



Let's Work Global Partnership  
**ANNUAL Review**  
Year 1  
(CY 2014)



**Let's Work Partners 2015**



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## Let's Work Partners 2015



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## Annual Review

**Reporting Period** January - December 2014 ('Year 1')  
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## 1. The Let's Work Partnership

**Let's Work** is a global partnership of International Financial Institutions (IFIs), private sector and Donors to create more and better private sector jobs. It was created to implement the findings of the IFC Jobs Study which was published in 2013.

### Governance:

**Let's Work** has a three-tiered structure that was adopted during a Stakeholder meeting held in January 2014, in Washington, D.C.

**Steering Committee:** is the highest governing body and provides overall strategic guidance and priorities on the work program. It consists of senior-level representatives of participating organizations, donors, and IFIs. All members of the Steering Committee make a significant contribution to the partnership promoting and facilitating the implementation of the **Let's Work** program - in addition to participating in the meetings of the Steering Committee. The Steering Committee has met through audio conferences regularly in the past year.

**Technical Advisory Group (TAG):** consists of individuals or entities appointed by the Steering Committee to provide expertise and technical rigor to the partnership's work program through peer review and advice to the Steering Committee and Program Coordination Unit. While the Let's Work Charter that governs the Partnership states that this body shall meet twice a year, Partners agreed during the first Stakeholder meeting to invite TAG members to all Steering Committee meetings. A decision was made by the Steering Committee to not have a more elaborate TAG but seek expertise as needed, in order to retain a lean structure.

**Program Coordination Unit (PCU):** The Steering Committee and the Technical Advisory Group are supported by a small Program Coordination Unit (Secretariat) housed in the World Bank Group Jobs CCSA (See Annex 1). The PCU manages the day-to-day affairs of the work program, coordinates with partners, and promotes a two-way knowledge and information flow with partners. The PCU consists of WBG staff and consultants and is led by a program manager. It coordinates closely with other units of the World Bank Group, in particular the Cross-Cutting Solutions Area on Jobs, donors, IFIs, private sector companies, and also ensures outreach and coordination with other stakeholders (e.g. through Stakeholder Meetings etc.).

**Duration:** **Let's Work** partners agreed on a three year work program which began in January 2014 and will run to the end of 2016.

**Partners:** **Let's Work** partners include the Netherlands, DFID, Austria, Switzerland (SECO), the fifteen European Development Finance Institutions (EDFIs), African Development Bank (AfDB), Asian

## LET'S WORK VISION 2016

**Vision:** Let's Work is a global partnership that unites organizations dedicated to providing effective solutions to the global jobs crisis by harnessing the potential of the private sector to help create more and better jobs that are inclusive.

**Mission:** To work with countries, private sector companies and development practitioners to support private-sector-led job growth by focusing on removing the main constraints to job creation and strengthening value chains. To help create *more* formal sector jobs in developing countries, but also *better quality jobs* that increase productivity and wages, improve working conditions, and provide more opportunities for everyone – especially women and youth.



Development Bank (ADB), European Investment Bank (EIB), Inter-American Development Bank (IADB), Islamic Corporation for Development of Private Sector (ICD), the World Bank Group (WBG), International Labor Organization (ILO), World Business Council of Sustainable Development (WBCSD), Private Infrastructure Development Group (PIDG), the International Youth Foundation (IYF) and Overseas Development Institute (ODI).

## 2. The Work Program

*Let's Work* began operating in CY 2014. This report is a review of the first year (CY 2014) of the 3 year work program agreed by Partners.

The vision, mission and work program for the partnership was formally adopted by the Steering Committee in January 2014 in Washington DC. Targets for year 1 and 3 (final) of the work program were established, but retaining flexibility to accommodate learning along the way, and adjusting as the program evolved. It was also agreed that the strategy and work program will be organized around 3 pillars as below:

**Pillar 1:** Pilot innovative and multi-stakeholder private sector-led approaches on job creation in selected countries – in partnership with country governments, the private sector and other stakeholders. The country pilots will have a two -pronged strategy:

- Removing constraints to private sector led job creation (e.g. investment climate, access to finance, infrastructure and skills gap); and
- Strengthening value chains in ways that provide opportunities for SMEs, informal sector enterprises, women and youth.

**Pillar 2:** Generate new methods and approaches to measure, understand, and strengthen the creation of more and better jobs.

**Pillar 3:** Systematically gather, generate, test and widely share the best practice knowledge, communication and tools that we all can use to increase our impact on jobs

**Table 1: Let's Work 3 Year Work Program**

Indicator	Indicator Type	Target Year 1	3 year Target
<b>Pillar 1</b>	Country Pilots launched	4	6 - 8
<b>Pillar 2</b>			
Real Sector	Literature review completed	2	5
	Sector level studies conducted	2	5
	Case studies written	10	25
Power	Sector level studies conducted	1	2
	Case studies written	4	8



	Cross country study conducted	0	1
	Methodology for ex-ante simulation ready	0	1
	Methodological framework and guidelines prepared	0	1
	Workshop	1	1
Skills	Case studies written	4	4
	Workshop	0	1
	Valuation Tool	0	1
Better Working Conditions	Case studies written	5	5
	Methodology	1	1
	Workshop	0	1
Financial Markets	Sector level study conducted	1	1
	Case studies written	-	5
	Cross country study conducted	-	1
<b>Pillar 3</b>	Website	1	1
	Partner protected site	1	1
	Blog	1	12
	Newsletter	2	6
	Media news/articles	-	-
	Working Group	1	1
	Communications materials and events (poster, folder, banner, etc.	4	ongoing
	Competition (youth essay)	1	1

Since its inception, the *Let's Work* Partnership has achieved the following results:

- Created a Program Coordination Unit (PCU).
- Adopted a Charter that governs the Partnership.
- Increased the number of Partners to include the Netherlands, DFID, Austria, Switzerland (SECO), the fifteen European Development Finance Institutions (EDFIs), African Development Bank (AfDB), Asian Development Bank (ADB), European Investment Bank (EIB), Inter-American Development Bank (IADB), Islamic Corporation for Development of Private Sector (ICD), the World Bank Group (WBG), International Labor Organization (ILO), World Business Council of Sustainable Development (WBCSD), Private Infrastructure Development Group (PIDG) and Overseas Development Institute (ODI), the International Youth Foundation (IYF).
- Adopted a vision, mission and strategy that govern engagement and activities.



- Defined in detail a three-year work plan which consists of Pillar 1 Country pilots, Pillar 2 Methodology and Analysis, and Pillar 3 Knowledge Sharing and Communications.
- Developed a program budget.
- Held first face to face Stakeholder and Steering Committee Meeting in January 2014.
- Held several regular meetings of the Steering Committee for updates and collective decision making.
- Launched first four country pilots, with next set to be launched soon.



### 3. Results by Strategic Pillar (CY 2014 - Year 1)

#### Pillar 1: Country Pilots

The objective of the country pilots is to use the *Let's Work* platform to bring together key stakeholders for developing private sector-led solutions to jobs, based on evidence. The wide array of development activities underway in countries will require frequent and consistent coordination to build accountability for effective operations as well as a focus on learning from results on the ground.

Another key objective of this pillar is to promote learning for replication. All partners that will agree to participate in implementing a country pilot will meet at least once a year –along with key stakeholders, to take stock, ensure coordination and assess targets. It will also be ensured that learning between pilots is promoted to share experiences, discuss technical options and harvest lessons learned.

#### CY 2014 Work Program & Agreed Deliverables

The 3 year target of Pillar 1 is to implement 6-8 country pilots. For year 1, *Let's Work* partners agreed to develop 4 country pilots. Mozambique, Zambia, Tanzania and Bangladesh were selected as the first 4.

Based on these 4 country pilots (i) guidance materials and best practice notes on how a jobs lens can effectively be applied at the country level will be prepared; (ii) a diagnostic tool that can be used by country teams of all partner organizations will be developed in order to help them prioritize and assess tradeoffs when they work towards a job creation goal; (iii) lessons from these pilots to mainstream “how to” tools for partners that want to replicate such approaches in other countries will be harvested.

Indicator	CY 2014 (Year 1)		3 year Target
	Target	Results	
Pillar 1	4 country pilots launched	4	6-8 country pilots implemented



## Results and Key Highlights

During year 1, a concept note that guides the country pilot work was adopted; consensus on pilot selection criteria was developed; the initial four pilot countries were selected (Mozambique, Tanzania, Zambia and Bangladesh); and Concept Notes for Mozambique, Zambia and Tanzania were drafted. Bangladesh is in early stages of stock take.

**Country Concept Note:** Using the key findings of the IFC Jobs Study, *Let's Work* partners proposed to design and implement 6- 8 comprehensive country programs using a “jobs lens.” The work program would adjust according to resources available and to incorporate lessons from early starters before scaling up the program.

A country pilot will begin by identifying existing diagnostics and carrying out additional diagnostics as needed. 2-4 strategic areas/sectors that would offer the most promising opportunities to create more and better jobs will be identified bringing in the key stakeholders. Apart from the government and the private sector, other donors, IFIs and organizations that are active in that specific country will be involved. It is critical to develop country buy in before implementing a country program. A sector development program would then be implemented using a value chain approach. This means developing the value chain around key investment projects, building capacity among the local SMEs to work in the value chains of larger companies, developing key skills required for the value chain development of that sector, and creating access to finance for the companies in the value chain, and also simultaneously addressing other key constraints like regulatory issues or access to infrastructure. Baselines and targets will be developed to track progress of the country program. Ultimately the goal will be to create a significant number of jobs, and/or to significantly improve the quality of jobs (e.g. productivity, wages, labor and working conditions, inclusion – such as women and youth, etc.).

**Country Selection Criteria:** *Let's Work* partners agreed that countries will be selected by the Steering Committee to represent a mix across regions. Selection of pilot interventions should be pragmatic and must start by analyzing the main constraints to growth and also the quality of existing jobs and those to be created. The criteria agreed upon for pilot countries are: (1) the country must have jobs as a priority; (2) the country's government must be interested in a private-sector-led job strategy, and the private sector must be willing to engage; (3) multiple partners should be engaged in the country and interested in applying a jobs-focused approach to their strategies and operations; (4) there must be a reasonably good chance of success that can mobilize resources, attract investment and strengthen value chains, to be able to create a large number of jobs relatively quickly; (5) include some innovations in the country pilots that could be tested; and (6) country work should focus on cross cutting priorities as well as on specific sectors that can be both competitive and offer significant opportunities for creating more and better jobs.



**Concept Notes for Pilot Countries:** The *Let's Work* team carried out scoping missions to Mozambique, Zambia and Tanzania to initiate the dialogue with partners and other relevant stakeholders to understand the scope of the work program in each country, and to seek feedback on constraints, opportunities, and possible areas and sectors where there might be potential for addressing the jobs challenge. The team also conducted initial analytical work on the country context.

Based on background analytical work and partner discussions the work program has been proposed by the team for further feedback from partners. The overall program will be developed jointly by Let's Work partners, in addition to local partners that will include IFIs, local stakeholders, local private sector and the Government. Some highlights are given below.

**Mozambique:** The objective of this program will be to develop and start the implementation of a comprehensive jobs strategy in Mozambique with a focus on the bottom 40% of the population. It will include analytical work and pilot operations that support the following three areas of focus: 1) promoting the creation of private sector jobs through a value chain-based approach; 2) increasing the productivity of jobs that already exist; and 3) helping connect people to jobs. The program will build on current analytical work complemented by a stock-take of job-related operations.

The work program will be organized around two components: 1) Jobs Diagnostics and Strategies; and 2) Country Pilots and Operations. The first component aims to fill knowledge gaps regarding current trends in job creation at the firm level, structural change, labor productivity and access to jobs. This work will include the mapping of selected value chains, to understand the potential for job creation and the constraints that would need to be addressed. The results of the analytical work will serve to inform the design of a multi-sector jobs strategy that includes both “top-down,” economy wide policies, mainly focusing on the macro-economy and business environment, as well as “bottom-up” interventions to drive private sector investments and job creation to particular regions and sectors in Mozambique. This strategy will be based on intensive consultations with government, private sector, civil society, and other IFIs. The second component of the work program will focus on the design, implementation and evaluation of selected operations, and the identification of institutional arrangements and other potential operations over the medium term. Country operations will involve multi-sector interventions to support small scale businesses to grow and or improve quality and productivity, and help vulnerable workers connect to or develop new job opportunities.

Deliverables of the work program will include:

DELIVERABLE	TO BE DELIVERED BY
Diagnostic Note on Jobs - challenges and opportunities	June 2015



Stock-take/rapid assessment of sectors	June 2015
Jobs analysis of 3 value chains that includes identification of bottom up interventions and programs	October 2015
Pilots with anchor firms	April 2015 onwards
STEP Survey (tentative)	June 2016
First stakeholder workshop	June 2015
Jobs strategy	December 2015
Multi-sector pilot operations	July 2015 onwards
M&E /Results design and implementation	Oct 2015 onwards
Knowledge Sharing/Coordination Events	Ongoing

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

To guide the implementation of Zambia's jobs strategy this work will focus on four activities:

- A comprehensive jobs diagnostic to better understand the dynamics of job creation and productivity growth at the macro and firm level, and the main incentives and constraints affecting individuals' participation in the labor market and access to good jobs.
- A review of international finance institutions' operations, including the WBG and Let's Work partners, in key sectors to promote job creation in order to identify potentially innovative solutions as well as interventions that have not had the expected results.
- Value chain mapping in order to understand the types of bottlenecks and regulatory failures that would need to be removed to unlock job growth and labor productivity.
- Consultations with stakeholders to jointly design sector-specific strategies for jobs, identify areas for interventions, and ensure ownership of the shared jobs agenda.

Main deliverables include:

DELIVERABLE	TO BE DELIVERED BY
Stock-take of evidence	June 2015
Identification of private sector partners for program development	June 2015
Job Diagnostic – Labor demand, supply, macro analysis	June 2015
Stakeholder Workshop	August 2015

Job Diagnostic –STEP Survey on skills	December 2015
Sector Deep Dives	March 2016
Multi-partner Action Plan	June 2016
Local Research Partner Support	TBD
Dissemination Events	Ongoing

**Tanzania:** The objective is to design a technical assistance program to build on existing diagnostics and strategy and provide a jobs lens through spatial and value chain diagnostics around catalytic trends of urbanization and the emerging gas cluster in the South. As with other pilots, the program will also be complemented by a stock-take of WBG and donor operations using a jobs lens, with the objective of informing the design of future interventions for maximizing more, better and inclusive jobs. The work program will be organized around two components:

Component 1 will focus on three activities: (a) analysis of firm dynamics in the Greater Dar area through spatial diagnostics to assess agglomeration effects; (b) value chain mapping for priority sectors, with a specific focus in the Greater Dar area and Southern Tanzania, which is being influenced by the discovery of gas; and (c) an update of recent job dynamics based on the latest labor force survey, paying particular attention to gender issues.

Component 2 will draw on the analytics from Component 1 and will focus on three additional activities: (a) review of jobs-relevant existing WBG and donors operations and those planned with the objective of identifying gaps, opportunities for improved integration and coordination; (b) stakeholder and partner consultations with the objective of providing a platform for consensus and coordination of existing activities against an integrated action plan for jobs, and adoption of potential pilot in a specific sub sector (tourism as a potential); and (c) client capacity building of identified institutions who will be trained to carry out some of the above analyses and continue the agenda beyond the work program.

Deliverables of the work program are highlighted below.

<b>DELIVERABLE</b>	<b>TO BE DELIVERED BY</b>
Analytical note on Spatial Diagnostics	May- August 2015
Jobs analysis of selected sectors including identification of interventions, in relationship to existing programs	May- December 2015
Analytical note on labor market trends and outcomes	May- August 2015
Note on select portfolio operations, pipeline and donor activities	April- June 2015
Stakeholder and partner consultations (including blue print for jobs operation)	January- June 2016
Capacity Building of Partner Institutions	May 2015- June 2016
Knowledge sharing/Dissemination Events	Ongoing



## Lessons Learned and next steps

It is still too early to provide lessons learned from our engagement in the countries. However, it is important to highlight:

*Data gaps:* The robustness of diagnostics and analysis will depend on availability of datasets. Without the required data, the analysis could be limited by its scope to simple descriptive statistics without analysis of productivity that could be linked to job creation.

*Coordination among stakeholders:* Coordination among all *Let's Work* Partners, as well as internal coordination within each stakeholder, is essential. Many development institutions are currently engaged in the jobs landscape individually, and this warrants cognizance and conscious engagement with all players at an early stage. This will be achieved through constant and regular communication on the work program to be jointly implemented.

*Political buy in:* Engaging the government is critical to secure buy-in and support in operationalizing the *Let's Work* program for a jobs strategy in the pilot countries. Engagement should begin early in the process, in order to understand and incorporate the Government's priorities.

As next steps, Concept Notes for Mozambique, Tanzania and Zambia will be shared with Partners in order to assure alignment of ongoing and planned initiatives and to avoid duplication of efforts. Each country pilot will detail objective, background of the country, scope of program, risks and challenges. Once Partners approve and agree on a course of action, programs will be implemented.

Stock take of diagnostics made by all Partners and other important parties will be finished for Bangladesh in order to draft a Concept Note. Partners also agreed on a second set of country pilots - Peru, Tunisia, and the Western Balkans.

## Pillar 2: Methodology and Analysis

The objective of Pillar 2 is to develop, refine and apply good practice methodologies for estimating indirect, induced and secondary job effects. This will include sector and country specific case studies – both micro and macro studies – developing multiplier ranges for specific sectors and countries, and determine what helps strengthen them.

*Let's Work* partners agreed to jointly implement a set of case studies on a number of sectors including real sector (agribusiness, extractives, construction, tourism, automotive), infrastructure (power, ICT, ports and others), skills and training, better working conditions and financial markets in order to understand and estimate job creation effects (wherever possible develop multipliers) and ultimately to also develop tools and frameworks that can be broadly operationalized by project teams to estimate job effects of their projects.

### CY 2014 Work Program and Agreed Deliverables

Let's Work partners decided that work on developing ex ante estimation methods would begin in year 1 on a few areas before it was scaled up, namely: power, agribusiness (poultry), automotive, tourism, skills, and better working conditions.

Indicator	Indicator Type	CY 2014 (Year 1)		3 year Target
		Target	Results	
Real Sector	Literature review completed	2	-	5
	Sector level studies conducted	2	-	5
	Case studies written	10	-	25
Power	Sector level studies conducted	1	1 ongoing	2
	Case studies written	4		8
	Cross country study conducted	0	3 country models using IO completed	1
	Methodology for ex-ante simulation ready	0	-	1
	Methodological framework and guidelines prepared	0	-	1
	Workshop	1	-	1
Skills	Case studies written	4	5	4
	Workshop	0	-	1
	Valuation Tool	0	-	1



Better Working Conditions	Case studies written	5	3 in draft	5
	Methodology	1	-	1
	Workshop	0	-	1
Financial Markets	Sector level study conducted	1	-	1
	Case studies written	-	-	5
	Cross country study conducted	-	-	1
Other	Case studies written	0		3

## Results and Key Highlights

**Real Sector:** A small working group was created (ICD and IFC). Potential work plan for priority sectors- agribusiness, tourism, automotives- was discussed - starting with a literature review to identify the nature of the sector value chain and employment effects at important points. This literature review is in process for the automotive and agribusiness sectors. An enhanced case study approach for automotive and poultry sector which incorporates a skills side to look at quality of jobs, benchmarking using industry data was initiated. Tourism sector study commenced using a mixed method approach – input/output and case studies.

**Power:** IFC, ADB and PIDG formed a Working Group on this sector. A sector study, including both macro and micro components in the Philippines was launched: the inception report has been provided and reviewed by the experts' panel and it is expected to be completed by the end of June 2015. A consulting firm was hired to develop growth and employment multiplier effects in 19 countries, jointly with IFC's Development Impact Department based on the input-output methodology. The result will be a practical Excel-based tool for project teams to estimate ex-ante employment and growth multipliers for these specific countries. The results have been obtained for three pilot countries, and are being reviewed before scaling up to other countries.

**Partner-led methodologies:** DEG (Deutsche Investitions - und Entwicklungsgesellschaft), the German Development Finance Institution has led development of a Cobb Douglas production function based model on estimating employment effects. The Netherlands' Development Finance Institution (FMO) and the UK's Development Finance Institution (CDC) developed models using input-output and sector employment multipliers for estimating jobs effects of their investments. The European Investment Bank (EIB) has also commissioned studies analyzing job effects of their infrastructure projects in the Middle East.

**Skills:** *Let's Work*, in close collaboration with the World Business Council on Sustainable Development (WBCSD), compiled a series of case studies that demonstrate how companies –



who work with the public sector and educational institutions – can play a vital role in increasing the skills and employability of thousands of job market entrants and seekers.

When investing in emerging markets, private sector companies are faced with two main challenges: (1) to find employees with the right set of skills and (2) a lack of required quality and quantity of goods and services provided by suppliers. Firms can benefit from a well-trained workforce in more ways than through increased production. For example, a larger company that provides skills training to its supplier(s) is essentially investing in – and will benefit from – the production of better quality goods. In addition, covering the costs for training materials, new technology, and training vouchers can increase the chances for small and medium sized enterprises (SMEs) to move up the value chain in production – and to earn more profits.

The purpose of this exercise was to understand why and how the private sector addresses the constraint it faces of accessing good quality skilled workforce – both as their own employees and also skills in their value chains. The case studies showcase how three companies – ITC, SABMiller and Vale – initiated training programs that empower their workforce, suppliers, retailers and surrounding communities. It also highlights the need to better understand and articulate the positive impact of training and skills programs on job creation.

This set of case studies was a first step to addressing some of these issues and is meant to form the basis for more discussion on best practices in the private sector. In the second phase of the study, Let's Work, WBCSD and other partners could consider building on this work to gather information on costs, benefits, and overall value created through individual company initiatives. This will help quantify the impact of these programs and strengthen the business case for addressing the skills gap. IFC is in early discussions about developing a tool that will allow quantifying the ROI for private sector companies when investing in training.

DEG on behalf of the European Development Finance Institutions (EDFIs) is also collaborating in this area by commissioning a study to collect and share innovative approaches used by businesses in different sectors in emerging and developing markets to dealing with skills gaps. The study will understand how entrepreneurs/firms overcome skills gaps in their own companies as well as in the supply chains. The output of the study will be a public report that will provide (i) international innovative best practices; (ii) key findings on success factors for private sector engagements; (iii) a practitioners' guidance note on how to identify challenges and opportunities to measure costs and benefits of initiatives to overcome skills gaps; (iv) different steps a company has to take at different stages of its business to address the skills constraint in its company as well as in its supply chain; and (v) three case studies.

**Better Working Conditions:** Partners agreed to jointly write a report that aims to highlight a few case studies of firms that have introduced measures to improve working conditions. The draft



report features three case studies prepared with partners: ILO - Indonesia – automotives; DEG - Bangladesh- apparel; IFC - Turkey –mining. The draft report also includes a brief literature review and an annex with possible methodological guidance for future work that is still being discussed with Partners. A small working group was created to provide advice and guidance (IDB, EDFIs, ILO, Tufts University, WBG, and AFDB).

### Lessons Learned and next steps

Clearly, we have not made as much progress towards our objectives for this pillar. The initially planned approach of conducting joint case studies by different partners on a few sectors in an effort to develop multipliers could be one approach but it may not lead us to the set of tools which we could use with confidence to estimate the job impacts of our projects. Five case studies on power, for example, may not help us estimate potential impacts for all types of power projects –hydro, renewable, wind, etc. in a range of different countries. So the question is- how many case studies would one need to do in order to arrive at multipliers which are generalizable within a confidence interval. Various options are being discussed and analyzed as next steps to be discussed at the Steering Committee meeting on April 15<sup>th</sup>, 2015 in Washington DC.

### Pillar 3: Communications and Knowledge Sharing

The overall objective of this work component is to disseminate and maximize the global public good aspect of the lessons that are learned.

#### CY 2014: Work Program & Agreed Deliverables:

Indicator	Indicator Type	Year 1 (CY2014)		3 year Target
		Target	Results	
Pillar 3	Website	1	1	1
	Partner protected site	1	1	1
	Blog	1	1	12
	Newsletter	2	2	6
	Media news/articles	-	2	-
	Working Group	1	1	1
	Communications materials and events (poster, folder, banner, etc.)	4	4	ongoing
	Competition (youth essay)	1	1	1

#### Results and Key Highlights

- Designed communications/Knowledge Sharing Platforms and Tools including central website, partner protected site, blog and quarterly newsletter.
- Promoted Let's Work in the media (The Guardian, ECDPM)
- Created the *Let's Work* Communications Working Group
- Successfully established branding of the partnership, including integration in Jobs Group
- Established a central website and member portal.
- Ensured partner participation through the communications working group.

#### Lessons Learned and next steps

For next year, we would like to improve how to best feature and share work program progress before key products are available to share publically. Activities planned for CY2015 include:

*Country Facing Work:* share information coming out of scoping mission (Mozambique, Tanzania, Zambia,) – e.g. interviews, visual case study with videos and interviews from the ground, etc.

*Jobs Diagnostic Tool and other tools:* plan workshops focused on a specific diagnostic tools planned with (in collaboration with) partner(s).

*Skills:* DEG will complete and share a study on innovative approaches used by business in different sectors in emerging and developing markets dealing with the skills gap. Building on the joint case study conducted with the WBCSD, find other opportunities to engage the private sector/companies on this agenda.

## Financial Report (CY 2014)

*Let's Work* is funded by contributions from its members. The WBG, as the implementing entity for Let's Work, receives and manages cash and in-kind contributions under its trust fund pursuant to bilateral arrangements entered into between the relevant member and WBG and in accordance with applicable policies and procedures. There are two Trust Funds through which partners and donors can contribute to Let's Work.

Current donors to the IFC Trust Fund include Netherlands and SECO. Other donors who will be contributing to *Let's Work* will do so through the newly established Jobs Umbrella MDTF (See Annex 1)<sup>1</sup>. In addition, IFC is contributing \$1.5M over 3 years and other partners are expected to contribute US\$ 250,000 each either in cash or in kind. (See table below). In-kind contributions are in the form of directly funding studies or research products that are explicitly approved within the work program by the Steering Committee.

Summary Report of the IFC Trust Fund Activity of the *Let's Work* Global Partnership.

Donor Cash Flow Statement	From inception to Dec 31, 2014	Jan 2014 to Dec 2014	Startup costs Jun 2013 to Dec 2013	Item
(cumulative, up to the reporting date)	\$	\$	\$	
<b>Funds Committed by the donors (Agreement signed)</b>	<b>4,000,000</b>	<b>1,500,000</b>	<b>2,500,000</b>	(1)
<i>Netherlands</i>	1,000,000	-	1,000,000	
<i>IFC*</i>	1,500,000	-	1,500,000	
<i>SECO</i>	1,500,000	1,500,000	-	
<i>* Represents funds committed and to be spent by IFC from its own resources</i>				
<b>Funds received from the donors</b>	<b>3,000,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	(2)
<i>Netherlands</i>	1,000,000	-	1,000,000	
<i>IFC</i>	1,000,000	500,000	500,000	
<i>SECO</i>	1,000,000	1,000,000	-	
TF Admin fee deduction	(100,000)	(50,000)	(50,000)	(3)
Investment Income	4,935	3,470	1,465	(4)
Total funds available	2,904,935	1,453,470	1,451,465	(5) = (2) + (3) + (4)

<sup>1</sup> As of April 2015, the Jobs Umbrella MDTF donor partners include Austria-Federal Ministry of Finance, Austrian Development Agency (GmbH), Norway Ministry of Foreign Affairs, Germany-Federal Ministry of Economic Cooperation and Development (BMZ), UK-Department for International Development (DFID). The Umbrella MDTF is now active, with initial contributions already been received while others are imminent.

Total Expenditures	1,395,656	973,004	422,652	(6)
Donor Funds Balance at the end of the reporting period	1,509,279	1,509,279	1,028,813	(7) = (5) - (6)
Outstanding donor commitments	1,000,000			(8) = (1) - (2)
<b>Funding In Pipeline</b>	<b>2,000,000</b>			
<i>PIDG (cash)</i>	250,000			
<i>ADB (cash)</i>	250,000			
<i>IADB (cash)</i>	250,000			
<i>ISDB (in kind)</i>	250,000			
<i>AFDB (in kind)</i>	250,000			
<i>EIB (in kind)</i>	250,000			
<i>EDFIs (in kind)</i>	500,000			

Details of Expenditures			
Cost Category	Expenditures (\$)	Expenditures (\$)	Expenditures (\$)
	From inception to Dec 31, 2014	Jan 2014 to Dec 2014	Startup costs - Jun 2013 to Dec 2013
Staff Costs	901,918	621,501	280,417
Consultant Fees	305,252	261,692	43,560
Associated Overhead Costs	11,612	3,861	7,751
Travel Expenses	88,675	41,202	47,473
Media and workshop	52,204	26,785	25,419
Contractual services	35,995	17,963	18,032
<b>Total Costs</b>	<b>1,395,656</b>	<b>973,004</b>	<b>422,652</b>



## Annex 1: The WBG Jobs Group & *Let's Work*

In July 2014, the *Let's Work* Secretariat, which was initially housed within IFC, was integrated into the World Bank Group (WBG) Jobs Cross-Cutting Solutions Area ('The Jobs Group'). The Jobs Group was established to help address the jobs challenge by building on and operationalizing existing evidence and knowledge, including the 2013 World Development Report on Jobs and the IFC Jobs Study.

The goals of the Jobs CCSA are to (i) help design and deliver comprehensive, integrated and high impact jobs strategies that involve all relevant sectors—both demand and supply side - in our client countries and; (ii) advance global knowledge about the most effective policies and actions for sustainable jobs, (with a focus on the bottom 40 percent of income earners and vulnerable groups such as women and youth).

In order to support the design and implementation of the World Bank Group's jobs strategy<sup>2</sup> an Umbrella Multi-Donor Trust Fund (MDTF) on Jobs was created seeking to extend the frontiers of global knowledge in the area of jobs. The Umbrella MDTF will ensure a more strategic and disciplined approach to resource mobilization and utilization that is expected to increase development effectiveness, cost efficiency, accountability and transparency of the jobs related World Bank Group (WBG) trust funds.

The Trust Fund has five Windows—which respond to business needs of different World Bank groups- Regions, Global Practices (GPs), Cross Cutting Solution Areas (CCSAs) and the WBG's International Finance Corporation (IFC). *Let's Work* falls under Window 2.

1. Jobs data Diagnostics, Strategies and Operations
2. Jobs Creation through the Private Sector (*Let's Work*)
3. Jobs for Youth
4. Jobs in Fragile and Conflict countries

The *Let's Work* Partnership will benefit from ongoing work under the other windows and more easily connect with knowledge and operations on jobs related themes across the windows. Each of these windows will incorporate diagnostics, evaluation and piloting of innovative jobs strategies and operations. Within a given country, these activities can build on or complement each other. In all cases, there is flexibility to adjust the windows and strategic priorities, with evolving business needs, and as findings emerge through innovating and experimenting.

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<sup>2</sup> This strategy aims to improve jobs and earnings opportunities for workers worldwide, contribute to the eradication of extreme poverty and, boost shared prosperity. It implies developing and delivering integrated diagnostics and solutions that, in different country contexts, promote private sector led job creation through growth of new and existing businesses of all sizes, increase the productivity of existing jobs, and help individuals—in particular the most vulnerable, including youths and female workers—find jobs.