

# Chapter

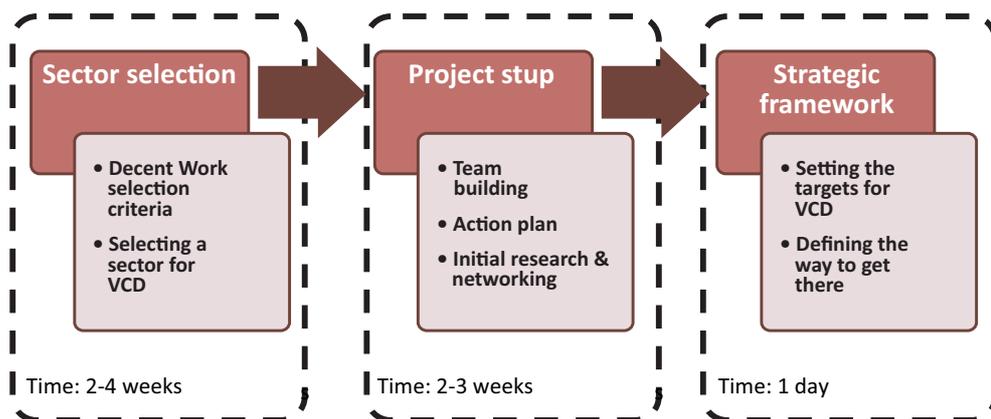
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# 1

## Sector selection for Decent Work

### Summary sheet: sector selection

*Timeline and proposed actions:*



#### Summary

Sector selection is important and sectors are often already defined in national development frameworks in accordance with national priorities. The “Value Chain Development for Decent Work” guide has been prepared for use in facilitating and promoting growth in priority sectors already agreed in Decent Work Country Programmes based on national priorities owned and led by the national constituents (Government and its social partners, Employers/Business and Workers). In this case monitoring and evaluation frameworks are in place, as would be steering committees and working groups for planning and implementation.

You may therefore want to skip this section if you are part of a priority sector yourself or if this topic is not relevant to you for this and other reasons.

Where there are no country strategies for private sector development and there is some scope for demonstrating the potential impact of sectoral strategies such as value chain development, this section can be used to identify sectors that have the potential for Value Chain Development for Decent Work. In doing so, sector selection uses not only financial or **economic criteria** such as a) good return on investment b) sustainable competitive advantage c) potential for growth, innovation and value creation but also **social criteria** such as (a) partner country priorities, ownership and participation (b) technological and environmental factors (c) potential for inclusive development - pro-poor economic growth, job creation and poverty reduction amongst other criteria for achieving Decent Work.

#### *Outcomes:*

- A sector with potential for profitability, growth and Decent Work
- Socio-economic indicators for monitoring and evaluation

# Sector selection for Decent Work

## Sector selection requires justification

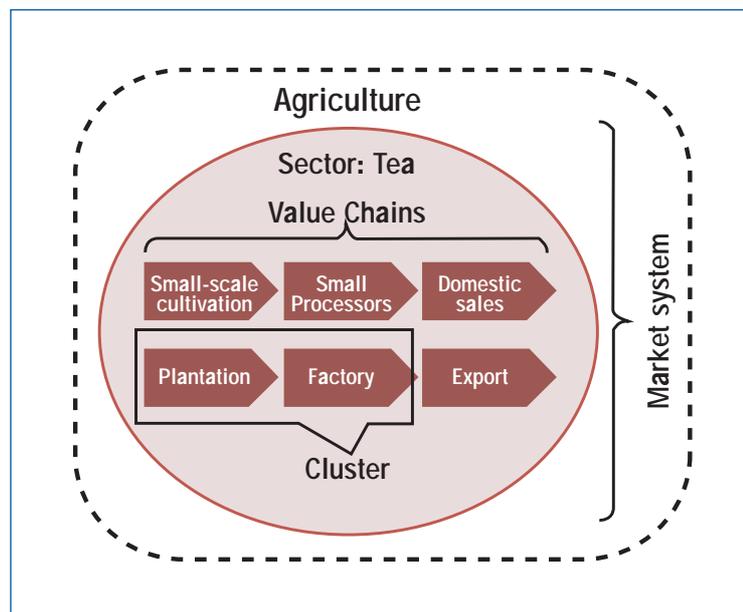
Sector selection is a delicate issue: why do we select the garment industry and not fruit and vegetable processing? Or spices rather than paddy/rice cultivation? Such a decision requires careful consideration of the social and economic factors which shape the sector.

## 1.1 Defining sectors as socio-economic system frameworks

### Definition of sectors

By “sectors” in the first place, we refer to socio-economic activities in which a) core transactions are similar in production and processing, b) businesses share certain supporting functions with one another, c) specific rules and regulations govern the way firms do business, and d) market players can be attributed to specific businesses, functions and rules. Within sectors we will often find several value chains and clusters (which are generally part of value chains themselves). Many would speak of three economic “sectors”: agriculture, industry and services. However, we adopt a narrower definition here, such as the *tea sector*, the *coconut coir industry*, the *embroidery sector*, the *dairy sector*, or the *Jatropha bio-diesel industry*. These are often also called “sub-sectors” of the three main economic sectors. However, let’s not dwell on terms.

Box 1.1: Definition of sectors



## Sector selection for Decent Work

### Defining sectors as socio-economic market system frameworks

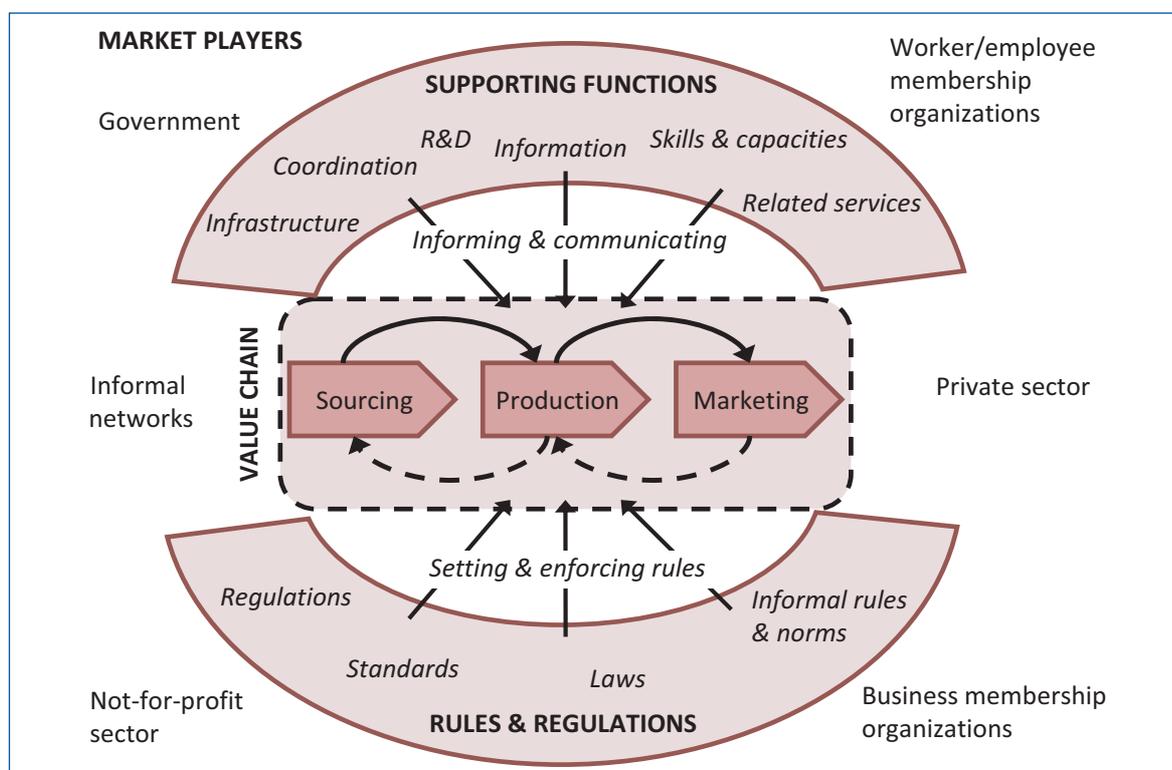
The definition of the above sectors has been taken from the definition of *market systems* as defined in the introduction to this guide and reflects the complexity of structures within the sector and the different roles of market players (businesses, service providers, government, associations, unions, etc.). Bearing this in mind, market systems consist of the following components:

#### Recalling components of a socio-economic market system framework (see introduction)

1. **Core transactions** (value chain), in which businesses trade products and services against (monetary) payment or other products and (real) services.
2. **Supporting functions** that ensure smooth business transactions, such as coordination mechanisms, information channels, knowledge, skills and capacities, research and development facilities, etc.
3. Formal and informal **rules and regulations** that govern the way in which businesses carry out transactions, such as market standards and requirements, government laws, certifications, etc.
4. **Market players**, such as businesses, government, service providers (BDS), business membership organizations, unions, development organizations, etc.

The figure in *Box 1.1* can therefore be further developed into a market system framework or model:

#### Box 1.2: Sectors as market system frameworks



Source: The Springfield Centre (2008): *The M4P operational guide, for DFID and SDC, Durham (UK)*.  
See [www.springfieldcentre.com](http://www.springfieldcentre.com)

### The value chain approach is a sector-specific approach

In order to carry out a value chain initiative you either work in national priority sectors with national planning, implementation and monitoring frameworks (for example Decent Work Country Programmes) or you need to engage national stakeholders to select a sector as an external facilitator organization. **The value chain approach is a sector-specific approach**, which cannot be applied to general economic categories such as the *agricultural sector*.

## 1.2 Why is sector selection an important decision?

### Why is careful sector selection so important?

Economic processes are changing fast in a world where businesses are becoming increasingly interconnected and interdependent. Innovations, the entry of new competitors into the market, rapidly changing consumer demand, the establishment of trade regulations and policies, the fall of trade barriers, subsidies received by competitors, currency fluctuations – all these factors and many, many more, require that businesses react rapidly in changing world markets in order to remain competitive. *Restructuring* business operations to achieve this target often means changing the way a company operates, involving changes in the company's strategy and structure and even relocating operations.<sup>16</sup>

### Changing market realities have strong implications for jobs and incomes

**Changing market realities not only have implications for individual businesses, but also for entire sectors.** Take, for example, the *Multi-Fibre Agreement* (MFA) in the global textile industry: with the dismantling of trade barriers, Chinese manufacturers – who enjoy a competitive advantage through cheap labour combined with modern technology and economies of scale – are massively entering markets worldwide, causing many manufacturers in other countries to close down their factories. The changing textile market realities are putting enormous competitive pressure on other countries, which need to find innovative strategies to either remain on the market, or find other market opportunities. The restructuring of entire sectors often goes hand in hand with the reduction of the workforce (*downsizing* strategies), but has much more far-reaching implications than merely the decrease in workforce size.<sup>17</sup> However, the pressure on the labour market alone is enormous, forcing government and public and private sector development partners to look for employment alternatives<sup>18</sup>.

### Restructuring sectors often means looking for alternatives

This is where sector selection comes in. Imagine that you have to look for alternative employment and income opportunities for workers who have been laid off by garment factories. Where do you accommodate them? The issue described above places sector selection in a new context and illustrates its importance: **we might not only have to select sectors that show good market opportunities**

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<sup>16</sup>Schuler, R., Rogovsky, N. (2007), in: *Socially Sensitive Enterprise Restructuring in Asia*, International Labour Office, Geneva.

<sup>17</sup>ibid.

<sup>18</sup>Global restructuring also affects local chains and that local chains (without export markets) are often more important for poverty reduction.

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*(“sunrise sectors”), but we might even have to select sectors that show severe signs of decline and competitive pressure* – in order to find ways for people working in the sector to cope with market change and new sources of employment and income.

### Sector selection determines contribution towards Decent Work in value chains

The selection of sectors in which Decent Work can be achieved further lays the foundation for value chain initiatives: In order to achieve a significant contribution to Decent Work within the context of value chain development programmes, several socio-economic criteria need to be taken into account, such as: employment intensity of a given industry (or employment creation potential), known Decent Work deficits (e.g. in terms of labour conditions), percentage of employed women involved (gender equality), industry growth prospects and others. *The choice and application of sector selection criteria therefore already has an impact on possible Decent Work outcomes.*

### 1.3 Who selects sectors?

Sectors need to be selected for a value chain initiative by any organization that is not immediately part of an economic sector. These could be

- **Government** departments, ministries or extension services whose aim it is to promote certain industries and sectors in which the country has a competitive advantage;
- **Multi-sector business membership organizations** (such as chambers of commerce, trade and industry) and **workers’ unions** who want to understand the needs of members in specific sectors and provide better services for them;
- **Public-Private Partnership forums** aiming to create a conducive business environment for specific sectors;
- **Development organizations and banks** (NGOs, INGOs, IGO, etc.) that work in private sector development with the aim of creating more jobs and income or supporting disadvantaged groups in particular sectors.

### Involving local stakeholders in selection for ownership and support

Sector selection should always be done in consultation with local stakeholders from the target area/country. After some initial research on available sectors in the target area, the implementing organization should invite national stakeholders with a good overall knowledge of the economy to a consultative socio-economic meeting, in which a decision is made for a particular sector on the basis of the Decent Work agenda or national development priorities. This will increase local ownership (i.e. give people the feeling that they have been part of the decision-making process from the very beginning) and lead to higher support for the value chain initiative. The following section discusses some of the ways to incorporate the Decent Work Agenda.

### 1.4 How to select sectors using Decent Work criteria

#### So how do we select sectors?

The following section will explain how to select sectors for value chain development initiatives in 4 steps: 1) defining objectives and target groups, 2) deciding on selection criteria, 3) rapid assessment of available sectors, and 4) application of selection criteria in a consultative meeting with stakeholders.

## Step 1:

### Defining objectives (Decent Work) and target group

In order to select a sector for a value chain initiative, you need to be sure about your own objectives: *What do I want to achieve? Who is my target group (the market and beneficiaries)?* **Decent Work Country Programmes**<sup>19</sup> facilitated by the ILO among its national constituents (government, employers and unions) provide a guideline for projects as to which selection criteria best match a country's Decent Work agenda. By placing a value chain initiative for a sector within the framework of Decent Work Country Programmes (which reflect the constituents' development priorities), it will also be easier to generate support and link up with other development initiatives.

### Putting sector selection in the context of Decent Work Country Programmes

Examples for objectives in Decent Work Country Programmes include: poverty reduction through creation of decent work opportunities with a focus on young women and men (employment and income creation), reducing incidences of child labour and its worst forms, mitigating the socio-economic impact of HIV/AIDS at the workplace, promoting gender equity, improving occupational health and safety, enhancing skills, etc. So where does your value chain initiative fit in?

### The target group

Assuming that as a reader of an ILO guide to *Value Chain Development for Decent Work*, you share similar objectives as we do – i.e. the promotion of *Decent Work*<sup>20</sup> in value chains, we might ask ourselves: which are then the most disadvantaged groups in value chains in terms of Decent Work? We might come up with the following answers:

- **Small and medium-sized enterprises** (SMEs) which either supply to or buy from larger companies,
- **Workers and employees** in medium to larger business units (e.g. factories, offices, etc.),
- **Women** working in various occupations along the value chain (e.g. as home-based workers, employees, or micro-entrepreneurs),
- **Young people and youth** also working in various occupations in the value chain and looking for a career or trying to enter employment in certain sectors,
- **Other disadvantaged groups** such as disabled people seeking employment, ethnic minorities, children (in the case of forbidden child labour), etc.

<sup>19</sup>Decent Work country programmes can be viewed under [www.ilo.org/public/english/bureau/program/dwcp](http://www.ilo.org/public/english/bureau/program/dwcp)

<sup>20</sup>For a definition of Decent Work, see chapter 8

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### Defining characteristics of the target group

Decent Work Country Programmes often focus on one (or several) of these target groups, although project managers are encouraged not to forget the other groups.

Finally, having identified your Decent Work objectives and your target group, what are its defining characteristics that you would like to address with your value chain initiative? The table in *Box 1.3* below provides a simple example, and you can also use it to reflect on your own objectives. It is recommended that you discuss these questions at the first team meeting of your organization – i.e. with the people that will form part of the core team (see *Section 1.2.1* below).

*Box 1.3: Template table and example for defining objectives and target group*

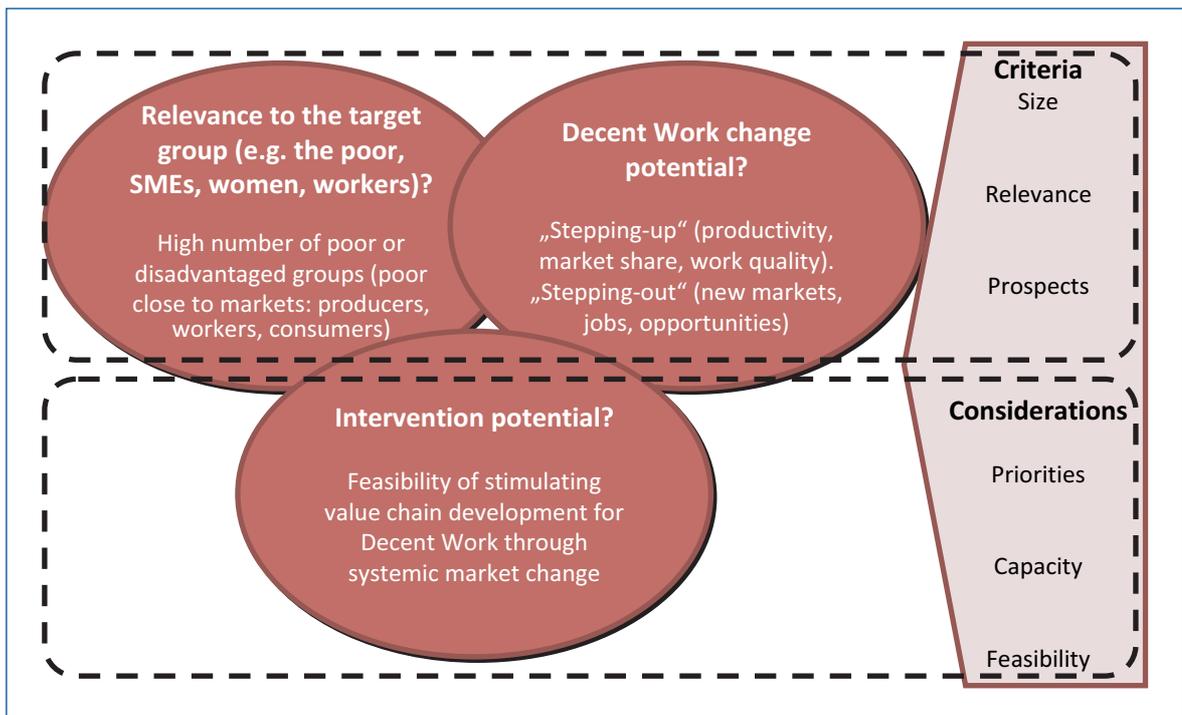
What are your objective(s)?	Who is your target group?	What are their defining characteristics?
Create job opportunities national and higher incomes	Micro and small enterprises in rural areas	<ul style="list-style-type: none"> <li>• Incomes below the poverty line (they are poor)</li> <li>• Lack of voice and legal recognition</li> <li>• Poor working conditions and health risks</li> <li>• Low productivity and product quality</li> <li>• Etc.</li> </ul>
Now it's your turn...		

### Step 2:

#### Setting up selection criteria

Having defined your objectives, the target group as well as the defining characteristics which you would like to address in your value chain initiative, you now need to think about some criteria for select a sector. The following **Decent Work selection criteria** have been used with success by the ILO Enter-Growth project in Sri Lanka.<sup>21</sup> They can also serve as an example for other value chain initiatives:

#### Box 1.4: Decent Work potential selection criteria



Source: Taken from The Springfield Centre (2008): *The M4P operational guide, for DFID and SDC, Durham (UK)*. See [www.springfieldcentre.com](http://www.springfieldcentre.com)

<sup>21</sup>Taken from the *Making Markets work for Poor (M4P)* course of The Springfield Centre – Pro-poor growth selection criteria. For more information see [www.springfieldcentre.com](http://www.springfieldcentre.com)

### Criteria 1: size and relevance to target group

#### 1. *RELEVANCE to the target group:*

How many members of the target group are located in a sector? What occupations do they take in within a sector – or within a value chain? How relevant is a sector e.g. for providing jobs and income for the poor? How relevant is the sector as an employment opportunity for youth? How relevant is the sector for the promotion of gender equity? If job and income creation for the poor is your objective, then how employment-intensive is the sector? What is the percentage of women working in the sector, if gender equity is your objective? These are the kind of questions that need to be answered in order to understand whether a sector is relevant for achieving certain Decent Work objectives.

Depending on your Decent Work objectives (step 1) this first criterion ensures that a sector is selected in which a high number of your target group members (e.g. women entrepreneurs) is found – thus also ensuring a high impact of your value chain initiative. It is also important to consider the target group's occupation within a sector: are they workers/employees within larger business units, small producers or entrepreneurs, home-workers, small retailers or even consumers? In other words: where in the sector is my target group?

### Criteria 2: Decent Work change potential

#### 2. *Decent Work change potential:*

after assessing the relevance of a sector for the target group, we need to consider some characteristics of the sector in general and assess the potential for change towards our Decent Work objectives. If our objective for example is the creation of jobs and higher incomes through micro and small enterprise development in rural areas, then we might ask some questions about the market potential of products and services in a sector by looking at some output indicators (e.g. volume/value of sales). Or if the objective is to improve the working conditions of workers in production units, we might, inter alia, look at some consumer and market trends and requirements with regard to fair trade or codes of conduct for a particular sector.

It is useful here to distinguish between three upgrading strategies that help us to assess the potential for Decent Work change:

- a) "*Stepping-up*" strategies involve doing things better. This could mean, for example, increasing productivity, improving product quality and specifications, increasing the market share by perhaps adopting a better marketing strategy, or adding value to products at lower levels of the value chain. All these could be achieved by technical innovation, better management practices, improved workplace conditions, etc.
- b) "*Stepping out*" strategies<sup>22</sup> involve a more fundamental shift: this could involve exploring completely new markets, changing towards new products, seeking employment opportunities in other/related sectors, etc. Value chain development does not mean focusing on one single chain (stepping-up strategy), but it also means enabling market players to make choices between different opportunities. Stepping-out strategies are often important when a sector comes under too much competitive pressure and lay off workers and small businesses need to look for alternative income sources.

<sup>22</sup>This could also be the case where restructuring sectors are being downsized due to international competitive pressure from other countries. As a result, stakeholders need to consider alternative income sources, such as entering new markets, product change, re-training programmes for workers to enable them to find jobs in other – perhaps similar – sectors. See also Schuler/Rogovsky, 2007.

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- c) “*Hanging in*” strategies refer to strategies aiming more at survival under present conditions rather than doing things better or exploring new opportunities. This is often a short to medium-term option for industries coming under heavy competitive pressure.

### Criteria 3: Feasibility of stimulating change

#### 3. *Intervention potential*:

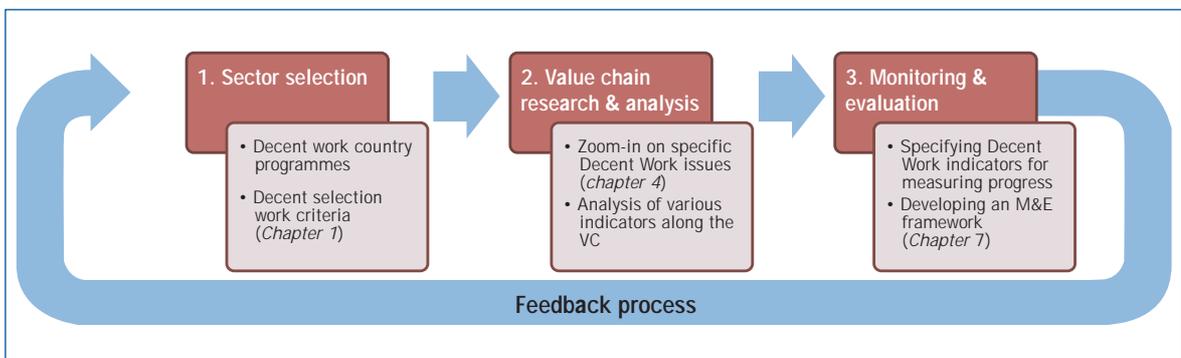
and lastly, we need to assess the feasibility of actually stimulating change in a sector. Change depends on a variety of internal and external factors. By *internal factors*, we mean the priorities and capacities of your organization: First, having assessed criteria 1 (size and relevance) and 2 (change potential), does the sector meet your organization’s objectives and priorities? Secondly, does your organization have the necessary capacity/resources (technical skills, human and financial resources, etc.) for starting a value chain initiative in the sector?

There will also be many external factors that determine the feasibility of an intervention. The ILO Enter-Growth project in Sri Lanka for example made the experience that value chain initiatives are only successful if you have a strong local partner organization that has the motivation and resources to drive forward upgrading strategies. Other external factors might include the presence of other development organizations, level of organization in the sector, motivation and commitment of stakeholders towards change, the availability of lead persons and organizations (potential agents of change), etc.

### Sector selection is part of the appraisal of a value chain initiative

The criteria used for sector selection also need to be seen in the overall context of a value chain initiative: they serve as an orientation for value chain research (see *Chapter 4*) – i.e. they help to focus on key issues within a value chain system that value chain research and analysis “zooms” in on. They also set the foundation for monitoring and evaluation during the implementation of actions (see *Chapter 6*) – i.e. which are the indicators against which progress should be monitored. Sector selection is therefore part of the appraisal for a value chain initiative when it is still in the planning stage, before implementation (*prospective* assessment). During this process, sector selection criteria are further broken down into more specific areas of research and indicators for monitoring.

### Box 1.5: Evolution of indicators for monitoring and evaluation



## Sector selection for Decent Work

### Checklist for Decent Work selection criteria

The following checklist (Box 1.6) can be used as a guide for governments and organizations that have to select sectors, with the aim of creating jobs and income through private sector development (of SME development). You may not want to use all of the questions/indicators, and you might also want to add your own. You will also most probably be unable to answer all of the questions in the selection phase (answering them all would in fact already be half of a sector analysis); however, you should be able to give a sufficient answer to the three Decent Work criteria in general. The questions below therefore give you a direction.

#### Box 1.6 Checklist – Decent Work selection criteria

<b>Criteria 1: Relevance to target group and size</b>	
<b>Questions/indicators</b>	<b>Answer</b>
<p><b>Size (to assess the potential scale of outreach and impact of interventions)</b></p> <p>1.1 How big is the sector? Look at the following indicators:</p> <ul style="list-style-type: none"> <li>• Contribution to national GDP and growth over the past 5 years</li> <li>• Contribution to total employment over the past 5 years</li> <li>• Development of total investments (also FDI)</li> </ul> <p>1.2 Has the sector shown signs of growth or decline over the past few years?</p> <p>1.3 What is the size of the market?</p> <ul style="list-style-type: none"> <li>• Development of market share (i.e. compared to competitors)</li> <li>• Main competitors</li> <li>• Development of export volume and value</li> <li>• Current markets and their share of total sales</li> </ul> <p>1.4 Has employment in the sector grown or declined in recent years?</p> <p><b>Relevance to the target group</b></p> <p>1.5 What is the estimated number of SMEs (or your target group, e.g. women) in the sector?</p> <ul style="list-style-type: none"> <li>• Number of SMEs/small producers</li> <li>• Number of people working in SMEs in the sector</li> </ul> <p>1.6 What is the income situation of SMEs in the sector?</p> <ul style="list-style-type: none"> <li>• Average enterprise income per month (net profits)</li> <li>• Price per product unit</li> <li>• Average household income per month</li> <li>• Diversification (i.e. is it a main income source or just a side income?)</li> </ul> <p>1.7 What is the level of productivity and product quality of SMEs in the sector?</p> <ul style="list-style-type: none"> <li>• Output or sales volume per day/week/month</li> <li>• Number of rejects from buyers</li> </ul> <p>1.8 How much does the sector contribute to employment of the target group?</p> <p><i>Final conclusion: is your target group sufficiently represented in the sector? And: is the sector relevant enough to your target group as a source of income and job opportunities?</i></p>	

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<b>Criteria 2: Decent Work change potential</b>	
Questions/indicators	Answer
<p><b>Stepping-up potential</b></p> <p>2.1 Are there opportunities for your target group to increase its market share?</p> <p>2.2 Can the productivity of your target group (small producers/SMEs) be increased in any way (e.g. through technical innovation, better knowledge and information, better working conditions, etc.)?</p> <p>2.3 Is there potential for increasing incomes and the number of jobs in the target sector? This is also very much related to market pa</p> <p>2.4 What is the current situation of workplace quality (safety at work, comfort, payment, organization, EPF/ETF, etc.) and can this be improved through simple and low-cost innovations?</p> <p><b>Stepping-out potential</b></p> <p>2.5 Are there markets which have yet not been explored and which could provide an opportunity for local producers (i.e. new markets)?</p> <p>2.6 Are there other sectors in which similar skills are required and which could absorb workforce from the sector in question?</p> <p>2.7 Would changing the specifications of the product have a positive impact on market opportunities for local producers (e.g. value-addition, or complete change of product portfolio)?</p> <p>2.8 Are there opportunities for local market players to step out of existing chains and join other more lucrative value chains?</p>	
<b>Criteria 3: Intervention potential</b>	
Questions/indicators	Answer
<p><b>Internal factors</b></p> <p>3.1 Does the sector match your organizations' objectives and priorities?</p> <p>3.2 Will you be able to bring in your technical expertise and your organization's capacities to a sufficient extent?</p> <p>3.3 How many team members will be required to start a value chain initiative on the sector?</p> <p>3.4 How many of this team can your own organization contribute?</p> <p>3.5 Do the (potential) team members have a clear understanding of the objectives and methodology of a value chain initiative?</p> <p>3.6 Do you need to train team members (perhaps from partner organizations) before starting the value chain initiative?</p> <p>3.7 How much financial resources will be required to start a value chain initiative in the sector?</p> <p>3.8 Does your organization have these financial resources or do you need to find funding partners?</p>	

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<b>Criteria 3: Intervention potential</b> Questions/indicators	Answer
<p><b>External factors</b></p> <p>3.9 Is there a strong partner organization in the sector with which you can cooperate and which will drive forward change?</p> <p>3.10 Will this partner organization be willing to take over responsibility for parts of the value chain initiative and, later on, the implementation of interventions?</p> <p>3.11 How many other (development) organizations are operating in the sector? I.e., is it necessary to start a value chain initiative in the sector or is it already sufficiently covered by others?</p> <p>3.12 Are stakeholders in the sector interested in changing and do they have the motivation, i.e., are they interested in your value chain initiative?</p> <p>3.13 What resources can partner organizations themselves contribute (e.g. team members, financial and material resources)?</p>	

### Step 3:

#### Rapid assessment of available economic sectors

The next step in sector selection is a rapid assessment of available sectors in the target region: what sectors are available, and which of these is most likely to fulfil the above Decent Work selection criteria? The purpose is to get a short list of sectors amongst which to select one for a value chain initiative.

#### Information sources

So, what sectors are available? The following institutions usually provide useful sources of information for development organizations:

- National or regional **chambers of commerce**, trade and industry, and other multi-sector business membership organizations (perhaps also Rotary and Lions Clubs? Companies represented here often purchase from or sell to SMEs, or they employ workers, women, etc.)
- **Workers' unions** and representative organizations (if they are not already sector-specific)
- **Government ministries and departments** (e.g. ministries of trade, industries and agriculture), local authorities in the target region such as the department for business registration
- **Statistical units** of central banks and ministries of finance, national census departments/bureaus and statistical institutes
- **Public-Private Partnership/Dialogue forums** which meet regularly to discuss issues related to private sector development and in which various stakeholders from different sectors are represented
- Country-specific economic information from **international organizations** such as WTO, World Bank, IMF, FAO, ITC and other NGOs (their websites often provide useful information)

#### Outcome: shortlist of sectors fulfilling DW selection criteria

This exercise might take about two weeks in which one member of your organization (or a partner/consultant) collects information from the above-mentioned sources. If you are from an organization that already possesses sufficient information on available sectors in your region, this step might also be shortened and you could proceed with the next step. However, you should be able to come up with a short list of sectors and be able to (roughly) apply the Decent Work selection criteria to each of them:

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### Box 1.7: Shortlist of sectors for selection

Sectors	Strong presence of target group? (relevance)?		Potential for Decent Work change?		Intervention potential?	
	Yes	No	Yes	No	Yes	No
1. e.g. dairy sector	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

## Step 4:

### Organizing a consultative meeting with stakeholders

You now have a shortlist of sectors that (roughly) apply to the Decent Work selection criteria – but you can only do **one** value chain initiative (or initially start with one and then continue with other shortlisted sectors later on), unless you have the capacity to take up several sectors at the same time.

Organize a stakeholder meeting to come to a final conclusion (half a day). Stakeholder participation from the beginning of a project – i.e. already in the design phase – is essential for creating a sense of local ownership and to generate support for the value chain initiative. An important decision such as the selection of sectors for private sector development initiatives should not be done by one organization alone, but in consultation with other relevant stakeholders and development partners.

### Whom to invite

Since this consultative meeting is about sector selection, you would want to invite participants who have a good overview of the general economic situation of your target region – not sector-specific stakeholders (since they would be biased). These could be members from the organizations listed above in step 3. Ideally, you would make use of existing public-private dialogue forums for this purpose.

### Proposed agenda for sector selection meeting

The agenda for such a meeting could be as follows:

1. Short presentation of your organization and its objectives, the value chain approach and Decent Work selection criteria (i.e. what the participants can expect; the basis on which a decision is to be made).

2. Presentation of shortlisted sectors – without mentioning whether they match the selection criteria (this would be part of the following discussion).
3. Discussion on whether the short listed sectors match the Decent Work selection criteria (this could be done by means of a card exercise or through a voting system).
4. Ask the participants to prioritize the sectors (again a voting system has proved to be most useful in this case – i.e. for example, two votes per person, which can be allocated to two of the short-listed sectors).
5. Decision: starting a value chain initiative on the sector with the highest priority.
6. Discussion on the way forward: which of the present organizations would like to actively support the initiative – and how? Perhaps you might also consider publishing the outcome of the meeting in media to inform stakeholders in the selected sector of the upcoming value chain initiative.

### 1.5 Further reading on sector selection

- **Anker, Richard et al. (2002):** Measuring Decent Work with statistical indicators, International Labour Office, Policy Integration Department, Working Paper No.2, Geneva.
- **Chataignier, Anne (2005):** Statistical indicators relating to Social Dialogue – A compilation of multiple country databases, International Labour Office, Policy Integration Department, Working Paper No.56, Geneva.
- **Decent Work Country Programmes:** [www.ilo.org/public/english/bureau/program/dwcp](http://www.ilo.org/public/english/bureau/program/dwcp)
- **Hamre, Chad (2008):** Selecting pro-poor value chains: a useable framework, London School of Economics, London.
- **ILO (2006):** From pilot to Decent Work pilot programme – lessons from the Decent Work pilot programme, Policy Integration Department, Geneva.
- **Mujeri, Mustafa K. (2004):** Bangladesh Decent Work statistical indicators – a fact-finding study, International Labour Office, Geneva.
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