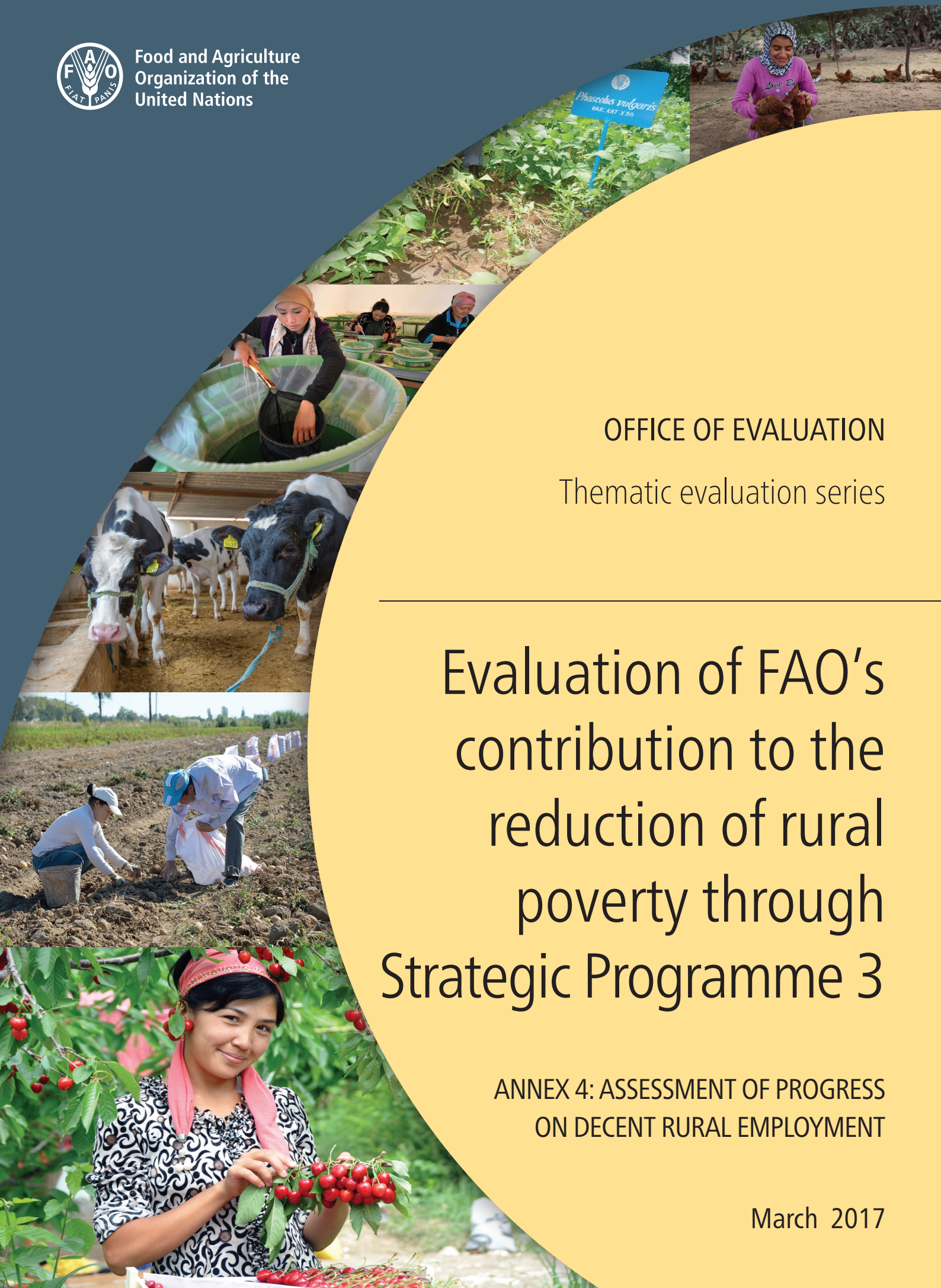




Food and Agriculture
Organization of the
United Nations



OFFICE OF EVALUATION

Thematic evaluation series

Evaluation of FAO's contribution to the reduction of rural poverty through Strategic Programme 3

ANNEX 4: ASSESSMENT OF PROGRESS
ON DECENT RURAL EMPLOYMENT

March 2017

THEMATIC EVALUATION SERIES

**Evaluation of FAO's contribution
to the reduction of rural poverty
through Strategic Programme 3**

ANNEX 4: ASSESSMENT OF PROGRESS ON DECENT RURAL EMPLOYMENT

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

March 2017

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned. The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO.

© FAO 2017

FAO encourages the use, reproduction and dissemination of material in this information product. Except where otherwise indicated, material may be copied, downloaded and printed for private study, research and teaching purposes, or for use in non-commercial products or services, provided that appropriate acknowledgement of FAO as the source and copyright holder is given and that FAO's endorsement of users' views, products or services is not implied in any way.

All requests for translation and adaptation rights, and for resale and other commercial use rights should be made via www.fao.org/contact-us/licence-request or addressed to copyright@fao.org.

For further information on this report, please contact:

Director, Office of Evaluation (OED)
Food and Agriculture Organization
Viale delle Terme di Caracalla 1, 00153 Rome
Italy
Email: evaluation@fao.org

Photo credit (cover photos): FAO

Contents

1. Introduction	1
1.1 Purpose and scope.....	1
1.2 Methodology.....	1
1.3 Limitations.....	2
2. Description of SP3's decent rural employment program	3
2.1 FAO's engagement in decent rural employment.....	3
2.1.1 Key issues, drivers and constraints	3
2.1.2 Programme content	4
2.1.3 Delivery mechanisms	5
3. Assessment of progress on decent rural employment.....	8
3.1 Strategic relevance.....	8
3.1.1 Rationale for decent rural employment for poverty reduction	8
3.1.2 Theory of Change	9
3.2 Design of interventions.....	11
3.2.1. Alignment with country/regional/global priorities and demands	12
3.3 Communication and understanding of the DRE framework.....	13
3.3.1 Mainstreaming decent work in FAO.....	14
3.3.2 Level of ownership/engagement by decentralised offices	15
3.4 Partnerships.....	15
3.4.1 ILO.....	16
3.4.2 IFAD	17
3.4.3 NEPAD.....	18
3.4.4 African Development Bank	18
3.4.5 Private sector.....	19
3.4.6 Resource mobilisation	19
3.5 Effectiveness and sustainability	21
3.5.1 Rural youth employment.....	21
3.5.2 Prevention of child labour in agriculture	26
3.5.3 Promoting international labour standards in rural areas	28
3.5.4 Rural women economic empowerment.....	29
3.5.5 Migration	29
3.5.6 Rural employment information networks.....	31
3.5.7 Improvements in policy frameworks toward decent rural employment....	32
3.5.8 Benefits for women, youth and the socially marginalised.....	33
4. Conclusions	36
4.1 Conclusions	36
4.2 Looking forward.....	36
4.2.1 Programming	36
4.2.2 Delivery.....	38
4.2.3 Partnerships.....	39
Appendix: Knowledge products on DRE.....	41

Tables, figures and boxes

Tables

Table 1. DRE Thematic framework.....	4
Table 2. Contributing units	5
Table 3. Regional initiatives involving DRE elements	6
Table 4. DRE Examples of linkages between SO3 and other SOs	15
Table 5. Comparison of ILO and FAO DRE resources in rural employment 2016-2017	16
Table 6. Illustrations of FAO Partnership with IFAD in SO3	17
Table 7. Extra-budgetary resources raised for country-level DRE initiatives in 2014-2017	19
Table 8. Flagship outputs: rural youth employment (RYE)	22
Table 9. Flagship outputs: prevention of child labour in agriculture (CLAP).....	26
Table 10. Flagship outputs: International Labour Standards in Rural Areas (RAILS)	28
Table 11. Flagship outputs: RWEE	29
Table 12. Flagship outputs migration	30
Table 13. Flagship outputs: rural employment information/knowledge products	31
Table 14. Youth employment scale-up plans in select countries and institutions.....	32
Table 15. Illustration of employment potential drilldown in territory dairy value chain (number, type of jobs).....	37
Table 16. Illustration of rural finance models for agri-business.....	38
Table 17. Aligning DRE with ILO SDG 8 action plan	39

Figures

Figure 1. Number of countries targeted for and reporting on DRE	6
Figure 2. Schematic Theory of Change for decent rural employment	10
Figure 3. Schematic of FAO's Integrated Youth Employment Model.....	22
Figure 4. Schematic of FAO's new integrated country approach.....	26

Boxes

Box 1. Evaluation questions	1
Box 2. FAO's applied definition of decent rural employment	3
Box 3. The significance of supplementary wage income on rural poverty reduction	9
Box 4. A range of first hand observations of counterparts.....	12
Box 5. Traction for various DRE themes in countries	13
Box 6. Youth Employment in Agriculture Programme, Nigeria	23
Box 7. Integrated country approach, Senegal	24
Box 8. FAO work on child labour in agriculture, Cambodia.....	28
Box 9. Success factors	34

1. Introduction

- 1 This report assess progress on Outcome 3.2: Improved opportunities to access decent farm and non-farm employment (Decent Rural Employment) under Strategic Objective 3 (SO3): Reducing Rural Poverty.

1.1 Purpose and scope

- 2 The main **purpose** of this evaluation is to examine progress in the implementation of FAO's support under the Decent Rural Employment component of SP3 programme, in particular to:
 - Assess the soundness and effectiveness of the intervention logic and delivery mechanisms;
 - Examine the value added of the approach; and
 - Identify gaps, challenges and opportunities.
- 3 **Scope:** The assessment focuses on the organizational Outcome OO3.2 of FAO's Strategic Programme 3 (SP3): Improved opportunities to access decent farm and non-farm employment, through the interventions made under the Decent Rural Employment component of SP3, especially during 2014-2015 and the current biennium 2016-2017. These assessments provide evidence for the main evaluation report.
- 4 The evaluation sought to analyse strategic relevance, programme design, communication, partnerships, effectiveness and sustainability. Box 1 shows the **evaluation questions**.

Box 1. Evaluation questions

- i. Strategic relevance:** Is the FAO approach appropriate?
- ii. Programme design:** Are FAO interventions and delivery mechanisms appropriate?
- iii. Communication:** Is there a common understanding and commitment to FAO's intervention logic among FAO headquarters, FAO decentralized offices, country counterparts and development partners?
- iv. Partnerships:** Is FAO selecting, using and leveraging partnerships appropriately to achieve intended results?
- v. Effectiveness and sustainability:** Is the programme bearing signs of results in the form of institutional change, improved policy frameworks and enhanced resource mobilization? Are the results sustainable?

1.2 Methodology

- 5 The evaluation was led by the FAO Office of Evaluation (OED) and conducted with the support of external consultants. It used mixed methods and tools to collect information. Sources of data included programme and project documentation, evidence from past evaluations¹, review of literature from FAO and partner organizations, etc. Primary data was mainly gathered through interviews with FAO staff and stakeholders involved in FAO's rural poverty alleviation work in a sample of countries².
- 6 The list of references used and the list of people contacted are included in the main report. The team reviewed over 100 DRE-related documents and interviewed over 100 FAO staff

1 This included, for example, recent and ongoing country programme evaluations in Bangladesh, Egypt, Kyrgyzstan, Myanmar, Niger and Tanzania and the recent evaluation of SO5.

2 The countries selected for study were largely chosen based on the volume of SP3 interventions reported in the biennium 2014-15 & 2016-17, and their membership of Regional initiatives.

and development partners in 27 countries³; 16 of these countries were visited⁴. International development partners and other stakeholders working on rural poverty reduction were also interviewed, including staff of Rome-based agencies (IFAD and WFP), other UN agencies (ILO, UNICEF, UN WOMEN and UNDP), international financing institutions (World Bank and regional banks), and key bilateral donors.

- 7 For each of the countries visited, the team scored seven key indicators against a rubric on a scale of 0, 1 and 2 (no, limited, significant) designed to assess strategic relevance and progress with SP3 implementation⁵. The indicators used are: (i) national commitment to SP3 themes; (ii) prioritization in country programmes; (iii) analytical base of SP3 interventions; (iv) country office capacities in SP3 themes; (v) government and partners' awareness; (vi) partnership leverage, and (vii) evidence of contributions. A full description of the rubrics is included in the main report.

1.3 Limitations

- 8 Given the broad scope and variety of the subject under evaluation, the team was unable to examine in-depth all the contributing projects and activities. They could not visit all regions: there were no field visits to Asia Pacific, and the evaluation used information from country programme evaluations in some countries where some SO3 activities have taken place. Also, the revised Strategic Framework has been implemented for a little less than three years, and there have been limitations in the mapping of country level activities to the strategic objectives (SOs) and individual outcomes, resulting in under-reporting of SO3 in some cases, even though the activities were highly appropriate to SO3. Many projects are in the early or mid-stages of implementation and thus too early to be assessed for impacts. Also a substantial part of FAO's support is at the policy level and with limited influence in national resource allocations for implementation of policies designed with FAO support.

3 Please refer to the main report for list of references (appendix 2) and list of people consulted (appendix 3).

4 **Albania, Armenia, Georgia, Kyrgyzstan, Tajikistan, Lebanon, Tunisia, Sudan, El Salvador, Paraguay, Colombia, México, Zambia, Kenya, Malawi**, Lesotho, **Senegal, Ghana**, Myanmar, Cambodia, Indonesia, China, India, Viet Nam, Nepal. Countries in bold were visited by team members.

5 The results are presented using a colour code: red for low values (0-0.69), orange for limited (0.7-1.29) and green for significant (1.3-2).

2. Description of SP3's decent rural employment program

2.1 FAO's engagement in decent rural employment

9 Efforts at mainstreaming decent work across the UN system was triggered by a call in 2006 by the United Nations Economic and Social Council (ECOSOC) for agencies to mainstream decent work principles into their strategic planning/work at all levels. The importance of the decent work agenda has been further reinforced with the 2030 Agenda for Sustainable Development embracing a dedicated goal SDG #8 to “promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. Over the years, incorporation of the decent work agenda has been reflected in the organization's processes, programmes and structure. FAO's applied definition of decent rural employment draws on ILO's four pillar decent work agenda⁶ (job creation, standards and rights at work, social protection, and social dialogue, with gender equality being crosscutting) but contextualizes it to rural and agriculture settings. The logic for a DRE thematic area is that FAO with its ground level linkages in rural areas and the partnerships with the Ministry of Agriculture can support the decent work agenda in the largely informal economy settings. In doing so, FAO has stepped into the most stubborn sections of poverty prevalence to field-test DRE approaches.

Box 2. FAO's applied definition of decent rural employment

- Refers to any activity, occupation, work, business or service performed for pay or profit by women and men, adults and youth, in rural areas that:
- Respects the core labour standards as defined in ILO conventions, and therefore: is not child labour, not forced labour, does not entail discrimination at work, guarantees freedom of association and right to collective bargaining;
- Provides an adequate living income;
- Entails an adequate degree of employment security and stability;
- Adopts sector-specific minimum occupational safety and health measures;
- Avoids excessive working hours and allows sufficient time for rest; and
- Promotes access to adapted technical and vocational training

10 The FAO revised Strategic Framework elevated the status of decent work programming to the level of Organizational Outcome (OO3.2), reflecting its growing importance and its specific inclusion in the post-2015 agenda. FAO's definition of 'decent rural employment' is based on the ILO pillars, but suitably adapted to agriculture and rural settings.

2.1.1 Key issues, drivers and constraints

11 The rationale for FAO's decent work programming is based on the recognition that active employment creation, including beyond the farm, is essential to achieve rural poverty reduction, and that the adoption of 'decent work' norms and practices is as much necessary in informal economies of rural areas as in the formal sectors. The rationale for engagement in rural employment is because, given agriculture's large share of employment, there is inability to generate adequate incomes to escape poverty and absence of adequate social assistance leading to long hours of work including in hazardous conditions, especially for women and children. At the same time, lack of skills to enter non-agricultural work limits the participation of rural populations, especially youth in productive wage employment. Thus, much of employment in agriculture is neither adequate nor 'decent' as attested by the following facts⁷:

6 ILO Decent Work Agenda. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_150449.pdf

7 Information appearing in FAO documents, including 'Strategy for Reducing Rural Poverty'

- Agriculture provides the largest employment (including self-employment) globally, and in most developing countries. Yet, poverty levels are much higher in rural areas.
- Eight out of 10 people living in extreme poverty (US\$ 1.25/day) live in rural areas and depend mainly on agriculture, fisheries and forest resources for livelihoods.
- Women account for about 43% of the agriculture labour force, often under hardship, discrimination and bias.
- There are an estimated 98 million children – representing nearly 60% of the world's child labourers – in the agriculture sector. An estimated 3.5 million people work as forced labour in agriculture.
- People in rural areas engage in long hours of work to compensate for low productivity and low wages, and the inefficient technologies and practices.
- Agriculture is one of three most dangerous occupations (besides construction and mining).
- Only 10% of rural workers are unionized.
- Basic social protection cover is available to less than 20% of agriculture workers.
- Rural workers lack technical and entrepreneurial skills adapted to rural labour markets.
- Youth unemployment and distress migration has risen to alarming levels in many countries.

2.1.2 Programme content

12 FAO's DRE framework consists of six elements, representing the intervention themes:

- **Decent Rural Employment Policy Support and Capacity (DREPAC):** support to formulate and implement policies, strategies and programmes that are more effective in generating DRE opportunities;
- **Rural Youth Employment (RYE):** support to develop policy, programmatic and institutional frameworks that more effectively support rural youth in accessing decent employment and entrepreneurial opportunities;
- **Rural Women's Economic Empowerment (RWEE):** support to develop policy, programmatic and institutional frameworks that more effectively enhance rural women's access to decent employment and entrepreneurial opportunities;
- **Rural Areas and International Labour Standards (RAILS):** support to better apply International Labour Standards (ILS) and occupational safety and health (OSH) standards in rural areas;
- **Child Labour in Agriculture Prevention (CLAP):** support to develop policy, programmatic and institutional frameworks that more effectively prevent and reduce child labour in agriculture;
- **Rural Employment Information Network (REIN),** support to improve information, knowledge and the empirical evidence base on DRE.

13 Migration has emerged as an important area of work, although it was not categorised separately in the initial design of the DRE framework.

Table 1. DRE Thematic framework

Output 3.2.1: Evidence based policy support and capacity development	Output 3.2.2: Application of International Labour Standards (ILS) to rural areas	Output 3.2.3: Data and knowledge
DREPAC	RAILS	REIN
RYE	CLAP	
RWEE		

Source: evaluation team, with data from the SP3 Team

- 14 In 2014-2015, programme delivery (expenditures) was about US\$23m and the budget for 2016-2017 is over US\$19m. The programme is coordinated by a team on decent rural employment (DRE) located within the Social Policies and Rural Institutions Division (ESP) with contributions from other units (Table 2). There are practically no DRE experts in the regional and country offices, except project staff in field programmes.

Table 2. Contributing units

Child labour	Agriculture subsectors (FI, FO, AGA), Plant protection (AGP), Social protection (ESP), Emergency and Rehabilitation (TCE)
Youth employment	Investment Centre (TCI), Agriculture subsectors (FI, FO, AGA), Agribusiness and Inclusive Finance (ESA)
Migration	Resilience team (TCE, ESA), Climate, Energy and Tenure (NRC), Social protection (ESP)
RWEE	Gender team (ESP), Animal Production and Health (AGA)
Green jobs	Climate, Energy and Tenure (NRC)
Data and knowledge	Statistics (ESS), Trade and Commodities (EST), Social protection (ESP), ESA, NRC

Source: evaluation team, with data from the SP3 Team

2.1.3 Delivery mechanisms

- 15 FAO contributes to the Strategic Objectives through three delivery mechanisms: global products and networks, regional initiatives and field projects in countries. The outputs relevant to the DRE theme are as follows:

Global platforms and networks

- 16 At the global level, FAO engages in several global/international mechanisms and networks related to specific DRE themes – women and youth employment, child labour prevention, etc. These include, among others:

- United Nations System-wide Action Plan on Youth (UN Youth-SWAP)
- UN System-wide Action Plan of the Second UN Decade for the Eradication of Poverty (2008-2017) “full employment and decent work for all”
- International Partnership for Cooperation on Child Labour in Agriculture (IPCCLA)
- Global Migration Group (GMG)
- Inter-Agency Network for Youth Development (IANYD)
- Youth and United Nations Global Alliance YUNGA network
- HLCP-CEB Global Initiative on Decent Jobs for Youth (DJ4Y)
- UN System-Wide Action Plan on Gender Equality and Women’s Empowerment
- ILO-led Social Protection Floor
- Global Jobs Pact initiatives

- 17 Similarly, at the regional level, FAO directly contributes to several initiatives that prioritise rural (especially youth) employment. In Africa, these include:

- The AU First Five Year Priority Programme on Employment, Poverty Eradication and Inclusive Development (5YPP)
- CAADP Results Framework 2014-2024
- NEPAD Rural Futures Programme
- African Youth Charter (AYC)
- Ouagadougou Declaration and Action Plan on Employment and Poverty Alleviation;
- Malabo Declaration 2014-2025
- Partnership to End Hunger in Africa by 2025

- 18 In addition, FAO engages with the Central American Agricultural Council (CAC), the Sistema de la Integración Centroamericana (SICA), CARICOM, CAFY, the Central American Rural Forum, the ECLAC Plan of action and Family Farming and Rural Development Agenda.

Knowledge and guidance products

- 19 The DRE practice has produced a copious set of information, guidance and knowledge products on DRE – policy briefs, DRE toolbox, training and e-learning materials, case studies, etc. See Appendix 1 for a list of products developed for 2014-2015 and those proposed for 2016-2017.

Regional initiatives

- 20 Of the three regional initiatives tagged to SO3, explicit DRE components are present in two: 'Sustainable Small-scale Agriculture for Inclusive Development' in the Near East and North Africa (NENA) region and the 'Family Farming and Inclusive Food Systems for Sustainable Rural Development' in LAC. With the high demand for DRE initiatives in Africa, there are plans to create a thematic initiative focusing on rural/youth employment. In this regard, a new special programme has been proposed: Youth Employment: enabling decent agriculture and agri-business jobs (YES Africa).

Table 3. Regional initiatives involving DRE elements

Region	Illustrative interventions
NENA	Sub-regional TCP on Promotion of decent rural employment for rural youth in the Maghreb countries, covering Algeria, Mauritania, Morocco and Tunisia; Addressing increased income and employment for small scale fishers in Gaza Strip through improved fish aquaculture and marine culture value chains;
RLC	Study on non-compliance with minimum wage in Latin America (Chile, Costa Rica, Peru and Uruguay cases); FAO ILO regional study on child labour in agriculture Promoting policies to strengthen decent rural employment, access to social protection and compliance with national labour laws. Regional TCP on youth employment; with another under development on migration (covering Guatemala, El Salvador, Honduras).

Source: compiled from a selection of information given by DRE team

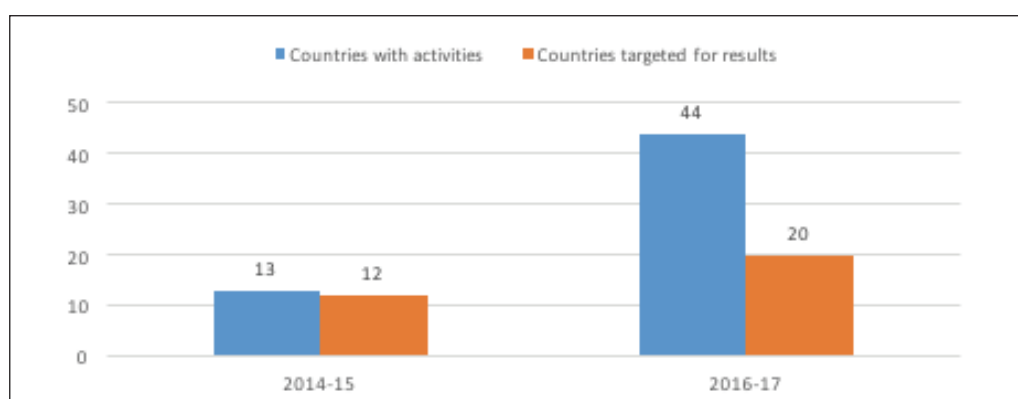


Figure 1. Number of countries targeted for and reporting on DRE

Source: compiled by evaluation team from DRE project data.

Field projects in countries

- 21 There has been an increased coverage of countries over time, with a growing appreciation of the programme content and rising demand for some themes especially youth employment. Geographically, Africa (RAF) and Latin America and the Caribbean (RLC)

dominate activity coverage for decent employment policy advisory work. There has been noticeable engagement in child labour prevention as well in RAF (largely through HQ initiative, in Niger, Malawi, Tanzania) and RLC (with strong initiative of the regional office including joint training with ILO for 17 countries and a regional TCP). In Asia, Cambodia has seen significant and continued engagement on child labour prevention, which has been prioritised by government. Some interesting work has been done in Lebanon too. Overall, DRE activities are being implemented in 44 countries (RAF, 20; RLC, 15, RNE, 5; RAP, 2; and REU, 2) and 20 countries have been targeted for results in 2016-2017.

3. Assessment of progress on decent rural employment

3.1 Strategic relevance

3.1.1 Rationale for decent rural employment for poverty reduction

The programme logic is based on the crucial link between employment augmentation – on-farm and off-farm – and rural poverty reduction, and FAO's approach recognises multiple pathways out of poverty, including diversification combining agriculture with other forms of employment and wage labour. This is corroborated by evidence from other key agencies.

- 22 FAO's strategic programme for rural poverty reduction consists of three pillars: access and empowerment; decent rural employment; and social protection. The DRE pillar is based on the premise that "increased and better-paid employment opportunities in agriculture and non-farm economy will boost food security and reduce poverty and thus strengthen rural people's capacities to access decent rural employment opportunities in agrifood systems – as producers, entrepreneurs or wage workers – is key to reducing rural poverty."⁸ There is a growing body of evidence generated from the experiences of developing countries on the strong interlinkages between employment and rural poverty reduction. These have been captured in a number of thematic reports. Two such reports, the IFAD Rural Development Report 2016 and studies by the Asian Development Bank, provide interesting insights relevant to FAO's approaches. According to IFAD's study of rural structural transformation analysis⁹ in different geographical regions, poverty reduction comes about from rural transformation represented by not only increases in agriculture productivity and increased output from access to land and other inputs, but also equally important, a growth in non-farm rural income pathways through wage employment, expansion of an informal/formal rural services economy, connectivity with urban consumer markets, and migration remittances.
- 23 The foundation of this rural transformation is a rise in agriculture productivity driven by overall growth, sophistication and diversification of urban food markets on one hand, and a release and absorption of labour to industrial and services sectors, both of which contribute to a rise in rural incomes and climbing out of poverty. Urbanisation and integration of food supply chains provide opportunities in rural spaces for employment and enterprise both upstream and downstream – inputs, storage, processing, transportation, technical services, equipment and infrastructure. At the same time, growing demand for labour outside agriculture provides opportunities for supplementing agriculture incomes from (often better-paying) seasonal and continual employment in industries and services, depending on the level of skills attained. Thus, countries that were able to simultaneously address income growth in rural areas from farm and off-farm improvements, including employments in non-agriculture sectors, and improved connectivity of rural areas to trade and urban markets and services achieved a much faster rate of poverty reduction. The policy spectrum for inclusive transformation ranges from agriculture-boosting (relevant to many low income countries, sub-Saharan Africa (SSA) to agriculture modernising (many lower-middle-income countries, parts of SSA and Asia Pacific) to agriculture sustaining (middle income countries, parts of Latin America and Caribbean) policy frameworks.
- 24 Similarly, an ADP paper "Eco Paper Series 363. Does Agriculture Matter?" based on the structural transformation trends in several Asian countries provided a similar set of conclusions. Agricultural labour productivity increases partly due to non-farm employment pathways and partly from yield efficiencies through productivity investments – value addition and development of agri-business and value chains – leading to increases in agricultural labour productivity. Over time, the share of agriculture diminishes in comparison

⁸ FAO's Strategic work to Reduce Rural Poverty, page 4

⁹ IFAD Rural Development Report 2016.

to other sectors, even though its productivity rises for those remaining in agriculture. The key to this transition is the relative pace of changes in agriculture's sectoral share of output and employment. Countries that have managed to keep both in equilibrium have achieved reduction in rural poverty. When agriculture share of GDP reduces faster than its share of employment, the pace of poverty reduction tends to slow down, as established in the differences in East Asia and South Asia.

- 25 FAO's new approach for SP3¹⁰ is based on a stylised rural household typology and a theory of change based on the concept of "inclusive rural transformation" and applying it to the diversity of rural household profiles, ranging from the extreme poor and landless to surplus producers well integrated into agri-food systems. The central idea is that there are multiple pathways out of rural poverty given the diversity of profiles of rural households in terms of their productive potential and capacity to invest in agriculture. Based on these profiles, the pathways out of poverty can be through agriculture (intensification, diversification), combining agriculture with other supplementing wage incomes, or exit to other forms of wage- or self-employment including related migration phenomena.
- 26 The importance of supplementary employment (wage or otherwise) has been well established in the poverty reduction trajectories of several developing countries across regions. Policies, programmes and market forces that integrated rural populations to wage employment in and connected to urban areas/ markets have been pursued effectively in several countries, especially in Asia, resulting in significant reduction in rural poverty; notable examples being Bangladesh, China, India and Vietnam. However, several countries do not have the manufacturing industries with capacities to absorb large labour. In such countries, additional employment is necessary and must be linked closely to the agriculture sector and in rural areas, through off-farm employment and expansion of informal services.

Box 3. The significance of supplementary wage income on rural poverty reduction

Since 1990 Bangladesh has achieved remarkable reductions in poverty, food insecurity and malnutrition. Economic growth has been accompanied by a decline in poverty and hunger. The proportion of the population living on less than 1.25 dollars a day fell from 72 % in 1992 to about 50 % in 2005 and then to 43 % in 2010. These reductions were made possible by sharp increases in the real wages of agricultural day labourers, the growth in demand for (largely female) labour from the textile industry, remittances, better access to improved sanitation facilities, improvements in female literacy and better access to assets on the part of women. The first two factors increased household incomes and made it possible for the poorest households to increase their food consumption; the third, together with the other factors, led to better food utilization and thus reduced malnutrition for children as well as adults. Despite these achievements, however, formidable challenges remain. The task is to consolidate the successes achieved and extend them so that Bangladesh can succeed in eliminating hunger over the medium-term.

Source: Bangladesh CPF 2014-2018.

3.1.2 Theory of Change

The theory of change highlights the importance of investment and rural finance linkages; however, there is a need to strengthen approaches that promote an enabling environment for rural finance and investments, besides demand side interventions. Some of these may not be direct intervention areas for FAO in view of their mandate and comparative advantage, and should be addressed by/ with other partner agencies.

- 27 FAO's DRE theory of change (Figure 2) places investments in agriculture and rural development as the starting point for impacts on rural employment. The story line is that 'investments in agriculture and rural development' create more productivity and income, and growth of the non-farm economy, which provides additional sources of productive and decent rural employment and thus leads to development results, i.e. poverty reduction.

10 Reviewed Strategic Framework and Outline of the Medium Term Plan 2018-21 (December 2016). Available at <http://www.fao.org/3/a-mr830e.pdf>

In several countries, the investment profile of the agriculture sector shows that farmers themselves are the biggest investors¹¹. This, coupled with the fact that rural areas hold large sections of the poor, seriously constrains the potential for employment creation through investment resources of farmers themselves.

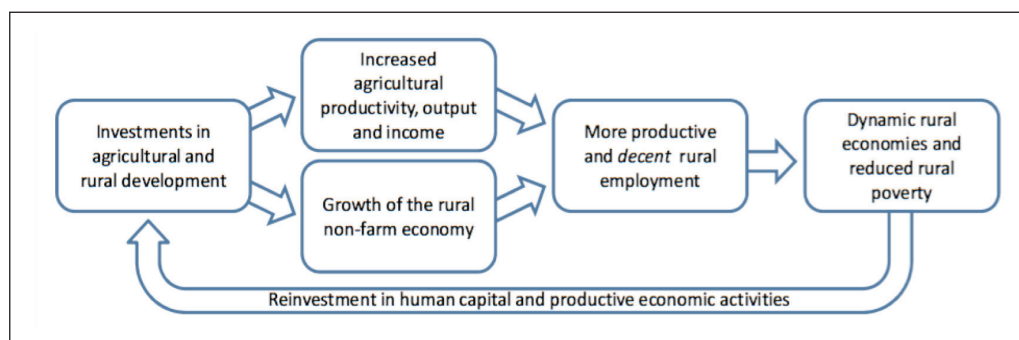


Figure 2. Schematic Theory of Change for decent rural employment

Source: SP3 DRE team presentation slide

- 28 The theory of change as outlined cannot lead to significant rural employment without expanding the investment funnel – by promoting/channelizing/incentivising public, private and collective (cooperative) investments through appropriate policy instruments. Investments in processing and higher links of the value chain tend to be led by private, and increasingly corporate, enterprises and call for enabling policies and attractive fiscal incentives. At the same time, FAO studies in some countries with large private (including foreign) land-based investments in agriculture have highlighted the potential for adverse impacts on rural poverty reduction¹² in the absence of governance mechanisms. These experiences drive the case for more comprehensive and waterproof policies on agriculture investments with appropriate checks and balances.
- 29 Given the critical importance of rural investment and credit for rural enterprises/microenterprises for employment creation, the intervention mix needs to include a consideration of public and private rural finance systems governed by appropriate regulations. However, an analysis of DRE programme interventions shows limited prioritisation of the investment linkage element in the policy dialogue and as an in-built element in the design of youth employment policies strengthening the enabling environment for 'investment'. Some useful products have however been created, e.g. a joint publication with OECD on Responsible Agriculture Investments and the inclusion of financial literacy modules in the Junior Farmer Field and Life Schools (JFFLS) trainings. At the same time, there is a challenge for FAO in directly engaging on investment-promotion areas and capacity development in rural finance, which are often the mandate and domain of other agencies. From the perspective of the theory of change, this calls for a partnership strategy with other agencies to address this important element.
- 30 Another aspect of the theory of change is the recognition that improvements in "decent" rural employment, such as the avoidance of child labour and the effective application of fair wages and occupational safety measures will not manifest merely from productivity increases and expansion of non-farm economy in the largely informal rural economy. This is especially important in the absence of veritable market alternatives for workers or the effective enforcement of standards either by law or by the force of collective action. As these prospects are low in most developing countries, 'decent' aspects tend to get compromised in the face of gross 'employment' potential. Thus, FAO's efforts at promoting 'decent' employment in rural areas and highlighting specific issues such as child labour and hazardous work is based on the understanding that decent working conditions can increase productivity and contribute to sustainable transformation of the rural economies. FAO needs to demonstrate this through its programmes in various countries and build a constituency for decent rural employment as an important ingredient for rural poverty reduction.

11 FAO 2012 paper 'Who Invests in Agriculture?' <http://www.fao.org/3/a-ap854e.pdf>

12 FAO Research Paper 2014 'Impact of Foreign Agriculture Investment in developing countries' <http://www.fao.org/3/a-i3900e.pdf>

- 31 Thirdly, agriculture and rural employment evoke connotations of low-wage, informal, age-inappropriate and hazardous work. This has precipitated social perceptions of agriculture as a punishment and a sector of last resort across countries especially among the younger age groups. With the 'ageing of agriculture' in many countries, the farmers of the future are today's young people. Thus, there is a need to make the rural economy acceptable and viable for younger people and create an appropriate compelling narrative based on positive policy actions to make agriculture youth-friendly.
- 32 Lastly, as shown in studies across regions, opportunities for better wages and working terms have mostly come from outside the rural sector, through industrial employment or urban services, with different degrees of 'decency' although generally better than in agriculture and rural areas. Employment demands outside agriculture will also cause a rise in rural wages for those remaining in rural areas. Thus, there should be more emphasis on strengthening the demand side of rural employment especially in activities linked to agricultural value chains and rural services. The identification and articulation of the various employment/enterprise pathways in the key sub-sectors is not sufficiently prioritized in the approach. This will require partnerships with other SPs (especially SP4) besides with other agencies.
- 33 Migration, which is often caused by the lack of employment in rural areas, is becoming a key priority across regions and calls for origin and destination-based interventions. Several countries, especially in Asia and the Pacific have used (cross-border) migration as an instrument of state policy with impressive results in form of migrant remittance receipts. Thus, harnessing remittance flows toward rural development appears an interesting element in the design of rural finance systems. FAO has recognised these in its approach to migration.

3.2 Design of interventions

There is a varied level of understanding and appreciation of the thematic relevance and FAO's role in 'employment' and this potentially limits the uptake of DRE in country level engagements.

- 34 The conceptual understanding of decent work in the context of agriculture remains weak. Across regions, the evaluation observed that stakeholders consider the term 'employment' as being synonymous with 'wage' employment and associated with the formal economy – hence enshrined in legal/contractual rights – and thus not applicable to the largely informal rural economy with a high degree of informal and self-employment. As a result, the principle of 'decent rural employment' has not struck conceptual roots with a large number of stakeholders, including FAO country offices. To a large extent, this reflects an incomplete understanding of the DRE framework as promoted by FAO, which 'refers to any activity, occupation, work, business or service performed for pay or profit by women and men, adults and youth, in rural areas and thus not only wage employment.
- 35 Another recurrent observation was that 'decent employment' is seen as a distant dream and that it is far more urgent to address employment per se in rural areas before the 'decency' aspects can be discussed. The high political priority accorded to youth employment and migration, and available funding opportunities led to more immediate programmatic resonance for these themes than the somewhat aspirational 'decent rural employment' elements of avoidance of child labour and excessive and hazardous work, despite the fact that child labour avoidance is part of national law in several countries. This explains the large number of country projects that are based on 'youth employment' and the almost total absence of projects on 'occupational safety and health'. However, stakeholders in some countries, especially those having strong export value chains, are much more responsive to the ideas of decent work especially occupational health and safety. Nevertheless, FAO has promoted an integrated approach addressing all these qualitative aspects to the extent practicable in the various interventions, for instance, in the integrated country approach (ICA) in Uganda, Senegal and Guatemala.

Box 4. A range of first hand observations of counterparts

- DRE is not an issue, as farmers are all in the informal sector – a Min Ag official in East Europe
- DRE is a topic for formal employment systems, here, most farmers are informally employed or self-employed – an FAO project manager in East Europe
- Let's get a decent level of employment before getting employment to become decent – a government official in East Africa
- With so many mouths to feed, job creation comes first, DRE will have its time – programme manager at an international development agency in Africa
- Decent work is a rising priority, given the workers' unrest in plantations – exposure to pesticide and dangerous chemicals, etc. – a Ministry official in East Africa

3.2.1. Alignment with country/regional/global priorities and demands

FAO's DRE work has been driven mainly by global directives, however, there is also strong alignment with regional and national priorities, especially in Africa.

- 36 The impetus for FAO's decent work programme has come from the top, with the ECOSOC directive in 2006. Since then, several actions have been taken in accordance with the high priority accorded to the subject (see para 25). The UN system's recognition of the high importance of youth employment is revealed in the appointment of the UN SG Special Envoy for Youth Employment, the formulation of the UN System-wide Action Plan on Youth (Youth-SWAP) converging UN system efforts on six thematic areas: employment and entrepreneurship; protection of rights and civic engagement; political inclusion, education including comprehensive sexuality education, and health, youth in the 2030 agenda; and the setting up of an Inter-Agency Network on Youth Development to monitor progress toward outcomes in the six thematic areas. Another important initiative of which FAO is part is the ILO-led Global Initiative on Decent Jobs for Youth involving the contribution of 21 UN agencies towards the attainment of SDG goal #8, focusing on locally owned actions in a number of inter-sectoral areas, including green jobs, digital and technological hubs, youth in fragile states, rural economy (FAO-led), transition of young workers (15-17-year-olds) in hazardous occupations, etc. The abolition of child labour is recognised as a fundamental principle and right at work governed by the UN Convention on the Rights of the Child, the ILO Convention on the Worst Forms of Child Labour, the ILO Convention on Minimum Age, some of the world's most highly ratified conventions. The Hague Roadmap for Eliminating the Worst Forms of Child Labour and the Brasilia Declaration from the Third Global Conference on Child Labour recognise the importance of addressing child labour in agriculture and the role of agricultural policy. The International Partnership for Cooperation on Child Labour in Agriculture (FAO, ILO, IFAD, IFPRI/CGIAR and IUF) targets child labour specifically in agriculture supporting coordinated action from global to country level.
- 37 There has been an increasing recognition of the need to address youth unemployment at the regional level too, especially in Africa which is amidst its biggest 'youth bulge'. The Ouagadougou (Extraordinary Summit of the AU on Employment and Poverty Alleviation) Declaration 2004 and Plan of Action led to several countries creating national action plans for youth employment (Ghana, Mali, Chad, Ethiopia, Gabon, Uganda, Tanzania, Madagascar, etc.). However, 10 years later, the Ouagadougou +10 Extraordinary Summit of the AU observed that the core challenges still remain unharnessed: limited scope for employment creation in formal sectors, low wages and productivity in informal sectors, and absence of investment-friendly business climate. The Ouagadougou +10 prioritises six areas, three of which are: youth and women employment; well-functioning and inclusive labour market institutions; labour migration and regional economic integration. The decade 2009-2019 was declared by AU as the Decade of Youth Development in Africa. More recently, the Action Plan of the Africa 2063 Vision 'The Africa We Want' targets a 25% reduction in youth unemployment within its first decade (2013-2023) under its Aspiration #6 "An Africa whose development is people-driven, relying on the potential of the African People, particularly its women and youth and caring for children." Likewise for child labour, regional action plans exist and more than 90 countries have adopted national action plans to address child labour.

3.3 Communication and understanding of the DRE framework

There have been challenges in effectively differentiating and communicating FAO's DRE approaches to internal and external stakeholders. This is to an extent reflective of the early stages of experience with the Strategic Framework in general and DRE in particular.

- 38 There have been challenges for stakeholders in understanding the concept of 'decent' employment in a sector characterised by non-wage, subsistence farming and the absence of regular and/or formal employment systems and an environment of high poverty level. As a result, the DRE framework has been oversimplified/distorted in practice by some stakeholders as merely representing 'employment', commingled with self-employment, i.e. subsistence livelihoods. In the process, the 'decent' work aspects have not struck roots despite due engagement on the part of the SP3 team. This is evidenced in the popularity of one theme – youth employment – and the marginalisation of the other components that characterise the 'decent' aspects of employment. Youth employment and migration have found high resonance across countries and development partners alike, largely due to the alarming manifestations of their consequences particularly in Africa and across the NENA region. In this sense, the on-boarding of DRE as an area of work has been more reactive than proactive.
- 39 Building a case for DRE in agriculture has come across as an important issue. Many respondents expressed concerns over what exactly FAO has to offer that could result in decent rural employment. The lack of a concrete, tested product or service and the lack of clarity as to where the employment will come from are important issues to be addressed in building a distinct and measurable offer. The policy work presently only addresses the enabling framework but does not carry a deep analysis and articulation of the specific pathways out of poverty in rural areas.

Box 5. Traction for various DRE themes in countries

- Integrated Country Approach (ICA): Malawi, Tanzania, Senegal, Uganda, Guatemala
- Rural Youth Employment (RYE): Benin, Kenya, Malawi, Mali, Niger, Nigeria, Senegal, Tanzania, Somalia, Uganda, Zambia, Mozambique, Guatemala, Caribbean (sub-regional/ 9 countries)
- Rural Youth Migration (RYM): Ethiopia, Tunisia (both with a focus on youth)
- Rural Women Wconomic Empowerment (RWEE): Ethiopia, Ghana, Niger, Senegal, Tanzania, Zambia, Nepal
- International Labour Standards in Rural Areas (RAILS): Ghana, Niger, Senegal, Tanzania, Uganda, Zambia, Cambodia, India, Indonesia, Sri Lanka, Guatemala.
- Prevention of Child Labour in Agriculture (CLAP): Cambodia, Mali, Niger, Malawi, Tanzania, Lebanon, Guatemala, El Salvador, Honduras, Paraguay and Peru

- 40 FAO has also produced a commendable body of work on child labour in agriculture, over the past few years. These are covered in greater detail in Section 3.5.2. A key part of FAO's strategy in this area is bringing agriculture and labour stakeholders together to better tailor policy and programming to address the causes of child labour in agriculture. ILO sees a future role for itself in coordinating farmer organizations around 'decent work issues' and its partnership with FAO is also to acquire an understanding and credibility with these stakeholder groups in the longer term. Thus, decent work is ideal for ILO-FAO joint projects as already demonstrated in Zambia (youth employment, green jobs), with ILO leading the normative side and FAO supporting with contextualization of the 'decent work' definitions and indicators. Also given ILO's smaller footprint in agriculture than FAO, these are natural spaces for FAO's participation. On other 'decent work' issues particularly occupational safety and health (OSH), FAO's opportunities remain somewhat limited to evidence-based advocacy, awareness raising and compilation of best practices or bringing entry points in agriculture, and largely dependent on traction from national stakeholders in what remains a largely informal sector..

3.3.1 Mainstreaming decent work in FAO

There has been a concerted effort to mainstream DRE in FAO, resulting in its recognition as the only UN agency to have mainstreamed productive employment and decent work strongly. Mainstreaming has been exemplary in fisheries and plant protection.

- 41 Efforts at mainstreaming decent work across the UN system was triggered by ECOSOC's call in 2006 for agencies to mainstream decent work principles into their strategic planning and programming. The integration of decent work into FAO's work planning and processes is evidenced in the following:
- Inclusion of Standard ESS7 on "decent work" in FAO's environmental and social management guidelines (ESMG)
 - Inclusion of the right to decent work in FAO's project cycle guidelines
 - Actively integrating DRE issues into FAO's country-level work through CPFs: 69 CPFs¹³ are cited as containing DRE related elements in the analysis.
 - A dedicated team, explicit RB/EB/HR resources, a technical network and a corporate focal point on DRE
- 42 Under the Reviewed Strategic Framework, DRE has been elevated to the level of an organizational outcome 3.2 and prioritised within FAO's corporate resource mobilisation strategy, under rural transformations.
- 43 In 2015, a UN Joint Inspection Unit audit was carried out to evaluate the extent to which the UN system had mainstreamed full and productive employment and decent work. Of all the agencies audited, FAO was the only one found to have mainstreamed DRE strongly. However, the report stated that "more work could be done within the organization in the area of knowledge-sharing mechanisms on decent work. With the new strategic framework, which included decent work elements, it was expected that it would have firmly embedded decent work in its organizational work."
- 44 There are some examples of mainstreaming of DRE in other SPs and in the technical work of some divisions (Table 4). The extent of mainstreaming of DRE in fisheries and aquaculture and plant protection divisions is exemplary. In fisheries, a dedicated SP3 group has been created to design and implement projects/activities focusing on employment and decent work aspects together. This has created a cohesive programme approach and is helping to raise awareness of decent work in fisheries at the Committee on Fisheries (COFI) subcommittees, unions of small fisheries organizations, trade actors and civil society. Besides producing useful knowledge materials, decent work has been incorporated as a priority under the implementation of the sustainable small fishers (SSF) guidelines and it's an important strategic entry point for the promotion of decent work in the larger context of sustainable fisheries. Likewise, the notable work on protection of children from pesticides in Niger, Malawi and Mali has come about due to the close and proactive involvement of the pesticides and chemicals team at AGP in the design of knowledge materials and awareness trainings. These knowledge materials have since been translated into multiple languages, and also feature in the FAO e-learning course on child labour prevention in agriculture. Decent work is also duly reflected in the Voluntary Guidelines on Governance of Tenure VGGTs and the Responsible Agriculture Investment RAI principles.

13 Project document "Jobs for the Poor" (unpublished)

Table 4. DRE Examples of linkages between SO3 and other SOs

SO1	FIRST initiative, Food and Nutrition Security Policy Work, Rural migration and food security and nutrition
SO2	Sustainable fisheries and aquaculture; sustainable agriculture and decent work; climate-change, migration and green jobs
SP4	Agribusiness, value chains and youth employment; legal guide on contract farming; sustainability in cotton farming; trade and rural employment
SO5	Migration- forced displacement nexus; social protection and child labour; youth employment in protracted crisis situations
O6	Statistics- rural livelihoods, decent work indicators

3.3.2 Level of ownership/engagement by decentralised offices

Ownership/engagement by decentralised offices has not been uniform, coupled with the lack of recognition/prioritisation of DRE as an FAO domain and the lack of knowledge, expertise and capacities to engage on DRE issues.

- 45 Across regions, the evaluation observed a growing interest and commitment among national counterparts to address youth employment, migration, and integration into market-oriented agriculture/value chains. However, FAO country offices and other partners were not always aware of FAO's competence, mandate and resources to engage on these issues. Even if there was concurrence on the usefulness, skills in these domains are perceived to be largely at the headquarters. Insufficient human resources and bandwidth, absence of exposure and induction training into DRE (applying the knowledge and tool kits into country programming), staff turnover and inadequate buy-in by FAO representatives/ country teams and key counterparts have resulted in non-uniform levels of prioritisation even in some countries where other actors have accelerated efforts in the face of opportunities (e.g. ICA countries – Tanzania, Malawi).
- 46 FAO regional offices do not have specialised DRE expertise even in important regions where demand is high. In countries that have embarked on specific programmes, FAO support is often provided through experts recruited from project funds. Unfortunately, administrative rules prohibit overseas travel of country staff to backstop FAO work in other nearby countries; only staff based in sub-regional or regional offices can do this. This becomes suboptimal as the specialist resources are mostly project funded and in countries where projects are ongoing, which in most cases are not the regional/sub-regional office locations.

3.4 Partnerships

FAO has initiated important anchor partnerships with key players, especially ILO, IFAD and regional institutions in Africa, who acknowledge FAO's knowledge, institutional networks and credibility in agriculture issues. These partnerships have the potential to deepen and spread with the rising profile of youth employment, migration, and women's empowerment in development planning.

- 47 FAO has initiated important anchor partnerships in youth employment with key players, especially ILO, IFAD and regional institutions especially NEPAD and AfDB in Africa. Partners acknowledge FAO's domain knowledge – including product-specific value chains and institutional networks like field offices, farmer field schools (FFS), extension services, etc. – in agriculture as valuable contributions to joint projects. These anchor partnerships have the potential to deepen and spread with the rising profile of youth employment and migration as key to ensuring growth, peace and stability. The team's observations on these key partnerships are as follows:

3.4.1 ILO

- 48 ILO is the lead agency tasked with the Decent Work Agenda and more recently, the SDG Goal 8: 'Productive and Decent Employment for all'. Decent rural employment is closely captured in Outcome 5 of ILO's 10 Strategic Outcomes. Youth employment, labour standards and child labour prevention are the areas closely connected to FAO's SO3.
- 49 The intent and scope of the FAO-ILO cooperation is outlined in a memorandum of understanding (MoU)¹⁴ renewed every five years. The scope is broad but at the same time specific in the modalities to accommodate a wide range of one-off and sustained engagements. FAO has a sizeable partnership with ILO both at the corporate and country levels, ranging from knowledge products to field project implementation.
- 50 The evaluation received an overall positive mutual perceptions of the partnership at headquarters and in the field. While most of the work has been at the country/sub-regional level, with a number of joint programmes especially in Africa (specific programmes in Zambia, Malawi, Tanzania and Nigeria have been studied). At the regional level, the NEPAD-ILO-FAO partnership linked to the Comprehensive Africa Agricultural Development Programme (CAADP) framework is an example of a cooperation based on confluence of thematic expertise and mechanisms. There has also been a trend of contributing to knowledge and training events as resource persons in workshops and expert meetings design and delivering training courses at the ILO international training centre in Turin. ILO, FAO and IFAD have also collaborated on a long list of publications and guidance materials on DRE such as the FAO-ILO guidance on child labour in fisheries and aquaculture. ILO and FAO are also members of important global networks and platforms, notably the YOUTH-UNSWAP, Global Initiative on Decent Jobs for Youth, the Inter Agency Network on Youth Development (IANYD) and the International Partnership for Cooperation on Child Labour in Agriculture (IPCCLA), among others.
- 51 ILO considers FAO a strong partner with the right entry points to reach out to new constituencies – farmer organizations, cooperatives, etc. There are potentially strong synergies for research, studies and field projects in agro food and seafood supply chains, decent work for food security; labour standards youth employment, and child labour. The good record of accomplishment of cooperation sends out positive signals to donors as well as national counterparts. FAO and ILO both stand to gain in the future from joint programming in 'popular' emerging themes like youth employment and migration, joint pitching before Ministries of Agriculture and Labour, and joint resource mobilisation at the decentralised level.
- 52 A comparison of ILO biennial budget for 2016-2017 shows that Outcome 5 on decent work in rural areas is closely related to FAO's DRE work. The traditionally low presence of ILO in rural and informal economy sectors strengthens the case for inter-agency partnerships: FAO has a wide field footprint besides the right entry points in agriculture, which makes it a strong partner for ILO's work in rural areas. On the other hand, ILO considers its expertise in value chains and employee productivity to be useful for FAO while exploring agriculture chains. There are potentially strong synergies for research, studies and field projects in agro food and seafood supply chains, decent work for food security; labour standards, youth employment, and child labour. This will also necessitate closer linkages with FAO's work on inclusive and efficient value chains in SP4.

Table 5. Comparison of ILO and FAO DRE resources in rural employment 2016-2017

	ILO		FAO
O5	Decent work in rural economy	SO3.2	Decent rural employment
Regular budget	\$33.5 m	Regular budget	\$ 15 m
Extra-budgetary	\$13.5 m	Extra-budgetary	\$ 9 m

Source: ILO budgets 2016-2017 and FAO MTP 2014-2017

14 Memorandum of Understanding FAO-ILO. Available at: <http://www.ilo.org/wcmsp5/groups/public/---dgreports/jur/documents/genericdocument/wcms434511.Pdf>

- 53 The three areas that ILO staff felt both agencies need to work more effectively in the future are joint programming in 'popular' emerging themes, joint pitching before Ministries of Agriculture and Labour, and joint decentralised resource mobilisation. The good record of accomplishment of cooperation in building knowledge products and implementing field projects augurs well for stronger and bigger partnerships that send out positive signals to donors as well as national counterparts, especially in 'hot' themes like youth employment and migration. There should be continued engagement in areas already initiated to identify action plans covering SDG approaches, regional strategies around DRE themes and decentralised resource mobilisation efforts.

3.4.2 IFAD

- 54 IFAD's 'Invest in the Future' policy, formulated in 2011, is rooted in the simultaneous recognition of the 'aging of agriculture' while at the same time alarming levels of youth unemployment in rural areas. Accordingly, IFAD has begun supporting government interventions to specifically prioritise youth involvement in agriculture under its 'feeding the future' initiative. IFAD has also appointed dedicated youth focal points and gender/youth coordinators in some regional offices such as Senegal and South Africa.

Table 6. Illustrations of FAO Partnership with IFAD in SO3

Areas	Illustrations (not exhaustive)
Knowledge products	IFAD/ILO Study: promoting decent and productive employment of young people in rural areas FAO/-IFAD/-CTA publication – Youth and Agriculture: Key Challenges and Concrete Solutions
Global initiatives/platforms	Knowledge for investment (FAO-IFAD investment case studies)
Regional	Youth Caribe, PROCASUR MIJARC- FAO Access of Rural Youth to Agriculture Activities
Country level	Kenya ¹⁴ , Tajikistan, Nepal

Source: compiled by evaluation team from assorted documents

- 55 IFAD has supported investments in a number of public goods for knowledge dissemination – FFS, JFFLS, Songhai Centre, etc. which now include components that are specific to youth needs. Innovative approaches are also being pursued by governments, such as agribusiness field schools and youth incubation centres in Cameroon, Senegal and Nigeria. To understand investment models, IFAD projects now involve some grant components for beneficiaries. IFAD has shown signs of tailoring approaches to different age profiles such as specific targeting of youth aged 14-17 years (where youth employment and child labour overlap) in its youth employment in agriculture programme in Mali (building on the engagement of the International Partnership for Cooperation on Child Labour in Agriculture in the country)).
- 56 FAO's cooperation with IFAD flows from the 2009 'Directions for Collaboration among Rome Based Agencies' and structured under four pillars (IFAD Position Paper 2015:5): working together at country and regional levels, cooperating at global level, collaborating on thematic knowledge and themes and joint corporate services. The thematic areas are resilience, climate change, financial inclusion, value chain approaches for nutrition, South-South and triangular cooperation, food security information, purchase for progress, gender, and food losses and waste. Under joint corporate services, 10 of IFAD's 42 offices are hosted by FAO.
- 57 IFAD regional staff met by the evaluation team said it was important for all relevant agencies to deepen understanding of decent employment across value chains and focus on issues beyond the farm. For youth, this translates into three priorities: appropriate skills development and adaptation of business and enterprise skills curricula to small agri-business, developing financial products not based on guarantees and collateral, and strengthening partnerships with private actors in value chains. In all these, IFAD leverages FAO's technical and domain expertise in its decisions through the services of the Investment

15 The KCEP (CRAL) project is not tagged to SO3 but its focus and thrust is on the excluded and vulnerable, and includes market linked youth employment as features, drawing on FAO's other youth employment project. IFAD is also developing a fisheries project, based on the FAO Kenya's work, which also focuses on women and youth farmers.

Centre in the design and expertise of technical units for implementation. Also FAO brings in a legitimacy to the engagements with farmer organizations, which is critical to ensure their effective and non-exploitative participation in agribusiness and value chains.

- 58 Although IFAD recognises FAO's value and contributions in project formulation and technical assistance, FAO's continued engagement in implementing large/national programmes is constrained by the nature of IFAD funding: governments are hesitant to fund development technical assistance through loans. In some key projects, IFAD has overcome this constraint by carving out grant components or by structuring a multi-country support facility to secure FAO's continued involvement. This mode has immense potential for cost-effective delivery of technical assistance in the areas of youth employment at a regional/sub regional level to be discussed with the specific Country Programme Manager (CPM) of the country itself.

3.4.3 NEPAD

- 59 NEPAD has a frontal role in coordinating implementation of continent-wide and regional programmes and initiatives, besides resource mobilisation and technical partnerships. Its human capital development (skills, youth employment and women empowerment) pillar has two initiatives: ATVET, aimed at skills development, and Rural Futures Programme for rural transformation through skills, jobs creation and youth economic empowerment.
- 60 FAO is partnering with NEPAD's Rural Futures Programme in a regional DRE project funded (USD 4 m) by the African Solidarity Trust Fund (ASTF), being implemented in four countries: Benin, Cameroon, Malawi and Niger, aiming at supporting national plans, capacity development of training institutions, curriculum development, and policy dialogue. The project targets almost 1 600 direct beneficiaries and over 100 000 indirect beneficiaries in each country. This project is in its initial stages of country level scoping studies and thus could not be assessed further.
- 61 Another illustration is the NEPAD-ILO-FAO Partnership on Decent Employment for Rural Transformation: Youth, Decent Employment, which is to assist countries in the implementation of CAADP pillars relating to employment creation and the African Youth Charter. Several countries have provided for National Agriculture Investment Plans in their CAADP's Compacts and include specific actions for youth employment in agriculture and related areas.
- 62 NEPAD staff contacted by the evaluation team said over the years FAO has prioritised policy support more while reducing field presence and downstream support where needs are increasing in the context of jobs creation. On the other hand, FAO is not the only agency in policy work, there are others focusing only on policy and economic research. Thus, in countries where there are huge demands for employment creation in agriculture, FAO must step up country presence to be counted as a serious contributor. At the same time, the experience with the Advance Service Transition Fund (ASTF) project suggests that there was variation in the support received from FAO country offices and that it would be better if sub-regional or regional offices provided support in multiple countries.

3.4.4 African Development Bank

- 63 The African Development Bank Strategy 2013-2023 has two objectives: inclusive growth and green growth, gender and youth. Its 'Jobs for Youth in Africa' initiative has an ambitious target of creating 25-35 million jobs and skilling 10-15 million youth across 25 countries by 2025, using agribusiness as the vehicle for growth. Based on the successful beginning in Nigeria, AfDB aims to roll out its 'ENABLE Youth' programme in 20 countries and has estimated an investment of US\$12.5 billion for youth employment to create 25-30 million jobs in the region. The present phase of the ENABLE programme has a budget of US\$125 million¹⁶ out of US\$1 billion.

16 AfDB's ENABLE Youth programme Director's presentation, Project Design Workshop, slide 27/32.

- 64 FAO has established good track record with AfDB with the successful youth employment programmes in Nigeria (YEAP) and Zambia (national aquaculture programme) and is receiving requests for technical assistance from other countries pursuing similar programmes with AfDB proposed loans. However, the scope for FAO to leverage its initial policy advice and formulation of programmes to provide longer term technical support remains limited in loan-assisted programmes, as governments consider the expertise to be very costly if funded from loans. Given the increasing pipeline of requests for funding and the usefulness of a continued support and monitoring, a multi-country grant component for FAO technical assistance can be assessed for cost-effectiveness by AfDB, which does have some provisions, but requires specific justification.

3.4.5 Private sector

- 65 Despite the FAO guidelines on partnerships with private sector, FAO country offices seem to lack procedural clarity and/or confidence in partnering with the private sector. The underlying issues include: a broad brush definition of private sector, which includes foundations, not-for-profit industry organizations and industry federations. This has implications for FAO's advocacy work on labour standards including in some of its work with ILO. More specific guidelines need to be issued or the understanding of country office staff clarified about how to work with the private sector, which is critical as the attention shifts to off-farm elements and value chains, which are invariably all private enterprises.

3.4.6 Resource mobilisation

Despite establishing its technical credentials with partners and governments and a strong and growing demand for its work, FAO/TCS struggles in mobilizing donor resources for DRE due to suboptimal engagement with the donor counterparts dealing with DRE in capitals as well as in decentralized offices.

- 66 The DRE work is mainly funded from regular programme budgets. According to data presented by the DRE team, regular budget funding for the four-year period 2014-2017 is around US\$40m and extra-budgetary funding around US\$33m. Donor funding varied at the output level, with no contribution to Output 3.2.3 for data and information systems. Donor funding was concentrated on rural youth employment, with child labour also receiving some funding.

Table 7. Extra-budgetary resources raised for country-level DRE initiatives in 2014-2017

Theme	Resources	Details
Reducing distress-induced migration among rural youth	\$2.5 million	Italian Ministry of Foreign Affairs committed US\$2.5 million to finance implementation in Ethiopia and Tunisia
Reducing distress migration through local value chain development	\$1.5 million	Italian Ministry of Foreign Affairs committed US\$1.5 million to finance implementation in Kenya
Promoting decent rural youth employment and entrepreneurship in agriculture and agribusiness	\$0.4 million	Africa Solidarity Trust Fund (ASTF) committed US\$4 million to finance implementation in Benin, Cameroon, Malawi and Uganda
Rural poverty reduction through job creation in small ruminant value chains in Ethiopian highlands	\$1.4 million	Netherlands committed US\$1.4 million through FAO's multi-donor mechanism (FMM) to finance implementation in Ethiopia
Jeunesse au travail: reduction de la pauvreté rurale	\$2 million	ASTF committed US\$2 million to finance implementation in Mali
Contribution à l'insertion professionnelle et au renforcement de la résilience des jeunes en milieu rural dans le centre sud au Mali	\$1.6 million	Luxembourg Development Cooperation committed US\$1.6 million to finance implementation in Mali

Theme	Resources	Details
Decent jobs for youth and improved food security through the development of sustainable rural enterprises	\$2.6 million	SIDA committed US\$2.5 million to finance implementation in Zambia (out of US\$7.5 million to the UNJP)
Zambia Green Jobs Programme: Enhancing Competitiveness and Sustainable Business among MSMEs in the Building Construction Industry - Phase 2	\$1.4 million	Finland committed funding through the ILO for the implementation of the UN Joint Programme in Zambia.
Productive investments to create decent rural youth employment in migration-prone areas in Senegal	\$0.7 million	FMM funding of US\$0.7 million for implementation.
Strengthening Decent Rural Employment Opportunities for Young Women and Men in the Caribbean	\$1.8 million	IFAD committed US\$ 1.8 million to finance implementation in the Caribbean i.e. Belize, Dominican Republic, Grenada, Guyana and Haiti
Federal Government of Somalia and United Nations Joint Programme on Youth Employment	\$3.4 million	UNDP through a Multi-Partner Trust fund committed US\$3.4 million to FAO to finance implementation.
Integrated country approach for decent rural youth employment	\$3.5 million	SIDA committed US\$3,5 million through FAO's multi-donor mechanism (FMM) to finance implementation of the ICA in Guatemala, Senegal, and Uganda
Child labour prevention and reduction in agricultural-based economies	\$1.4 million	Netherlands committed US\$1.4 million through FAO's multi-donor mechanism (FMM) to finance implementation in Malawi and Niger
Enabling rural youth aged 15-17 to access decent work	\$0.8 million	Netherlands committed US\$0.8 million through FAO's multi-donor mechanism (FMM) to finance implementation in Cambodia, Lebanon, Mali and Uganda
Agricultural diversification for youth employment	\$4 million	ASTF committed US\$4 million to finance implementation in Burundi, Kenya, Rwanda and Uganda
Decent employment opportunities for youth through sustainable aquaculture systems	\$4 million	ASTF committed US\$4 million to finance implementation in Burkina Faso, Cote d'Ivoire, Ghana, Guinea-Bissau, Nigeria and Senegal
Total	\$33 million	

Source: FAO DRE Team, from 'Jobs for the Poor' Project document Annex 6.

- 67 The main donors supporting FAO's DRE work are Sweden and Netherlands (both through the FAO Multi-partner Programme Support Mechanism (FMM) facility that provides for more flexible unmarked usage within the broader SO3 objectives and Italy, which is funding the distress migration pilot in Tunisia, Ethiopia and Kenya. Other donors are the ASTF for projects in Africa and IFAD supporting the Youth Caribe project in the Caribbean. The evaluation learnt of potential donor interest in some themes: German Society for International Cooperation (GIZ) – child labour issues; European Union (EU) – migration and youth employment issues; UK Department for International Development (DFID) – commercial, market facing agri-business; and United States Agency for International Development (USAID) – employment in value chains.
- 68 Results from corporate resource mobilisation are mixed. An illustration is the 'Jobs for the Poor', a regional umbrella programme with a budget of US\$35.5m which is beyond all internal approvals. It however has failed to attract donor support despite being a continuation of initiatives already implemented in some countries with useful lessons for replication, upscaling and customisation. There are two main resource mobilisation constraints. The first is the lack of institutional counterpart relationships with the sections handling 'employment' in donor institutions at the central level; and the second an absence of resource mobilisation strategy in countries where donors have decentralised development cooperation functions.

- 69 Most donors have decentralised development cooperation decisions to the country offices. The corporate resource mobilisation and DRE teams do not necessarily engage at the country level. The role of regional and sub-regional offices in supporting resource mobilisation is not clear, although they could become entry points to regional structures of key donors, besides supporting FAORs in country level resource mobilisation.
- 70 FAO has an opportunity to strengthen its position in Africa's youth employment canvas by creating a regional technical hub to scale up technical support to countries for implementing actions under agreed frameworks – CAADP, ARDF and Africa 2063 – and at the same time mobilising resources at the regional level. Under the present situation it would be better for FAO to prioritise human and financial investments in Africa, where not only the needs are most acute but also there are positive tailwinds: regional/national commitment, increasing availability of funding for youth development and a credible track record of work in countries like Nigeria, Senegal and Kenya.

3.5 Effectiveness and sustainability

There is an increased appreciation of the importance of the DRE themes to address rural poverty, with an employment focus. Across themes, FAO has supported relevant stakeholders with knowledge materials, policy guidance and capacity development. However, youth employment dominated the programme content, driven by country demands, regional prioritization and availability of donor funding. Continued engagement of countries is uncertain in some themes such as child labour and occupational health and safety, which have not attracted sufficient policy traction or resources.

- 71 For 2014-2015, 13 countries reported significant results under Outcome 3.2. However, relevant outputs were delivered in other countries too that may have been reported under other SOs. According to the DRE team, in 2016-2017, 22 of the 48 countries implementing activities will report significant results and are thus the target countries for the biennium. The evaluation's main findings, gleaned from desk reviews, field missions and telephone interviews in a number of countries are summarised in the following section. These have been grouped under relevant thematic headings of the DRE framework¹⁷.

3.5.1 Rural youth employment

- 72 Rural youth employment (RYE) accounted for the largest share of DRE work in terms of country coverage and resource mobilisation, reflecting the theme's resonance with member countries, especially in Africa. Support to rural youth employment promotion was a mix of global, regional and national support elements (although not simultaneous) for formulation of policies and programmes; besides capacity development and technical support to FAO country offices and national counterparts.
- 73 The bulk of RYE work consisted of country-level support to design and implement policies, programmes and investment plans to foster youth employment. However, there has also been a fair amount of contribution/participation to deliberations and sensitisation in global and regional forums/networks as well as creation of knowledge products and guidance materials. Over the past few years, FAO has built an impressive footprint and its domain expertise and technical strengths are acknowledged by key partners including ILO, regional banks and other institutions. In Africa, FAO has positioned itself strategically and right at the centre of the action and is partnering with the key regional players (NEPAD, AfDB and IFAD). It has supported a number of countries – Kenya, Nigeria, Senegal, Mali, Malawi, Tanzania, Uganda and Zambia – in the formulation of national policies, strategies, investment plans and programmes for youth employment in agriculture. Similarly, in the Caribbean, FAO has embarked on a multi-country programme with IFAD and a regional partner Procasur to develop national youth employment programmes in rural areas.

¹⁷ Assessments being by theme, the Output level headings such as DREPAC etc. are not mentioned directly, as capacity development is subsumed under the policy work under respective themes.

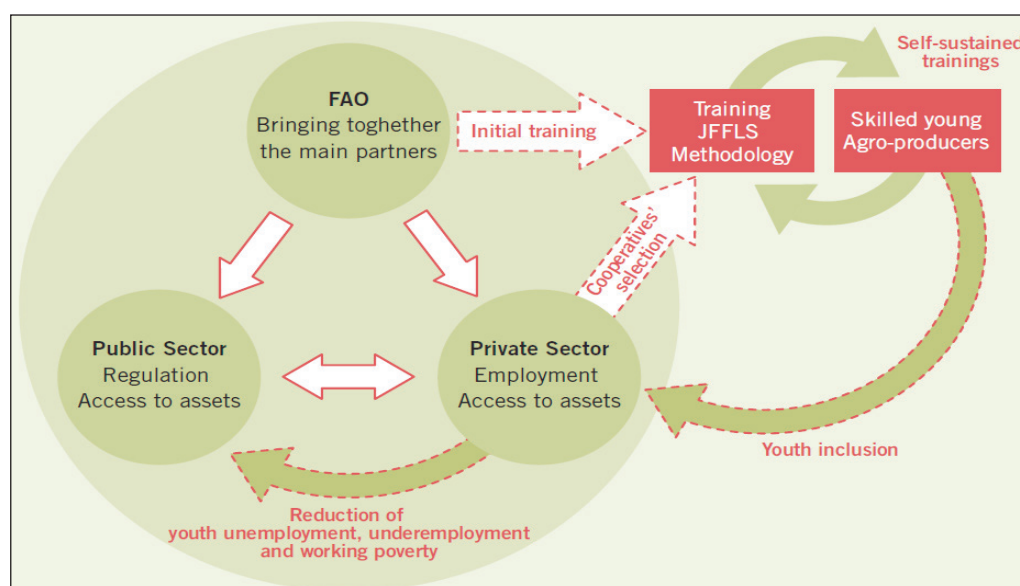


Figure 3. Schematic of FAO's Integrated Youth Employment Model

Source: DRE team

74 FAO's rural employment model, as implemented in Tanzania and Malawi, is multi-dimensional and includes policy and regulation, promotion of private sector linkages (through value chains and services), and skilling youth for employability using the FAO established platforms such as JFFLS. The model is not rigid, it is customised to country-specific requirements. While the approach is sound, the actual scope of interventions has remained at one or two dimensions, mostly the policy side. The comprehensive approach as outlined warrants a longer term (multi-year) engagement with discrete outcomes in all these dimensions. Besides higher levels of financial resources, it calls for national commitment at the highest levels. This has not happened even in Nigeria, a flagship illustration, where FAO's role has been formulated one stage at a time (Box 6). This is not surprising given that it is still early days for DRE at FAO. Implementing the model will involve partnerships with other specialist agencies especially in areas such as rural finance and skills development at national level. Equally important is the need to address demand side strategies and expand the employment funnel in rural areas. These are areas where government needs to lead and other partners play a greater role.

Table 8. Flagship outputs: rural youth employment (RYE)

Country	Highlights
Kenya	Youth employment in agriculture strategy (promoting engagement of youth in agriculture)
Nigeria	National Youth Employment in Agriculture Programme (YEAP)
Senegal	National rural youth employment policy formulation and implementation
Mali	'Youth at Work', National Youth Employment Programme (ASTF) – Youth employment in agriculture (Lux-funded) – Support to young refugees (UNHCR funded)
Tanzania	NAP 2013 – employment in agriculture and decent work, public private model for rural youth employment
Zambia	Rural youth employment project - YAPASA, Green Jobs
Africa	NEPAD – Rural Futures Programme – ASTF (4 countries – Benin, Cameroon, Niger, Malawi) NEPAD-ILO-FAO Partnership on CAADP (Pillar 7)
Caribbean	Youth Caribe: IFAD-FAO –PROCASUR rural youth employment programmes in 9 countries
Global	Global Initiative on Decent Jobs for Youth (new) Global Youth- SWAP Inter-Agency Network on Youth Development

Source: compiled by evaluation team

Box 6. Youth Employment in Agriculture Programme, Nigeria

FAO's engagement has an ideal entry point in Nigeria's Agricultural Transformation Agenda, which prioritizes decent employment and youth employment as two of its pillars. Support to the ATA is one of the priority areas under the CPF 2013-2017. The first phase of support beginning in 2013 consisted of assistance (along with ILO) in formulating a national Youth Employment Programme in Agriculture, and strengthening the FMARD capacities to implement in specific value chains (rice, banana and cassava) in six pilot locations. FAO also provided technical assistance (through a TCP) for a national investment plan to upscale the YEAP. Subsequently, the government has committed \$235 million for the national plan, which will cover 36 states and touch over 740,000 beneficiaries. An important feature of the programme is to skill a pool of 18 500 university graduates into young agriculture entrepreneurs 'Nagropreneurs' conversant with the entire value chain. The YEAP has inspired AfDB's regional programme 'Empowering Novel Agriculture Business led Employment for Youth in African Agriculture' (ENABLE Youth). Since its launch, several countries have approached AfDB to support in formulating country-specific projects for approval.

Source: compiled by evaluation team

- 75 In Kenya, FAO has assisted the national government in consolidating previous policies into one comprehensive national agriculture policy, which includes five pillars of youth engagement. This is now backed by a youth employment in agriculture strategy/action plan prepared with FAO assistance for which the government has approved US\$200m for implementation. Besides supporting the action plan formulation, FAO's assistance under the 'Enhancing Youth Participation in Agriculture' initiative seeks to influence youth attitudes through novel approaches such as a Young Agripreneurs Forum to felicitate young business leaders (Top 35 under 35), a Shark Tank university challenge competition and Young Lawyers and Journalists. In partnership with other agencies, the project has created a few pilots supported with training, market linkages and grants.
- 76 Over time, FAO targets to empower 100 youth-owned businesses in each of the 47 counties to attain a revenue of Khs1m/annum (US\$10,000) through greater engagement with county councils and private sector.
- 77 In Zambia FAO contributes to two projects, both led by ILO. These are: Rural Youth Enterprise for Food Security (YAPASA), a project for rural youth employment in two value chains; and 'Green Jobs', a UN joint project of ILO, UNCTAD, ITC, UNEP and FAO, which aims to create an ecosystem of 'green' building systems. The evaluation notes that in both projects, FAO only supports production practices and its DRE inputs could not be demonstrated. Both projects point out the challenges in dealing with purely private sector entities, even for ILO. There are some useful lessons from the projects, which relate to the need to develop effective partnerships with the private sector and highlights the need for more involvement in design and partner selection in joint programmes.
- 78 YAPASA is a sustainable rural enterprise development project focusing on youth involvement and targeting to create at least 5,000 youth-owned enterprises and 3,000 decent jobs in two market-oriented value chains – soya bean and aquaculture. The project had a policy coordination component to interface with the ministry's efforts in implementing the Aquaculture Strategy and Development Plan. FAO has been instrumental in developing Zambia's plan. FAO mainly made technical contributions in training beneficiaries through JFFLS in occupational health and safety (OHS) good practices – use of the right pesticides, quality approved farm inputs, pond and cage aquaculture practices, etc. These were duly acknowledged and appreciated by the partners. However, YAPASA faced challenges in securing financial access from banks and other institutions and had to be scaled down to accommodate some costs within the project. Key partners like National Savings and Credit Bank (NATSAVE), Bank ABC and Savana Streams backed out of funding youth because of the lack of credit worthiness, or asked for guarantees and high collaterals. Although this was not FAO's responsibility, the experience highlights the huge challenges of financing for youth-owned enterprise and calls for actions to evolve youth-appropriate instruments. The project also used a methodology that was new to FAO in terms of application, the Making Markets Work for the Poor (M4P), which uses indirect implementation instead of the usual FAO direct implementation. This will require further support for countries wishing to adopt the methodology.

- 79 The **Green Jobs** project aims to create an ecosystem of 'green' building systems using sustainable materials and developing a green buildings code, building demonstration houses, and creating 3,000 decent 'green' jobs, incorporating social protection and labour standards in the supply chain. Global cement major Lafarge is the private sector partner tasked with the construction of demonstration homes. FAO's role was to organize rural communities and assist them to develop businesses using wood lots and non-timber forest products, and to obtain Forest Stewardship Council (FSC) certification for forest areas under the communities (FSC certification was later dropped given the timeframe and costs). Thus, other than the label of 'Green Jobs' the project did not present opportunities to showcase FAO's offerings on DRE. ILO handled these issues with timber milling/processing companies. However, Lafarge Cement, which was to build the demo houses from sustainable materials provided by the Green Jobs partners, used a lot of cement and very little wood in their designs.
- 80 In the Caribbean, FAO, supported by IFAD and in collaboration with Procasur is implementing a regional project '**Youth Caribe - Strengthening decent rural employment opportunities for young women and men in the Caribbean**', which aims to contribute to reducing poverty among rural youth by promoting an environment enabling regional policy development for decent rural youth employment in the Caribbean. The project is in the early stages of implementation in six countries: Belize, Cuba, Haiti, Dominican Republic, Grenada and Guyana. At present, the national youth profiles are being finalized and some innovative rural youth enterprises are being studied and will be showcased as models. Simultaneously, FAO, through a TCP project 'Youth Participation in Food and Feed Systems of Caribbean' is supporting related activities in countries not covered by the IFAD project (Saint Lucia, Saint Vincent and the Grenadines and Barbados) while also providing technical backstopping and guidance to the overall program, i.e. in all countries of the sub-region.
- 81 The **Integrated Country Approach (ICA)** consists of several different types of outputs – knowledge generation, policy and institutional capacity strengthening and technical support on programmes for DRE (although these have been mostly youth employment programmes). ICA work has been implemented in five countries: Phase I in Malawi and Tanzania in 2011-2014 and Phase II in Guatemala, Senegal and Uganda in 2015-2017.

Box 7. Integrated country approach, Senegal

Senegal became one of the first African countries to adopt a dedicated national Rural Youth Employment Policy. Supported by SIDA funding and an IFAD grant, FAO – partnering with the national youth employment agency ANPEJ and a think tank IPAR – supported the Ministry of Youth, Labour and Development with a four-pillar Rural Youth Employment Policy, aiming to create 100-150,000 rural jobs annually. FAO's support consisted of technical assistance to policy formulation, national policy dialogues and stakeholder consultations under a high-powered Comité de pilotage. FAO has an observer status in the Committee and embedded a technical support unit inside the Ministry of Labour to support activities. Thematic working groups have been constituted on green jobs, youth in agri-food value chains, young women empowerment, and child labour prevention, and events have been held on some of these as well.

FAO's complementary projects in Senegal include: a peer review of the NEPAD–Presidential initiative on green jobs for youth in agriculture value chains; and a TCP supporting youth employment in aquaculture. FAO also supported road shows in provinces and partnered (ANPEJ, ILO –ITC) on key events such as the 'Forum for Decent Employment' and 'Transforming Child Labour into Decent Rural Employment'. The country office also supported other FAO offices in the region on formulating DRE approaches. FAO's work received visibility due to national ownership at the highest level and as Dakar is a sub-regional hub for many development partners. The absence of an ILO country office in Senegal also placed FAO in a more frontal role in the discussions on 'employment'. National commitment, strong support from the headquarters DRE team and the initiative of the country office were key factors in building FAO's profile on DRE in Senegal and in the sub region.

Source: compiled by evaluation team

- 82 The evaluation had positive impressions of the implementation in Tanzania and Senegal, which have shown strong national ownership of the process and used the results for policy and institutional improvements. However, in Malawi, the project encountered discontinuities following the departure of the national coordinator, resulting in resource constraints in the country office to adequately follow-up on the activities initiated. The other Phase II countries, Uganda and Guatemala, are showing progress too. In Guatemala, FAO is supporting the development of the National Decent Employment Policy and a departmental Rural Youth Employment Strategy within the framework of the National Policy of Integrated Rural Development (PNDR). In Uganda, FAO is supporting with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) to develop a Strategy for Youth in Agriculture and enhance the Ministry's contribution to the National Action Plan on Youth Employment (NAPYE). Also, capacities will be strengthened on youth inclusive financial services, in collaboration with Rabobank.
- 83 In Tanzania, FAO provided technical support to the development of the National Strategy for Youth Involvement in Agriculture and formulation of Action Plans for Youth Employment in Agriculture, which were formally adopted by the government. FAO's JFFLS model was mainstreamed into the national extension service, with the government funding a number of JFFLS courses and adding an agriculture curriculum in the state-owned TVETs. Another important contribution was the pilot illustration of a private sector partnership model for rural youth employment using the JFFLS and FFS methodology - the results were published as a case study. These positive results from the ICA work were facilitated by a national coordinator. However, the constraints of a small country office limited the potential for building on these successes in the follow-on UN joint programme for rural youth employment. Due to a very small presence and lack of leadership (five staff and no FAOR for 15 months) FAO could not play its due role in relevant market-oriented dairy and sunflower oil projects¹⁸ aimed at youth enterprise and employment creation. As a result, FAO remained marginalised in comparison to other partners like ILO and UNIDO. The Tanzania experience demonstrates the importance of having strong FAO presence and sufficient country office strength in flagship countries for new themes.
- 84 Notwithstanding the positive results from the first phase of the ICA in several countries, the evaluation observed conceptual difficulties among stakeholders – FAO country offices and counterparts – in understanding the ICA framework, besides the overlap with the rural youth employment approach. There were suggestions (and the evaluation concurs with these) that the approaches should be more concretely formulated around one specific issue – migration, youth employment, child labour, hazardous work or women empowerment – which have clear entry points, rather than the broader ICA type framework with multiple issues. Therefore, despite its flexibility, which was perhaps a need of the early stages of DRE work in countries, there is merit in reviewing the logic of the ICA and reconstituting it with better clarity and simplicity around specific subjects. In particular, the generalised capacity building aspects for FAO and country counterparts can be spun off into other modalities such as the FAO-ILO joint learning programmes in Turin and packaged under regional or global projects, linked to and anchored in the SDGs. Technical support around concrete themes like youth employment can be unified under one model, which will assist in a more comprehensive programme and increase the effectiveness in communicating the offerings over a medium-term horizon, which is necessary to attain sustainable employment results. The evaluation notes that this has been incorporated in the second phase of the ICA.

18 UN Joint Programme (four agencies, \$1.5 Mn, 3-year duration), to pilot an integrated model for rural youth employment, in collaboration with private and public sectors, in three products: leather (lead UNIDO), dairy (ILO) and sunflower oil (FAO and UNIDO).

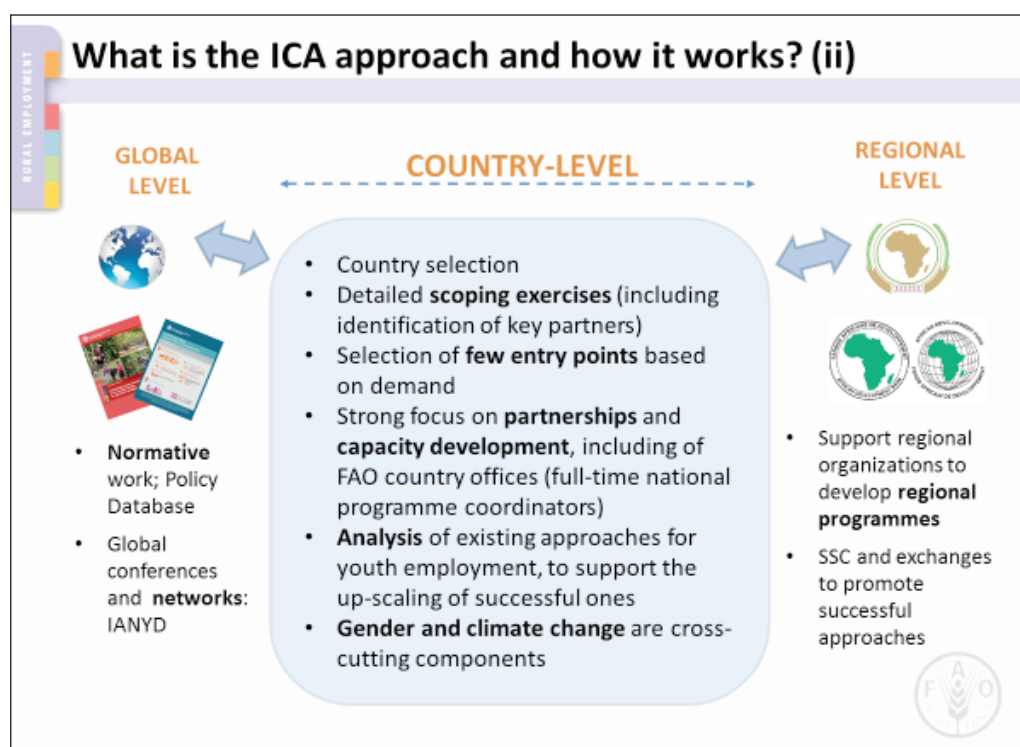


Figure 4. Schematic of FAO's new integrated country approach

Source: DRE team

3.5.2 Prevention of child labour in agriculture

85 The DRE team has put together an interesting combination of global knowledge products and country-specific work on child labour in agriculture and established effective field level partnerships with ILO (in several countries and regions) and UNICEF (in Lebanon), the two agencies that are most closely associated with child labour. The field missions to Africa, Near East and North Africa (NENA) and Latin America and the Caribbean (LAC) made both agencies to value FAO's contributions based on its specialised knowledge of agriculture practices, reflected in the advocacy against exposure to pesticides and in general against age-inappropriate work in agriculture and fisheries.

86 Good examples of work on child labour were also found in Cambodia, Lebanon, Malawi, Niger and Paraguay. FAO established entry points with the Ministry of Labour and provided a number of useful outputs in partnership with ILO and UNICEF (see Box 8). However, it has not been easy to get Ministries of Agriculture on board on this issue, which is officially outside their jurisdiction.

Table 9. Flagship outputs: prevention of child labour in agriculture (CLAP)

Countries	Relevant outputs
Global	FAO ILO e-learning course 'End Child Labour in Agriculture' FAO ILO Protect Children from Pesticides: Visual Facilitator's guide (9 regional/language versions) FAO ILO guidance on addressing child labour in fisheries and aquaculture Handbook for Monitoring and Evaluation of Child Labour in Agriculture FAO-IFAD/UNDROIT Legal Guide on Contract Farming FAO WHO International Code of Conduct on Pesticide Management FAO ICAC Measuring Sustainability in Cotton Farming Systems, integration of child labour concerns

Countries	Relevant outputs
RLC	FAO ILO training on child labour in agriculture reaching 17 countries and more than 100 staff and country counterparts (FAO, ILO, government officials and other key stakeholders). FAO ILO regional study on child labour in agriculture 'Existen alternativas para la niñez y la adolescencia en el campo' Policy and programming support in Guatemala, El Salvador, Honduras and Paraguay
Cambodia	Field testing of M&E handbook; Support to Child Development Strategy National Action Plan 2015-2020 for Gender Mainstreaming and Elimination of the Worst Forms of Child Labour in Fisheries Sector Policy and Strategic Framework on Childhood Development and Protection in the Agriculture Sector 2016 - 2020
Lebanon	Handbook on avoidance of child labour in agriculture Ethnographic studies on causes of child labour in refugee areas FAO UNICEF storybook on protection of children from pesticides Training on occupational safety and health for food security sector members and in agricultural TVET curriculum
Malawi	National regulatory framework for contract farming, including decent work and child labour concerns National awareness campaign on child labour in agriculture Framework of Action on Child Labour in Agriculture
Mali	Update of National Roadmap to prevent child labour in agriculture Integration of child labour in Junior Farmer Field and Life School Curriculum and Farmer Field Schools of national Integrated Production and Pest Management programme
Niger	National steering committee on child labour in agriculture National consultative framework on child labour in agriculture Prevention of Children exposure to pesticides integrated in Ministry curriculum National chamber of agriculture network, federations of producers organizations and workers associations engaged in building capacity of their members to address child labour
Paraguay	FAO-ILO advocacy on child labour prevention in Cotton Value Chains

Source: compiled by evaluation team

87 Interestingly, in Lebanon, work done on child labour in agriculture was reported under the social protection outcome, even though the substantive aspects as inferred from the documents bear considerable similarities to the work done in other countries under DRE. Work in Lebanon revolved around the issues of refugee children commissioned by intermediaries for farm labour and established entry points for FAO with the Ministry of Labour and Ministry of Social Affairs. FAO's contributions – undertaken in partnership with UNICEF and ILO – consisted of:

- A guide book for the Ministry of Labour on child labour prevention in agriculture,
- A study on Occupational Safety and Health (with American University of Beirut);
- A series of 'training of trainer' workshops on child labour in north Lebanon including issues of Syrian displaced children
- Ethnographic studies in Beqaa, analysing the causes of child labour
- Support to Ministry of Social Affairs in a mapping of agriculture and social protection services to explore synergies between agriculture centres and social development centres.

88 More recently, FAO was invited to join Alliance 8.7, the ILO-led multi-agency alliance formed to address target 8.7 of SDG 8, which calls for governments to "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." While the alliance is at the early stages of deliberations on its action plans, FAO is expected to have an active role in some action groups: rural development, social protection and education; and supply chains.

Box 8. FAO work on child labour in agriculture, Cambodia

Cambodia's engagement with FAO and ILO on child labour prevention in agriculture stands out as an example of proactive and pioneering national ownership. FAO's work on child labour in agriculture in Cambodia began in 2010, when Cambodia's MoAFF participated in FAO's global expert meeting on child labour in fisheries and then included child labour reduction targets in its 10-year Strategic Plan 'Fishing for the Future' and the inclusion of child labour in its Code of Conduct for Responsible Fisheries. Fisheries stakeholder consultations in Cambodia also contributed to the FAO-ILO Guidance on Addressing Child Labour in Fisheries and Aquaculture. This guidance document was then translated locally to Khmer and used by the Government to inform further policy and strategies to address the issue. Fishing communities themselves have committed to tackling child labour at local level as part of the sustainable management of small-scale fisheries in the guidelines: "Making a Brighter Future for Small-scale Fisheries through Community Fisheries in Cambodia". Cambodia further developed these initiatives with FAO policy support to evolve in 2015 a National Action Plan 2015-2020 for Gender Mainstreaming and Elimination of the Worst Forms of Child Labour in the Fisheries Sector. Local laws have been prepared to prevent child labour in fisheries and aquaculture, and government officials at MoAFF have been sensitized and supported to increase their capacities to address child labour and gender issues. FAO's work in Cambodia also contributed to the formulation of FAO Voluntary Guidelines for Securing Small-scale fisheries in the context of food security and poverty reduction (SSF Guidelines), the first internationally agreed instrument dedicated to the small-scale fisheries sector. Cambodia also volunteered as a pilot to field test the FAO Handbook for Monitoring and Evaluation of Child Labour in Agriculture. Based on the Handbook and testing results, Cambodia formulated a Child Development Strategy for the entire Ministry of Agriculture, Forestry and Fisheries, including a substantial component on child labour prevention.

Source: compiled by evaluation team

3.5.3 Promoting international labour standards in rural areas

- 89 Work under this output relates to promoting normative and legally enshrined aspects of decent work to ensure safe, healthy and hazard-free work conditions and the avoidance of child labour in agriculture. Rooted in human rights and labour standards, this output focuses on sector and labour legislation as well as awareness generation and sensitization of stakeholders. A number of guidance materials, handbooks and information packs have been prepared as reference materials for practitioners, besides country specific studies, assessments and support to drafting legislation, on extension of international labour standards and prevention of child labour.
- 90 However, there has been little traction for this theme at the national level, except in a few countries – Cambodia, Niger, Malawi and Mali. This is due to three reasons: one, the absence of data on the largely informal nature of the rural economies; two, absence of mandate of the Ministry of Agriculture on enforcement of labour standards; and three, reluctance to use it in the face of failure to reduce poverty and unemployment. Within sectors, there has been a greater traction in fisheries as can be seen from the work done so far. This is in part due to the greater level of internalisation of the decent work agenda in fisheries and opportunities exploited in regional initiatives such as the Blue Growth Initiative.

Table 10. Flagship outputs: International Labour Standards in Rural Areas (RAILS)

Country	Relevant outputs
Global	Information and training packs for work place assessment Handbook on ergonomics in AFF (Fitting the Job to the Man) Guidance materials on Occupational Safety and Health in Aquaculture. Safe diving practices guidelines and scuba-free certification for operators OSH in Concessional Forestry; Capacity development to implement labour standards in rural work
Guatemala	Case studies on extent of application of international labour standards in rural areas
Ghana	Application of ILS in Forest Law Enforcement Governance and Trade (FLEGT)
India	Case studies on Labour law in fisheries and aquaculture
Lebanon	Study on Occupational Safety and Health (with American University)
Sri Lanka	Case studies on Labour law in fisheries and aquaculture
Indonesia	Draft legislation for protection of human rights in fishery sector
Zambia	Application of ILS principles in Green Jobs Programme

Source: compiled by evaluation team

91 The evaluation observes that there is a greater chance of success in embedding the International Labour Standards in Rural Areas (RAILS) in projects linked to regional and global supply chains. The underlying assumption being that large conglomerates have incorporated 'decent work' guidelines in their corporate practices and even extend them to their supply chains. Interesting examples of this were found in the Bangladesh food safety project, in which mango farmers adopted GAP and safety guidelines issued by the International Buyer Safeway (Walmart) which were duly certified by independent parties before shipments were cleared. The practices continued with some degree of atrophy even after Walmart purchases ended, and are now being used in supplies to other international customers as a voluntary standard. This is seen as a more effective way to introduce DRE concepts than through an enforcement approach.

3.5.4 Rural women economic empowerment

92 Although rural women economic empowerment (RWEE) is featured as a part of the DRE framework, given the complementarities with the work under 3.1.5, some outputs were provided jointly. Notable among these were contributions to a seven-country UN Women led joint programme along with FAO, IFAD and WFP for the economic empowerment of rural women. These are covered under the thematic report for access and empowerment.

93 Outputs specific to gender and women employment reported under Outcome 3.2 consisted of policy tools to analyse women's rights and status of gender equality in land rights and agriculture in general; case studies on gendered impacts of land investments; e-learning modules on gender equality and rural women empowerment through decent work, gender assessments of dairy value chains focusing on occupational health and safety measures, besides a number of knowledge products and studies.

94 The evaluation specifically looked at the gender and equity implications case studies for Tanzania and Malawi and noted their usefulness for evidence-based policy advocacy toward gender-equality through affirmative access initiatives for women, and the need to bridge gender wage gaps for the same type of work in fields and off fields.

Table 11. Flagship outputs: RWEE

Output	Description
Policy tools	E-learning module: "Promoting gender equality and rural women empowerment through decent work"
Case studies	Gender and Equity Implications of Land related investments on Land Access, Labour and Income Generating Opportunities: Tanzania, Ghana, Zambia, Lao People's Democratic Republic, Sierra Leone and Mozambique
	Country profiles on gender inequalities in rural employment - Ghana, Malawi, Tanzania
	Gender assessments in dairy value chains- Ethiopia and Kenya - focus on OHS
Other studies/ papers	'A framework for measuring rural women's empowerment in the context of decent work ' Paper for International Conference on Agricultural Statistics VII (October 2016)
	Feminization of Agriculture in the Context of Rural Transformations: What is the Evidence?" working paper (with World Bank)
	Rural women access to green jobs in agriculture - literature review (with World Bank)
	Rural women employment in Egypt – study (with ICARDA)

Source: compiled by evaluation team

3.5.5 Migration

95 FAO's approach to the theme is based on the premise that migration should be a choice and not a necessity, and focuses on addressing causes such as food insecurity, absence of income, employment and livelihood opportunities, degradation of natural resources, absence of social protection and inequality. The policy responses outlined include support to create alternative sustainable livelihoods and employment opportunities, spread of sustainable and climate-smart practices, diversification to non-farm activities, extending

social protection to vulnerable groups, education, skill development and financial inclusion. In addition, FAO's work aims to enhance the positive developmental effect of migration on rural areas of origins, for example by promoting technical and financial investments by diaspora in their areas of origin.

- 96 FAO's work on migration is a mix of global and country-level interventions. At the global level, FAO has been a member of the Global Migration Group since 2014 and has been contributing actively to communiqués and statements, background materials, and providing technical inputs on several guidance notes and handbooks. Recently, FAO initiated collaboration with the International Organization on Migration (IOM), the main actor on migration issues.
- 97 Field level work began with an inter-regional Italy-funded pilot in Ethiopia and Tunisia (GCP/INT/240/ITA) to analyse and address the causes of distress migration. The project is still ongoing and by the time of the evaluation it had tested pilot mechanisms to promote rural youth employment in areas of high out-migration, which included delivering training, equipment and ongoing technical support and institutional/market linkages to selected youth. The project is also supporting the Ministries of Agriculture in integrating stronger focus on migration in its strategies and policies, as for example through the participation in the thematic working groups for the implementation of the National Migration Strategy in Tunisia and support to the development of the new National Strategy for Rural Jobs Creation and Food Security. The early state of implementation precludes any assessment by the evaluation. Two new projects have been formulated for Kenya and Senegal. The evaluation also observed some country-level projects or activities, for instance, in Kenya and Lebanon, addressing migrant populations, pastoral and displaced communities.

Table 12. Flagship outputs migration

Country	Relevant outputs
Global Migration Group	Periodic contributions and technical inputs to events, guidance notes, handbooks, etc. Technical support to High-Level Summit on Addressing Large Movements of Refugees and Migrants
Knowledge products	FAO Migration Evidence Generation Plan (under development)
	UN Summit on Refugees and Migrants Migration, agriculture and rural development- addressing root causes and harnessing its potential for development & Migration and Protracted Crises: Addressing the root causes and building resilient agricultural livelihoods
	Migration and Climate change - forthcoming
Projects	Ethiopia and Tunisia: Inter regional project- Addressing root cause of distress migration
	Kenya-Reducing distress migration through local value chain development (forthcoming)
	Senegal-Fostering productive investments to create decent farm and non-farm jobs for rural youth in migration-prone areas FMM funded (forthcoming)

Source: compiled by evaluation team

- 98 FAO sees the development potential of migration through creating enabling environment for the productive use of remittance flows and savings. Remittances from migrants amount to an estimated US\$550 billion annually; more than fourfold the volume of official development assistance. Rural households are recipients of about 40 percent of these remittances. Remittances invested in rural areas can produce positive impacts on agricultural production by enabling farmers to buy inputs, improved seeds and adopt more sustainable land management practices, and by stimulating farm and off-farm businesses. Thus, as a theme, it is highly relevant across regions, especially Asia and Pacific (Bangladesh, Nepal, Philippines, and several Pacific countries). Migrant remittances are important contributors to the national economies of origin countries and practiced as an instrument of state policy. However, presently there is no programming around remittance flows, and a need for technical support has been felt in the regional office Asia Pacific.

- 99 The evaluation could not interact with national stakeholders on the theme of distress migration, in view of the early stages of field projects. However, it would be useful for FAO to offer concrete examples that better explain the nature and thrust of its contributions – whether upstream or downstream, and whether in origin or destination countries. The causes of distress migration can be addressed through combinations of affirmative integration projects, social protection, including seasonal employment and active labour market programmes – such as India's national employment guarantee scheme – and managed seasonal migration arrangements, as in the Pacific region, with Australian and New Zealand seasonal permits for migrants from the smaller Pacific island countries. Similarly, in remittances, the need is to include these in a more comprehensive rural finance and investment package, and support financial literacy and planning in recipient communities toward more prudent and productive use of remittances. This is an area where more technical expertise needs to be built in SP3 teams overall.

3.5.6 Rural employment information networks

- 100 Contributions to data and knowledge on DRE are in the form of knowledge products consisting of analysis of policies, practices and emerging issues related to the DRE sub-themes; documentation of good practices and evidence from impact of policies and programmes; and development of methodologies for DRE statistics in agriculture and rural areas. FAO works closely with other organizations, research centres and academia in generating knowledge on DRE. In particular, there is ongoing collaboration with IFPRI to jointly analyse different issues related to youth employment as part of its research programme on Policies, Institutions and Markets (PIM) Phase 2. The evaluation examined a selection of these knowledge products and found them to be very useful as introductory reference materials for generalists and DRE programme staff to build a practical working understanding of the concepts and issues. However, there was limited knowledge or consultation of this body of information in many country offices – linked to the lack of dedicated staff, and systematic training and capacity development programmes. There was limited or no awareness among government counterparts and other implementing partners (except ILO and IFAD) of the products.

Table 13. Flagship outputs: rural employment information/knowledge products

Promoting economic diversification and decent rural employment towards greater resilience to food price volatility (ESP);
Paper on Decent rural employment, productivity effects and poverty reduction in sub-Saharan Africa (ESP);
Policy brief on "Turning Family Farm Activity into Decent Work" prepared in the context of the International Year of Family Farming (IYFF) in 2014 (ESP);
Briefs on good practices on decent rural employment (ESP);
Brief on "Reducing distress migration through decent rural employment"; Briefs on the linkages between trade and decent rural employment (EST);
Questionnaires for the collection, dissemination and analysis of data on decent work in agriculture and rural areas (ESS);
Study on compliance with minimum wage regulation in Latin America
Core set of Decent Work Indicators in AGRIS
Evidence on youth employment in SSA
FAO publication on Good Practices in DRE
Analysis of statistical information on decent rural youth employment in Latin America, impact of public policies (RLC).
Statistics on gender/rural women's empowerment related to decent work
Methodological approach to integrate employment dimensions in water related interventions.

Source: compiled by evaluation team

- 101 Rural livelihoods statistics is an area that warrants high priority. However, there is currently no comparative country level data on rural unemployment profiles and 'decent work' aspects, although ILO and the World Bank collect some primary data on some parameters. FAO has embarked on a major initiative in partnership with the World Bank and IFAD to prepare a Rural Livelihoods Information System (RuLIS), which will have coverage of DRE parameters to be able to eventually monitor SDG indicators 2.3.1 and 2.3.2. In a related exercise, country level surveys were also carried out in Burkina Faso and Togo to analyse 'decent work' elements in rural areas. Over the next three years, data is expected to be available for nearly 100 countries.

3.5.7 Improvements in policy frameworks toward decent rural employment

FAO's support has resulted in formulations of national policies/ strategies/investment plans for rural and particularly youth employment in a number of countries. The longer term impacts will depend on continued resource allocations toward employment creation. There are encouraging signs of commitments toward resource allocations in some countries, besides a growing interest of resource partners in youth employment.

- 102 There is evidence of contributions to policy frameworks, which has been the main form of support in DRE interventions. With FAO support several countries have formulated new policies on youth employment in agriculture or designed action plans for the agriculture sector under their overall national youth development policy. In several countries, studies and analyses have been carried out to inform policies and guidelines on issues like occupational health and safety, prevention of child labour in agriculture and the application of international standards. Their impact on decent rural employment will depend eventually on implementation of these policies and the allocation/mobilisation of requisite resources. In this regard, some countries – Nigeria, Kenya and Tanzania – have demonstrated national commitment by releasing resources from budget allocations and have taken loans to finance their plans. Many countries are in different stages of submitting their country plan to AfDB's ENABLE Youth programme.

Table 14. Youth employment scale-up plans in select countries and institutions

Country	Expected coverage	Scale-up funding
Nigeria	740,000 beneficiaries, 18,500 graduates	US\$235 million
Senegal	100-150,000 jobs per year	N/A
Kenya	5,000 youth entrepreneurs, 50,000 jobs	US\$20 million
AfDB plans	25-35 million jobs, by 2025	US\$12.5 billion (0.5 billion/country)

Source: Project documents, presentations and fact sheets, compiled by evaluation team.

- 103 The policies and national institutional arrangements created with FAO support are generally irreversible and expected to continue as intended. DRE has the advantage of favourable tailwinds and is well placed to ramp up and accelerate delivery in at least three regions: Africa, NENA and Asia. Policy work and ground level projects in countries (like Nigeria, Kenya, Zambia, Tanzania, Uganda, Senegal, Benin, Guatemala), thematic partnerships with key actors (AU/NEPAD, AfDB, IFAD and ILO), and major financial commitments by regional bodies and financial institutions position FAO well to leverage the early breakthroughs and replicate this work across Africa, NENA and parts of Asia, besides in Latin America and the Caribbean.
- 104 Funding prospects are good for 'youth employment' and 'migration' with the increasing prioritisation of these themes by national governments, regional institutions and donors, especially in Africa and NENA where the challenges are severe. In Africa, regional institutions have announced commitments to fund youth employment initiatives as part of the Africa 2063 'Future We Want' and related first decade targets, and CAADP based plans involving rural employment. AfDB plans to regionalise the ENABLE programme

based on the Nigeria example and implement it in 20 countries. Over the duration of its 2013-2022 strategy, AfDB has targeted to leverage US\$12.5 b (US\$0.5 b per country) to make available 25-35 million jobs in Africa. Similarly, IFAD's 'Invest in the Future' is a global initiative to support countries' youth employment initiatives. AfDB and IFAD funds are loans, therefore, it indirectly means that the countries themselves are taking ownership of the employment agenda. To what extent these translate into continuing opportunities for FAO, given the preponderance of loan-funding for upscaling, remains a challenge for innovative approaches.

- 105 Donors such as the EU, Sweden, Italy and DFID have shown interest in programmes covering youth and migration, given its implications. However, the concentration of FAO expertise and resource mobilisation in the headquarters with gaps in the regional and sub-regional offices limits the extent to which FAO can handle the increasing demands for technical assistance from countries. For other themes of the DRE framework, such as child labour and occupational health and safety, national and donor commitments for funding remain far lower. With limited funding for these themes, FAO could focus its role on policy and best practice advocacy instead of taking up more pilot projects in countries to demonstrate evidence.

3.5.8 Benefits for women, youth and the socially marginalised

The early stage of interventions makes them premature to consider impacts. However, the absence of granular data presents challenges impact assessments in general and needs specific attention in future programming.

- 106 These interventions are at an early stage, therefore the benefits for specific groups are yet to manifest in terms of employment creation, income and livelihoods improvement. However, the absence of granular, gender-and-age-disaggregated data presents challenges in the assessment of impacts at the country or regional level. This is in large measure due to the absence of primary data on DRE. ILO and the World Bank have reliable primary, sex-disaggregated data on youth unemployment, although they are not granulated at the level of rural areas or within the agriculture sector. Likewise, agency level data exists in OSH and child labour but not for all countries, and often not ratified by government. This prevents the adoption of agreed baselines for projects.
- 107 In some projects, there has been broad targeting of beneficiaries but no specific poverty and employment potential analysis to justify the choice of interventions. Some FAO country staff justified that the CPF is the analytical basis for FAO's involvements, and to the extent projects align with specific strategic objective outputs and the CPF results matrices, they are aligned to rural poverty reduction goals. However, some projects have invested in more specific country analyses and baselines. Three examples are the RWEE work in Nepal, the ASTF supported rural youth employment programme in Africa and Youth Caribe in Caribbean.
- 108 There is a need for deeper analysis of poverty and rural unemployment in countries where programmes are being implemented, to build a chain of intermediate milestones leading to larger impacts. At least in the flagship countries like Nigeria and Senegal with national youth employment programmes being rolled out, FAO should assist in monitoring progress including through appropriate baseline assessments and in developing indicators that would prove the efficacy of these programmes in terms of employment creation and application of decent work principles and global standards. With the adoption of the SDGs, the need to capture data on specific indicators under SDG 8 will become increasingly important in the CPF and strategic programme level results monitoring. At a minimum, this should be done for all the major programmes being designed/implemented with FAO's technical assistance.

Box 9. Success factors

There are some important factors that explain or at least correlate with the patterns of success in Nigeria, Kenya, Cambodia, Senegal, and to a lesser extent Tanzania, Zambia and Malawi. These are useful to strengthen the theory of change, as they are not to be taken as given while designing interventions.

National ownership and commitment (Nigeria, Senegal, Kenya, Cambodia): National ownership and commitment stands out as the single biggest factor that explains the level of change attained in some countries. In all the flagship countries, there has been a clear demonstration of intent to effect policy changes around the decent work agenda. These have been duly prioritized in national instruments, such as the Agriculture Transformation Agenda in Nigeria, or the Child Development Strategy in Cambodia, or in the creation of high-level institutional structures for implementation such as the Comité de Pilotage in Senegal and the task forces to revise the National Agriculture Policy Strategy (in the light of devolution) in Kenya. Specific targets have been set in these countries toward employment (740,000 agripreneurs in Nigeria, 4,700 agripreneurs and 50,000 agri-business jobs in Kenya, and 100-150,000 rural jobs a year in Senegal). Governments have also mobilized resources to implement their plans.

Effective Contextualization (Nigeria, Kenya, Senegal, Zambia): FAO's ability to interpret national employment objectives in the context of agriculture and rural economies and translate them into 'employment policies/ strategies in agriculture has been a key element in bringing an appropriate role for both FAO and the Ministry of Agriculture, and has seeded the partnerships with ILO, which has traditional domain expertise. National youth policies and employment policies and even youth policies have been around in all these flagship countries, but these were sector-agnostic. FAO has been able to bring a specific 'Agriculture' orientation to these by showing the specific need to address rural unemployment in order to attain poverty reduction targets. Thus, the customized 'Youth Employment in Agriculture' are important carve-outs within the overall employment policies e.g. in Nigeria and Kenya, which enable employment creation linked to and growing from agricultural pathways.

Partnerships (ILO): A critical factor for FAO's success has been the anchor partnership with ILO and important regional players in Africa, which have enhanced FAO's credibility as an agency that can meaningfully contribute to employment issues in agriculture, the sector which needs the most attention in this regard. FAO has not only benefited through an improved working understanding of decent work programming, but has also played a useful role in adopting and adapting ILO's global decent work principles to the informal rural economy settings, besides adding new entry points through its field networks to seed/ deepen the 'decent work' agenda. While the full advantages of these linkages have not yet manifested, the potential for ILO-FAO partnerships in agriculture and fisheries value chains is significant.

Sheet anchor funding: FAO has been largely dependent on regular budgets to promote the new SO3 themes. Within the overall struggle to obtain resources, the flexible and un-earmarked nature of the FMM funding has been indispensable while field-testing DRE concepts, including the Integrated Country Approach, in several countries. This has helped FAO undertake several complementing activities- knowledge products, training and awareness building, toolkits, and analytical evidence generation, which in isolation would have rather low prospects for donor funding, but together coalesce to a level of influence on the beneficiary countries to embark on policy changes, as in Senegal and Tanzania. The continuation of instruments like FMM is vital particularly for the 'decent' aspects of the DRE framework such as occupational health and safety (OHS) child labour, etc.

Country office initiative (Senegal, Kenya): The absence of specialist expertise in country offices is a common feature across countries. However there are other important elements that helped enhance the profile of FAO's DRE work in some countries, these reflect the initiative and responsiveness shown by country offices to dynamic needs of national partners and FAO offices. These include, for instance, using locational advantages to status to host regional events (which are attended by other partners), backstopping other FAO offices, creating training and orientation opportunities for key counterparts and using public engagements to enhance awareness of the relevance of new FAO areas. These proactive engagements have helped build FAO's profile in DRE work among national partners and development partners in Senegal and Kenya, as observed by the evaluation.

Catalysing external factors: Besides the above country-level aspects, there are a few catalysing external factors that have brought momentum to FAO's DRE work, and particularly in Africa. The most important of these is the global prioritization of youth unemployment and migration as major challenges across regions. The recognition of these at the UN highest levels has converged the attention of development partners on these issues, perhaps to the exclusion of some other aspects of the decent work agenda. The second is the regional focus especially in Africa to address the implications of the 'youth bulge' challenge, and a specific prioritization by regional financial institutions to support countries to promote youth employment. The third is the increasing alignment of development strategies to the SDGs, which have specific targets for 'full and productive employment' (SDG8).

Source: compiled by evaluation team

4. Conclusions

4.1 Conclusions

- 109 FAO has demonstrated its potential to address rural poverty issues through decent employment, and has highlighted the importance of off-farm pathways in enhancing incomes for rural communities. FAO's traditional comparative advantages, rooted in domain expertise, institutional relationships and field networks, have helped in contextualising 'decent work' principles in agriculture and rural settings. This is acknowledged by key partners including ILO. However, the core technical expertise in DRE resides largely at the headquarters and not in decentralised offices.
- 110 At the corporate level, FAO has shown highest levels of mainstreaming to the decent work agenda among comparable agencies. The decent work agenda has been mainstreamed to a high degree within FAO's technical divisions at headquarters, and is in a sense embedded into the tissue of the organisation- as an organisational outcome, as an ingredient of strategic planning and an element of programming cycle management. However, and although substantial work with promising results has been done in some countries, uptake has remained below potential in country offices because of the limited technical capacities.
- 111 There has been limited success with traditional corporate resource mobilisation strategies and structures for DRE amidst positive tailwinds and increasing demand for support in hot themes, particularly youth employment and migration. FAO has however engaged with a diversity of resource partners especially bilateral donors at the decentralised level. Engagement with regional level partners has been limited in comparison, and mostly pilot activities. FAO has also built strategic partnerships with several key actors and this provides a strong foundation for scaling up DRE initiatives in several regions.
- 112 The limited resources and increasing requests is an indication for more effective prioritisation of countries and themes, with a focus on demonstrating concrete impacts within the timeframe of the Strategic Framework. The absence of age and sex disaggregated data on DRE is a challenge to the need for evidence of the impacts. There is a need for deeper analysis of poverty and rural unemployment in countries where programmes are being implemented, to build a chain of intermediate milestones that would lead to larger impacts.

4.2 Looking forward

- 113 Based on the evaluation's observations, a few suggestions have been proposed to improve the effectiveness of the DRE portfolio. These are grouped under four categories: programming, delivery, partnerships and resource mobilisation.

4.2.1 Programming

1. Undertake deeper analysis and mapping of DRE opportunities and pathways in identified priority value chains (farm and off-farm, in all principal agriculture product/value chains) to guide rural employment related programmes/plans of national partners and introduce ILS in value chains linked to best practices of corporate/conglomerates, in synergy with SP4.

- 114 The effectiveness of FAO's increasing portfolio of policy advice will be tested ultimately in the expansion and diversification of rural employment. Thus, it is essential to locate these in specific pathways linked to or originating in agriculture.
- 115 FAO DRE contributions can become more effective through a more granular mapping of specific value chains of importance to individual countries and drilling-down into all the employment/self-employment pathways linked to specific products and value chains. In simple terms, FAO's national counterparts should be able to answer the question: "In country X value chain Y, what are the livelihood/employment pathways/opportunities

and the number and income potential from farm and off-farm activities?" With countries increasingly prioritising commercial agriculture such analysis will be useful and essential to guide programme and investment decisions. These opportunity maps can give rural communities a range of options based on inclination, skills and capital availability, and capacity development plans based on these preferences. FAO has access to all the information to compile and disseminate employment/enterprise pathways for a wide range of products, based on its global experience and footprint. These could be developed into analytical tools with the support of TCI and other divisions.

Table 15. Illustration of employment potential drilldown in territory dairy value chain (number, type of jobs)

Territory ABC. Population:X'000		Fully rural		Rural/urban	Fully urban	
	Input Supplies	Farm holders	Collection	Processing Plant	Distribution and Trade	Retail
	Equipment 800	Home farmers 3000	Collection points 500	Local processor1000	Freezer vans 100	Retail shops 1000
	Feed, medicine 500	Small Farm 7000	Local collect.2000	Bulk Chilling plant 500	Bulk milk trucks 100	Food Service inst. 3000
	Livestock 2000	Large farm 2000	Bulk. Collect. 1000	Large proc. plant2500	Warehouses 100	Small Eateries2000
	Fodder 800		Local milk vendors 1000		Local transp.200	
	Grain Farmers 5000					
Total	9100	12000	4500	4000	400	6000
36,000	25%	33.3%	12.5%	11%	1%	16%
Prof.	50		50	100		50
Tech	200	100	200	200	50	450
Semi skill	750	400	500	1700		1000
Unskilled	8100	11500	3500	2000	350	4500
OHS issues						
Av Wages						

116 Once the canvas of employment/livelihood opportunities and potential incomes are populated with potential incomes, investment/credit needs, skills needs, and other 'decent work' elements, these can be packaged into modules for use in all related programmes, whether national, decentralised or product specific. Having such maps will also improve project design/budgeting and results indicators as these will be benchmarked to the potential established in the mapping exercises. Over time, this will also create a strong body of evidence in countries that are implementing nationwide rural employment programmes.

117 As value chains offer the bulk of off-farm employment and enterprise opportunities, there is a strong case for strengthening links with FAO's SP4 interventions, particularly OO4.3. Given the low traction for international labour standards in agriculture, there is merit in seeding RAILS in specific value chains and partnerships with corporates. Many large players – regional and global – have some form of corporate codes linking to international standards, enshrined in their corporate social responsibility (CSR)/responsible business/corporate citizenship charters. This will enable a gradual assimilation and seepage of 'decent work' practices into rural areas driven by the links with the private sector, as evidenced in FAO's Bangladesh food safety project. This line of thought is already being considered by the SP3 team, and the 2018-2021 plans will focus more on value chains¹⁹.

19 'Outcome 2 will strengthen its component on the inclusion of the rural poor in specific value chains and markets, which will facilitate a stronger linkage to the inclusive value chain work undertaken under Strategic Objective 4. Further emphasis will be placed on facilitating income diversification in the contexts of rural transformations and climate change. Corresponding wording changes have been made to reflect this at the outcome and output level. Knowledge and evidence generation work from current output 3.2.3 will be folded into output 3.2.1.'

2. Further emphasise importance of agribusiness, rural finance and private investment policies/ employment-incentives within policy support scope. Secure greater engagement of relevant technical units/divisions in design of specific tools and capacity development materials on rural finance, especially around youth employment programmes. Strengthen training and knowledge of financial literacy in learning initiatives and platforms including and beyond JFELS trainings.

- 118 Given the critical importance of investment and credit for rural enterprises/microenterprises for employment creation, the DRE policy support work could strengthen its consideration of elements that sensitise agriculture policies to the need for public and private rural finance systems governed by overall banking/finance regulations. However, it is recognised that it may not be in FAO (or within the DRE team) remit to implement these elements directly and there will be a need to induct partners for these areas. There is also a need to involve the appropriate technical units in FAO to strengthen this area of work and apply it in country programmes especially youth employment programmes.
- 119 In many countries, the traditional support to rural enterprises has relied on grant finance components and has proved unsustainable. Even the present interventions continue this approach: Nigeria's YEAP targets 700,000 agripreneurs and Kenya's YES targets 5,000 youth entrepreneurs, and has planned grants of US\$10,000-20,000 per beneficiary. However, to the best of our knowledge, there is no specific guidance to beneficiaries on comparisons of the various investment possibilities within this amount to assess options and make better-informed choices.
- 120 There is a need and opportunity for FAO to strengthen rural finance and investment related capacity development through policy advice and piloting of credit models (led by the rural finance teams in FAO) with specialized institutions such as the Rabobank example with standby credit for contract farming supplies in Kenya. Rural and agriculture finance uses credit and investment criteria that are different from mainstream commercial finance. There is merit in exploring institutional tie-ups under the south-south cooperation to share successful practices in operating agri-business and rural finance institutions, including non-banking financial companies. On the policy side, there is also a need to study innovative fiscal incentives for agri-business linked to employment creation. This has been followed with some success in some Asian and African countries to boost private investment through fiscal credits linked to permanent jobs created in rural areas.
- 121 Implementing rural credit and finance schemes also calls for improved financial literacy among beneficiaries. There are opportunities for FAO and other partners to deepen this not only in the rural finance elements in the curriculum of FAO's learning initiatives, such as farmer field schools, but also in other platforms – ILO's SYB, Nigeria's Farmer Business Schools, and Kenya's Youth Incubation Centres – which presently do not have this module or cover it adequately to address the various needs. (Table 16).

Table 16. Illustration of rural finance models for agri-business

	Farmer	Moveable assets	Buyers
Finance	Direct small loan	Equipment finance, lease	Value chain funding with output buyers/input sellers
	Indirect loans through FBOs	Warehouse receipts	Outgrower finance with standby guarantee
Risk mitigation	Weather insurance		Weather insurance
	Personal insurance		Price risk insurance
Distribution	Mobile/branchless banking		Mobile payments

Source: IFC study on Innovative Agriculture SME finance

4.2.2 Delivery

3. Select field programme countries judiciously: in the short term, focus and ramp-up work in countries where donor traction is established and demonstration effect exists.

- 122 With the limited human and financial resources at hand, and the growing demand for some DRE themes, the opportunity costs are high for FAO. With the positive tailwinds and the opportunity to firmly entrench itself in the DRE space, FAO needs to consolidate the gains achieved and raise commensurate funding to deliver to its potential. On the other hand, in the face of funding constraints, there is a need for judicious country selection aimed at ramping up programmes in countries where traction is already established, instead of reacting to numerous demands for small, sub-scale activities which are resource-consuming without the prospect of impact or even continuity. While the present focus on Africa is well-reasoned and justified, opportunities in other regions should be based on demand by member governments and regional authorities and prioritised under FAO's regional initiatives and country programming frameworks, and, more importantly, availability of extra budgetary resources.
- 123 Prioritisation of countries could include these specific DRE criteria: commitments linked to Africa Vision 2063 – decadal targets, targets set in CAADP NAIPs and ARDF action plans. Additional criteria can be: admittance into large regional programmes like ENABLE Youth (20 countries have made country plans), and national fund allocations for DRE themes. A third set of criteria can be on FAO country office efforts: inclusion of DRE in CPFs, recruitment of staff, participation in training on DRE, use of DRE guidance materials, technical requests for project formulation assistance, and volunteering for virtual team work, etc.

4. Create regional teams from existing projects to backstop multiple projects effectively

- 124 In country offices, human resource and expertise constraints manifest at two levels: formulation of new projects and raising resources nationally, and to assisting/coordinating implementation of country projects. Given the time lags between the two states, there is a case to structure DRE teams to straddle formulation activities in some countries and implementation in others. However, SRO/RO may not be the best locations for these teams. Rather, they should be drawn from countries where DRE work is ongoing (thus not necessarily RO/SROs) to backstop other projects and formulation efforts. FAO could thus consider creating regional thematic teams drawing project staff from countries with active projects and enable them to travel and backstop projects under a proper work plan. This is the most feasible short-term measure to support/build capacities in country offices in flagship countries for the new themes and create clusters of expertise around themes without overly depending on decentralized structures.

4.2.3 Partnerships

5. Deepen current opportunities with existing strategic partners and engage with private sector where due.

Table 17. Aligning DRE with ILO SDG 8 action plan

ILO SDG plan components	Relevant opportunities for DRE themes
Ensure full employment	Employment in agriculture value chains
Gender pay gap	Access and empowerment, RWEE
Promote decent work for youth	Youth employment in agriculture (RYE)
End worst forms of child labour	CLAP in agriculture, fisheries and forestry
Formalize informal economy	Registration of farmers/organizations, adoption of voluntary codes and standards
Safeguard worker rights through safe and healthy workplaces	Introduce international labour standards in commercial value chains, along with CSR themes
Protect migrant workers	Address root causes, introduce decent work principles and harness positive effects of remittances
Create/ extend social protection floors	(to be explored through 3.3 Social Protection)

Source: compiled by evaluation team using ILO SDG plan.

- 125 The good trend of implementation partnerships with ILO, NEPAD and others must be stepped up to harness the expanding wave of opportunities in DRE programming. The positive work experience and rising trend of appreciation of complementarity of offerings provides a case for deepening ILO-FAO partnership in joint implementation and resource mobilisation in specific themes already identified by both agencies and prioritised by governments and regional institutions. A close alignment with ILO's SDG 8 Action Plan would be a good basis for cooperation.
- 126 Given the increasing trend of requests and donor support for DRE in Africa and the shortage of expertise and human resources at NEPAD and an ongoing collaboration in implementing a multi-country programme, there is merit in examining the possibility of embedding/ collocating FAO DRE expertise in NEPAD (under instruments like the FMM). This will provide FAO with a ringside view of regional developments and improve prospects for resource mobilisation and implementation of other multi-country programmes around the same themes. This will also reduce the need for dedicated country office programme staff to deliver small, country-level components of regional or multi-country projects.
- 127 Given the important role of the private sector in employment creation and in agriculture value chains, it is important for FAO to formally and sufficiently educate FAORs about the policy intent and practical application of private sector partnerships (do's and don'ts) especially with industry and sector associations linked to agribusiness. This is particularly important for decent employment-creating investments linked to value chains. There is an opportunity to learn from and apply the ILO experience of working with the private sector while maintaining the UN normative stand, and without any conflicts of mandate or principles.
- 128 Asia has a lot of relevant knowledge to share on rural employment creation, particularly through the experience of China, which is on course to eradicate extreme poverty by 2019, and India, which offers some patches of global excellence in rural employment programmes. The potential for south-south knowledge exchange from these countries remains underutilised and requires further prioritisation through the RAP regional office and the country offices.

Resource mobilisation

6. Develop targeted mobilisation strategies to avail of growing DRE funding opportunities

- 129 The modest performance in extra-budgetary resource mobilisation despite the strong tailwinds for DRE themes is an indication for a review of corporate resource mobilisation strategies to rectify three gaps: the portfolio mismatch between the needs of DRE and traditional counterpart divisions dealing with FAO, the low capacities of FAO resource mobilisation teams to effectively represent FAO's credentials for DRE programming and the limited guidance for regional and national resource mobilisation in a decentralised (donor-funds) environment. For instance, FAO could build new institutional links with donor divisions not traditionally assigned to FAO (e.g. EC DEVCO-B3, German BMZ, etc.), liaise with donor decentralised offices in flagship countries for the various DRE themes, and explore joint resource mobilisation campaigns with ILO and others.
- 130 Given the challenges of FAO in getting resources from loan-funded national programmes built on the foundation of FAO TCPs, FAO should initiate discussions towards a broader, regional or thematic grant-facility advisory mechanism with IFAD and AfDB, the two institutions having the largest exposure to rural/youth employment funding in the medium term. FAO's continued support in these up-scaled programmes, besides constituting a sustained contribution toward intended outcomes is also a potential safeguard for these large-scale investments. The present practice of negotiating a grant-role for FAO on a case-by-case basis is cumbersome and weakens relationships with government counterparts. Structuring an advisory arrangement covering a number of projects will enable FAO to also place DRE expertise in the most effective locations.
- 131 As a prelude to these bigger institutional arrangements, FAO could expand resource mobilisation efforts through a regional TCP whose main purpose will be to support regions and countries with decentralised resource mobilisation under flagship or umbrella programmes, such as the 'Jobs for the Poor' initiative.

Appendix: Knowledge products on DRE

Policy assistance and capacity development on DRE

- Advocacy and guidance materials for incorporating DRE in FAO (or FAO supported) corporate processes such as the FAO Project Cycle Guide, FAO Environmental and Social Management Guidelines, the CFS RAI principles, FAO Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries, etc. (ESP, FI);
- FAO Internal database of policies, programmes and studies on decent rural employment (ESP);
- Set of FAO tools for promoting an Integrated Country Approach for DRE (FAO Applied DRE definition, Tools to conduct DRE Context analysis and Capacity Needs Assessments) (ESP);
- Participation in global cooperation mechanisms on migration and remittances (GMG) and establishment of partnerships with IFAD, ILO, and IOM;
- Research methodology to assess employment outcomes/bottlenecks along agricultural value chains (AGA/ESP): The methodology was employed in Ethiopia in the small ruminant value chain, in the context of a youth employment project, to conduct research and yield findings that provided the basis for concrete policy and technical support.
- Advocacy in regional and global policy fora for the promotion of decent work in Fisheries and Aquaculture (FIA);
- Scoping study on decent work in fisheries and aquaculture (FIA);
- Active engagement in global and regional policy processes for youth employment e.g. Inter-Agency Network on Youth Development (IANYD), , FAO-ILO joint co-host of the IANYD employment and entrepreneurship working group, and the Global Initiative on Decent Jobs for Youth (ESP); CFS-FAO-IFAD-WFP publication on "Developing the knowledge, skills and talent of youth to further food security and nutrition" (available in the 6 official UN languages) (ESP);
- FAO-IFAD-CTA publication "Youth and Agriculture: Key Challenges and Concrete Solutions" (ESP).
- E-learning course on Promoting productive employment and decent work in rural areas
- Guidance material on incorporating DRE in the strategic planning for agricultural development
- Database of policies, programmes and studies on decent rural employment
- Tools and guidance materials to promote an Integrated Country Approach, including online tool box
- Advocacy and capacity development for DRE in fisheries and aquaculture.
- Global Forums such as Global Migration Group, to enhance global consideration of distress migration and root causes (with IOM, IFAD, ILO)
- Guidance materials for formulation and implementation of gender-sensitive, DRE-smart projects and programmes in livestock sector

Application of international labour standards to rural areas

- Information materials on occupational safety and health in the forestry sector (FOA);
- FAO-ILO E-learning course "End child labour in agriculture"
- FAO-ILO E-learning course "Business strategies and public-private partnerships to end child labour in agriculture"
- FAO-ILO E-learning course "Pesticide management and child labour prevention"
- Handbook for monitoring and evaluation of child labour in agriculture (ESP);
 - The Handbook was field-tested in Cambodia in close collaboration with the Ministry of Agriculture, Forestry and Fisheries (MAFF). It has been used in the context of FAO's ongoing work in Cambodia towards the prevention of child labour in agriculture.
- Visual facilitation tool on protecting children from pesticides (ESP)
 - French, English and Portuguese adaptations for Africa:
 - English, Spanish and Portuguese adaptations For Latin America and the Caribbean
 - Russian adaptation for Eastern Europe, Caucasus and Central Asia

- English adaptation for Asia and the Pacific
- Arabic adaptation for North Africa and Near East.
- International Expert meeting: Youth- Feeding the Future: addressing challenges of 15-17 years old rural youth in preparing for and accessing decent employment
- Guidance document on Occupational Health and Safety in Aquaculture
- Information and Training package on Workplace Assessment for Risk in agriculture, forestry and fisheries
- Comprehensive legislative study on integration of international labor standards in agriculture, forestry, fisheries and aquaculture
- FAO-IFAD/UNDROIT Legal Guide on Contract Farming
- FAO WHO International Code of Conduct on Pesticide Management, integration of child labour concerns
- FAO ICAC Measuring Sustainability in Cotton Farming Systems, integration of child labour concerns

Rural employment information network

- Briefs on good practices on decent rural employment (ESP); Knowledge document on Promoting economic diversification and decent rural employment towards greater resilience to food price volatility (ESP);
- Policy brief on "Turning Family Farm Activity into Decent Work" prepared in the context of the International Year of Family Farming (IYFF) in 2014 (ESP);
- Paper on Decent rural employment, productivity effects and poverty reduction in sub-Saharan Africa (ESP);
- Brief on "Reducing distress migration through decent rural employment";
- Briefs on the linkages between trade and decent rural employment (EST);
- Questionnaires for the collection, dissemination and analysis of data on decent work in agriculture and rural areas (ESS);
 - Piloting of the questionnaires was initiated, and is still ongoing, in Togo and Burkina Faso in collaboration with the respective national statistical offices and ministries.
- Study on compliance with minimum wage regulation in Latin America "INCUMPLIMIENTO CON EL SALARIO MÍNIMO EN AMÉRICA LATINA El peso de los factores económicos e institucionales" (RLC);
- Analysis of statistical information on decent rural youth employment in Latin America and the impact of public policies (RLC).
- FAO Publication on Good Practices in DRE
- Evidence on Youth Employment in SSA
- Core set of Decent Work Indicators in AGRIS
- Statistics on gender/rural women's empowerment related to decent work
- Methodological approach to integrate employment dimensions in water related interventions.
- Paper on Decent rural employment in different farming systems in Sub-Saharan Africa
- Brief on Decent rural employment and productivity of family labour
- Brief on Social protection and decent rural employment
- Diagnóstico sobre empleo juvenil rural decente en cinco municipios del departamento de San Marcos
- Juventud rural y empleo decente en América Latina

Other knowledge products that reflect the mainstreaming of DRE across FAO are:

- Conceptual framework on rural youth migration at its root causes (ESP)
- Working paper on decent work indicators for agriculture and rural areas (ESS)
- Assessment of international labour standards that apply to rural employment (LEGN)
- Scoping study on decent work and employment in fisheries and aquaculture (FIA)
- Briefs on gender and DRE in the dairy sub-sector (ESP-AGA)



**Food and Agriculture
Organization of the
United Nations**

OFFICE OF EVALUATION
www.fao.org/evaluation