Job Creation in Fragile and Conflict-Affected Situations

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Abstract

This paper presents a comprehensive review of the operations that the World Bank has supported to create jobs and promote employment in fragile and conflict-affected situations. A novel approach to identifying projects is presented that enables searching for projects based on stated development objectives, regardless of the sector of the project. Of a sample of 2,166 projects funded by the International Development Association, this resulted in the identification of 98 projects that have specific job creation and employment generation development objectives. Among these projects, 51 percent of countries appearing on the list between 2004 and 2012 have implemented projects. Detailed textual analysis is carried out on the project descriptions and indicators to evaluate how well projects are aligned to the context. The results suggest there is a lack of

measurement on outcomes that are particularly relevant for fragile and conflict-affected situations, such as the development of social cohesion, reintegration of those involved or affected by violence, impacts jobs have on the willingness to engage in violence or conflict, perceptions of government accountability, and equitable access to these economic opportunities. Quantitative analysis of the portfolio indicates that there are also systematic differences in the size and resources associated with job creation projects in countries with fragile and conflict-affected situations relative to similar projects in other International Development Association-borrowing countries. Given the mixed empirical evidence on the relationship between jobs and conflict, this report calls for more methodological measurement of the impacts of these programs on stabilization outcomes in the future.

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Executive Summary

Creating jobs in post-conflict and fragile situations is an oft-stated goal in stabilization and recovery programs. Unemployment can be a source of grievances and a cause of social unrest, limiting the sustainability of peace. Providing gainful employment opportunities, on the other hand, is often seen as a way to disincentivize ex-combatants and potential insurgents. Jobs also have the potential to (re-)build social cohesion in fractured communities through enabling inclusivity and providing common economic objectives to individuals with different ethnic, political and social identities. Furthermore jobs are a catalyst for broader development goals, such as income growth, poverty reduction and improvements in living standards, which are often set back during periods of fragility and conflict.

While there are clear motivations for creating jobs and developing employment opportunities in fragile and conflict-affected situations (FCS), little is known about how these objectives are implemented in practice. This may in part be due to the cross-sectoral nature of many job creation projects, which can make their identification difficult. This report develops a novel approach to identifying job creation projects through developing a custom word search algorithm that scans the electronic text of project development objectives for the last thirteen years to identify projects with clearly stated job creation, employment generation and skill development objectives.

Of a sample of 2,166 IDA-funded projects, 98 projects have been identified. Among these projects, 51% of countries on the FCS list since 2005 have implemented projects, with Afghanistan making up 17% of the sample. Sector boards commonly leading management of projects in FCS countries include: Social Development (22.0%), Education (17.1%), Financial and Private Sector Development (12.2%).

Further analysis on the project development objectives reveals that there are several approaches to job creation. One approach targets short-term employment creation through infrastructure and reconstruction projects that can also function as social safety net programs. These projects include agricultural infrastructure development, targeting rural and more marginalized communities, as well as programs with more nationwide poverty reduction and social protection goals. Another approach focuses on the development of the private sector through increasing access to credit to small enterprises, using value chain development to increase benefits to providers of labor, and encouraging foreign direct investment. A third approach focuses on human capital or vocational skill development, and in some cases job placement. While appealing to the opportunity-cost of labor argument, that increasing the skill level and employability of young men will deter them from engaging in conflict, few have specific reintegration objectives or attempt to evaluate this outcome.

With regards to generic project characteristics, there are some systematic differences between projects carried out in FCS countries, relative to other IDA-only borrowing countries. For example, projects in non-FCS countries tend to have longer preparation times, and planned and effective lengths, than job creation projects in FCS countries. Net commitment and lending costs are also much greater in non-FCS countries, while supervision costs are slightly larger for

projects in FCS countries. In terms of project performance, there is no difference in reported progress from the implementation status reports, with both countries reporting about 90% of projects being at least moderately satisfactory. With the small sample of 41 for which IEG ratings are available, there is divergence in outcome performance at project closure with 83% of projects in non-FCS countries (n=23) rated moderately satisfactory or above vs. 65% in FCS countries (n=18).

However, measurement of the impact of job creation on specific stabilization and development goals in FCS countries is often lacking in the project descriptions and their indicators, making it difficult to fully assess their success in this regard. For example, across all categories of job creation projects there is an absence of indicators measuring the impacts employment generation has on social cohesion or individuals' beliefs regarding government accountability and capability. There are sectors where specific indicators could be helpful in ensuring that projects do not exacerbate underlying tensions given the FCS context. For example, economic policy and FPD projects could benefit from indicators that ensure economic growth is inclusive and that the risk of appropriation by elite groups is being taken into consideration. To evaluate the total impact of projects, indicators tracking the presence of longer-term outcomes, such as shifts in livelihoods or educational attainment of children, would be beneficial. Last, while vocational skill development projects attempt to measure employment outcomes for program recipients, there are no direct attempts to measure the impacts on program recipients' willingness to engage in violence or conflict. Thus, whether these programs truly shift labor from combat and into production has not yet been assessed.

Recent research has called into question the impact employment has on conflict and stabilization. Micro-level data in Afghanistan, Iraq and the Philippines has been used to show that there is a robust negative correlation between unemployment and violence (Berman). In Liberia, intensive reintegration employment programs for at risk youth were only successful at reducing the amount of time spent on illicit activities but not fully stopping engagement in these activities (Blattman). Given these findings, it is clear that much more needs to be understood about how job creation programs support stabilization and recovery outcomes in practice. Increasing the methodological measurement of project impacts on these outcomes would be an important first step to developing a better understanding of how, where and when aid spending in these contexts can be used most effectively.

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Introduction

In 2011 the *World Development Report* on fragility, conflict and violence argued that a lack of employment opportunities to people living in conflict-affected situations presents a threat to post-conflict recovery and stability (World Bank Group). Creating jobs for citizens, alongside providing security and justice, was emphasized as the appropriate development goal given the fragile context.

An emphasis on jobs in fragile situations has several theoretical underpinnings. First, in the immediate aftermath of a conflict episode there is an expectation by civilians that peace will bring improved livelihoods and reduce poverty. Without delivery of stronger economic opportunities to citizens, there is concern that peace will not be sustained. Second, by creating jobs and reintegrating for ex-combatants there is hope that this will deter them from engaging in conflict, again promoting the chances of a lasting peace. Third, jobs are seen as a way to promote social inclusion and develop social cohesion in a once fractured environment. Such development of social capital can go on to have important long-term consequences on the ability of a country to achieve a resilient economic growth path and resolve future threats to peace. Fourth, following prolonged periods of fragility countries are often behind their potential economic growth trajectory. Increasing the number of economic opportunities for citizens is important for restarting growth, reducing poverty and raising living standards.

How does theory relate to practice? Has the World Bank implemented job creation projects that align with the objectives outlined above? Developing a comprehensive understanding of the operations that the World Bank has supported with regards to creating jobs and promoting employment in fragile and conflict-affected situations (FCS) is a critical first step in learning how to best design operations in the future. This will enable learning about how jobs have been created in the past and which approaches have been more or less successful. Reviewing these operations will also identify gaps in our experience, for example, where theoretical motivations for job creation have not been tested in practice and where there is need for more evidence-based knowledge generation. Last, simply taking stock of job creation and employment generation projects is an important task. With recent World Development Reports pointing to both the importance of jobs for development outcomes globally, as well as specifically in FCS countries, there is a need for a firm understanding of what has been done in previous operations and the parameters of these operations. In particular, where job creation projects have been implemented, through which sector boards and themes, the size of projects and whether there are systematic differences for these projects in FCS countries.

This report contributes to these goals by first providing a novel approach to identifying projects that have job creation and employment generation objectives. These projects are identified through developing a custom word search algorithm. This algorithm searches the stated development objectives for all projects occurring in IDA-borrowing countries since fiscal year 2000 selecting projects that use the terms “job OR employment”, “skill AND development”, “(education OR training) AND labor” and “labor market” in their development objective. This enabled searching over 2,166 projects and resulted in a sample of 98 projects, for which further analysis has been carried out. To my knowledge, this is a new method to identify projects from

the World Bank projects database that demonstrates a transparent approach to searching for projects through their stated development objectives.

The paper then discusses in detail the recent trends in job creation projects in FCS countries, taking stock of where projects have occurred, the evolution of projects between 2000 and 2013, the sector boards most commonly overseeing the projects and reviewing the types of projects implemented based on their stated objectives and the indicators used for monitoring. Attention is given to how projects align with job creation and employment generation objectives that are specific to the FCS context, such as the development of social cohesion, reintegration of those involved or affected by violence, building resilience in communities, and catalyzing economic growth through reconstruction and re-investment.

The last part of the analysis contributes a more detailed discussion of the design of these projects, taking into consideration the size, length and resources devoted to preparation and design. In this part of the analysis a comparison is made between projects carried out in non-FCS but IDA-borrowing countries to those in FCS countries to provide a benchmark to the discussion and to address the question of whether different resources or approaches are adopted in FCS countries. To aid this analysis, data on project performance from the self-reported implementation status reports is used, as well as the Independent Evaluation Group's (IEG) ratings of the project at its completion.

The results of this analysis find that while there has been an increase in the number of projects in FCS countries with job creation and employment generation objectives since 2000, still only 51% of FCS countries have implemented a project with these specific objectives. Of the projects implemented there has been a large concentration in Afghanistan where 17% have occurred. Sector boards commonly leading management of projects in FCS countries include: Social Development (22.0%), Education (17.1%), Financial and Private Sector Development (12.2%), Urban Development (9.8%), Transport, Agriculture and Rural Development and Social Protection (each 7.3%).

Labor intensive public works programs are common in both FCS and non-FCS projects, and have been implemented as both infrastructure and reconstruction projects as well as more general social safety net programs. Both types of projects reference the targeting of disadvantaged groups with employment opportunities, and the former often focus particularly on those living in poor, rural areas, while the latter can have national poverty reduction and social protection objectives.

One cluster of projects has a broad set of objectives and focusing on job creation through multiple macroeconomic, private sector development and financial sector development channels. Enterprise development projects, such as access to finance initiatives for small and medium-sized enterprises (SMEs) and increasing productivity in specific sectors or value chain development, are common in both FCS and non-FCS countries, as is the encouragement of foreign direct investment (FDI). Economic and institutional policy development tends to be more advanced in non-FCS countries, including objectives such as reforming state owned enterprises,

adopting ICT in the public sector to increase government accountability and adjusting trade and tariff regimes.

Projects focusing on job creation through improving the quality of education and increasing access to vocational skills programs are common in FCS countries and many have occurred in recent years. Among the 8 projects of this cluster in FCS countries, one (in South Sudan) specifically references skill development for demobilized soldiers and IDPs, while another in Cote D'Ivoire specifically targets youth. However, many do not have specific reintegration objectives, or other FCS-specific job creation goals.

Across all categories of job creation projects there is an absence of indicators measuring the impacts employment generation has on social cohesion, one of the stated goals in the recent World Development Report on Jobs (World Bank Group). Economic policy and FPD projects in FCS countries could benefit from developing designs that ensure economic growth will be inclusive and that the risk of appropriation by elite groups is being taken into consideration. Indicators tracking the presence of long-term transformational impacts of social support programs, such as shifts in livelihoods or educational attainment of children, would help to better estimate their overall effectiveness. Last, while vocational skill development projects attempt to measure employment outcomes for program recipients, there are no direct attempts to measure the impacts on program recipients' willingness to engage in violence or conflict. Thus, whether these programs truly shift labor from combat and into production has not yet been assessed.

With regards to generic project characteristics, there are some systematic differences between projects carried out in FCS countries, relative to other IDA-only borrowing countries. For example, projects in non-FCS countries tend to have longer preparation times, and planned and effective lengths, than job creation projects in FCS countries. However, comparing effective length to planned length shows that projects in FCS countries deviate from their planned length more than projects in non-FCS countries.

Lending costs are much greater in absolute terms in non-FCS countries, although the average net commitment of projects in these countries is much greater too with this difference being most pronounced for social protection programs. Supervision costs are slightly larger for projects in FCS countries, although the number of mission days does not vary considerably between projects in FCS and non-FCS countries.

During implementation, performance reported through the ISR ratings does not differ between projects in FCS and non-FCS countries, with both countries reporting about 90% of projects being at least moderately satisfactory. However, when attention is paid to the IEG ratings there is divergence with 83% of projects in non-FCS countries rated moderately satisfactory or above vs. 65% in FCS countries.

The remainder of this report covers an overview of the sampling approach and the scope of the analysis in the second section; a description of the general characteristics of job creation projects, as well as a categorization of projects, in the third section; a description of category-

specific and FCS-specific characteristics and performance indicators in the fourth section, and a summary of lessons drawn from this exercise in the fifth section.

Methods

Sample Generation

A data extraction of all the text describing project development objectives (PDOs) for all projects with electronic data available was obtained. This extraction of text data was available for 2,166 projects since FY2000 that have occurred in countries borrowing only from IDA. Next a search algorithm, created in python, was used to search for the PDO text job creation projects. This script implemented whoosh searching to search the PDO text. Whoosh searching allows for the search of single words and phrases, and several words or phrases can be searched for simultaneously through the use of Boolean operators such as AND or OR². The raw PDO text is first processed to correct spelling and formatting mistakes and then searched by the whoosh search algorithm using a root word dictionary. After this two-step process, the impacts of spelling mistakes and word transformation in the PDO text on search results are mitigated³.

To search for job creation projects, the search terms, “job OR employment”, “skill AND development”, “(education OR training) AND labor” and “labor market” were used. Over 100 distinct projects were found in IDA-only borrowing countries. After a further, manual check on the PDO text, 98 projects were identified as projects that had clear job creation and employment generation objectives. This equates to 4.6% of the total sample of projects that had PDO text data and have occurred since FY2000 in countries borrowing only from IDA. For the remainder of this paper the term job creation projects are used to denote this sample of 98 projects.

In addition, to the information obtained through the PDO text data, information on other project characteristics was extracted from a variety of data sources, such as Business Warehouse, Business Intelligence, Human Resource Analytics and obtained directly from ITSOP. For example, information regarding the sector board managing the project, the size of the project by its net commitment, the length of the project, the length of time spent preparing the project, the costs of preparing and supervising the project, the identity and location of the task team leader (TTL) in each year of the project and information regarding the performance of the project through ISR, ICR and IEG ratings. PDO indicator data were also obtained where they were available.

² Documentation for whoosh search term syntax is available at: <https://pythonhosted.org/Whoosh/querylang.html>.

³ Example PDO text: “the project development objective is to provide the public training system with improved mechanisms for responsiveness toemployment needs, and to enhance the capacity and effectiveness of the skills development fund in articulating and financing thetraining needs of enterprises.” This project will be sorted out using search term ‘employ’ because ‘toemployment’ is corrected as ‘to employment’ and ‘employment’ has the same root as ‘employ’.

Figure 1: Sampling Generation

Scope of Analysis

This analysis focuses on IDA eligible countries and job creation projects that closed after 2000. To understand how World Bank Group projects in FCS countries are unique or different, a comparison is made to projects that occur in non-FCS countries that borrow only from IDA, following a similar approach to the recent IEG report on the WBG support to FCS countries (IEG). The IEG report classifies IDA-only borrowing countries into three categories: “Never FCS”, “Partial FCS” and “Always FCS”. For this analysis “FCS” refers to projects occurring in “Partial FCS” and “Always FCS”, while “non-FCS” refers to projects occurring in “Never FCS” countries. Table 1⁴ details these countries, while Table A1, A2 and A3 in the appendix record details of each job creation project identified through the search process.

⁴ Source: Annual World Bank FCS lists. Note: The categorization is derived from the FCS lists for FY06–13. Partial FCS countries are those classified as FCS in at least two years during this period. Myanmar was left off the list of Always FCS as it received no IDA financing during FY01–12. South Sudan is not covered in IEG report because it declared its independence from Sudan in 2011. In this analysis report, South Sudan is considered as ‘Always FCS’.

Table 1: Categorization of IDA-only borrowing countries

Always FCS		Partial FCS	Never FCS	
Afghanistan	Guinea-Bissau	Cambodia	Bangladesh	Mauritania
Angola	Haiti	Cameroon	Benin	Micronesia, Fed. States
Burundi	Kosovo	Djibouti	Bhutan	Moldova
Central African Republic	Liberia	Gambia, The	Burkina Faso	Mongolia
Chad	Sierra Leone	Kiribati	Ethiopia	Mozambique
Comoros	Solomon Islands	Lao PDR	Ghana	Nicaragua
Congo, Dem. Rep.	Somalia	Nepal	Guyana	Niger
Congo, Rep.	South Sudan	São Tomé and Príncipe	Honduras	Rwanda
Côte d'Ivoire	Sudan	Tajikistan	Kenya	Samoa
Eritrea	Timor-Leste	Tonga	Kyrgyz Republic	Senegal
Guinea	Togo	Vanuatu	Lesotho	Sri Lanka
		Yemen, Rep.	Madagascar	Tanzania
			Malawi	Tuvalu
			Maldives	Uganda
			Mali	Zambia
			Marshall Islands	

General Characteristics of Job Creation Projects

This section provides a description of the temporal evolution of job creation projects since fiscal year 2000, the distribution of projects across countries and sector boards, and provides a categorization based on the projects' development objectives.

Temporal Evolution of Projects

Two metrics are used to evaluate the temporal evolution of projects:

- (1) Percentage of Active Projects:

$$\text{Active Percentage} = \text{Number of Active Projects}^5 / \text{Number of Projects}$$

- (2) Number of active project in each fiscal year between 2001 and 2013.

From Table 2.1, a significantly higher percentage of active job creation projects occur in Always FCS countries than in either Partial or non-FCS countries. This characteristic is not observed in the dataset of all projects.⁶ It indicates an increasing trend of job creation projects in the countries that are most affected by fragility and conflict.

Figure 2.1 and 2.2 show the time series of the number of active projects in countries within the different FCS categories. Figure 2.2 shows that the number of active job creation projects increased for the half-decade starting from 2001, but dropped during the years of financial crisis and then became stable until 2013. The increasing number of job creation projects in the first half-decade was fueled by a rapid growth in always FCS countries, and in recent years job creation projects have recovered to their pre-crisis levels in FCS countries. Compared to Figure 2.2, the incidence of job creation projects appear more sensitive to economic conditions than other projects, as the portfolio size in IDA countries did not decrease in number of active projects between 2006 and 2010 as it did for job creation projects.

Table 2.1 Percentage of Active Projects

	All Projects			Job Creation Projects		
	Number of projects	Active	Active Percentage	Number of projects	Active	Active Percentage
Non-FCS	1528	452	30%	57	19	33%
FCS	1122	366	33%	41	16	39%
Always FCS	709	221	31%	26	11	42%
Partial FCS	413	145	35%	15	5	33%
Total	2650	818	31%	98	35	36%

⁵ Active projects refer to projects that are still ongoing when data was retrieved in 2014 Q2.

⁶ The sample of all projects includes an additional 484 projects for which PDO text data was not available but information on when and where the project occurred was available.

Figure 2.1 Temporal Evolution of Job Creation Projects

Figure 2.2 Temporal Evolution of All Projects

Distribution of Projects by Country

Job creation projects took place in 40 different countries (see appendix Table A1 for a list of projects per country). Notably, they cover a much higher percentage of non-FCS countries than FCS countries. Table 2.2 shows that only about half of the FCS countries have job creation projects, while 71% of the non-FCS countries have job creation projects. Among the Always FCS countries, Afghanistan (7 projects), Burundi (3), Comoros (3), South Sudan (3) and Timor-Leste (3) have the largest number of job creation projects, while Djibouti (4), Tajikistan (4) and Yemen (3) have the largest number among the Partial FCS countries.

For number of projects, it is observed that there are 50% more job creation projects per country in non-FCS than in FCS countries. This is partly due to the fact that job creation projects are performed in 22% more countries in non-FCS category than FCS. Another reason is that there are, on average, 14% more projects in each country with job creation projects for non-FCS than FCS countries. This is shown in Table 2.3.

The distribution of projects by FCS status for job creation projects is in line with the distribution for all projects (using the sample of 2650 projects for which any project data is available). About 42% projects are performed in FCS countries for both all projects and job creation projects only. This is shown in Figure 2.3.

Table 2.2 Job Creation Projects IDA-only Country Coverage

	Number of Countries with Job Creation Projects	Number of Countries with no Job Creation Projects	Percentage of countries with Job Creation Projects
Non-FCS	22	9	71%
FCS	18	16	53%
Always FCS	12	10	55%
Partial FCS	6	6	50%
Total	40	25	63%

Table 2.3 Number of Job Creation Projects in IDA-only Countries

	Number of Job Creation Projects	Number of Countries	Average Number of Projects Per Country	Number of Countries with Job Projects	Average Number of Projects Per Country with Job Projects
Non-FCS	57	31	1.84	22	2.59
FCS	41	34	1.21	18	2.28
Always FCS	26	22	1.18	12	2.17
Partial FCS	15	12	1.25	6	2.50
Total	98	65	1.51	40	2.45

Figure 2.3 Distribution of Job Creation Projects by FCS categories

Distribution of Projects by Sector Board

A project may be associated to multiple sectors, but one sector will be in charge of managing project. Managing sector board in most cases reflects the primary focus of the project. By analyzing the distribution of projects by sector board, a general picture of the project topics is formed. The distribution of projects by sector board is shown in Table 2.4.

In the sample of all IDA projects, there are 23 different sector boards. In contrast, job creation projects are focused on a smaller number of topics, and they are managed under 15 different sector boards. Of the operational sector boards, sector boards without any projects with job creation objectives include: energy and mining, environment, health, nutrition and population, and investment climate practice.

Among the projects in non-FCS countries, sector boards leading management of job creation projects include: Financial and Private Sector Development (15.8%), Transport (12.3%), Agriculture and Rural Development (12.3%), Education (12.3%), Economic Policy (10.5%) and Social Protection (10.5%). Among the projects in FCS countries, sector boards leading management of projects include: Social Development (22.0%), Education (17.1%), Financial and Private Sector Development (12.2%), Urban Development (9.8%), Transport, Agriculture and Rural Development and Social Protection (each 7.3%). While there is overlap in the sector boards contributing job creation projects, human and social development orientated projects appear more representative of job creation projects in FCS countries, and private sector or infrastructure orientated appear more representative of projects in non-FCS countries.

Of all projects, it is observed that there is higher percentage of projects managed under Social Development and Social Protection in FCS countries than non-FCS countries, while non-FCS countries have larger proportion of projects managed under Environment, Financial and Private Sector Development, Urban Development and Water. Thus, the finding that job creation projects are more focused on human and social development in FCS countries is in line with the general focus of projects in FCS countries, as is the finding that job creation projects are more focused on private sector development in non-FCS countries. However, it is interesting that Agriculture and Rural Development, Economic Policy, and Transport do not contribute more job

creation projects in FCS countries given their objectives to do so in non-FCS countries, and that they have a large number of projects in FCS countries.

Table 2.4 Distribution of Projects by Sector Board

Sector Board	All Projects		Job Creation Projects	
	Non-FCS	FCS	Non-FCS	FCS
Agriculture and Rural Dev.	15.2%	14.3%	12.3%	7.3%
Competitive Industries Practice	0.1%	0.4%	0.0%	2.4%
Economic Policy	7.6%	9.4%	10.5%	2.4%
Education	8.9%	9.4%	12.3%	17.1%
Energy and Mining	10.3%	9.4%	0.0%	0.0%
Environment	6.7%	3.7%	0.0%	0.0%
Financial and Private Sector Dev.	8.0%	5.1%	15.8%	12.2%
Financial Inclusion Practice	0.0%	0.1%	0.0%	2.4%
Financial Management	0.3%	1.4%	0.0%	0.0%
Financial Systems Practice	0.1%	0.2%	0.0%	0.0%
Gender and Development	0.0%	0.4%	0.0%	2.4%
Global ICT	1.2%	0.8%	5.3%	0.0%
Health, Nutrition and Population	7.6%	8.8%	0.0%	0.0%
Investment Climate Practice	0.1%	0.1%	0.0%	0.0%
Operational Services	0.0%	0.3%	0.0%	0.0%
Poverty Reduction	3.7%	2.0%	3.5%	0.0%
Procurement	0.1%	0.1%	0.0%	0.0%
Public Sector Governance	6.3%	7.0%	1.8%	4.9%
Social Development	1.9%	4.9%	7.0%	22.0%
Social Protection	5.4%	7.8%	10.5%	7.3%
Transport	6.3%	6.1%	12.3%	7.3%
Urban Development	5.2%	4.9%	8.8%	9.8%
Water	5.0%	3.2%	0.0%	2.4%

Categorization of Projects by Development Objectives

In order to develop a more detailed understanding of the types of projects that have been implemented with job creation and employment generation objectives, the sample of 98 projects has been categorized. This categorization was developed through analyzing the PDO text and considering the mapping of projects to sector boards.

The projects are grouped into five categories: 1 – agriculture and rural development projects, 2 – infrastructure and reconstruction projects (mainly led by the transport and urban

development sector boards), 3 – economic policy and financial and private sector development projects, 4 – education and vocational skills projects, and 5 – general job creation projects (mainly led by the social development and social protection sector boards). Table 2.5 summarizes these five categories, as well as reporting on the number of FCS projects, the number of active projects and the number of projects with indicator data per category.

Table 2.5 Job Projects Categories

	Category Name	# of Projects	Active/ Closed (Active %)	FCS/ Non-FCS (FCS %)	Projects with Key Indicators	Description
1	Agriculture and Rural Development	9	1/8 (11%)	2/7 (22%)	2	Focus on agriculture development with targets to create employment for rural poor people, guarantee food supply and increase nutrition levels
2	Infrastructure and reconstruction	18	5/13 (28%)	7/11 (39%)	8	Focus on rural and urban infrastructure construction including road, water and facilities as well as creating both short-term and long-term employment
3	Economic Policy, Financial and Private Sector Development	30	12/18 (40%)	10/20 (33%)	19	Focus on job creation by (1) macroeconomic environment development including labor market, legal system and governance service (2) enterprise development in private sectors (3) development in ICT industries and tourism
4	Education and Vocational Skills Development	16	6/10 (38%)	8/8 (50%)	10	Focus on improving education quality, training program accessibility to prepare sufficient skilled labor and enhance employment
5	General job creation projects	25	11/14 (44%) ⁵	14/11 (56%)	17	Projects with broad targets of poverty reduction, state building and social and economic development of disadvantaged groups

It can be observed that the percentage of active job creation projects and percentage of projects in FCS countries are in ascending order from category 1 to category 5. This indicates that category 5 projects (general job creation projects) are generally more recent and include more projects in FCS countries, while category 1 projects (agriculture and rural development projects) are older and were mostly executed in non-FCS countries. After the projects' FCS classification is taken into consideration in parallel to whether their vintage (see table 2.6), we can see that

category 2 projects (infrastructure and reconstruction projects) tend to be performed mostly in non-FCS countries in recent years, while a higher percentage of projects in category 3 (economic policy and FPD projects) have recently been implemented in FCS countries. The distribution of category 4 and 5 projects' (education and vocational skills projects, and general job creation projects, respectively) between FCS and non-FCS remains stable.

Table 2.6 Number of Projects by Category and FCS Status

Category	Active Projects					Closed Projects					Grand Total
	Non-FCS	FCS	Partial FCS	Always FCS	Active Total	Non-FCS	FCS	Partial FCS	Always FCS	Closed Total	
1	0	1	1	0	1	7	1	1	0	8	9
2	4	1	0	1	5	7	6	2	4	13	18
3	7	5	1	4	12	13	5	0	5	18	30
4	3	3	1	2	6	5	5	4	1	10	16
5	5	6	2	4	11	6	8	3	5	14	25
Total	19	15	5	11	35	38	25	10	15	63	98

Beyond this categorization of projects it is useful to consider the how projects align with job creation and employment generation objectives that are specific to the FCS context and whether there are notable differences in these objectives between projects occurring in FCS countries relative to non-FCS countries. Where possible the indicator data for FCS projects has been analyzed to draw out additional information on how projects are being designed and the objectives monitored in this context.⁷ A summary of the development objectives and indicators specific to job creation for all projects in FCS countries is included for reference in Table A3 in the appendix.⁸

Category 1: Agriculture and Rural Development

There are 9 projects in this category; all led by sector board Agriculture and Rural Development. These projects typically last for 5-6 years. Most projects found took place in earlier years and only 1 project is still active. Indicator data is available for the two most recent projects – both in the Partial FCS country, Tajikistan.

Many projects in this category aim at agriculture facilities construction and offer job creation through labor-intensive public works programs in rural areas associated with these activities. Two early projects in Sri Lanka included post-conflict specific objectives targeting the

⁷ 56 out of 98 projects have indicator data available, which limits the conclusiveness of this analysis.

⁸ The full raw text data for all 98 projects is available on request to the lralston@worldbank.org.

improvements in livelihoods of returning IDPs and conflict affected communities through cash transfers to purchase basic agricultural inputs and employment in small-scale reconstruction activities.

Indicators in this category can be classified into three groups:

- Increase in agriculture facilities e.g. Improved covered collector and drainage canals (Km), The Water Information Center established, Length of drains cleaned, Rehabilitation of irrigation and drainage infrastructure;
- Increase to agriculture production e.g., through increases in farmed areas and yields
- Improvement in living standard e.g. Jobs created by the project (number of workers employed, only for manual cleaning), Number of households with improved income, of which female beneficiaries, of which severely food insecure beneficiaries.

From a review of the PDO text data, alongside the indicator data, projects in this category appear most aligned with the goal of delivery economic opportunities to citizens to reduce poverty and promote growth. However, as there are no projects occurring in countries that have very recently been affected by conflict, other channels, such as rehabilitating ex-combatants, promoting social cohesion, integrating IDPs, are not currently present.

Category 2: Infrastructure and Reconstruction

All projects in this category belong to either the Transport or Urban Development sector board. Projects are typically planned to be 5 years, but the effective lengths are usually 20 months longer. Out of 18 projects in this category, 5 projects are active and 8 projects have indicator data.

Among the projects in FCS countries there is a strong emphasis on reconstruction efforts, such as the restoring priority road networks, restoring critical urban services and power, promoting access to basic services and markets in rural areas. Three of the seven FCS projects have occurred in Afghanistan. These socially useful public works projects are often labor intensive and thus also serve to provide employment to vulnerable populations. In the non-FCS countries, these projects often focus on road construction and rehabilitation to reduce transport costs, improve road safety, but also to improve the access of rural populations to markets and basic services, while simultaneously providing employment.

Common indicators in this category are:

- Improvement in rural and urban infrastructures, e.g. reduction in transportation time, increase in road access, percentage increase of road in good condition;
- Number of beneficiaries; share of rural population with access to all-season roads;
- Number of jobs created; females employed; number of SMEs trained in works management; number of firms participating in bidding on subprojects;

While projects in FCS countries, such as Burundi, reference reconstruction and recovery in the PDO, few have particularly different indicators to projects in non-FCS countries. For example,

there are no specific indicators aimed at measuring impact on social cohesion, or the economic opportunities delivered to those who may have otherwise been involved in conflict. Projects in both countries promote labor-intensive road and infrastructure projects that aim to provide employment, often in rural areas, which may be more marginalized, while improving market access and promoting equitable economic growth.

Category 3: Economic Policy, Financial and Private Sector Development

Category 3 projects account for the largest proportion of job creation projects. 11 out of 30 projects are still active. 63% of the projects have indicators available, which provides more data to review than other categories.

Projects in this category focus on job creation through (1) multisectoral and macroeconomic development programs including labor market, legal system, governance service and trade reforms (2) enterprise development, access to finance and FDI in private sectors (3) development in ICT industries and tourism. Among projects in FCS countries there is a focus on supporting SMEs, encouraging FDI through investment climate reforms, value chain development and private sector growth into less developed sectors (e.g., non-oil) as well as in natural resources, such as metals and mining. There are several development policy operations (DPOs) that focus on reforming the tariff and trade regimes and developing government capacity to encourage private sector development. Projects in non-FCS countries tend to have slightly more ambitious economic policy objectives, such as developing investment growth centers in manufacturing and services, reforming state-owned enterprises, diversifying exports, adoption of ICT in the public sector to improve accountability and citizen access to services, and developing public-private partnerships. The development of tourism is also only present in non-FCS projects.

Common indicators in this category can be classified into the following categories:

- Generic metrics: number of beneficiaries
- Supported industry metrics: improvement in different kinds of facilities (health, education, sanitation system, transportation, water, public services);
- Supported businesses performance and environment metrics: number of businesses supported, number of new startups, increase in business earnings or sales, number of firms receiving licenses, improvements in Doing Business indicators, time to export, private sector satisfaction surveys;
- Financial support metrics: value of investment flows, volume of bank support, number of active loan accounts, value of guarantees, amount of FDI from guarantee facility;
- Individual benefit metrics: number of jobs created, number of staff trained

Projects in this category are most aligned with promoting general economic growth and development, and generating employment through this objective. While economic growth has been strongly linked to a reduced likelihood of conflict through several cross-country empirical studies (Miguel), it appears that projects in this category could incorporate develop more

context-specific development objectives. For example, ensuring that economic growth will be inclusive and risks of appropriation by elite groups are mitigated.

Category 4: Education and Vocational Skills Development

There are 16 projects in this category, mainly led by the education sector board. Of the 16, the 10 most recent projects have indicator data. 60% of these 10 projects are at their initial stages.

Projects in this category focus on job creation through improving the quality of education and increasing access to training programs. Through skill development employment outcomes, such as getting a job and earnings, are expected to increase. Among the 8 projects in FCS countries, one (in South Sudan) specifically references skill development for demobilized soldiers and IDPs, while another in Cote D'Ivoire specifically target youth. There are a number of projects in FCS countries that have gender targets for women (in Afghanistan and Nepal). Among projects in non-FCS countries, several have specific references to targeting out-of-school youth.

Most common indicators in this category are:

- Training/professional programs introduced;
- Faculty, lecturer qualification improvement;
- System, facilities and resources improvement (quality assurance system, learning centers, library, classrooms, textbook to student ratio);
- Individual training outcomes e.g., graduation, test scores, student satisfaction;
- Employment results e.g. number of students employed, satisfaction of employers.

While these projects attempt to measure employment outcomes for program recipients, it would be helpful to also monitor how participation is influencing their willingness to engage in violence and whether it has been successful at disincentivizing at risk youth. Recent research in Liberia has shown that this is very difficult to accomplish at the extensive margin that is program recipients may still engage in conflict, but in some cases to a lesser degree (Blattman). Similarly in the case of reintegration of ex-combatants and IDPs, it would be useful to understand more about how this has influenced social cohesion both from the program recipients' and the communities' perspectives.

Category 5: General Job Creation Projects

This category has the highest percentage of active projects, so the percentage of projects with indicator data is also relatively high. Out of 25 projects in this category, 17 projects have indicator data.

These projects are mainly led by the Social Development and Social Protection sector boards, and have broad targets for poverty reduction, state building and social and economic development of disadvantaged groups. Several are short-term employment programs targeted to improve food security and provide social protection. Projects in both FCS and non-FCS countries include objectives to improve social inclusion and reach disadvantaged groups, addressing one of the channels through which employment is hoped to mitigate fragility.

Common indicators in this category are:

- Generic metrics e.g. number of beneficiaries;
- Individual benefit e.g. increase quality in training program, number of trained individual, net income gain, number of job, number of jobs created;
- Improvement in nutrition level e.g. proportion of pre-school children and pregnant women involved in better nutrition practice.

A significant amount of indicators explicitly measure projects' benefit to disadvantaged groups, e.g. pregnant women, youth, adolescent girls etc. Similar to suggestions made above, it would be useful to understand more about how these programs influence social cohesion both from the program recipients' and non-recipients' perspectives. It would also be helpful to understand whether there are long-term transformational impacts of these social support programs that enable to program recipients to make permanent improvements to their livelihoods. This would be particularly interesting to understand for those in the most disadvantaged groups.

Job Creation Projects Evaluated by Category

This section provides a description of category-specific and FCS-specific characteristics, such as length of projects, size of projects, costs associated preparing and supervising projects, and information about the number of mission days incurred and the experience of the task team leader (TTL) of the project.

Project Length

Figure 3.1 below shows the timeline of a typical Bank Group project. Prep time is the time interval between the initial project approval date and PCD review date. Plan length is the time interval between approval date and original closing date. Actual closing date can differ from the original planned closing date. Thus, the interval between effectiveness date and actual closing date measures the effective length of a project.

Figure 3.1 Timeline of a typical Project

Comparing the average and median statistics, we can observe that there are outliers in the dataset so that the two statistics differ a lot. Among the five categories, category 1 projects (agriculture and rural development projects) have generally longest prep time, plan length, effective length and effective delay, while category 3 and 5 projects (economic policy and FPD projects, and general job creation projects, respectively) are the shortest.

Between projects in FCS and non-FCS countries the preparation time for category 1 and 2 projects (agriculture and rural development, and infrastructure and reconstruction, respectively) is notably longer in non-FCS countries, suggesting that these projects may be more complex⁹.

⁹ However, this comparison between FCS vs. non-FCS should be interpreted with caution as there are only 2 projects in category 1 in FCS countries, while there has been 7 in non-FCS countries.

Among FCS countries there is less variability between categories with regards to preparation time. Category 2 projects have the longest planned and effective lengths in FCS countries. These projects also have the longest effective length in non-FCS countries, but category 1 and 4 have longer planned lengths indicating that category 2 projects tend to run longer than anticipated. With regards to effective delay category 4 projects (education and vocational skills projects) tend to face greatest delays in both FCS and non-FCS countries, while category 2 projects suffer greater delays in non-FCS countries relative to FCS countries.

Table 3.1 Project Length Average Statistics¹⁰

Category	Prep Time	Plan Length	Effective Length	Effective Delay
1	29.44	64.55	74.86	5.24
2	20.72	60.65	79.86	4.24
3	11.80	48.82	47.69	4.02
4	12.99	60.13	69.82	6.94
5	9.99	42.44	47.92	4.84
Overall	14.83	52.66	61.60	4.84

Category	Prep Time		Plan Length		Effective Length		Effective Delay	
	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS
1	36.11	6.07	71.52	40.15	85.95	13.40	5.57	4.08
2	26.27	12.79	63.81	55.69	91.40	66.38	5.28	2.59
3	12.17	11.07	48.53	49.41	46.70	50.25	3.89	4.28
4	14.10	11.87	69.46	50.79	85.38	54.27	6.00	7.78
5	11.47	8.63	42.57	42.33	46.30	49.14	5.07	4.64
Overall	17.82	10.53	56.09	47.88	67.19	53.09	4.87	4.79

Table 3.2 Project Length Median Statistics

Category	Prep Time	Plan Length	Effective Length	Effective Delay
1	33.63	69.57	81.25	5.37
2	16.33	63.50	80.70	3.95
3	9.08	62.10	49.35	4.22
4	10.43	62.18	76.33	5.40
5	8.27	48.70	49.65	3.83
Overall	10.13	58.78	70.17	4.22

Category	Prep Time		Plan Length		Effective Length		Effective Delay	
	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS
1	43.67	6.07	78.17	40.15	91.60	13.40	6.00	4.08
2	19.53	3.07	63.90	53.80	86.07	63.15	4.07	1.13
3	10.10	8.55	64.25	51.83	49.33	49.37	4.23	4.00
4	13.58	9.23	67.82	50.62	88.47	46.20	6.03	4.05
5	11.17	7.22	43.60	49.18	32.07	49.65	3.80	3.87
Overall	13.65	7.77	64.23	50.70	79.52	50.87	4.45	3.92

¹⁰ Effective length is calculated based on closed projects, because actual closing date is not available for ongoing projects. Prep time, plan length and effective delay are calculated based on projects with data available. It is the same for Table 3.3 and Table 3.4.

Table 3.3 Project Length Standard Deviation Statistics

Category	Prep Time	Plan Length	Effective Length	Effective Delay
1	22.15	22.00	30.79	1.92
2	19.81	18.99	21.09	2.93
3	6.72	24.37	33.95	2.77
4	8.96	17.14	25.58	7.04
5	6.36	18.85	34.36	3.82
Overall	13.44	21.90	32.57	4.00

Category	Prep Time		Plan Length		Effective Length		Effective Delay	
	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS ¹¹	Non-FCS	FCS
1	20.41	4.67	14.23	33.59	18.40	N/A	1.98	1.53
2	19.68	18.46	9.59	28.66	16.61	18.23	2.74	2.58
3	6.93	6.58	27.04	19.22	36.99	27.97	2.96	2.48
4	8.85	9.53	13.36	15.87	21.03	20.60	2.12	9.67
5	7.73	4.73	22.50	16.34	42.47	30.00	5.16	2.38
Overall	14.95	9.56	22.85	19.80	35.71	25.49	3.28	4.88

Project Size, Preparation and Supervision Costs

Net commitment at approval date is used to evaluate the size of projects, while lending costs are used to estimate the costs of preparing a project. Supervision costs are used to measure the costs associated with implementing a project each year the project is active. Lending and supervision costs are computed using the following formulae:

(1) Total lending cost = Trust Fund lending cost + Bank Budget lending cost;

(2) Supervision cost per year = [Total Bank Budget supervision cost + Total Trust Fund supervision cost] / Number of years project active;

Table 3.4 shows high variation of in capital inputs among projects. By comparing different categories, category 4 projects (education and vocational skills) have lowest average and variation for total lending cost. On the other hand, category 2 projects (infrastructure and reconstruction) show relatively low supervision cost per year and lowest variation. These are the largest projects by net commitment, although there is significant variation in the amount committed to these projects.

By comparing across categories in FCS vs. non-FCS countries we can observe that lending and supervision costs are lowest for category 2 projects (infrastructure and reconstruction) in FCS countries, while they are lowest for category 4 projects (education and vocational skills) in non-FCS countries. Interestingly category 4 projects have the highest supervision costs among the projects in FCS countries. Overall lending costs are much greater in absolute terms in non-FCS countries, although the average net commitment of projects in these countries is much greater too with category 5 project (general job creation) showing the biggest relative difference

¹¹ Standard deviation is not available because only one closed project in FCS countries falls in category 1.

between FCS and non-FCS countries. However, supervision costs are slightly larger for projects in FCS countries.

Table 3.4 Project Cost and Size Statistics

Category	Total Lending Cost (in thousand \$)		Supervision Cost Per Year (in thousand \$)		Net Commitment (in million \$)	
	Average	Standard Deviation	Average	Standard Deviation	Average	Standard Deviation
1	455.47	519.66	80.23	53.75	30.04	25.92
2	364.40	307.72	82.67	41.48	85.08	82.95
3	374.75	280.16	91.35	48.62	50.52	52.70
4	312.12	185.31	82.96	127.60	25.35	17.46
5	344.34	292.34	106.37	73.70	31.24	39.06
Overall	362.28	300.24	91.20	72.13	45.96	54.37

Category		Total Lending Cost (in thousand \$)		Supervision Cost Per Year (in thousand \$)		Net Commitment (in million \$)	
		Average	Standard Deviation	Average	Standard Deviation	Average	Standard Deviation
1	Non-FCS	494.03	591.55	68.87	50.83	34.59	27.97
	FCS	320.53	118.02	120.00	59.56	14.13	5.47
2	Non-FCS	480.60	329.27	87.95	34.27	109.73	98.44
	FCS	181.80	154.72	74.39	52.78	46.35	21.93
3	Non-FCS	428.87	277.20	97.06	46.94	60.43	57.82
	FCS	266.49	266.75	79.94	52.43	30.69	35.17
4	Non-FCS	357.44	163.65	42.58	25.03	22.89	13.79
	FCS	266.81	205.21	123.34	174.75	27.80	21.20
5	Non-FCS	398.28	346.09	86.66	56.53	57.00	47.43
	FCS	301.97	247.49	121.86	83.56	11.00	9.18
Overall	Non-FCS	430.93	331.10	82.18	47.10	60.84	64.33
	FCS	266.84	221.51	103.73	96.10	25.27	24.92

Other World Bank Group Resource Inputs

To consider whether there are systematic differences in the resource and management requirements for projects in FCS countries relative to non-FCS countries, as well as in between the different categories of projects, the amount of time spent on mission to implement projects and information about the task team leader (TTL) leading projects is analyzed.

Mission Days

The total number of mission days per project year is used to evaluate mission days. Since data on mission days is not available before fiscal year 2005 (FY05), mission days per active year after FY05 is calculated for each project. Projects that are closed before FY05 are excluded from this analysis because no data are available.

From Table 3.5, we can observe that category 2 and 4 projects (infrastructure and reconstruction, and education and vocational skills, respectively) have lowest number of mission days per year. Interestingly, this is true for both FCS and non-FCS countries, which contrasts the earlier finding that supervision costs are greatest for projects in FCS countries in category 4. Category 5 projects (general job creation) in both FCS and non-FCS countries involve the greatest number of per year mission days, which is in line with their higher supervision costs.

Again, like supervision costs, category 2 projects (infrastructure and reconstruction) show least variation within project categories for per year mission days.

Table 3.5 Project Per Year Mission Days Statistics

Category	Average	Median	Standard Deviation
1	63.81	65.45	54.34
2	41.32	39.30	17.56
3	60.24	50.96	50.88
4	45.47	38.15	38.15
5	69.65	64.92	54.81
Overall	57.13	46.62	46.28

Category	Average		Median		Standard Deviation	
	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS
1	43.16	125.77	41.39	125.77	37.61	57.98
2	40.00	43.75	38.10	42.26	17.94	18.21
3	59.14	62.68	52.22	28.65	21.90	88.95
4	43.39	47.30	29.81	41.82	32.18	42.95
5	62.93	75.34	67.73	43.63	26.10	71.51
Overall	52.32	64.10	48.67	43.71	26.29	65.06

Task Team Leader (TTL)

Four metrics are used to evaluate the impact of the task team leader (TTL) on projects:

(1) TTL quality: TTL quality of a project is calculated by measuring the percentage of satisfactory projects a TTL has led, excluding the project in question. Satisfactory is evaluated in with regards to the IEG rating of the project and as projects can be led by different TTLs for different fiscal years, the percentage of satisfactory projects is weighted by number of fiscal years a TTL leads each project.

(2) TTL onsite: TTL onsite has a value of 1 or 0 and is available per fiscal year of active projects. It is an indicator of whether the TTL is located in country of project or not. In the analysis, the average value over active years for a project is used. It is interpreted as percentage of fiscal years when the TTL is located within the country of the project.

(3) TTL years of experience: TTL years of experience is calculated as the number of years, previous to the current project, a TTL has led a project. In the analysis, average value over active years for a project is used.

(4) TTL project experience: TTL project experience is calculated as number of previous projects a TTL has led. Similar to TTL years of experience, the average value is used for analysis.

From Table 3.6 we can see that category 2 projects (infrastructure and reconstruction) have highest the TTL quality. Projects in other categories have relatively low and similar TTL quality.

Considering whether the TTL is onsite, different categories differ vastly. Category 1 projects (agriculture and rural development) have highest onsite percentage, while category 5 projects

(general job creation) have lowest onsite percentage (only 3 out of 25 projects have TTL onsite in at least 1 FY). Category 4 projects (education and vocational skills) either have the TTL onsite in all years or never have the TTL onsite, thus shows highest standard deviation.

For TTL experience, category 2 projects have highest experience level, but they also show high variance within the category. On the other hand, category 1 projects show relatively more experience and much less variation within the category.

Between projects in FCS and non-FCS countries, the TTL quality is higher in job creation projects in FCS countries with TTLs obtaining on average 71% satisfactory rate vs. 63% satisfactory rate in non-FCS countries. TTLs are also slightly more likely to be located in the country of the project. Overall TTLs are not any more experienced in projects in FCS countries, although there is within category variation. Category 2 projects (infrastructure and reconstruction) command more experienced TTLs in FCS countries, while TTLs for category 4 projects (education and vocational skills) in non-FCS countries have more years of experience.

Table 3.6 Project TTL Statistics

Metric	Category	Average	Median	Standard Deviation
TTL quality	1	0.65	0.79	0.44
	2	0.75	0.76	0.22
	3	0.65	0.67	0.21
	4	0.65	0.67	0.26
	5	0.64	0.67	0.21
TTL onsite	1	0.35	0.38	0.34
	2	0.21	0.16	0.21
	3	0.34	0.22	0.39
	4	0.33	0.00	0.47
	5	0.10	0.00	0.27
TTL years of experience	1	8.13	7.50	2.49
	2	10.70	10.36	6.32
	3	7.32	5.00	5.28
	4	7.76	8.50	4.14
	5	7.58	6.00	6.80
TTL project experience	1	3.92	4.00	1.18
	2	4.56	4.06	3.16
	3	2.98	2.60	1.60
	4	3.48	3.76	1.21
	5	3.73	3.17	2.62

Metric	Category	Average		Median		Standard Deviation	
		Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS
TTL quality	1	0.58	0.84	0.75	0.84	0.52	N/A
	2	0.76	0.73	0.72	0.84	0.12	0.33
	3	0.57	0.73	0.67	0.71	0.21	0.19
	4	0.61	0.70	0.67	0.67	0.29	0.23
	5	0.60	0.67	0.67	0.67	0.29	0.20
	Overall	0.63	0.71	0.67	0.73	0.25	0.22
TTL onsite	1	0.23	0.75	0.20	0.75	0.26	0.35
	2	0.22	0.19	0.13	0.20	0.23	0.20
	3	0.28	0.44	0.00	0.50	0.34	0.46
	4	0.17	0.46	0.00	0.33	0.41	0.50
	5	0.13	0.08	0.00	0.00	0.41	0.28
	Overall	0.22	0.30	0.00	0.00	0.30	0.41
TTL years of experience	1	8.17	8.00	7.50	8.00	2.64	2.83
	2	9.75	11.92	9.55	12.67	4.77	8.16
	3	7.22	7.48	5.00	5.00	5.75	4.71
	4	10.54	5.67	9.85	5.65	3.01	3.70
	5	8.51	6.93	9.00	6.00	3.01	5.57
	Overall	8.54	7.75	8.41	6.00	5.54	5.66
TTL project experience	1	4.18	3.00	4.38	3.00	1.08	1.41
	2	3.68	5.68	3.75	4.89	1.67	4.33
	3	2.84	3.22	2.38	3.00	1.69	1.50
	4	3.91	3.16	3.86	3.15	0.56	1.49
	5	4.04	3.52	4.00	3.00	0.56	2.01
	Overall	3.58	3.73	3.69	3.00	1.99	2.46

Project Performance and Outcome Ratings

Implementation Status Report (ISR) ratings, Implementation Completion Report (ICR) ratings and the Independent Evaluation Group's (IEG) ratings are used to evaluate the success of a project. Table 3.7 shows detailed descriptions of rating measures. Both ICR ratings and IEG ratings are rated after the project is closed, but ISR rating is provided every year during the progress of the project. Thus, multiple ISR ratings are available for each project between the minimum and maximum fiscal year. ISR ratings in the most recent available year are considered in this analysis because it reflects the most updated status of the project, which has closest relation to the ultimate success of the project.

Each rating is converted to a binary measure of success or satisfaction under the following rule: the outcome is 1 if Highly Satisfactory, Satisfactory or Moderately Satisfactory (HS, S, MS) is reported; the outcome is 0 if Highly Unsatisfactory, Unsatisfactory or Moderately Unsatisfactory (HU, U, MU) is reported. Then, the average rating of projects in each category is calculated as the percentage of satisfactory projects for each sub-category of job creation projects. Summary statistics are shown in Table 3.8. However, these statistics should be interpreted very carefully because the availability of ratings data may lead to small sample bias. Table 3.9 shows the availability of different rating data. The ISR ratings: DO Rating and IP Rating, are supposed to be available for all projects while ICR ratings and IEG ratings are only available for closed projects. Therefore, the base value to calculate the availability of ISR ratings is number of all projects, while the availability of ICR and IEG rating is calculated based on the number of closed projects.

For the ISR ratings, all categories of job creation projects report a high percentage of satisfactory progress, with category 2 and 5 (infrastructure and reconstruction, and general job creation,

respectively) reporting the highest at almost 100%. This characteristic does not vary between projects in FCS vs. non-FCS countries.

For ICR and IEG ratings, most categories report a lower percentage of satisfactory projects, relative to the ISR ratings. Some categories, such as category 1 and 4 for FCS countries, have very limited information available regarding ICR and IEG ratings. Among the categories where a high number of closed projects have IEG and ICR ratings available, we can observe that category 2 projects (infrastructure and reconstruction) perform consistently satisfactorily in both FCS and non-FCS countries, while category 3 projects (economic policy and FPD) tend to have lower ICR and IEG ratings in FCS countries. Category 5 projects (general job creation) have many active projects with no ICR or IEG ratings available, but across FCS and non-FCS countries are reporting satisfactory progress through their ISR ratings.

Table 3.7 Descriptions of Rating Measures

Attribute	Description
DO Rating	ISR measure of progress towards meeting development objective (highly unsat. - highly sat.): HU,U,MU,MS,S,HS, decided by TTL
IP Rating	ISR measure of implementation progress rating, (highly unsat. - highly sat.): HU,U,MU,MS,S,HS, decided by TTL
ICR Rating	ICR (implementation completion report) rating - occurs once projects has closed and is performed by someone within the World Bank but not IEG, is approved by TTL: HU,U,MU,MS,S,HS,
IEG Rating	IEG's rating of project: HU,U,MU,MS,S,HS

Table 3.8 Job Projects Performance Ratings

Category	DO Rating	IP Rating	ICR Rating	IEG Rating
1	83%	88%	67%	67%
2	94%	100%	91%	83%
3	79%	79%	75%	69%
4	82%	73%	100%	75%
5	100%	100%	88%	75%
Overall	89%	89%	84%	75%

Category	DO Rating		IP Rating		ICR Rating		IEG Rating	
	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS
1	75%	100%	83%	100%	67%	N/A	67%	N/A
2	91%	100%	100%	100%	83%	100%	83%	83%
3	80%	78%	87%	67%	86%	60%	88%	40%
4	80%	83%	80%	67%	67%	100%	67%	100%
5	100%	100%	100%	100%	100%	80%	100%	60%
Overall	89%	88%	88%	91%	82%	86%	83%	65%

Table 3.9 Availability of Rating Data

Category	DO Rating	IP Rating	ICR Rating	IEG Rating
1	67%	89%	38%	38%
2	100%	100%	85%	92%
3	80%	80%	67%	72%
4	69%	69%	40%	40%
5	80%	80%	57%	57%
Overall	81%	83%	60%	63%

Category	DO Rating		IP Rating		ICR Rating		IEG Rating	
	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS	Non-FCS	FCS
1	57%	100%	86%	100%	43%	0%	43%	0%
2	100%	100%	100%	100%	86%	83%	86%	100%
3	75%	90%	75%	90%	54%	100%	62%	100%
4	63%	75%	63%	75%	60%	20%	60%	20%
5	91%	71%	91%	71%	50%	63%	50%	63%
Overall	79%	83%	82%	83%	58%	64%	61%	68%

Conclusions

This report undertook a concise World Bank portfolio review to identify what development projects the World Bank has supported with regards to job creation in fragile and conflict-affected situations (FCS) since the fiscal year 2000. 98 job creation projects were identified for this analysis and they took place in 40 out of 65 IDA-only countries, with 41 projects occurring in 18 different FCS countries. Thus, a higher percentage of non-FCS countries (71%) have implemented job creation projects, than FCS countries (53%).

From 2001 to 2013, the number of job creation projects increased steadily from 2001 to 2005, then decreased to a recent low in 2008, resumed slow growth until 2011 and remained stable after that. Growth in the number of projects in Afghanistan contributed to the increase between 2001 and 2005.

The 98 projects identified for this analysis can be grouped into 5 categories: 1 – agriculture and rural development projects, 2 – infrastructure and reconstruction projects (mainly led by the transport and urban development sector boards), 3 – economic policy and financial and private sector development projects, 4 – education and vocational skills projects, and 5 – general job creation projects (mainly led by the social development and social protection sector boards). There is a greater representation of FCS projects in the latter categories, which also tend to have a larger number of more recent and currently active projects.

Labor intensive public works programs are common in both FCS and non-FCS projects, and frequently occur in categories 2 and 5. Both types of projects reference the targeting of disadvantaged groups with employment opportunities, and category 2 projects often focus particularly on those living in poor, rural areas. Category 5 projects have general poverty reduction and social protection objectives, while category 2 projects also intend to develop or reconstruct infrastructure as a parallel channel to improve economic opportunities, for example, through better market access.

Category 1 projects occur almost always in non-FCS countries and there is only one project in this category that is active. These projects aim at agriculture facilities construction often through public works programs in rural areas.

Category 3 projects have the broadest set of objectives and focus on job creation through multiple macroeconomic, private sector development and financial sector development channels. Enterprise development projects, such as access to finance initiatives for SMEs and increasing productivity in specific sectors or value chain development, are common in both FCS and non-FCS countries, as is the encouragement of FDI. Macroeconomic environment development is more FCS-context specific, while promotion of the development of tourism has only occurred in the non-FCS countries.

Projects in category 4 focus on job creation through improving the quality of education and vocational skills programs that aim to increase the employability of working age adults. Among the 8 projects in FCS countries, one (in South Sudan) specifically references skill development for demobilized soldiers and IDPs, while another in Cote D'Ivoire specifically targets youth.

However, many do not have specific reintegration objectives, or other FCS-specific job creation goals.

Across all categories of job creation projects there is an absence of indicators measuring the impacts employment generation has on social cohesion, one of the clearly stated goals in the recent World Development Report on Jobs (World Bank Group). Projects in FCS countries could also develop more context-specific development objectives. For example, projects should ensure that economic growth will be inclusive and that the risk of appropriation by elite groups is being taken into consideration. It would also be helpful to understand whether there are long-term transformational impacts of social support programs that enable to program recipients to make permanent improvements to their livelihoods. This would be particularly interesting to understand for those in the most disadvantaged groups. Last, while vocational skill development projects attempt to measure employment outcomes for program recipients, there are no direct attempts to measure the impacts on program recipients' willingness to engage in violence or conflict. Thus, whether these programs truly shift labor from combat and into production has not been assessed.

With regards to generic project characteristics, projects in non-FCS countries tend to have longer preparation times, and planned and effective lengths, than job creation projects in FCS countries. However, comparing effective length to planned length shows that projects in FCS countries deviate from their planned length more than projects in non-FCS countries.

Lending costs are much greater in absolute terms in non-FCS countries, although the average net commitment of projects in these countries is much greater too with this difference being most pronounced for category 5 projects. Supervision costs are slightly larger for projects in FCS countries.

Among the five categories, category 1 and 2 projects tend to involve the longer preparation times, while category 3 and 5 projects tend to be shorter. Category 4 projects tend to face greatest delays in both FCS and non-FCS countries but involve the lowest average lending costs. Category 2 projects suffer greater delays in non-FCS countries relative to FCS countries. Category 2 projects have notably low supervision costs per year, despite being the largest projects by net commitment.

Projects in FCS countries tend to involve more experienced TTLs that have slightly stronger records for obtaining satisfactory IEG ratings for the projects they have led than the TTLs for non-FCS job creation projects. The number of mission days does not vary considerably between projects in FCS and non-FCS countries.

During implementation, performance reported through the ISR ratings does not differ between projects in FCS and non-FCS countries, with both countries reporting about 90% of projects being at least moderately satisfactory. This characteristic is consistent for all project categories, although category 2 and 5 notably report the highest ratings (almost 100%) in both FCS and non-FCS countries.

However, when attention is paid to the IEG ratings there is divergence with 83% of projects in non-FCS countries rated moderately satisfactory or above vs. 65% in FCS countries. Among the FCS projects, those in category 3 tend to perform least well. The sample is particularly small for part of this analysis, as only 18 IEG ratings are available for FCS projects (5 in category 3) and 23 for non-FCS projects, so this result should be interpreted with caution.

To conclude, job creation projects that occur in countries affected by conflict, fragility and violence do not substantially differ in their design and stated objectives from projects that are being implemented in countries that are similar in their level of poverty, but do not suffer from conflict, fragility and violence. However, there are differences in average size of projects, lending costs and the experience of TTLs leading projects. During implementation no differences are reported in progress, although at completion there is weak evidence to suggest that jobs projects are more difficult to implement in FCS countries, with those focusing on private sector and SME development in post-conflict environments performing least well.

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Appendix

Table A1 Number of Job Creation Projects in each IDA-only Country

Country	FCS Status	Number of Job Creation Projects	Active	Closed
Afghanistan	Always FCS	7	2	5
Angola	Always FCS	0	0	0
Burundi	Always FCS	3	2	1
Central African Republic	Always FCS	0	0	0
Chad	Always FCS	0	0	0
Comoros	Always FCS	3	2	1
Congo, Dem. Rep.	Always FCS	1	1	0
Congo, Rep.	Always FCS	1	1	0
Côte d'Ivoire	Always FCS	1	1	0
Eritrea	Always FCS	0	0	0
Guinea	Always FCS	0	0	0
Guinea-Bissau	Always FCS	0	0	0
Haiti	Always FCS	0	0	0
Kosovo	Always FCS	1	0	1
Liberia	Always FCS	1	0	1
Sierra Leone	Always FCS	2	1	1
Solomon Islands	Always FCS	0	0	0
Somalia	Always FCS	0	0	0
South Sudan	Always FCS	3	2	1
Sudan	Always FCS	1	0	1
Timor-Leste	Always FCS	3	0	3
Togo	Always FCS	0	0	0
Cambodia	Partial FCS	0	0	0
Cameroon	Partial FCS	1	0	1
Djibouti	Partial FCS	4	2	2
Gambia, The	Partial FCS	1	0	1
Kiribati	Partial FCS	0	0	0
Lao PDR	Partial FCS	0	0	0
Nepal	Partial FCS	2	1	1
São Tomé and Príncipe	Partial FCS	0	0	0
Tajikistan	Partial FCS	4	3	1
Tonga	Partial FCS	0	0	0
Vanuatu	Partial FCS	0	0	0
Yemen, Rep.	Partial FCS	3	1	2
Bangladesh	Never FCS	6	4	2
Benin	Never FCS	2	0	2
Bhutan	Never FCS	6	0	6
Burkina Faso	Never FCS	4	2	2
Ethiopia	Never FCS	4	2	2
Ghana	Never FCS	5	3	2
Guyana	Never FCS	0	0	0
Honduras	Never FCS	4	1	3
Kenya	Never FCS	3	0	3
Kyrgyz Republic	Never FCS	1	1	0
Lesotho	Never FCS	0	0	0
Madagascar	Never FCS	3	1	2
Malawi	Never FCS	0	0	0
Maldives	Never FCS	1	0	1
Mali	Never FCS	1	0	1
Marshall Islands	Never FCS	0	0	0
Mauritania	Never FCS	3	0	3
Micronesia, Fed. Sts.	Never FCS	0	0	0
Moldova	Never FCS	1	0	1
Mongolia	Never FCS	0	0	0
Mozambique	Never FCS	0	0	0
Nicaragua	Never FCS	1	1	0
Niger	Never FCS	1	1	0
Rwanda	Never FCS	3	3	0

Samoa	Never FCS	0	0	0
Senegal	Never FCS	1	0	1
Sri Lanka	Never FCS	3	1	2
Tanzania	Never FCS	1	0	1
Tuvalu	Never FCS	0	0	0
Uganda	Never FCS	2	0	2
Zambia	Never FCS	1	0	1

Table A2. Job Creation Projects and Categorization¹²

Project ID	Project Name	Approved Fiscal Year	Project Status	Country	FCS Status	Sector Board Name	Category
P133327	PAMP II	2013	Active	Tajikistan	Partial FCS	Agriculture and Rural Development	1
P119690	PUB. EMPLMNT FOR SUST. AGR. & WATER MGT	2011	Closed	Tajikistan	Partial FCS	Agriculture and Rural Development	1
P034212	MAHAWELI RESTRUCTURI	1998	Closed	Sri Lanka	Never FCS	Agriculture and Rural Development	1
P044711	MR-Irrigated Agr Integr Dev APL (FY00)	2000	Closed	Mauritania	Never FCS	Agriculture and Rural Development	1
P046870	UG-GEF Lake Victoria Env SIL (FY97)	1997	Closed	Uganda	Never FCS	Agriculture and Rural Development	1
P046871	KE-GEF Lake Victoria Env SIL (FY97)	1997	Closed	Kenya	Never FCS	Agriculture and Rural Development	1
P046872	TZ: LAKE VICTORIA ENV. PROJ. (GEF)	1997	Closed	Tanzania	Never FCS	Agriculture and Rural Development	1
P050383	ET-Food Security SIL (FY02)	2002	Closed	Ethiopia	Never FCS	Agriculture and Rural Development	1
P058070	North-East Irrigated Agriculture Project	2000	Closed	Sri Lanka	Never FCS	Agriculture and Rural Development	1
P064876	BI-Road Sec Dev SIM (FY04)	2004	Active	Burundi	Always FCS	Transport	2
P064961	BI-Pub Works & Employ Creation (FY01)	2001	Closed	Burundi	Always FCS	Urban Development	2
P077779	Emergency Infrastructure Reconstruction	2002	Closed	Afghanistan	Always FCS	Water	2
P082472	Natn'l Emergency Emp. Prog for Rural	2003	Closed	Afghanistan	Always FCS	Transport	2
P091036	ARTF - Nat. Emergency Employment Pgm	2003	Closed	Afghanistan	Always FCS	Transport	2
P060132	RY Public Works II	1999	Closed	Yemen	Partial FCS	Urban Development	2
P089968	DJ-FLOOD EMERGENCY REHABILITATION	2005	Closed	Djibouti	Partial FCS	Urban Development	2
P079414	RW-Transport Sector Development	2008	Active	Rwanda	Never FCS	Transport	2
P083351	MG-Integ Growth Poles	2006	Active	Madagascar	Never FCS	Urban Development	2
P107608	NATL. ROAD REHAB (Osh-	2010	Active	Kyrgyz	Never	Transport	2

¹² Projects in Table A2 are sorted by category, then by FCS Status, then by project status, finally by project ID.

	Batken-Isfana)			Republic	FCS		
P123447	NI Rural Roads Infrastructure Imp.	2012	Active	Nicaragua	Never FCS	Transport	2
P000755	ET-Road Sec. Dev. Program Support Proj	1998	Closed	Ethiopia	Never FCS	Transport	2
P001750	ML-Urb Dev & Decentr (FY97)	1997	Closed	Mali	Never FCS	Urban Development	2
P003236	ROAD SEC. INVESTMENT PROG. SUPPORT PROJ.	1998	Closed	Zambia	Never FCS	Transport	2
P037294	Third Road Rehabilitation & Maintenance	1999	Closed	Bangladesh	Never FCS	Transport	2
P048697	MG-Urban Infrastructure Project	1997	Closed	Madagascar	Never FCS	Urban Development	2
P057538	HN ROAD RECONSTRUCTION AND IMPROVEMENT	2001	Closed	Honduras	Never FCS	Transport	2
P069095	MR-Urb Dev Prgm (FY02)	2002	Closed	Mauritania	Never FCS	Urban Development	2
P112998	BI:Public Works and Urban Management	2009	Active	Burundi	Always FCS	Urban Development	3
P118561	CG Support to Economic Diversification	2011	Active	Congo, Rep.	Always FCS	Financial and Private Sector Development (I)	3
P124720	DRC Western Growth Poles Project	2013	Active	Congo, Dem. Rep.	Always FCS	Competitive Industries Practice	3
P128239	South Sudan PSD Project	2012	Active	South Sudan	Always FCS	Financial Inclusion Practice	3
P069629	SME CREDIT (KOSOVO TF)	2001	Closed	Kosovo	Always FCS	Financial and Private Sector Development (I)	3
P072654	TP-Small Enterprises Project II	2002	Closed	Timor-Leste	Always FCS	Financial and Private Sector Development (I)	3
P083477	SL-ERRG 4 (FY05)	2005	Closed	Sierra Leone	Always FCS	Economic Policy	3
P088719	AF: Investment Guarantee Facility	2005	Closed	Afghanistan	Always FCS	Financial and Private Sector Development (I)	3
P090928	AF: PSD Support Project	2007	Closed	Afghanistan	Always FCS	Financial and Private Sector Development (I)	3
P122594	RY-Labor Intensive Public Works Project	2012	Active	Yemen	Partial FCS	Social Development	3
P081771	LK: E-Sri Lanka Development	2005	Active	Sri Lanka	Never FCS	Global Information/Communications Technology	3
P093610	GH-eGhana SIL (FY07)	2007	Active	Ghana	Never FCS	Global Information/Communications Technology	3
P098132	ET-Tourism Develop. Project SIL	2009	Active	Ethiopia	Never FCS	Financial and Private Sector Development (I)	3
P119662	Bagre Growth Pole	2011	Active	Burkina Faso	Never FCS	Financial and Private Sector Development (I)	3
P120843	BD: Private Sector Development Support	2011	Active	Bangladesh	Never FCS	Financial and Private Sector Development (I)	3
P122201	BD: Leveraging ICT Growth, Employ & Gov	2013	Active	Bangladesh	Never FCS	Global Information/Communications Technology	3
P122764	ET:Women	2012	Active	Ethiopia	Never	Social	3

	Entrepreneurship Development				FCS	Development	
P072003	BJ-PRSC 1	2004	Closed	Benin	Never FCS	Economic Policy	3
P073458	BT Private Sector Development	2007	Closed	Bhutan	Never FCS	Financial and Private Sector Development (I)	3
P078619	GH-PRSC 3 DPL (FY06)	2006	Closed	Ghana	Never FCS	Economic Policy	3
P078807	BT Development Policy Grant I	2006	Closed	Bhutan	Never FCS	Economic Policy	3
P080013	SN-Priv Sec Adj Crdt (FY04)	2004	Closed	Senegal	Never FCS	Financial and Private Sector Development (I)	3
P081172	HN Regional Dev in the Copan Valley	2003	Closed	Honduras	Never FCS	Social Development	3
P081969	Enterprise Growth & Bank Modernization	2004	Closed	Bangladesh	Never FCS	Financial and Private Sector Development (I)	3
P083809	UG-Priv Sec Competitiveness 2	2005	Closed	Uganda	Never FCS	Financial and Private Sector Development (I)	3
P085006	MSME Initiative	2006	Closed	Ghana	Never FCS	Financial and Private Sector Development (I)	3
P085007	MSME Competitiveness	2005	Closed	Kenya	Never FCS	Financial and Private Sector Development (I)	3
P104931	BT Second Development Policy Grant	2007	Closed	Bhutan	Never FCS	Economic Policy	3
P111222	BT Development Policy Grant /Credit	2009	Closed	Bhutan	Never FCS	Economic Policy	3
P128201	BT: DPC 2	2013	Closed	Bhutan	Never FCS	Economic Policy	3
P122546	CI - Emerg. Youth Empl & Skills Dev. Pro	2012	Active	Cote d'Ivoire	Always FCS	Education	4
P132742	Second Skills Development Project	2013	Active	Afghanistan	Always FCS	Education	4
P097962	SD-Southern Sudan Education ERL	2006	Closed	Sudan/South Sudan	Always FCS	Education	4
P104015	NP: Enhanced Vocational Educ & Trng	2011	Active	Nepal	Partial FCS	Education	4
P035643	GM-Education APL 3 (FY99)	1999	Closed	Gambia, The	Partial FCS	Education	4
P055684	Higher Educ. Techn. Trg	1998	Closed	Cameroon	Partial FCS	Education	4
P086308	RY-Second Vocational Training Project	2007	Closed	Yemen	Partial FCS	Education	4
P117214	NP: Adolescent Girls Emplmnt Initiative	2010	Closed	Nepal	Partial FCS	Gender and Development	4
P118101	RW: Skills Development Project (FY11)	2011	Active	Rwanda	Never FCS	Education	4
P126049	NE Skills Development for Growth Project	2013	Active	Niger	Never FCS	Education	4
P130735	BF-Youth Employment & Skills Development	2013	Active	Burkina Faso	Never FCS	Education	4
P001353	MICRO & SMALL ENTERP	1994	Closed	Kenya	Never FCS	Social Protection	4
P009574	EDUCATION II	1998	Closed	Bhutan	Never FCS	Education	4
P055944	III EDUC & TRAIN.	2000	Closed	Maldives	Never FCS	Education	4
P070204	BJ-Labor Force Dev SIL (FY00)	2000	Closed	Benin	Never FCS	Education	4
P087180	MR-Higher Education (FY05)	2005	Closed	Mauritania	Never FCS	Education	4
P110407	AF: Rural Enterprise Devt	2010	Active	Afghanistan	Always	Agriculture and	5

	Program				FCS	Rural Development	
P120631	KM-Emergency Crises Response Project	2010	Active	Comoros	Always FCS	Social Protection	5
P121052	SL-Youth Employment Support (FY10)	2010	Active	Sierra Leone	Always FCS	Social Protection	5
P143915	Safety Net and Skills Development	2013	Active	South Sudan	Always FCS	Social Protection	5
P083894	Third Transition Support Program	2005	Closed	Timor-Leste	Always FCS	Public Sector Governance	5
P084315	KM-Srvcs Supt Credit SIL (FY04)	2004	Closed	Comoros	Always FCS	Social Protection	5
P088181	TP Consolidation Support Program (CSP) 1	2006	Closed	Timor-Leste	Always FCS	Public Sector Governance	5
P121550	KM:FOOD-SECURITY & UNEMPLOYMENT SUPPORT	2011	Closed	Comoros	Always FCS	Social Protection	5
P121686	LR: Youth, Employment, Skills Project	2010	Closed	Liberia	Always FCS	Social Protection	5
P120588	EMPLOYMENT AND HUMAN CAPITAL SSN	2010	Active	Djibouti	Partial FCS	Social Protection	5
P130328	DJ Crisis Response-SSN project	2012	Active	Djibouti	Partial FCS	Social Protection	5
P044202	PILOT POV ALLEV	1997	Closed	Tajikistan	Partial FCS	Social Protection	5
P044584	DJ-SOCIAL DEVELOPMENT AND PUBLIC WORKS	1999	Closed	Djibouti	Partial FCS	Social Development	5
P104006	TJ YOUTH PCG	2008	Closed	Tajikistan	Partial FCS	Social Development	5
P114841	BD: Northern Areas Reduction-of-Poverty	2012	Active	Bangladesh	Never FCS	Social Development	5
P115247	GH-Social Opportunities Project (FY10)	2010	Active	Ghana	Never FCS	Social Protection	5
P116360	RW:Economic Empowerment of Young Women	2011	Active	Rwanda	Never FCS	Social Development	5
P118701	BD: Employment Generation Program	2011	Active	Bangladesh	Never FCS	Social Protection	5
P124157	HN Employment Generation in Poor Urban N	2011	Active	Honduras	Never FCS	Urban Development	5
P078995	BF-PRSC 5 DPL (FY05)	2005	Closed	Burkina Faso	Never FCS	Poverty Reduction	5
P078996	BF-PRSC 6	2006	Closed	Burkina Faso	Never FCS	Poverty Reduction	5
P079314	SIF 2	2004	Closed	Moldova	Never FCS	Social Protection	5
P082242	HN Nutrition and Social Protection	2006	Closed	Honduras	Never FCS	Social Protection	5
P083246	GH-PRSC 2 DPL (FY05)	2005	Closed	Ghana	Never FCS	Public Sector Governance	5
P113134	MG-Emerg. Food Sec. & Reconstr. (FY09)	2009	Closed	Madagascar	Never FCS	Social Protection	5

Table A3 Summary of PDO text and indicators for FCS projects

Project ID	Country	Net Commitment	Approval FY	PDO text	Indicators
Agriculture and Rural Development					
P133327	Tajikistan	\$18M	2013	Employment creation to food insecure people through rehabilitation of irrigation and drainage infrastructure	Public works beneficiaries disaggregated by gender and vulnerable group Number of person days worked by participants of public works program
P119690	Tajikistan	\$10.26M	2011	To generate temporal employment and rehabilitate irrigation and drainage infrastructure in selected districts in the Khatlon Oblast as a means to increase household food security	Jobs created by the project (number of working days) Jobs created by the project (number of workers employed, only for manual cleaning) Number of households with improved income Total amount of cash transferred to people involved in public works (\$)
P034212	Sri Lanka	\$57M	1998	To provide income and employment generation opportunities for returning IDPs; Rs 25,000 cash grant to returning IDP families to acquire basic tools and inputs, such as seed and fertilizer, to restart a productive livelihood and to provide the needed start up capital for sustainable income generation.	N/A

P058070	Sri Lanka	\$27M	2000	To help conflict affected communities in the North-East province and adjoining areas to re-establish at least a subsistence level of production and basic community services, through assistance with jump starting agricultural and small-scale reconstruction activities	Sustainable increase in on farm employment Sustainable increase in farmed area and agricultural production
Infrastructure and reconstruction					
P064876	Burundi	\$70.4M	2004	To contribute to Burundi's post-war revival by restoring part of the priority road network, generating employment for the rural poor and improving institutional capacity in the road sector	Number of SMEs trained in works management Jobs created by maintenance and rehabilitation works (persons) Share of rural population with access to an all-season road Female persons employed on road works
P064961	Burundi	\$70.6M	2001	To generate productive employment to help reconstruction on the Borrower's territory through labor-intensive public works To promote the execution of cost-effective and economically and socially useful public works projects, through small and medium enterprises	Over 750,000 average person/days of employment created Minimum number of firms participating in bidding for subprojects
P077779	Afghanistan	\$33M	2002	Providing employment opportunities through labor-based reconstruction activities to restore critical urban services and power	N/A

P082472	Afghanistan	\$39.2M	2003	<p>To enhance well-being and promote equitable economic growth in the country through rural road rehabilitation, which will improve access of rural communities to basic services and facilities</p> <p>To contract with the private sector to carry out road rehabilitation and increase rural employment</p>	N/A
P091036	Afghanistan	\$52.8M	2003	<p>To assist the government in providing employment in rural areas at a minimum wage, as a safety net, to as many people in as short a time as possible</p> <p>In conjunction with the objective of government's NRAP to enhance human security and promote equitable economic growth by ensuring year-round access to markets, basic services and facilities in the rural areas of Afghanistan</p>	N/A
P060132	Yemen	\$50M	1999	A continuation of the ongoing public works project, that with alongside other development goals generate an estimated 200,000 work-months of employment	N/A
P089968	Djibouti	\$8.46M	2005	<p>Main objective is to rehabilitate and recover economic and social assets damaged by floods</p> <p>Labor-intensive works will support employment generation for the low-income population especially from affected areas</p>	N/A
Economic Policy, Financial and Private Sector Development					
P112998	Burundi	\$60M	2009	To increase access to basic socio economic services and to increase to short-term employment opportunities in target areas	Roads rehabilitated, Non-rural

					Markets constructed or rehabilitated Person-days of short-term employment created through labor-intensive public works Number of people in urban areas provided with access to all-season roads within a 500 meter range under the project People with access to improved market facilities Direct project beneficiaries Female beneficiaries
P118561	Republic of Congo	\$10M	2011	To promote private sector growth and investment in the non-oil sectors, focusing on SMEs To specifically increase private investments in non oil enterprises along the Pointe Noire to Brazzaville corridor To specifically increase the number of direct jobs created in non oil sectors by enterprises supported by the project	Number of Doing Business indicators that have been reformed to improve the country's business environment Number of overall procedures that have been reduced in the five Doing Business indicators where the country is ranked least. Number of SMEs benefiting from non-financial services provided by the project Aggregate incremental sales for SMEs supported by the project Percentage of SMEs, out of all SMEs supported by the project, that achieved agreed upon target performance indicators Aggregate private investment amount supported by project activities in select non-oil value chain.
P124720	DRC	\$110M	2013	To increase productivity and employment in selected value chains in target zones	Value of private investment flows in the targeted value chains facilitated by the project Rural roads rehabilitated to link production

					centers to markets Number of enterprises in the SEZ Time to export (Doing Business) (I) Cassava (II) Rice (III) Palm oil Number of jobs created in select value chains Productivity of food crops in select value chains
P128239	South Sudan	\$9M	2012	To improve access to finance for private sector development and increase employment opportunities in South Sudan	No of active loan accounts -Microfinance Number of startup businesses supported through BPC (Male/Female) Number of ongoing businesses supported through BPC (Male/Female) Number of businesses supported through the BPC still in operation at the end of the project Number of jobs generated by enterprises supported by the BPC sub-grants Number of people with access to finance through targeted MFIs and BPC (Male/Female)
P069629	Kosovo	\$4.38M	2001	To rapidly channel financial resources to private SMEs to re-start production, create employment, and ultimately contribute to poverty alleviation	N/A
P072654	Timor-Leste	\$7.5M	2002	To generate employment, accelerate economic growth, improve SME competitiveness, build capacity with the focus on Private Sector Development, and rehabilitate market infrastructure	N/A

P083477	Sierra Leone	\$15M	2005	<p>Multisectoral project including pro-poor growth and job creation objective</p> <p>Improve investment climate</p> <p>Improve tariff and trade regime</p> <p>Metals and mining development</p>	N/A
P088719	Afghanistan	\$5M	2005	<p>To stimulate FDI through investment guarantee facility</p> <p>For FDI to stimulate the local economy, generate employment, create tax revenues, and assist in the transfer of modern technologies and business practices from abroad to Afghanistan</p>	<p>Total face value of guarantee issued</p> <p>Total face value of pipeline with definitive application (DA)</p> <p>Amount of foreign direct investment stimulated by Afghanistan Investment Guarantee Facility (AIGF)</p> <p>Number of jobs created through investments supported by Afghanistan Investment Guarantee Facility (AIGF)</p>
P090928	Afghanistan	\$25M	2007	<p>To increase the volume of private investment and productive jobs</p> <p>Enhance the provision of land and infrastructural services for enterprise development</p> <p>Enhance the capacity of government agencies to analyze PSD issues, develop and implement PSD-related strategies, policies, projects and programs</p> <p>Enhance the capacity of government agencies to promote Afghanistan as an investment destination and provide investment facilitation</p>	<p>Number of enterprises going into operation in one industrial parks (% of targeted number actually in operation).</p> <p>Building blocks for effective investment promotion (such as sectoral information base and customer relationship management processes) are in place.</p> <p>A monitoring mechanism established to obtain feedback on regulatory bottlenecks faced by the private sector.</p> <p>Clear institutional mandate established for AISA-IPDD.</p>

				services	<p>Adequate staffing and other resources given to AISA-IPDD.</p> <p>IPDA prepares relevant draft laws, regulations and policies or inputs for these.</p> <p>MoCI staff score on relevant assessments (% of staff scoring 3 or above on a scale of 1 to 5)</p> <p>Private sector satisfaction with frequency and structure of dialogue (% of survey respondents fully or well satisfied)</p> <p>Number of jobs created in the industrial park supported by the project.</p> <p>Amount of investment by enterprises located in the industrial park. (million US \$)</p> <p>Time required for business start-up (days)</p> <p>Formal cost required for business start-up (% of GNI per capita)</p> <p>Private sector assessment of policy predictability as captured through enterprise surveys (% of respondents saying that policies are predictable)</p>
P122594	Yemen	\$61M	2012	To: (i) provide needed infrastructure to improve access to basic public services; and (ii) create short term employment.	<p>Training Centers - Number of new facilities built or rehabilitated</p> <p>Improved access to vocational training (trainees enrolled per year)</p> <p>Short term employment generated (No. of person-months)</p>

Education and Occupational Skills Development					
P122546	Cote d'Ivoire	\$50M	2012	To improve access to temporary employment and skills development opportunities for young men and women in Cote d'Ivoire' s territory	<p>Percentage of total costs going to wage bills (all sub-projects)</p> <p>Percentage of Labor Intensive Public Work (LIPW) participants' wages paid in a timely manner per 6 months cycle</p> <p>Total number of internships provided</p> <p>Number of apprenticeship contracts signed</p> <p>Number of regular progress reports produced on time by the service providers of component 2 (cumulative)</p> <p>Number of business plans submitted by participants of the entrepreneurship training program Component 2, activity (d)</p> <p>Contracts with service providers signed on time by the relevant authorities</p> <p>Number of communications campaigns launched</p> <p>Number of additional person days provided in LIPW (disaggregated by gender, district and type of sub-project)</p> <p>Direct project beneficiaries</p> <p>Completion rate of youth participating in apprenticeship and internship programs</p>
P132742	Afghanistan	\$55M	2013	To increase the potential for employment and higher earnings of graduates from Vocational Education and Training institutions through improvements in the skills delivery system	Number of Provinces covered by the Public Awareness Campaign

					<p>Number of National Occupational Skills Standards (NOSS) that are benchmarked to International Standards</p> <p>Number of Technical Teachers trained in relevant pedagogic techniques and obtaining satisfactory Completion Certificates from Technical Teacher Training Institute</p> <p>Number of beneficiary students from the Voucher Program.</p> <p>Percentage of graduates who are employed within six months of passing out from all project supported institutes</p> <p>Share of employed graduates who are still employed after one year of employment</p> <p>Improvement in students learning outcomes through classroom</p> <p>Higher earnings of employed graduates of supported schools and institutes compared to graduates from non-beneficiary schools and institutes</p>
P097962	South Sudan	\$25.5M	2006	To improve access to enhanced quality of education, alternate learning opportunities, development of life skills and basic occupational skill training to primary school students, IDPs, demobilized soldiers, and other non-traditional learners	<p>Teachers trained thru in-service and pre-service to minimum qualifications and certification requirements (number)</p> <p>Children enrolled in primary education</p> <p>Demobilized soldiers, returning population, overage learners, and other non-formal learners enrolled in alternate learning programs or basic skill training provided under</p>

					the project
P104015	Nepal	\$50M	2011	To expand the supply of skilled and employable labor by increasing access to quality training programs, and by strengthening the technical and vocational education and training system in Nepal	<p>Average monthly earnings of short-term training employed graduates within eight months of training completion.</p> <p>Number of trainees supported with vouchers and results-based training</p> <p>Number of trainees completing training test in supported programs</p> <p>Number of students from disadvantaged groups and lagging regions receiving stipends</p> <p>Percentage of graduates from supported programs gainfully employed at least for six months after the completion of the training</p> <p>Percentage of girls, dalits and marginalized janjatis enrolled in supported institutions</p>
P117214	Nepal	\$2.05M	2010	To increase employment and incomes of participating young women aged 16-24 years by strengthening an existing model for training and job placement in Nepal	<p>Attract 50% more applications from young women aged 16-24 than there are training slots.</p> <p>25% annual increase in the share of applicants from excluded or special groups.</p> <p>90% of young women selected to participate in the AGEI program complete the training program.</p>

					<p>High levels of satisfaction among graduates with the quality of the technical skills training received, with at least 80% reporting a score of 3 or above on a 5-point scale.</p> <p>80% of graduates show increased knowledge of topics covered in the life skills training after completing the training.</p> <p>80% of young women who complete the training with a standard curriculum pass the relevant NSTB exam.</p> <p>High levels of satisfaction among graduates with the quality of the life skills training received, with at least 80% reporting a score of 3 or above on a 5-point scale.</p> <p>High levels of satisfaction among graduates with the quality of the job placement assistance received, with at least 80% reporting a score of 3 or above on a 5-point scale.</p> <p>Average monthly income of NRs. 3,000 for graduates placed in informal jobs over a 6-month period</p> <p>Average monthly income of NRs. 4,600 for graduates placed in formal jobs over a 6-month period</p> <p>Skills provision for 4,375 young women aged between 16 and 24</p> <p>Job placement for 80% of graduates</p>
P035643	The Gambia	\$20M	1999	Broader education sector program with one objective to develop a strategy for the provision of vocational and technical education relevant to	N/A

				the demands of the job market	
P055684	Cameroon	\$4.86M	1998	To develop a new model for higher education institutions, involving private sector enterprises in the curriculum and training, follow-up on graduate employment, develop new courses in tandem with employment needs	N/A
P086308	Yemen	\$15M	2007	To provide the public training system with improved mechanisms for responsiveness to employment needs	Satisfaction of employers in the target sectors with the availability, quality and relevance of: (i) pre-service training; and (ii) in-service training New technician-level programs are introduced in four institutes in collaboration with employers Increase in quantity (no. of beneficiaries and \$ value) and diversity of in-service training delivered by the participating institutes with SELUs established 48 Master Instructors have occupational skills upgraded through collaboration with employer community
General job creation projects					
P110407	Afghanistan	\$30M	2010	To stimulate inclusive economic growth by harnessing the potential of micro-enterprise sector and its strategic linkage with high growth drivers, particularly Small Medium Enterprises (SMEs) and large agri-businesses, for sustainable employment and income generation in rural areas.	50% of the supported SMEs report increased net revenues At least 15% of project supported SMEs are

					<p>female owned</p> <p>70% of Enterprise Groups (EGs) will have increased their net revenues by over 50%. At least 35% female.</p> <p>50% of EGs supported by the Project will still be operating 2 years after start up. At least 35% will be female</p> <p>At least 20% of participating enterprises will have increased direct and/or indirect employment by at least 30% (Of these at least 35% will be women)</p> <p>At least 50% increase in purchases from rural areas by supported SMEs</p> <p>At least 30% increase in direct/and or indirect employment</p>
P120631	Comoros	\$8.31M	2010	To increase access to short-term employment and to basic social and economic services in areas affected by the crises, both global and internally-generated	<p>Person-days of employment created</p> <p>Percentage of women among beneficiaries (under cash-for-work)</p> <p>Beneficiaries of cash-for-work program</p> <p>People in Project areas benefiting from improved roads</p>
P121052	Sierra Leone	\$20M	2010	To increase short term employment opportunities and to improve employability and incomes of targeted youth	<p>Person days provided in labor-intensive public works (number) (disaggregated by categories men/women,district and type of subproject)</p>

				<p>To address constraints on the demand and supply side of the labor market namely: (i) to improve technical capacity and promote creation and/or expansion of small youth owned enterprises in economically viable activities; (ii) to improve skills base of young people to make them more employable; and (iii) to provide a safety net and income supplement for the most vulnerable youth through public works.</p> <p>To learn through impact evaluation</p> <p>To reduce social pressures and the risk of conflict by providing employment support to about 30,000-35,000 vulnerable youth over a period of three years</p>	<p>Beneficiaries receiving mentorship support (disaggregated by categories man/woman and district) (number)</p> <p>People enrolled in vocational skills/apprenticeship training (disaggregated by categories man/woman and district) (number)</p> <p>People enrolled in training on the establishment and management of private sector enterprises (disaggregated by categories man/woman and district) (number)</p> <p>Beneficiaries who respond that the training program has had a positive impact on their lives (%)</p> <p>Employers reporting satisfaction with the skill levels of trained beneficiaries (%)</p> <p>Statistically significant difference in terms of employment of beneficiaries compared to control group (yes/no)</p> <p>Beneficiary completion rate for skills development and employment support interventions (%)</p>
P143915	South Sudan	\$21M	2013	To provide access to income opportunities and temporary employment to the poor and vulnerable and put in place building blocks for a	Beneficiaries of Safety Nets programs (number)

				social protection system	<p>Percentage of selected Bomas that post list of approved beneficiaries in public places</p> <p>Number of work days created</p> <p>Number of public works projects</p> <p>Beneficiary satisfaction with program</p> <p>Number of persons who complete the skills training program (disaggregated by youth and women)</p> <p>Targeting mechanism to select poor youth for skills development training designed, tested and finalized/revised</p>
P083894	Timor-Leste	\$4.96M	2005	Third Transition Support Program (FY2005) is a multi-donor program of budget support where one objective (of three) is job creation through private sector development and agriculture	N/A
P084315	Comoros	\$18.3M	2004	To increase access to short-term employment in food-insecure areas	<p>Beneficiaries of cash-for-work program</p> <p>Person-days of employment created</p> <p>Percentage of women among beneficiaries (since beginning of cash-for-work)</p>
P088181	Timor-Leste	\$0.5M	2006	First Consolidation Support Program emphasizes three thematic pillars, as in previous programs, one of which is job creation.	N/A
P121550	Comoros	\$2.37M	2011	To increase access to short-term employment in food-insecure areas	<p>Beneficiaries of cash-for-work program</p> <p>Person-days of employment created</p>

					Percentage of women among beneficiaries (since beginning of cash-for-work)
P121686	Liberia	\$6M	2010	To expand access of poor and young Liberians to temporary employment programs and to improve youth employability, in support of the Government of Liberia's response to the employment crisis	<p>Component 1 - Days of Temporary Employment created</p> <p>Component 1 - Youth and female participation (under 35 years)</p> <p>Component 1 - Beneficiaries below the poverty line</p> <p>Component 1 - Beneficiaries unemployed (or inactive) before project</p> <p>Component 1 - Beneficiaries trained in basic skills</p> <p>Component 2 - Business owners participating and completing business development training</p> <p>Component 2 - Women participation</p> <p>Component 2 - Youth participation</p> <p>Component 2 - Employers satisfied with the quality of the students (trained)</p> <p>Net income gain of targeted participants in year of participation</p> <p>Persons participating and completing skills development programs</p>

P130328	Djibouti	\$5M	2012	To: (a) support the provision of short-term employment opportunities in community-based labor-intensive works for the poor and vulnerable; and (b) support the improvement of nutrition practices among participating households focusing on pre-school children and pregnant/lactating women	<p>Beneficiaries of Safety Nets programs (number)</p> <p>No. of person-days of labor intensive comm. works provided to able-bodied members of poor/vulnerable households</p> <p>Beneficiaries of Safety Nets programs - Conditional cash transfers (number)</p> <p>Beneficiaries of Safety Nets programs - Female (number)</p> <p>Number of labor intensive community works and services approved</p> <p>Percentage of communities satisfied with community works in targeted area.</p> <p>Percentage of beneficiaries trained in work related skills (basic construction techniques, crafts), entrepreneurship (savings groups, microfinance)</p>
P044202	Tajikistan	\$12M	1997	To establish temporary employment generation through the rehabilitation of essential social and economic infrastructure	N/A
P044584	Djibouti	\$19.8M	1999	To generate employment opportunities through labor-intensive works and development of small local entrepreneurs in the construction sector, towards main objective of increasing the quality of, and access to, basic economic and social infrastructure and services in the city of Djibouti	N/A

P104006	Tajikistan	\$2.10M	2008	<p>To expand social and economic opportunities for disadvantaged youth in poor areas of Tajikistan.</p> <p>The specific objectives of the Project are to: (i) increase access to information and life skills development; (ii) promote youth economic entrepreneurship and employability; and (iii) strengthen the institutional capacity of the State Committee of Youth, Tourism and Sports.</p>	<p>Rehabilitated Youth Centers</p> <p>Youth Beneficiaries of the Project Youth Centers</p> <p>Young people placed in apprenticeships</p> <p>Youth Center trainers who are youth themselves</p> <p>Youth in catchment area who have participated in project activities</p> <p>Female beneficiaries</p>
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