Why is this tool important?
Consulting experts and relevant stakeholders to inform and guide the Labor Market Assessment process is key to ensuring quality results. These individuals and groups provide insight into the initial findings of the assessment, affirming or, by questioning them, reveal differing perceptions of the labor market system. They can also vet or test possible interventions or solutions. By collaborating across many different sectors and technical or educational backgrounds, policymakers and implementers can build synergy among entities that rarely work together toward common goals, and understand the perspectives of a range of actors.

How does this tool help me understand information?
Stakeholders and sector experts possess unique insight into current dynamics of the workforce system and are therefore able to intuitively understand and react to the data collected and suggest possible policy and program options and changes. Going through this exercise focuses the discussion, in a targeted way, around solutions to the challenges facing the workforce. After the assessment team generates a list of potential ideas for intervention, it presents them to a group of selected champions, who complete a Review of Proposed Activities in order to provide the assessment team with an understanding of quality of and support for recommendations, suggest how they might be modified or adapted for greater effectiveness, and to generate a list of potential partners and champions for each activity.

How do I use this tool?
By following each of the steps listed below and working through the exercises with the champions, researchers can understand which findings and recommendations may be on target or off-base, and which recommendations to move forward with vs. which require further analysis.

Step 1: Identify Champions
Potential champions are those who have—or are likely to have—a financial, political, or legal/regulatory stake in the roll out of future activities. Ideally, participants should be open to the idea of collective thinking and adaptive system management. The team should aim to identify 10-15 Champions from across the system during field work. During an initial workshop, differences of opinion and potential debate and conflict among heterogeneous stakeholders should be managed by setting ground rules of tolerance, listening, and respect, and encouraging participants to define their shared purpose while acknowledging that they may “agree to disagree”. Power differentials among participants should be openly acknowledged as well. Separate, multiple validation events will likely be held with different stakeholders to vet certain specific interventions.

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1 This document was produced through the Workforce Connections project funded by the USAID Office of Education and managed by FHI 360 under the FIELD-Support Leader with Associates, with the assistance of Alyson Matthews. See http://www.wfconnections.org for more information. Draft version: 9/22/2015.
**Step 2: Convene Champions in a workshop**

Towards the end of the assessment process, the assessment team should convene Champions in a workshop to review and validate findings. The workshop may take anywhere from 2 hours to 1 day depending on what is necessary and feasible. The following steps provide a useful structure for formatting the workshop:

1. Divide participants into small groups (3-5) with an equal number of participants that can be accompanied by a member of the assessment team. An assessment team member will facilitate the exercise to ensure that the task is completed on time.

2. Provide each group with a list of the proposed activities divided into three categories (New Activities, Activities Building on Existing Efforts, and a System Activity to Promote Collaboration).

3. The assessment team member at each table fills a form with the required information (see below for a copy of this form) on each activity. Representatives are given some amount of time (15+ minutes) to discuss each activity, while the facilitator makes notes of:
   - Plusses (advantages of the proposed activity)
   - Minuses (disadvantages and challenges posed by the proposed activity)
   - Opportunities (“This would be interesting if….”)
   - Organizations to participate and champion the effort

4. Following the discussions, each representative is given five green dots to vote on the activities that they considered of highest priority and most likely to contribute to the growth of the local labor market. The results are tallied and may be shared with participants, along with the notes.

**Where can I find more information?**


*These tips “are generic and apply to all types of workshops for learning, and sharing and co-generating knowledge”; Chambers’ 2003 book, Participatory Workshops: A Sourcebook of 21 Sets of Ideas and Activities, “includes many others which apply to specific workshop types.”*


*This guide was written for a value chain analysis context, but may be useful in a Labor Market Assessment context.*


*Also written for different context, but potentially useful in an LMA context. See Annexes SA-5 for sample designs and agendas for stakeholder validation and prioritization workshops.*

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The attached example of a one-page chart for a proposed activity, entitled Example: Stakeholder Analysis of Potential Interventions (Lebanon) is an example of a result of this exercise.
## Create a Youth Coding Corps

(5 VOTES)

- Training young people for 6 months (learn online – all of it is online) in coding practices so that they can get jobs doing coding work remotely, anywhere in the world.

### Strengths
- Absorb potentially large numbers of young people and women
- Not geographically specific
- Can work from anywhere (1)
- USAID knowledge
- Skills for coding are core skill for 21st century (2)
- People can stay in their regions, and country, don’t need to migrate
- Youth are used to work with smart phones, smart tools, these are close to their culture
- Lower cost of training b/c so much is online (2)
- Accessibility – due to online courses
- Can open the job virtual job market
- Opens young people to the global market
- Can produce higher incomes
- Leads to continuous updating of skills
- Transferable skill
- High demand
- Rapid training

### Weaknesses
- Helping to get access to the market
- Will need soft skills to find market
- Requires internet access
- Requires literacy and numeracy skills
- No college degree – maybe difficult to do without
- Skills might become obsolete and may need continuous training
- Decreases social interaction
- Compete with low wage coders in India
- Difficulty in facilitating international payment for coders
- Significant investment in infrastructure to enhance internet accessibility
- Needs self-discipline
- Needs communication skills

### Opportunities
- Could be piloted in a rural area
- Could be linked to a Community Youth Mapping program in the activity supporting vocational training program
- Could link to Digital Youth Opportunity Trust
- If the training were free
- Accreditation is provided for coders to address quality and training issues
- Payment arrangement is facilitated
- Target women to increase female coders (currently 2 out of 10 are women)
- Detailed curriculum developed
- If there is a demand at the regional level

### Partners & Champions
- Pharma Tech.
- Fadi Bizri
- Bader
- Skillz