



## Implementing the IFC Jobs Study

More and Better private sector Jobs

**Namita Datta**

Global Head, Let's Work

[www.letswork.org](http://www.letswork.org)

Thanks to the donors supporting the jobs study and Let's Work:



Ministry of Foreign Affairs of the  
Netherlands



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Federal Department of Economic Affairs FDEA  
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# At the launch of the IFC Jobs Study (2013), 28 International Financial Institutions (IFIs) agreed to collaborate and signed a Joint IFI Communiqué to:

- Use expertise and act in a coordinated manner to maximize impact.
- Learn from each other and spearhead efforts in knowledge and methodologies.
- Complement high-level international efforts to promote job creation and improve quality of jobs.
- Work together towards addressing the creation of **more & better** jobs, which requires joint efforts for lasting solutions
- Commitment to promoting quality jobs and the inclusion of vulnerable groups, such as women, youth, and the poor.



**Let's Work is a partnership of donors, IFIs, development organizations and private sector to work together on the jobs agenda. (coordinated by the IFC)**



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**IDB**

Inter-American Development Bank



European  
Investment  
Bank



**International  
Finance Corporation**  
World Bank Group



# Governance & Structure



## Steering Committee

Takes strategic decisions & finalizes the work program



ADB AfDB EFDIs EIB IADB IFC ISDB  
SECO Netherlands

MasterCard Foundation DFID (will join soon)

## Program Coordination Unit

Housed at IFC & coordinates the internal & external work program

## Technical Advisory Group

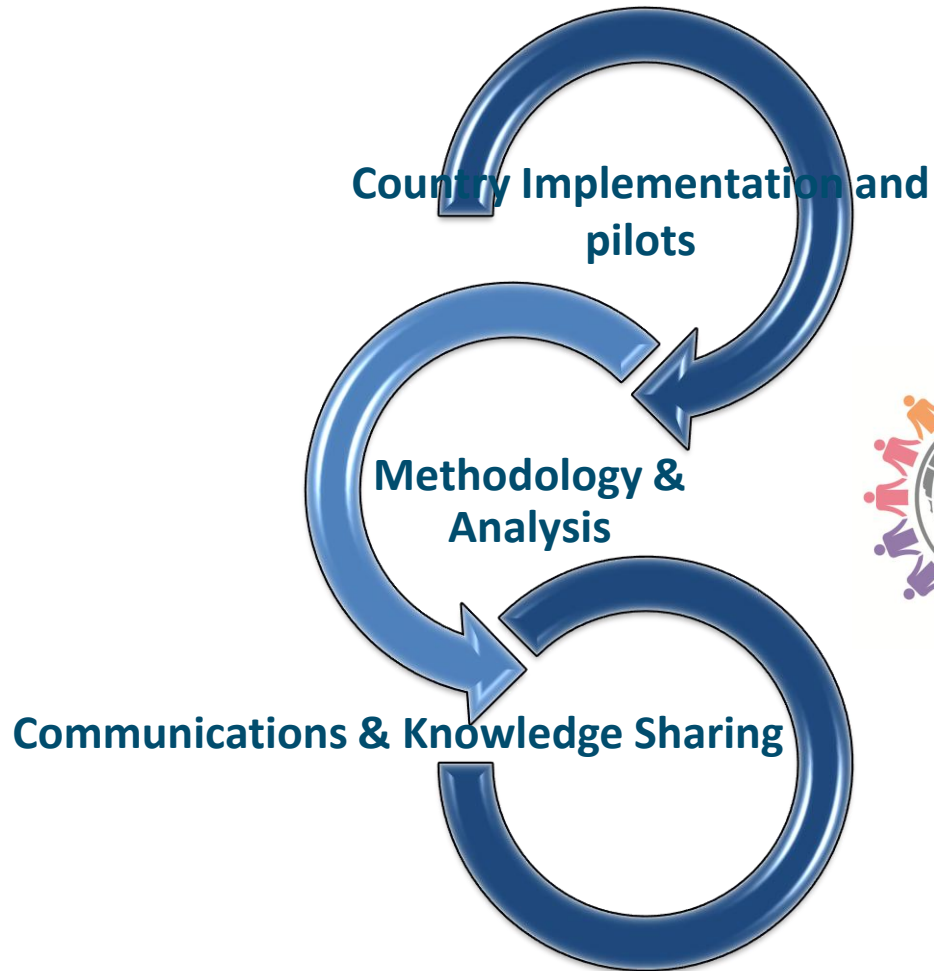
Provides technical expertise & ensures excellence & credibility



ODI PIDG ILO WB Professor Ravi Kanbur  
TAG being expanded to add some more institutions



# 3 pillars of the Work Program



**LET'S WORK**  
A global partnership to create  
**more & better** private sector jobs



# Pillar 1: Country Pilots

1. Establish multi stakeholder dialogue - private sector, development partners, government.
2. Conduct diagnostics
3. Select 2-3 sectors with competitive advantage
4. Do sector deep dives
5. Adopt a value chain approach for each sector
6. Build a comprehensive set of interventions that address the entire value chain - investment, skills, access to finance, standards, regulatory constraints - connect small/micro and large enterprises
7. To be jointly implemented
8. Ongoing, in country coordination over 3 years

# Pillar 2: Methodology & Analysis

Develop ways to better understand, estimate and strengthen job effects at project, and sector level.

- 1. Business case for better working conditions**
- 2. Skills**
- 3. Financial Markets**
- 4. Infrastructure**
- 5. Real Sector**
  - 1. Agribusiness**
  - 2. extractives**
  - 3. automotive**
  - 4. tourism**
  - 5. ICT**
- 6. Develop tools**

## Pillar 3: Communications & Knowledge Sharing

Maximize the global public good aspect of the lessons that are learned through events, central website and collaboration workspace.

- **Communications focal points were identified for each partner institutions and formed a working group.**
- **Creation of Let's Work website ([www.letswork.org](http://www.letswork.org)): Phase II is currently being developed – interactive site –.**
- **Several press and multimedia opportunities highlighted the partnership's work (e.g. print media, video interview, podcast).**
- **Various knowledge sharing and communications tools and platforms are being developed with partner inputs.**



# ANNEXES



# Let's Work PCU Team (based in IFC)

(team now part of the World Bank Group CCSA on Jobs)



Namita Datta  
Global Head, Lets Work



Cateryn Vucina  
Program Specialist



Esther Lee Rosen  
Communications Specialist



Rijak Grover  
Labor Specialist



Arun Prakash  
Results Measurement Specialist



# Implementing a comprehensive country pilot on jobs

- Select pilot countries. For each pilot country:\*
- Pull together existing diagnostics, conduct additional diagnostics if required.
- Identify overall cross cutting constraints to job growth
- Select 2- 4 strategic sectors which have highest potential for creating more and better jobs and where country has competitive advantage .
- Identify key stakeholders and their existing activities, priorities, projects.
- Conduct an initial stakeholder consultation with key stakeholders, government, private sector, development organizations, civil society in order to build consensus on way forward.
- Conduct deep dive on each priority sector – a) identify key constraints b) conduct mapping of potential partners and clients c) consult with key stakeholders in each sector -bringing in private sector players and sector - specific lessons from other countries.
- Develop 3 year comprehensive implementation plan for developing each sector - taking a value chain approach to be implemented jointly by partners
- Set up a multi partner- coordination group that will meet twice a year (including once face to face ).
- Establish baselines and targets, agree on methodology. Agree on how each partner will contribute to overall goal
- Business development- Develop pipeline for each priority sector and its value chain
- Implement\*\* (jointly with partners) a comprehensive implementation plan that includes investment and advisory projects in priority sectors , especially addressing key constraints. This comprehensive approach will include:
  - a) Investment projects: investment projects in priority sectors and their value chain, infrastructure, training & skills, access to finance etc.
  - b) Advisory projects that could include Investment Climate projects addressing key regulatory constraints for the country or more specifically for the priority sectors, SME linkages programs that develop the value chains, address SME constraints like access to finance, training & skills especially to expand supplier capacity that increases local content, integration of Gender in all sectors and also the value chains
- Continuously track progress and course correct. Build a multi partner platform for coordination on jobs at country level.
- Organize annual workshops among operational staff of all partners in each country to ensure close coordination and sharing of lessons.

*\*The timing in each country will vary depending of whether diagnostics are already available. The launch of country pilots might be phased depending on availability of resources and to ensure ongoing incorporation of lessons from the early starters.*

*\*\* The implementation would carry on beyond the 3 year period since full effects would typically show up in the medium to long term.*

Years 1 and 2

Years 2, 3 and beyond

# Work Plan for Pillar 2

Component	Details	Team	Deliverable	Timeline
<b>Business Case for Working Conditions</b>				
Set of 5-8 case studies that establish the business case for better working conditions. <i>Potential sectors identified for work plan for 3 years 1) agribusiness 2) extractives 3) automotives 4) ICT/IT 5) tourism 6) construction/cement?</i>	Member IFIs would identify one or more projects in their institution for such a study. PCU could help coordinate the development of common ToRs and methodology and the final compilation. The set of case studies will include an analysis of data from the IFC-ILO Better Work program	Team will include interested IFIs, PCU, ILO, perhaps WBCSD clients and an academic expert	1) LW report published 2) Workshop with companies, stakeholders and experts to launch the report . 3) <i>Toolkit for operational staff on methodology /approach to measuring such effects in their projects</i>	Launch report at IFI CEO event at the Annual Meetings October 2014
<b>Estimating indirect job effects in real sector projects</b>				
Set of 5-6 case studies per sector that measure indirect effects of real sector projects.	Launch case studies in 2 sectors- agribusiness and ...? Conduct a set of studies to be carried out by IFI members but with a common TOR and methodology. PCU to help develop template and methodology with inputs from TAG and other experts.	Team will include interested IFIs, PCU, TAG	1) Publishable report on 2 sectors 2) Workshop to 2 sectors to discuss findings and 3) <i>Toolkit /guidance note for operational staff to conduct such studies and measure indirect effects</i>	Launch report November 2014. Separate stand alone studies on website earlier
<b>Estimating job effects for infrastructure projects</b>				
Launch 4 studies on power . <i>Launch studies on other sectors (e.g. ICT and ports) in years 2 and 3</i>	1) 3-4 case studies like Powerlinks but conducted in different countries to develop multiplier ranges for power projects 2) Sector level study of how a collection of power projects by the private sector contributes to jobs and economic growth e.g. Philippines along with ADB; 3) Cross-country econometric study on the effect of improved power supply on jobs and growth.	Interested IFIs, PIDG, ODI, PCU, and other infrastructure experts from DEC, academia etc.	1) Publishable report 2) Workshop to discuss findings and 3) Toolkit /guidance note for estimating job effects of power projects	<i>Launch report January 2015</i>
<b>Estimating job effects for Financial Sector projects</b>				
	Commission a study that puts together the various approaches and methods that have been used, including a discussion on what works best in what context.	PCU, DEG? With inputs from WB/DEC, academic experts	1) A study that compiles approaches and methods 2) Agreement on an approach for IFIs going forward (operational)	1) Literature review/study to be completed by June 2014. 2) Agreement on way forward /preparing toolkit, guidance note by September 2014
<b>Skills</b>				
	Commission a study to collect best practices and innovative ways that the private sector uses in different countries to close skills gaps.	With IFI client companies, WBCSD	A report launched a big event with private sector companies	August /September 2014

