



Food and Agriculture
Organization of the
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DECENT RURAL EMPLOYMENT TOOLBOX:

Tool for conducting a capacity needs
assessment on decent rural employment at
country level



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Tool¹ for conducting a capacity needs assessment on decent rural employment at country level

1. Objective and scope

This tool supports the implementation of a capacity needs assessment (CNA) on decent rural employment (DRE)² at country level.

It looks into the enabling environment for DRE promotion and the existing network of DRE-related organizations to assess existing capacities and gaps. Furthermore, it helps identify and prioritize, together with national stakeholders, short-term (up to 1 year) as well as medium-term (1-3 years) capacity development interventions. The assessment process is seen as equally important as the “product” of the assessment, as it is an opportunity to learn and build relationships.

This tool has been designed as one step in the process of providing comprehensive policy support to governments and development partners in the context of FAO’s Integrated Country Approach for promoting DRE³. It can also be used during the formulation phase of the FAO Country Programming Framework (CPF) for the situation analysis, as well as during the formulation phase of agricultural sector programmes. Furthermore, it can feed into any strategic country framework for the promotion of DRE.

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

Core issues

The capacities assessed refer to DRE promotion. Priority is given to the sub-thematic areas of: (i) employment creation and entrepreneurship promotion in rural areas, particularly for youth and women; (ii) extension of the application of International Labour Standards (ILS) in rural areas, with a particular focus on occupational safety and health (OSH) and child labour prevention and reduction in agriculture; (iii) gender equality in accessing decent rural employment; (iv) policy coherence on DRE promotion, in particular with regards to the management of rural labour mobility, the coverage of social protection for agriculture and food workers and the transition to sustainable food systems.

¹ This tool is part of a Toolbox developed by the Economic and Social Development Department to support governments and development partners to formulate and implement policies, strategies and programmes that generate decent rural employment. It has been developed by adapting the corporate FAO tools for capacity assessment. More information on FAO’s corporate strategy on capacity development and the respective tools is available on FAO Capacity Development Portal at <http://www.fao.org/capacitydevelopment/en/>. The tool has been successfully tested within the framework of FAO’s Sida-funded country level intervention on the promotion of decent rural employment in Malawi and Tanzania (2011-13). In both countries, it supported the identification of capacity needs and strengths of key national stakeholders related to DRE and the joint prioritization of short- and medium-term capacity development interventions that constituted the work plan (roadmap) for all subsequent capacity development activities to be carried out under the programme. In both countries the CNA built on previously conducted context analysis on DRE.

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

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



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Entry points

FAO's approach to capacity development consists of a framework for dialogue with national counterparts in order to assess the capacities and needs in agriculture and rural development (ARD) across three key dimensions: (1) enabling environment; (2) organizations; and (3) individuals. This CNA tool looks mainly at the enabling environment and organizational dimensions of capacity development. The individual dimension, which relates to the skills and knowledge of the people involved in DRE-related activities such as public servants, technicians and staff of relevant organizations, is only partially addressed by the tool. The CNA on DRE tool looks only at capacities at the national level, even if it can be easily adapted to decentralized / district-level assessments. However, this has implications in terms of costs, adaptation and complexity of the exercise. The needs in terms of timing and human resources indicated in this tool are estimated for an assessment conducted only at the central level.

Capacities addressed

The CNA tool assesses four functional capacities, in line with FAO's framework for capacity development: 1) the capacity to develop DRE policies and strategies in an inclusive and integrated way (*Policy and Normative Capacity*); 2) the capacity to access, generate, manage and exchange relevant sex- and age-disaggregated knowledge on DRE (*Knowledge Capacity*); 3) the capacity to connect, advocate and engage in DRE networks, alliances and partnerships with international and national actors (*Partnership Capacity*); and 4) the capacity to manage and implement DRE programmes, fostering inclusiveness and promoting intersectoral linkages (*Implementation Capacity*). The four capacities are strictly interlinked and complementary with one another. They are part of an integrated approach for DRE promotion.

2. Process to follow

The implementation of the tool is performed through a 3-phase process. Phase 1 consists in a preparatory phase aiming at scoping the CNA in collaboration with national counterparts. Phase 2 consists in the assessment itself. Phase 3 consists in the validation of the assessment with national stakeholders and prioritization of follow up actions. The whole process is expected to take 6 weeks on average. In terms of human resources, a team of at least two people needs to be mobilized. The team should ideally include a person with a rural development background and a person with an employment/labour background; at least one of the two should be familiar with the country context (a national consultant / institution or a dedicated DRE staff in the FAO Country Office).

Note: The CNA should build on a context analysis on decent rural employment (DRE). If such analysis does not exist, it should be conducted before the CNA. The context analysis "profiles" the country with regards to DRE, by analyzing the enabling environment in which organizations and individuals involved in DRE operate. It also provides preliminary information on the main capacity issues with regards to DRE. A dedicated tool to conduct a DRE context analysis can be downloaded [here](#).

Preparatory phase:

Scope the assessment in consultation with relevant stakeholders and clarify its objectives (e.g. national counterparts and key development partners engaged in DRE promotion). To the extent possible, organize an exploratory workshop to explain the DRE challenge and the capacity development concept, to present the assessment methodology and begin to identify key issues as perceived by relevant stakeholders.

Main DRE stakeholders to consider include at least: Ministry of Agriculture, Labour, Social Affairs, Industry and Trade, Gender and Youth, and Education; main producers' and workers' organizations operating in rural areas, including those of workers in the informal economy; civil society



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organizations (CSOs), including women and youth organizations and groups; private sector actors, including foreign and domestic investors, and agro-enterprises; development partners such as the ILO, FAO, IFAD, UNIDO, IOM; as well as national statistics and research institutes.

Time requirements:

Preparatory phase	Time needed
Scoping of the CNA	At least two weeks

Implementation phase:

Step 1. The first step of the implementation consists of **seeking high-level commitment and active involvement of the key national stakeholders** by building a shared understanding of capacity development and at the same time a common understanding of capacities related to DRE. It is important in this phase to solicit the engagement of potential national DRE champions, including departments/services/individuals previously identified during the preparatory phase. Key actions include a kick-off presentation to introduce the CNA tools, the CNA team and the findings of existing context analysis on DRE. It will also clarify how stakeholders will be consulted and the timeframe of the assessment. During this step, consultative meetings with relevant international stakeholders operating at the country level are of key importance to ensure multi-stakeholder and integrated CD processes and avoid duplication of efforts. In addition to FAO, the ILO, the UNCT, UNIDO, the IOM and the WB could be involved. These meetings can also serve as opportunities to seek support, including financial support, on the process and its outcomes.

Step 2. **The second step of the implementation phase consists of the assessment itself.** The scope and depth of the assessment will depend on the available information, the particular needs and situation of the country, the capabilities of the assessment team and the availability of time and resources. Also, the assessment will benefit from existing context analysis with regards to DRE, but focusing in more depth on the issues and organizations pre-identified as central or challenging. During the assessment, it is important to already identify suggestions for follow up actions. This will facilitate the next step of the CNA (Step 3).

In this step, the CNA should be implemented mainly through individual and group in-depth interviews with representatives of key national stakeholders. Focus group discussions can be held with workers' and employers' organizations, including main producers' organizations and cooperatives and their respective federations and unions, as well as with other CSOs. To whatever extent possible, this entire process would benefit in particular from close collaboration with the ILO.

Tables A (*Enabling environment level*) and C (*Organizational level*) in Annex 1 and 2 respectively present tentative lists of *key* and *additional* questions to guide (i) the assessment of the enabling environment for DRE promotion and (ii) the specific contribution of specific organizations. For the questions on the enabling environment, it is important to keep in mind that the focus is on the capacity of the system/country, and not of a single institution. It should be noted that many of these questions may have already been answered in an existing context analysis. Therefore, only those questions for which information is not already available are going to be asked to national stakeholders during the CNA. By answering the questions, the assessment team will gather information on **Where are we now** with regards to DRE-related capacities at country level.

Further, after the questions, a list of *targets* is presented in both tables. The targets provide a general idea of **Where do we want to be?** The targets can be used as a reference during the individual



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interviews or the focus groups to solicit suggestions for follow up CD actions on DRE. These suggested targets remain rather generic and should be adapted to the country context.

Time requirements:

Steps of the implementation phase	Time needed
Step 1. Seeking high-level commitment and active involvement of key national stakeholders	At least one week
Step 2. Assessment itself	At least three weeks (two for interviews and focus groups and one for analyzing the information) Time required for individual interviews: at least 50 min Time required for focus groups: at least 2 h

Validation phase:

After the assessment, the results need to be validated with national stakeholders and follow up actions prioritized. In this regard, the assessment team should consider at least a national two-day validation workshop with main stakeholders to discuss the results of the CNA, build a common vision for capacity development and agree on a set of priorities to strengthen weak capacities related to DRE promotion. The involvement of the FAO country office throughout the assessment and in particular in the validation phase should be considered a priority. Tables B (*Enabling environment level*) and D (*Organizational level*) in Annex 1 and 2 respectively provide simple matrixes to report on the main gaps identified and facilitate the identification of follow up actions.

Time requirements:

Steps of the implementation phase	Time needed
Validation of results with national stakeholders and prioritization of follow up actions	At least one week (two-day workshop and further follow up to reach consensus).



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Annex 1

Table A. Questions and indicators on DRE promotion (Enabling Environment level)	
Functional Capacities	
Policy and normative capacity (<i>capacity to formulate and implement policies which promote the creation of more and better rural jobs</i>)	
Overall question	<p>Do relevant country level organizations have the capacity to formulate and implement ARD, FS as well as broader growth and poverty reduction or labour/social protection policies and strategies that adequately address DRE? (DRE covers aspects of: employment creation and entrepreneurship promotion in rural areas, including for the youth; improvement or rural working conditions including extension of the application of ILS to rural areas, with a particular focus on OSH and child labour prevention and reduction in agriculture; gender equality in accessing decent rural employment; management of rural labour mobility and the transition to sustainable food systems and natural resource management). <u>Organizations concerned are:</u> (i) policy and planning divisions of line ministries responsible for agriculture, rural development and food and nutrition security; (ii) policy and planning divisions of other ministries and stakeholders responsible for DRE such as Ministry of Labour, Social Affairs, Industry and Trade, Gender and Youth, Education; (iii) POs, CSOs, Chambers of Agriculture, private sector with regards to their engagement in policy dialogue; (iv) FAO, ILO and other DRE-relevant development partners such as UNIDO, IOM, IFAD, WB, UNDP, etc.).</p>
Additional Questions	<p>Do relevant organizations have the capacity to:</p> <ul style="list-style-type: none"> • <u>Incorporate sex- and age-disaggregated data</u> on DRE and qualitative results of DRE analysis into relevant policies and strategies, thus linking in particular DRE with poverty reduction and growth, agricultural development and food security? • <u>Integrate DRE issues</u> in ARD and FS policies? Integrate DRE-related gender concerns in ARD and FS policies? • Integrate DRE issues in growth/labour/social policies? • <u>Promote inclusive and multi-sectoral policy dialogue for DRE-relevant policy and strategy formulation and implementation</u> (inclusive in particular of main groups whose employment status could be positively or negatively affected by an intervention, as well as all organizations with a mandate or a role in employment promotion⁴)? • <u>Involve intermediate (e.g. districts) and local stakeholders</u> in the planning, formulation and implementation of DRE-relevant policies and strategies? • <u>Ensure adequate resources for policy implementation</u> relevant for DRE?
Targets	<ul style="list-style-type: none"> • Major poverty reduction/growth global strategies use gender-disaggregated DRE data and analysis and include an employment vision/strategy; • Main ARD and FS policies consider their DRE implications and reflect DRE promotion within their results chain and corresponding indicators; • Presence of dedicated and capacitated staff / focal points for DRE issues in MoA's departments, including at intermediate and local levels of government; • Presence of concrete results/focus areas and corresponding indicators specific to rural/agricultural employment in labour and social protection, private sector development, migration as well as environmental strategies and policies; • Presence of active and inclusive networks/platforms relevant for DRE policy dialogue and strategic planning (which include at least the MoA and MoL, representatives of POs, workers'/trade unions and women's groups, representatives of the private sector) / number and coverage of active participants (participating

⁴ DRE-relevant stakeholders may include: (i) Groups of workers in rural areas facing decent work deficits and their organizations such as small-scale producers and contributing family members; agricultural workers in paid employment, including casual workers and those in the informal economy; workers engaged in paid employment in secondary/ tertiary activities directly linked to food production and agriculture, particularly in the informal economy; non-farm self-employed people in micro and small businesses in rural areas, particularly in the informal economy; women and youth within the previous categories; specific vulnerable groups (child labourers, migrant workers, landless people, refugees, internally displaced people, demobilized soldiers, the disabled, people infected and affected by HIV/ AIDS, indigenous people and the elderly); (ii) Main organizations with a mandate or a role in DRE promotion: Ministry of Agriculture, Labour, Social Affairs, Industry and Trade, Gender and Youth, Education; main producers' and workers' organizations, including trade unions and organizations of workers in the informal economy; private sector, including foreign and domestic investors, agro-enterprises; development partners such as the ILO, FAO, IFAD, UNIDO, IOM.



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	<p>formally at least once per year in events/fora/ exchanges);</p> <ul style="list-style-type: none"> • Participation of groups of primary stakeholders in policy dialogue (e.g. small scale producers, young producers, women producers, rural migrant workers, rural informal workers, etc.); • Presence of regular mechanisms for involving intermediate and local levels of government in strategic and operational planning relevant for DRE; • Adequacy of national and external sources of funding for DRE promotion.
Knowledge capacity (capacity to access, generate, manage and exchange relevant knowledge on DRE)	
Overall Question	<p>Is there general awareness and a shared vision among agricultural and labour stakeholders of DRE issues and of their centrality for ARD, FS and poverty reduction? Do stakeholders have the capacity to access and/or undertake a comprehensive DRE qualitative and quantitative analysis? Do they have the capacity to use such analysis to justify ARD and national development priorities that are employment enhancing? (Organizations concerned are: (i) Research and Development divisions and policy and planning divisions of line ministries responsible for agriculture, rural development and food and nutrition security; (ii) Research and Development divisions and policy and planning divisions of other ministries responsible for DRE such as Ministry of Labour, Social Affairs, Industry and Trade, Gender and Youth, Education as well as other development partners; (iii) national statistics services and research institutes; (iv) FAO, ILO and other DRE-relevant development partners such as UNIDO, IOM, IFAD, WB, UNDP, etc.).</p>
Additional Questions	<p>Do organizations have the capacity to:</p> <ul style="list-style-type: none"> • Collect, analyse and provide in a timely and continuous manner quantifiable age and sex disaggregated data and qualitative analysis on DRE issues (YE, CL, G&RE, migration issues and DRE)?] • Demonstrate the socio-economic returns of DRE promotion in terms of FS, ARD and poverty reduction/MDGs?
Targets	<ul style="list-style-type: none"> • General awareness / knowledge among main agricultural and labour stakeholders regarding major DRE issues in the country; • Regular collection/treatment of sex- and age-disaggregated data for rural employment and decent work in national statistics; • Presence of qualified centres/organizations in relevant ministries and other research organizations undertaking quantitative and qualitative research on DRE; • Satisfactory quality of the analyses produced and their circulation and acceptance among policy makers in relevant ministries and inter-ministerial, cross-sectoral mechanisms; • Evidence of application of employment-related analysis to justify the prioritization of employment in ARD, FS and poverty reduction strategies, policies and programmes.
Partnering capacity (capacity to connect, advocate and engage in networks, alliances and partnerships towards the creation of more and better rural jobs)	
Overall questions	<p>Do stakeholders responsible for ARD and FS planning and implementation, and those responsible for DRE more broadly, have the capacity to establish effective partnerships for DRE promotion? (Organizations concerned are: (i) Policy and Planning divisions as well as technical units responsible for programme development within line ministries responsible for agriculture, rural development and food and nutrition security; (ii) Policy and Planning divisions as well as technical units responsible for programme development of other ministries responsible for DRE such as Ministry of Labour, Social Affairs, Industry and Trade, Gender and Youth, Education; (iii) POs, CSOs, Chambers of Agriculture, private sector, etc. ; (iv) FAO, ILO and other DRE-relevant development partners such as UNIDO, IOM, IFAD, WB, UNDP, etc.).</p>
Additional Questions	<p>Do these organizations have the capacity to:</p> <ul style="list-style-type: none"> • Support multisectoral/multilevel partnerships/networks related to DRE mainstreaming in the formulation and/or implementation of their respective sectoral and inter-sectoral strategies, policies and programmes? • Engage in partnerships for resource mobilization for DRE promotion?
Targets	<ul style="list-style-type: none"> • Evidence of active dialogue between MoA/FAO and other agricultural stakeholders and MoLabour/Gender/Youth/Planning/Trade/Industry as well as with other UN partners (e.g. ILO, UNIDO) through operational national cross-sectoral coordination mechanisms (or other kinds of systematic opportunities for dialogue) towards DRE promotion; • Presence of programmes related to DRE that require contributions from two or more different Ministries (including at least the MoA); • Evidence / track record of partnerships for mobilizing resources towards DRE promotion.



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Implementation capacity (<i>Capacity to manage and implement DRE-smart programmes from planning to monitoring and evaluation</i>)	
Overall Question	Do national organizations have the necessary capacity to develop and implement DRE-related programmes (or the DRE dimension of FS and ARD programmes) in a coordinated and cross-sectoral manner, fostering multi-stakeholder participation and enhancing territorial approaches? (Organizations concerned are: (i) Policy and Planning divisions as well as technical units responsible for programme development of line ministries and other stakeholders responsible for agriculture, rural development and food and nutrition security; (ii) Policy and Planning divisions as well as technical units responsible for programme development of other ministries and stakeholders responsible for DRE such as Ministry of Labour, Social Affairs, Industry and Trade, Gender and Youth, Education; (iii) POs, CSOs, private sector, etc.; (iv.) FAO, ILO and other DRE-relevant development partners such as UNIDO, IOM, IFAD, WB, UNDP, etc.)
Additional Questions	Do organizations have the capacity to: <ul style="list-style-type: none"> • Allocate adequate resources to DRE promotion in the context of budgeting for ARD, FS and poverty reduction programmes?? • Involve CSOs and decentralized government organizations in the planning and implementation of DRE programmes? • Ensure that there are cross-sectoral linkages in programme implementation? • Ensure that DRE related programmes are implemented in age and gender sensitive manner? • Provide or facilitate access for staff to training on DRE in strategic planning and implementation? • Mobilize necessary resources for DRE, including by involving local stakeholders, the private sector and development partners? • Ensure efficient M&E processes which are relevant to DRE promotion?
Targets	<ul style="list-style-type: none"> • Main ARD and FS programmes have specific activities/resource allocations for DRE issues; • Labour/industrial/social/environmental programmes have specific activities/resource allocations related to employment in rural/agricultural areas; • Staff responsible for programme development and implementation can access training on age and gender-sensitive DRE mainstreaming; • Staff responsible for programme development and implementation are aware of and can access tools/training materials on age and gender-sensitive DRE mainstreaming; • Staff responsible for programme development and implementation are aware of and can access good practices on DRE promotion; • Existence of structures and mechanisms to ensure CSOs and decentralized level participation in DRE-related planning and implementation processes; • Existence of regular cross-sectoral linkages related to DRE programmes among governmental agencies (e.g. regular meetings, working groups, institutionalized collaborations, etc); • M&E systems for evaluating DRE impacts of ARD/FS/PRS programmes are in place which include gender-aware indicators and indicators for CL/YE; • Existence of track record or proposals in pipeline to fundraise for DRE promotion.

Table B. Prioritization of CD interventions to improve DRE enabling environment

Functional capacities	Main DRE-relevant gaps identified at the enabling environment level (<u>no more than 5 per functional capacity</u>)	Concrete short-term CD interventions suggested to address the gaps (<u>up to 1 year</u>)	Concrete medium-term CD interventions suggested to address the gaps (<u>1-3 years</u>)	Responsible institution /collaborating institutions
Policy and normative capacity				
Knowledge capacity				
Partnering capacity				
Implementation capacity				



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Annex 2

Table C. Questions and indicators on DRE promotion (*Organizational level, only for the key organizations selected through the mapping exercise*)

(Organizations concerned are those identified through the mapping within the following categories: (i) ministries responsible for agriculture, rural development and food and nutrition security; (ii) other ministries responsible for DRE such as Ministry of Labour, Social Affairs, Industry and Trade, Gender and Youth, Education; (iii) POs and cooperatives, in particular their federations and unions, other CSOs, private sector; (iv) national statistics institutes and research institutes; (v) FAO, ILO and other DRE-relevant development partners such as UNIDO, IOM, IFAD, WB, UNDP, etc).

Policy and normative capacity (*capacity to formulate and implement policies which promote the creation of more and better rural jobs*)

Overall Question: Does the organization have the capacity to develop or contribute to DRE-related policy formulation and strategic planning?

Additional Questions: Does the organization have the capacity to:

- Contribute to DRE-related policy formulation and strategic planning based on results of DRE situation analyses?
- Analyze and respond appropriately to the needs and demands of main rural groups facing decent work deficits (e.g. small-scale producers, agricultural wage workers, especially those in the informal economy, micro and small rural entrepreneurs, women and youth working in various occupations along the agro value chain, vulnerable groups such as migrant workers, ethnic minorities, etc.)
- Claim a mandate for DRE and advocate for the linkages between DRE and ARD, FS and poverty reduction?

Targets:

- Presence of a DRE officer or at least DRE focal point;
- Existing documented reflection of **linkages between ARD/FS and DRE poverty concerns** in the annual/long term strategic plan of the organization;
- Presence of DRE concerns and adequate **pro-working poor targeting** (results/indicators/targets present) in the long term/annual strategic plan of the organization;
- Evidence of **contribution (written) of the organization to normative and strategic** national planning efforts which support DRE promotion;
- Evidence of active participation (at least twice a year) of the organization in policy **implementation mechanisms** which are relevant to DRE promotion;
- Adequate **budgetary allocation** for effective DRE promotion.

Knowledge capacity (*capacity to access, generate, manage and exchange relevant knowledge on DRE*)

Overall Question: Does the organization have the capacity to access, generate, manage and exchange comprehensive age and gender-sensitive DRE analysis and promote a vision for DRE promotion?

Additional Questions: Does the organization have the capacity to:

- Access, collect and/or analyze quantifiable and qualitative sex- and age-disaggregated data or information on DRE?
- Develop mechanisms for ensuring broad and inclusive participation in situation analyses related to DRE which the organization is coordinating?

If the organization is not coordinating any situational analysis, does it have the capacity to access mechanisms to participate in situation analyses related to DRE?



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Targets:	<ul style="list-style-type: none"> • Basic awareness / knowledge of major DRE issues in the country; • Existing documented age- and sex-disaggregated analysis on DRE in the country conducted by the organization; • Active research programmes/projects on DRE-related thematic areas which the organization is leading or participating in; • Evidence of the fact that analysis/research produced by the organization has been disseminated and adopted at the policy level.
Partnering capacity (capacity to connect, advocate and engage in networks, alliances and partnerships towards the creation of more and better rural jobs)	
Overall Question:	Does the organization have the capacity to engage in partnerships and networks fostering DRE?
Additional Questions:	<p>Does the organization have the capacity to:</p> <ul style="list-style-type: none"> • Discuss and advocate for action on sensitive topics such as child labor, standards at work or gender equality? • Establish inter-sectoral partnerships with other stakeholders on DRE promotion? • Engage in or facilitate inter-institutional networks/mechanisms on DRE promotion?
Targets:	<ul style="list-style-type: none"> • Documented partnerships or joint initiatives fostering DRE in which the organization has been involved in the last two years; • Existence of DRE-related networks and/or inter-institutional mechanisms of which the organization is an active member (meaning that they facilitate or coordinate the network, or that at least twice per year they have documented participation in some activities of the network); • Documented learning opportunities for strengthening DRE-related and communication skills from which the organization has benefited during last year.
Implementation capacity (Capacity to manage and implement DRE-smart programmes from planning to monitoring and evaluation)	
Overall Question:	Does the organization have the capacity to adequately address DRE issues in programme formulation, and ensure effective implementation of its DRE programmes and plans? Does the organization have the capacity to allocate budgetary and human resources to DRE promotion?
Additional Questions:	<p>Does the organization have the capacity to:</p> <ul style="list-style-type: none"> • Adequately address DRE issues in programme formulation (e.g. identifying DRE priorities and ensuring that both the creation of new jobs and the improvement of the quality of existing rural jobs are addressed)? • Ensure <i>pro-working poor</i> targeting (e.g. targeting disadvantaged categories of rural workers such as small-scale producers, wage agricultural workers, especially those in the informal economy, micro and small rural entrepreneurs, vulnerable groups such as migrant workers, ethnic minorities, etc)? • Address the specific needs and constraints of young people? • Promote gender equality and women economic empowerment through decent jobs? • Mobilize national and external resources, including from private sector? • Monitor and evaluate its programmes/projects for DRE promotion?
Targets:	<ul style="list-style-type: none"> • Good track record of mobilization of resources for DRE from national and external resource partners; • Existence of monitoring and feedback mechanisms in the programmes of the organization with clearly defined DRE baselines and indicators; • Existence of mechanisms to engage local stakeholders and disadvantaged groups in programme design and formulation, as well as in implementation and M&E processes; • The staff in all key positions related to the capacities addressed above (e.g. programme formulators, M&E staff, etc.) have a basic understanding of DRE issues and DRE mainstreaming; • The organization (including the staff identified in the point above) has access and can point towards tools for DRE mainstreaming.



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Table D. Prioritization of CD interventions at the organizational level

Functional capacities	Main DRE-relevant gaps identified for the selected organization (no more than 5 per functional capacity)	Concrete short-term CD interventions suggested to address the gaps (up to 1 year)	Concrete medium-term CD interventions suggested to address the gaps (1-3 years)	Responsible department /staff
Policy and normative capacity				
Knowledge capacity				
Partnering capacity				
Implementation capacity				