M&E FOR JOBS OPERATIONS INTRODUCTION TO THE JOBS M&E TOOLKIT



Siv Tokle

Raphaela Karlen

World Bank Group, Jobs Group

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Table of Contents

- Introduction
- Jobs Conceptual Framework
- A 'Menu' of Jobs Indicators
- Available Resources in the Jobs M&E Toolkit
- Illustration of Available Resources with Project Example
- Resources and Contacts
- Annex: Definition of Jobs Outcomes







3

Support World Bank Group client countries in the **design and implementation of integrated, multi-sector, jobs strategies** to address three main challenges most countries face to varying degrees:

- Creating jobs, particularly in the formal sector of the economy;
- Improving the **quality of informal jobs**; and
- Improving **jobs opportunities for vulnerable population groups** such as women, youth, and the poor.



Percentage of youth securing new 2D frontline animation jobs **Temporary Jobs created** who come from inner city communities At least 5,000 women from the project villages are placed in appropriate jobs as a result of project efforts No. of new jobs created in beneficiary SMEs Created jobs Formal full-time equivalent jobs in agribusiness increase in JOBS CREATED IN SELECTED NON-TEXTILE SECTORS Increase in the number of wage jobs in the target corridors in the target poles JObsNo. of new jobs created, of which % are filled by women Number of direct jobs created in rural communities receiving project assistance Number of female jobs created by the cashew agro-processing units directly supported by the project Number of formal jobs created in the targeted poles Number of jobs created Number of jobs created by MSMEs Project Beneficiaries Number of jobs created by the cashew agro-processing units directly

supported by the project Number of jobs created in select value chains Number of jobs generated by enterprises supported by the grants



Objective of the Jobs M&E Toolkit

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



- Outcomes Jobs Framework for outcomes on Job Creation, Job Quality, and Job Access; Jobs Strategy; Jobs Diagnostics; World Development Report 2013 on Jobs
- Indicators Review of World Bank Group (WBG) Portfolio/Projects, WDI/national statistics
- **Definitions** Internationally recognized sources (ILO, DCED, OECD etc.)
- Data Collection Forms and Surveys WBG Household and Enterprise surveys; Tracers and Value Chain survey instruments under the Jobs Group Let's Work Partnership, Surveys used across the WBG

+++ Input from stakeholders/project teams; projects implementing jobs-focused measurement systems (Tunisia, Zambia, Burkina Faso and Kenya...), impact evaluations



Jobs Conceptual Framework



Jobs Conceptual Framework: <u>Visualizing</u> Dimensions of Jobs – Quantity, Quality, and Access

Job creation

- Direct or indirect jobs
- Short- or long-term jobs

New enterprises

 Creation of new firms, often through interventions making it easier to do business, such as access finance

Entrepreneurs/ self-employed

 Existing and new enterprise owners who employ at least one non-family worker; farmers; and self-employed



 Extent to which population is economically active (employed or actively looking for work)

Working of Labor Market

 Functioning of labor market in balancing supply of labor (workers) and demand for labor (employers)

Access and Opportunity for Jobs

 Access to employment opportunity for disadvantaged groups (e.g. women, youth, bottom 40 percent)

Worker productivity

Ratio of volume measure of output (GDP or gross value added) and labor input use (total hours worked or total employment)

Working conditions and benefits

- Physical work conditions
- Social insurance/ protection

Earnings/livelihoods

 Improved income or savings from livelihood / income generation activities

> Where relevant, disaggregate indicators by age (youth) and/or gender

Intermediate outcomes are facilitating factors that contribute to achieving the final outcomes towards more, better, and inclusive jobs. These include: Access to/Working of Product Markets, Firm performance/investment, Improved Human Capital.



A 'Menu' of Jobs Indicators...



... from which Project Teams may select

	Job Outcomes	Job Indicators	Individuals	Firms
WBG C	orporate Scorecard	Number of project beneficiaries reached by jobs-focused WBG interventions	Х	Х
Job Creation	Job creation	 Number of (self- and/or wage) employed project beneficiaries (*)⁵ – *disaggregate by self- and wage-employed project beneficiaries 	Х	
Crea		Number of full-time equivalent (FTE) jobs in beneficiary firms (*)		Х
dol	New enterprises	 Number of newly established firms with more than one paid employee (**)⁶ 		Х
-	Entrepreneurs/Self-employed	 Number of self-employed project beneficiaries (*) 	Х	
	Worker productivity	 Average output per worker among beneficiary firms (**) 		Х
lity	Working conditions and benefits	 Number of project beneficiaries covered by social security insurance (*) 	Х	
Job Quality		Share of project beneficiaries reporting satisfaction with their job (*)	Х	
dol		 Average number of hours worked per project beneficiary per week (*) 	Х	
	Earnings/ Livelihoods	 Average annual earnings of project beneficiaries (*) 	Х	
	Labor force participation	 Labor force participation rate among project beneficiaries (*) 	Х	
ess	Working of labor market	Number of project beneficiaries using (public or private) employment services (*)	Х	
Job Access		Average length of time for beneficiary firms to fill a vacancy		Х
dol	Access and Opportunity for Jobs	 Disaggregation by gender and/or age for indicators marked with (*) Disaggregation by gender of firm owner for indicators market with (**) 	x	Х
0	Access to/ working of product markets	 Number of project beneficiaries who are member of a cooperative or producer group (*) / (**) Number of beneficiaries with new commercial relationships (**) 	Х	Х
diat		Average time to get to market where output can be sold or traded	Х	Х
Intermediate	Firm performance/ Investment	Additional sales revenue for beneficiary firms (US\$) (**)		Х
Inte		 Investment generated (US\$) (**) 		Х
		Share of newly established beneficiary firms still operational after X months (**)		Х
	Human Capital	Share of project beneficiaries completing training	Х	



Available Resources in the Jobs M&E Toolkit



Available resources in the Jobs M&E Toolkit

	Jobs M&E Toolkit
Preparation	 An Introduction to the Jobs M&E Toolkit Definition of 'jobs operations' and the two beneficiary types most commonly targeted by jobs interventions – Individuals and Firms Menu of Jobs Indicators by Job Outcomes Jobs Data Aggregation Tables by Beneficiary Type: Individuals and Firms
Project l	 A. Jobs Indicator Definitions and Guidance – for use at the outcome and/or intermediate level in Results Framework – by Beneficiary Type: A.1. Individual Beneficiaries A.2. Firm Beneficiaries
entation	 B. Jobs Data Collection Forms – Paper (Excel) and online (SurveyMonkey) version for field teams responsible for administering the forms – by Beneficiary Type: B.1. Individual Beneficiaries B.2. Firm Beneficiaries
Project Implementation	C. Jobs Data Collection Manuals for field teams contracted to implement the Data Collection Forms – by Beneficiary Type C.1. Individual Beneficiaries C.2. Firm Beneficiaries
Pro	D. Terms of Reference for implementation of Jobs Data Collection, if outsourcing of data collection



Illustration of Available Resources with Project Example



Presentation of Project Example

Jobs for Vulnerable Youth Project

Training program in African country targeting **youth from poor households** to improve their jobs opportunities

Includes a bundle of services based on individual youth beneficiary needs, such as classroom training (soft and technical skills), internships, job search assistance and counseling, and stipends

Project duration of 3 years, with 15,000 beneficiaries, of which 7,500 are young women

Potential indicators to monitor project progress

- Number of supported youth with wage or self-employment, disaggregated by gender (Job creation)
- Number of supported youth with a job at intake who increased their monthly earnings by 20 percent (Quality of jobs)

Focus on first indicator to apply tools of Jobs M&E Toolkit



Application of Tools to Project Example – Guidance on when to use Jobs Indicator

Indicator of Project Example

	Job Outcomes	Job Indicators	Individuals	Firms
WBG C	orporate Scorecard	Number of project beneficiaries reached by jobs-focused WBG interventions	Х	Х
Job Creation	Job creation	 Number of (self- and/or wage) employed project beneficiaries (*)⁵ – *disaggregate by self- and wage-employed project beneficiaries Number of full-time equivalent (FTE) jobs in beneficiary firms (*) 	х	v
b Cre	New enterprises	 Number of full-time equivalent (FTE) jobs in beneficiary firms (*) Number of newly established firms with more than one paid employee (**)⁶ 		X
٩	Entrepreneurs/Self-employed	Number of self-employed project beneficiaries (*)	Х	~
	Worker productivity	Average output per worker among beneficiary firms (**)		Х
lity	Working conditions and benefits	Number of project beneficiaries covered by social security insurance (*)	Х	
Job Quality		Share of project beneficiaries reporting satisfaction with their job (*)	Х	
dol		 Average number of hours worked per project beneficiary per week (*) 	Х	
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e u	Access to/ working of product markets	 Number of project beneficiaries who are member of a cooperative or producer group (*) / (**) Number of beneficiaries with new commercial relationships (**) 	х	Х
diat		Average time to get to market where output can be sold or traded	Х	Х
Intermediate	Firm performance/ Investment	 Additional sales revenue for beneficiary firms (US\$) (**) 		Х
Inte		 Investment generated (US\$) (**) 		Х
		Share of newly established beneficiary firms still operational after X months (**)		Х
	Human Capital	Share of project beneficiaries completing training	Х	



Application of Tools to Project Example – Guidance on when to use Jobs Indicator

From Toolkit

Indicator: Number of (self- and/or wage) employed project beneficiaries

	Guidance
For which types of projects?	 For projects aiming to create employment for project beneficiaries through: Macro-level interventions such as: public administration and governance, taxation/fiscal policy, trade/investment policy Meso-level interventions such as: labor policies, business regulations, infrastructure (transport/logistics, ICT, energy/mining, irrigation/water), spatial development Micro-level interventions such as: productive assets (land, finance/financial structure), MSME/entrepreneurship, direct investment/risk insurance labor programs (public employment services, wage subsidies, public works, livelihood/CDD, skills and training)
Options for disaggregation	 Disaggregate by self- and wage employed project beneficiaries Disaggregate by gender of beneficiaries Disaggregate by age of beneficiaries – e.g. youths (definition may vary by country)
Relevant Jobs outcomes	 Job creation Job access (if the indicator is disaggregated by gender and/or age)

Project Example Indicator

Guidance on types of projects that may use this indicator: labor programs, such as skills and training and employment services

Options for disaggregation: for the project example, 3 disaggregation options are relevant: by age (youth beneficiaries) and by gender. Disaggregation by self- and wage employment may also be of interest



Application of Tools to Project Example – Guidance on when to use Jobs Indicator

From Toolkit

	Guidance
Project examples	 Mali Skills Development and Youth Employment project (P145861). Indicator: Out of school youth who completed dual apprenticeship programs supported by project who are (wage) employed or self-employed within one year of completion Tunisia Youth Economic Inclusion Project (P158138). Indicator: Increase in share of supported youth with wage or self-employment (percentage point), disaggregated by gender Kenya Youth Employment and Opportunities project (P151831). Indicator: Number of youth employed, including self-employed, at least 6 months after receiving a startup grant and/or business development project (P130193). Indicator: Employment rate of students benefited from industry partnership agreement (after 6 months) Republic of Congo Skills Development for Employability Project (P128628). Indicator: Increase in trained youth who are employed or self-employed one year after completing training (percentage)

Project Example Indicator

Project examples provide an idea of the types of projects that have already used this indicator and may guide the decision of which indicators to use to monitor progress over time in a specific project.



Application of Tools to Project Example – Indicator Name, Baseline and Target Setting

From Toolkit

	Indicator Information for Results Framework
Indicator name	Number of (self- and/or wage) employed project beneficiaries
	 Related indicators: Number of project beneficiaries placed into jobs (number) Number of project beneficiaries benefiting from short-term employment (number) Employment rate among project beneficiaries (percentage) Share of employed project beneficiaries (percentage) Unemployment rate among project beneficiaries (percentage) Increase in employment rate among project beneficiaries (percentage) Increase in share of employed project beneficiaries (percentage point) Decrease in unemployment rate among project beneficiaries (percentage point)
Unit of measure	Number
Baseline	Zero (if unemployment and/or inactivity is a criterion in the selection of project beneficiaries) or non-zero

Project Example Indicator

Indicator name: Number of supported youth with wage or self-employment, disaggregated by gender Unit of measures: Number

Baseline: Actual baseline; Assumption: 3,500 of 15,000 beneficiaries are employed at intake (1,000 women) **Target:** Depends on targeted beneficiaries, context and intervention. Assumption: 10,000 at project end (of which 4,500 are young women)



18 Jobs M&E Toolkit

Application of Tools to Project Example – Standard Definition of Indicator

From Toolkit

	Indicator Information for Results Framework
Definition	Person with employment: person of working-age who during a specified period of time, such as one week or one day, either:
	(a) performed work for wage or salary in cash or in kind, or
	(b) performed work for profit or family gain in cash or in kind, or
	(c) performs work on a regular basis, but was temporarily absent from work during the reference period
	The definition thus includes both, self- and wage employed beneficiaries
	Project beneficiaries: all direct beneficiaries of the respective project component
Source of definition	Adapted from: International Labor Organization (ILO) Resolutions Concerning Economically Active Population, Employment, Unemployment and Underemployment Adopted by the 13th International Conference of Labor Statisticians, October 1982, para. 9

Project Example Indicator

Definition and source of definition: both may be directly applied to the example

The definition follows the ILO standard definition of employment and includes both self- and wage employment

Project beneficiaries: youth from poor households; 15,000 beneficiaries, of which 7,500 are young women



Application of Tools to Project Example – Data Collection

Data Collection Forms are organized by Beneficiary type – Individuals and Firms

The Toolkit provides two options on how to organize Data Collection

Administered

- Gather data among project beneficiaries, usually with a field team of enumerators
- Paper-based (Excel) or online (tablet) data collection
- Data Collection Manuals available for field team training

Self-administered

- Project beneficiaries providing data using an online platform such as SurveyMonkey
- SurveyMonkey provides an easy-to-use solution that does not require many resources

The choice which method to use depends on factors such as the number of beneficiaries, the geographic diversity, Internet connectivity, available resources etc.

The questions are the same in both, the paper-based and the online version of the data collection forms – the form are short, simple-to-use and include skip patterns



Application of Tools to Project Example – Data Collection: Example of Paper-based Data Collection

Indicator	Corresponding questions
Number of (wage or self-) employed project beneficiaries (*)	Q3.01-3.06

(3.01) During the past 7 days, did you work for at least one hour for wage or salary in cash or in kind for someone who is not a member of your household?

For example, a public or private enterprise or company, an NGO or any other individual

YES	1	(4.01)	
NO	2		

(3.02) During the past 7 days, have you worked for at least an hour on a farm owned or rented by you or a member of your household?

Examples are cultivating crops or in other farm maintenance tasks, or caring for livestock belonging to you or a member of your household

YES	1	•	(4.01)	
NO	2			

(3.03) During the past 7 days, have you worked for profit or family gain, in cash or in kind for at least an hour on your own account or in a business belonging to you or someone in your household? For example, as a trader, shop-keeper, barber, dressmaker, carpenter, taxi driver, car wash, etc.

YES	1	(4.01)	
NO	2		

(3.04) Although you reported no work in the past 7 days, have you done any occasional job for profit or family gain, in cash or in kind?

Examples are having sold goods in the street, helped someone for their business, sold some homemade products, washed cars, repaired cars, etc. during the past 7 days

YES	1	(4.01)
NO	2	

(3.05) Even though you did not work in the last 7 days, do you have a permanent/long term job or work from which you were temporarily absent, or your own account work in which you were temporarily not working?

YES	1	
NO	2	(3.07)

(3.06) Are you going back to the same business / work / employer after this absence?

YES	1	(4.01)	
NO	2		

Indicator	Data processing and aggregation
Number of (self- and/or wage) employed project beneficiaries	= $\sum (Q3.01 [1] OR Q3.02 [1] OR Q3.03 [1] OR Q3.04 [1] OR {Q3.05 [1] AND Q3.06 [1]})$



Jobs M&E Data Collection Form - I	ndividual Beneficiaries	
Section 1 - Screening information		Adapt introduction to
This data is collected to assess the performance of [INSERT PROJECT]	AME] supported by the World Bank Group.	project context
[PROVIDE ADDITIONAL TEXT REGARDING THE SPECIFIC INTERVENDATA - I.E. TO MEASURE AND REPORT PROGRESS ON PROJECT R		
The information gathered is strictly confidential and will only be used in an report or data set. The information gathered here is exclusively meant to better support [INSERT BENEFICIARIES TYPE].		Ask for gender and age for disaggregation purposes
* First name	* Gender 🔽	
	◯ Male	
* Last name	Female	
* Address	* Year of birth 🔽	
Street name		
Street number		5%
City		
Country		Next
* Phone number (please indicate at least 3 phone numbers: yo friends)	ur number(s) as well as two more of family members or	
Phone number I		Ask at least 3 phone numbers to
Phone number II		track beneficiaries over time
Phone number III		
Phone number IV		WORLD BANK GROUP
22 Jobs M&E Toolkit		Jobs

23

	Section 3 - Employment status (I)		
	 * During the past 7 days, have you worked to not a member of your household? For example, a public or private enterprise Yes No 		_
			14%
		Previous Next	
Section 3 - Employment status (II)			
 * During the past 7 days, have you worked for household? Examples are cultivating crops or in other for member of your household Yes 	or a least one hour on a farm owned or rented		
No No			
		19%	
23 Jobs M&E Toolkit	Previous Next		

	Section 3 - Employm	ent status (III)					
	 During the past 7 days, account or in a busines For example, as a trade Yes No 	s belonging to you or	someone from y	your household	1?	_	wn
			Previous	Next			
ent status (IV)							

29%

* Although you reported no work in the past week, have you done any occasional job for profit or family gain, in cash or in kind during the past 7 days?
Examples are having sold goods in the street, helped someone for their business, sold some homemade products, washed cars, repaired cars etc.
Yes
No

Section 3 - Employme

Previous Next





Section 3 - Employment status (VI)

* Are you going back to the same business / work / employer after this absence?

Yes
No

No

Previous
Next

According to data collected, beneficiary has a job: s/he was not working during the past 7 days, but is going back to the same business / work after the absence



TITLE	MODIFIED 🔻	RESPONSES	DESIGN	COLLECT	ANALYZE	SHARE	MORE
Jobs M&E Data Collection Form - Individual Beneficiaries Created 7/7/2017	7/7/2017	0	ľ	Ø	ΓΨΙ	Ø	
Jobs M&E Data Collection Form - Establishment (Firm) Beneficiaries Created 5/19/2017	6/19/2017	0	ſ	Ø	μī	αõ	•••
EXPORTS 2 ^				ected da nalyzing	•		
Exports allow you to download complete survey data, any saved view, or a single question summary. Exported data files will appear here for 14 days. To get started, click "Export All" below. Learn more »		inc	-	ata to Ex disaggr r etc.			
Export All 🔻							

Project Example Indicator

- Jobs councilor, who is regularly in touch with beneficiaries, is responsible for data collection
- Data gathering on SurveyMonkey to facilitate data entry
- Collect data at baseline, every year during project period and at project end

Year	YR0 / Baseline	YR1	YR2	YR3 / Target	
Youth from poor households	3,500	5,000	8,000	10,000	
Young Women from poor households	1,000	2,000	3,500	4,500	

• Yearly targets setting is driven by the timing of the different project activities



Application of Tools to Project Example – Data Collection Manuals for Administered Data Collection

1. Intr	oduction	
1.1.	Objectives of the Survey	
1.2.	Field Staff	
1.3.	Field Team Composition and its Place in the Survey Structure	
1.4.	Survey Plan	
1.5.	Field Team Roles	
1.5.1.	The Role of the Supervisor	3
1.5.2.	The Role of the Interviewer	4
1.5.3.	The Role of the Data Entry Operator	
1.6.	Interacting with the Local Project Staff and Respondents	
2. The	Interview	
3. The	Data Collection Form: General Instructions	t
3.1.	Complete the Data Collection Form during the Interview	i
3.2.	Question Numbers	t
3.3.	Asking Questions	9
3.4.	Coding Answers	10
3.5.	Skip Pattern	11
3.6.	Data Entry Considerations	12
3.7.	Conventions for Number and Quantities	12
3.8.	Time reference periods	13
4. Defi	inition of Key Concepts	14
4.1.	Employment	14
4.2.	Self-Employment:	14
4.3.	Earnings	14
4.4.	Hours Worked	14
5. Sec	tions of the Data Collection Form	14
5.1.	Screening Information	14
5.2.	Completion of Project Training Program	15
5.3.	Employment Status of Beneficiaries	19
5.4.	Self- or Wage Employment Information	16

- For administered data collection by field teams
- Provides clear guidance as part of field team training
- Two versions available, by beneficiary type:
 - Individual Beneficiaries Data Collection Manual
 - Firm Beneficiaries Data Collection Manual



Resources and contacts



- Jobs M&E Toolkit, including Excel-based data collection forms: sent to participants ahead of Webinar
- Data collection forms on SurveyMonkey: Individual and Firm Beneficiaries
- Web-based interactive Toolkit: will be available at the end of November link will be sent to participants
- **Contacts for questions and feedback**, including experience in use of specific indicators, project examples, further resources that may be useful and more:
 - Siv Tokle, Jobs Group, Senior Operations Officer, <u>stokle@worldbank.org</u>
 - Raphaela Karlen, Jobs Group, Economist, <u>rkarlen@worldbank.org</u>

Apply the tools in your projects and share your experience with us to revise, adapt and refine the Toolkit and make this a Global Knowledge Product!



THANK YOU!







Annex: Definition of Jobs Outcomes

	JOB CREATION
Jobs creation	Outcomes relating to creation of more direct, indirect, and/or inclusive jobs* for project target beneficiaries, whether short or long term. Keywords: Employment Opportunities; Job Creation; More Jobs; Unemployment; Job Loss *Note: Jobs = "activities that generate income, monetary or in kind, without violating human rights" (WDR 2013)
New Enterprises	Outcomes measuring the creation of new firms, resulting in jobs, often from interventions making it easier for business to register or access finance such as decrease in time taken to register a business, simpler tax regulations, automating business processes etc.
Entrepreneurs/ Self-employed	Outcomes related to increases in entrepreneurs* and self-employed and their businesses, some of which may also recruit workers. Keywords: Non-Farm Enterprises; Non-Labor Income; Self Employed/ Employment *Note: Entrepreneurship: It is the combination of innovative capacity to put new ideas into effect with managerial capacity to increase a firm's efficiency within the limits of known technology. (WDR 2013)
	JOB QUALITY
Worker Productivity	Outcomes related to labor productivity by improving the ability of beneficiaries to perform better in labor market and improving their productivity levels, often through capacity building. Keywords: Better Jobs; Improve Employability; Improved Labor Outcome; Informal(ity); Productivity/ Labor Productivity; Non-Regular Workers
Working conditions and benefits	Outcomes addressing work place concerns of two dimensions: physical working conditions (health and safety at work, basic / core labor standards), and social insurance/ protection (e.g. better workplace laws, wages, social pension, better working hours, unemployment insurance, collective bargaining, etc.) Keywords: Hiring And Firing; Improving Working Conditions; Low-Wage; Minimum Wage; Negotiated Wage Rates; Labor Benefits; Overtime Pay; Pension Systems; Protect Workers; Rights At Work; Social Protection/ Social Security; Safety Nets; Collective Bargaining
Earnings/ livelihoods	Outcomes related to improved earnings, income or savings, often through support to self-employment; income support opportunities and income diversification, community driven development (CDD) projects, temporary jobs, etc. Also related to results of ALMPs. Keywords: Good Jobs; Growing Employment; Labor Income; Wage; Real Wages; Fixed-Term Contracts



Annex: Definition of Jobs Outcomes

	JOB ACCESS
Labor Force Participation	Outcomes measuring the extent to which the population is economically active, either employed or are actively looking for work. Generally relates to potentially enhancing labor supply. Keywords: Labor Demand; Labor Supply
Working of Labor Market	Outcomes measuring the functioning of the labor market in balancing suppliers of labor services (workers), the demands of labor services (employers), taking account of wages, employment, and income, often through labor market policies to address market distortions. Also linked to worker mobility, facilitating reallocation of labor to efficient uses, within countries and across borders, for example by reduced transportation costs. Generally relates to potentially better matching of labor supply and demand.
Access to and Opportunity for Jobs	Outcomes measuring access to employment opportunity, for those lacking opportunity such as people working fewer than 20 hours a week, the unemployed, and those who want to work, and traditionally disadvantaged groups in the labor market (women, youth, bottom 40 percent, people with disabilities, ethnicity, elderly, etc.) and regionally disadvantaged groups (people in fragile and conflicted situations and in lagging regions).
	INTERMEDIATE OUTCOMES
Access/ Working of product market	Outcomes measuring the creation or improvement in access to markets for goods and services (local, domestic, international) by firms, small producers, MSMEs and self-employed. Access can be physical (transportation or logistics for access to markets etc.); virtual (ICT services connecting to markets); or related to trade openness and legal framework (reflecting government's economic policies regarding import substitution and free competition; conditions; tariff and non-tariff measures). Does not refer to land market or labor market. Generally relates to potentially increasing labor demand.
Firm performance/ Investment	Outcomes measuring firm performance (e.g. sales, profits); productivity (i.e. the amount of output generated with a given amount of inputs); and competitiveness, from macro and micro economic interventions (from business environment to access to productive services and infrastructure assets.). Also covers increased investment by companies. Generally relates to potentially increasing labor demand, and higher productivity of jobs.
Human Capital	Outcomes measuring the results of capacity building, skills development and training to increase employability. May include cognitive skills, social skills and technical skills. Generally relates to potentially enhancing labor supply.

