

Section 3 Terms of Reference

Jobs Measurement and Implementation Support (JMIS) Programme in DFID

1. Introduction

- i. DFID's approach to economic development puts the generation of millions of higher paying, more secure and safer jobs as the central outcome of sustained poverty reduction as a result of an inclusive structural economic transformation process in developing countries. But measuring the impact of DFID's development programmes on jobs is incredibly challenging because of poor data and the large informal economies that characterise DFID's focus countries. DFID needs to improve how it measures and articulates its support to more new and better jobs to strengthen the justification for its economic development spending and to strengthen the corporate focus on jobs-rich economic transformation.

2. Objective

- ii. To deliver effectively on this strategic challenge, DFID is in need of dedicated support to improve how it measures and communicates its support to the generation of new jobs in developing countries. A key aim of this support is to use the latest evidence on job rich interventions and the latest advancements in measurement methods to inform programme design and implementation in order to maximise programme impact and value for money and communicate it effectively. Therefore this support programme will aim to deliver:

Work Stream 1: Data and Evidence: Improving data collection efforts in DFID programmes, supporting central collection of economic transformation and jobs data and linking it back to DFID programme contributions and supporting a global push to improve global data on jobs in support of Global Goal 8 by getting better quality jobs and labour markets data and promoting its use. Assessing and documenting evidence of what works, its cost effectiveness and the contextual factors that determine success to inform other workstreams.

Work Stream 2: Measuring and communicating jobs impacts in DFID:

Improving methodologies in DFID programmes for measuring jobs impacts, aggregating results under "Data and Evidence" into an easy-to communicate overall picture for the organisation. This will also involve engaging with CDC and facilitating the sharing of lessons and experience between CDC and DFID and the consistency of approaches and communications between both organisations.

Work Stream 3: Technical Advice and Demand Driven Support: Providing guidance and documenting it for designing and implementing "best fit" interventions that are "jobs rich" (e.g. good programme design practice in Fragile and Conflict Afflicted States [FCAS], effective and jobs-rich programmes on skills and market development with differentiated gender/youth/migration dimensions) and supporting a range of possible demand driven initiatives including jobs diagnostics in DFD countries, producing knowledge products on the links between jobs and key cross cutting issues (gender, FCAS, migration, youth, climate change, governance), or improving quality, coverage or depth of data collection of DFID or its multilateral partners.

Work Stream 4: Coordination, Knowledge Management and Learning: This involves the processes and communication needed for improving collaboration and consistency in measurement approaches and the effective communication and quality assurance of the results generated. It also involves managing the knowledge acquired so that it is easily accessible and supports organisational learning processes. It also will support the coordination of DFID, CDC, other UK government departments and international partners on methodologies, lessons, knowledge and communication to ensure more consistent approaches across the development community.

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3. Recipient

- iii. The primary recipient for these services will be DFID although some of the services may benefit other multilateral or bilateral development organisations.

4. Scope of work

- iv. This support programme forms part of the existing Strategic Partnership for Productive Jobs Programme (also referred to as the Better Delivery on Jobs Programme throughout this TOR) and will be primarily responsible for delivering Output 4: **DFID teams better able to access information and expertise on jobs (see Annex 2)**. The success criteria for this support programme include:

Work Stream 1: Data and Evidence

- a. DFID is systematically collecting wider jobs and economic transformation data in each of its countries of engagement and has a country-specific narrative of how its programming is supporting this macro picture.
- b. Latest evidence of programme efficiency and effectiveness for delivering more and better jobs updated and is informing programme design, measurement methodologies, communications and coordination.
- c. Quality and amount of global data on jobs improved through more frequent labour force, household and firm-level surveys and it is in wide use by governments and development partners.

Work Stream 2: Measuring and communicating jobs impacts in DFID

- a. All relevant DFID programmes have defensible estimates of jobs impact and these are aggregated into an overall assessment of the organisation's jobs result for economic development.
- b. Aggregate jobs impact of DFID spending effectively communicated together with the more sophisticated picture of contribution to higher productivity and economic transformation. Processes are put in place to ensure these can be easily updated on a periodic basis

Work Stream 3: Technical Advice and Demand Driven Programme Support

- a. DFID programmes are applying best fit in the design and implementation of skills, market development and other jobs-related programmes and are thus maximizing their impact on the number and quality of jobs.
- b. Emerging challenges and issues in jobs problems within DFID programmes and policy experience are effectively addressed.
- c. Jobs links between DFID's work on diagnostics, industrial policy, trade, migration, youth and women's economic empowerment, working conditions and labour market policies effectively established and sustained.
- d. Guidance that specifically addresses gender, FCAS, inclusion and informality aspects of jobs problems improves DFID targeting and inclusiveness of jobs related programming.

Work Stream 4: Coordination and Knowledge Management

- a. International development community adopts a consistent set of methodologies for measuring jobs impact fit to intervention type and country context, subject to periodic quality assurance, part of corporate reporting systems and it is effectively and accurately communicated.
- b. Knowledge management system to ensure effective archiving and dissemination of jobs related information and lessons learnt is operational and providing an ongoing service beyond the life of JMIS.

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- c. Communication of jobs impacts is consistent and standardised across all UK ODA expenditure.

5. Delivery Approach/Methodology

- v. The programme is expected to run for 2 years from October 2017 to end October 2019 and be staffed by a small core team of technical advisors and communication specialists. There is a possibility of up to a 12 month extension to the contract if there is a value for money rationale, need, and demonstration of acceptable project and supplier performance to date. If DFID decides not proceed with the extension period, the contract will be terminated at no cost to DFID, with the design and any associated work being the property of DFID.
- vi. The JMIS team will facilitate DFID's corporate and programmatic needs on this agenda in support of the objectives of DFID's Growth and Resilience Department (GRD) and the Economic Development Directorate under which it sits. Delivering jobs through economic development is at the top of DFID Ministerial priorities and is a critical element of DFID's narrative on how it contributes to wider UK geopolitical goals and interests. The JMIS team will therefore be contributing to and engaging with one of the most high profile long term agendas in DFID.

Working with Related Programmes in Growth and Resilience Department

- vii. The programme is expected to work closely with GRD's Enhancing Diagnostics programme. The ED programme seeks to improve DFID analysis of growth and employment generation problems and possible solutions in DFID focus countries. JMIS could support it by providing advice from its expert staff to help the ED programme strengthen the jobs-lens of diagnostics and how jobs results are communicated. JMIS is also expected to make use of and align with GRD's Support to Economic Transformation (SET) programme which also provides support to DFID country offices pursuing economic transformation objectives.

Working with Multilateral Partners

- viii. The Let's Work Partnership (LWP) led by the World Bank brings together Multilateral Development Banks, Development Finance Institutions and other multilateral organisations to test and improve 3 methodologies for measuring jobs impact of different types of aid interventions: value chain models, input/output or CGE models and tracer studies. By the end of 2016 around 20 pilots will have been completed which will strengthen the knowledge of jobs impacts as well as improvements in methodological approaches. The Better Delivery on Jobs programme includes funding to the LWP and DFID is a member of the Steering Committee.
- ix. Subject to agreement of the LWP Steering Committee there may be a role for JMIS to have one staff member act as coordinator of the LWP to ensure all partners sign up to and internalise a framework that delivers methodological consistency, verification and communication. See Annex 1 for a draft Job Description for the position. If this should not be agreed, the focus of Workstream 4 will be primarily to support internal DFID and HMG coordination and communication.

Methodological Notes (expected/suggested activities)

- x. **Data and Evidence:** Evidence and syntheses of evidence will be reviewed and rationalised. Better understanding of the availability, quality and gaps of data on jobs and labour markets will be delivered. A possible mapping of key jobs and labour market data availability and assessment of their quality (data coverage, reliability/accuracy, timeliness, integrity, comparability, accessibility and dissemination) in DFID countries and key areas could be conducted and a

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strategy to keep this up to date and accessible formulated. An assessment could be undertaken of how jobs data/evidence is used (or not) to design job rich programmes and how this could be improved.

- xi. An assessment of the political economy of jobs/labour market data could be formulated to better support its uses. Ad-hoc bespoke political economy analyses of data could be produced using cutting edge qualitative and quantitatively methods such as network analyses, focus groups and regression analyses. Identify evidence gaps to influence DFID programmes and partners to do more evaluations into gap areas. Standard Theories of Change for job-focused interventions generated where there is good evidence of what works. Cost effectiveness of different types of jobs interventions assessed.
- xii. **Measurement, Communication and Coordination:** It will be a JMIS task to engage with the LWP pilots in order to identify the lessons and innovations for DFID and then package these for DFID programme and, potentially corporate, uptake. Programmes in DFID country offices tracking jobs impacts will be selected on a voluntary basis and provided with advice and support to refine, amend or replace their methodologies and ensure staff leading the programmes and results measurement (eg stats advisors) have the tools and knowledge to continue to apply the changes. This stream will also support Economic Development Directorate results leads to select and refine global indicators for jobs and economic transformation, advise on collection and robustness issues and devise a process for how to link these to DFID country programme contributions.
- xiii. **Technical Advice:** Specific analysis will be conducted on fragile states, gender, migration and stability dimensions of employment. These will be used to formulate and update policy and programme lines, produce guidance on programme design and inform revisions to jobs impact methodologies and communication. An approach to responding to emerging needs across a wide range of areas (data, measurement, evidence, thematic issues) on relatively short notice, where possible making use of other DFID resources but also have capability to respond directly. In advance it is difficult to predict how these demands might shape up or evolve so JMIS will need to retain flexibility to shifts its approach as necessary and be clear on the limits of the support that can be provided.
- xiv. **Coordination and Knowledge:** A desk based review of DFID programmes and their jobs footprints delivered with possible follow up interviews with lead advisors of specific programmes. Short and sharp communications products synthesising the findings of workstreams delivered. Knowledge exchange processes with CDC and between DFID programme delivered. Building rapport with multilateral partners, building processes through existing LWP mechanisms and engaging with their corporate systems to facilitate take up of consistent methods and shared communication products across institutions.

6. Core Tender Requirements for Proposal Submission

- xv. The critical parameters that should be demonstrated and delivered by the Supplier throughout the requirement are:
 - a. The Management and Delivery products in section 6 below and the organisational structure for delivery across all work streams.
 - b. Skills and demonstrated capabilities of team members which map on to the skills requirements and objectives of the programme.
 - c. A technically and procedurally sound approach to implementation that incorporates the need to collaborate externally with international partners, other UK government departments and with other programmes in GRD, the need to coordinate and

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collaborate across workstreams (suppliers can reformulate the workstreams if this would add value), the need to efficiently seek decisions from DFID on programme progress and a proactive approach to managing risks to value and delivery.

7. Management and Delivery

- xvi. The Service Providers will develop appropriate management arrangements to deliver and robustly monitor programme implementation with clear demonstrable evidence of proactive management of value for money and risks to securing it. At a minimum the management and delivery products include:
- a. A detailed work plan for the first year, an indicative workplan for year 2 with a budget for each year of operation and a results framework, with clear milestones for year 1 and indicative milestones and budget for year 2, all of which will be revised and expanded during inception in agreement between the supplier and DFID.
 - b. Draft modality and milestones for payment for both the Inception and implementation Phases, with suggested key performance indicators linked to the outputs and outcomes required by the programme and the principles and processes for achieving and sustaining value for money. A hybrid payment approach may be best to cover both a small core team conducting a core work programme with KPIs to manage performance coupled with output and/or outcome-based payments for work that leads to significant operational change within DFID.
 - c. Proposed Results Framework framed around the BDI logframe with a full set of objectively and quantitatively verifiable indicators for measuring progress against impact, outcome and output, including means of verification and risks and assumptions.
 - d. A detailed risk mitigation monitoring tool. This should include an approach to handling any sensitive information obtained as part of implementation.

8. Formal Reporting Requirements

- xvii. The key formal reports will be as follows although these may be amended by mutual agreement of DFID and the supplier:
- **Six-monthly work plans and budgets** to be delivered one month before the start of the next six monthly programme cycle to allow adequate time for consultation with and feedback from DFID and key stakeholders
 - **Quarterly Progress Reports** in a succinct and readable format that links directly to the results framework.
 - **Monthly Progress Updates with the lead advisor(s)**
 - **Annual Report** on total progress and achievements and lessons learned from feedback mechanisms.
- xviii. Outputs under the proposed scope of work in this TOR may be amended or refined during the post tender discussion between the successful bidder and DFID. The targets agreed in the revised programme results framework and work plans and strategies will form the basis upon which performance will be monitored and tracked. Key performance indicators will be used alongside reviews to monitor performance.

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- xix. Overall coordination and oversight of JMIS will rest with the Growth and Resilience Department's Senior Economic Adviser. The supplier will report to the Programme Manager of the Better Delivery on Jobs Programme for programme administration, finance and contracting issues.

9. Milestones, Resourcing and timing

- xx. A one month inception phase is envisioned and it is expected that the programme will begin implementation no later than the end of November 2017. Budget should be set aside to support roughly 15 trips to DFID country offices to support methodological and data needs for 2-3 weeks at a time over a 2 year period. The budget for this programme outwith a potential extension period to be agreed in future, cannot exceed £2 million.
- xxi. The starting assumption is for a small technical expert team with one manager to coordinate inputs and report.
- xxii. An annual review of the Better Delivery on Jobs programme will take place between August and October of each year which will include an assessment of JMIS performance.

10. Break Points

- xxiii. It is important for the supplier to note that DFID may scale the project up or down – or cancel the project – in response to project performance or strategic reprioritising. The contract will include a break clause at the end of the inception phase where the Supplier will be required to submit an Inception Report. Proceeding to the implementation phase is dependent on satisfactory performance of the Supplier in the inception phase, DFID satisfaction of the Inception Report, a continuing requirement for the services, and agreement on work plans and budget for the following period.
- xxiv. There will be a further breakpoint following the Annual Review. Continuation from a review point is subject to the satisfactory performance of the supplier during the preceding period and the continuing needs of the project.

11. Skills and competencies

- xxv. The following skills and competencies are expected for the team delivering this assignment:
 - a. Statistical and data skills and a strong capability of dealing with modelling methodologies to estimate impact as well as a sound grounding in impact evaluation methods and wider statistical methods that may be relevant or have useful application. Demonstrated capability in statistical and data related programmes that improve data quality and estimation methodologies particularly for jobs measurement would be a significant asset with an ability to identify “good enough” methods and approaches depending on audience and purpose.
 - b. Economics of transformation, growth and employment with some sectoral coverage of a subset of: commercial agriculture, tradeable and non-tradeable services, manufacturing and industry, trade. Demonstrated capability of delivering development programmes engaged on this objective would be an advantage especially if combined with a strong statistical background. Similarly some private sector capability within the team would be highly beneficial.
 - c. Management capabilities of a technical team combined with the ability to intelligently consume and quality assure technical content and/or provide processes that can do so.

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- d. Ability to set up and run processes for data capture and its communication and to align corporate and communication approaches by multiple multilateral partners.
- e. Strong communications capabilities to be able to take technical content and make it digestible for different audiences (especially at a political level) with strong capability for horizon scanning and anticipating communications needs and drawing up and implementing plans to address them.
- f. Demonstrated capability of programme monitoring, design and implementation. PEA skills linked to jobs issues would be a significant advantage.
- g. Sound understanding of how different stakeholders learn, change and improve and evidence of effectively influencing programme design, and delivering of learning strategies.
- h. Demonstrated capability of working/engaging with a wide range of stakeholders with different interests and levels of expertise.

12. Duty of Care (DoC)

- xxvi. The Supplier is responsible for the safety and well-being of their personnel (as defined in Section 2 of the Framework Agreement) and Third Parties affected by their activities under this Call-down Contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
- xxvii. DFID will share available information with the Supplier on security status and developments in-country where appropriate. DFID will provide the following where it is appropriate and commensurate with local DFID office policy:
 - A security briefing by the British Embassy/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.
 - A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their Personnel on arrival.
- xxviii. The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.
- xxix. This Procurement may require the Supplier to operate in a seismically active zone and considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including:
<http://geology.about.com/library/bl/maps/blworldindex.htm> .
The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).]
- xxx. This Procurement may require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).]

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- xxxi. The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The Supplier must ensure their Personnel receive the required level of training and [Include the following if appropriate: complete a UK government approved hostile environment training course [eg (SAFE)13] safety in the field training prior to deployment.
- xxxii. UK Government approved hostile environment training course is known as SAFE (Security Awareness in Fragile Environments). The course should be booked through DFID and factored into the commercial tender.
- xxxiii. Tenderers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the risk assessment developed by DFID both through this programme (see Annex 2: Logframe below) and any country specific information produced by DFID Country Offices. They must confirm in their Tender that:
- They fully accept responsibility for Security and Duty of Care.
 - They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
 - They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.
- xxxiv. Acceptance of responsibility must be supported with evidence of capability (no more than [2] A4 pages and DFID reserves the right to clarify any aspect of this evidence. In providing evidence Tenderers should consider the following questions:
- a) Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
 - b) Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
 - c) Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
 - d) Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
 - e) Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
 - f) Have you appropriate systems in place to manage an emergency / incident if one arises?

Further information on Duty of Care is provided in the Supplier Instructions (Volume 1 of the Mini-Competition Invitation to Tender Pack).

13. Confidentiality

- xxxv. Some of the programmes JMIS will engage with may include political economy work that uncovers sensitive material. The team will be required to treat any such material gathered as strictly confidential, and shall not disclose such information to any other person without DFID's prior written consent. All source material will be handed over to DFID before the end of the assignment, and the team must be prepared to maintain absolute confidentiality as to the source of information received if sufficiently sensitive, and make this clear to those consulted.

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DFID will not, at any stage, ask for any attribution of information that may implicate or endanger any individuals.

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Annex 1: Draft Job Description for Cross Agency Coordinator

Objective: The Let's Work Partnership requires a full time coordinator to lead the development of a cross-agency approach to measurement of Jobs impacts of multilateral aid interventions, internalise lessons from the experience of the partnership and develop a consistent approach to communicating results to internal and external audiences.

Job Description

The coordinator is expected to be a senior technical specialist highly respected in their field of statistics, private sector or economics with a strong statistical background that is also a highly capable communicator, convener and networker able to understand and engage productively with varied corporate mandates, constraints and cultures and able to distil complex concepts and shift communication styles to fit the needs of varied audiences. A demonstrated ability to take reasoned judgements to strike balances between analytical rigour, corporate needs and the political value of the results gleaned via statistical methods and communicating these effectively for decision-making is a strong prerequisite.

Responsibilities

- Steer the development of a methodological framework for measuring the jobs impact of a wide range of development interventions, building on the Let's Work Pilots and help multilateral partners apply the framework.
- Engage with the corporate systems and management hierarchy of multilateral partners and help them to work through the corporate requirements and implications of the work of Let's Work and how the framework is integrated into their internal systems.
- Guide the development of a system to assess and quality assure jobs impact estimates developed by partners and ensure approaches retain their relevance over the long term.
- Oversee the application of a communications strategy for the Let's Work Partners that ensures defensible and consistent numbers and words are used to communicate jobs impact.
- Support Let's Work Partnership Steering Meetings to develop a vision for the use of jobs results and systematically learn lessons from experience.
- Support knowledge exchange between DFID, CDC and other parts of HMG on the jobs measurement and data agendas and build mechanisms to sustain this.

Let's Work Background

The Let's Work partnership builds on the findings and successful launch of the IFC Jobs Study in January 2013, when twenty-eight IFIs focused on private sector development agreed on a joint communiqué to:

- Work collaboratively to create more and better jobs;
- Address the key constraints identified by the Jobs Study – investment climate, infrastructure, access to finance and training and skills;
- Help private sector companies strengthen their value chains;
- Promote quality jobs and the inclusion of vulnerable groups (i.e. women and youth); and
- Learn from each other in order to achieve a lot more, faster.

Harnessing the knowledge and practical experiences of its partners, Let's Work will seek to deepen and strengthen the understanding of how job creation happens and how the private sector can create more and better jobs. The partnership will help develop practical approaches that address the needs of different companies, sectors and countries in such a way that the learning will be a public good for the development community.

<https://letswork.org>

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Annex 2: Better Delivery on Jobs (Strategic Partnership for Productive Jobs)

: Logframe

Revised version following 1st Annual Review, 7 December 2015

PROJECT TITLE									
IMPACT	Impact Indicator 1		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	
Wider institutional performance on jobs of development partners improves (World Bank, DFID, development finance institutions, donors, NGOs and firms)	Innovative jobs diagnostic work under the MDTF leads to better practice on inclusive growth and jobs by World Bank, DFID and development partners.	Planned	World Bank committed to piloting a jobs diagnostic under IDA 17	-	-	MDTF contributes to WB practice on jobs diagnostics	MDTF contributes to WB practice on jobs diagnostics	MDTF contributes to WB practice on jobs diagnostics	
		Achieved				DFID country offices undertaking jobs analyses using analysis or guidance improved under the MDTF - 2	DFID country offices undertaking jobs analyses using analysis or guidance improved under the MDTF - 6	DFID country offices undertaking jobs analyses using analysis or guidance improved under the MDTF - 10	
			Source						
			IDA reporting against Jobs Diagnostic requirement; DFID self-assessment; Donor mid term review						
	Impact Indicator 2		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	

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	Number of development partners using jobs measurement methodologies developed or tested under the MDTF (LWP and non-LWP partners)	Planned	Variety of methods used by partners.	-	-	-	-	CDC, PIDG 4 other DFID programmes (>£20m) 8 other DFIs and multilaterals		
		Achieved		-						
			Source							
		Let's Work Partnership (LWP) Annual Report; donor mid-term review								

OUTCOME	Outcome Indicator 1		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	Assumptions
MDTF leads directly to improved jobs strategies, policies and methodologies implemented by development partners (government, WB, donors, DFIs, private sector, NGOs)	Jobs diagnostics undertaken under the MDTF leading to better SCDs, CPFs, government jobs strategies and WB operations	Planned	Evidence of traction of Let's Work country diagnostics on SCDs, CPFs, jobs strategies and WB operations (i.e. beyond identifying value chains): 0	Traction of LWP pilot diagnostics: 0	Traction of LWP pilot diagnostics: 0	Traction of LWP pilot diagnostics: 2	Traction of LWP pilot diagnostics: 4	Traction of LWP pilot diagnostics: 8	Once developed, the standard frameworks for measuring job creation will be used by partners. World Bank
			Evidence of traction of diagnostics under the MDTF (non-LWP) on SCDs, CPFs, jobs strategies and WB operations: 0	Traction of MDTF diagnostics: 0	Traction of MDTF diagnostics: 0	Traction of MDTF diagnostics: 1	Traction of MDTF diagnostics: 3	Traction of MDTF diagnostics: 5	

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	Achieved		Jobs diagnostics have started in 3 LWP pilots (Moz, Zam, Tz), and scoped in 1 other (Bngl)					country offices uses jobs analysis in systematic country diagnostics.
		Source						
		MDTF Annual Report						
Outcome Indicator 2		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	
Policies adopted from policy notes prepared under MDTF - adopted by govt or their development partners (from Output 1.1 below)	Planned	0	MDTF results framework and calls for proposals require evidence of analytical work under the MDTF feeding into policies of government or development partners	MDTF results framework and calls for proposals require evidence of analytical work under the MDTF feeding into policies of government or development partners	2	6	10	

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	Achieved		The MDTF Results Framework requires policy notes at Output level and evidence of policy traction at Outcome level.				
		Source					
		MDTF Annual Report					
Outcome Indicator 3		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)
Work plan and Results Framework for Mozambique meeting expectations	Planned	N/A	Mozambique pilot meeting expectations (effectively an A or higher)	Mozambique pilot meeting expectations (effectively an A or higher)	Mozambique pilot meeting expectations (effectively an A or higher)	Mozambique pilot meeting expectations (effectively an A or higher)	Mozambique pilot meeting expectations (effectively an A or higher)
	Achieved		Value chain work has started looking at inclusivity of jobs for poor people. The main VCs for the Mozambique pilot are to be identified				

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			by Dec/Jan. (Effectively an A)				
		Source					
		LWP Annual Report					
Outcome Indicator 4		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)
Standardised measurement methodologies developed on WB, IFC and other MDTF/LWP partner investments	Planned	0	Work plan agreed with donors towards accelerating progress on jobs measurement methodologies	Work plan on track with three working groups for value chains, tracer surveys and macro/CGE techniques established	Working groups report on good practice in the three areas and draft framework for jobs measurement prepared.	Framework for good practice on jobs measurement endorsed by LWP Steering Committee (by April 2017)	N/A
	Achieved		Work plan agreed with three working groups established on: 1) value chains, 2) tracer studies (e.g. RCTs) and 3) macro/CGE models.				

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			Source					
			LWP Annual Report					
INPUTS (£)	DFID (£)		Govt (£)	Other (£)	Total (£)			DFID SHARE (%)
	Up to £19.725m (£16.325 GRD, £3.400m DFID Moz)		0					
INPUTS (HR)	DFID (FTEs)							
	SRO 0.1FTE Senior economic adviser 0.2 FTE DFID Moz PSD Adviser 0.1 FTE Programme manager 0.2FTE							

OUTPUT 1 [COMPONENT 1]	Output Indicator 1.1 [LWP Pillar 1]		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	Assumptions
Let's Work Partnership piloted in four countries with government and private sector; and jobs measurement methods developed for wider use by partners.	Number of countries with LWP jobs strategies involving private sector and government	Planned	0	Initial diagnostic work and consultations taken place with govt, private sector in 4 LWP countries	Diagnostic work leading to identification of value chain analyses in 2 countries	Diagnostic work leading to identification of value chain analyses in 4 countries	Diagnostic work leading to identification of value chain analyses in 6 countries	Diagnostic work leading to identification of value chain analyses in 8 countries	Private sector and development finance institution investment catalysed by LWP process
		Achieved		Jobs diagnostics have started in 3 LWP pilots (Moz, Zam, Tz), and					

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				scoped in 1 other (Bngl)					
			Source						
			LWP Annual Report						
IMPACT WEIGHTING (%)	Output Indicator 1.2 [LWP PILLAR 2]		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	
35%	Standardised measurement approaches and methodologies for ex ante and ex post job measurement developed	Planned	0	Work plan agreed with donors towards accelerating progress on jobs measurement methodologies	Work plan on track with three working groups for value chains, tracer surveys and macro/CGE techniques established	2	4	6	
		Achieved		Work plan agreed with three working groups established on: 1) value chains, 2) tracer studies (e.g. RCTs) and 3) macro/CGE models.					
			Source						

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			LWP Annual Report					Medium
INPUTS (£)	DFID (£)		Govt (£)	Other (£)	Total (£)			DFID SHARE (%)
	£8.150m (£4.750m GRD, £3.400m DFID Moz)		0	[TBD]	[TBD]			[TBD]
INPUTS (HR)	DFID (FTEs)							
	Senior economic adviser 0.1 FTE DFID Moz PSD Adviser 0.1 FTE							

OUTPUT 2 [COMPONENTS 2 + 4 + 5]	Output Indicator 2.1		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	Assumptio ns
Improved jobs strategies for governments and development partners, and frameworks available for measuring jobs impact in a number of sectors.	Policy notes with recommendatio ns (cumulative)	Planned	0	First call for proposals selected using Strategic Priorities includes work that will lead to policy notes	Rate of disburseme nt assessed to be consistent with targets in subsequent years	6	19	29	Governmen ts receptive to advice on strategies and policies in MDTF outputs
		Achieve d		First wave of proposals have been selected using Strategic Guidelines and logframe updated to					

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			reflect indicative target ranges of outputs.					
		Source						
		MDTF Annual Report						
Output Indicator 2.2		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	
Number of innovative jobs country pilot operations/ investments (cumulative)	Planned	0	First call for proposals selected using Strategic Priorities includes work linked to WB operations	Rate of disburseme nt assessed to be consistent with targets in subsequent years	9	19	21	
	Achieved		First wave of proposals have been selected using Strategic Guidelines and logframe updated to reflect indicative target ranges of outputs.					
		Source						
		MDTF Annual Report						
Output		Baseline (Sept 2014)	Milestone 1	Milestone 2	Milestone 3	Milestone 4	Target (Dec	

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Indicator 2.3			(Sept 2015)	(Dec 2015)	(Dec 2016)	(Dec 2017)	2018)
Number of outputs on data and/or access to data through new collection, compilation, and dissemination (cumulative)	Planned	0	First call for proposals selected using Strategic Priorities includes data proposals	Rate of disbursement assessed to be consistent with targets in subsequent years	8	35	45
	Achieved		First wave of proposals have been selected using Strategic Guidelines and logframe updated to reflect indicative target ranges of outputs.				
		Source MDTF Annual Report					
Output Indicator 2.4		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)
Design and/or implementation of jobs tools/toolkits and/or guidelines (cumulative)	Planned	0	First call for proposals includes work that will lead to tools/guidelines	0	10	19	23

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		Achieved		First wave of proposals have been selected using Strategic Guidelines and logframe updated to reflect indicative target ranges of outputs.						
			Source							
			MDTF Annual Report							
	Output Indicator 2.5		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)		
	Number of job practitioners networks and/or coalitions created or supported by the MDTF (cumulative)	Planned	Solutions for Youth Employment, LWP partners	S4YE & LWP networks being supported	S4YE & LWP networks being supported	3	4	5		
		Achieved			S4YE & LWP networks are being actively supported through the MDTF					
			Source							
			MDTF Annual Report							
IMPACT WEIGHTING (%)									RISK RATING	
35%									Medium	
INPUTS (£)	DFID (£)		Govt (£)	Other (£)	Total (£)			DFID SHARE (%)		
	£7.250m		0	[TBD]	[TBD]			[TBD]		
INPUTS (HR)	DFID (FTEs)									

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	Senior economic adviser 0.05 FTE		
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OUTPUT 3 [COMPONENT 3]	Output Indicator 3.1		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	Assumptions
World Bank MTF effectively prioritises jobs for women and girls	MTDF procedures promote stronger gender analysis where it makes sense to do so and all activities aim to disaggregate by gender	Planned	N/A	All proposals to explicitly address gender	All proposals to explicitly consider how to strengthen gender aspect, including disaggregation of results.	All proposals to explicitly consider how to strengthen gender aspect, including disaggregation of results.	All proposals to explicitly consider how to strengthen gender aspect, including disaggregation of results.	All proposals to explicitly consider how to strengthen gender aspect, including disaggregation of results.	Strong partnership between Jobs CCSA and Gender CCSA continues
		Achieved		Adequate attention to gender was a selection criterion in the 1st call. All data collected should be gender disaggregated, so too results. Some proposals were returned to team leaders where					

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				gender addressed inadequately.						
			Source							
			LWP Annual Report							
	Output Indicator 3.2		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)		
	Number of MDTF engagements on which (a) gender CCSA staff and (b) other GPs/CCSAs are involved	Planned	Gender CCSA staff assigned to work on MDTF inputs	3	3	4	5	6		
		Achieved		Gender CCSA team member on three country pilots						
			Source							
			LWP Annual Report							
	IMPACT WEIGHTING (%)									RISK RATING
	20%									Medium
INPUTS (£)	DFID (£)		Govt (£)	Other (£)	Total (£)			DFID SHARE (%)		
	£3.000m		0	[TBD]	£3.000m			[TBD]		
INPUTS (HR)	DFID (FTEs)									
	Senior economic adviser 0.05 FTE									

OUTPUT 4	Output Indicator 4		Baseline (Sept 2014)	Milestone 1 (Sept 2015)	Milestone 2 (Dec 2015)	Milestone 3 (Dec 2016)	Milestone 4 (Dec 2017)	Target (Dec 2018)	
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