



Food and Agriculture  
Organization of the  
United Nations

# **DECENT RURAL EMPLOYMENT TOOLBOX:**

Tool for conducting a context analysis on  
decent rural employment at country level



# DECENT RURAL EMPLOYMENT TOOLBOX

## Tool<sup>1</sup> for conducting a context analysis on decent rural employment<sup>2</sup> at country level

### Objective and scope

**This tool supports the implementation of a context analysis on decent rural employment (DRE) at country level.** In this tool, “context” refers to the policy framework in which organizations and individuals involved in DRE promotion operate.

This tool has been designed to contribute to the inception phase of FAO’s Integrated Country Approach for promoting DRE<sup>3</sup>. It provides a basis on which to conduct a more in depth capacity needs assessment (CNA).<sup>4</sup> It can also be used during the formulation phase of the FAO Country Programming Framework (CPF) for the situation analysis, as well as during the formulation phase of agricultural sector programmes. Furthermore, it can feed into any strategic country framework for the promotion of DRE.

**Intended users of this tool is FAO staff providing systematic policy support to countries on DRE as well as national staff involved in agricultural programme design.**

A common shortcoming of policy and institutional mappings is the low level of *analysis*. The final product is often a mere listing of institutions and summarized content of policy and programmatic documents. This tool aims to guide a context analysis which goes beyond a mere mapping and harness interviews and secondary information (e.g. independent evaluations, reports conducted by external partners, etc.) to develop a deeper analysis of the enabling environment for DRE.

Ideally, all relevant territorial levels of governance in the country (i.e. central/national, provincial/state, and district/local) should be considered, as well as the current level of decentralization. However, this has implications in terms of costs, adaptation and complexity of the exercise. The needs in terms of timing and human resources indicated in this tool are estimated for an assessment conducted only at the central level.

### Core issues

The context analysis focuses on DRE. Priority is given to the following sub-thematic areas of DRE: Creation of employment and entrepreneurial opportunities in rural areas, particularly for women and

<sup>1</sup> This tool is part of a Toolbox developed by the Economic and Social Development Department to support governments and development partners to formulate and implement policies, strategies and programmes that generate decent rural employment.

<sup>2</sup> Decent rural employment refers to employment in rural areas which: (i) applies core labour standards defined in ILO Conventions; and (ii) guarantees equal opportunities, occupational safety and health, living wages and social benefits to rural workers. It covers both agricultural and non-agricultural employment, and both self-employment and wage employment. Core labour standards refer to the Fundamental Principles and Rights at Work, adopted in 1998 by the International Labour Conference. They are defined in ILO Conventions and include: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; and the elimination of discrimination with respect to employment and occupation.

<sup>3</sup> FAO’s Integrated Country Approach is a conceptual and programmatic approach for promoting decent rural employment (DRE) at country level. It orients the provision of FAO’s assistance on DRE to countries by leveraging several FAO core functions through a holistic and integrated approach. The approach aligns with national policy processes and ultimately aims to foster DRE-smart policy change in the agricultural sector.

<sup>4</sup> Tool n. 2 for conducting a capacity needs assessment (CNA) on decent rural employment (DRE) at country level available at [http://www.fao-ilo.org/fileadmin/user\\_upload/fao\\_ilo/pdf/ICA\\_MLW\\_and\\_TZ/DRE\\_CNA\\_tool.pdf](http://www.fao-ilo.org/fileadmin/user_upload/fao_ilo/pdf/ICA_MLW_and_TZ/DRE_CNA_tool.pdf)



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youth, both in the farm and non-farm sectors; application of International Labour Standards (ILS) in rural areas, with a focus on occupational safety and health (OSH); prevention and reduction of child labour in agriculture; gender equality in accessing DRE opportunities; extending the coverage of social protection for agriculture and food workers; rural labour migration issues.

By using this tool, three interrelated outputs will be achieved:

**Output 1 – A mapping and analysis<sup>5</sup> of national policies, strategies and programmes related to rural employment and the promotion of decent work in rural areas.** In particular, this Output covers:

- a. A comprehensive mapping and analysis of individual DRE-relevant policies, strategies and programmes using the decent work lens, including an assessment of policy coherence (see Annex 1, Tables A and B);
- b. An assessment of the overall enabling environment for DRE, presented in an overview template along the four pillars of the decent work agenda<sup>6</sup> (see Annex 1, Table C);
- c. A summary of major gaps in the policy framework, and recommendations for policy change (see Annex 4, Table H).

**Output 2 – A mapping and analysis of the national institutional set-up** (Government, UN system and other relevant national and decentralized stakeholders), including existing multi-stakeholder mechanisms relevant to employment and the promotion of decent work in rural areas. In particular, this Output covers:

- d. A mapping of key DRE stakeholders, indicating whether each stakeholder is of primary or secondary importance to the promotion of DRE, as well as their individual interests and constraints (see Annex 3, Table F);
- e. A mapping of intra- and inter-institutional coordination mechanisms and collaboration, using the mapping of key DRE stakeholders as a starting point (see Annex 3, Table G);
- f. A summary of major gaps in the institutional set-up, and recommendations for institutional change/strengthening.

**Output 3 – A mapping and analysis of existing knowledge gaps related to rural employment and rural labour market conditions** in order to identify pertinent research topics and/or systems to be put in place to collect/process this information. In particular, this Output covers:

- g. An analysis of existing information systems that collect and process information on rural employment and decent work (who, what systems, what kind, quality and level of information they make available);
- h. An analysis of knowledge gaps related to the country's rural employment and labour market situation (gaps in statistics, analysis and research) and related recommendations.

<sup>5</sup> For this tool “mapping” refers to identifying and listing all relevant policies, strategies and programmes; “analysis” refer to a qualitative assessment of their DRE relevance.

<sup>6</sup> The ILO has developed the Decent Work Agenda, subsequently endorsed by the UN System, as the basis for a more just and stable framework for global and rural development. Within this framework, decent work is captured in four strategic objectives or pillars: (i) employment creation and enterprise development, (ii) social protection, (iii) standards and rights at work, and (iv) governance and social dialogue.



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## Process to follow

The implementation of the tool is performed through a 4-phase process. The whole process is expected to take two months on average. Phase 1 consists in an in-depth desk review aimed to collect all the available information to support the analysis and orient the assessment team to all the major issues and important policy debates concerning DRE in the country. Phase 2 consists in interviews with key stakeholders to obtain more direct accounts about the policy and institutional framework for DRE. Phase 3 consists in the revision and finalization of the analysis based on the additional insight gained through the individual interviews. Finally, phase 4 is focused on producing clear, concrete and practical recommendations. Fig. 1 visualizes the entire process by phases and correspondent deliverables.

In terms of human resources, a team of at least two people needs to be mobilized. The team should ideally include a person with a rural development background and a person with an employment/labour background; at least one of the two should be familiar with the country context.

Fig. 1 Phases and correspondent deliverables

<b>PHASE 1: Desk review (3 weeks)</b>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Initial mapping &amp; analysis of key policies, strategies and programmes (see Annex 1, Tables A1 &amp; A2)</li> <li><input type="checkbox"/> Initial mapping of institutions &amp; inter-institutional coordination mechanisms (see Annex 3, Tables F &amp; G)</li> <li><input type="checkbox"/> Initial mapping of rural labour market information systems &amp; their DRE content</li> <li><input type="checkbox"/> Initial mapping of existing knowledge &amp; information on DRE</li> </ul>
<b>PHASE 2: Interviews (2 weeks)</b>
<p><b>DELIVERABLES</b></p> <p>None (this phase will contribute to enrich the desk review conducted in phase 1)</p>
<b>PHASE 3: Revision &amp; finalization of analysis (2 weeks)</b>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Completed mapping &amp; analysis of key policies, strategies &amp; programmes (see Annex 1, Tables A1 &amp; A2)</li> <li><input type="checkbox"/> Completed policy framework analysis and assessment of policy coherence (see Annex 1, Table B)</li> <li><input type="checkbox"/> Completed assessment of the overall enabling environment for DRE (see Annex 1, Table C)</li> <li><input type="checkbox"/> Completed mapping of institutions &amp; coordination mechanisms (see Annex 3, Tables F &amp; G)</li> <li><input type="checkbox"/> Completed mapping &amp; analysis of rural labour market information systems &amp; their DRE content</li> <li><input type="checkbox"/> Completed mapping &amp; analysis of existing knowledge &amp; information on DRE</li> </ul>
<b>PHASE 4: Drafting of recommendations (1 week)</b>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Summary of gaps in the policy framework &amp; recommendations for policy change (see Annex 4, Table H)</li> <li><input type="checkbox"/> Summary of gaps in the institutional set-up &amp; recommendations for institutional change/strengthening (see Annex 4, Table H)</li> <li><input type="checkbox"/> Summary of knowledge gaps related to the country's rural labour market situation &amp; recommendations for closing these gaps (see Annex 4, Table H)</li> </ul>



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## Phase 1 – Desk review (Duration 3 weeks)

The first phase consists of a desk review of all DRE-relevant policies, strategies, programmes and institutions to assess their “appropriateness and effectiveness” for enhancing decent employment opportunities in rural areas. Appropriateness is to be assessed according to whether (and to what extent) DRE core issues are addressed/included on paper in relevant policies, strategies and programmes. Effectiveness is to be assessed according to whether (and to what extent) the identified dimensions are addressed in practice in relevant policies, strategies and programmes (e.g. if they are really operationalized, if programmes are adequately funded, etc.). Of particular importance in assessing effectiveness is the issue of impact – namely, whether policies, strategies and programmes geared towards promoting DRE achieve the desired results on the ground. An analysis of the existing information systems on rural labour markets as well as of existing data and knowledge on DRE should also be conducted during this phase. This preliminary assessment is to be validated through interviews with key stakeholders during Phase 2.

The different deliverables to consider in the desk review are listed below:

Aspects to analyze	Description
<p><b>Initial mapping and analysis of key policies, strategies and programmes and their DRE content</b></p>	<p>Through a desk review, identify, list and conduct an initial assessment of main <b>policies, strategies and programmes</b> that are relevant for DRE.</p> <p>For each relevant policy, strategy and programme, <u>complete a DRE-relevant analysis using the templates provided (Annex 1, Tables A1 and A2).</u> The templates propose a set of questions and scores to assess the adequacy of individual policies, strategies and programmes – considering both their “appropriateness” and “effectiveness” – for the promotion of decent work in rural areas. These criteria are intended to facilitate analyses of whether and to what extent a given policy framework prioritizes DRE and whether it achieves the desired DRE-enhancing impact.</p> <p>The desk review should consider at least the following policies, strategies and programmes<sup>7</sup>:</p> <p><b>Agricultural and rural development (ARD) policies and programmes (to be analyzed in detail using Annex 1, Table A1):</b></p> <ul style="list-style-type: none"> <li>- Agricultural policy and/or strategy;</li> <li>- Food Security policy and/or strategy;</li> <li>- Sub-sectoral Agricultural policies and/or strategies (e.g. Fisheries and Aquaculture policy, Aquaculture policy; Livestock policy; Forestry policy);</li> <li>- Rural Development policy and/or strategy;</li> <li>- Agriculture Extension policy and/or strategy);</li> <li>- Agriculture investment plans;</li> <li>- Main agriculture and rural development programmes (not small projects, unless they are particularly relevant).</li> </ul> <p><b>Other policies and programmes relevant for DRE (to be analyzed only in terms of their DRE-components or direct linkages with DRE, using Annex 1, Table A2)</b></p> <ul style="list-style-type: none"> <li>- Overall growth/ development strategies/PRSPs, national visions;</li> <li>- Employment policy, strategy and related programmes;</li> <li>- Small and Medium Enterprise Development policy, strategy and related programmes;</li> <li>- Private Sector Development policy, strategy and related programmes;</li> <li>- Trade/Export policy, strategy and related programmes;</li> </ul>

<sup>7</sup> The lists proposed are standard ones and may change depending on each specific country context.



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	<ul style="list-style-type: none"> <li>- Youth employment policy, strategy and related programmes;</li> <li>- Youth development policy, strategy and related programmes;</li> <li>- Social Protection policy, strategy and related programmes;</li> <li>- Migration and remittances policy, strategy and related programmes;</li> <li>- Land policy, strategy and related programmes;</li> <li>- Environmental policy, strategy and related programmes;</li> <li>- Gender policy, strategy and related programmes;</li> <li>- Education policy, strategy and related programmes;</li> <li>- Nutrition policy, strategy and related programmes.</li> </ul> <p><u>The analysis should be based on official policy and programme documents. If a document is still being finalized or in the approval process, it should be analyzed anyway and clarifications provided on its status. Any available evaluation/assessment reports (produced by the government or national/international research and development partners) should be consulted and cited to obtain information on the actual effectiveness of the policies and programmes analyzed.</u></p> <p>After completing Table A1 and A2, fill Table B Annex 1 to indicate the <b>degree of coherence</b> among DRE-relevant policies. This refers to whether the collective set of policies, strategies, programmes and institutions come together to create an appropriate and effective enabling environment for DRE.</p>
<p><b>Mapping of DRE institutions and coordination mechanisms</b></p>	<p>Based on the desk review conducted, develop a <b>mapping of DRE-relevant institutions</b> operating in the country.</p> <p>The desk review should consider at least the following institutions<sup>8</sup>:</p> <ul style="list-style-type: none"> <li>- <b>National government partners:</b> in particular Ministry of Agriculture and Food Security; Ministry of Labour and Employment; Ministry of Trade and Industry; Ministry of Youth, Women, Children, Community development, Social Welfare; Ministry of Development Planning and Cooperation; Ministry of Education; National Bureau of Statistics;</li> <li>- <b>National non-governmental partners (private sector, civil society):</b> in particular main producers' organizations; main workers' organizations/ trade unions; main employers' organizations; main NGOs operating in rural areas;</li> <li>- <b>National institutions for research and analysis</b> (governmental and non-governmental);</li> <li>- <b>International organizations / external assistance:</b> in particular FAO, ILO, UNIDO, IOM, UNDP, UNICEF, IFAD, WB</li> </ul> <p><u>A list of relevant institutions and DRE-related functions is provided in Annex 3, Table E, while templates for the mappings of institutions and coordination mechanisms are provided in Tables F and G. For each institution:</u></p> <ul style="list-style-type: none"> <li>• Identify whether it is of primary or secondary importance to rural employment and the promotion of decent work in the country;</li> <li>• Describe its mandate and strategic interests;</li> <li>• List DRE-relevant programmes in which the institution is involved (both as lead and/or contributor);</li> <li>• List DRE-relevant institutional mechanisms in which the institution is involved (both as lead and/or contributor).</li> </ul> <p><u>In addition to the mapping of DRE-relevant institutions, list the key intra- and inter-institutional coordination mechanisms and collaborations that are relevant to the promotion of DRE.</u> Examples of inter-institutional coordination mechanisms are the National Steering Committee on child labour, where ideally both the MoA and the MoL are represented (e.g. in Malawi) or the Donor Groups on Food Security. Examples of intra-institutional coordination mechanisms are the Malawi Agricultural Sector Wide Approach technical working group on monitoring and evaluation. Information on mechanisms and</p>

<sup>8</sup> The list proposed is a standard one and may change depending on each specific country context.



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	<p>collaborations may be difficult to access during the desk review phase, and so will need to be further developed during the stakeholder interviews (phase 2).</p>
<p><b>Mapping of information systems on rural labour markets and their DRE content</b></p>	<p><u>Map existing information systems that collect and process quantitative and/or qualitative information on rural employment and decent work in the country.</u> Assess the overall quality of the information provided by these systems in terms of their coverage of DRE relevant data, frequency, sources. For all the information systems/components listed, indicate the main DRE-relevant data available, their source and frequency.</p> <p>In particular, existing data collection should be assessed against the following DRE information needs:</p> <ul style="list-style-type: none"> <li>- <b>Age- and sex-disaggregated data for rural employment indicators</b> (i.e. (i.e. number and characteristics of employed, unemployed and underemployed, including those in the informal economy; status in employment, extent of income diversification, unemployment, vulnerable employment, working poverty, inactivity or joblessness rates, formal/informal employment, income from employment, hours of work; other conditions of work, access to social security; number and characteristics of students graduating from vocational training institutions; labour productivity, labour cost; occupational injuries and diseases; incidence of child labour; prevailing contractual arrangements) including industrial and occupational classification to the third digit and details on time use;</li> <li>- Information on living <b>wage levels</b> and prevailing wages in rural areas, by sector and sub-sector, including urban/rural differentials and gender- and age-based differentials;</li> <li>- Number and characteristics of labour migrants and information regarding <b>rural out-migration trends</b>, flows of remittances and their use in rural areas;</li> <li>- Information on <b>producers' and workers' organizations</b>/trade union coverage in rural areas;</li> <li>- Information on <b>training available to rural people and related access</b>; their content and quality, cost and financing.</li> </ul> <p>Examples of information systems or related components are: Labour market Information Systems (LMIS) (see the Rwanda example at <a href="http://www.lmis.gov.rw/index.php?id=2">http://www.lmis.gov.rw/index.php?id=2</a>; Portals for labour market statistics (see the Brazil example at <a href="http://portal.mte.gov.br/portal-mte/">http://portal.mte.gov.br/portal-mte/</a>; Labour force surveys<sup>9</sup> and other household surveys; agricultural surveys; other data and statistical reports from the National Statistic Office.</p>
<p><b>Mapping of existing country-specific knowledge and information on DRE</b></p>	<p>Map existing knowledge and information with respect to the DRE situation in the country, beyond the regular data collection analyzed in the previous section (e.g. dedicated research, surveys, studies or assessments). Assess the quality of the information provided (e.g. coverage, clear methodology, renowned institution, etc.).</p> <p>Examples of knowledge and information on DRE may include: information on DRE included in the UN Common Country Assessments (CCA), in the ILO Decent work country profiles and programmes and in FAO Country Programming Frameworks (CPF); dedicated studies on DRE issues, etc.</p>

<sup>9</sup> Available at <http://www.ilo.org/dyn/lfsurvey/lfsurvey.home>



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### Phase 2 – Interviews with key stakeholders (Duration 2 weeks)

During the second phase, interviews should be conducted with key DRE-relevant stakeholders operating in the country. The purpose of these interviews is to:

- i. Validate the findings of the desk review;
- ii. Gain further insights into the “effectiveness” of individual policies, strategies and programmes in promoting DRE, and;
- iii. Gain further insights into the institutional set-up, related capacities and inter-institutional relationships.

Stakeholders should be identified using the institutional mappings developed through the desk review and the list confirmed with a country focal point: e.g. in the FAO Country Office. Key stakeholders should be selected according to the respective institutions’ importance in promoting DRE in the country/region/locality. Interviews should also be scheduled with pre-identified DRE champions or other individuals considered being key informants for profiling the country with regards to DRE.

A template for the interview is provided in Annex 2, Table D. It should be adapted to the country context and to each specific stakeholder in preparation for the interviews.

### Phase 3 – Revision and finalization of analysis (Duration 2 weeks)

Revise the findings of the preliminary analyses as needed, enriching the desk review (phase 1) with information collected through the interviews (phase 2). The purpose of this phase is to complete the analysis of the policy and institutional frameworks as well of available country-specific knowledge and information on DRE both in terms of their appropriateness and effectiveness in enhancing DRE opportunities.

A common shortcoming of context analyses is the low level of *analysis*. The final product is often a mere listing of institutions and content of policy and programmatic documents. A proper context analysis should go beyond that, and try to use interviews and secondary information (e.g. independent evaluations, reports conducted by external partners, etc.) to develop a deeper and more profound analysis.

### Phase 4 – Drafting recommendations (Duration 1 week)

Finally, recommendations should be developed for follow-up activities under four areas of intervention:

- i. Policy change;
- ii. Programme development/implementation;
- iii. Institutional capacity development, and;
- iv. Knowledge generation.

Recommendations should be as concrete as possible and look into the comparative advantage of agricultural and rural development stakeholders. Furthermore, the recommendations will depend on





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the context in which the analysis is conducted<sup>10</sup>. They should avoid generic formulations (e.g. increase knowledge on DRE) and instead propose operational objectives (e.g. to update the labour module in the agricultural census to better address DRE aspects). To be realistic, recommendations should also identify entry points in ongoing processes and initiatives (e.g. a policy being revised or a programme being formulated; a special event forthcoming), a time frame and main challenges.

Thematically, recommendations should focus on the core DRE issues listed on page 1 of this tool, namely:

- a. Creation of employment and entrepreneurial opportunities in rural areas, particularly for women and youth, both in the farm and non-farm sectors;
- b. Application of International Labour Standards (ILS) to rural areas, with focus on occupational safety and health (OSH) and prevention and reduction of child labour in agriculture;
- c. Gender equality in accessing DRE opportunities;
- d. Rural labour migration issues.

A template for presenting the recommendations is provided in Annex 4.

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<sup>10</sup> For instance, in the frame of a joint ILO-FAO programme, the recommendations could look at the respective comparative advantages of the two organizations and propose corresponding recommendations for each.



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## Annex 1

**Table A1** – Proposed template for analyzing agricultural and rural development (ARD) individual policies, strategies and programmes with regards to DRE (Fill out one Table A1 per each ARD policy, strategy and programme analyzed.)

Title of the ARD policy, strategy or programme		
Date and/or projected time span		
Responsible institution		
Key objectives		
Correspondent implementation strategy/plan (if relevant)		
Funding situation (status, amount and source)		
Link to online documentation		
Analysis of DRE “appropriateness”	Overall score = ?	Overall “appropriateness” score = <u>average</u> of 13 scores give to the individual dimensions
1. Is employment creation, both farm and non-farm, in rural areas a specific priority?	Select a score	1 = The generation of rural employment is a central objective, 0.5 = Secondary objective, mostly derived from agricultural development, or indicated as cross-cutting but with no specific action foreseen. 0 = Employment generation is not reflected as a priority per se.
		Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly refer to employment creation. Also, indicate focus on farm/non-farm employment and diversification of livelihoods.
2. Is entrepreneurship promotion in rural areas a specific priority?	Select a score	1 = Support to rural entrepreneurship is a central objective, addressing the main challenges for business development in rural areas. 0.5 = Secondary objective with no specific action foreseen. 0 = Entrepreneurship promotion is not reflected as a priority.
		Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly refer to entrepreneurship promotion and diversification.
3. Is the improvement of working conditions in rural areas a specific priority (e.g. OSH, safer and labour saving technologies and practices, working hours)?	Select a score	1 = The improvement of working conditions is a central objective and specific actions are foreseen. 0.5 = Secondary objective with no specific actions foreseen. 0 = The improvement of working conditions is not reflected as a priority.
		Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly refer to The improvement of working conditions. Also, indicate focus on which aspect of working conditions: e.g. occupational safety and health, working hours, etc.
4. Is the prevention/reduction of child labour in agriculture a specific priority?	Select a score	1 = The reduction of prevention/reduction of child labour is a central objective. 0.5 = The prevention/reduction of child labour is a secondary objective. 0 = The prevention/reduction of child labour in agriculture is not reflected as a priority.
		Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly refer to reduction of prevention/reduction of child labour.



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<p><b>5. Is the application of other International Labour Standards, to rural areas a specific priority</b> (e.g. core labour standards of elimination of forced labour if applies, prevention of discrimination, freedom of association; as well as other standards relevant for the agri-food sector such as minimum wages; maternity protection; etc.)?<sup>11</sup></p>	<p>Select a score</p>	<p>1 = The application of ILS to rural areas is a central objective and specific actions are foreseen.</p> <p>0.5 = Secondary objective with no specific actions foreseen.</p> <p>0 = The application of ILS to rural areas is not reflected as a priority.</p> <hr/> <p>Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly refer to the application of ILS to rural areas. Also, indicate which ILS: e.g. minimum wage; discrimination at work, etc.</p>
<p><b>6. Is rural youth employment creation and entrepreneurship in rural areas a specific priority?</b></p>	<p>Select a score</p>	<p>1 = The generation of rural employment for the rural youth is a central objective, addressing both quantitative and qualitative aspects of employment.</p> <p>0.5 = Secondary objective with no focus on qualitative aspects.</p> <p>0 = Employment generation for rural youth is not reflected as a priority.</p> <hr/> <p>Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly refer to youth employment creation/entrepreneurship. Also, indicate focus on farm/non-farm employment, skills development and access to productive assets and diversification of livelihoods.</p>
<p><b>7. Is rural women's economic empowerment through employment/entrepreneurship a specific priority?</b></p>	<p>Select a score</p>	<p>1 = The generation of employment opportunities for rural women is a central objective, addressing both quantitative and qualitative aspects of employment.</p> <p>0.5 = Secondary objective with no focus on qualitative aspects.</p> <p>0 = Employment generation for rural women is not reflected as a priority.</p> <hr/> <p>Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly refer to youth employment creation/entrepreneurship. Also, indicate focus on farm/non-farm employment, skills development and access to productive assets and diversification of livelihoods.</p>
<p><b>8. Is the reduction of gender inequalities in the rural labour market a specific priority?</b></p>	<p>Select a score</p>	<p>1 = The reduction of gender inequalities in the rural labour market is a central objective.</p> <p>0.5 = Secondary objective with no focus on qualitative aspects.</p> <p>0 = The reduction of gender inequalities in the rural labour market is not reflected as a priority.</p> <hr/> <p>Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly refer to youth employment creation/entrepreneurship. Also, indicate focus on farm/non-farm employment, skills development and access to productive assets and diversification of livelihoods.</p>
<p><b>9. Are rural migrants prioritized as a disadvantaged group?</b></p>	<p>Select a score</p>	<p>1 = Specific actions are included which address rural migrants.</p> <p>0.5 = Rural migrants are mentioned among the beneficiaries but no specific action is foreseen.</p> <p>0 = Rural migrants are not considered a priority group.</p> <hr/> <p>Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly address rural migrants.</p>
<p><b>10. Are green jobs promoted in the agricultural sector/rural areas?</b></p>	<p>Select a score</p>	<p>1 = Specific actions are included on creating green jobs in agriculture/greening agricultural jobs</p> <p>0.5 = Environmental sustainability is linked to employment but with no specific provision.</p> <p>0 = Green jobs are not considered a priority for agriculture sector development.</p> <hr/> <p>Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly address green jobs in</p>

<sup>11</sup> For a least of the main ILS relevant for rural areas please consult the ILO policy brief on “Empowering rural workers, employers and communities through International Labour Standards”, available at [http://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/publication/wcms\\_182740.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_182740.pdf)



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		agriculture/greening agricultural jobs.
<b>11. Is any social protection intervention planned in support of for small-scale producers and other food workers, including workers in the informal economy? (e.g. cash transfer, input subsidy, public work or other social protection intervention?)</b>	Select a score	<p>1 = Specific actions are included on fostering the access of social protection for small-scale producers and other food workers, including workers in the informal economy?</p> <p>0.5 = Social protection is linked to agricultural development but with no specific provision.</p> <p>0 = Social protection is not considered a priority for agriculture sector development.</p> <p>Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly address social protection.</p>
<b>12. Is support to group cooperation and producers' organizations (POs) a priority, in particular for small-scale producers and other food workers, including workers in the informal economy?</b>	Select a score	<p>1 = Specific actions are included on supporting POs and fostering group cooperation for small-scale producers and other food workers, including workers in the informal economy</p> <p>0.5 = Support to POs and fostering group cooperation is a secondary objective, with no specific actions foreseen</p> <p>0 = Support to POs and fostering group cooperation are not considered a priority for agriculture sector development.</p> <p>Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly address the support to POs and fostering group cooperation.</p>
<b>13. Is knowledge generation on DRE reflected as a priority?</b>	Select a score	<p>1 = The need to improve knowledge of rural labour markets is reflected as a priority and specific actions are foreseen.</p> <p>0.5 = The need to improve knowledge of rural labour markets is mentioned, but not specific action is foreseen.</p> <p>0 = The need to improve knowledge of rural labour markets is not reflected as a priority.</p> <p>Provide details on the specific measures. In particular, indicate the results (impact, outcomes, outputs) and activities which explicitly refer to improve knowledge of rural labour markets.</p>
<b>Analysis of DRE "effectiveness"</b>	Overall score = ?	<p>Overall effectiveness score</p> <p>1 = The policy/strategy/programme has a good record of positive DRE effects which are supported by available projections/impact assessments.</p> <p>0.5 = The policy/strategy/programme seems to have a good record of positive DRE effects which however cannot be supported by available projections/impact assessments (based only on informants).</p> <p>0 = No available information/feedback received on the actual DRE effects of the policy, strategy or programme.</p> <p>-1 = Negative DRE effects are supported by available projections/impact assessments.</p>
Evidence of actual implementation of policy/strategy recommendations on DRE (e.g. concrete plans and programmes have been formulated and funded)		<p>.....</p> <p>(Provide links and summary of information/institution responsible for the assessment; describe in detail which aspects of DRE present in the document are actually implemented and which are not)</p>
Evidence of success in mobilizing resources for DRE (e.g. are the programmes adequately funded?)		<p>.....</p> <p>(Provide links and summary of information/institution responsible for the assessment)</p>
Existing impact assessments relevant for DRE (e.g. indicating number of jobs created)		<p>.....</p> <p>(Provide links and summary of information/institution responsible for the assessment)</p>
Existing documentation identifying the programme as a good practice		<p>.....</p> <p>(Provide links and summary of information/institution responsible for the assessment)</p>



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Feedback received from the interviews on the effectiveness of the policy, strategy, programme with regards to DRE	..... (Always indicate the respondent next to the feedback received)
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**Table A2** – Proposed template for analyzing other non-ARD individual policies, strategies and programmes with regards to DRE (This is not an individual template; but a template collecting information on all the non-ARD policies, strategies and programme analyzed)

Policy area	Relevant DRE aspects to consider	Overall score for DRE appropriateness 1 = The policy/strategy/programme adequately integrates attention to DRE aspects 0.5 = The policy/strategy/programme reflect only some DRE aspects, with no focus on qualitative aspects. 0 = DRE aspects are not reflected in the policy/strategy/programme -1 = Negative effects DRE may be expected from the policy/strategy/programme for which safeguards and corrective measures are not established by available projections/impact assessments.  <u>Overall score for DRE effectiveness</u> 1 = The policy/strategy/programme has a good record of positive DRE effects which are supported by available projections/impact assessments. 0.5 = The policy/strategy/programme seems to have a good record of positive DRE effects which however cannot be supported by available projections/impact assessments (based only on informants). 0 = No available information/feedback received on the actual DRE effects of the policy, strategy or programme. -1 = Negative DRE effects are supported by available projections/impact assessments.
Small and medium enterprise development policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Promotes decent work conditions for wage workers in rural SMEs</li> <li>- Promotes gender equity in rural SME development</li> <li>- Accounts for barriers (e.g. limited access to credit) for youth and women in rural areas, and offers solutions to improve their entrepreneurial opportunities</li> <li>- Accounts for barriers in business registration procedures, taxation and other administrative barriers to promote formalization in rural areas</li> <li>- Supports rural SMEs to comply with relevant certification schemes and codes of conduct to enable access to markets with higher returns and increased value addition</li> </ul>	Score for appropriateness: ____ Notes:  Score for effectiveness: ____ Notes:
Private sector development policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Prioritizes the sustainable, pro-poor and job- intensive transformation of the agricultural sector and rural areas within the context of broader private sector development</li> <li>- Accounts for both qualitative <u>and</u> quantitative aspects of</li> </ul>	Score for appropriateness: ____ Notes:



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	<p>employment generation in rural economic development</p> <ul style="list-style-type: none"> <li>- Accounts for barriers to labour market participation and entrepreneurial opportunities faced by rural youth and women, and offers solutions to overcome these barriers</li> <li>- Promotes skills development for rural sectors in conjunction with the needs of the private sector, with a particular emphasis on youth and women</li> </ul>	<p>Score for effectiveness: ____</p> <p>Notes:</p>
Trade/Export policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Promotes exports in key agricultural sectors as drivers of decent employment opportunities in rural areas</li> <li>- Accounts for barriers to entry faced by youth and women, and offers solutions to overcome these barriers</li> <li>- Accounts for employment issues (qualitative and quantitative) in rural export sectors</li> <li>- Accounts for the impact on labour of changes in export/trade policy</li> <li>- Supports compliance with certification schemes, corporate social responsibility and quality standards to enable access to markets with higher returns and increased value addition</li> </ul>	<p>Score for appropriateness: ____</p> <p>Notes:</p> <hr/> <p>Score for effectiveness: ____</p> <p>Notes:</p>
<p>Employment policy, strategy and related programmes</p> <p>Youth employment policy, strategy and related programmes</p>	<ul style="list-style-type: none"> <li>- Accounts for qualitative and quantitative aspects of rural employment creation</li> <li>- Support the enforcement of International Labour Standards (ILS) for rural workers, in law and in practice</li> <li>- Accounts for the reduction/prevention of the worst form of child labour</li> <li>- Reduces barriers to entry for women's and youth participation in labour markets</li> <li>- Promotes women and youth participation in public works programmes</li> <li>- Sets and/or promotes the enforcement of a minimum/living wage in rural sectors/agriculture</li> <li>- Promotes the development of labour market information systems which guarantee rural/urban and gender/age disaggregation</li> <li>- Promotes skills development for rural people in conjunction with the needs of the private sector, with a particular emphasis on youth and women</li> <li>- Seeks to inform migrant workers and other disadvantaged groups working in agriculture and rural areas of their labour rights</li> </ul>	<p>Score for appropriateness: ____</p> <p>Notes:</p> <hr/> <p>Score for effectiveness: ____</p> <p>Notes:</p>
Youth development	<ul style="list-style-type: none"> <li>- Accounts for qualitative and quantitative aspects of employment creation</li> </ul>	<p>Score for appropriateness: ____</p> <p>Notes:</p>



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policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Promotes skills development for rural youth in conjunction with the needs of the private sector</li> </ul>	Score for effectiveness: ____ Notes:
Social protection policy, strategy and programmes	<ul style="list-style-type: none"> <li>- Social protection is extended to cover all categories of rural workers, including in the informal sector (and those unable to earn an income due to age, illness or injury)</li> <li>- Social protection is used to incentivize improvements in health and education for rural workers, maternity protection, human capital accumulation for children, and reduction of child labour and women work burden</li> <li>- Explicit links between social protection and impact on livelihoods and employment are identified and harnessed, with a particular emphasis on youth and women</li> <li>- Promotes women and youth participation in public works programmes</li> <li>- Promotes graduation through employment and skills development</li> </ul>	Score for appropriateness: ____ Notes:
		Score for effectiveness: ____ Notes:
Migration and remittances policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Provisions are included to improve management of rural migration, reducing distress out-migration</li> <li>- Strengthens rural financial institutions to ensure the efficient transfer of remittances to rural areas, and to ensure that remittances can be effectively utilized and invested in rural development</li> <li>- Fosters financial literacy for remittance recipients households to facilitate their investments in productive activities</li> <li>- Promotes effective management of seasonal agricultural work programmes to ensure decent work conditions for seasonal workers while minimizing costs for the workers' communities of origin</li> <li>- Promotes effective management of labour/migratory inflows needed to compensate for any labour shortages arising from the sustainable intensification of agriculture</li> </ul>	Score for appropriateness: ____ Notes:
		Score for effectiveness: ____ Notes:
Land policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Addresses and promotes solutions for gender inequity in access to and titling of property (particularly agricultural land)</li> <li>- Addresses and promotes solutions for youth difficulties in accessing land</li> </ul>	Score for appropriateness: ____ Notes:
		Score for effectiveness: ____ Notes:
Environmental policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Harness the employment creation potential of climate change adaptation and mitigation and of the greening agriculture, with a particular emphasis on youth and women</li> </ul>	Score for appropriateness: ____ Notes:



## DECENT RURAL EMPLOYMENT TOOLBOX

	<ul style="list-style-type: none"> <li>- Includes safeguards to guarantee that new green jobs will also be decent jobs (e.g. respect core labour standards)</li> <li>- Promotes ecological literacy among rural workers, with a particular emphasis on youth and women</li> </ul>	Score for effectiveness: ____ Notes:
Gender policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Accounts for gender inequalities in the rural labour market (e.g. in terms of wages, representation, access to the labour market, access to training and productive resources, etc.)</li> <li>- Includes specific provisions for reducing/eliminating gender inequalities in the rural labour market</li> <li>- Includes specific provisions to support rural women economic empowerment through decent work</li> </ul>	Score for appropriateness: ____ Notes:
		Score for effectiveness: ____ Notes:
Education policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Incorporates agricultural and rural entrepreneurial skills in TVET</li> <li>- Provides free and universal access to basic education in recognition of its usefulness in dis-incentivizing WFCL</li> <li>- Promotes equitable access to primary education, post-primary education and TVET for rural women/girls</li> </ul>	Score for appropriateness: ____ Notes:
		Score for effectiveness: ____ Notes:
Nutrition policy, strategy and related programmes	<ul style="list-style-type: none"> <li>- Accounts for working conditions and occupational safety and health, including women work burden, and their role in nutrition outcomes</li> <li>- Promotes links between improvement of working conditions (e.g. care facilities and breastfeeding)/reducing of women work burden/reducing of child labour in rural areas and nutrition outcomes</li> <li>- Promotes school feeding programmes to improve school attendance rates and dis-incentivize the worst form of child labour in rural areas</li> </ul>	Score for appropriateness: ____ Notes:
		Score for effectiveness: ____ Notes:





## DECENT RURAL EMPLOYMENT TOOLBOX

**Table B – Summary matrix and policy coherence**

	Agricultural and rural development	Other policy areas
<b>Total number of policies/strategies analyzed</b>		
<b>Total number of programmes analyzed</b>		
<b>Overall policy coherence on DRE</b>  1 = Fairly coherent cross-sectoral policies and strategies, including linkages among main agriculture/rural development, investment, labour and social policies.  0.5 = Lack of policy coherence across important sectors.  0 =The promotion of decent rural employment is not a Government priority.	Select a score	
<b>Notes on policy coherence:</b> (e.g. indicates why there is lack of policy coherence across important sectors; what eventual conflicting objectives are; etc.)		



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**Table C** – Summary template to consolidate and present the context analysis along the four pillars of the decent work agenda (Note: The table below is herewith available; a radar chart will be

generated automatically once scores are entered into the following excel file [Scoring policy framework.xlsx](#)).



Scoring policy  
framework.xlsx

PILLAR 1 Employment creation and entrepreneurship development		PILLAR 2 Social protection		PILLAR 3 Standards and rights at work		PILLAR 4 Governance and social dialogue	
<b>Insert the corresponding score in each box given the overall policy framework for DRE</b> 1 = This DRE dimension is a central objective in the policy framework 0.5 = This DRE dimension is a secondary and/or implicit objective in the policy framework, with some supporting concrete actions 0 = This DRE dimension is not reflected as a priority							
	Creating employment in the agriculture & food sector		Supporting productivity-enhancing social protection schemes		Reducing gender- & age-based discrimination		Assuring freedom of association & the right to collective bargaining
	Enhancing labour productivity in the agriculture & food sector		Extending social protection to cover small-scale producers & informal workers		Preventing & reducing child labour in agriculture		Supporting rural small producers' & workers' organizations
	Enhancing access to productive resources & services for small-scale producers to integrate into modern value chains		Supporting the adoption of occupational safety & health measures for the rural workforce		Eliminating forced labour in agriculture		Empowering & enhancing participation in social & policy dialogue
	Promoting & supporting entrepreneurship in rural areas		Promoting & supporting safer/labour-saving technologies & practices		Applying (in law & in practice) International Labour Standards in rural areas		Promoting & supporting rural youth's access to representative organizations and decision making
	Promoting & supporting decent rural employment for youth		Improving working conditions in rural areas (e.g. maternity protection, adequate living wages)				Promoting & supporting rural women's access to representative organizations and decision making
	Promoting & supporting decent rural employment for women						
	Promoting & supporting green jobs in agriculture/greening of agriculture						
	Supporting the diversification of livelihood opportunities for rural people						
	Enhancing access to appropriate skills development opportunities for rural people, particularly women & youth						
	<b>TOTAL score for pillar 1</b>		<b>TOTAL score for pillar 2</b>		<b>TOTAL score for pillar 3</b>		<b>TOTAL score for pillar 4</b>
	Total score as % of total possible under pillar 1		Total score as % of total possible under pillar 2		Total score as % of total possible under pillar 3		Total score as % of total possible under pillar 4
<b>Provide additional details under each pillar by specifying:</b>							
	1. The mechanisms/approaches used		1. The mechanisms/approaches used		1. The mechanisms/approaches used		1. The mechanisms/approaches used
	2. The strategy used to target/enhance accessibility for the most vulnerable		2. The strategy used to target/enhance accessibility for the most vulnerable		2. The strategy used to target/enhance accessibility for the most vulnerable		2. The strategy used to target/enhance accessibility for the most vulnerable
	3. The evidence of impact		3. The evidence of impact		3. The evidence of impact		3. The evidence of impact



# DECENT RURAL EMPLOYMENT TOOLBOX

## Annex 2 – Areas to be covered in stakeholder interviews

**Table D – Template to prepare stakeholders interviews (with examples)**

Topic	Possible associated questions
<b>Assess effectiveness of individual policies, strategies and programmes for DRE</b>	
Individual discussion topics to be formulated E.g. A specific Agricultural sectoral programme has been identified during the desk review as highly relevant to DRE promotion and youth employment in particular	Questions to be formulated after desk review  E.g. Employment is only an implicit dimension of the programme, as result of increased productivity. What is the reason for that (e.g. lack of capacity/mandate in the MoA?) Are the employment effects actually monitored? Is the M&E framework available? What indicators reflect employment (quantity and quality)? Is the programme being effective? In which sense? Is there any assessment which demonstrates that? Is the programme well-funded? What is its coverage?
<b>Solicit concrete suggestions for policy change for DRE</b>	
Individual discussion topics to be formulated E.g. Employment creation in the agricultural sector is certainly high on the policy agenda. But working conditions in rural areas remain overlooked in main policies and programmes.	Questions to be formulated after desk review  E.g. What policy changes do you think should be introduced to improve working conditions in rural areas? What current policies or large-scale programmes under formulation or revision represent a concrete entry point for introducing a policy change? What aspects of working conditions you think should be addressed as a priority? Why?
<b>Solicit concrete suggestions for programme development for DRE</b>	
Individual discussion topics to be formulated E.g. Very limited programmes address youth employment in the agricultural sector.	Questions to be formulated after desk review  E.g. Why very few programmes address youth employment promotion in the agricultural sector? Is youth employment considered a priority for you in the agricultural transformation agenda of your country? Why not? What type of programmes would be a priority in your view? What resources could be mobilized at the country level? What would be the key implementing institutions? Are you aware of any resource partner that would be interested in funding them? Is there any ongoing process we should be aware which could represent a good entry point to start thinking about a youth employment programme in agriculture/rural areas?
<b>Understand institutional set-up and inter-institutional relationships emerged from desk review</b>	
Individual discussion topics to be formulated E.g. The MoL has a clear mandate for mainstreaming decent work issues and work across the sector, but it is not clear if this happens in practice.	Questions to be formulated after desk review  E.g. Is the MoL actually implementing its mainstreaming function? Are there mechanisms for collaboration among the MoL and the MoA? We only found information on the National Steering Committee on child labour. Is this mechanism effective? (e.g. regular meetings, joint action, etc.). Are there other mechanisms or collaborations between the MoL and the MoA in other DRE topics beyond child labour?
<b>Solicit concrete suggestions for institutional change for DRE</b>	
Individual discussion topics to be formulated E.g. There is no focal point or unit in the MoA responsible for labour issues	Questions to be formulated after desk review  How this could be addressed? Is there scope in your view to create a focal point/unit for DRE in the MoA? Or would be better to formally engage the MoA in existing mechanisms and process? Which ones? And which unit of the MoA should be involved in your view?
<b>Validate knowledge gaps and gaps in labour market information systems emerged from desk review</b>	
Individual discussion topics to be formulated  E.g. There is a serious lack of information on child labour in the small-scale agricultural sector	Questions to be formulated after desk review  We realized a serious lack of information on child labour in the small-scale agricultural sector. Is that correct? Or is there some source we did not consider? Why in your view this topic has not been analyzed in detail?
<b>Solicit suggestion for DRE-related research/improved labour market information systems</b>	
Individual discussion topics to be formulated E.g. Better reflection of child labour in research and labour market information systems	Questions to be formulated after desk review  E.g. What the realistic options would be to face the lack of information on child labour in agriculture? Is there opportunity to conduct a dedicated survey/study? Are there ongoing processes for collection and analysis of data which could be expanded to integrated child labour issues? Who should we contact to get more information about them?
<b>Other clarifications</b>	
Individual discussion topics to be formulated	Questions to be formulated after desk review



# DECENT RURAL EMPLOYMENT TOOLBOX

## Annex 3 – Templates for institutional analysis

**Table E – Key DRE-relevant stakeholders and respective functions relevant for DRE**

Typology	DRE-related functions
<b>National government partners</b>	
Ministry of Agriculture and Food Security	<ul style="list-style-type: none"> <li>- Formulate, review and implement national policies, plans, strategies, regulations and standards and enforce laws, regulations and standards for the development of the agricultural, livestock, forestry, fisheries sectors and rural development (overall relevance to DRE);</li> <li>- Regulate the use of agricultural chemicals, veterinary drugs, and other inputs (relevance for OSH, CL);</li> <li>- Establish sustainable systems to collect, process, maintain and disseminate agricultural statistics and information (relevance for DRE statistics);</li> <li>- Facilitate increased productivity and agricultural output/value addition through improved extension, advisory support services, improved access to credit and quality inputs, and increased application of technologies (overall relevance to job creation and to increase the incomes of small producers);</li> <li>- Develop public infrastructure to support production, quality/safety assurance and value-addition along relevant agricultural value chains (relevance in terms of employment creation potential);</li> <li>- Monitor, inspect, evaluate and harmonize activities in the agricultural sector including local governments (relevance in terms of M&amp;E of DRE related aspects);</li> <li>- Collaborate with MoL to develop and update hazardous work list;</li> <li>- Strengthen human and institutional capacity and mobilize financial and technical resources for delivery of agricultural services (relevance in terms of DRE-related capacity development);</li> <li>- Mobilize and commit resources for establishing PPP model for (youth) employment generation;</li> <li>- Develop and promote collaborative mechanisms nationally, regionally and internationally on issues pertaining to the sector (relevance in terms of partnerships for DRE).</li> </ul>
Ministry of Labour and Employment	<ul style="list-style-type: none"> <li>- Formulate, review and implement national labour policies, plans, strategies, regulations and standards, and enforce laws, regulations and standards;</li> <li>- Ensure safety, health and welfare of workers;</li> <li>- Promote and enhance social security for workers;</li> <li>- Develop policy related to special target groups such as women, youth, children;</li> <li>- Facilitate industrial relations and enforcement of labour laws;</li> <li>- Develop and implement workers' education programmes;</li> <li>- Support fixing of minimum wages, and develop relevant hazardous work lists (e.g. in the agriculture sector together with MoA);</li> <li>- Establish sustainable systems to collect, process, maintain and disseminate labour and employment statistics and information.</li> </ul>
Ministry of Trade and Industry	<ul style="list-style-type: none"> <li>- Formulate, review and implement national trade and industrial policy;</li> <li>- Coordinate and monitor the implementation of private sector programmes and activities (relevant in terms of employment creation in rural areas as well as initiatives for corporate social responsibility affecting decent work).</li> </ul>
Ministry of Youth, Women, Children, Community development, Social Welfare	<ul style="list-style-type: none"> <li>- Formulate, review and implement policies, strategies and plans on gender, youth, children and social protection (relevant since those are particularly vulnerable groups with regards to DRE);</li> <li>- Enhance and develop social welfare for vulnerable groups;</li> <li>- Facilitate community development interventions;</li> <li>- Develop, manage and monitor/evaluate national development plans and programmes for children's care and development, women and youth economic empowerment, etc.</li> </ul>
Ministry of Development Planning and Cooperation	<ul style="list-style-type: none"> <li>- Overall responsibility for national economic and development planning, and monitoring and evaluation of socio-economic issues in the country (relevant for DRE as cross-cutting issue);</li> <li>- Coordination of the implementation and review of the national policy development agenda (relevant for DRE as cross-cutting issue);</li> <li>- Coordination of cooperation agreements, including South-South cooperation.</li> </ul>
Ministry of Education	<ul style="list-style-type: none"> <li>- Formulate, review and implement education policies, strategies and plans (relevant in terms of agricultural skills coverage and education for rural people);</li> <li>- Implement monitoring systems for mandatory school attendance for preventing child labour.</li> </ul>
National Bureau of Statistics	<ul style="list-style-type: none"> <li>- Carry out Censuses and relevant surveys, especially Integrated Labour Surveys;</li> <li>- Establish statistical standards and co-ordinate statistics and data collection activities so as to avoid duplication, ensure economic use of resources and reduce the burden on respondents;</li> <li>- Collect, compile, analyse and disseminate statistics and related information on social, economic, demographic and environmental activities;</li> <li>- Develop and include DRE-relevant M&amp;E indicators in ARD monitoring systems;</li> <li>- Maintain an inventory of available and relevant information, and make them public and accessible;</li> </ul>



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	<ul style="list-style-type: none"> <li>- Assist users of statistical information in obtaining international statistics and information;</li> <li>- Provide statistical, monitoring and evaluation services and professional assistance to official bodies, civil society, researchers, international institutions and the public in general;</li> <li>- Provide the contact point for international organizations and researchers in need of statistics and information.</li> </ul>
<b>National non-governmental partners (private sector, civil society)</b>	
Main producers' organizations	<ul style="list-style-type: none"> <li>- Support production activities through service provision to members, e.g. for the marketing of inputs to farmers and produce from farmers, for the access and enhancement of extension services, etc.;</li> <li>- Delivery of community development and capacity building services to members, including those targeting youth and women;</li> <li>- Represent producers in order to ensure their participation in the formulation and implementation of policies and agricultural development actions through: consultation; information and training of farmers; support for professional organization of farmers;</li> <li>- Develop and support employment-enhancing activities, including JFFLS programmes;</li> <li>- Lobby for agriculture sector contract farming meant at ensuring DRE conditions.</li> </ul>
Main workers' organizations/ trade unions	<ul style="list-style-type: none"> <li>- Represent workers in the collective bargaining process, and in ensuring that other core International Labour Standards are enforced;</li> <li>- Support workers in accessing skills development and training opportunities, especially labour saving activities towards the elimination/prevention of child labour;</li> <li>- Represent workers in high-level processes, including tripartite negotiations (between workers, employers and government authorities), and in the formulation and implementation of relevant policies, strategies and programmes;</li> <li>- Lobby for agriculture sector contract farming meant at ensuring DRE conditions.</li> </ul>
Main employers' organizations	<ul style="list-style-type: none"> <li>- Coordinate activities of employers (including the promotion of CSR and industry standard setting) to ensure that decent working conditions are respected;</li> <li>- Represent employers in high-level processes, including tripartite negotiations (between workers, employers and government authorities), and in the formulation and implementation of relevant policies, strategies and programmes.</li> </ul>
Main NGOs operating in rural areas	<ul style="list-style-type: none"> <li>- Support poor farmers and rural workers in accessing decent employment opportunities, particularly when/where governments are unable or not ready to do so (e.g. facilitating and providing access to credit, information, markets and training opportunities; improving access to representative organizations, particularly among rural women and youth; facilitating the constitution of producers' groups/organizations).</li> </ul>
<b>National institutions for research and analysis (governmental and non-governmental)</b>	
Research centres / Academia and Universities	<ul style="list-style-type: none"> <li>- Provide analysis on the local DRE situation, including through the collection and assessment of data related to rural incomes, well-being, employment conditions, value chains, etc;</li> <li>- Assess the impact and effectiveness of locally implemented policies, strategies, programmes and interventions geared towards enhancing DRE opportunities, and identify the factors leading to success/failure in achieving the desired impact.</li> </ul>
<b>International organizations / external assistance</b>	
FAO	<ul style="list-style-type: none"> <li>- Guided by FAO Country Programming Frameworks, support governments in enhancing DRE opportunities by: improving knowledge and awareness on DRE issues; supporting governments in formulating, implementing and monitoring DRE-enhancing policies, strategies and programmes; providing technical support; and building partnerships, including employment-enhancing PPP.</li> </ul>
ILO	<ul style="list-style-type: none"> <li>- Provide international and country-level support for enhancing DRE opportunities through its Area of Critical Importance on "Decent work in the rural economy";</li> <li>- Develop Decent Work country profiles incorporating rural employment related components.</li> </ul>
UNIDO	<ul style="list-style-type: none"> <li>- Support DRE-enhancing industrial development and trade at country level, especially for SMEs.</li> </ul>
IOM	<ul style="list-style-type: none"> <li>- Support countries in managing migration and remittance flows such that they have a positive impact on rural development, including employment, in countries of origin.</li> </ul>
UNDP	<ul style="list-style-type: none"> <li>- Provide international and country-level support for the application of the Global Employment and Decent Work Agenda to agriculture and rural areas.</li> </ul>
UNICEF	<ul style="list-style-type: none"> <li>- Implement programmes with some child labour-reducing effects (e.g. conditional schemes).</li> </ul>
IFAD	<ul style="list-style-type: none"> <li>- Provide country-level support for DRE-enhancing agricultural investments.</li> </ul>
WB	<ul style="list-style-type: none"> <li>- Provide country-level support for DRE- and Social Protection enhancing agricultural investments.</li> </ul>
WFP	<ul style="list-style-type: none"> <li>- Support food security and nutrition and (re)build livelihoods in fragile settings and following emergencies; reduce risk and enable people, communities and countries to meet their own food and nutrition needs</li> <li>- Purchase for Progress (P4P) programme (providing a market to smallholder farmers and supporting them to improve crop quality and increase their sales to WFP as well as other buyers)</li> </ul>



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**Table F – Mapping of DRE stakeholders**

Name of institution	Primary or secondary importance to DRE (choose)	Main interests with regards to DRE (in terms of mandate/functions)	Main DRE-relevant programmes in which the institution is involved (both as lead and/or contributor)	DRE-relevant institutional mechanisms in which the institution is involved (both as lead and/or contributor)	Main constraints with regards to DRE (e.g. in terms of mandate/functions, capacities, or access to resources)
<b>National governmental partners (national/decentralized)</b>					
<b>National non-governmental partners (private sector, civil society)</b>					
<b>National institutions for research and analysis (governmental and non-governmental)</b>					
<b>International organizations / external assistance</b>					



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**Table G – Mapping of intra- and inter-institutional coordination mechanisms and collaborations**

<b><i>Intra</i>-institutional coordination mechanism relevant for DRE (within the Ministries for Agriculture, food security, rural development, fisheries, livestock and forestry)</b>				
Title of coordination mechanism	Frequency of meetings	DRE aspects covered	Role of the MoA (lead, key contributor, secondary contributor)	Analysis of effectiveness (successes and/or problems, capacities and resources)
E.g. Agricultural sector line ministries coordination mechanism (Tanzania)				
M&E working group for the Agricultural sector development programme (Tanzania)				
<b><i>Inter</i>- institutional coordination mechanism relevant for DRE (involving the MoA)</b>				
Team supporting the implementation of the National Action Plan for the elimination of child labour (Mali) – lead by MoL, including MoA				
<b>Other collaborations and exchanges relevant for DRE</b>				
E.g. collaboration on statistics between MoL, MoA and national statics office				
List here other initiatives, programmes, activities involving intra or inter institutional collaboration on DRE				



# DECENT RURAL EMPLOYMENT TOOLBOX

## Annex 4 – Recommendations

**Annex Table H – Presenting recommendations**

Main problem	Concrete recommendations	Timeframe (short-term; medium-term or long-term)	Main stakeholders addressed	Possible related challenges
Recommendations for policy change for DRE				
Recommendations for programme development/implementation for DRE				
Recommendation for institutional change for DRE (e.g. change in institutional mandates, development of capacities, creation of coordination mechanisms)				
Recommendations for knowledge generation on DRE				