



International
Labour
Organization

Advancing Quality Jobs Through Agricultural Public Development Finance

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▶ The International Labour Organization

- ▶ UN agency founded in 1919
- ▶ 187 member states
- ▶ Promotes **social justice** through its **decent work agenda** which includes realizing rights at work, promoting employment, enhancing social protection and strengthening social dialogue
- ▶ ILO's work:
 - International Labour Standards
 - Knowledge and research
 - Technical assistance and training

...and its Social Finance Programme...

- ▶ **Financial inclusion**
Grow capacities of financial service providers to diversify products for underserved markets
- ▶ **Impact insurance**
Foster development of insurance markets, enhance insurance capacities and innovate insurance solutions for underserved markets
- ▶ **Sustainable investing**
Guidance and technical assistance to investors and networks to integrate decent work into investment strategies

Where to start in the conversation about jobs?

Labour rights are human rights...

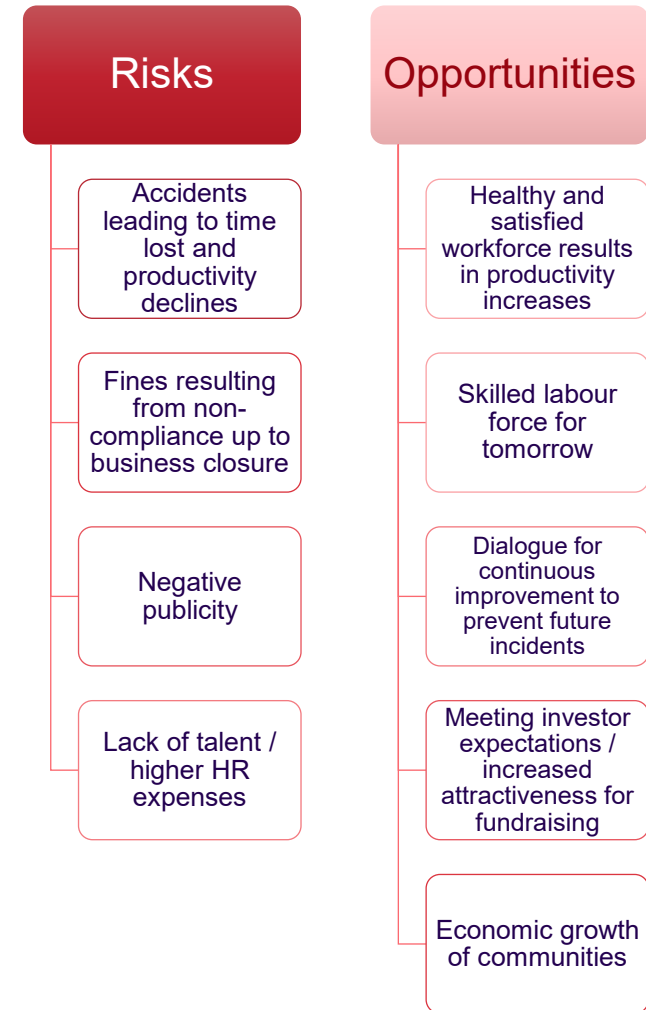
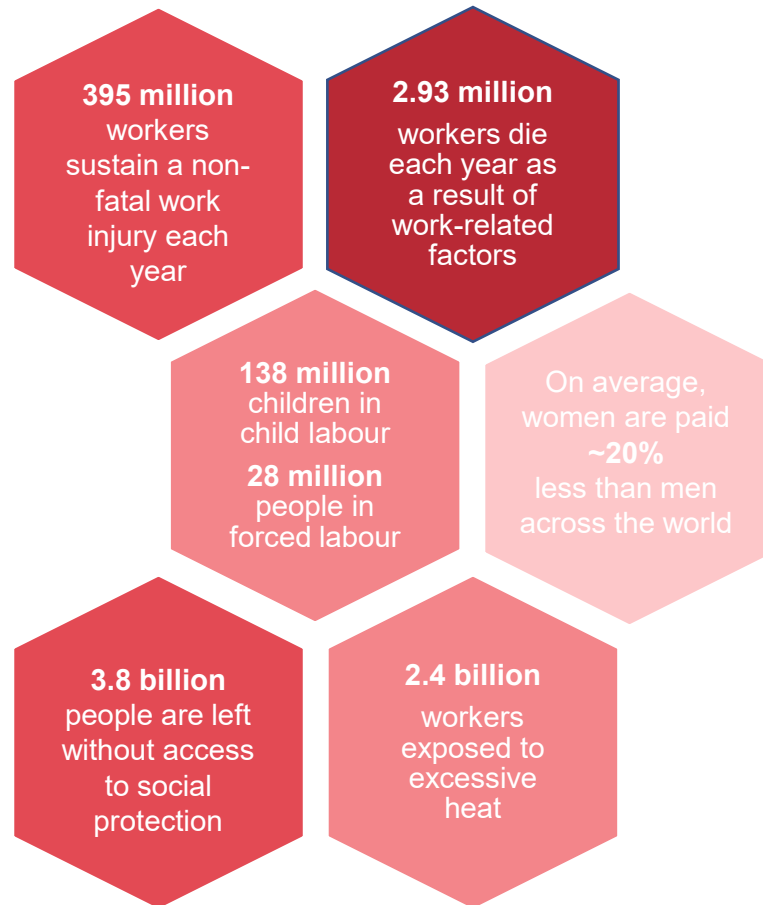
...for all workers

ILO Declaration on Fundamental Principles and Rights at Work

=> Commitment of governments, employers' and workers' organizations to uphold basic human values, vital to our social and economic lives

- Freedom of association and the effective recognition of the right to collective bargaining
- Elimination of all forms of forced or compulsory labour
- Effective abolition of child labour
- Elimination of discrimination in respect of employment and occupation
- Safe and healthy working environment

Why *quality* jobs are critical

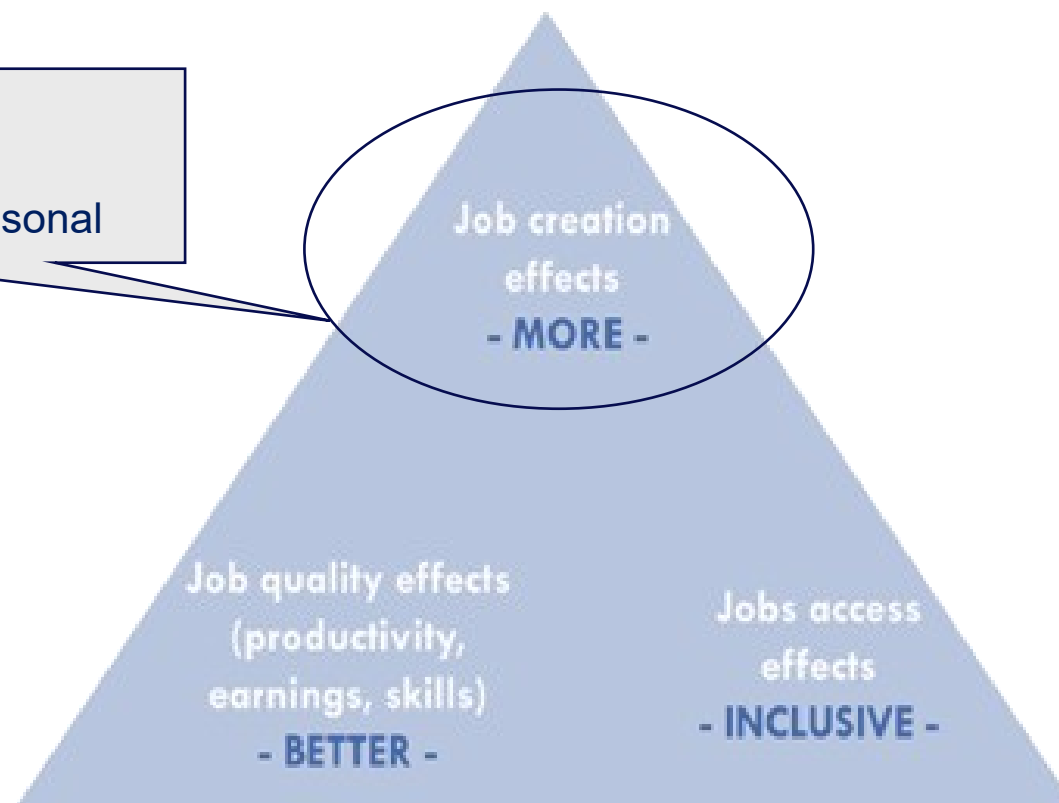


Three dimensions of jobs

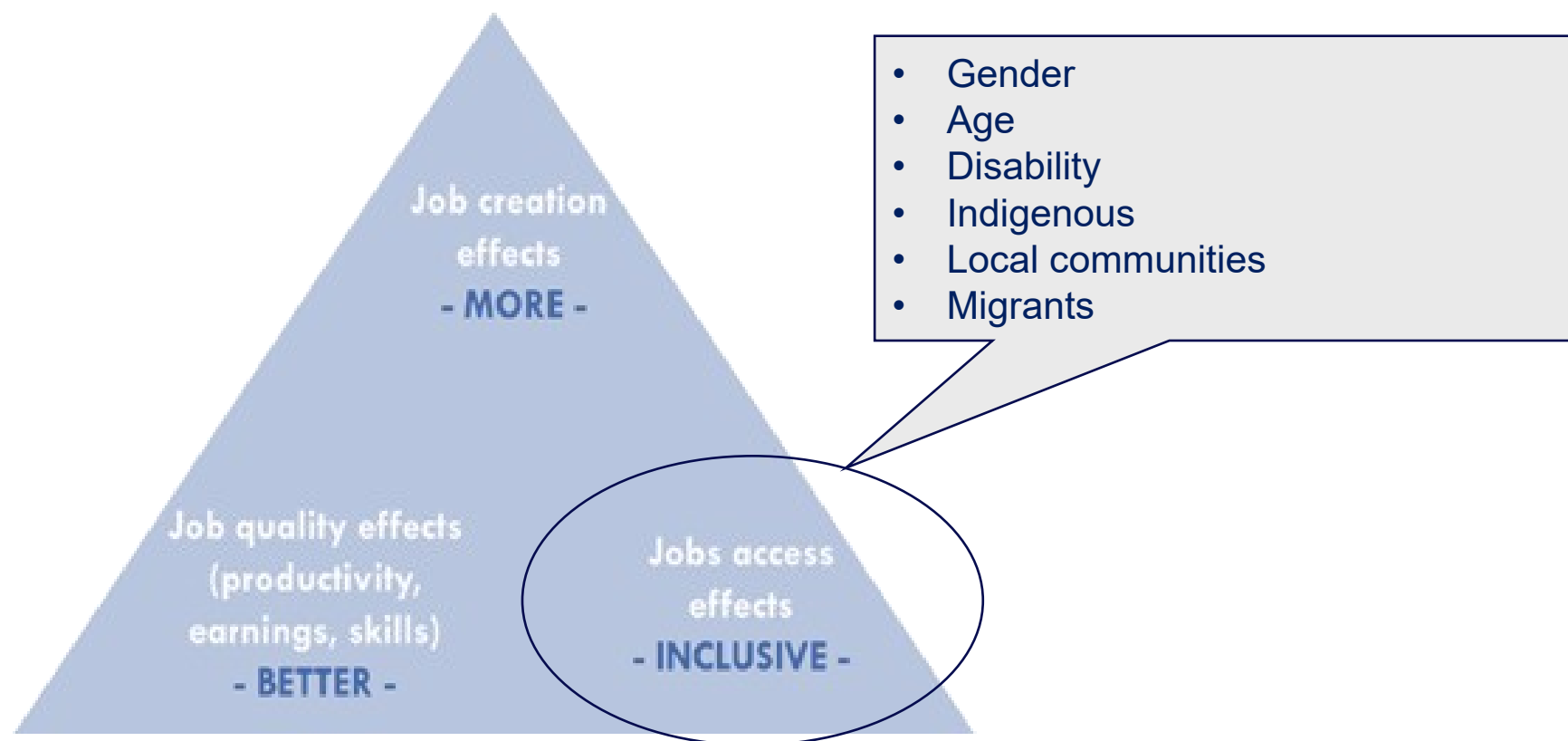


Three dimensions of jobs

- Direct / indirect / induced
- Full-time / headcount
- Permanent / part-time / seasonal



Three dimensions of jobs



Three dimensions of jobs

- Adequate earnings and productive work
- Decent working hours
- Combining work, family and personal life
- Work that should be abolished
- Stability and security of work
- Equal opportunities and treatment in employment
- Safe working environment
- Skills and lifelong learning
- Work motivation and well-being
- Social dialogue / representation



How can agri PDBs advance Quality Jobs?



Part II

► Is intention sufficient to create impact?

*Can you manage things that you don't measure?
Yes, if you have no choice.*

*Can you manage things better if you also measure?
Absolutely yes.*

Intention is the FIRST step towards measurement...

Quality Jobs strategic goals – joint work (GIIN-ILO)

- Improving **job skills** for the future
- Improving **health and well-being** across the workforce
- Increasing job **security and stability** for workers in precarious employment
- Improving **earnings and wealth** through employment and entrepreneurship (particularly for disadvantaged and excluded groups)
- Improving **rights, respect and cooperation** in the workplace



QJ strategy

Improving jobs skills for the future

What strategy covers

- *Lifelong learning, technical and vocational training, employability, green jobs*
- Prepare the current and future workforce for the rapid and evolving changes already taking place in agri economies
- Develop skills needed for new technologies, shifting to net-zero economies, and low-carbon means of production and service delivery (green jobs)

How to measure

- Employees Promoted: Total
 - Employee Training Hours
 - Employees Trained
 - Employee Training and Transition Programs Offered
 - *Job Placements / Placement Rate*
 - *Employee Training Costs*
 - *Average Employee Tenure*
 - *Employee In- /Voluntary Turnover Rate*
- ... and more

QJ strategy

Improving health and well-being across the workforce

What strategy covers

- *Occupational health, work-life balance, HR, worker well-being, org. culture*
- Improve occupational safety and health, physical health, mental well-being of workers and their families.
- Includes reactive measures to address workplace stress or gender-specific interventions focusing on areas such as violence at work and proactive measures to improve job fulfillment and promote healthy lifestyles.

How to measure

- Total Occupational Fatalities and Injuries
- OSH Policy
- Employee Feedback System
- Occupational Illnesses
- Lost Day Rate
- Employee Absenteeism Rate
- *Employee Satisfaction Ratio*
- *Employment Benefits*
- *Flexible Work Arrangements*
- *Employee Training Costs*

... and more

QJ strategy

Increasing job security and stability for workers in precarious employment

What strategy covers

- *Informal work, terms and conditions of employment, social security*
- Investments that improve job security and stability for contractors, casual workers, the self-employed, and the informal sector, and especially for those facing additional disadvantages as a result of gender, ethnicity, race, or citizenship
- Includes more regularized employment, more predictable hours, access to benefits

How to measure

- Permanent Employee Ratio
 - Minimum Wage Multiple
 - Temporary Employee Wages
 - Temporary Employees Hours Worked
 - *Worker Freedom of Association Policy*
 - *Employment Benefits*
 - *Employment Benefits: Full-Time Employees Only*
- and more...*

► QJ strategy

Improving earnings and wealth through employment and entrepreneurship (particularly for disadvantaged and excluded groups)

What strategy covers

- *Wages, benefits, productivity, wealth building*
- Investments that improve income earned from work, specifically for disadvantaged, excluded, and low-income populations.
- Help to ensure that every person can earn a living wage that permits them and their dependents to meet their needs and build longer-term wealth and prosperity

How to measure

- Wage Equity
- Gender Wage Equity
- Employees: Minimum Wage
- Employees: Living Wage
- Jobs Created at Directly Supported/
Financed Enterprises: Total
- Employees Covered by Collective Bargaining Agreements
- Percent Employee Ownership
- *Permanent Employee Wages: Disabilities*

... and more

QJ strategy

Improving rights, respect and cooperation in the workplace

What strategy covers

- *Gender, race, ethnicity, equal pay for equal work, non-discrimination, worker's voice*
- Investments that improve equity of opportunity and treatment by ensuring that employment opportunities are not restricted on the basis of sex, race or ethnicity
- Improve worker engagement and worker voice mechanisms, improve transparency, and support fundamental human rights (ex: addressing worst forms of labour)

How to measure

- Employee Voluntary Turnover Rate
 - Diverse Representation Policy
 - Worker Freedom of Association Policy
 - Anti-Discrimination Policy
 - Sexual Harassment Policy
 - Strikes and Lockouts
 - *Board of Directors: Minority/Previously Excluded*
 - *Board of Directors: Female*
 - *Number of Employee Grievances Resolved*
- ... and more

- There is no ONE quality jobs indicator across a bank's portfolio
- Managing quality jobs impacts is context specific and requires strategic goals to orient investment decisions

Example

Implementing measuring and managing impact on quality jobs

► ILO collaboration with the African Agriculture Trade and Investment Fund (AATIF)

The Fund

- Launched Sep 2011
- USD closed-end fund with no maturity
- Investment focus: African agriculture value chain
- Diversification: Balanced portfolio between investments in local banks and small, medium and large-scale agriculture value chain participants
- USD 550 million disbursed until 2024 (predominantly debt), across 36 Partner Institutions

Investors

- Tiered fund offering Senior A-Class Shares and Notes Investors a minimum credit protection of subordinated junior and mezzanine capital
- *Anchor Investors*



Federal Ministry
for Economic Cooperation
and Development

KFW

CeEB



CFC common
fund for
commodities

▶ Intention translated

AATIF Sustainable Investment Objective

“...is to unlock Africa’s agricultural production potential and associated manufacturing, services and trade by financing sustainable investments across the entire value chain. This mission focuses on:

1. Promoting **inclusive growth** while supporting *climate action*.
2. Increasing **decent employment** and **income opportunities** to farmers, and entrepreneurs in Africa’s agri-food sector.”

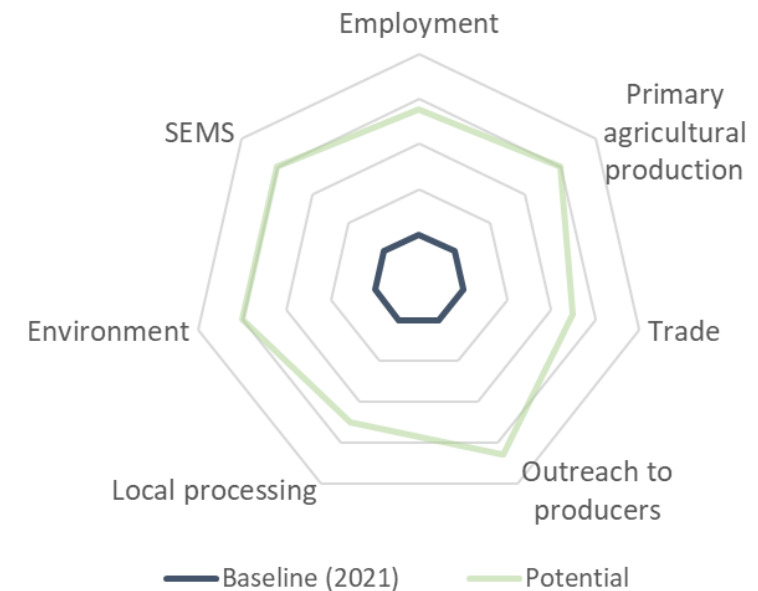
Source: AATIF Development Impact Statement

Investment object translated *AATIF Impact Measurement Framework*

Impact dimensions and....

1. Employment
2. Outreach to producers
3. Primary agricultural production
4. Local processing
5. Trade
6. Environment
7. Social and Environmental Management Systems (SEMS)

...visual illustration of scoring system



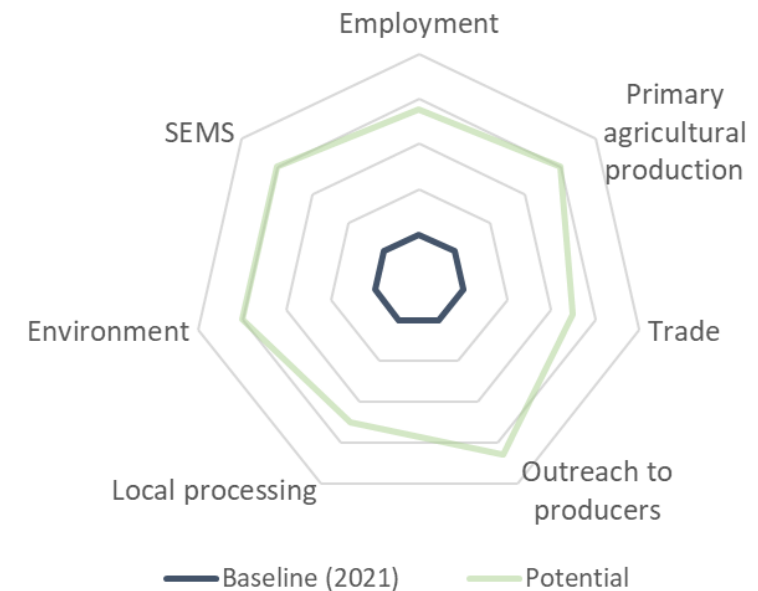
Investment object translated

Impact dimensions relevant for quality jobs

Impact dimensions and....

1. Employment
2. Outreach to producers
3. Primary agricultural production
4. Local processing
5. Trade
6. Environment
7. **Social and Environmental Management Systems (SEMS)**

...visual illustration of scoring system



Impact dimensions translated

Employment dimension

Dimension	Sub-dimension
Employment	Terms of employment
	Gender
	Working conditions
	Employment (FTE)

Impact dimensions translated

Employment dimension

Dimension	Sub-dimension
Employment	Terms of employment
	Gender
	Working conditions
	Employment (FTE)

Description	
Terms of Employment	Wages paid
	Number of permanent/temporary workers in the workforce
	Benefits provided to workers
Working conditions	Accidents at workplace
	OSH training
	Collective agreement / union membership

Impact dimensions translated *SEMS dimension*

Dimension	Sub-dimension
SEMS	Management of S&E risks and impacts
	S&E Regulations
	Stakeholder engagement
	Supply chain management

Impact dimensions translated *SEMS dimension*

Dimension	Sub-dimension	
SEMS	Management of S&E risks and impacts	
	S&E Regulations	
	Stakeholder engagement	
	Supply chain management	
		Description
Management of S&E risks and impacts		Environmental and Social risks and impact assessments
		S&E Management Plan, S&E Policies and procedures
		Organizational capacity to manage S&E (sustainability manager, EHS officer)
S&E Regulations		Monitoring and review of S&E management (OSH and Labour audits)
		Compliance gaps (laws and permits)

► Example for managing impact based on data

Food processor and integrated agribusiness in Zambia

Sustainability assessment *BEFORE* investment: identified gaps in relation to ensure quality jobs, including in OSH management and in the engagement of casual workers

AT investment decision: financing agreement contained improvement plan

DURING investment: advice from sustainability advisor (ILO) and technical assistance, including for:

- Casual employment assessment
- OSH needs assessments
- Development of modules covering safety procedures and PPE usage and care
- Aligning worker engagement with legal requirements
- Salary subsidy for EHS officer, company retained the position after TA support ended => enhanced company capacity to manage EHS

Example for managing impact based on data

Employment results

- ▶ Annual increase of 12% among permanent workers
- ▶ Casual workers reduced by 44% (some being retained on long-term basis) => however, also discontinuation of engagement reducing overall FTE
- ▶ OSH trainings became more regular reaching more than 50% of the workforce
- ▶ Union membership doubled

SEMS results

- ▶ Improved policies and capacity to manage social matters, including a sustainability policy, updated HR Manual, new EHS plan
- ▶ Dedicated staff responsible for HR and EHS

Advancing social justice, promoting decent work

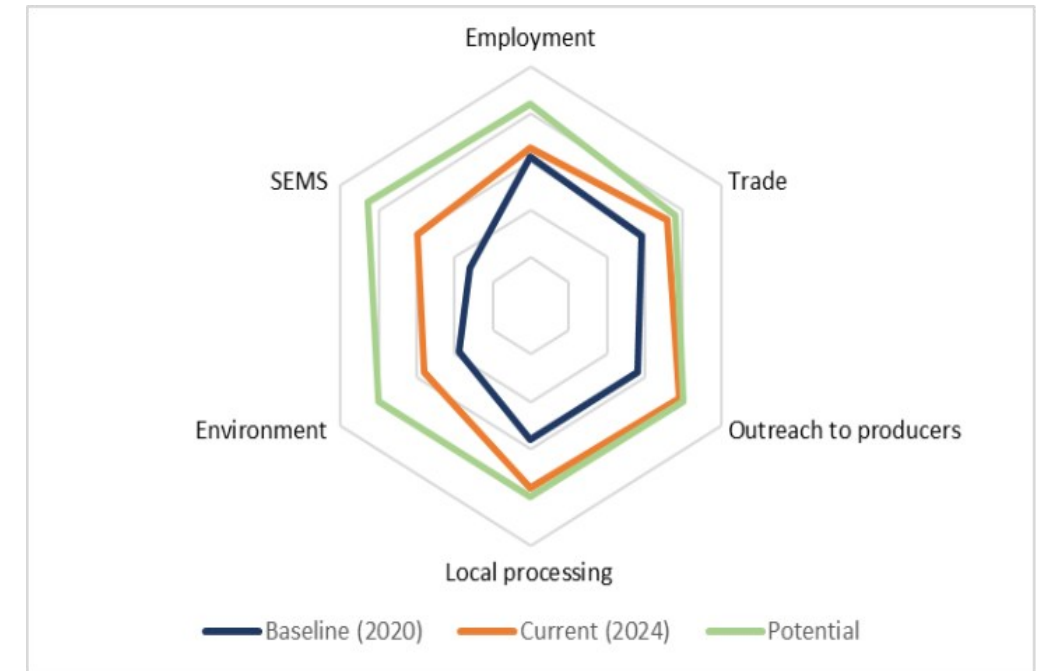


Figure 2: Impact spider for food processor investee in Zambia



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▶ Thank you!

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