

SOCIAL PROTECTION AND JOBS

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Results Measurement for Jobs and Labor Programs

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Siv Tokle and Raphaela Karlen
Jobs Group, World Bank

[Jobs, Labor & Migration Course](#)

Roadmap

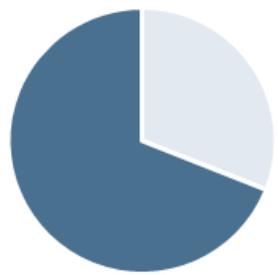
- Why do we assess and how do we define results on Jobs?
- Designing for jobs results with a Theory of Change
 - **Case Study** – Tunisia Youth Economic Inclusion Project
- Easily assess jobs outcomes with the Jobs M&E Toolkit
 - **Case Study** – Tunisia Youth Economic Inclusion Project
- Impact evaluations or: How to rigorously assess jobs impacts

WHY DO WE ASSESS AND HOW DO WE DEFINE RESULTS ON JOBS?

Temporary Jobs created Percentage of youth securing new 2D frontline animation jobs who come from inner city communities At least 5,000 women from the project villages are placed in appropriate jobs as a result of project efforts No. of new jobs created in beneficiary SMEs **Created jobs** **Formal full-time equivalent jobs in agribusiness** INCREASE IN JOBS CREATED IN SELECTED NON-TEXTILE SECTORS **Increase in the number of wage jobs in the target corridors in the target poles** No. of new jobs

created, of which % are filled by women **Jobs** Number of direct jobs created in rural communities receiving project assistance Number of female jobs created by the cashew agro-processing units directly supported by the project **Number of formal jobs created in the targeted poles** *Number of jobs created* **Number of jobs created by MSMEs Project Beneficiaries** *Number of jobs created by the cashew agro-processing units directly supported by the project* **Number of jobs created in select value chains** Number of jobs generated by enterprises supported by the grants

WBG Jobs Portfolio



28%

of current WB projects
have a **jobs component**

12.6 Million beneficiaries during FY18

Women	4 million
Men	8.6 million

580 Current job-related projects

75 \$US billion investment

IDA countries
39 \$US billion

Other
36 \$US billion

113 projects in **31** FCV countries
\$US 7 billion investment

How Do we Define a Job? What is the Jobs Challenge?

Jobs are “activities that generate income, monetary or in kind, without violating human rights” (WDR on Jobs, 2013)

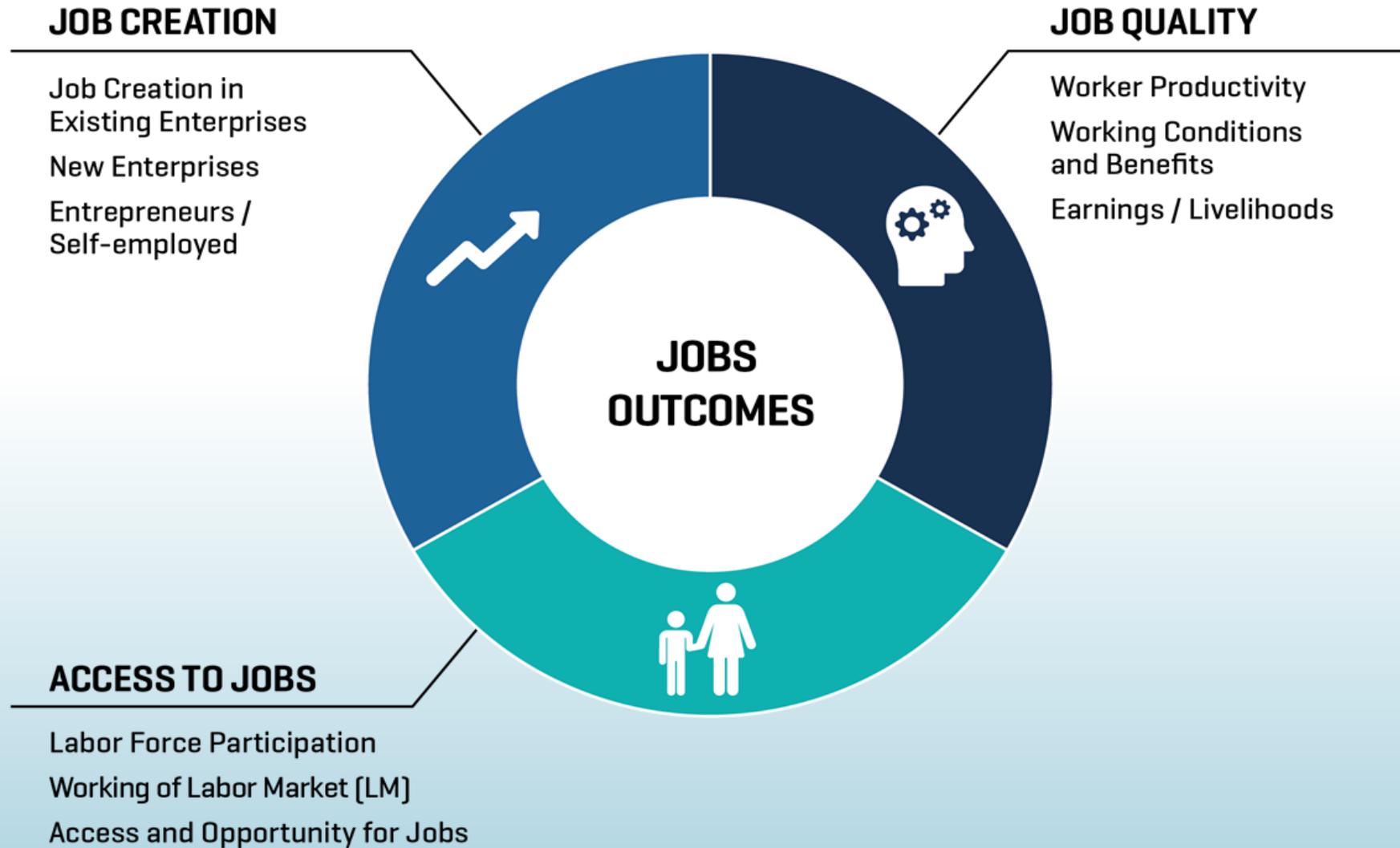
- Thus ‘jobs’ encompass wage work (formal and informal), self-employment and farming, but not forced labor or child labor
- Focus on creating more jobs, as well as improving the quality of existing jobs and connecting traditionally vulnerable population groups to jobs

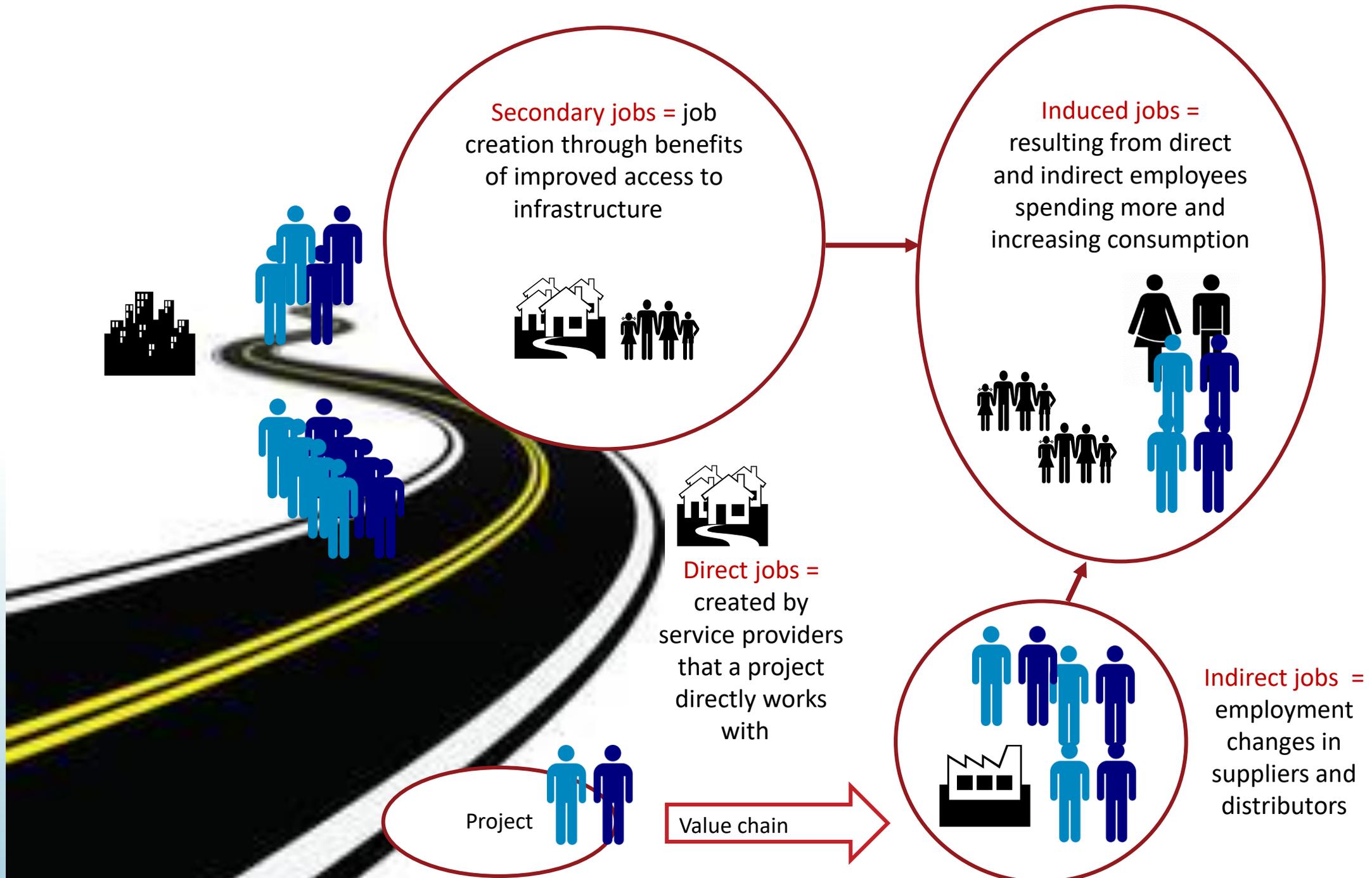
More jobs-focused operations – How do we best mainstream jobs in WBG activities as a pathway to the twin goals?

Better articulation of jobs outcomes in projects – What is the conceptual link with Jobs in WBG activities?

Better measurement of jobs results – How do we demonstrate results?

Jobs Conceptual Framework: key jobs outcomes





Secondary jobs = job creation through benefits of improved access to infrastructure

Induced jobs = resulting from direct and indirect employees spending more and increasing consumption

Direct jobs = created by service providers that a project directly works with

Indirect jobs = employment changes in suppliers and distributors

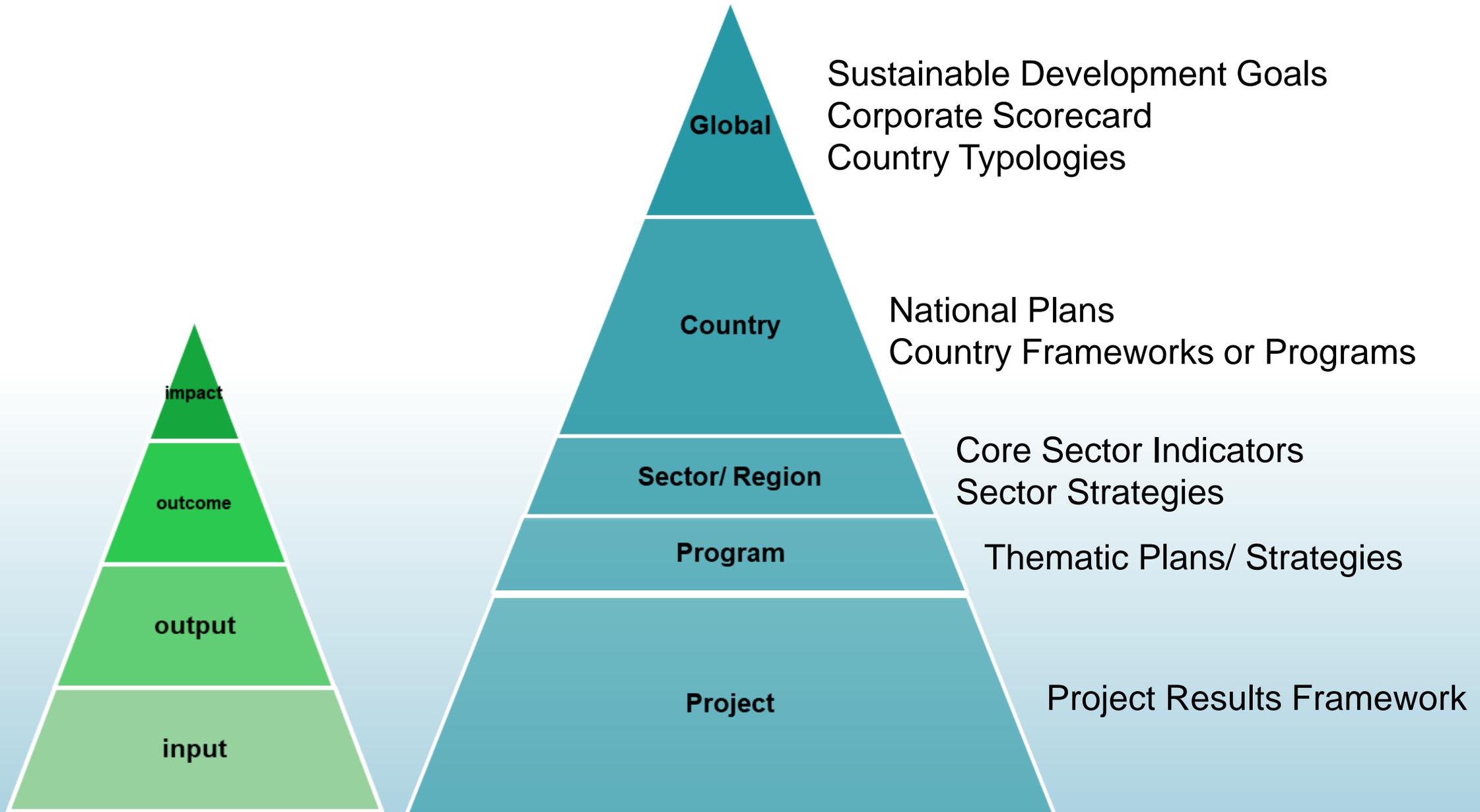
Project

Value chain

Direct vs. indirect vs. induced jobs

	Definition	Example
Direct jobs	Jobs that are a primary output of the investment <i>-- Typically realized directly within a project implementation period</i>	Additional construction workers hired to build new low-income housing
Indirect jobs	Jobs that are an output of additional activities made possible by the investment, but not as a direct output of the investment itself. This concept refers to the jobs created through the supply chain; the part of the investment spent on intermediate goods <i>-- Typically realized directly within a project implementation period (in parallel with direct jobs)</i>	Increased demand for building supplies means that suppliers hire new factory workers
Induced jobs	Jobs resulting from the additional spending from workers in the newly-created (direct + indirect) jobs <i>-- Typically realized with a short lag of the initial investment (up to one year)</i>	New retail jobs created as construction workers hired as part of the low-income housing project and workers hired by suppliers spend their wages in shops

Monitoring Jobs Results: At what level?



DESIGNING FOR JOBS RESULTS WITH A THEORY OF CHANGE

What is a Theory of Change (ToC)?

- The ToC is used to define **what** a project is trying to achieve and **how** to achieve it in a particular context (**the causal pathways**)
- The ToC starts with the **identification of the outcome to be achieved** before deciding **what has to happen to achieve it (backward mapping)**
- The ToC is **based on evidence and lessons learnt** from previous projects

The Theory of Change helps project teams to...

- Develop a **common understanding** about the project's design and **keep focus on binding constraints** to achieve expected outcomes
- Design and implement **results-focused operations**
- Define **realistic Project Development Objectives and measurable outcomes**

What are Key Steps in Developing a ToC?

Step 1. Identify the **problems** and clarify the **specific changes that need to happen**

- Changes or outcomes that need to happen in targeted groups or institutions to address the problems

Step 2. Define the **key interventions** and the **pathway** to achieve specified outcomes

- **Drawing on:** recent evidence, experience, lessons learned, stakeholders understanding of binding constraints  Map the necessary sequences of causes and effects which are presumed to lead to the desired outcomes, starting with the specific outcome, and connecting to intermediate outcomes and interventions

Example of a Theory of Change

Component 1: Promoting agribusiness

Activities

Extension services for
cashew farmers

Agricultural manuals

Provision of inputs for
rice plantations

Output

Outcomes

Outcomes/Impact

CASE STUDY – TUNISIA YOUTH ECONOMIC INCLUSION PROJECT

Case Study – Tunisia Youth Economic Inclusion Project

Project Development Objective

Improve economic opportunities for targeted disadvantaged youth in selected Governorates in Tunisia

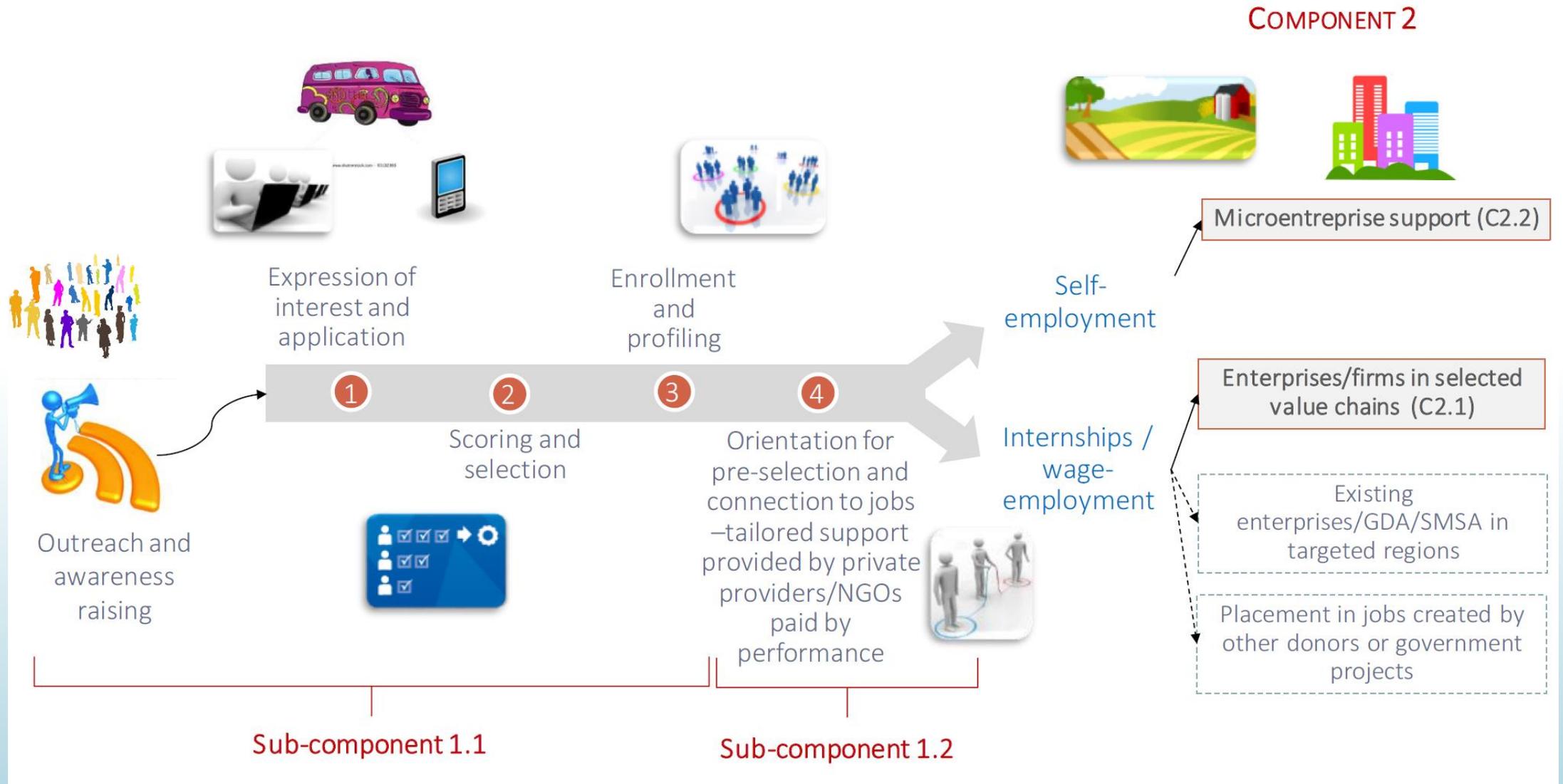
Component 1 – Connecting Youth to Jobs

Provide tailored services to selected target youth (i) to facilitate their transitions from unemployment/inactivity into wage or self-employment, or (ii) to help them move from low to higher quality jobs (including from informal to formal)

Component 2 – Supporting Job Creation

Help the private sector realize its potential in creating jobs by (i) supporting the development of value chains that have a high potential for job creation and (ii) supporting selected targeted youth in the creation and development of their micro-projects

Case Study – Tunisia Youth Economic Inclusion Project



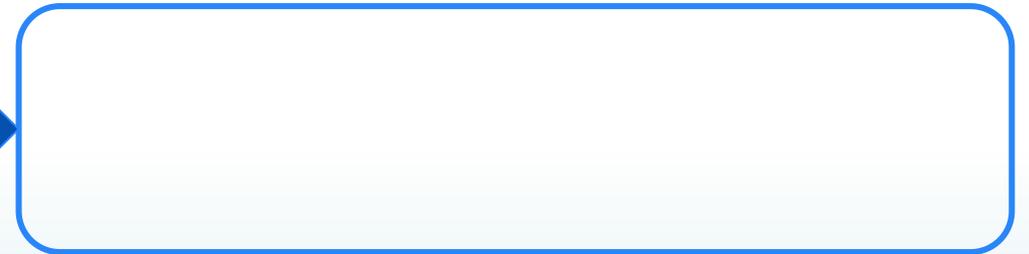
Developing a ToC – Tunisia Case Study

Step 1 – Identify the problem and clarify the outcome to be achieved

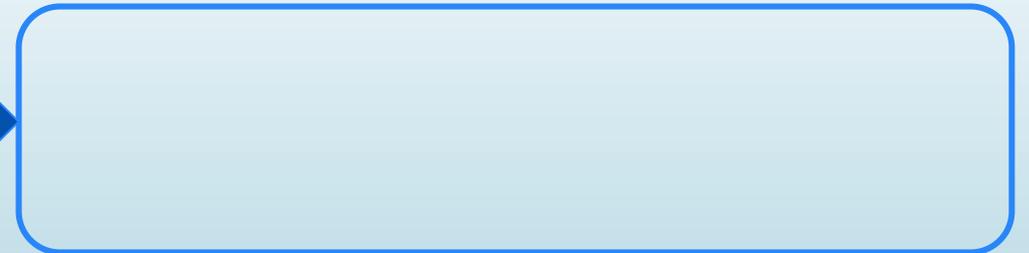
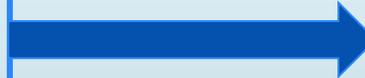
Problems to be addressed

Outcomes

A large share of the working age youth is unemployed or working in low quality jobs



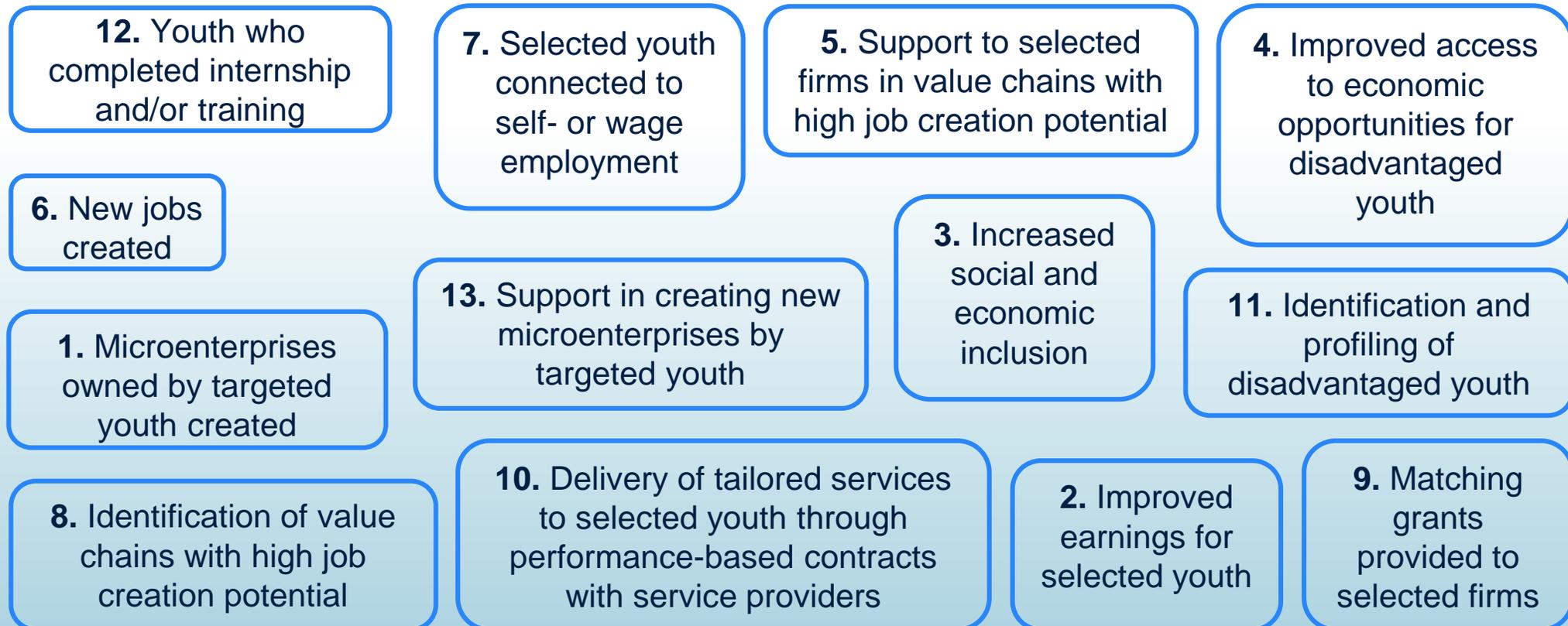
Social and economic exclusion is increasing for certain groups, especially youth



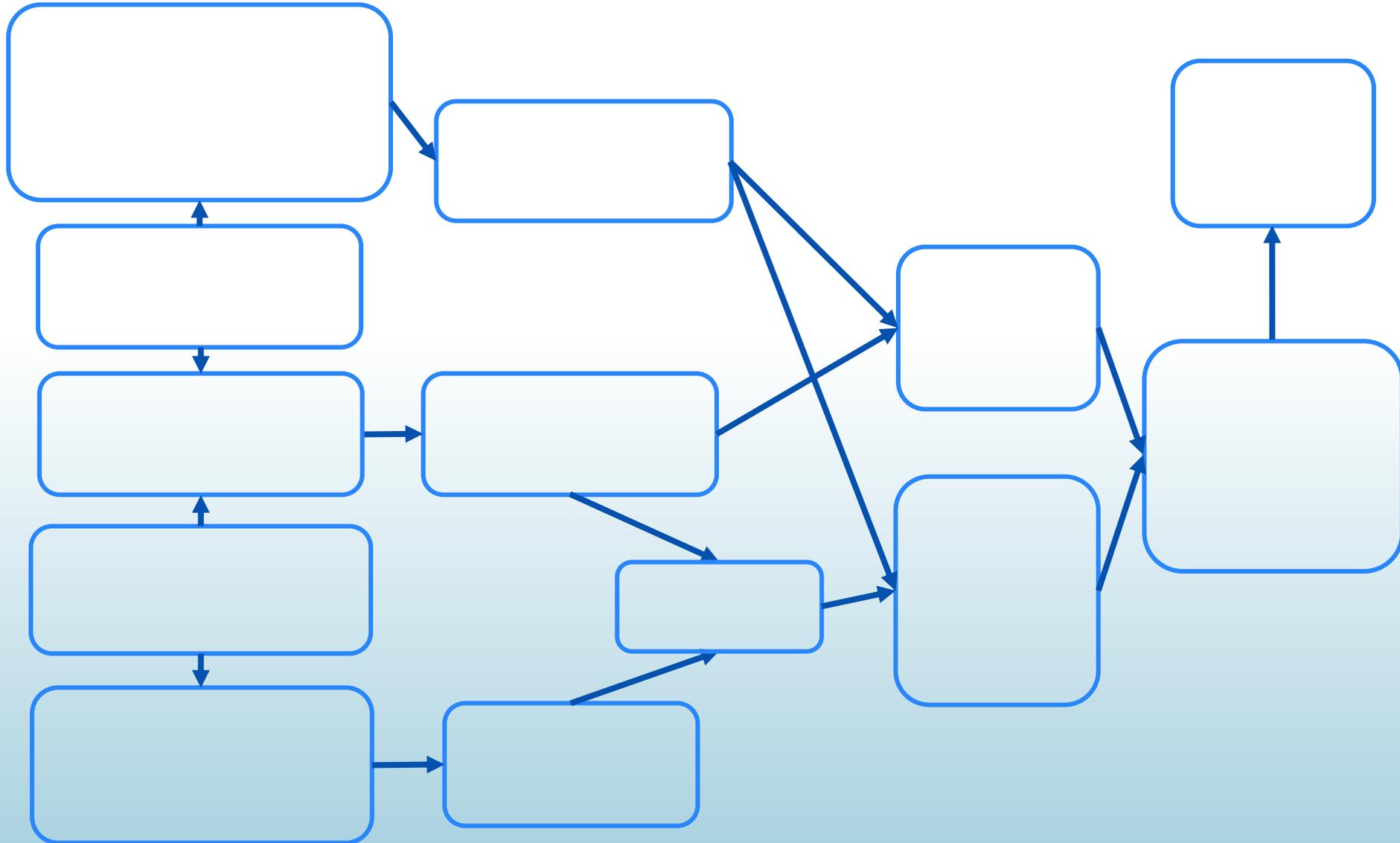
Developing a ToC – Tunisia Case Study

Step 2 – Define Key Interventions and Pathways to Achieve Outcomes

Group exercise 2: Place the statements into the appropriate logical order of the ToC, starting with the final outcome, and connecting the intermediate outcomes and interventions



Developing a ToC – Tunisia Case Study



EASILY ASSESS JOBS OUTCOMES WITH THE JOBS M&E TOOLKIT

Objective of the Jobs M&E Toolkit

- To support **mainstreaming the jobs agenda** within the WBG
- To **standardize jobs indicators and their definition** across jobs operations
- To help project teams and project implementation units with **simple tools for administrative data collection** on jobs
- For use **ex-ante in design** of projects as well as **monitoring and reporting** on results

A 'Menu' of Jobs Indicators to choose from (see Handout)

Job Outcomes		Job Indicators	Individuals	Firms
<i>WBG Corporate Scorecard</i>		<i>Number of project beneficiaries reached by jobs-focused WBG interventions</i>	X	X
Job Creation	Job creation	<ul style="list-style-type: none"> Number of (self- and/or wage) employed project beneficiaries (*)⁵ – *disaggregate by self- and wage-employed project beneficiaries Number of full-time equivalent (FTE) jobs in beneficiary firms (*) 	X	
	New enterprises	<ul style="list-style-type: none"> Number of newly established firms with more than one paid employee (**)⁶ 		X
	Entrepreneurs/Self-employed	<ul style="list-style-type: none"> Number of self-employed project beneficiaries (*) 	X	
	Worker productivity	<ul style="list-style-type: none"> Average output per worker among beneficiary firms (**) 		X
Job Quality	Working conditions and benefits	<ul style="list-style-type: none"> Number of project beneficiaries covered by social security insurance (*) Share of project beneficiaries reporting satisfaction with their job (*) Average number of hours worked per project beneficiary per week (*) 	X	
	Earnings/ Livelihoods	<ul style="list-style-type: none"> Average annual earnings of project beneficiaries (*) 	X	
	Labor force participation	<ul style="list-style-type: none"> Labor force participation rate among project beneficiaries (*) 	X	
	Working of labor market	<ul style="list-style-type: none"> Number of project beneficiaries using (public or private) employment services (*) Average length of time for beneficiary firms to fill a vacancy 	X	X
Job Access	Access and Opportunity for Jobs	<ul style="list-style-type: none"> Disaggregation by gender and/or age for indicators marked with (*) Disaggregation by gender of firm owner for indicators market with (**) 	X	X
	Access to/ working of product markets	<ul style="list-style-type: none"> Number of project beneficiaries who are member of a cooperative or producer group (*) / (**) Number of beneficiaries with new commercial relationships (**) Average time to get to market where output can be sold or traded 	X	X
Intermediate	Firm performance/ Investment	<ul style="list-style-type: none"> Additional sales revenue for beneficiary firms (US\$) (**) Investment generated (US\$) (**) Share of newly established beneficiary firms still operational after X months (**) 		X
	Human Capital	<ul style="list-style-type: none"> Share of project beneficiaries completing training 	X	

Tools available in the Jobs M&E Toolkit (see Handout)

Jobs M&E Toolkit

Project Preparation

An Introduction to the Jobs M&E Toolkit

- **Definition of 'jobs operations' and the two beneficiary types most commonly targeted by jobs projects** – Individuals and Firms
- **Menu of Jobs Indicators by Job Outcomes**
- Definition and Guidance on the WBG Corporate Results Indicator on 'Jobs'

Matrix to Assess Relevance of Jobs M&E Toolkit for project – including definitions of jobs outcomes

A. Jobs Indicator Definitions and Guidance – for use at the project development objective and/or intermediate level in Results Framework – by beneficiary type: Individual Beneficiaries (A.1.) and Firm Beneficiaries (A.2.)

Project Implementation

B. Jobs Data Collection Forms – Paper-based (Excel) and online (online platform) version for administered and self-administered data collection respectively – by beneficiary type: Individual Beneficiaries (B.1.) and Firm Beneficiaries (B.2.)

C. Jobs Data Collection Manuals for firms contracted by project implementation units to collect data – by Beneficiary Type: Individual Beneficiaries (C.1.) and Firm Beneficiaries (C.2.)

D. Terms of Reference for implementation of Jobs Data Collection for project implementation units subcontracting firms to collect data

A 'Menu' of Jobs Indicators to choose from

Job Outcomes		Job Indicators	Individuals	Firms
WBG Corporate Scorecard		Number of project beneficiaries reached by jobs-focused WBG interventions	X	X
Job Creation	Job creation	<ul style="list-style-type: none"> Number of (self- and/or wage) employed project beneficiaries (*)⁵ – <i>*disaggregate by self- and wage-employed project beneficiaries</i> Number of firms 	X	X
	New enterprises	<ul style="list-style-type: none"> Number of new enterprises created (**)⁶ 		X
	Entrepreneurs/Self-employed	<ul style="list-style-type: none"> Number of self-employed project beneficiaries 	X	X
Job Quality	Worker productivity	<ul style="list-style-type: none"> Average output per worker per week (*) 		X
	Working conditions and benefits	<ul style="list-style-type: none"> Number of project beneficiaries reporting satisfaction with their job (*) Share of project beneficiaries reporting satisfaction with their job (*) 	X	
		<ul style="list-style-type: none"> Average number of hours worked per project beneficiary per week (*) 	X	
	Earnings/ Livelihoods	<ul style="list-style-type: none"> Average annual earnings of project beneficiaries (*) 	X	
Job Access	Labor force participation	<ul style="list-style-type: none"> Labor force participation rate (%) 	X	
	Working of labor market	<ul style="list-style-type: none"> Number of project beneficiaries providing services (*) Average length of time to find a job 	X	X
		Access and Opportunity for Jobs	<ul style="list-style-type: none"> Disaggregation by gender of firm owner for indicators market with (**) 	X
Intermediate	Access to/ markets	<ul style="list-style-type: none"> Share of project beneficiaries who are member of a cooperative or producer group (**) Share of project beneficiaries with new commercial relationships (**) 	X	X
		<ul style="list-style-type: none"> Average time to get to market where output can be sold or traded 	X	X
	Firm performance/ Investment	<ul style="list-style-type: none"> Additional sales revenue for beneficiary firms (US\$) (**) Investment generated (US\$) (**) 		X
		<ul style="list-style-type: none"> Share of newly established beneficiary firms still operational after X months (**) 		X
	Human Capital	<ul style="list-style-type: none"> Share of project beneficiaries completing training 	X	

Individual beneficiaries include job-seekers, those who aspire to improve their employability or earnings, subsistence farmers, and self-employed individuals

Firm beneficiaries include firms or entrepreneurs, including farms

Indicators along the key jobs outcomes of job creation, job quality and access to jobs

CASE STUDY – TUNISIA YOUTH ECONOMIC INCLUSION PROJECT

**JOBS
GUIDE**
Issue 1

Monitoring & Evaluation for Jobs Operations

Jobs M&E Toolkit, Volume 1

June 2017



Resources and Contacts

The Toolkit can be accessed through the following links:

- [Jobs M&E Toolkit](#);
- [Interactive version of the Toolkit](#) on the Jobs and Development website

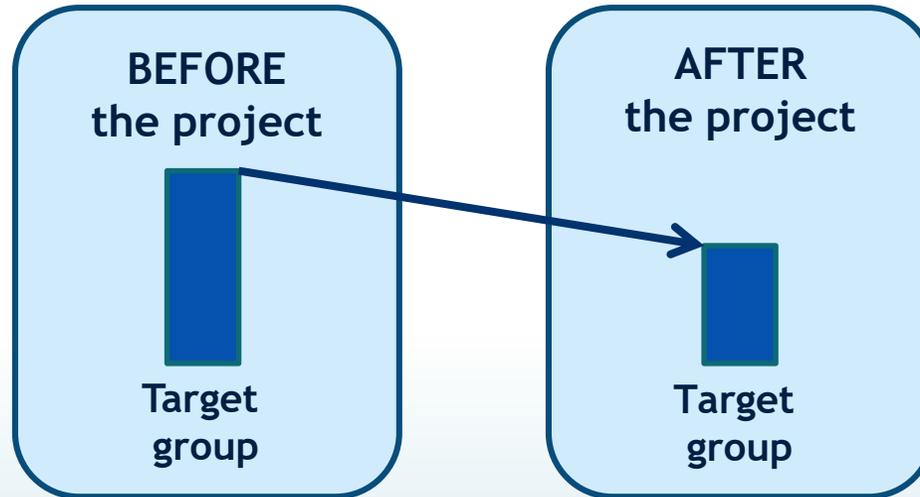
Contacts:

- [Siv Tokle](#), M&E Lead, Jobs Group
- [Raphaela Karlen](#), Jobs and Development Specialist, Jobs Group

IMPACT EVALUATIONS OR: HOW TO RIGOROUSLY ASSESS JOBS IMPACTS

Monitoring...

Let's have a look at the number of beneficiaries with a job before and after an intervention:

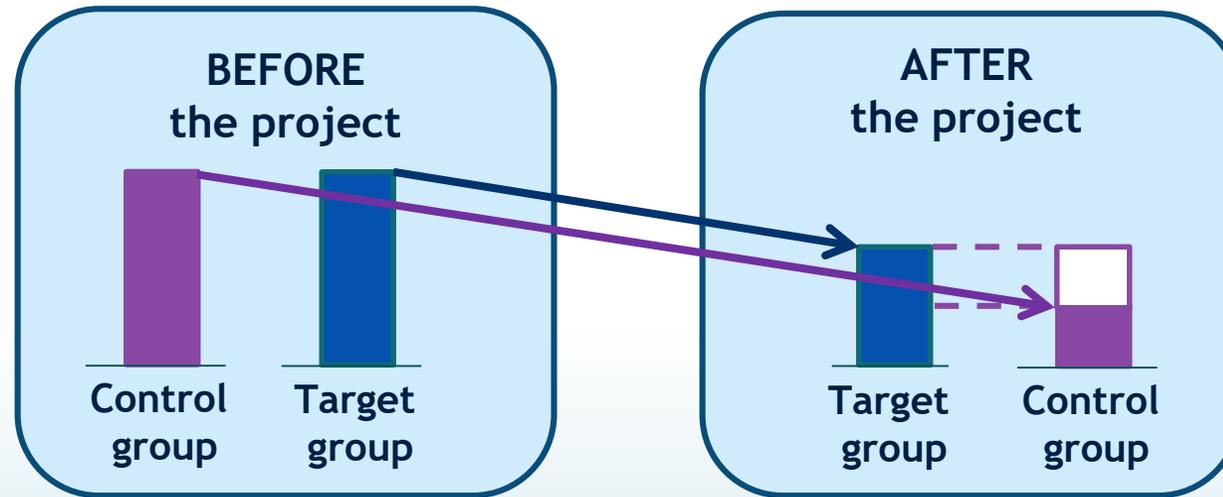


According to monitoring, the number of beneficiaries with a job decreased

Does it mean that the intervention had a negative effect?

...and Impact Evaluation

Between the beginning of the intervention and its completion, an economic recession, a war, a political crisis etc. might have taken place/started



According to an evaluation, the intervention had a positive effect: **without it, job losses would have been bigger**

And the evaluation allows us to **quantify the difference**

Difference between Monitoring and Impact Evaluation

MONITORING

Collecting data on treatment group to:

- Improve day-to-day management and decisions
- Track program performance against expected results
- Descriptive before and after comparison

Describes what is happening, but not whether this is because of our intervention (attribution)

IMPACT EVALUATION

Collect data on treatment and control groups to:

- Test hypotheses of the results chain
- Establish causality
- Determine cost-benefit analysis

Tests underlying mechanisms so we know whether an intervention is effective, or whether one approach is more effective than another
Helps us understand what would have happened in the absence of the intervention

Not every project needs an impact evaluation

- **Evaluate impact selectively, when a project is...**
 - Innovative
 - Replicable, scalable, or implemented at scale
 - Strategically relevant (e.g. large budget)
 - Evaluation will fill knowledge gap
 - Substantial policy impact
- **Impact Evaluation can focus on selective innovations within projects**
 - Beyond 'does my program work'?
 - Towards 'which design is more effective'?

Impact Evaluation in Practice

SECOND EDITION

Paul J. Gertler, Sebastian Martinez,
Patrick Premand, Laura B. Rawlings,
and Christel M. J. Vermeersch



Resources

Reference: available in English,
Spanish, French and Portuguese

www.worldbank.org/ieinpractice

THANK YOU!