

▶ All analysis and no action? Lessons from 64 ILO market systems analysis which can improve their use

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▶ Introduction

The ILO has conducted or supported a growing number of market system analyses (MSAs) around the world. This is in part due to the considerable uptake of MSAs by a range of teams that work in areas where market systems development knowledge is less rooted. This includes expanding the use of MSAs to provide a foundational analysis that addresses key challenges to working conditions such as child labour or occupational safety.

Although the number of analyses is growing and this can be indicative of a broader shift to more systemic thinking in the ILO, a growing question persists – are MSAs worth the effort? Indeed, a previous review of ILO MSAs in 2019 concluded that *“more often than not, the analyses are not actually used. This represents a considerable waste of time, effort and expertise”*.

This study aims to unpack the key lessons from 64 MSAs that the ILO conducted from the start of 2020 through June 2022. The review intends to identify trends in overall

MSA quality and project use as well as to understand why an MSA is actually used or not used for project design or implementation. Based on this review, recommendations have been identified to help projects – within the ILO and beyond – ensure more effective resource use in this vital step and, hopefully, more targeted MSD projects.

▶ Methodology

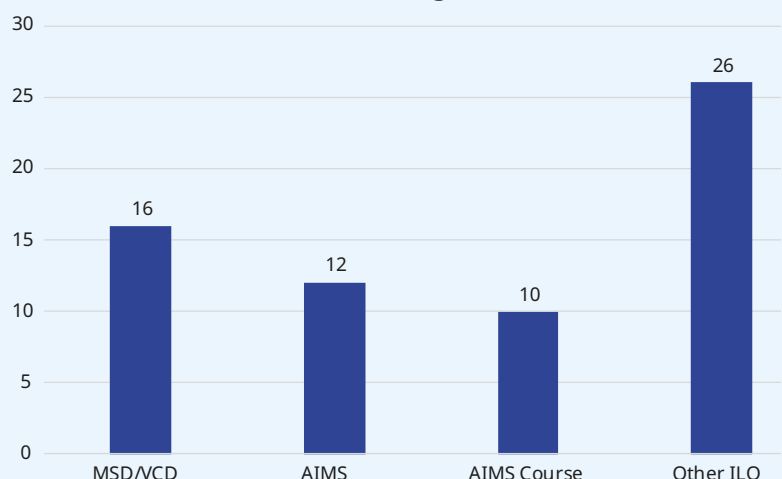
This study includes the review of 64 market system analyses and rapid market assessments (RMAs) which were conducted or published between January 2020 and June 2022. It used methodologies to score MSA depth and use based on those developed for two previous ILO MSA reviews: [“From value chain to market systems analysis?”](#) in 2014 (18 MSAs reviewed) and [“From Paper to Practice”](#) in 2019 (23 MSAs reviewed). This 2022 study also includes a new metric: MSA quality.

Box 1: MSAs categories

In the ILO, the MSAs fall into four categorical “buckets”:

- ▶ **MSD/VCD:** Represent those led or supported by the ILO’s Market Systems Development team;
- ▶ **AIMS:** Represent those led or backstopped by the ILO’s Approach to Inclusive Market Systems (AIMS) team which focuses on forced displacement settings;
- ▶ **AIMS Course:** Represent those conducted by participants as a part of their introductory training and certification on the AIMS approach;
- ▶ **Other ILO:** Represent those conducted under the leadership of other ILO teams, country or regional offices, and/or in the context of projects. The MSD and AIMS teams were either not involved or provided very minor inputs to the analyses.

MSAs Categories



An overview of each of the metrics is provided below – with further details included in the Annex.

- **Depth:** MSA were evaluated for its depth of analysis based on a five-point scale, with a score of “1” representing initial or surface-level research and of “5” indicating that root causes to systemic constraints were assessed and a credible implementation vision identified.
- **Quality:** This looked specifically at the recommendations proposed within the reports and their ability to guide future interventions that address identified constraints. Recommendations were graded against another five-point scale, with scores ranging from “1”, indicating no recommendations, to “5”, indicating the project and market actors’ potential role to address root causes systemically.
- **Use:** This refers to how much the MSAs were used to support intervention design and implementation. Data for this criterion were collected directly from ILO staff involved with the assessment and/or the project it contributed to, in either a leading or supporting capacity. Use was graded on a four-point scale with a “1” representing that the MSAs were not used and a “4” representing that the majority of intervention strategies were informed by the analysis. Some of the MSAs have been categorized as “0 – Non-applicable”. In previous editions, this referred to instances where projects were cancelled or not commissioned, while in the 2022 review, it refers to MSAs conducted as part of the AIMS training course.

Beyond rating these three criteria, the author carried out semi-structured interviews with project staff in 10 MSAs, principally to understand why an MSA was used or not, and which factors contributed to this.¹ A portion of these was selected randomly, while others were chosen intentionally for their perceived relevance and practicality relating to this review.

Box 2: Why were MSAs conducted?

In the ILO, the reason why an MSA was conducted, broadly falls into five broad categories, which can impact their mandate to be used:

- As a first step for a full or mostly-MSD/AIMS project;
- As a first step for a project where MSD or AIMS features as a minor project component;
- As a first step for a non-MSD project;
- As a training tool for VCD specialists;
- To support fundraising or the design of a potential future project.

Study limitations

Similar limitations to the past two reviews were also noted while conducting this study. These included:

- **First, the ILO lacks a central repository of MSA reports,** posing difficulties in the collection of a comprehensive sample of all reports from the specified time period. Instead, these were gathered through use of institutional memory, individual contacts (both at headquarters and in the field) and a search of the shared drive. However, throughout the course of this review, the MSD/VCD began developing a central database that tracks MSAs, RMAs, and sector selection reports.
- **Second, as analysis is not a ‘one-off’, but part of an iterative process** where initial analysis leads to action that leads to an updated understanding of constraints in the market system, it may be possible that the level of analysis in many of these ‘formal’ reports was deepened over time but was not documented. However, this does not negate the fact that an initial analysis is an important first step to understanding the supporting systems and the underlying drivers that limit value chain performance.
- **Third, as this is a broad review of the depth of the analytical exercise, it does not make any assessment about whether the constraints identified are valid.** In other words, the analysis may have got deep into supporting functions but identified the wrong constraints.

Findings

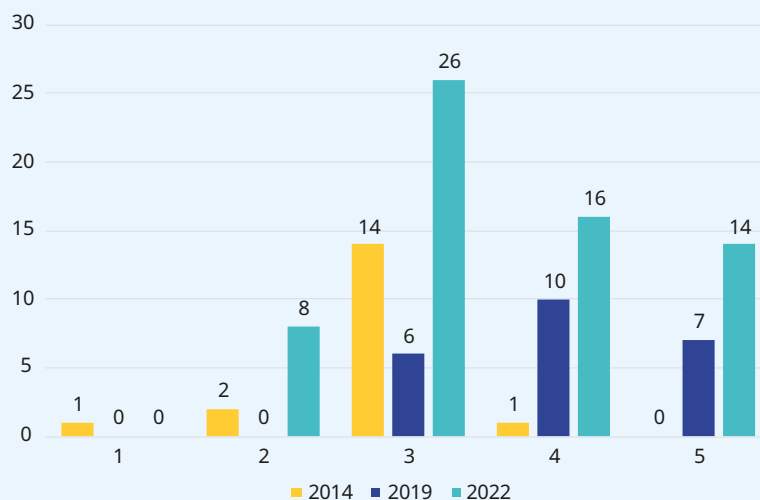
How deep did the analyses go?

Assessing the **depth of analysis** demonstrated that the majority of the MSAs in the 2020-22 period fell under the score of three. This indicates that most follow the proper methodology outlined by the [ILO’s Guide to Value Chain Development](#) but remain too broadly focused on the symptoms of bottlenecks and challenges within the market system rather than their root causes. Depth scores of four and five were the next most common while eight of 64 MSAs received a score of two, a large increase from the 2019 review in which no assessments received scores below three.

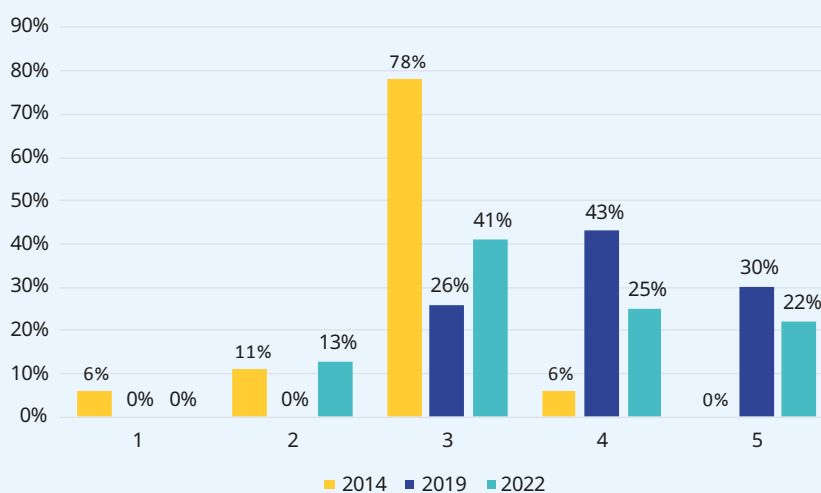
Consistent with findings from the 2019 review, the 2022 edition saw a **relatively even spread between the depth scores**, with most concentrated between three and five. This contrasts with the first 2014 review, in which nearly 80% received a score of three. This may indicate better familiarity with the ILO’s VCD methodology, as well as increased capacity and experience of ILO staff in conducting and supporting the MSAs, which are continuing to increase in quality.

¹ The list of guiding questions can be found in annex

Depth Score by Review Year



Distribution of Depth Score by Year



Indeed, looking deeper into the data reveals **the positive impact of the ILO’s AIMS and MSD/VCD teams**. These teams have played a leading role in the development of ILO’s principal VCD tools and either lead or support the majority of MSAs. They have therefore played a key role in both expanding the size of ILO’s MSA portfolio and in offering a strong degree of expertise that increases the quality of the analyses. While at the time of the 2014 and 2019 reviews, the vast majority of MSAs were led or supported by the MSD/VCD team, in the context of the 2022 review it was possible to disaggregate data in order to make a distinction between scores attributed to different categories of MSAs (see Box 1). Within the period 2020-2022, MSAs that have been either led or supported by MSD/VCD or AIMS teams received a relatively higher mean score (4.38 and 3.67 respectively) compared to

MSAs conducted by other teams or by participants to the AIMS course.

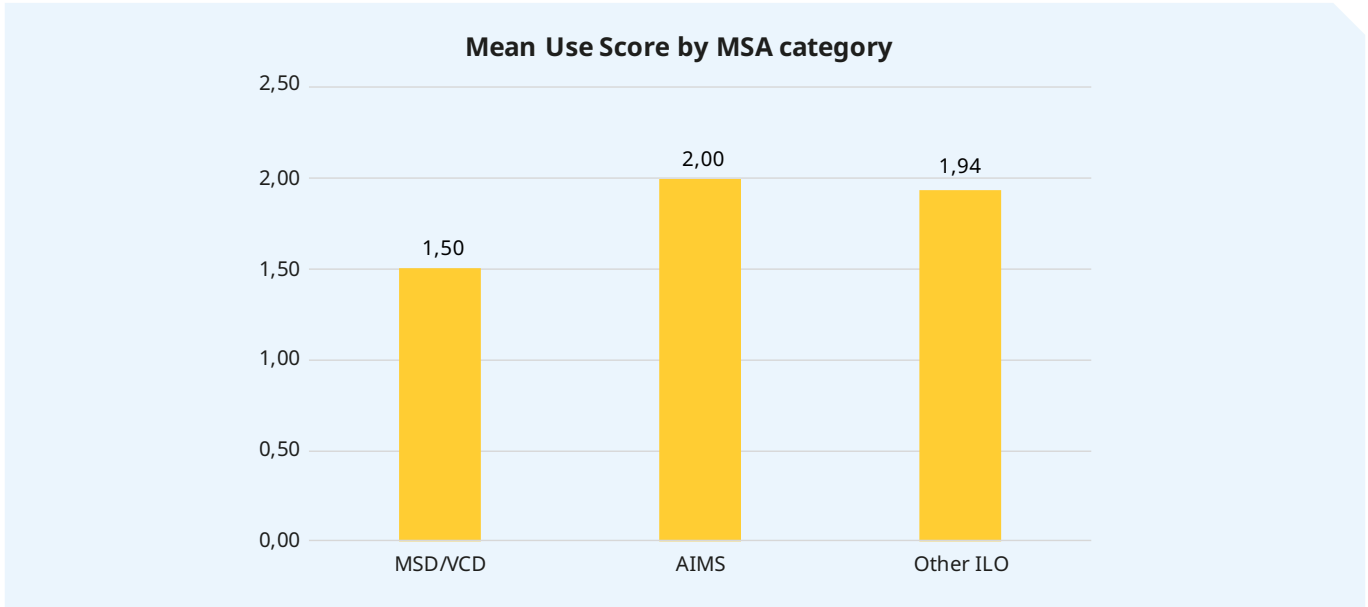
Looking further into *why* certain MSAs received a lower depth score, many were found to include constraints and even identified priority areas that were then linked to intervention recommendations, but they didn’t receive the top score for depth of analysis because they failed to adequately ask “why”. In many cases, the analysis fell just one or two layers short of the ideal depth for finding the root cause of the market system constraints. One reoccurring example was an underlying cause of market system dysfunctions noted as due to a lack of skilled workers in the value chain. Here, knowing **why** this lack exists would be more helpful for project teams when designing interventions to address it.



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Intervention recommendations – enough detail or too cursory?

The **quality of recommendation** score was also spread, though with greater concentration at the lower end scores of two and three. Based on the review methodology, this indicates that most were too vague, for instance not linked to specific constraints identified in the report or with little to no indication of what role a project team would take in the implementation. Many of the reports received a score of two or three – namely the emphasis on playing a market facilitator role (casting the project implementer operates ‘external’ to the system instead of providing direct inputs or services) and looking at actors beyond the core to also include supporting functions and system rules and regulations. Instead, many recommendations adopted more of a “direct delivery” approach to address the symptoms of market constraints.

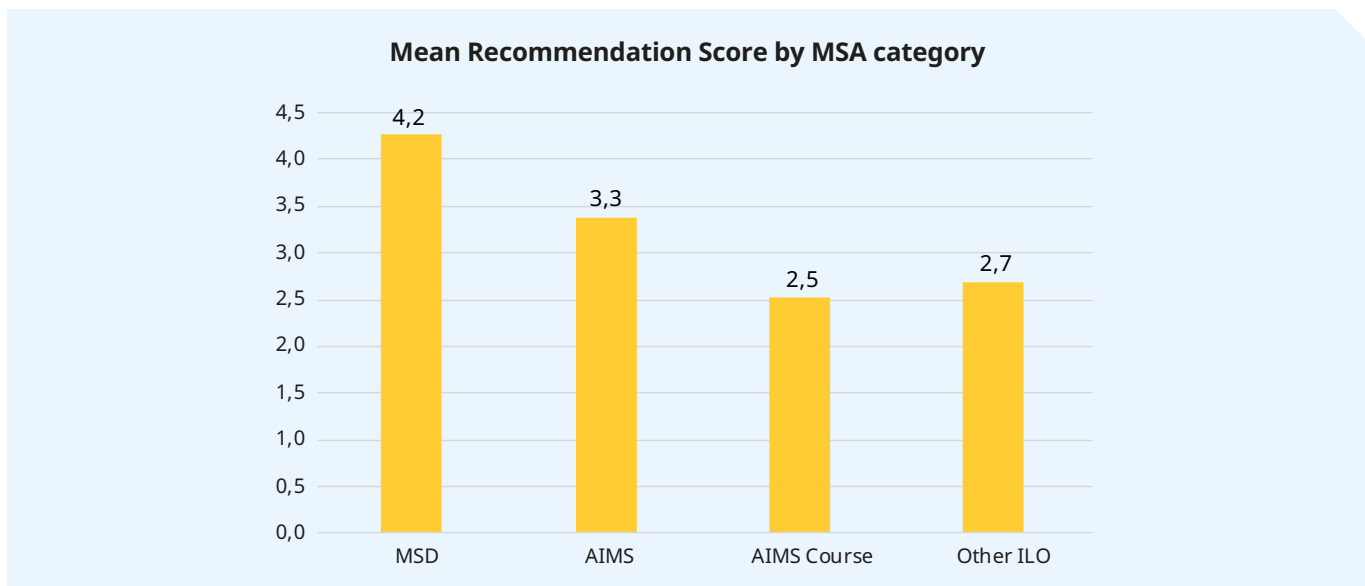
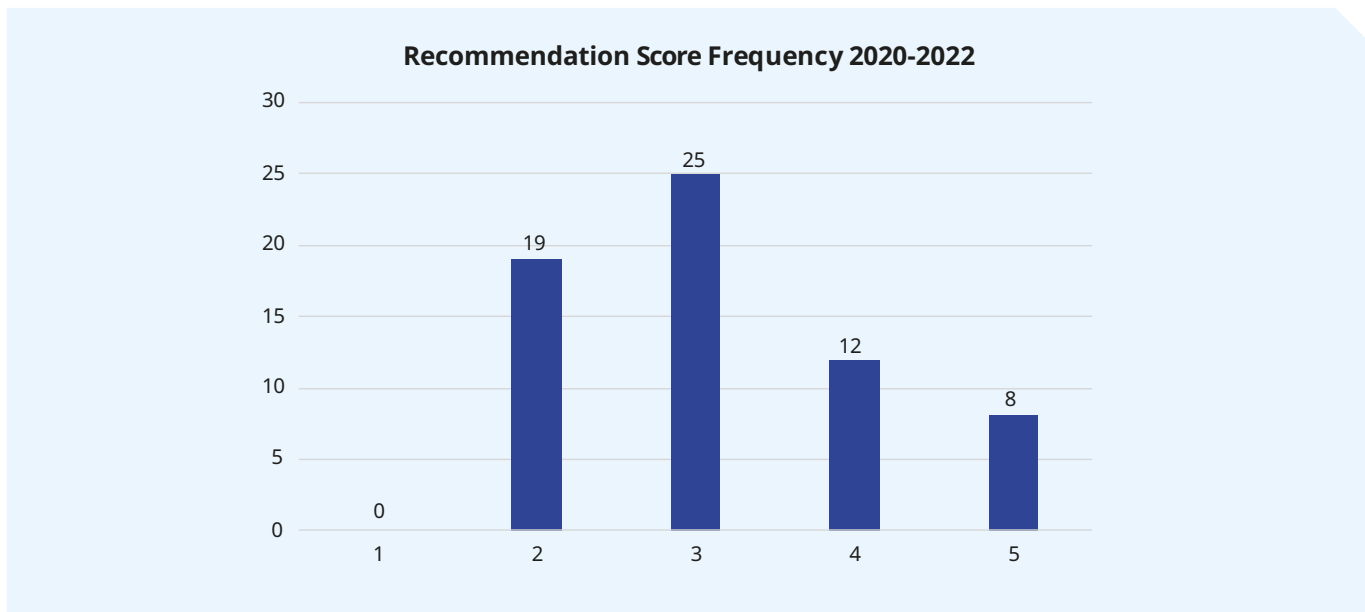
This could owe to a multitude of factors, although it is difficult to fully identify them by only reading the reports. For instance, this could partially stem from the make-up of the research team and their specific capacities and expertise. If selected consultants are technical specialists in a particular sector or come from a more “traditional” development background (i.e., one that focuses more on direct delivery), these factors

could limit influence their recommendation style or create unintentional biases. Another potential cause could be from the sector selection process, notably if crucial criteria like scalability or feasibility are not adequately considered. Indeed, it may often be the case that sectors or officially or unofficially pre-selected due to possible preferences or biases among donors and project partners.

Among the 20 MSAs that received recommendation scores of four or five, 70% of these were either led or directly supported by the AIMS or MSD/VCD teams, again potentially highlighting their expertise and important role in the ILO’s MSD work.

Although assessing the quality of recommendations can inform good practices to improve MSA quality and level of adoption in interventions, sectors analyzed, and broader context should also be taken into consideration. For instance, in more developed markets or sectors, more emphasis may be given to recommendations for public policy and governance changes, which are inherently more difficult to outline and specify a project’s full role, especially since such areas often require interventions that would exceed the duration of most projects. Since the scoring matrix gives preference to recommendations that prioritize the MSD approach, MSAs in more fragile contexts at the Humanitarian-Development Nexus that include recommendations which lean more toward a direct delivery approach would receive a lower score, even if such interventions could potentially have positive impacts on the market systems.

Additionally, certain MSAs took a less traditional approach and focused on ILO thematic areas, such as youth employment or elimination of child labour, with little or no focus on specific value chains. These consequently had broader recommendations that received a lower score based on the matrix, although this may not necessarily be indicative of the lower usefulness or quality of the report.



A useful foundation or just another box to tick?

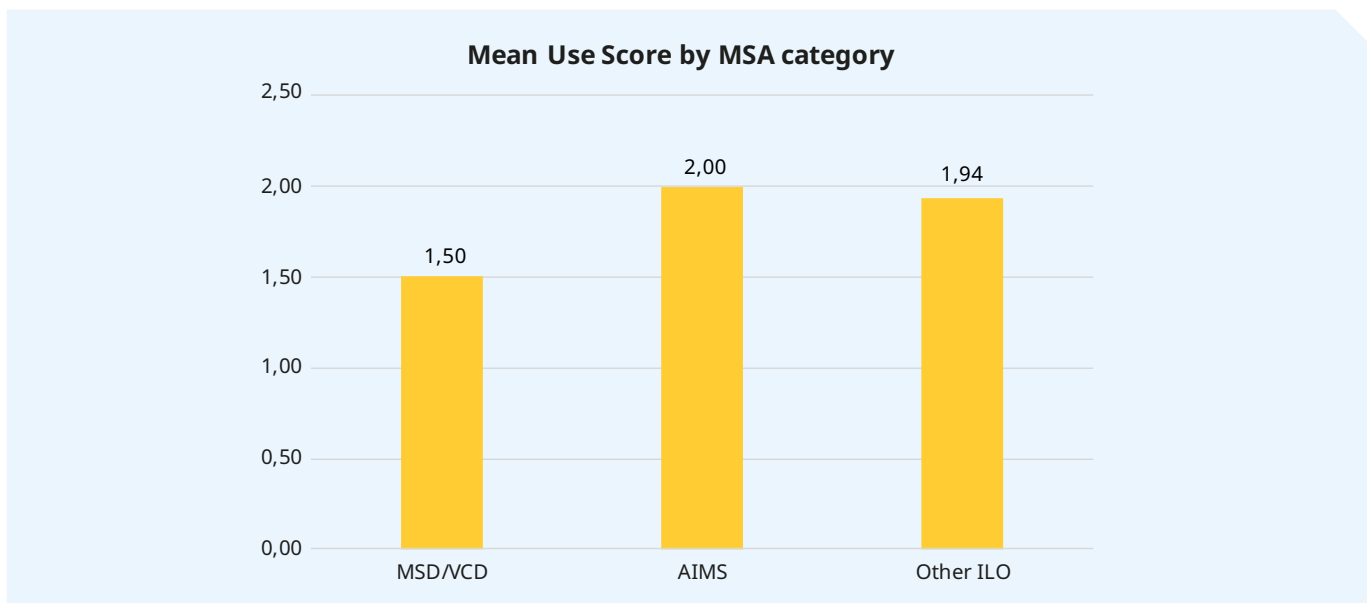
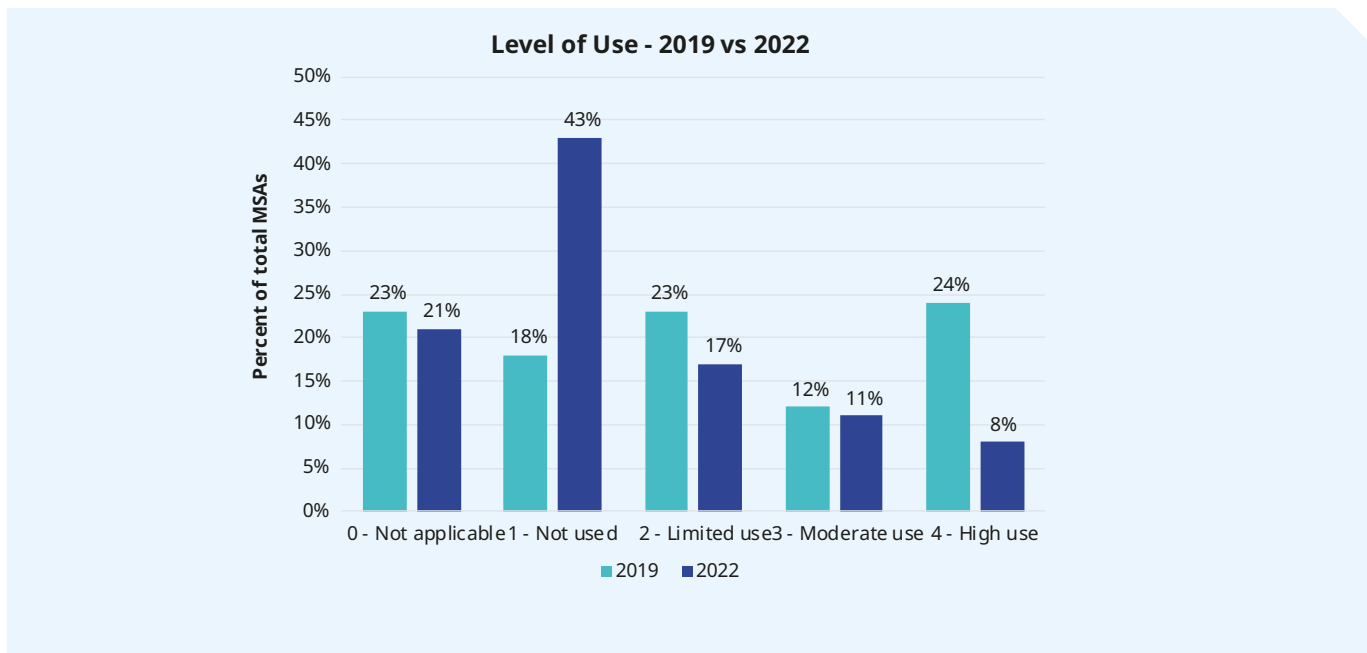
Results on the level of use in the 2022 review illustrate a **decrease in usage** compared to the last edition. Indeed, for 43% of the MSAs conducted between January 2020 and June 2022, recommendations were not used to inform the design of interventions for project implementation. This is a large increase from 2019, when 18% were characterized as “not used” and 23% as “not applicable”². Meanwhile, the 2022 study found only 8% of MSAs scored

had a high use, with the remaining 28% having only limited or moderate use.

One key finding is that the MSD/VCD-led analyses, which had the highest depth and recommendation quality scores, have the worst uptake. In unpacking the data further, over half (56%) of those MSAs were conducted speculatively – without a funded implementation project attached – and these had an average use score of 1.22. For the remaining MSAs that were attached to an implementation project, the use score was better (1.86), but still not better than the average score in 2019.

² In the 2019 review, “not applicable” referred to instances where a project was cancelled or not commissioned during or after the MSA process. In the 2022 edition, “not applicable” includes the MSAs that were conducted as part of the AIMS training course, discussed earlier in this document.

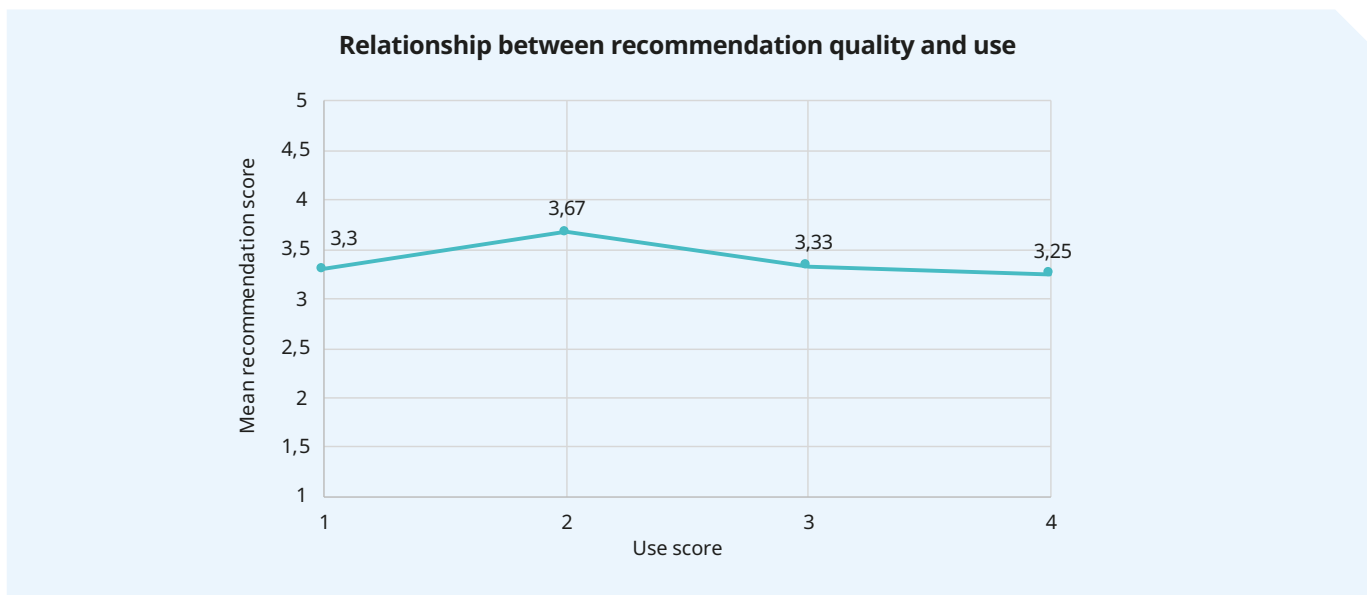
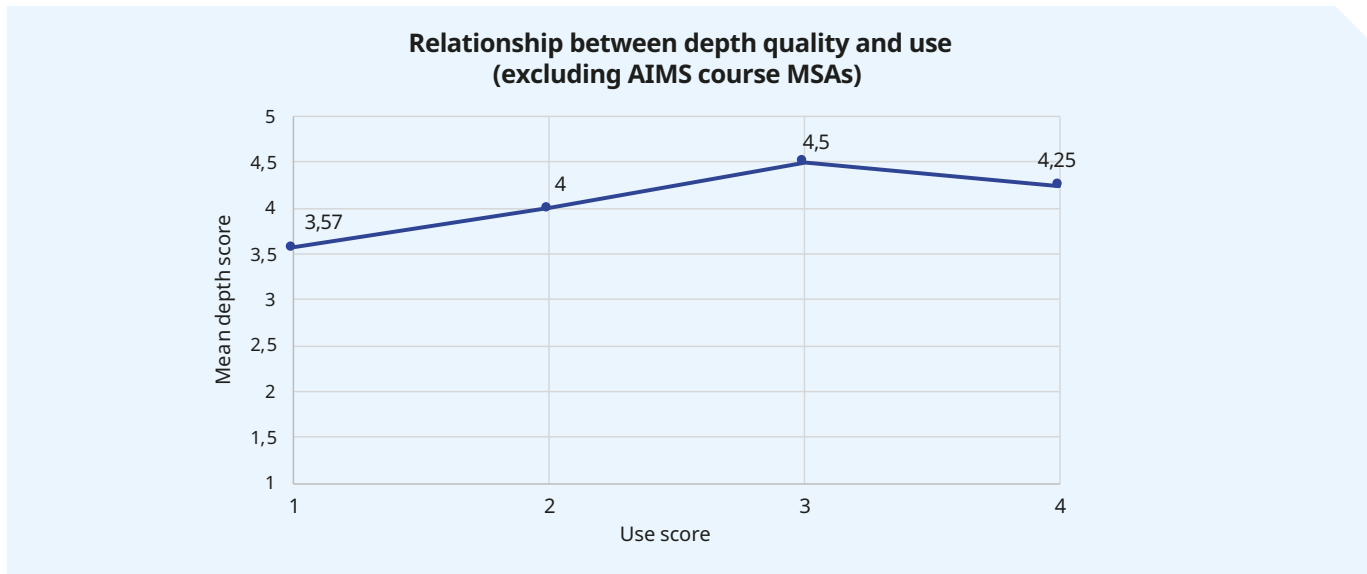




However, a review of the MSAs alone does not adequately reveal the key factors that contribute to the increased number of unused MSAs over the 2020-22 period. Further statistical analysis confirms a **small positive correlation between the quality of an MSA (depth of analysis) and its level of use**, although this is not observed between recommendation quality and use. These findings suggest that implementing teams may use the constraint and market analysis of an MSA to inform themselves on the context and specific value chains and then draw from their own practical knowledge and experience to design interventions rather than following the recommendations as an instruction manual. However, the correlation value and sample size are both too low to make definitive conclusions. Factors external to the MSA and its quality may also affect its use, such as including budget

limitations or donor requirements and expectations. This highlights the usefulness of additional interviews conducted for this review.

When looking at the sectors studied, out of 10 MSAs that received a use score of either 3 or 4, nine included full or partial focus on primary (agriculture) sectors. The fact that MSAs focusing on agricultural value chains are more likely to be used may be due to a variety of factors. It could be due to a number's bias, where they account for the majority of MSAs overall and are thus more likely to be used. This may also contribute to more familiarity with such sectors among project teams, who therefore have more experience translating MSA findings into interventions.



Why were(n't) they used?

Following the in-depth analysis of MSA elements' quality, field staff associated with 10 projects with MSAs were interviewed with a view toward understanding the specific factors that contributed to their use or lack thereof. These included a diverse mix of projects from Asia, Arab States, Africa, and Latin America that covered a variety of sectors and value chains.

What increased MSA use?

Among the ten selected reports, three had received use scores of four (i.e., high use in the design and/or implementation of projects/interventions). The most common trend among MSAs that had high levels of use (as well as the quality of analysis) was **a strong familiarity with MSD among the project team**, with relevant experience from inside and outside ILO. This refers not only to the research team carrying out the analysis but also to ILO staff providing backstopping throughout the project and designing the project and interventions.

Moreover, this support should take a highly hands-on approach to maximize on this expertise. For instance, in several interviews, the project team member indicated that in addition to providing regular feedback and inputs on the MSA drafts, they were also involved in field visits, interviews, and stakeholder meetings alongside the consultants. This was reiterated numerous times, with even **short field missions of just one week providing valuable insights and contacts** for the project team that can later be drawn on in intervention design.

Constant engagement with stakeholders and market actors was continuously cited in interviews as one of the most important factors for creating a high-quality analysis that has high potential for use in future interventions. As one interviewee suggested, this means that such actors should be "treated as part of the [project] team, not just as respondents". Another interviewee advised that they should be involved from the very beginning of the process, namely by being informed about the project goal, scope, and methods, then consulted throughout the process to validate findings and

provide inputs on intervention designs. Indeed, the low use score of one MSA was attributed largely to the fact that project partners had not been adequately involved in the development and validation of the intervention recommendations.

For this reason, it was suggested that ideally, teams conducting an MSA should **already have strong connections or networks within the market system**. Additionally, for the research teams (i.e., consultants) conducting the assessment, there was also common consensus among interviewees **that prior knowledge and experience with MSD are highly preferred to expertise and technical knowledge in the MSA sectors**, if a project does not have the capacity to engage both. In fact, one respondent suggested the latter could even be a detriment to the analysis, as in this case the researcher(s) may bring their own biases into the assessment or rely on their existing knowledge instead of carrying out new research. Another interviewee similarly suggested that sector specialists may come into the process already aware of the main challenges and focus their analysis on addressing these directly rather than broadening the focus to find the root causes.

Why were many MSAs not used?

In most cases, lower use scores were influenced primarily by **external factors** rather than the quality of the MSA itself. Among the projects interviewed, these **included conflict, governmental or societal instability, political pressures, and COVID-related restrictions, as well as project-related challenges such as budget limitations or project length**. These factors limited use even with MSAs that had high depth and recommendation scores.

In another case of an MSA with low use score (2), one interview revealed the value of having a backstopping team with thorough experience and expertise with MSD interventions. Here, the reports, particularly the intervention recommendations, were considered to be of very low quality due partly to the research team hired for the assessment, as **consultants with minimal MSD experience** were hired because of a limited pool of options in the region's fragile and restrictive environment. However, the project team was able to draw on its collective experience to triangulate the report's findings from their own knowledge and other documents to develop their own set of interventions.

Finally, challenges starting from the project inception phase limited the use of a small number of projects interviewed. For instance, misaligned goals and expectations between donors and implementing partners led to unclear terms of reference (TORs) for the consultants, resulting in inadequate MSAs where

the majority of recommendations had to be discarded. Similarly, **initial project strategies that are too rigid with highly specific priorities can also lead to the lack of adaptability needed in MSD projects** and unclear or unrealistic goals for the research team. Early consensus on realistic goals and degrees of project adaptability must be reached between donors and implementing partners to ensure the goal of the MSA is clear from day one, thereby maximizing its potential use. Otherwise, as two interviewees suggested, MSAs are conducted to tick a box rather than for their value and potential. This may result from donors or project teams not yet being willing to fully embrace an MSD approach.

In summary

Overall, the number and quality of ILO's MSAs have continued to grow in recent years. This is due in part to the ILO's MSD expertise and backstopping support (housed in its SME unit) which in many cases, directly supports MSAs or the project staff responsible for managing the process at field offices. It can be argued that the unit's support has a positive impact on the quality of MSA reports, as demonstrated by the correlation between support and higher mean quality. Regular specialist feedback and backstopping support was an important factor for improving the level of analysis in the MSAs.

Although interviews suggested that intervention recommendations were important for determining the usefulness of an MSA, the data do not suggest a strong link, with higher depth scores more strongly correlated with the MSA's usefulness. This is likely due to the high level of experience and expertise of project teams in designing MSD interventions, allowing them to develop their own ideas based on the report findings. Although high quality recommendations may make the project team's job easier, this review indicated they are not necessary for determining an overall high quality and high use MSA.

Findings from the review highlighted the inherent challenges in MSD work. As one interviewee noted, "MSAs have the problem of wanting to do too much with too little resources and time". This idea emerged throughout the interviews, with the usefulness of multiple MSAs inhibited by project budgets and durations, as well as unrealistic expectations of project donors. Additionally, many MSAs were conducted in highly fragile contexts which ultimately poses serious challenges for a project's eventual implementation. External factors such as conflict or political instability can severely limit the use of even a "perfect" MSA.



How can you increase use of your MSAs?

Based on the outcomes of this analysis, the following recommendations emerged to ensure the quality and use of ILO's MSAs continue to improve.

Where (and where not) to invest in MSAs

- ▶ **Ensure project objectives and scope are clear from the beginning.** This includes maintaining strong relations between the donor and project implementors with clear strategy and priorities outlined so that the research teams (e.g., external consultants) have a clear goal and purpose for the assessment. If so, the scope of the sectors/value chains selected, issues to be addressed, and intervention recommendations are more likely to be directly related to the project's objectives, duration, and resources, ultimately increasing the rating of MSA quality and the uptake of interventions endorsed.
- ▶ **Prioritize conducting MSAs in projects or contexts where an MSD approach is prioritized as a primary component instead of a complementary method or as a "box to tick".** This may also include assessing preliminary strategies and objectives, for instance determining whether specific sectors are already prioritized before further analysis of their feasibility or relevance, or whether specific actors or outcomes have already been pigeonholed. In such cases, the MSA and its relevant costs (financial and human capital) should be carefully weighed realistically against the potential future use given these circumstances.

Assembling and preparing the right research team

- ▶ **Harmonize TORs and/or onboarding process for consultants to ensure consistent quality, content, and maximization of ILO best practices and expertise.** The review of all 64 MSAs revealed a wide range of structures, content, and lengths. Consistent TORs that clearly outline goals and expectations of the reports could help to ensure MSAs include the type of information that is most helpful for project teams.
- ▶ For instance, clearly outlining **why** the assessment is being conducted (e.g., to inform specific interventions to address root causes) and for **whom** (e.g., specific ILO project teams that have a finite level of human and financial resources) can help keep the analyses more streamlined and relevant. Often, recommendations were too broad, advocating for policy changes or behavior changes of market actors not involved in the study, with no indication of *how* a project could achieve this.

▶ Addressing this could also involve proposing a "formula" for recommendations to ensure they include all the key information based on what experienced ILO staff know is most useful for designing interventions. For example, this formula could be a loose structure that includes a specific behavior change needed, the specific market actors that need to adopt this, and the specific role and activities the project will play in this.

- ▶ **Although a mix is ideal, if resources are limited, prioritize engaging local consultants with MSD focus rather than sectoral specialists with an entrenched development background.** More technical knowledge can be brought in as needed throughout the project, but findings suggest MSAs are most useful when they fully embrace MSD principles and aren't weighed down by overly technical analyses of the sectors. In the case that someone with sector experience is required, it would be ideal if they come from within the sector but without considerable development experience.

Maintain involvement of the right people

- ▶ **Keep market actors engaged throughout the analysis process.** When appropriate, this could involve regarding them as team members rather than simply respondents in interviews. This can be done through regular engagement and validation throughout the research and intervention design processes, or even involving them directly in the data collection phase.
- ▶ **Similarly, keep project teams as highly involved as possible. In addition to the regular backstopping provided throughout the process, (short) field missions by staff who will later be involved in project design/implementation can prove valuable for making the most of an MSA's findings.** This could also mean expanding the involvement of other ILO staff from other departments or units that are involved in different parts of the same projects or who could have an interest in doing so. However, this may also run the risk of an MSA losing sight of the key focus or priorities. Teams should therefore ideally be kept relatively small while still involving the right stakeholders to provide inputs and validation of findings.

► Annexes

List of MSAs reviewed

(Bold indicates MSAs selected for further interview with project team members)

Region	Year	Sector(s)
Africa		
Burkina Faso: Analyse approfondie de la chaîne de valeur du coton au Burkina Faso	2021	Cotton, child labour
Cote d'Ivoire: Une analyse des systèmes de marchés dans le cadre de la promotion des moyens de subsistance alternatifs et durables des acteurs de la filière cacao en Côte d'Ivoire	2021	Agriculture and Green Jobs
Egypt: Developing the Dairy Value Chain in Egypt's Delta	2020	Dairy
Egypt: Value Chain Analysis of Elderly People and PWD Care Services in Greater Cairo and Alexandria	2021	Care sector
Egypt: Value Chain Analysis of Woodwork & Furniture Sector in Damietta	2021	Furniture Sector
Ethiopia: A Market Systems Analysis of the Edible Oils Sector in Amhara, Ethiopia	2021	Agriculture (edible oils)
Ethiopia: A Market Systems Analysis of the Fruit and Vegetables Sector Sidama & Amhara, Ethiopia	2021	Agriculture (fruits & vegetables)
Ethiopia: A Market Systems Analysis of the Poultry Sector in Sidama & Amhara, Ethiopia	2021	Agriculture (poultry)
Ethiopia: Rapid Assessment of Livestock Markets in Jijjiga, Ethiopia	2021	Agriculture (livestock)
Ethiopia: AIMS MSA Ethiopia for returnees and potential migrants in Oromia, SNNPR and Addis Ababa	2022	Agriculture, construction, hospitality
Ghana: A Rapid Market Assessment of Agricultural Value Chains and Decent Work for Young Women in Northern Ghana	2021	Hand-crafted Shea Butter and Groundnuts
Guinea: (ANALYSE DE SYSTEME DE MARCHÉ ET DE CHAINES DE VALEUR EN FAVEUR DES REFUGIES IVOIRIENS ET COMMUNAUTES D'ACCUEIL DANS LES REGIONS DE NZEREKORE ET CONAKRY EN GUINEE)	2021	Agriculture (parboiled rice and cassava)
Madagascar: Drivers and constraints for occupational safety and health improvement in the global textile supply chain (VZF)	2020	Textiles
Mali: Analyse approfondie de la chaîne de valeur du coton au Mali	2021	Cotton and child/forced labour
Mali: MSA Timbouctou (Analyse des systèmes de marché et chaînes de valeur en faveur des réfugiés des régions de Kayes, Segou et Tombouctou (3 études séparées))	2020	Agriculture
Mali: MSA Ségou (Analyse des systèmes de marché et chaînes de valeur en faveur des réfugiés des régions de Kayes, Segou et Tombouctou (3 études séparées))	2020	Agriculture
Mali: MSA Kayes (Analyse des systèmes de marché et chaînes de valeur en faveur des réfugiés des régions de Kayes, Segou et Tombouctou (3 études séparées))	2020	Agriculture
Morocco : Analyse du système de marché de trois sous-secteurs agro-industriels dans la région de Rabat-Salé-Kenitra au Maroc	2021	Agriculture (red berries, vegetables, milk)
Morocco: Analyse du potentiel de création d'emplois dans les filières bio et agro-écologique pour une relance verte Dans la région de Rabat-Salé-Kenitra (Jan)	2022	Bio et agroecologie
Sierra Leone: Market Systems Analysis of 4 Value Chains in Sierra Leone (Opportunity Salone)	2022	Agriculture (vegetables, cocoa, palm oil and cassava)
Sudan: Integrated enterprise and market systems assessment on the refugee and host community livelihoods in Sudan Groundnut and sesame value chains in West Kordofan and East Darfur	2021	Agriculture (groundnut & sesame)

Region	Year	Sector(s)
Uganda: Mapping and analysis of the coffee and tea supply chains for identification of productive inclusion and economic empowerment strategies for the eradication and prevention of child labour	2021	Agriculture (tea and coffee)
Uganda: RMA of 5 VCs (AIMS/Prospects)	2021	Soap, textile, handicraft, waste management, horticulture
Zambia: MSA Skills in the Renewable Energy and Energy Efficiency Sub-sectors in Zambia	2020	Renewable energy
Latin America		
Aruba and Curacao: Market Systems Assessment for labour inclusion of Venezuelan migrants and refugees in Aruba & Curaçao	2021	E-commerce, software, tourism
Bolivia: Sectores y cadenas de valor con potencial para emplear a mujeres cuentapropistas informales en Bolivia	2021	Beauty salons, shirt making, gastronomy, construction
Brazil: AVANÇOS E DESAFIOS RUMO À PROMOÇÃO DO TRABALHO DECENTE: análise situacional	2021	Gypsum
Colombia (AIMS Course) ESTUDIO ESMI. Informe final - Colombia	2021	Construction
Costa Rica (AIMS Course) Propuesta de empleo formal para migrantes en Costa Rica	2021	Care sector
Dominican Republic: Promoción de Medios de Vida para Personas Venezolanas en República Dominicana	2020	Tourism and health care
Ecuador (AIMS Course) Selection of sectors and analysis of chains with a focus on the development of market systems for the labor inclusion of Venezuelan migrants and refugees Located in the cities of Manta, Cuenca and Santo Domingo	2021	E-commerce, software development, fishing, healthcare, food manufacturing
Ecuador: Selección de sectores y análisis de cadenas con enfoque de desarrollo de sistemas de mercado para la inclusión laboral de migrantes y refugiados de Venezuela	2022	Care economy, precision farming
Guyana: A market system analysis of the value chains with potential for the labour inclusion of Venezuelan migrants and refugees in Guyana	2021	Industrial services, hospitality
Honduras - Improving OSH in the global coffee value chain (VZF)	2020	Coffee
<i>México: Recuperación del empleo frente a la COVID-19 en México con un enfoque de transición justa. Análisis de cinco sectores verdes en la Ciudad de México. Primer Informe: Sistemas de captación de agua de lluvia.</i>	2021	Rain water collection
Mexico - Carino (AIMS Course)	2020	Bakery/tortilla, repair and maintenance
Mexico Canchola (AIMS Course)	2021	Food and Beverages
Mexico: Improving occupational safety and health in the global value chain of coffee in Mexico: Drivers and constraints A case study(VZF)	2020	Coffee and OSH
<i>México: Recuperación del empleo frente a la COVID-19 en México con un enfoque de transición justa. Análisis de cinco sectores verdes en la Ciudad de México. Cuarto informe: Manejo de residuos y reciclaje</i>	2021	Waste management and recycling
<i>México: Recuperación del empleo frente a la COVID-19 en México con un enfoque de transición justa. Análisis de cinco sectores verdes en la Ciudad de México. Quinto Informe: Producción sustentable de alimentos</i>	2021	Sustainable food production
<i>México: Recuperación del empleo frente a la COVID-19 en México con un enfoque de transición justa. Análisis de cinco sectores verdes en la Ciudad de México. Segundo Informe: Energía Renovable</i>	2021	Solar energy

Region	Year	Sector(s)
<i>Mexico: Recuperación del empleo frente a la COVID-19 en México con un enfoque de transición justa. Análisis de cinco sectores verdes en la Ciudad de México. Tercer Informe: Edificación Sustentable</i>	2021	Sustainable construction
Peru: Sector económico priorizado con potencial para la inclusión laboral de la población migrante, refugiada venezolana y comunidad de acogida bajo el Enfoque de Sistemas de Mercado Inclusivo en la Región Piura-Perú	2021	Banana
Peru: ESTUDIO CASO PRELIMINAR – ENFOQUE DE SISTEMAS DE MERCADO INCLUSIVO (ESMI) PARA POBLACIÓN MIGRANTE O REFUGIADA VENEZOLANA EN LA CIUDAD DE AREQUIPA, DEPARTAMENTO DE AREQUIPA	2021	Fruit harvesting, maintenance services
Peru: MEDIOS DE VIDA PARA MIGRANTES, REFUGIADOS Y POBLACIÓN DE ACOGIDA BASADA EN EL ENFOQUE DE SISTEMA DE MERCADOS INCLUSIVOS: CASO DE LIMA NORTE	2021	Traditional trade, retail
Peru: Enfoque de Sistemas de Mercado Inclusivo (ESMI) para población migrante venezolana y comunidades de acogida en Cusco - Perú	2020	Gastronomy
Peru: Estudio de caso para la población migrante venezolana en la región La Libertad, Perú	2021	Prepared food & agriculture logistic services
Asia and the Pacific		
Afghanistan: Carpet sector Northern Region	2022	Carpet
Bangladesh: Study on Promoting Green Jobs and Entrepreneurship	2021	Electric Vehicles, Agro-processing
India: Challenges and opportunities for productive employment and decent work in the natural stone mining industry supply chain in Rajasthan	2021	natural stone mining
Laos: Improving occupational safety and health in the global value chain of coffee in Lao People's Democratic Republic: Drivers and constraints. (VZF)	2020	Coffee
Myanmar: Macadamia Market Systems Analysis Shan State, Myanmar	2020	Agriculture (Macadamia)
Myanmar: Assessment of Occupational Safety and Health drivers and constraints in the construction global supply chain in Myanmar (VZF)	2021	Construction, OSH
Nepal: MSA for refugees and host communities in Province 1, Nepal A Market Systems Analysis of the vegetables, piggery and poultry value chains	2022	Agriculture (vegetables, piggery, poultry)
Thailand: Driving change: A market systems analysis of responsible business practices in Thailand's automotive parts sector	2020	Automobile
Arab States		
Lebanon: Promotion of Refugee and Host Community Livelihoods - Unlocking opportunities in the horticulture sector	2020	Horticulture
Jordan: VCA of Floriculture Sector	2021	Floriculture
Europe and Central Asia		
Albania: Towards sustainable tourism in Albania's Vjosa River Region	2021	Tourism
Armenia: Rapid Market Assessment: Food Processing Sector	2021	Food processing sector
Georgia: RMA Food processing sector 2021	2021	Food processing sector
Moldova: Youth Employment: A Systems Analysis for Moldova's Decent Work Country Programme 2021-2024	2021	Youth Employment
Moldova: Safety and Security at Work: A Systems Analysis for Moldova's Decent Work Country Programme 2021-2024	2021	OSH
Moldova: Sweetening the potential for decent work. A market systems analysis of the honey sector in the Republic of Moldova	2021	Agriculture (honey)
Moldova: A synergy of growth and employment opportunities. A market systems analysis of the berry sector in the Republic of Moldova	2021	Agriculture (berry)

► Methodology

MSA Depth Scoring

Score	Description
1	Initial research. The report presents basic research assessing the relevance of the sector for the target group, the potential for job and income improvements and the feasibility of intervening. The study has captured a general picture of sector performance.
2	Value chain mapping. The report contains a value chain map outlining the flow of goods and services from raw materials/inputs to the final consumer. It describes general problems in the core value chain. The report remains descriptive, not analytical.
3	Value chain research (symptoms). Value chain research (interviews, surveys, focus group discussions, among others) has been conducted and the supporting functions or rules that are undermining the performance of the value chain have been identified, but not analyzed. The report is more analytical, but the analysis is not extended into connected systems (i.e., supporting functions and rules), so it remains a list of symptoms.
4	Value chain analysis (constraints). The study goes deeper into analyzing the underperformance of supporting market systems and successfully identifies underlying constraints. The reader is satisfied that causes of why the value chain is currently underperforming have been identified and analyzed, with reference to the incentives and capacities of the actors performing the supporting functions.
5	Value chain analysis (prioritized constraints). After evaluating all the findings generated by analysis, the report prioritizes which of the key underlying constraints are most suitable for 'action' to intervene and sets out a credible vision of how the market system needs to change for each function/rule.

The 5-point scale was used as a proxy for quality, where '1' represented the most superficial research (the lowest quality), and '5' represented the prioritization of underlying constraints (the highest quality). The main evaluative method deployed by the reviewer was asking

the question: "why?" If the reviewer assessed that the report had asked 'why' enough times and could pass a common-sense test that they have gone deep enough into supporting market systems, then it was deemed that underlying constraints had been properly assessed.

Recommendation Scoring

Score	Description
1	No recommendations.
2	The report includes broad recommendations or opportunities that are not clearly linked to specific identified constraints or give no indication of a project's role.
3	Recommendations are linked to specific constraints identified, but address symptoms rather than root causes and/or emphasize a non-MSD approach, e.g., direct delivery.
4	Recommendations address root causes and include MSD principles as well as a list of general actors that could play a role in interventions.
5	The report clearly outlines the role of the project and market actors to address root causes using an MSD-focused approach.

Level of Use Scoring

Score	Description
0	Not applicable. In 2019 this referred to instances where projects were cancelled or not commissioned, in the 2022 review it refers to MSAs conducted as part of the AIMS training course.
1	Not used. The findings of the analysis were either completely ignored or interventions were fixed in advance of analysis (and analysis failed to influence a change in direction).
2	Limited use. Some constraints identified by the analysis were integrated into the programme, but overall, a limited number of intervention strategies were informed by the findings of the analysis.
3	Moderate use. A number of intervention strategies were informed by the findings of the analysis, but the project may have certain 'set in stone' components with less systemic interventions, limiting the potential for the report to be fully utilized.
4	High use. The majority of constraints identified by the analysis were integrated into intervention strategies.

List of guiding questions for interviews (for project teams)

1. Why was this MSA conducted? (In the sense of as part of project, stand-alone, or another reason?)

2. What was your role in the MSA process? Who carried out the analysis/drafting (ILO staff, external consultants, etc. What was their background?)

3. What is your overall impression of it? In line with MSD principles?

4. To what extent would you say it was in line with MSD principles (market facilitation, seeking root cause, no direct delivery, etc.)?

5. How would you assess the level of use of the MSA? Do you recall what about it made it useful (e.g., recommendations section, constraint analysis/root causes, list of actors, etc.)?

6. Were there any revisions to the project strategy after the MSA?

7. In general, what are characteristics that make an MSA good/useful for designing/implementing projects? Any common characteristics among MSAs you find of poorer quality (e.g., too long, missing certain aspects)?

8. Is there anything that could make MSAs in general more useful in project design/implementation?
 - a. Probes: admin side, e.g., type of people conducting the assessment, or content related, e.g., more specific recommendations, more focus on root cause of constraints, more specific actors to partner with.

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