fees,” and multi-level marketing jobs. The frequency of posts like this was worrying and represents a search barrier to young inexperienced workseekers.
- The results also suggest the promise of psychology to improve the design and effectiveness of standard agricultural extension programs, showing the importance of teaching not only best production technologies and practices, but also developing an entrepreneurial mindset.

**LINK TO OUTPUTS:**

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

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

**TF0A4483 | Mexico Youth Labor Market Inclusion Pilot**

**COUNTRY / REGION:** Mexico

**TTL:** Alvaro S. González

**OBJECTIVE:**

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

**APPROACH:**

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

The project is implemented in two phases. Phase I (MM 2018–MM 2019) tested implementation mechanisms and validated potential hypotheses regarding youth constraints. Results from Phase I informed project activity design improvements for Phase II (MM 2019–to date), which started implementation in 2020.

**PROGRESS IN 2020:**

Phase II began in April 2019 by collecting baseline data and delivering a labor market literacy workshop at upper secondary schools by trained SNE staff. At the end of the workshop, a randomly selected sample (970 youths) of targeted youth (total sample of 1,924) received an offer to obtain a

formal employment incentive (FEI) if they were able to provide evidence of formal employment and permanence in formal employment after graduating from upper secondary education. The stimulus was offered to selected youth regardless of their plans after graduation. The amount of incentive offered was MXN 900 monthly (approximately US\$ 45). The incentive is paid for up to six months, as long as the participant demonstrates formal employment. The FEI intervention is ongoing. There is no deadline to claim the incentive, and youths who receive the offer can claim the incentive any time after finding a formal job, for a single time (they cannot reapply once they have received it). A total of 970 youth were randomized to receive the incentive offer, and 55% were planning at baseline to search for a job after graduation. To date, out of those, 383 individuals have registered to receive the incentive, 285 have self-reported being formally employed, 213 have received their first incentive payment, and 151 have completed six months receiving the incentive.

To reduce high rotation during the first six months on the job, the FEI was initially designed to be paid for up to six months, continuously, as long as the participant demonstrated their permanence in formal employment at the same firm. However, in response to the COVID-19 crisis and labor market pressures introduced by the pandemic, the condition of staying at the same firm was relaxed in March 2020. Now, it is only required that participants remain formally employed, regardless of whether they had changed firms and whether this change occurred or not immediately after leaving the previous job. The team informed about this modification by SMS to all individuals assigned to the treatment group.

#### LESSONS LEARNED:

- Building trust and ensuring continuous communication with youth are crucial elements to ensure participation in active labor market programs.
- More than half of the students plan to work either full or half time after graduating from high school. Yet, few schools invest in providing labor market information to students
- More than 80 percent of students have work experience; however, most of that experience has been in the informal sector

#### LINK TO OUTPUTS TO DATE

[How did COVID-19 affect youth workers in Mexico? Here's what we found](#)

[Creative ways organizations solicit feedback from youth in employment programs](#)

## **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:

Explore the effectiveness of integrated jobs approaches, the pilot develops a rice value chain by supporting rice processing units (labor-side intervention) and including producer organizations and poorer smallholders within (supply-side intervention).

### **APPROACH:**

Within the broader context of the Côte d'Ivoire Productive Safety Net project, the pilot focuses on “action learning” and development of rice value chain that includes smallholder farmers. The impact evaluation compared labor market and welfare outcomes attained through (i) a value chain development approach, (ii) cash transfers, and (iii) synergies from combining the two.

### **PROGRESS IN 2020:**

In 2019, smallholders received inputs on credit from a financial institution based on a contract with a rice mill to deliver a certain amount of rice, of a certain quality, at a fixed harvest price. The mill received working capital credit from the micro-finance institution to buy rice at harvest and followed up regularly with participating villages through a liaison agent hired at its own expense. The Jobs pilot paid coordination costs—including one agricultural liaison officer—invested in capacity building, and facilitated partners’ exchange (mill, farmers, local micro-finance branch) through local and national coordinators, and provided technical assistance to mills and agronomic advice to farmers. Participating partners carry the financial risks; no guarantee funds for loans nor subsidies for inputs are provided. In return, partners must offer all rice growers (with some form of water control), including the poorest, the opportunity to participate.

The Jobs project team documented, evaluated, and communicated progress and lessons, and conducted administrative and household surveys about credit transactions, yields, and sales, as well the socio-economic profiles of about 550 participating and non-participating households from 52 villages around three rice mills in three regions (Tonkpi, Poro, Tchologo) in 2019. Evaluation revealed that while many did not generate a profit, some farmers demonstrated good results. But there were substantial implementation challenges, leading the partners to make program changes after year one, including limiting participation to farms with appropriate and sufficiently large lowland rice plots, streamlining provision of credit and reducing its cost, intensifying agronomic extension, and replacing a rice mill with another willing to offer a higher price. The second year, about 450 mostly new producers across 60 villages participated. Although no partners made a profit (farmers, mills, bank), they made progress and most remedial measures had a positive effect. Use of machinery services also brought considerable benefits. Seed quality and COVID-related input delivery delays created liquidity challenges and reduced performance in two regions. The partners decided to undertake one more campaign adopting more changes, including tightening rules of participation, upfront payment of 10 percent of the credit as guarantee to ensure farmer commitment, and decentralizing decision making for credit provision and input purchases to the local consortia. Mills also received marketing strategy assistance. Early results from a new round of data collection showed that contracted “semi-lux” rice production was most profitable for mills, but it requires better quality paddy rice, greater contracted volume, and better firm management. Mills will be encouraged to introduce a quality premium.

### **LESSONS LEARNED:**

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

- (i) Moving from subsistence farming to market production applying modern inputs requires a long-term mentality shift.
- (ii) Agronomic support is key to increasing smallholder productivity and output quality.

- (iii) Some water control is needed for commercial rice production; intensified rain-fed production is not profitable.
- (iv) Rice marketing increases price (white rice), which in turn permits greater margin to mills and thus a higher price for farmers (paddy rice).
- (v) Credit delivery models are not appropriate in a rural context, especially where farmers are not organized.
- (vi) While a contracting model can benefit all actors, it requires strong supply chain coordination and participation of everyone. It takes time, collaborative spirit, and flexibility, as well as good feedback loops to learn and adjust.
- (vii) Distributing risks among all actors (including input providers) remains challenging.
- (viii) Experiments including data collection, analysis and communication on value chain and contracts are crucial to generate evidence for policy dialogue.
- (ix) Insights from this project informed design of an IFC rice project in Côte d'Ivoire focusing on a few large mills.

**LINK TO OUTPUTS:**

Pilot website: <https://www.jobsanddevelopment.org/cote-divoire-country-pilot/>

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

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

*Rising with Rice in Côte d'Ivoire 3: The contours of a pilot project*

*Rising with Rice in Côte d'Ivoire 4: Rice in Côte d'Ivoire is Big Business That Depends on Small Firms*

**TF0A0229 | Let's Work Mozambique**

COUNTRY / REGION: Mozambique

TTL: Federica Ricaldi

GLOBAL THEME(S): FCV/Gender

**OBJECTIVE:**

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

**APPROACH:**

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

**PROGRESS IN 2020:**

The project is wrapping up, with closing date May 31st 2021. In 2020, the grant funded the following activities: (a) Jobs Strategy Note, (b) Value Chain Book, (c) Mozambique Aggregator Pilot final report and (d) Biscate Study. The team will begin with dissemination of activities in 2021.

**LESSONS LEARNED:**

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

**LINK TO OUTPUTS:**

[Mozambique—Jobs Diagnostic](#)

[The Cashew Value Chain in Mozambique](#)

[The Cassava Value Chain in Mozambique](#)

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

[MAAP Video—Password: maap2019](#)

## ANNEX E:

# PHASE I RESULTS FRAMEWORK

Desired Outcome	Outputs	Overall Targets	Delivered to Date	Added 2020	Total 2020
Improved labor market policy, program or strategy design and/or implementation	Policy recommendations	21	24	1	25
Improved policy dialogues and/or coordination among partners	Innovative jobs country pilot operations/investments	28	28	5	33
Private sector mainstreamed in framing of jobs challenges or solutions	Improved data and/or access to data through new collection, compilation, and dissemination	46	42	15	57
Innovative interventions/operations for job creation	Study, report, or research paper on jobs dimensions	40	42	6	48
Improved stakeholder capacity in the area of jobs	Design and/or implementation of jobs tools/toolkits and/or guidelines	24	24	11	35
New methods and approaches to estimation of job effects	Standardized measurement approaches and methodologies	11	11		11
Improved knowledge or evidence base on jobs challenges and solutions	Stocktake, gap map and/or strategy for jobs evidence	28	28	1	29
Improved knowledge sharing and leveraging among jobs practitioners/partnerships	Impact or other evaluations on jobs (interim/final)	28	28	2	30
	Web-based knowledge platform	4	4		4
	Job Practitioners Network and/or Coalition	9	9	2	11

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

## ANNEX F: LIST OF S4YE-ORGANIZED WEBINARS

- **PSAC Webinar 11** | Coursera's Workforce Recovery Initiative to Reach 1 million Learners during COVID.
- **PSAC Webinar 10** | How Facebook and Association for Enterprise Opportunity Are Supporting Women-Owned & Diverse Small Businesses in The Time Of COVID.
- **PSAC Webinar 9** | Insights from Facebook and Coursera—Digital Skills, Online Learning Platforms and COVID.
- **PSAC Webinar 8** | Jobs for Urban Informal Workers: Insight from Google's Kormo Jobs.
- **PSAC Webinar 7** | Designing Virtual Internship Programs.
- **PSAC Webinar 6** | How Organizations Can Adapt to Virtual Operations During COVID-19—Tools For E-Learning and Remote Work.
- **PSAC Webinar 5** | How Innovative Ways to Expand Broadband Connectivity Can Create Youth Employment Opportunities.
- **PSAC Webinar 4** | Workshop on "Using Artificial Intelligence for Job-Matching Platforms."

# ANNEX G:

## S4YE, INTERNAL WBG CROSS-GP COMMUNITY OF PRACTICE

<b>SPJ GP</b>	
Urban Productive Safety Net and Jobs Project—(P169943)	<ul style="list-style-type: none"> <li>• Support in designing apprenticeship component of SPJ operation</li> <li>• Support in integrating digital skills component through private sector/technology companies</li> </ul>
Protecting and Promoting Human Capital in Iraq—(P174422)	<ul style="list-style-type: none"> <li>• Support in integrating digital skills for vulnerable/hard-to-reach youth</li> </ul>
Skilling Up Mashreq—(P169918)	<ul style="list-style-type: none"> <li>• Technical deep dive on skills and school to work transitions: Provided design inputs on digital skills development component, esp. for young women, and involving the private sector</li> </ul>
Nigeria SPJ Country Team	<ul style="list-style-type: none"> <li>• Explored potential partnership with Visa on digital cash transfer components</li> </ul>
SPJ and Digital Development Team in Ethiopia Country office	<ul style="list-style-type: none"> <li>• Led knowledge transfer on satellite internet and its potential in Ethiopia</li> </ul>
Cambodia Digital Economy and Competitiveness Investment Project Financing—(P175380)	<ul style="list-style-type: none"> <li>• Provide technical inputs on designing digital skills component</li> </ul>
<b>Social GP</b>	
Global Disability Advisor's team	<ul style="list-style-type: none"> <li>• Co-led the formation of the 'Informal Group on Youth with Disabilities'—incl. CSOs, Pvt sector, other Global experts</li> </ul>
Community Driven Development (CDD) Global Solutions Group (GSG)—(P169740)	<ul style="list-style-type: none"> <li>• Co-sponsored the Local Economic Development Series</li> <li>• Led the session on youth programs during COVID, with a focus on supporting vulnerable youth</li> </ul>
Social Entrepreneurship for Inclusion	<ul style="list-style-type: none"> <li>• The World Bank Group Social Development, MENA did a study across four countries in the region—Tunisia, Palestine, Djibouti, and Yemen, to determine the barriers and opportunities that exist for disabled youth to benefit from social enterprises. S4YE brought in IP partners to provide advice on the study</li> </ul>

**FCI (Finance, Competitiveness, and Innovation)**

FCI Global Team

- Explored potential partnership with Visa and WB team on integrating 1) Digital Financial Literacy 2) Digital payment solutions for MSMEs in FCI operations

**Education GP**

Building Better TVET Systems: From Principles to Practice—(P175566)

- Regularly cross share events/knowledge pieces in Skills GSG for use by practitioners.

Western Africa—First and Second Africa Higher Education Centers of Excellence for Development Impact Project: ACE

- Advised the project on private sector partnerships with technology companies, introductions to PSAC members

West Africa Education GP

- Co-developing a joint work program

**IFC**

Disruptive Tech

- Co-led three webinars on 1) AI in job matching for youth 2) Broadband access and job creation for youth 3) Coursera's initiative to reach 1 M unemployed youth in COVID
- Co-authored 2 blogs with the team on 1) and 2) above

IFCs D4TEP: Phase I Market Research

- Developing short knowledge briefs based on the study conducted by IFC and LEK
- Working on developing a community of practice of HEIs as a learning group with IFC to focus on the digitization agenda, especially from the employability angle

FIG Global Upstream Team

- Provided advice to the education finance upstream on their work program based on trends among S4YE partners

Digital skilling in textile industry (Better Work, MAS Advisory)

- Helping the team develop a digital skilling component in their upcoming project in the textile space



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