



Food and Agriculture Organization
of the United Nations



PROMOTING PRODUCTIVE EMPLOYMENT AND DECENT WORK IN RURAL AREAS

Lesson 6

Integrating employment and decent work in agricultural policies, strategies and programmes

Text-only version

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Learning Objectives

At the end of this lesson, you will be able to:

- describe the typical process of developing agricultural policies, strategies and programmes ("strategic planning") and its four phases; and
- explain how to integrate employment and decent work considerations into each of these phases.

Introduction

Situation: Edward and Winfred are officers in the Planning Unit of the Ministry of Agriculture of an Eastern African country. They are discussing the development of the new Agriculture Sector Strategic Plan.

-  Next month we will start working on the problem and stakeholder analysis to develop the new Agriculture Sector Strategic Plan. We mustn't forget to assess the employment implications!
-  What do you mean? Agricultural development is automatically about jobs. Most of our people work there!
-  Yes, I agree. But often agricultural strategies do not use a socio-economic lens. For instance, they don't consider the fact that the poorest people work in agriculture, but often remain poor. Or the difficulties that women and young people face in accessing productive resources.
-  If we could improve the working conditions in the sector and boost workers' productivity potential, that would contribute to the growth of the sector!

Employment is often considered an automatic effect of increases in agricultural production or value chain development - one that does not require specific interventions.

Agricultural development policies, strategies and programmes often **lack explicit employment objectives** and do not monitor impacts on job creation, livelihood diversification and inclusive business development. When employment creation is an explicit priority, the **quality of jobs in rural areas tends to be overlooked**.

This lesson will help you to identify entry points and provide practical advice on how to incorporate employment and decent work considerations throughout the main phases of strategic planning for agricultural development.

Taking employment and decent work aspects for granted when planning an agricultural intervention reduces the intervention's effectiveness in terms of poverty reduction and agricultural development¹. Some of the **causes of underperformance** in the agriculture sector are employment related. These include:

- poor working conditions and lack of skills;
- use of unsustainable practices (e.g. child labour);
- underemployment and weak organization of the labour force;
- lack of regular employment contracts;
- gender and age inequalities in rural labour markets.

The strategic planning process

The **strategic planning** process encompasses four **main phases** that address four **key questions**:

- **PHASE 1: Where are we now?**
- **PHASE 2: Where do we want to be?**
- **PHASE 3: How will we get there?**
- **PHASE 4: Are we on track?**

The main phases of a regular strategic planning process include:

1. Phase of execution of problem and stakeholder analysis: Where are we now?

The **problem analysis** is the starting point when assessing employment related bottlenecks in agricultural development, and current prospects for reducing or solving them.

Problem analysis helps to identify:

¹ Refers to the process that creates the conditions for the fulfilment of agricultural potential in terms of growth, rural poverty reduction and food and nutrition security. FAO has defined sustainable agricultural development as "the management and conservation of the natural resource base, and the orientation of technological change in such a manner as to ensure the attainment of continued satisfaction of human needs for present and future generations. Sustainable agriculture conserves land, water, and plant and animal genetic resources, and is environmentally non-degrading, technically appropriate, economically viable and socially acceptable". Source: FAO. (1988). *Report of the FAO Council, 94th Session, 1988. Rome.*

- the main vulnerable groups from an employment point of view;
- to what extent an improvement in working conditions and prospects is a priority for agricultural development; and
- where other sector strategies and social protection interventions should get involved.

The **stakeholder analysis** enables the mapping of all employment relevant stakeholders and their respective roles and responsibilities, including respective power relations.

2. Phase of definition of desired impacts and beneficiaries: Where do we want to be?

This phase is crucial for integrating employment and decent work, as it defines the overarching objectives, as well as **target beneficiaries, geographical areas and sectors**.

3. Phase of development of result chain and choice of strategies and programmes: How will we get there?

This phase entails the **definition of the strategies and programmes** necessary to achieve the impacts. Employment and decent work considerations should be integrated in this phase, so as to define specific employment related outcomes and outputs, and/or to maximize the employment effects of agricultural strategies and programmes.

At this stage, the intervention team needs to forecast what institutional and partnership arrangement or organizational change is needed to promote productive employment and decent work in rural areas more effectively.

4. Phase of development of M&E system: How do we know if we are on track?

In this phase, the result chain is reconfirmed and the **monitoring** system put in place, including specification of indicators, targets and means of verification.

Employment and decent work issues must be integrated at this stage to increase visibility and consolidate policy commitments.

When to incorporate employment and decent work in the planning process

When should we integrate employment considerations?

Employment and decent work considerations should be incorporated throughout the strategic planning process!

An employment lens should be used throughout **the entire planning process**, from the very beginning and during every phase:

1. Execution of problem and stakeholder analysis	2. Definition of desired impacts and beneficiaries	3. Development of result chain and choice of strategies and programmes	4. Development of M&E system
including employment stakeholders and identifying employment problems	selecting beneficiaries and defining employment impacts	including employment considerations in the results chain	including employment and decent work among indicators to monitor success

How to integrate employment and decent work in the planning phases

How do we integrate employment and decent work in each planning phase?



The next pages will provide **practical guidance** on how to plan agricultural interventions, taking into account an employment and decent work perspective for **each of the four main phases of the strategic planning process**.

Phase 1 - Execution of problem and stakeholder analysis

Where are we now?

The standard process of strategic planning usually begins with a small team in the strategic planning (or similar) unit of the Ministry of Agriculture (**MoA**).

So, first of all, we need to identify the main bottlenecks jeopardizing the performance of the sector, and potential interventions to address these.

-  Yes, we also need to consult the key stakeholders concerned with the planning process...
-  ... and to conduct detailed problem and stakeholder analyses, focusing on the main problems identified.



It is crucial for the team to look into employment issues at this stage, so as to be able to mainstream them into the development of an agricultural intervention.

Mainstreaming employment and decent work in this phase of strategic planning entails the following steps:

- a. **Involve key employment stakeholders in the initial consultations**
- b. **Assess the roles and institutional capacities of both agricultural and employment stakeholders in the detailed stakeholder analysis**
- c. **Address employment and decent work issues in the problem analysis**

Let's explore these steps in more detail.

a. **Involve key employment stakeholders in the initial consultations**

Following identification of the developmental problem to be addressed, the strategic planning unit of MoA usually conducts **rapid consultations**, before engaging in more detailed problem and stakeholder analysis. While often **informal and internal** to the Ministry, these consultations are fundamental, as they define the intervention team that will be engaged in the planning process.



Include key employment stakeholders now to ensure their subsequent involvement in the identification and prioritization of problems, and in the implementation of interventions.

Who are the key employment stakeholders to be contacted in the very initial consultations?

Key employment stakeholders at this stage are:

Ministry of Labour (MoL) The MoL is a powerful ally given its mandate on labour issues and decent work mainstreaming.	Ministry of Agriculture (MoA) units responsible for extension services, gender and other social issues, as well as agrifood enterprises and value chains.	Main national federations of employers' organizations, trade unions and producers' organizations.	Development partners (e.g. FAO and ILO) promoting decent work in the rural economy.
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b. Assess the roles and institutional capacities of both agricultural and employment stakeholders in the detailed stakeholder analysis

Following initial consultations, the intervention team usually **identifies the main groups and institutions that have a significant interest or role in the intervention**, and assesses their respective interests, relative power, strengths and weaknesses.



Include employment stakeholders in the detailed stakeholder analysis.

This will allow you to:

- leverage them in implementation of the programme;
- promote partnerships that are relevant for employment and decent work promotion in rural areas;
- address conflicts in the intervention design (e.g. different views about trade-offs between labour rights and labour costs).



Main stakeholders with a potential role in employment and decent work promotion in rural areas

- Ministries responsible for agriculture and its subsectors (MoA), labour (MoL), industry and trade, social affairs, gender, youth, education, and technical and vocational training (TVET), and respective local government authorities (LGAs).

- Private sector, including large foreign and domestic investors, employers' organizations, small and medium agro-enterprises and their organizations, and main producers' organizations (POs).
- Trade unions and other organizations of workers in rural areas, including organizations of workers in the informal rural economy.
- Development partners, e.g. Food and Agriculture Organizations (FAO), International Labour Organization (ILO), International Fund for Agricultural Development (IFAD), International Organization for Migration (IOM), United Nations Industrial Development Organization (UNIDO).
- Non-governmental organizations (NGOs), training centres, microfinance institutions.
- Research institutions, universities and think tanks active in areas of rural employment, agriculture and rural development.

c. Address employment and decent work issues in the problem analysis

Once the analysis has identified the problems relevant to rural development, and the intervention planned, these are organized into a problem tree ²(Causes - Problem - Effects).



See Annex 1 - "Employment-related questions to guide the problem analysis"

For a comprehensive diagnostic and awareness raising checklist of questions for self-assessment - reflecting the four pillars of the Decent Work Agenda - you can also consult the *ILO Toolkit for Mainstreaming Employment and Decent Work: Country Level Application*.

Usually, **multistakeholder consultations** or bilateral meetings are planned, and in some cases, **dedicated assessments** are also organized.

² A Problem tree provides an overview of the causes and effects of a given problem by establishing the cause and effect relationships between the negative aspects of an existing situation. The Problem tree can be converted into an Objective tree by rephrasing each of the problems into positive desirable outcomes - as if the problem had already been treated. In this way, root causes and consequences are turned into root solutions, and key project or influencing entry points are quickly established. These objectives may well be worded as objectives for change.



Collect evidence on employment and decent work issues before important policy dialogue events, so as to guarantee more inclusive multistakeholder consultations and avoid confrontations.

In order to incorporate employment and decent work in strategic planning, at this stage you should carry out the following activities:

- **Involve employment stakeholders in the detailed problem analysis;**
- **Specify the work related causes of agricultural problems;**
- **Conduct a rapid context analysis of employment and decent work issues.**

Let's go through these activities in more detail.

Involve employment stakeholders in the detailed problem analysis	Specify the work related causes of agricultural problems	Conduct a rapid context analysis of employment and decent work issues
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Winfred and Edward are discussing the problem analysis:



Bear in mind that some employment issues may be easier to discuss.

Agricultural stakeholders often tend to recognize issues of employment creation and entrepreneurship rather than issues related to rights at work. Indeed, our rural development programmes do not pay enough attention to decent work as a means of increasing productivity and ensuring the sustainability of agrifood systems.



Involving employment stakeholders at this stage, it is crucial to get their views on relevant employment related problems and opportunities that agricultural stakeholders may overlook.



You're right. Also, my colleagues sometimes argue that the decent work approach is not economically viable for a low productivity economy... That's why I think that multistakeholder and inclusive consultations are important for avoiding confrontation, and also for discussing issues related to rights at work in a constructive and transparent way...

... of course, to make the consultations truly inclusive, it's important to hear representatives of the most vulnerable and typically under-represented groups from an employment point of view. These groups include small-scale producers; agricultural wage workers in the informal economy; micro and small rural enterprises, especially those linked to food production and agriculture; women and youth; and other specific groups such as child labourers.

Involve employment stakeholders in the detailed problem analysis	Specify the work related causes of agricultural problems	Conduct a rapid context analysis of employment and decent work issues
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Make an effort to specify the work related causes of agricultural problems, as well as the intervention potential for addressing them. In particular, the problem analysis needs to identify:

- **Work related challenges in the area of intervention**

Specific work related challenges and opportunities linked to the intervention being planned. For example, main decent work deficits in a specific subsector or geographical area, availability of labour supply and skilled workers, opportunities for employment diversification and entrepreneurship development. Give due priority to violations of fundamental labour rights!



Give due priority to violations of fundamental labour rights

Violations of fundamental labour rights refer to:

- denial of the right to freedom of association (the right to form and join trade unions) and of the right to collective bargaining;
- existence of forms of forced labour, including human trafficking, bonded or debt labour;
- occurrence of child labour, especially in its worst forms; and
- discrimination on grounds of race, age, gender, political opinion, religion, caste, nationality or ethnicity.



Assess carefully whether or not the intervention operates in a value chain where children are frequently engaged (e.g. on plantations, processing plants or in family farming), or in areas where there have been reports of child labour or forced labour

- **Expected employment effects on different population groups**

Both positive and negative employment related effects of the intervention should be anticipated, with the emphasis on those groups that may be more exposed to work related risks. In particular, effects should be estimated in terms of job loss or creation and derived migration flows, increased workload and child labour occurrence, increased inequalities due to limited access to finance, and consequent inability to seize opportunities for some groups, etc.

- **Work related constraints that can be mitigated through the intervention**

Prioritize the employment related constraints to agricultural development that can be eliminated or reduced through the planned intervention. Consider, in particular, opportunities for: (a) Employment creation; (b) Improvement of working conditions; and (c) Inclusion of excluded groups.



It is very important to define the employment related causes of agricultural problems clearly, so as to guide the development of the intervention strategy.



See Annex 2 - “Employment challenges for agricultural development: Causes and effects”

Let’s look at an example of an employment cause of an agricultural problem.



I am quite sure that one of the problems that you will identify is the low productivity of agricultural producers, particularly women and youth.



Exactly! But what has this got to do with employment and decent work?



Well, in addition to lack of infrastructure and investments, low productivity is linked to many work related causes. Workers are often poorly skilled, not organized and work under difficult conditions, at times even hazardous ones. Women have excessive work burdens, due to the combination of productive and reproductive work, and that makes it more difficult for them to engage in productive activities.


As for youth, they are often disadvantaged in the labour market and in accessing land and other productive resources. They often work as unpaid contributing family workers, because they have no alternative, with very few incentives to increase their productivity.

 I see. I had never looked at agricultural productivity from the workers’ perspective!

Involve employment stakeholders in the detailed problem analysis	Specify the work related causes of agricultural problems	Conduct a rapid context analysis of employment and decent work issues
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A **context analysis** for the area of implementation of your intervention may already exist. If not, you should carry out a desk review and some quick consultations to:


- examine recent socio-economic analyses and extract employment information;
- identify relevant employment and decent work statistical indicators from national or international databases; and
- conduct a rapid analysis of the main existing employment and decent work related national programmes, as well as the labour related policy and legal frameworks, in order to understand what is in place and what is not.

 This will help you to build up a good picture of the existing employment and decent work information and data, as well as existing policies that your intervention should align with.

.....
 **See Annex 3 - “Main steps for a rapid context analysis on employment and decent work in rural areas”.**
.....


Phase 1 – Wrapping up


Use this checklist to ensure that you’ve done all what is needed to address employment and decent work issues in the problem and stakeholder analysis of your intervention.


.....
 **See Annex 4 - “Checklist for conducting a problem and stakeholders analysis that enhances employment and decent work in rural areas”.**
.....


Phase 2 - Where do we want to be? Definition of desired impacts and beneficiaries

Edward and Winfred continue to discuss development of the new Agriculture Sector Strategic Plan.

 We have just concluded our problem and stakeholder analysis for the new Agriculture Sector Strategic Plan. You were right, some employment problems emerged very clearly. It is clear that subsistence agriculture does not feature among the aspirations of our youth. The sector needs to become more modern and attentive to their needs, if it is to attract them.

 Interesting! We must remember that when defining impacts and beneficiaries.

 You are right! When describing the strategic direction of agriculture, we will indicate that promoting more jobs in the sector is one of the results that we want to achieve, together with increased agricultural production and productivity.

 Great! Don't forget that we also need to aim for improving working conditions in the sector. Agricultural workers suffer the highest prevalence of poverty and very poor working conditions. Improved working conditions are crucial to supporting the well-being and long-term productive potential of rural workers, and are also key determinants of how attractive agricultural work is to young farmers and agro-entrepreneurs!

Following the identification of problems and the main vulnerable groups, your intervention team needs to shape its vision for the development of the agriculture sector (or subsector or specific value chain). That means defining impacts and final beneficiaries.

This is a **crucial moment** for mainstreaming employment and decent work, since in this phase, strategic choices are made that affect the remaining stages of planning.

Mainstreaming employment and decent work in this phase entails the following steps:

a. Make employment and decent work explicit in the intervention's impact

b. Consider work related vulnerabilities when selecting the intervention beneficiaries

a. Make employment and decent work explicit in the intervention's impact

Following the identification of problems, an important step is the definition of desired impacts of the policy, strategy or programme being developed. Most agricultural interventions define impacts in terms of agricultural growth, environmental sustainability and, ideally, food security and rural poverty reduction. In order to incorporate employment and decent work:

- **Make productive employment and decent work promotion in rural areas an explicit desired impact of the intervention**

Decent and gainful jobs **can help to achieve most of the commonly desired impacts** listed in agricultural interventions, particularly in terms of rural poverty reduction and inclusive agricultural growth.

Depending on the specific intervention being planned, productive employment and decent work **can also represent a desired impact** of an agricultural intervention in itself.

Whether employment aspects are referred to as a main desired impact or an intermediate effect towards achieving poverty reduction, it is important to **mention these explicitly** in the description of the desired impacts, vision and principles of an intervention.

Example

Agricultural strategy in South Africa with employment related considerations integrated into its vision

Vision: "We aspire to be a vibrant, profitable, sustainable and growing forest sector, which significantly contributes to the country's economic growth, employment, poverty eradication and transformation in South Africa."

Principles: The vision is based on broad principles incorporating employment issues:

- Forests and forest resources are national assets;
- Policy formulation and implementation promote democratization;
- Forest management planning promotes sustainable use, development and conservation of forest resources;
- Forests are protected from negative effects of fire, pests, diseases and alien invader plants;
- Development is people driven with attention to gender equity;
- Water resources are scarce;

- Forestry is a competitive and value-adding sector;
- Land tenure of forest areas is clearly defined, recognized and secure;
- Cultural, ecological, recreational, historical, aesthetic and spiritual sites and services supplied by forests are maintained;
- **Forest development and management promote the advancement of persons or categories of persons previously disadvantaged by unfair discrimination;**
- **Decent employment conditions are required.**

Source: Forestry 2030 Roadmap (Forestry Strategy 2009-2030) p. 20

- **Make explicit references to government goals, regional and international commitments**

At global level, Sustainable Development Goal 8 (SDG 8) and its targets represent the main benchmark (see next screen to find out more about this).

Your intervention should also align with specific regional and country commitments on employment and decent work in rural areas.

For more information on regional and country processes and commitments on employment and decent work, please consult the FAO database available at www.fao.org/rural-employment/policies/en/.

Goal 8 of the 2030 Agenda for Sustainable Development aims to "promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all:

<https://sustainabledevelopment.un.org/>

Sustainable Development **Goal 8** includes 12 **specific targets**. Let's look at those that are particularly relevant to employment and decent work in rural areas:

Target 8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.
Target 8.3	Promote development oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services.

Target 8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
Target 8.6	By 2020, substantially reduce the proportion of youth not in employment, education or training.
Target 8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.
Target 8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.
Target 8.9	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.
Target 8.b	By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization.

b. Consider work related vulnerabilities when selecting the intervention beneficiaries

In parallel to defining the desired impact, the intervention team generally agrees on the **main beneficiaries of the intervention**. Ideally, this information should then be used to select the **target sectors** and **geographical areas** of the intervention (e.g. the specific value chains).

- Include “working poverty”, “unemployment” and other decent work deficits in selection criteria for the final beneficiaries.

Specific population groups in rural areas face evident **decent work deficits**. Select these groups among the final beneficiaries of an intervention to help improve their employment situation, and therefore their potential contribution to agricultural development.

Explicitly state the work related challenges they face.



See Annex 5 - “Most disadvantaged or vulnerable groups of workers in rural areas and common challenges faced”

- Consider info on decent work deficits and on the intervention potential for employment and decent work promotion, when selecting target sectors, geographical areas or value chains. For instance, if you have identified women-headed small farms as one of the main target groups of the intervention, ensure that the target sectors, geographical areas or value chains that you select:
- involve large shares of women-headed small farms;
 - have potential for decent work improvements benefiting women-headed small farms (e.g. since women’s productivity is currently low due to decent work deficits, such as women’s lack of skills, poor entrepreneurial capacity, and excessive work burden); and
 - pertain to an area or sector where your institution (e.g the MoA) is in a position to improve the working conditions of women-headed small farms (e.g. MoA can directly increase women’s skills through extension services, and also partner with social protection institutions to provide care services in rural areas, thereby reducing women’s time constraints).

Phase 2 – Wrapping up

Use this checklist to ensure that you’ve done all what is needed to take into account employment considerations when defining the desired impact and beneficiaries of your intervention.



See Annex 6 - “Checklist on how to integrate employment and decent work in rural areas into the desired impact and beneficiaries”. Use this checklist to ensure that you’ve done all what is needed to take into account employment considerations when defining the desired impact and beneficiaries of your intervention.

Phase 3 - How will we get there? Development of results chain and choice of strategies and programmes

Edward and Winfred continue their discussion on the development of the new Agriculture Sector Strategic Plan.

Now that we know what the problems are, and have a general agreement on the desired impact and beneficiaries, it is time to do the actual planning!

Youth employment will definitely appear in the result chain. But I'm still not sure if it should be a cross-cutting issue or a specific result. What do you think?

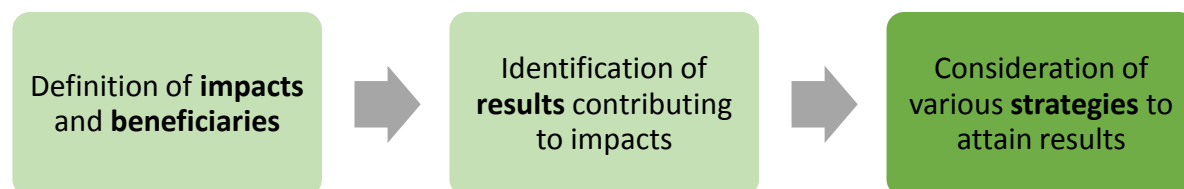
Well I think it should be both. An employment and decent work lens should be applied to most of the priorities, so it should be cross-cutting...

Whether you are increasing rice production and productivity, or the development of the fisheries sector, it will be very important to look into the job prospects that these sectors can offer, as well as the working conditions.

However, you told me that youth employment in agriculture emerged as a specific and urgent need to address. Therefore, I would also include a dedicated result in the Strategic Plan.

Sounds right to me. I will propose this approach. It is true that in the past, we always mentioned youth as cross-cutting issue. But this never translated into an effective strategy for engaging young people in the sector. We need to do better this time.

Having defined the overall desired impacts and final beneficiaries, the intervention team specifies the **results that will contribute to impacts**. Once the results are visualized, the **various strategies for attaining them** are considered.





Growth does not automatically lead to more and better employment. Explicit targeting of employment and decent work objectives in agricultural interventions contributes to the quality of agricultural development.

Mainstreaming employment and decent work in this phase of strategic planning entails the following steps:

- a. **Adopt a decent work inclusive Theory of Change for agricultural development**
- b. **Include employment and decent work in the criteria for selecting the specific strategies and programmes.**
- c. **Pursue an integrated approach for employment and decent work promotion in rural areas.**

a. Adopt a decent work inclusive Theory of Change for agricultural development

The problem tree is now turned into an objective tree to visualize exactly what needs to be achieved in order to solve the problems. This is when the **Theory of Change**³ of your intervention is made explicit, and the results chain is developed. Let's look at an example.

Example of an agricultural policy integrating employment and decent work specific results in Tanzania

The United Republic of **Tanzania's Second National Strategy for Growth and Reduction of Poverty (NSGRP)** identifies **drivers of growth** to contribute to employment and decent work.

These include agriculture, based on its potential to:

- generate income;
- unlock human capital by reducing food and nutrition insecurity; and

³ Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a programme or change initiative does (its activities or interventions), and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then working back from these to identify all the conditions (outcomes) that must be in place (and how these are related to one another causally) for the goals to occur.

Source: Center for Theory Of Change www.theoryofchange.org/what-is-theory-of-change/

- create productive and decent employment for all, especially women, youth and disadvantaged groups.


Enacting the NSGRP vision, the *Tanzanian National Agricultural Policy (2013)* includes a section on Employment and Decent Work in Agriculture. The policy recognizes the main employment and decent work challenges affecting agricultural development, and identifies the following priorities:

- Up-to-date age and sex disaggregated information on employment and labour productivity related issues in rural areas;
- On-farm and non-farm rural activities as engines of growth and innovation, attractive in terms of jobs for both women and men, in line with decent work concepts;
- Junior Farmer Field and Life Schools (JFFLS) and young farmers' associations;
- Capacity to address child labour in agriculture;
- Awareness of the benefits of productive youth employment and child labour prevention in agriculture;
- Business models that provide opportunities for small-scale producers for aggregation of produce and developing two-way linkages, especially targeting rural women and youth;
- A labour and legal enforcement framework for protection of workers and employers in the agriculture sector and the informal rural economy;
- Employment and decent work in agriculture mainstreamed and integrated into agriculture sector development strategies and programmes.

This first step of phase 3 entails the adoption of a Theory of Change (ToC) for the intervention, which explicitly articulates the creation of more and better jobs in rural areas among the expected results at impact level.

Expected results at impact level:

- Reduction of working poverty, unemployment and underemployment;
- Reduction of child labour rates in agriculture;
- Increase in access of women and youth to decent wage employment;
- Etc.

 We should identify entry points for employment and decent work at impact level, as well as at outcome and output level.

We can choose between a dedicated outcome on employment or employment issues reflected in another more general outcome, depending on the result of the problem analysis and the strategies prioritized.

In order to do that through this step you will need to:

- **Identify explicit employment and decent work results**
- **Guarantee an inclusive multistakeholder process for the identification of results**
- **Make explicit how employment results will positively influence agricultural development**

Let's go and explore these activities in more detail.

Identify explicit employment and decent work results	Guarantee an inclusive multistakeholder process for the identification of results	Make explicit how employment results will positively influence agricultural development
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To achieve healthy and inclusive agricultural development, more and better jobs are needed in rural areas. This is especially true for economies characterized by large rural populations and slow industrialization, but it applies to some extent to all developing regions.

In particular, if the problem analysis reveals that employment related challenges are an important constraint to agricultural development, the intervention team should identify subsequent employment and decent work results.

Employment related problems

- Low labour productivity;
- Poor working conditions;
- Excessive work burden of women;
- Child labour;
- Etc.

In general, a **minimum agenda** for employment and decent work in rural areas should include the following objectives:

- **Boost job demand in rural areas** - Support the creation of more jobs - independent and paid jobs, farm and non-farm - in the (preferably) formal high-productivity rural sector, while taking into account environmental sustainability concerns. For example by promoting sustainable value chain development to support growth of small and medium rural enterprises and agro-industries; and/or by raising the demand for domestic goods and services to expand domestic production.
- **Enhance labour supply in rural areas** - Increase the employability of the rural workforce, so they can access more productive and diversified employment opportunities in rural areas, shift sectors or subsectors, or migrate and commute under fair and informed conditions. For example by investing in education and training to improve skills; and/or by improving labour market information systems and job placement services.
- **Improve working conditions in existing occupations** - Improve the work situation of the bulk of the workforce (including most small-scale producers), who will remain in agriculture and the informal economy in the short to medium term. For example: linking employment, agriculture and social protection policies; ratifying and implementing relevant ILO conventions, ensuring enforcements in rural areas; highlighting diversification opportunities for production or processing; encouraging technological and social innovations; promoting responsible agricultural investments and business models, including responsible contract farming; enhancing the organization of workers in the rural informal economy, including producers, to better engage in social and policy dialogue.

Identify explicit employment and decent work results	Guarantee an inclusive multistakeholder process for the identification of results	Make explicit how employment results will positively influence agricultural development
--	--	---

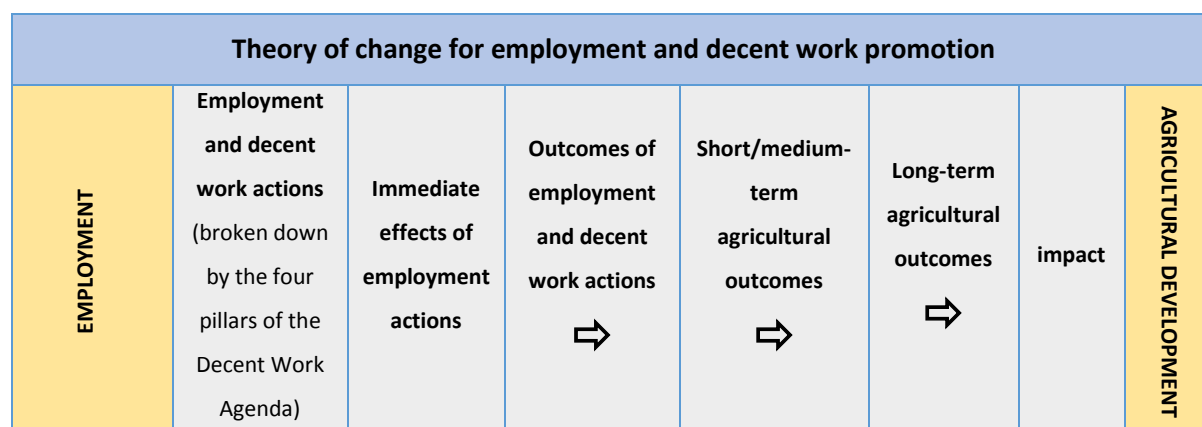
Organizations representing **vulnerable workers' rights** (e.g. producers' organizations and women's groups) do not always have a strong voice in policy dialogue. It is important to **moderate power dynamics among unequal stakeholders, to guarantee their effective participation**.

The intervention team can facilitate participation in various ways:

- collecting evidence to develop a business case for employment and decent work in rural areas;
- establishing coalitions prior to consultations;
- recruiting a professional facilitator experienced in consensus building for sensitive issues; and
- providing support to weaker groups, so they can engage in negotiations.

Identify explicit employment and decent work results	Guarantee an inclusive multistakeholder process for the identification of results	Make explicit how employment results will positively influence agricultural development
--	---	--

A graph can give a visual representation of the changes that employment centred interventions would bring about in terms of agricultural development and their sequence (from short to long term).



Promoting decent work along the four pillars of the Decent Work Agenda contributes to more inclusive agricultural development by activating investment, multiplier and progress/equity loops.



Activating investment, multiplier and progress/equity loops

- Increased opportunities for gainful paid and self-employment in rural areas result in increased income spending and savings, which set in motion multiplier and investment loops in the rural economy, with greater investment by rural households in education, health and training.

- Increased labour productivity and return on assets (profits) for micro, small and medium-sized agro-enterprises (MSMEs) and asset owners (including smallholders) result in reinvested profits and savings, which set in motion an investment loop with a positive impact on agricultural development and food production. Increased spending by this group creates multiplier loops, while their increased awareness of social responsibility and labour standards generates progress/equity loops.
- Improved wages (due to increased labour productivity and improved social dialogue) result in increased spending (including on higher-value agricultural products, which in turn increases agricultural productivity), which sets in motion a multiplier loop and increased investment by rural households in education, health and training, generating a progress loop.
- Enhanced livelihood diversification, employment formalization and stability, and access to social protection all produce income stability, which drives investment, multiplier and progress loops.
- Improved application of labour standards in rural areas and higher standards of governance achieved through social dialogue result in increased protection, empowerment and satisfaction of rural workers, and increased reliability of labour supply (contributing to MSME development), setting in motion a progress loop with reduced distress migration, labour shortages and turnover.
- Increased awareness of the role of public actors in promoting better working conditions and greater tax revenues due to increased formalization and business development result in increased public expenditure in rural areas and an improved public regulatory role (e.g. funding of social protection programmes, promotion of responsible agricultural investments), setting in motion a progress loop.



See **Lesson 1** “*Understanding employment and decent work in rural areas: concepts and definitions*” for more information on the Decent Work Agenda and its four pillars.

Remember that the effective relationship between decent work and agricultural development also depends on broader advances in rural development.

Particularly relevant for promoting productive employment and decent work in rural areas are:

- increased investments in agrifood chain development;
- private sector development and economic diversification;
- increased access of the rural population to education and health services, as well as to social protection.

b. Include employment and decent work in the criteria for selecting the specific strategies and programmes

Once the results are visualized and agreed, the interventions team will **consider different strategies** to achieve them and **select the most pertinent**.

In order to do that, you will need to consider:

- **The work related effects of all the alternative strategies**

It is important to **take into account the work related effects of all strategies contemplated**, independently of whether explicit employment results are included in the result chain.

Employment is widely recognized as an important transmission channel through which policy reforms may have an impact on stakeholders, especially on the poorest.

Any policy reform or sectoral programme that affects the structure of the labour market (e.g. demand for labour, particularly in sectors employing the poor) is likely to affect the welfare of low-income households.

The effect may be on both: quantity (number of jobs) and quality (e.g. level of wages and type of contracts). Effects can be: positive (e.g. more and better remunerated jobs); and/or negative (e.g. increased work burden of women, job losses in some subsectors).

- **The work related risks associated with implementation of the alternative strategies**

The main work related risks associated with agricultural and rural development interventions are related to:

- job displacement;
- increased inequality and vulnerability;
- worsening of labour conditions;
- violation of labour rights.



Decent work in FAO Environmental and Social Management Guidelines

In 2015, FAO adopted *Environmental and Social Management Guidelines (ESMG)* to guide the environmental and social screening of all its projects. Decent work is a dedicated Environmental and Social Standard, namely ESS 7.

Standard 7, on decent work, requires all FAO projects to:

- promote direct action to foster decent rural employment;
- promote fair treatment, non-discrimination and equal opportunity for all workers;
- protect and support workers, particularly disadvantaged and vulnerable categories of workers; and
- promote the application of international labour standards in the rural economy, including the prevention and elimination of child labour in agriculture.

Give important weight to strategies with positive impacts on the number and quality of jobs in rural areas.

There will inevitably be trade-offs to consider, in particular between creating more jobs and increasing the quality of existing jobs, or between labour intensive approaches and labour-saving technologies, to reduce women's work burden. These trade-offs need to be contextualized, but **they should never be made at the expense of** respecting, protecting and promoting **human rights**.



All jobs should always guarantee a minimum set of decent standards, including a living income.

Governments, in collaboration with the private sector and civil society, must find or facilitate the most adequate **mitigation strategies** to complement work related **qualitative** (high standards) and **quantitative** (full employment) objectives.

Example


Not only trade-offs, but also complementarities

Between interventions aimed at employment creation and labour productivity and interventions aimed at improving job quality, there are also many potential complementarities, for example:

- greater employment security raises motivation among workers and increases productivity; and

- reduced turnover increases workers’ ability to learn more on the job and makes productivity-raising and modernization demands more acceptable.

c. Pursue an integrated approach for employment and decent work promotion in rural areas

 Remember to adopt an integrated approach for sustainable development, which looks at economic, environmental and social dimensions. While employment aspects are present in all three dimensions, they are particularly crucial to ensuring progress in terms of social development.

The **different strategies selected** to achieve the agreed results constitute the bulk of your intervention, and **will determine the budget allocation** within the programme.

To adequately incorporate employment and decent work considerations, it is important to:

- **Adopt an integrated decent work approach along the 4 decent work pillars;**
- **Select interventions adapted to your specific rural context;**
- **Adopt recognized good practices and successful approaches;**
- **Foster partnerships to improve policy coherence and achieve results;**
- **Introduce any organizational changes that might be needed.**

Let’s explore these activities in more detail.

Adopt an integrated decent work approach along the 4 decent work pillars	Select interventions adapted to your specific rural context	Adopt recognized good practices and successful approaches	Foster partnerships to improve policy coherence and achieve results	Introduce any organizational changes that might be needed
---	---	---	---	---

To guarantee a successful approach, all large-scale or sector-wide interventions should comprise and budget for the following **recommended employment and decent work core function activities**.

Assessment: Employment and decent work assessments, focusing – when appropriate – on a specific employment and decent work subtopic (e.g. child labour) or value chain.

Capacity development: Employment and decent work related capacity development activities, relating to:

- quantitative and qualitative aspects of work;
- public and private sector (including producers' organizations and local government authorities); and
- employment stakeholders (e.g. MoL, labour inspectors) and agricultural stakeholders (e.g. MoA, extension services).

Youth engagement: Specific activities to support youth engagement in agricultural development, for example:

- skills development and mentoring;
- entrepreneurship support; and
- access to finance, land, productive tools, markets, producers' organizations and labour market information.

Women's empowerment: Specific activities to support rural women's economic empowerment, for example:

- skills development, including more equitable access to extension services and technical and vocational education and training;
- entrepreneurship support; and
- access to finance, land, productive tools, markets, support services (child care and social protection) and group cooperation.

Labour conditions: Specific activities to improve labour conditions in the agriculture sector, with a focus on the most vulnerable groups:

- migrant workers, as well as refugees and internally displaced persons (IDPs);
- children and adolescents;
- indigenous people;

- subsistence small farmers, fishers, hunters, herders and pastoralists;
- agricultural and other wage workers in the informal economy, including seasonal and casual workers;
- demobilized soldiers; people infected and affected by HIV and AIDS; and
- the elderly and disabled; and
- the unskilled, landless, poorest.

Policy environment: Specific activities to improve the institutional and policy environment for decent work promotion in agriculture.

The Decent Work Agenda comprises a range of priorities that rest on the four pillars established by the International Labour Organization (ILO).



It is crucial to ensure integration among the four decent work pillars.

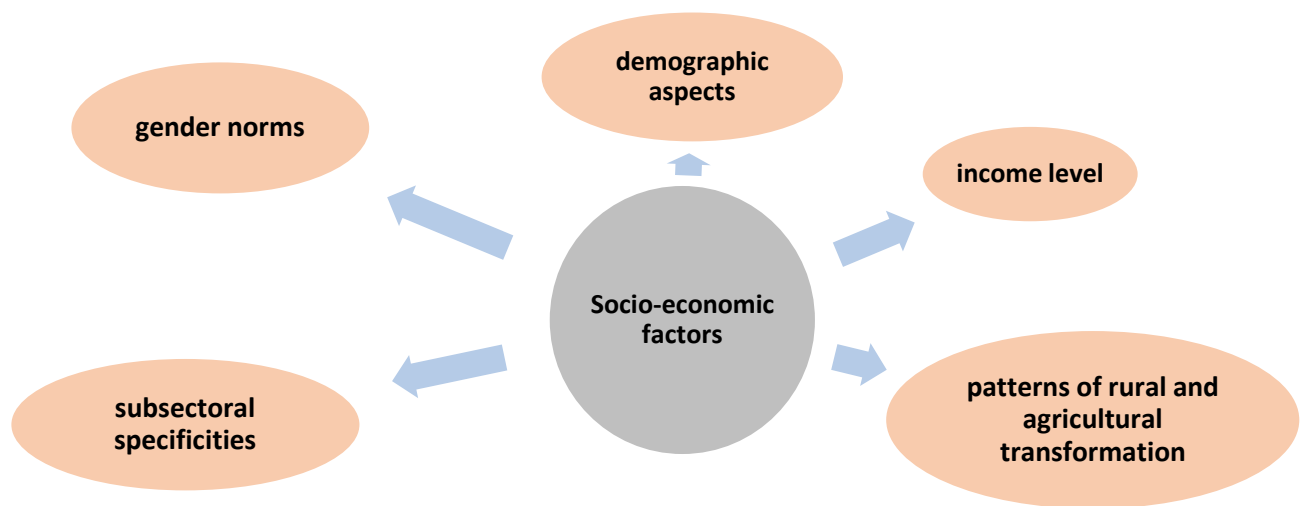
Understandably, each specific intervention will reflect national and local situations, taking account of different levels of development and national capacity. The scope of an intervention might also be highly specific. However, this should not compromise the integrated nature of decent work.



See Annex 7 - “Examples of actions enhancing employment and decent work in rural areas under the four pillars of the Decent Work Agenda”

Adopt an integrated decent work approach along the 4 decent work pillars	Select interventions adapted to your specific rural context	Adopt recognized good practices and successful approaches	Foster partnerships to improve policy coherence and achieve results	Introduce any organizational changes that might be needed
--	--	---	---	---

The selection of employment and decent work actions should be context specific, depending on the national, regional and local socio-economic factors prevailing where a given intervention takes place.



See Annex 8 - “Strategic options for employment and decent work in rural areas in the three Rural Worlds”

Adopt an integrated decent work approach along the 4 decent work pillars	Select interventions adapted to your specific rural context	Adopt recognized good practices and successful approaches	Foster partnerships to improve policy coherence and achieve results	Introduce any organizational changes that might be needed
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Prioritize and upscale **relevant good practices** already identified by your country or region.

Consult **technical specialists**, including those in country or regional offices of ILO or FAO.

Technical specialists can provide additional support to identify the best solutions for a specific problem. In particular, FAO facilitates South-South and Triangular Cooperation to achieve food security, poverty reduction and sustainable agriculture.



See Annex 9 - “Useful repositories of decent work related good practices”

Adopt an integrated decent work approach along the 4 decent work pillars	Select interventions adapted to your specific rural context	Adopt recognized good practices and successful approaches	Foster partnerships to improve policy coherence and achieve results	Introduce any organizational changes that might be needed
--	---	---	--	---

The promotion of employment and decent work is a continuum, requiring coherence between agricultural policy and all policy areas contributing to agricultural and rural development, such as:

- employment;
- social protection;
- youth and women's development;
- private sector/ enterprise development and trade;
- natural resource and ecosystem management;
- migration and remittances;
- education;
- nutrition.



Some problems must also be tackled in combination to have an impact.

For example, the development of youth's entrepreneurial skills will not guarantee access to good quality jobs without the enhancement of the enabling environment for business development in rural areas, and without support for youth access to finance and productive resources!



Linking social protection and employment and decent work promotion for inclusive agricultural growth

Social protection programmes can work as a cushion for basic needs of the rural poor, as they promote access to food and basic consumption needs, and can also enhance human capital and rural investments. There is strong evidence that social protection increases a workforce's options, and that it encourages many beneficiaries to shift time previously

dedicated to casual agricultural wage employment of last resort to own-farm work or non-farm employment.

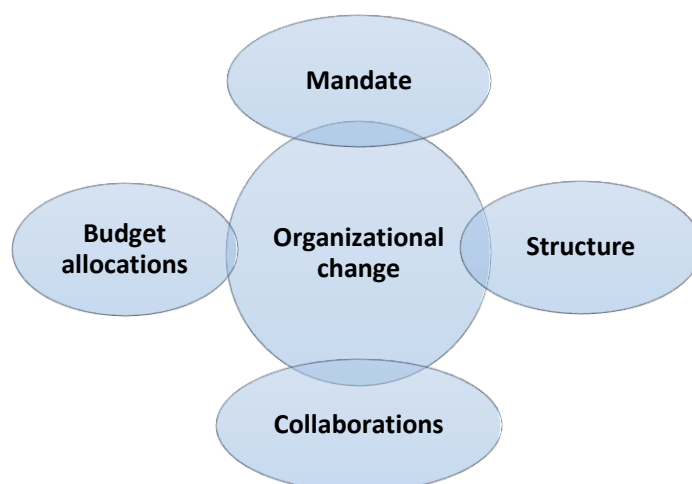
This is particularly true for social assistance programmes that are tax financed - transfers that serve a "social assistance" function, reducing the incidence or depth of chronic poverty. The most common programmes are:

1. unconditional transfers, i.e. programmes that distribute cash or vouchers, or are in-kind (such as food), without anything required of the recipient;
2. conditional transfers, which may otherwise be identical to unconditional transfers, except in that they require recipients to meet certain specific conditions, typically aimed at improving children's education;
3. public works programmes, also referred to as cash or food-for-work, or guaranteed employment programmes, which require beneficiaries to work to create or maintain household or community assets.

Source: FAO (2015). The State of Food and Agriculture. Social protection and agriculture: breaking the cycle of rural poverty.

Adopt an integrated decent work approach along the 4 decent work pillars	Select interventions adapted to your specific rural context	Adopt recognized good practices and successful approaches	Foster partnerships to improve policy coherence and achieve results	Introduce any organizational changes that might be needed
--	---	---	---	--

For a decent work inclusive Theory of Change, it is likely that the ministries responsible, and other relevant stakeholders, will need to introduce some organizational changes. These changes may involve mandate, structure, collaborations or budget allocations.



Plan any organizational changes that might be needed in a timely fashion, to ensure that employment aspects can be effectively addressed during implementation!

Let's consider some examples of possible decent work enhancing **organizational changes** in the Ministry of Agriculture (MoA):

- Create employment and decent work regular posts, units and services;
- Engage in capacity development to strengthen staff skills and knowledge;
- Increase the allocating resources for employment and decent work;
- Make employment and decent work explicit in the vision/mission of the MoA;
- Adopt an employment and decent work enhancing long-term strategy and operational plan, or mainstream these issues in MoA strategies and plans of action;
- Engage in a formal partnership for employment and decent work promotion (For example, with the Ministry of Labour, which is responsible for mainstreaming decent work across sectors);
- Become a member of a national committee relevant to employment and decent work (For example, a national child labour steering committee, or a committee for youth employment).

The example of Brazil

In 2009, Brazil set up by decree an **Interministerial Executive Committee for the National Decent Work Agenda**. The *Ministério da Agricultura, Pecuária e Abastecimento* and the *Ministério do Desenvolvimento Agrário* are on the Committee.

A dedicated **subcommittee for youth policy** was also constituted to guarantee coordination on issues affecting young people. The subcommittee coordinated development of the National Agenda for Decent Work for Youth, presented in July 2011, in which employment, decent work and the contribution of family farming are high priorities.

Phase 3 – Wrapping up

Use this checklist to ensure that you've done all what is needed to integrate employment and decent work considerations in the results chain of your intervention.



See Annex 10 - “Checklist for integrating employment and decent work in rural areas in results chain and choosing strategies and programmes”. Use this checklist to ensure that you've done all what is needed to integrate employment and decent work considerations in the results chain of your intervention.

Phase 4 - Are we on track? Development of monitoring and evaluation system (M&E)

Edward and Winfred continue their discussion on the development of the new Agriculture Sector Strategic Plan.



I was looking at the indicators to include in the M&E system of the Agriculture Sector Strategic Plan. Do you think that youth employment would be a good indicator?



Well, it certainly is a useful reference. But unemployment rates tend to be extremely low, especially in rural areas. You will need to distinguish between employment in the formal and informal economy to have a more accurate picture.

Also, the problem in rural areas is more often underemployment, as well as poor working conditions and low income levels, and that people remain poor in spite of working.



Interesting. We might also think about an indicator for the number of registered micro and small enterprises in rural areas.

There are not enough jobs available for rural youth as employees in the formal sector. Some of them need to be empowered to become job creators!

In this phase, the result chain is reconfirmed and the monitoring system put in place, including the specification of **indicators, targets and means of verification**. The monitoring and evaluation system (M&E) enables your intervention team to **track results**. It also supports critical reflection to take **corrective action** as needed, and learn lessons for future interventions.

It is fundamental to integrate employment and decent work considerations into the M&E system to confirm the commitments made in the previous phases of strategic planning. Put simply, **if job creation and decent work are a priority, they should also be a measure of success**.

Mainstreaming employment and decent work in this phase of strategic planning entails the following steps:

- a. Choose employment and decent work relevant indicators and targets
- b. Develop a detailed M&E plan to address employment and decent work information needs
- c. Adopt mitigation strategies to address lack of sufficiently disaggregated data on employment and decent work

a. Choose employment and decent work relevant indicators and targets

Involve labour and agricultural stakeholders in the selection and monitoring of indicators and targets	Include employment and decent work specific indicators	Make target groups explicit and enhance disaggregation	Make explicit the employment dimensions of non-employment specific indicators
---	--	--	---

The key stakeholders need to agree on indicators and targets in order to create ownership.

Agricultural stakeholders	Labour stakeholders
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Lesson 6 - Integrating employment and decent work in agricultural policies, strategies and programmes

Ministry of Agriculture (MoA), producers' organizations (POs), agribusinesses, extension services, etc.

Ministry of Labour (MoL), ministries of gender and of social protection, labour inspection service, workers' organizations, etc.



Ensure that the main **agricultural stakeholders** and **labour stakeholders** are involved and approve the set of indicators chosen.

Involve labour and agricultural stakeholders in the selection and monitoring of indicators and targets	Include employment and decent work specific indicators	Make target groups explicit and enhance disaggregation	Make explicit the employment dimensions of non-employment specific indicators
--	---	--	---

The indicators selected should guarantee the assessment of both **quantitative** and **qualitative** traits:

Quantitative aspects of employment creation	⇒	number of jobs created
Qualitative improvements in working conditions	⇒	improvement in contract stability, reduction of child labour rates in agriculture, etc.



See Annex 11 - "List of possible employment and decent work indicators by main area of intervention and level of result"

Involve labour and agricultural stakeholders in the selection and monitoring of indicators and targets	Include employment and decent work specific indicators	Make target groups explicit and enhance disaggregation	Make explicit the employment dimensions of non-employment specific indicators
--	--	---	---

It is important to **disaggregate** indicators and targets by sex and age. The indicators should help to assess the effects of an intervention on target groups at a disadvantage in the world of work:

- Youth;
- Women;
- migrant workers;
- indigenous people;
- casual workers;
- persons with disabilities;
- landless workers;
- smallholders.



Age groups

The most relevant age groups to be monitored are:

- children (5-17 years);
- youth above legal working age but below 18 (14/15-17);
- youth (15-24 and/or 15-35 depending on the country definition);
- adults (18-60); and
- the elderly (≥ 60).

Involve labour and agricultural stakeholders in the selection and monitoring of indicators and targets	Include employment and decent work specific indicators	Make target groups explicit and enhance disaggregation	Make explicit the employment dimensions of non-employment specific indicators
--	--	--	--

Decent work inclusive M&E does not necessarily translate into an increased number of indicators to include in the monitoring logframe.

It is sometimes necessary to **reformulate existing indicators** (rather than create new ones), in alignment with your decent work inclusive Theory of Change.

In this example, reformulating an indicator would enable you to incorporate employment considerations without adding a new indicator.

Let's consider the indicator: *Number of statistical reports on agro-industrial data produced and disseminated within three years of implementation.*

The indicator could explicitly mention that the statistical reports will also include **employment data** (number of jobs, disaggregated by gender and age; wages, etc.) and, for example, include **dedicated sections on women and youth**.

b. Develop a detailed M&E plan to address employment and decent work information needs

The information on M&E included in the standard logframe usually looks into indicators, baselines, targets and means of verification. This is not always sufficient to support an adequate M&E system. It is advisable to develop a more detailed M&E plan containing additional information needs and specifying:

- data-gathering methods;
- frequency; and
- responsibilities.

This is a general recommendation and does not apply only to employment and decent work considerations. In order to incorporate employment and decent work in the M&E plan it is particularly important to:

- **Always develop a baseline;**
- **Use qualitative methods to gather information about the WHY and HOW;**
- **Monitor effects on employment and decent work.**

Let's analyse these activities in greater depth.

Always develop a baseline	Use qualitative methods to gather information about the WHY and HOW	Monitor effects on employment and decent work
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A **baseline** provides benchmarks against which employment and decent work changes can be monitored over time, and then evaluated at the end. The information available on rural labour markets is often weak and not adequately disaggregated. It is important to make the effort to include the most relevant information available into the M&E plan.



In order to access the information and data available, consultations can be held with statistical offices, **agricultural statistics divisions and labour market observatories**.

Always develop a baseline

Use qualitative methods to gather information about the WHY and HOW

Monitor effects on employment and decent work

The monitoring of indicators (quantitative or qualitative) is certainly a powerful tool to monitor changes. However, "why" and "how" such changes took place often remains unclear.



To better understand the "why" and the "how", it is useful **to carry out a qualitative analysis of beneficiaries'** perceptions with regard to the services and products offered by the programme or to specific risks that you need to monitor.

This additional assessment should be included in the M&E plan.

What aspects need closer monitoring?

If you are not sure about what aspects need closer monitoring, the **risks and assumptions in the logframe may help you**.


In particular, you may want to gather critical work related information on:


- perceptions with regard to child labour, hazards and risks in agriculture;
- perceptions, needs and aspirations of rural youth;
- the interest of and constraints faced by MSMEs in formalizing and guaranteeing minimum wages and other labour standards;
- priorities and perceptions of PO management and members, with regard to women and youth inclusion;
- capacities of extension services and their familiarity with employment and decent work aspects.

What aspect to monitor more closely



We had the case of a programme last year which aimed to create jobs for women in the rural non-farm sector, mainly marketing and small agro-processing. The assumption was that this would have improved nutrition.

 Seems a good assumption! Did it work?

 The mid-term evaluation revealed that there was no positive effect on nutrition, in spite of women's increased incomes! We had to carry out an analysis of women's perceptions, rather late in the programme timeline. Through that, we discovered that the increased time burden on women was resulting in care deficits, jeopardizing the nutrition outcomes. We managed to take corrective action, but if we had monitored the process better, we could have intervened earlier.

Always develop a baseline	Use qualitative methods to gather information about the WHY and HOW	Monitor effects on employment and decent work
---------------------------	---	--

You should monitor effects on employment and decent work, regardless of whether your intervention has specific employment results.

Results not specific to employment (e.g agricultural intensification) may have positive or negative work related effects (e.g worsening of labour conditions, increased work burden for women, increased child labour).

Considering the limited resources available for M&E:

- **Prioritize** certain employment and decent work effects and monitor these.
- **Focus on the violation of labour rights**, which is a widespread problem in the agricultural sector with major knowledge gaps.



Violation of labour rights

Examples of violation of labour rights that are common in agriculture and rural settings include:

- worst forms of child labour (e.g. hazardous child labour);
- forced labour and gender related discrimination (inequalities in women workers' access to training and productive resources); and
- violation of rights related to contracts, wages and living conditions for migrant and casual wage agricultural workers.

c. Adopt mitigation strategies to address lack of sufficiently disaggregated data on employment and decent work

Be prepared for limited availability of data and information on employment and decent work in rural areas, and develop corresponding mitigation strategies

Use employment and decent work as a specific evaluation criterion or as a dimension of broader impact assessments on income, assets and rural people empowerment

Employment in rural areas is characterized by:

- occupation multiplicity;
- seasonality;
- irregular employment;
- substantial heterogeneity of rural livelihoods.

This gives rise to a common **shortage of reliable labour statistics for rural areas** in developing countries, especially in low-income countries.

When labour market data are insufficient to draw clear conclusions about the work related situation in rural areas, and if there are sufficient resources, it may be useful to carry out a survey.



Carrying out a survey

The best approach to carrying out a survey is to attach a specific module to an existing household-based survey, such as:

- a household budget survey (HBS);
- a labour force survey (LFS); or
- a living standards measurement study (LSMS).

Alternatively, you could organize an ad hoc survey with a representative sample of the rural population.

It is also recommended to **conduct qualitative analysis** on employment and decent work (e.g. case studies on specific decent work priorities).



Ad hoc surveys and studies can do a lot to generate knowledge on employment and decent work issues in the intervention area.

However, in the long term, strong national labour market information systems are needed, with information disaggregated by urban/rural location, age and sex, taking into account the specificities of rural areas.

It is therefore essential that developing countries and their development partners invest in:

- national strategies for data collection; and
- national capacities to produce and analyse timely and high-quality datasets.



See Annex 12 - “Main technical requirements for surveys related to employment and decent work in rural areas”

Be prepared for limited availability of data and information on employment and decent work in rural areas, and develop corresponding mitigation strategies

Use employment and decent work as a specific evaluation criterion or as a dimension of broader impact assessments on income, assets and rural people empowerment

Including employment and decent work as a **specific evaluation criterion** is useful in order to:

- measure the employment and decent work related changes planned in the logframe;
- understand the overall positive and negative work related effects of an intervention, including unintended ones; and
- increase overall knowledge of rural labour markets and working conditions.

You may discover that rural poverty reduction is not happening as expected, or that child exploitation in rural farming in the targeted areas has increased tremendously!

The results included in the M&E logframe (at both impact and outcome level) usually serve as a basis for developing possible **evaluation questions**:

- Has the intervention managed to reduce child labour in agriculture in the targeted areas supported?
- Has the intervention managed to contain the ageing of the farming population, by engaging youth in agriculture?

- Has the intervention managed to increase the productivity of women producers?

Phase 4 – Wrapping up

Use this checklist to ensure that you’ve done all what is needed to integrate employment and decent work considerations in the M&E system of your intervention.



.....
See Annex 13 - “Checklist for integrating employment and decent work in rural areas in M&E system”. Use this checklist to ensure that you’ve done all what is needed to integrate employment and decent work considerations in the M&E system of your intervention.
.....

Summary

Decent work is fundamental for sustainable development. In rural areas especially, lack of gainful job opportunities and poor employment quality often result in poverty.

This lesson has particularly addressed two urgent needs:

- to create more jobs for rural people, especially in the agriculture sector;
- to improve the quality of existing jobs in rural areas.

To achieve these goals, this lesson has provided tips and suggestions for integrating employment and decent work considerations into the four main phases of strategic planning, namely:

1. problem and stakeholder analysis;
2. definition of desired impacts and beneficiaries;
3. development of the results chain and the choice of strategies and programmes; and
4. development of the M&E system.

Annex 1: Employment-related questions to guide the problem analysis

- Are we consulting representatives of vulnerable and disadvantaged rural workers, including the main producers' and workers' organizations?
- Are we consulting an employment specialist?
- Are we assessing labour-related constraints to agricultural production and productivity (e.g. skills, access to productive resources including labour, time constraints)?
- Are we adequately capturing the problems faced by different groups of rural workers, according to the specific circumstances? (e.g. men and women; adults, youth and children; small-scale producers and waged agricultural workers; workers in different subsectors and their respective value chains; migrant workers and indigenous people)?
- Are we addressing causes related to poor national capacities (e.g. capacity in MoA to address issues related to labour, employment and entrepreneurship; financial capacity)?
- Do we have sufficient information about the existing policy, institutional and legal frameworks related to employment and decent work in rural areas and their enforcement in practice? (This consideration is important to define the nature of an eventual problem of exclusion, e.g. Are agricultural workers not protected by national legislation? Is there a problem of lack of inspection and enforcement of labour standards in rural areas?)
- Have the consultations for the problem analysis given us an idea of which causes are easier/more difficult to address? Which are already evolving positively? Which already receive support through national policies and strategies and development partners?

Source: [*FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing*](#)

Annex 2: Employment challenges for agricultural development: Causes and effects

Frequent problems affecting agricultural development	Potential employment-related causes	Potential effects on livelihood strategies/coping mechanisms of the rural poor and agricultural development
Low productivity of agricultural producers and other workers, particularly women and youth	<ul style="list-style-type: none"> Most rural people work as self-employed or contributing family workers in small-scale agriculture and informal microenterprises with limited access to productive resources, including agricultural inputs and mechanization Workforce with low education levels and poor access to extension services or to technical and vocational training opportunities Poor working conditions, including poor OSH, associated with general poor health and nutrition of rural workforce resulting from limited access to health care, spread of malaria or HIV and AIDS Use of child labour as a cheap substitute for adult labour Excessive work burden of female agricultural producers and workers owing to combination of productive and reproductive work, making it more difficult for them to engage in productive activities Gender and age inequalities in access to productive resources, training and extension, and labour markets aimed at livelihood diversification 	<ul style="list-style-type: none"> Low earnings, rural poverty, people unable to earn adequate living incomes and buy adequate food for themselves and their families Gender- and age-related inequalities (e.g. high rates of poverty for women and youth) Need to work excessive hours, engage children in child labour, migrate or sell assets to make ends meet or react to shocks, further reducing productive capacity Distress out-migration of rural youth Poor capacity of small farmers and microenterprises to invest, grow and engage in commercial farming Suboptimal production levels for the agricultural sector as a whole
Predominance of subsistence farming, not upgrading into commercial agriculture	<ul style="list-style-type: none"> Lack of skills, including entrepreneurial and managerial skills among small farmers and contributing family members Low level of organization among producers Lack of gainful non-farm jobs or regular wage jobs in agricultural value chains Informal employment relationships and poor social protection systems, leaving a large proportion of the poor population 	<ul style="list-style-type: none"> Suboptimal production levels for the agricultural sector as a whole High rates of vulnerable employment and working poverty, excluding producers and their contributing family members from social security schemes or from safety and health,

Lesson 6 - Integrating employment and decent work in agricultural policies, strategies and programmes

	uninsured against income shocks, less capable of avoiding and managing investment risk and trapped in agriculture as a safety net	maternity and other labour protection legislation <ul style="list-style-type: none"> ▪ Poor local markets for agricultural products, due to low demand, especially for local products and higher value products
Poor availability of skilled labour, or skills not matching rural labour market needs	<ul style="list-style-type: none"> ▪ Low level of education of rural people and limited access to technical and vocational training ▪ Poor labour market information systems ▪ Low wages and incomes preventing workers from making desired investments in skills development ▪ Women's excessive work burden, gender-blind extension and education systems for rural people (e.g. few female extensionists), and sociocultural norms discouraging women from engaging in skills development 	<ul style="list-style-type: none"> ▪ Inability to leave unskilled low-pay jobs, particularly women and youth ▪ Low labour productivity in agriculture ▪ Failure, limited growth and poor investments of SMEs
Natural resources becoming degraded – in particular, land, fisheries and water – and growing competition for their use	<ul style="list-style-type: none"> ▪ Few opportunities for livelihood diversification, resulting in continued pressure on natural resources ▪ Poor environmental skills of farmers ▪ Limited availability of “green jobs” in rural areas 	<ul style="list-style-type: none"> ▪ Degradation of natural resources ▪ Increased climate-related risks for farmers ▪ Oversupply and consequent underemployment in certain seasons (e.g. in fishing during closed seasons)
Ageing of agricultural workers and farmers	<ul style="list-style-type: none"> ▪ Drudgery of rural life and poor working conditions in agriculture, resulting reluctance of young people to stay in rural areas ▪ Lack of incentives for young people in families already working in agriculture to remain in the sector 	<ul style="list-style-type: none"> ▪ Distress out-migration of rural youth ▪ Increased pressure on urban informal labour markets ▪ Labour supply constraints in rural areas increasing women's work burden and child labour ▪ Future sustainability of food production at risk
Insufficient labour supply at peak times, particularly in agriculture (e.g. for weeding,	<ul style="list-style-type: none"> ▪ Migration of male workers, resulting from limited job availability in rural areas and absence of social protection mechanisms ▪ Lack of labour market information systems matching labour demand and supply for seasonal agricultural work 	<ul style="list-style-type: none"> ▪ Suboptimal production levels ▪ Increased women's work burden and child labour

harvesting)	<ul style="list-style-type: none"> ▪ High incidence of work-related illness, injuries and death causing temporary or prolonged absence from work, due to lack of information and means to prevent hazards and risks, as well as poor use of protective equipment 	
Widespread poverty for workers in the sector and rural people in general	<ul style="list-style-type: none"> ▪ Low earnings of workers, particularly women and youth, because of low productivity, underemployment, lack of respect of national minimum wage, worker exploitation, and low workers' unionization and bargaining power ▪ No employment opportunities and income in certain seasons (e.g. off-season, period of migration in fisheries and closed seasons, or as a result of adverse weather) ▪ Development generating insufficient regular jobs, resulting in agriculture used as a safety net ▪ Exploitation of child labourers/ migrants/contributing family workers as cheap labour, forcing down wages ▪ Lack of social protection mechanisms, increasing the vulnerability of rural people to shocks (e.g. death or illness of income earner, crop failure) 	<ul style="list-style-type: none"> ▪ Poor demand and dynamism of local rural economies, export dependency and risks associated with floating food prices ▪ Immediate and long-term health effects on children ▪ Vicious cycle of poverty perpetuating throughout generations ▪ Violence, conflict and destitution
Child labour and children in hazardous work	<ul style="list-style-type: none"> ▪ Lack of decent jobs for adults and poor social protection with the result that child labour is the only option to guarantee household food security, for example, when household is subject to shock (e.g. death or illness of income earner, crop failure). ▪ Uneducated parents, resulting in lack of awareness of the hazards that children may face and the consequences on their health, safety and morals ▪ Cultural expectations regarding children, work and education ▪ Lack of relevant quality education in rural areas ▪ Weak national legislation prohibiting child labour, particularly in rural areas and the agricultural sector, exacerbated by poor inspection 	<ul style="list-style-type: none"> ▪ Immediate and long-term health effects on children ▪ Interference with children's education, disinvestment in human capital ▪ Vicious cycle of poverty perpetuating throughout generations ▪ Low labour productivity in small-scale farming ▪ Inability to access export markets due to poor compliance with standards for socially sustainable production

<p>High incidence of occupational diseases or accidents</p>	<ul style="list-style-type: none"> ▪ Hazardousness of the agricultural sector ▪ Lack of information and means to prevent hazards and risks and poor use of protective equipment ▪ Lack of compliance of machinery, equipment and hand tools used in rural areas with recognized international safety and health standards ▪ Poor labour inspection in rural areas, due to informality, remoteness and limited application of labour standards and regulations ▪ Lack of social protection, resulting in poor access to health services (e.g. lack of preventive measures and treatment leading to chronic illness) 	<ul style="list-style-type: none"> ▪ Low labour productivity ▪ Work-related illness, injuries and death causing temporary or prolonged absence from work ▪ Labour shortages/labour supply constraints
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Source: [FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing](#)

Annex 3: Main steps for a rapid context analysis on employment and decent work in rural areas

Key steps	Actions for each step
1. Extract DRE-relevant information from recent national socio-economic analyses or DRE-related international databases:	<ul style="list-style-type: none"> ▪ Report identified decent work deficits in the sector or specific value chains (e.g. child labour and forced labour, gender discriminations, distress migration of youth, poor skills of rural workers, precarious and hazardous work) or problems related to labour demand (e.g. private sector underdeveloped, there are not enough jobs) and labour supply (e.g. uneducated workers, shortage of workers in peak periods). ▪ Check international databases (e.g. FAO Policy database on Employment and Decent Work in Rural Areas; ILO Decent Work Country Programmes; UN Country Teams; ILO's country profiles on OSH; Understand children work (UCW) reports; NORMLEX)
2. Select key employment statistical indicators from national or international databases:	<ul style="list-style-type: none"> ▪ Create a table of background data (age- and sex-disaggregated if available) on: rural poverty and working poverty in rural areas (how many people are active/employed in rural areas); employment in agriculture; share of small-scale producers and wage workers in agriculture; informal/formal employment in agriculture/rural areas; child labour rate in agriculture. ▪ Refer to Annex 3 in the Guidance document, Gathering data and information on DRE, Table A, for a list of global databases of DRE-related data.
3. Conduct a rapid desk review of national DRE policies, strategies, legal frameworks and programmes:	<ul style="list-style-type: none"> ▪ Assess how the existing agricultural policies, strategies and main programmes address employment issues (e.g. explicit or implicit priority? dedicated lines of action and programmes? specific focus on groups of rural workers? which ones?). ▪ Verify the relevance for rural employment/agriculture of: national employment (or youth employment) policies, strategies and main programmes; child labour policies, strategies and main programmes; other main strategies or programmes that might be directly linked with employment in agriculture (e.g. OSH policy, gender policy, MSME policy). ▪ Consider legal frameworks (e.g. employment-related acts and regulations and how they apply to rural areas and the agricultural sector in particular).

Source: [FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing](#)

Annex 4: Checklist for conducting a problem and stakeholders analysis that enhances employment and decent work in rural areas

CHECKLIST	
Key rural employment stakeholders beyond the MoA (e.g. MoL and the ministry responsible for industry and trade) have been involved in the initial consultations.	<input type="checkbox"/>
The stakeholder analysis includes both agricultural and employment stakeholders, and briefly assesses their role in promoting employment and decent work in rural areas, including capacities, existing conflicts and partnerships.	<input type="checkbox"/>
The problem analysis takes into account the employment-related data and information available and, if insufficient, requires dedicated background assessments on employment and decent work in rural areas.	<input type="checkbox"/>
Existing policy, institutional and legal frameworks (and their enforcement in practice) related to employment and decent work in rural areas have been reviewed.	<input type="checkbox"/>
Employment stakeholders have been involved as far as possible in the problem analysis, including groups of rural workers typically disadvantaged in participating in social and policy dialogue (e.g. small-scale producers, women and youth groups, associations of informal workers).	<input type="checkbox"/>
Employment-related dimensions or causes of agricultural development problems are explicit in the problem tree of the intervention, giving priority to violations of fundamental labour rights (e.g. forced and child labour).	<input type="checkbox"/>
The problem and stakeholder analysis have shed light on the intervention potential for employment and decent work in rural areas.	<input type="checkbox"/>

Source: [FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing](#)

Annex 5: Most disadvantaged or vulnerable groups of workers in rural areas and common challenges faced

Groups of rural workers	Common challenges
Small-scale producers (including peasants, herders, fishers, aquaculture farmers, pastoralists)	<ul style="list-style-type: none"> ▪ Low productivity and poor working conditions ▪ Physically demanding and strenuous work ▪ Exposure to health and safety risks often without awareness or preventive measures ▪ Incomes below the poverty line ▪ Multiple job-holding to make a living ▪ Lack of technical and entrepreneurial skills ▪ Limited access to adapted credit and other financial services ▪ Informality, excluding workers from social security schemes or maternity benefits and other labour protection legislation ▪ Lack of insurance against income shocks ▪ Lack of organization and of collective bargaining and representation rights
Micro and small entrepreneur	<ul style="list-style-type: none"> ▪ Poor access to financial services and land as collateral ▪ Overregulation and bureaucracy, discouraging enterprise formalization ▪ Inadequacy, unreliability and high cost of utilities and infrastructure (power and water) ▪ Difficulty diversifying markets and sourcing from smallholders (e.g. because of inconsistent quality, volume or non-timely delivery) ▪ Lack of competitiveness ▪ High cost of certification fees
Wage agricultural workers (especially informal, seasonal and casual workers)	<ul style="list-style-type: none"> ▪ Employment under low paid seasonal or casual arrangements, necessity of multiple job-holding to earn a living ▪ Little or no access to social protection and trade unions ▪ Lack of attention from policy-makers and employment statistics ▪ High degree of income insecurity due to lack of economic opportunities
Rural migrant workers	<ul style="list-style-type: none"> ▪ High levels of abuse and exploitation ▪ Employment under low paid seasonal or casual arrangements ▪ Poor access to social protection
Rural women in above categories	<ul style="list-style-type: none"> ▪ As producers and more often contributing family workers, productivity constrained by various forms of discrimination (e.g. reduced access to land, inputs and other productive resources, markets, extension services) ▪ Limited freedom, inability to participate in associations and poor voice in cooperatives and POs (e.g. often no female representation in POs governance and management functions) ▪ As wage workers, pay inferior to that of men for equivalent jobs and comparable levels of education and experience, and part-time, seasonal and/or low-paying jobs more frequent ▪ Lack of job security and social protection (e.g. maternity leave), additional gender-based discrimination when pregnant or as mothers

	<ul style="list-style-type: none"> ▪ Additional risks and hazards in the workplace (e.g. exposure to sexual harassment), especially when working during pregnancy or maternity ▪ Heavy work and time burdens due to competing demands of productive and reproductive responsibilities.
Youth in above categories	<ul style="list-style-type: none"> ▪ Lack of technical and entrepreneurial skills ▪ Difficult access to land and other productive resources, finance, adapted training etc. ▪ Lack of job prospects in rural areas, resulting in migration to urban centres ▪ Low visibility, given their frequent role as contributing family workers in subsistence agriculture ▪ Engagement in vulnerable own-account, casual or seasonal wage work in the informal economy with low pay, low job security and no social protection ▪ Labour force participation rates for young women lower than for young men in many regions, often reflecting cultural traditions and social norms ▪ Lack of voice, poor organization ▪ Poor targeting by development initiatives
Children in above categories	<ul style="list-style-type: none"> ▪ High risk of involvement in child labour, including the worst forms of child labour (e.g. hazardous work in the agricultural sector) ▪ Lack of voice

Source: [*FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing*](#)

Annex 6: Checklist on how to integrate employment and decent work in rural areas into the desired impact and beneficiaries

CHECKLIST	
The promotion of more and better jobs in rural areas has been explicitly included among the desired impacts of the intervention, especially if major employment problems have emerged from the problem analysis.	<input type="checkbox"/>
The intervention plans to contribute to government goals and international commitments relevant to employment and decent work in rural areas.	<input type="checkbox"/>
Employment vulnerabilities are explicitly use among the selection criteria for the final beneficiaries.	<input type="checkbox"/>
Some of the most vulnerable and disadvantaged groups of rural workers are explicitly listed among the final beneficiaries, while women and youth issues are cross-cutting.	<input type="checkbox"/>
Information on decent work deficits and on the intervention potential for employment and decent work in rural areas has been used to select target sectors, geographical areas or value chains.	<input type="checkbox"/>

Source: [FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing](#)

Annex 7 - Examples of actions enhancing employment and decent work in rural areas under the four pillars of the Decent Work

Agenda

Pillar of the Decent Work Agenda	Actions enhancing decent work and employment in rural areas
Employment creation and enterprise development (Pillar I)	<ul style="list-style-type: none"> Enhance access of women and youth to productive resources, information, finance, adapted technology and training to successfully manage their own activity or start an enterprise Support MSMEs to become established and formalized, and to access markets, training, financial services and other productive assets Support the rural poor, including youth and women, to access markets and agrifood value chains under fair and decent conditions (e.g. promoting group cooperation and collective action by smaller value chain actors; supporting youth in business plan development for acquisition of machinery for new formal service enterprises, such as transport manufacturing, maintenance and repair services; developing agribusiness incubation centres for promoting start-ups of college graduates/skilled youth as young agripreneurs; integrating decent work considerations in contract farming law and regulations) Link incentive structures for investments in agriculture to jobs (number and quality of created jobs) and to skills upgrading of the local labour force (e.g. integrating decent work considerations into the government screening tools for new investments) Promote and/or implement employment-creation and diversification programmes in rural areas, particularly for youth and women (e.g. green jobs initiatives, rural ecotourism, investment in labour intensive rural sectors, such as rural infrastructure, voucher schemes to stimulate demand for Business Development Services [BDS] delivered by youth/women-led rural business etc.) Implement gender and age-sensitive TVET programmes that teach employment-relevant technical and business skills and are associated to entrepreneurial support or job placement services Improve the management of rural labour migration, by enhancing employment opportunities in rural areas to avoid distress rural out-migration and at the same time enabling informed labour mobility, tailoring the specific needs of women and youth migrant workers
Social protection (Pillar II)	<ul style="list-style-type: none"> Foster productivity-enhancing social protection schemes (e.g. cash transfers) and development oriented public work programmes in rural areas

	<ul style="list-style-type: none"> ▪ Foster the adoption of OSH standards for the rural workforce, including promotion of safer technology and practices for small-scale and commercial agriculture (e.g. integrated pest management [IPM] through extension support services and farmer field schools [FFS] networks) ▪ Promote better conditions of work and employment, in particular with respect to maternity protection and working hours (e.g. through private voluntary standards, social farming initiatives) ▪ Support the adoption of labour-saving technologies and care services to reduce women's work burden and for poor households in HIV- and AIDS- (or other diseases) affected areas
Standards and rights at work (Pillar III)	<ul style="list-style-type: none"> ▪ Support socially responsible agricultural production for small producers and MSMEs, seeking to reduce gender- and youth-based discrimination and to promote responsible business conduct (e.g. through educational campaigns, adoption of private standards, strengthened collaboration between extension workers, social workers and labour inspectors on workers' rights) ▪ Prevent and eliminate child labour through awareness-raising, multi stakeholder control mechanisms, incentives linked to providing social protection and livelihood alternatives for poor households ▪ Protect adolescents who have reached the minimum working age (14–15 years) but not yet the age of 18 years from abuse and hazardous work (e.g. through legal frameworks and private sector standards), while helping them obtain education, skills development and adapted employment opportunities ▪ Revise, adopt and enforce legislation to give legal effect to international standards and their applicability to rural areas (e.g. revise restrictive regulations on POs and informal economy workers' associations, enforce legislation on contract of employment, employment security and OSH in rural enterprises) ▪ Analyse prevailing labour contractual arrangements in the informal economy, worst forms of child labour and situations of discrimination
Governance and social dialogue (Pillar IV)	<ul style="list-style-type: none"> ▪ Support organizations and networks of producers and workers in the informal rural food economy, and foster their inclusiveness with regard to youth and women ▪ Promote collective agreements in the agricultural sector ▪ Support the regular representation of the rural poor, including women and youth, in social dialogue and policy dialogue through their organizations ▪ Empower the rural poor, particularly those most disadvantaged (e.g. women and youth), to engage in local decision-making and governance mechanisms

Source: [FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing](#)

Annex 8 - Strategic options for employment and decent work in rural areas in the three Rural Worlds

Main characteristics	DRE-related policy priorities/results	Examples of DRE actions
Rural World 1 <ul style="list-style-type: none"> ▪ minority of agricultural producers ▪ access to capital, organization, information and infrastructure ▪ large farmers and entrepreneurs ▪ often export-driven, well connected ▪ primarily men 	<ul style="list-style-type: none"> ▪ Formal market regulation/oversight ▪ Vertical/value chain market governance ▪ Responsible inclusive business models ▪ Improved social dialogue and engagement of rural wage workers 	Making modern food value chains more inclusive and responsive to the rights of rural workers: <ul style="list-style-type: none"> ▪ Enforcement of labour laws by the public sector and labour conditions oversight among suppliers ▪ Fair trading legislation ▪ Awareness-raising and political dialogue for voluntary standards for responsible business conduct/responsible agricultural investments ▪ Support for producers' organizations to join responsible contract farming operations and smallholder outgrower schemes
Rural World 2 <ul style="list-style-type: none"> ▪ majority of smallholders and micro and small entrepreneurs ▪ locally oriented ▪ might have access to land ▪ not formally organized in the market, likely to trade with the informal sector ▪ income partially derived from off-farm waged work ▪ low level of capitalization and poor integration 	<ul style="list-style-type: none"> ▪ Upgrades in the informal market ▪ More productive smallholder farming ▪ Organization of workers and producers ▪ Horizontal market governance ▪ Innovation and business development ▪ Reduction of gender and age-based inequalities, including in access to land and other productive resources ▪ Increased opportunities for livelihood diversification or alternative employment 	Sustainably upgrading the bulk of rural producers and entrepreneurs for them to contribute to increase labour demand and the dynamism of the rural economy: <ul style="list-style-type: none"> ▪ Upgrading of the informal sector, including measures and incentives for formalization ▪ Agricultural sector and value chain support, including development of proximity services for small producers ▪ Support to livelihoods diversification and non-farm employment linked to food value chain development (e.g. in rural services)

<p>with downstream food businesses</p> <ul style="list-style-type: none"> ▪ subject to declining terms of trade and economic subordination to agribusiness ▪ state institutions and modern agrifood business usually inaccessible 		<ul style="list-style-type: none"> ▪ Investments in employment-intensive physical infrastructure, such as local market spaces and in local processing, warehousing and storage ▪ Supporting small producers and rural entrepreneurs in accessing finance/ capital, land and markets (e.g. through quotas in public procurement, inclusive business models) ▪ Technical and capacity development support for producers' organizations and groups of informal rural workers ▪ Strengthening of extension support to entrepreneurship and business development services in rural areas, especially for youth and women ▪ Support to diversification and management of rural migration/remittance use ▪ Labour legislation relevant for rural areas and its enforcement, and adoption of labour standards in practice also in informal settings (e.g. through private standards) ▪ Child labour prevention and reduction, especially of the worst forms of child labour
<p>Rural World 3</p> <ul style="list-style-type: none"> ▪ heterogeneous group, dominated by indigenous farming, pastoral groups, landless workers, tenant farmers, wage labourers and female- or youth- 	<ul style="list-style-type: none"> ▪ Improved rural labour markets and working conditions, in both subsistence agriculture and rural wage employment ▪ Education and healthcare ▪ Social protection coverage ▪ Secured rights to land and natural resources ▪ Reduction of gender and age-based inequalities 	<p>Improving the resilience of the poorest, through social protection, incentives to collective action, skills development and self-employment support:</p> <ul style="list-style-type: none"> ▪ Investments in education and health care ▪ Skills development, adapted for women and youth, and linked to financial linkages and

<p>headed households</p> <ul style="list-style-type: none"> ▪ focus on subsistence ▪ limited access to productive resources ▪ often landless ▪ unskilled and uneducated ▪ livelihoods diversified into mixtures of off-farm work, temporary migration and agriculture ▪ dependent on low waged, “casual” family labour 		<p>entrepreneurial support or job placement services</p> <ul style="list-style-type: none"> ▪ Employment creation (e.g. through targeted public employment guarantee programmes) ▪ Generation of social mobilization, institution building and empowerment of the rural poor, through self-help groups linked to bigger collective groups ▪ Increased access to assets (land/finance) for livelihood resilience, particularly for the most disadvantaged, including women and youth ▪ Support to entrepreneurship development, including for establishment of micro and small enterprises in the local service sector, especially for women and youth ▪ Establishment of social protection floors, cash transfer programmes ▪ Child labour prevention and reduction, especially of the worst forms of child labour ▪ Support for set up of labour legislation relevant for rural areas and innovative partnerships to promote labour standards in practice, especially with regard to child labourers, youth, women, migrants and other disadvantaged groups
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Source: [FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing](#)

Annex 9 - Useful repositories of decent work related good practices

- WB. [Impact evaluation repository](#).
- Abdul Latif Jameel Poverty Action. [Evaluations database](#) (labour markets and agriculture are among the sectors of the database).
- [YouthPOL - ILO's database on Youth Employment Policies and Legislation](#).
- FAO. 2011. [Good socio-economic practices in modern bioenergy production](#).
- FAO. 2012. [Good practices in building innovative rural institutions to increase food security](#).
- YUNGA, FAO, CTA, IFAD. 2104. [Youth and Agriculture: Key Challenges and Concrete Solutions](#).
- ILO platform on [good practices on youth employment](#).
- ILO Taqueem. [Impact research for youth employment](#).
- ILO. [Good practices database – Labour migration policies and programmes](#).
- ILO. 2014. [Compendium of good practices on addressing child labour in agriculture](#).
- ILO. 2011. [Good practices in labour inspection: the rural sector with special attention to agriculture](#).

Source: [FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing](#)

Annex 10 - Checklist for integrating employment and decent work in rural areas in results chain and choosing strategies and programmes

CHECKLIST	
The theory of change of the intervention explicitly articulates the creation of more and better jobs in rural areas among the expected results.	<input type="checkbox"/>
The different employment effects, positive and negative, of different potential strategies and programmes are taken into account, including for the most vulnerable groups.	<input type="checkbox"/>
The strategies and programmes finally retained have expected positive impacts on the quantity and quality of rural jobs; or, in case there is a risk of negative effects, mitigation strategies are clearly formulated.	<input type="checkbox"/>
Recognized good practices and approaches for promoting employment and decent work in rural areas that have worked in similar contexts are identified and proposed for replication/adaptation under the intervention.	<input type="checkbox"/>
Strategic partnerships are foreseen to increase effectiveness of promotion of employment and decent work in rural areas (e.g. between the MoA and the MoL or between the public and the private sector, including producers' organizations).	<input type="checkbox"/>
Needed organizational changes to pursue employment and decent work in rural areas are adequately planned.	<input type="checkbox"/>

Source: [FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing](#)

Annex 11 - List of possible employment and decent work indicators by main area of intervention and level of result

Level of result	DRE indicators
Area of intervention 1: Creation or upgrading of employment and entrepreneurship opportunities for rural people	
Impact	<ul style="list-style-type: none"> ↓ Working poverty rate in rural areas ↑ Value of agricultural production per hectare/labour unit ↑ Average real wages in agriculture ↑ Youth employment, formal and informal ↓ Share of rural women working as contributing family workers ↓ Average age of small-scale producers and MSME owners
Medium-term outcome	<ul style="list-style-type: none"> ↑ No. of (registered) MSMEs in rural areas ↑ Share of MSMEs supported by the intervention still operating or grown after 3 years ↑ No. of new decent rural jobs resulting (directly or indirectly) from the intervention ↑ Share of small-scale producers engaged in sustainable collective marketing agreements or other inclusive business models
Short-term outcome	<ul style="list-style-type: none"> ↑ No. of MSMEs established under the intervention ↑ Share of small-scale producers supported by the intervention who adopted sustainable agricultural production practices ↑ Share of small-scale producers/MSMEs supported by the intervention who accessed productive resources (e.g. finance, land, inputs and markets) ↑ No. of poor rural people supported by the intervention finding a dependent decent job or establishing their own enterprise
Output	<ul style="list-style-type: none"> ↑ No. of poor unemployed or underemployed rural people supported by the intervention increasing their employment-related skills and employability ↑ No. of poor unemployed or underemployed rural people supported in job search by the intervention ↑ No. of small-scale producers/POs supported to sustainably increase productivity and commercialize production ↑ No. of rural MSMEs and POs supported to access BDS ↑ No. of service providers capacitated to support rural MSMEs ↑ No. of PPPs formalized among agricultural value chain stakeholders to foster youth employment creation ↑ No. of sustainable public work schemes initiated by the intervention
Area of intervention 2: Standards and rights at work for rural workers	
Impact	<ul style="list-style-type: none"> ↓ Child labour rate in agriculture ↓ Cases of fatal/non-fatal occupational injury in agriculture ↓ Gender wage gap in agriculture ↓ Casual workers in agriculture/rural sector (% of total employment)
Medium-term outcome	<ul style="list-style-type: none"> ↑ Share of small-scale producers and other rural workers members of POs or workers' organizations/ trade unions and other community groups ↑ Ratio of adoption of minimum OSH measures in small-scale agricultural sector/rural MSMEs

	<ul style="list-style-type: none"> ↑ No. or share of supported rural households with children aged 5–11 in child labour that withdraw their children from work ↑ No. of rural children aged 5–17 removed from hazardous work
Short-term outcome	<ul style="list-style-type: none"> ↑ Share of supported small-scale producers that adopted decent work-enhancing practices ↑ Share of supported MSMEs/POs introducing innovations to promote or monitor labour standards in practice ↑ No. of agrifood value chains with action plans in place to promote labour standards
Output	<ul style="list-style-type: none"> ↑ No. of producers'/workers' organizations strengthened or created ↑ No. of agricultural and rural stakeholders trained in decent work standards, including OSH, equality at work, women double work burden, child labour prevention ↑ No. of MSMEs/POs/small-scale producers' households supported to adopt voluntary standards/ certification for socially responsible agricultural production ↑ No. of local service providers trained and supported to develop labour-saving equipment ↑ No. of agrifood value chains supported to improve the application of labour standards in practice ↑ No. of agrifood value chains for which there is specific analysis of labour standards
Area of Intervention 3: Policy and institutional enabling environment for DRE	
Impact	As for areas of intervention 1 and 2
Medium-term outcome	<ul style="list-style-type: none"> ↑ DRE integrated among strategic objectives of MoA ↑ No. of indicators on agriculture and rural labour markets monitored in labour market information systems ↑ Extent of ratification of ILO Conventions relevant for rural areas and the agricultural sector ↑ Coverage of agricultural workers in the provisions of national labour legislation ↑ Coverage and adequacy of labour inspection systems in rural areas ↑ Ratio (or number) of investment deals integrating decent work/protecting labour rights
Short-term outcome	<ul style="list-style-type: none"> ↑ No. of new or revised agriculture and rural development (ARD) policies/strategies/programmes which include DRE-related results, indicators, budgets ↑ Adoption of national policy or guidelines for responsible agricultural investments or responsible business conduct along agricultural supply chains ↑ Adoption of DRE-enhancing national contract farming legislation ↑ Dedicated DRE focal points/staff in main agriculture-line ministries ↑ Existence of interinstitutional mechanisms for promoting DRE ↑ No. of mechanisms for improving OSH for agricultural workers, including workers in subsistence farming and rural micro and small informal enterprises ↑ No. of agricultural research centres generating knowledge on rural labour markets and decent work issues
Output	<ul style="list-style-type: none"> ↑ No. of policy-makers and planners in MoA, LGAs and main POs trained in incorporating DRE in strategic planning

	<ul style="list-style-type: none">↑ No. of staff of statistical departments trained in collection, dissemination and analysis of data on decent work in agriculture and rural areas↑ No. of extension staff trained in DRE-enhancing agricultural technologies and practices↑ No. of labour inspectors/extension staff trained in the application of ILS to rural areas↑ No. of partnerships (e.g. PPP) formalized to promote DRE↑ Assessment available of hazards and risks in agriculture and related action plan↑ No. of research activities in agriculture dedicated to decent work
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Source: [*FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing*](#)

Annex 12 - Main technical requirements for surveys related to employment and decent work in rural areas

Category	Technical requirements
Sampling	<ul style="list-style-type: none"> Try to ensure hidden populations are included in nationally representative samples (e.g. seasonal migrants, children at work, people subject to human trafficking, people not residing in “normal” residential units or not part of official household lists at village level). Adapt sampling to seasonality – data collection should be organized in different rounds in a given year to ensure all relevant activities are captured (e.g. questionnaires can be designed to provide full information on all activities for a 12-month reference period). To capture a particular issue (wage variation and determinants in agricultural employment) or a particular population (child labour, seasonal migrant labour), sample design must take into account the challenges of finding relevant respondents (especially for “hidden populations”) in the absence of adequate sample frames. Note that sampling may be based on a residence-based or job-based framework: where significant numbers of workers (especially in agriculture, harvesting) are resident in urban areas and work seasonally in agriculture, a job-based framework may be more suitable, or simply a framework where seasonal migrant labour is captured regardless of the “permanent” residence of respondents. Pre-survey qualitative scoping research and consultation with experts can be useful to discover whether there are important “hidden groups” in a given national context, where they are concentrated and in what kind of residential units they tend to live. Sampling methods may then be adapted to capture them: if there is a sufficiently recent population census, existing official sampling frames could be combined with ad hoc additional lists prepared by fieldworkers for potential respondents who are temporarily in the area (e.g. migrant workers, people without fixed residence) but are not included in official registers.
Age of respondents	<ul style="list-style-type: none"> To avoid under-representation of child labour issues, all members from the age of 5 years who contribute to the agricultural holding should participate in the survey (including contributing family work), making a distinction between “under working age” and “working age and above” (usually 15–64). Given the complexity underlying child-labour-related issues in rural areas, it is recommended to design a dedicated module taking the form of a stand-alone child labour survey.
Status in employment	<ul style="list-style-type: none"> Data collection by usual status (rather than current status). Current status is based on the activity status of individuals over a short reference period (e.g. the 7 days preceding the survey). Although commonly used, this status has limitations when building a reliable

frame for the agricultural census. Usual status, on the other hand, is based on the activity status of individuals, depending on their main activity over a long reference period (e.g. “the past 12 months”). A combination of different reference periods (12 months, 30 days and 7 days) applied to the same or different questions may also help reduce bias. By covering day-before time use, respondents may have the opportunity to report nonmarket activities, especially care responsibilities. This information is particularly relevant for capturing the time burden on rural women, whose involvement in the subsistence and domestic spheres results in significant time constraints when participating in more gainful income-earning activities.

- Acknowledge multiple job-holding and diversification of income-generating activities. A significant share of workers combine more than one job. Collect detailed information on type of activities, time allocated and income derived – with regard to the usual activity, main economic activities and other economic activities. A “second” economic activity may constitute the main source of income, especially for rural households, considering seasonal variations. Full enumeration of all relevant economic activities in the past 12 months is therefore desirable, whether in the form of self-employment or wage employment or other employment status categories. An employment matrix could be developed to include a checklist of all context-relevant activities in which the individual has participated, as well as information on duration and frequency of each activity, their seasonal pattern, the location and whether they performed the activity accompanied by a child or not.
- Distinguish between self-employment, wage employment and contributing family work (or unpaid employment). The distinction should be based on: a) ownership of the means of production (e.g. the self-employed own their means of production, while wage workers and contributing family workers do not); and b) the form of payment (e.g. wage workers receive a [negotiated] compensation, while contributing family workers do not). A classification based purely on industries or occupations is not sufficient. Rather than using a single set of standard questions for each status, separate modules can be prepared to collect relevant information in each case (e.g. own-account farming, wage employment in agriculture, own-account non-agricultural business, wage employment in non-agricultural activities, and questions specific to contributing family workers).
- Gather detailed information on farm budgets to obtain a more accurate measurement of returns to labour in family activities. This should entail a detailed farm budget module.
- In TASCO and ISCO classifications, include industrial and occupational classification to the third digit, in addition to details on specific activities and time use, in order to capture differences between subsistence farming and commercial/market-oriented farming.

	<ul style="list-style-type: none"> Consider women's reproductive work. Surveys often capture time dedicated to cooking and fuel collection, but this remains too limited. Take into account time dedicated to care work (children, elderly, sick etc.) and other domestic chores – in short, do not exclude unpaid care, domestic and community work.
Timing	<ul style="list-style-type: none"> Account for seasonality of agricultural production. The demand for labour in agriculture (unlike in manufacturing and services) may sharply increase in some seasons and decrease in others. The pattern of demand in agriculture strongly depends on the climatic conditions and seasonal requirements for harvest. Survey results tend to provide a proxy of the situation in an average week in a particular season (or year). However, the reference week might not be representative of the season – weeks within a season are unlikely to be similar with regard to employment. Yet, if it is assumed that the “reference week” is representative of the whole year (four seasons), results may be even more biased. In this context, it is important to establish the highest periodicity of data collection throughout the year (although increased frequency is often associated with a higher survey cost). Thus, continuous, monthly or quarterly data collection is preferable to semi-annual or annual data collection. Alternatively, select a representative month or quarter that represents an average in terms of employment in the economy. If the economy has a large agricultural sector and high employment in this sector, a representative month or quarter will naturally focus on a point during the year when employment in this sector is average (i.e. not a peak and not a trough).
Selection and training of interviewers	<ul style="list-style-type: none"> Employ trained data collection teams with awareness of the multiple dimensions of employment (e.g. nuances of distinctions between self-employment and wage employment); understanding of the particularities of remuneration methods for different occupations; and familiarity with the difficult socioeconomic contexts of work, avoiding all stigmatizing language (e.g. in relation to class, caste, or low status employment activities). Plan for in-depth training on key concepts and indicators, and guarantee close and sustained supervision in the field, especially in the early stages.
Processing of data	<ul style="list-style-type: none"> Disaggregate by: location (rural, urban); age and sex; population income quintiles; employment status (self-employed, contributing family worker, waged/salaried worker, unemployed); education; and place of residence (rural, urban). Note that reliability of estimates on gender, age and other variables depends to a large extent on adequate sample size (including a correspondingly sufficient sample size disaggregated by sex, age etc.).

Source: [*FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing*](#)

Annex 13 - Checklist for integrating employment and decent work in rural areas in M&E system

CHECKLIST	
The M&E plan of the intervention include some indicators and targets specific to employment and decent work in rural areas, covering both the quantitative and qualitative aspects of employment.	<input type="checkbox"/>
Indicators and targets are disaggregated by sex and age as relevant.	<input type="checkbox"/>
Specific targets are set for at least some of the population groups typically facing the most serious decent work deficits (e.g. youth, women, migrants, indigenous people, casual wage workers and/or disabled people).	<input type="checkbox"/>
The M&E plan foresees the use of both quantitative and qualitative information on employment and decent work in rural areas.	<input type="checkbox"/>
Stakeholders relevant to employment and decent work in rural areas, in particular the MoL, have been involved in the selection of indicators and are members of the monitoring enlarged task force.	<input type="checkbox"/>
The intervention baseline collects employment data.	<input type="checkbox"/>
Mitigation strategies are put in place to face the eventual lack of sufficiently disaggregated data on employment and decent work in rural areas (e.g. a survey or qualitative study has been planned).	<input type="checkbox"/>

Source: [FAO, 2016. Incorporating decent rural employment in the strategic planning for agricultural development. Pilot version for field-testing](#)