Pre-crisis Market Mapping and Analysis

Step-by-step Guidance for Practitioners

Humanitarian Aid and Civil Protection

USAID FROM THE AMERICAN PEOPLE

OXFAM

INTERNATIONAL RESCUE COMMITTEE

PCMMA Core Team

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List of abbreviations

CaLP	Cash Learning Partnership
CEP	Cash Emergency Preparedness
CTP	Cash Transfer Programming
DRR	Disaster Risk Reduction
ECHO	European Commission - Humanitarian Aid & Civil Protection
EMMA	Emergency Market Mapping and Analysis Toolkit
EFSL/FSL	Emergency / Food Security and Livelihoods
EWS	Early Warning System
FAO	Food and Agriculture Organisation of the United Nations
GEM	Gendered Enterprise and Markets
FEWSNET	Famine Early Warning Systems Network
HEA	Household Economy Approach
IPC	Integrated Food Security Phase Classification
M4P	Making Markets Work for the Poor
M&E	Monitoring and Evaluation
MAG	Red Cross and Red Crescent Movement - Market Assessment Guidance
MFP	Market Focal Point
MIRA	Multi-Cluster/Sector Initial Rapid Assessment
NFI	Non Food Item
PCMMA	Pre-Crisis Market Mapping and Analysis
RAM	Red Cross and Red Crescent Movement - Rapid Assessment for Markets Guidance
SRAF	Situation and Response Analysis Framework ToR Terms of Reference
TOR	Terms of Reference
USAID	United State Agency for International Development
WFP	United Nations World Food Programme

Definition of Key terminology used in this guidance[3]

Cartel: A group of enterprises or traders who attempt to limit competition and control prices or the supply of a good or service through mutual restraint on production or supply, or simply by colluding to fix prices.

Competition: Competition arises when there are a sufficient number of traders (sellers or buyers) vying with each other for business in a market, such that no single individual or enterprise dominates the market (see 'monopoly' and 'market power'). When there is effective competition, no-one can unfairly set the price of a good or service. This usually brings lower prices or better quality for consumers, or higher returns for producers and employees. Truly competitive markets also depend on traders being unable to collude among themselves to enforce a set price for goods (see 'cartel').

Critical market systems: The specific market systems that are most urgently relevant to the target population's needs. Essentially those markets that have or could have a major role in meeting the essential needs of the target population.

Effective demand: The quantity of a particular economic good, item, or service that a group of buyers will want to purchase at a given price. Buyers' needs and desires must be accompanied by purchasing power to be considered effective in the analysis of demand. Where lack of money is a significant constraint for the target population, the immediate result of cash-based initiatives is usually to increase effective demand.

Elasticity of demand: A measure of how sensitive to price changes is the quantity demanded by buyers. Goods on which people cut back sharply, when prices rise or incomes are reduced (e.g. luxury items) have 'elastic demand'. Those that they continue to need and buy (e.g. staple foods) are said to have 'inelastic demand'. Goods in critical market systems usually fall into the second category.

Elasticity of supply: A measure of how sensitive to prices is the quantity supplied by producers or traders. Goods that can easily be supplied in greater quantities if prices rise have 'elastic supply'. Those that are difficult to quickly produce or import in greater volumes are said to have 'inelastic supply'. In emergency situations, elasticity is often unpredictable, due to disruption of supply chains.

Inflation: A persistent increase in the average price level in the economy. Inflation occurs when prices in general increase over time. This does not mean that all prices necessarily increase, or increase at the same rate, but only that average prices follow an upward trend. Price rises can be caused by emergency-related factors, but they may also be an underlying feature of an inflationary economy.

Market: Any formal or informal structure (not necessarily a physical space) in which buyers and sellers exchange goods, labour or services for cash or other goods. The word 'market' can simply mean the place in which goods or services are exchanged. Markets are sometimes defined by forces of supply and demand, rather than geographical location e.g. 'imported cereals make up 40% of the market'.

Market actors: All the different individuals and enterprises involved in buying and selling in a market system, including producers, suppliers, traders, processors, and consumers.

Market analysis: The process of assessing and understanding the key features and characteristics of a market system so that predictions can be made about how prices, availability, and access will develop in future; and decisions made about whether or how to intervene to improve humanitarian outcomes.

Market based programming: Project that works through or supports local markets. It covers all types of engagement with market systems that range from using those to deliver a relief intervention to pro-actively strengthen and develop local market systems.

Market chain: General term for a supply chain or a value chain: a sequence of market actors who buy, sell, or add value to a product or item as it moves from initial producer to final consumer.

Market Focal Point: The person in charge of the pre-crisis market mapping and analysis from the preparation phase up till the use of the results for better preparedness and better response at agency level. The Market Focal Point is also the person who will ensure monitoring of key market indicators and trigger pre-crisis marking mapping and analysis update and the launch of recommended response options.

Market integration: A market system is integrated when linkages between local, regional, and national market actors are working well. In an integrated market system, any imbalance of supply and demand in one area is compensated for by the relatively easy movement of goods from other nearby and regional markets.

Market map and situation: Critical information on the market system i.e. market environment – institutions, rules, norms, and seasonal and historic trends in availability and prices; market chain – market actors, their numbers, volumes they trade in, their linkages, and power relations; key infrastructure inputs and market support services. This also includes information on differential access and control of women and men on different parts of the market systems at different times as consumers and as producers. A market map and situation gives a snapshot of the market system at a certain point in time that will allow comparison with a second map done during a different period. In this guidance, the reference map (usually at the time of the pre-crisis exercise) is compared with the crisis map (when market systems are under stress).

Market monitoring: The process of collecting information on pre identified indicators on the functioning of the market system based on a time schedule (i.e. weekly, monthly etc.) to feed into programmatic decision-making.

Market power: The ability of an enterprise, trader, or other market actor to influence the price or supply of a good or service or the way in which the market works (without losing their customers, suppliers, or employees to their competitors). In an ideal, perfectly competitive market, market actors would have equal market power. However, in the real world, barriers to entry, entrenched gender and social relations, collusion, and other anti-competitive forms of conduct often enable some market actors to influence or dominate the way that the market works, for instance in negotiating favourable prices for themselves.

Market system: A market system is a network of people, trading structures, and rules that determine how a particular good or service is produced, accessed, and exchanged. A market system is comprised of many market actors, buyers and sellers supported by infrastructure and services, and interacting within a trading environment shaped by institutions, rules or norms.

Market team: Assessment and analysis team, it might be composed of a Market Focal Point, an Analysis Team Leader, Market Team Leaders and Market Team Members. Each Team Leader will be directing Market Team Members for the assessment of one or more specific critical market systems.

Monopoly: A situation in which a single market actor or cartel controls all (or nearly all of) the market for a given type of product or service. This is an extreme form of market power. It can arise because of barriers that prevent other rival traders competing: e.g. high entry costs, government regulation, coercion and/or corruption.

Pre-crisis: In this guidance the term pre-crisis refers to the time before the onset of the emergency chosen by the agency implementing the market exercise as the emergency scenario. It refers to the time when the forecasted disaster has not yet had an impact on the market systems.

Introduction

Good practice standards, guidelines and evaluations all emphasise the importance of including markets in emergency situations and response analysis. While this approach has become more widely accepted by international organisations in recent years, market analysis is in practice primarily confined to post-emergency environments. Responses to slow and rapid onset disasters, either manmade or due to natural hazards, can all be rapidly accelerated and improved through a greater awareness of markets before, during and after disasters strike. To improve timeliness and effectiveness of emergency responses, to intervene earlier to protect livelihoods, and to reduce the impact of market shocks, a greater attention, effort, and guidance is needed on incorporating market analysis in pre-emergency contingency planning, preparedness, disaster risk reduction (DRR), and early warning initiatives, ultimately contributing to resilience building.

Undertaking market analysis as part of preparedness has a larger potential than simply providing a benchmark on the functionality of several critical market systems from 'reference' to 'post shock' times. By understanding the capacity and constraints of critical market systems, the pre-crisis market mapping and analysis can not only improve preparedness and feed into contingency planning but can also help design responses that could mitigate the effects of a crisis, through protecting and/or strengthening certain parts of a market system. From the moment that the initial market analysis is done, response options can be designed and implemented, so that certain parts of the market are strengthened, helping to support both access to basic needs and livelihoods so that they could, potentially, better withstand shocks. This can begin to address the long term or 'chronic' nature of vulnerability and poverty in some areas.

The IRC and Oxfam are both leading agencies in market programming and both contributed to the development of the Emergency Market Mapping and Analysis (EMMA) toolkit. Oxfam is the lead agency of the ERC consortium [4] comprising of Oxfam, Save the Children and Concern Worldwide. The ECHO funded project objective is to improve preparedness and increase the speed and appropriateness of responses in slow onset food security crises. This was based on a comprehensive approach which combined the use of market analysis, the use of a context appropriate framework for contingency planning and response analysis, and through increased operational preparedness. In addition Oxfam is committed to institutionalising market analysis within its humanitarian programming and is working to integrate humanitarian and development markets work. The IRC works to help markets function as well as possible for vulnerable and conflict-affected populations. With the support of USAID/OFDA, the IRC has been a lead agency in promoting awareness and uptake of the EMMA toolkit across the humanitarian community, alongside Oxfam.

Tip from the field: Why each market system should be analysed separately

Usually it is more relevant to analyse separately each commodity/service because nearly every commodity/service has a different origin and movement from producer to consumer, potentially requiring different infrastructures, inputs and market support. In addition, influences from the market environment (policy/regulations/trends etc.) and impact of the forecasted crisis for one commodity/service can be very different from one to another. The bottom line of analysing a market system is to ensure a dynamic and systemic analysis of that system: being able to understand how it functions, what factors determine its functioning, and how it would function (make forecasts etc.). Similarly, it is key to be as specific as possible about your market, so "livestock" is not a market system but "buffalo milk" or "goat meat" are. For example, if all the items in a hygiene kit were analysed at the same time, the market maps would be very complex, and their use as an analytical and communication tool would be lost. However, if items do have similar supply-chains and actors – which may be the case for imported items, for example – then the maps can be jointly analysed.

In addition to hosting a series of EMMA trainings and information sessions globally, the IRC is committed to developing necessary tools, guidance, and a community of practitioners to strengthen the role of markets and market-based programming in emergency response and recovery efforts as well as practitioners' skills to leverage those markets for economic strengthening.

Purpose of this guidance and process

The purpose of this guidance is to provide field practitioners, across the different sectors, with a practical step-by-step process of how to plan, carry out, and update pre-crisis market mapping and analysis, leading to response/programme design and implementation as well as surveillance, early warning system (EWS), and monitoring and evaluation (M&E). The pre-crisis market mapping and analysis process included in this guidance is described as for a single agency, and the assessment and analysis team structure described herein reflects that. However, the different steps are generic and can be adapted to support inter-agency, cluster level, or other variations of pre-crisis market mapping and analysis and assessment team structures.

This document does not replace existing market analysis tools but aims to build on them, harnessing their strengths and integrating lessons learnt in the form of tips from the field. It is also meant to be used before a crisis whereas in the humanitarian sector, the existing market analysis tools have been mostly designed to be used after a crisis. For those practitioners familiar with the EMMA methodology, you will note that there is much in common between these tools. However, as we are aware that the Pre-Crisis Market and Mapping Analysis (PCMMA) may be used by those unfamiliar with the EMMA, it was decided to include much of the same overall narrative, in order to provide full consistent guidance.

Current pre-crisis market mapping and analysis guidance is fairly limited hence this document was produced based on the limited field experiences of the IRC and Oxfam (refer to Annex 9) in using market analysis as tools for contingency planning and DRR programming. This guidance continues to be a work in progress as experience in pre-crisis market mapping and analysis increases and as the community of practice gains more experience and learning from applying the guidance in the field. As such, this first version of the PCMMA Guidance compiles existing knowledge of using market analysis for EWS, surveillance, M&E, and response recommendations. As agencies build their experiences in pre-crisis market mapping and analysis, this document will be revised with updated experiences, lessons learned, and best practices. The guidance is therefore due to be revised in mid-2015 and to incorporate learning from all agencies that have used this document in their analysis and programming. As such, a detailed feedback system has been developed in order to capture the agencies' own experiences while using this guidance. For more information and to provide feedback on your experience using the Pre-Crisis Market Mapping and Analysis Guidance, please see the EMMA Toolkit Website at www.emma-toolkit.org and the Markets in Crises portal at www.dgroups.org/dfid/mic.

This guidance is jointly written by Oxfam – as part of the ERC consortium – and by the IRC, but is intended to be used by all the agencies implementing humanitarian responses in the field. As such it has been developed in consultation with Mercy Corps, Concern Worldwide, and Save the Children. The process of developing this guidance included interviews with field practitioners, a desk review of the existing market analysis tools undertaken by Lois Austin and Jacqueline Frize followed by consultation with a reference group to refine its scope and content led by Sharon Truelove.

The draft guidance was shared with the community of practice during the New York Market Learning Event in April 2014 to elicit detailed feedback.

Scope

Markets are the lifeline of the majority of the world's population. Unless emergency responses (both cash-based and in-kind) are designed with a good understanding of key markets, there is a risk that they may damage livelihoods, jobs, and businesses and undermine livelihood rehabilitation, which can in turn prolong dependence on outside assistance. Markets can be both a means to achieve desired goals of a short-term humanitarian response, and a way to help support longer-term access to basic needs and livelihoods so that they could potentially, better withstand shocks.

This document provides guidance on conducting market system mapping and analysis before the onset of an emergency (hence the term "pre-crisis" market mapping and analysis),[5] the monitoring of critical indicators, and the update of this analysis after the crisis strikes. It also gives some practitioners' tips regarding implementation of market-based programming but is far from being a comprehensive guideline in that regard. It does not cover market system analysis after a shock when there is no existing baseline pre-crisis market mapping and analysis, nor is this guidance appropriate for use in slow-onset emergencies when the impact of a hazard is imminent (for example, when EWS are already saying that a drought is unfolding and will result in a food insecurity crisis).[6] It covers the existing supply and income market systems that are already part of people's livelihood and basic needs coverage but not new markets opportunities. Further work is underway by the ERC consortium to cover the design of programming to support the transition from vulnerable to viable livelihoods.[7]

This guidance indicates the steps to be followed for the design, implementation, and update of a pre-crisis market mapping and analysis. It also provides recommendations on the use of the market analysis to design DRR, preparedness and early warning measures to be implemented before the crisis, and to design future relief and early recovery responses in case the crisis unfold. The pre-crisis market mapping and analysis helps agencies in designing its programming (including preparedness and contingency planning) and in widening response options. It analyses market systems and compares needs with market capacity.

The pre-crisis market mapping and analysis provides information on market systems to support preparedness and early warning and relief operations. However, implementing a complete preparedness plan and response analysis will usually require collecting other baseline information (livelihoods, food consumption, water quality, household incomes, etc.). This data collection is not covered under this guidance however, within the ERC consortium, Oxfam and Save the Children are working towards integrating this guidance with the Household Economy Approach (HEA)[8] into an overall Situation and Response Analysis Framework (SRAF).

Pre-crisis market mapping and analysis as part of the SRAF

The SRAF is designed for humanitarian practitioners to improve preparedness to slow onset crises on the ground. Developed by Oxfam, Save the Children UK, and Concern Worldwide, the Framework is composed of three key elements: baseline analysis, which quantifies the status of livelihoods and markets (HEA/PCMMA) to understand the impact of shocks; contingency planning, which uses seasonal forecasts to develop actionable plans on the basis of detailed scenarios, appropriate interventions and strategic objectives; and context monitoring, which updates and refines scenarios and contingency plan actions before andafter shocks to both inform current and future responses. The Framework uniquely integrates real scenarios and forecasts into contingency planning, allowing for a needs-based rationale that is relevant, timely and easily replicable.

Target Audience

This guidance is aimed at field practitioners with existing analytical skills. These practitioners should have an interest in developing an understanding of what a market mapping and analysis is and how it can inform an emergency response, and who are considering implementing a pre-crisis market mapping and analysis. It is relevant for all technical sectors (WASH, EFSL, shelter, etc.). Unless otherwise specified, each step of this guidance is targeted to the Market Focal Point (MFP) within the agency conducting the analysis, i.e. the person in charge of the pre-crisis market mapping and analysis from the preparation phase through to the use of the results for better preparedness and better response at agency level. The MFP is also the person who will ensure monitoring of key market indicators and trigger a pre-crisis market mapping and analysis update and the launch of recommended response options.

This guidance will also support to the role of the Analysis Team Leader (in charge of leading the overall assessment and analysis) and the Market Team Leaders (in charge of directing Market Team Members in the field assessment of one or more critical market systems).

Even if not directly targeted to them, this guidance can provide managers and humanitarian coordinators with an overview of the shared responsibilities required for pre-crisis market mapping and analysis and to facilitate their coordination and management of the assessment team.

How and when to use this guidance?

Pre-crisis market mapping and analysis should be carried out in the frame of the agency's programmatic strategy and emergency response contingency planning, not as a stand-alone exercise. Ideally, the analysis will rely on the shocks/crises and related needs of affected populations, potential response strategy (resulting from organisational mandate), scope and timeframe, target populations, and intervention areas already identified by the agency in existing programmatic strategies and emergency response contingency plans.

Pre-crisis market mapping and analysis may have several objectives, including:

- Informing programmes seeking to build resilience or mitigate the impact of a forecasted crisis.

- Improving agency preparedness to respond to the forecasted crisis by understanding the impact it will have on the critical market systems.

- Supporting contingency planning exercises.

- Providing a baseline picture of how critical markets function when they are not under stress (during a non crisis time or reference period).

- Building staff capacity in market analysis and change approaches and attitude towards market based programming.

Pre-crisis market mapping and analysis can be undertaken at any time, when it is needed to feed into contingency planning, response design, etc. If the data collection can be done at any time, the period for which the data are collected should be the time of the year when disasters are most likely to strike, in order to appropriately take into account seasonal variations. For example, if the crisis is a typhoon and the typhoon season is peaking in August, you may collect August data by asking informants questions about the market situation in August (crisis and reference information), even though the assessment maybe be taking place at anytime of the year.

If multiple shocks are anticipated or if a shock can happen at multiple times of the year, it may be necessary to collect baseline (reference period) and crisis time information from those different points during the year. In the previous Typhoon example, if the Typhoon season is August and November, you will collect data on the situation in both August and November during your assessment by asking market actors about those two different periods (and for reference and crisis situation). For slow onset crises it is relevant to collect high season (crisis/not crisis) and low season (crisis/not crisis) so that you have the ranges within which the market functions.

Pre-crisis market mapping and analysis and assessment

A pre-crisis market mapping and analysis is an assessment of the market; it therefore follows a similar sequence and planning process as would any type of assessment an agency could implement (needs assessment, etc.). And remember: "At the end of the day, a market analysis is like any type of assessment - it's only as good as the people doing it."

This guidance follows a chronological order and a step-by-step process for field practitioners to plan, develop and update market analysis throughout the project cycle and to use this analysis to inform their programming. It includes:

- Flow charts of the key steps for pre-crisis market mapping and analysis and of the key responsibilities within the Market Team (i.e. assessment and analysis team). These charts are practical tools which can be printed and easily shared

- Executive summary that can be used along with the two flow charts.

- Detailed guidance for reference on actions in each step of the market and mapping analysis process. Each step is divided into five questions

    - Why this step?
    - What should be achieved by the end of this step?
    - What will you do during this step?
    - How do you do it?
    - How long is it going to take?

- The Annexes link to ready for use templates and examples from the field to be used during the market analysis exercise.

This guidance is a stand-alone document and each step proposed is an approach that has been tested and tried. The market analysis described in the guidance is not necessarily a heavy exercise, as it will depend on the agency needs. It is a mix of qualitative and quantitative data to be collected and reviewed.

It is recommended that this guidance be read in full by all field practitioners prior to the market analysis exercise or prior to yearly strategic plan reviews. Different elements of the guidance can then be pulled out for reference during the analysis exercise.

THE KEY STEPS FOR PRE-CRISIS MARKET MAPPING AND ANALYSIS

CHAPTER 4: Getting Information

- Step 13 (p.80): Define market monitoring indicators for EW, responses options and to update the market maps and organise the data collection for the monitoring
- Step 14 (p.84): Communicate the results
- Step 15 (p.85): Update the analysis: regularly, based on the monitoring results, once the crisis unfolds and if the context changed drastically

CHAPTER 1: Getting started

- Step1 (p. 27): Understand the context
- Step 2 (p. 31): Set the scope and objectives

CHAPTER 2: Getting ready

- Step 3 (p. 35) : Ensure the management and organisation buy-in

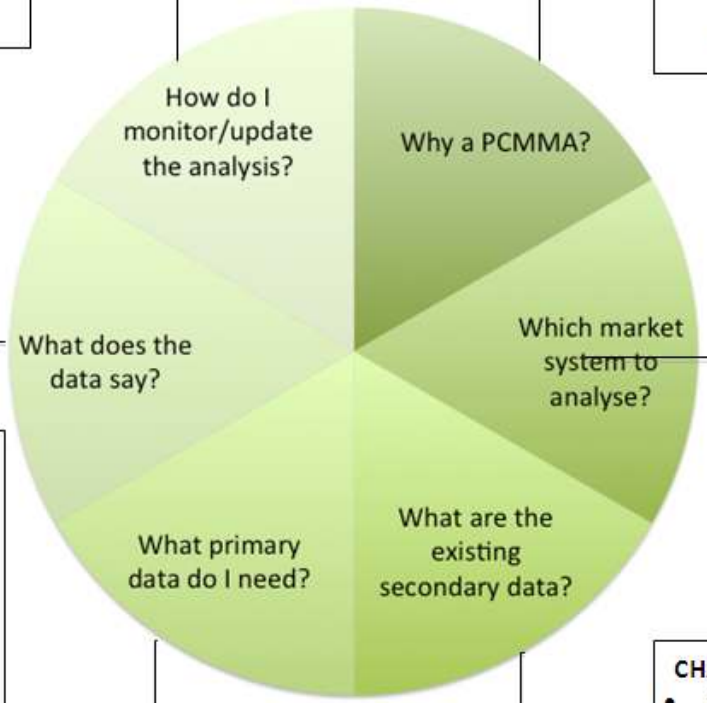
(click page number to link to each step)

CHAPTER 3: Getting Information

- Step 10 (p.66): Draw the final crisis and reference maps
- Step 11(p.70): Conclude on the market and the gap analysis

CHAPTER 4: Getting Answers

- Step 12 (p. 74): Select the programme options



CHAPTER 2: Getting ready

- Step 4 (p. 39): Pre-determine critical market system(s) and key analytical questions

CHAPTER 2: Getting Ready

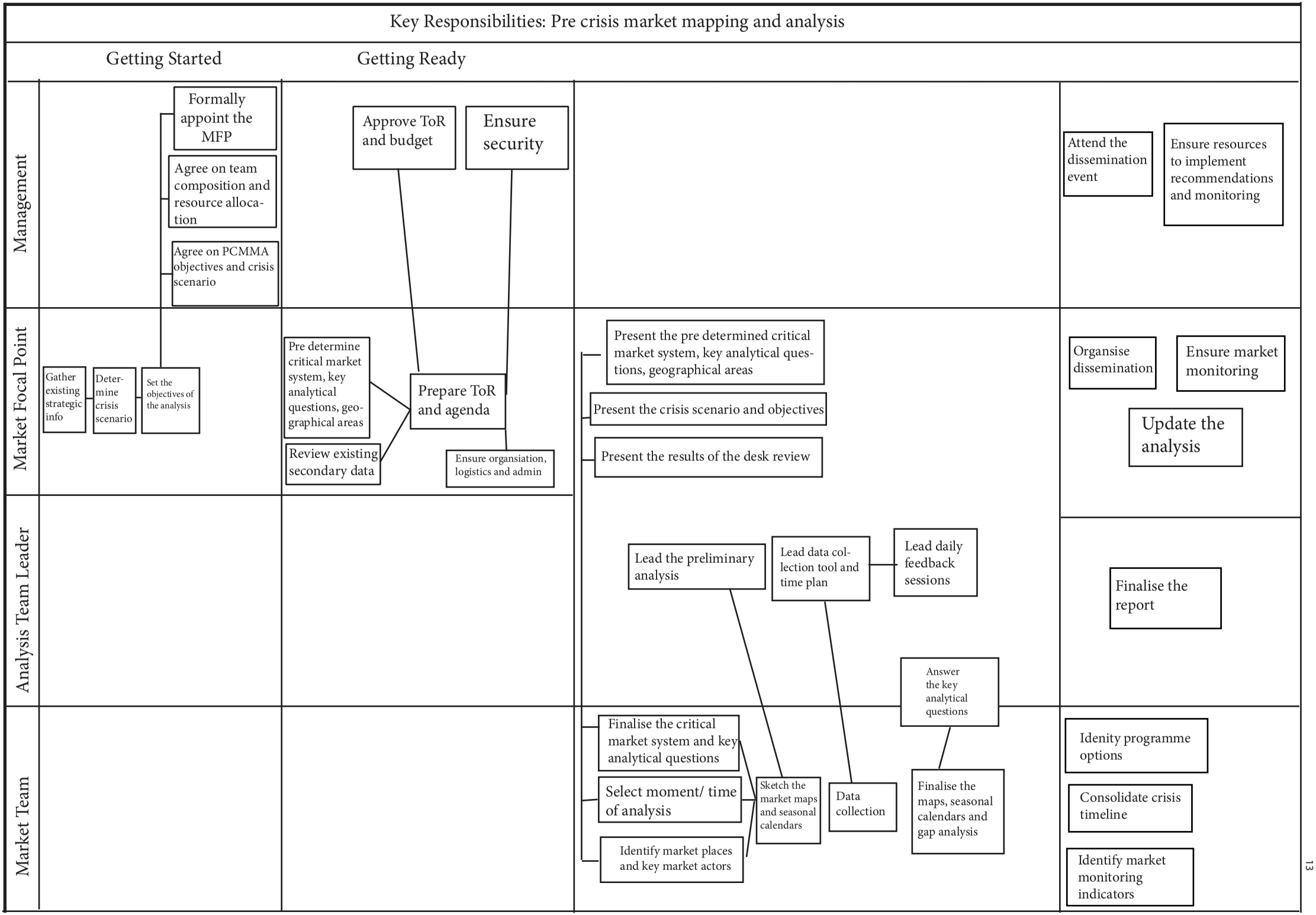
- Step6 (p.47): Prepare and plan for the exercise in the field

CHAPTER 3: Getting information

- Step 7 (p. 50): Confirm the frame of the analysis (context analysis, the critical market(s) selection and key analytical questions with the market team) – beginning of the workshop and / or field work
- Step 8 (p. 53): Do primary analysis and mapping with existing secondary data and team knowledge
- Step 9 (p. 61): Define the questionnaires and data collection methodology and collect

CHAPTER 2: Getting Ready

- Step 5 (p. 44): Map and gather the information already available


Key Responsibilities: Pre crisis market mapping and analysis
Getting Started
Getting Ready
Management
Market Focal Point
Analysis Team Leader
Market Team
Formally appoint the MFP
Agree on team composition and resource allocation
Agree on PCMMA objectives and crisis scenario
Approve ToR and budget
Ensure security
Attend the dissemination event
Ensure resources to implement recommendations and monitoring
Gather existing strategic info
Determine crisis scenario
Set the objectives of the analysis
Pre determine critical market system, key analytical questions, geographical areas
Review existing secondary data
Prepare ToR and agenda
Ensure organsiation, logistics and admin
Present the pre determined critical market system, key analytical questions, geographical areas
Present the crisis scenario and objectives
Present the results of the desk review
Organsise dissemination
Ensure market monitoring
Update the analysis
Lead the preliminary analysis
Lead data collection tool and time plan
Lead daily feedback sessions
Finalise the report
Answer the key analytical questions
Finalise the critical market system and key analytical questions
Select moment/ time of analysis
Identify market places and key market actors
Sketch the market maps and seasonal calendars
Data collection
Finalise the maps, seasonal calendars and gap analysis
Idenity programme options
Consolidate crisis timeline
Identify market monitoring indicators

Executive Summary

Markets are the lifeline for the majority of the world's population. Even if good practice standards, guidelines, and evaluations all emphasise the importance of including markets in emergency situation and response analysis, market analysis is in practice primarily confined to post-emergency environments. However, to improve timeliness and effectiveness of emergency responses, to intervene earlier to protect livelihoods, and to reduce impact of market shocks, greater attention, effort, and guidance is needed on incorporating market analysis in pre-emergency contingency planning, preparedness, DRR, and early warning initiatives, ultimately contributing to resilience building.

Pre-crisis market mapping and analysis should be carried out in the frame of the agency's programmatic strategy and emergency response contingency planning, not as a stand-alone exercise. Ideally, the analysis will rely on the shocks/crises and related needs of affected populations, potential response strategy (resulting from organisational mandate), scope and timeframe, target populations, and intervention areas already identified by the agency in existing programmatic strategies and emergency response contingency plans.

What is the difference between PCMMA and EMMA?

The PCMMA and the EMMA present similarity in their process and methodology: they both rely on qualitative and quantitative good enough data to understand a market system at reference and crisis time. The major difference is in the time of when the exercise will be implemented: an EMMA will be implemented after a crisis whereas the PCMMA is to be implemented before the crisis. This key difference impacts on the objectives both types of analysis can have (for example an EMMA will typically not be used to increase market resilience), on the way the data will be collected, and on the extent to which the market will be monitored. The PCMMA is in a way broader than the EMMA but follows a similar methodology and relies a lot on the lessons learned during EMMA exercises.

Pre-crisis market mapping and analysis may have several objectives, including:

- informing programs seeking to build resilience or mitigate the impact of a forecasted crisis;
- improving agency preparedness to respond to the forecasted crisis by understanding the impact it will have on the critical market systems;
- supporting contingency planning exercises;
- providing a baseline picture of how critical markets function when they are not under stress (during a non crisis time or reference period);
- building staff capacity in market analysis and change approaches and attitude towards market based programming.

Pre-crisis market mapping and analysis can be undertaken at any time. However, the period on which the data are collected should be the time of the year when disasters are most likely to strike, in order to appropriately take into account seasonal variations. For example, if the crisis is a typhoon and the typhoon season is peaking in August, you may collect August data by asking informants questions about the market situation in August (crisis and reference month), even though the assessment maybe be taking place at anytime of the year.

If multiple shocks are anticipated or if a shock can happen at multiple times of the year, it may be necessary to collect baseline (reference period) and crisis time information from those different points during the year. In the previous Typhoon example, if the Typhoon season is August and November, you will collect data on the situation in both August and November during your assessment by asking market actors about those two different periods (and reference and crisis situation). For slow onset crises it is relevant to collect high season (crisis/not crisis) and low season (crisis/not crisis) so that you have the ranges within which the market functions.

The Pre-Crisis Market Mapping and Analysis Guidance is organised into four chapters which present 15 Steps for conducting a market analysis prior to a crisis and analysing the results in order to inform an agency's response programming, DRR, contingency, early warning or capacity building efforts. The 15 Steps of PCMMA are briefly outlined below before going into each step in greater detail.

Jim Holmes/Oxfam

The Steps

Step 1: Understand the context

- Determine what are the most likely shocks and threats that the population may face in the future. Keep in mind that there may be different threats happening simultaneously in the same or a different geographical location.
- Determine what your agency most likely response to these crises will be (targeted area, population, objectives of the intended response, period of the intervention).
- Identify the most critical needs of the targeted population your agency is going to address in case the forecasted scenario unfolds.

Step 2: Set the scope and objectives of your pre-crisis market mapping and analysis

- Determine which decisions the pre-crisis market mapping exercise will help you make and how it fits with your agency strategy.
- Set the objectives of the pre-crisis market mapping and analysis
- Identify what market information is missing and must be collected from the field.
- Identify the operational questions the market analysis will respond to.
- Make sure your expectations are realistic and that a pre-crisis market mapping and analysis assessment is the most relevant instrument to meet them

Step 3: Ensure the buy-in of your management and of your organisation

- Confirm with the agency's management who is the MFP (responsible for the analysis from the preparation phase up till the use of the results for better preparedness and better response).
- Define with the management the team composition (Analysis Team Leader, Market Team Leader(s) and Market Team Member(s)) for the pre-crisis market mapping and analysis and the approximate resources needed.
- Secure the management approval on potential agency response strategies, scope and objectives of the market analysis as defined in Steps 1 and 2.
- Get the buy-in of the management and key staff of your agency on the exercise and how it fits with your agency strategy; ensure sustainability of the exercise, making sure the results are being used to update contingency planning, to design responses etc. and also to ensure enough resources are being allocated to the exercise.

Step 4: Pre-determine critical markets and key analytical questions

- Define what specific markets systems are likely to be the most relevant to the response/programme design (i.e. are relevant to target population's needs in case the crisis strikes).
- Draft a list of key analytical questions to be answered for each of the pre-selected critical market systems.
- Preselect the geographical area to be covered by the analysis.

Step 5: Gap and gather the information already available

- Gather, map and review the existing information on a) the pre-selected critical markets and their surveillance systems, b) the target groups, c) livelihoods in theselected area.
- Identify the information missing to answer each of the drafted key analytical questions.

Step 6: Prepare and plan for the market analysis

- Confirm the Market Team composition (Analysis Team Leader, Market Team Leader(s), Market Team Member(s)).
- Based on the objective, geographical scope and Market Team knowledge, develop a timeframe and a draft agenda for the pre-crisis market mapping and analysis exercise.
- Set the detailed budget for the exercise (Analysis Team Leader costs and staff costs, conference room, refreshments, visa, international flights, accommodation, local transport, maps of the area, printing and communication costs).
- Formalise and get approved the Terms of Reference (ToR) comprising: a) Context, objectives and operational questions, b) Critical market pre-selected, key analytical questions and geographical scope, c) Team composition and lines of responsibility.
- Ensure organisation, logistics and administration for the points mentioned above.

Step 7: With the whole Market Team, finalise the frame of the analysis beginning of the workshop and/ or field work

- Make sure the whole Market Team has an understanding of the exercise objectives and the methodology to be followed.
- Present and receive approval from the whole Market Team on the crisis scenario, the target groups and agency response.
- Present to the Market Team the results of the desk review (done during Step 5)
- Finalise with the Market Team the selection of the critical market systems and the definition of the key analytical questions for each market system.
- Identify with the Market Team, the market places to be visited and the key market actors to interview.

Step 8: Preliminary analysis and mapping

- Select with the Market Team the periods/time of the analysis: reference and crisis year and the season(s) that should be the same for reference and crisis years.
- Split the Market Team as per the critical market they will be working on.
- Identify with each Market Team the key market actors to interview (producers, traders, transporters, consumers, government ministries, trade unions and households who are purchasing commodities or services).
- Identify with each Market Team the main market places and other market structures (transportation hubs etc.) that are being used and accessed by the main market actors you have identified.

- For each market system, have the team sketch the reference map, the crisis map: market environment on the top, market chain in the middle and market infrastructure at the bottom of the map.
- For each market system, have the team sketch the seasonal calendar.
- Reflect with the Market Team on the preliminary market maps and seasonal calendar:
    - If needed, update the key analytical questions.
    - Compare the reference map with the crisis map.
    - Consider how the target population is interacting with each critical market system.
    - Define the most likely impact of the forecasted crisis.
    - Identify what you do not know and need to know (i.e. information gap and missing data you will be collecting in the field).
    - Consider what would be the uncovered priority needs for your target population in case the forecasted crisis unfolds: the preliminary gap analysis.

Step 9: Collect the primary data

- With each Market Team translate the missing information and the hypothesis you have made on the preliminary crisis map into interview questions.
- Finalise the questionnaires, interview structures and plans and information-recording formats for their key markets actors.
- Introduce the data collection tools to the Market Team(s) and/or enumerators.
- Each Market Team or enumerators collect the data in the field and record them.
- Each Market Team identify more key informants and record their contacts.
- Organise daily a feedback session after fieldwork covering: a) problems/challenges faced in the field work, b) update of the reference and crisis maps to capture the team's findings, c) update of the seasonal calendar, d) preliminary response analysis, e) review of the plans for the following day, and f) review of the interview questionnaires to ensure evolving focus of interviews as the general picture gets clearer (i.e. some questions can be left aside and additional feasibility questions can be asked).

Step 10: Final mapping

- Finalise the crisis and reference maps. Add in information or correct the pre-existing ones regarding the market chain, market services, and market environment.
- Complement both maps with a narrative drawing attention to key features such as a) involvement of the target group in the market system, b) key actors and their coping strategies, c) key pathways and infrastructures, d) rules, regulations, social norms, or practices that are significant to the market performance or will be if the crisis unfolds.
- Add on the maps the quantitative data you have collected about number of market actors, price data, volume of production, and trade.
- Finalise your seasonal calendar as per the collected information

Step 11: Gap and market analysis

- Calculate the gaps in the reference year and the crisis year faced by the target population or groups.
- Draw conclusions about target groups' access constraints and preferences.
- Analyse the market system's capacity and performance during reference time and crisis time. Estimate the market system's existing or potential capacity to fill the gap faced by the target population.
- Analyse how the forecasted crisis would impact the supply-demand dynamic within the market system. The key question to answer here is whether the shortfall in household consumption is a supply or a demand problem.
- Answer your key analytical questions.

Step 12: Selection of response options

- Based on the gap and market analysis, identify the relevant and feasible response options to be implemented before, during, and after the crisis unfolds:
    - The response options to be implemented before the forecasted crisis unfolds to: increase preparedness, ensure DRR, reinforce livelihoods, and to improve access to markets by target groups.
    - The response options to be implemented as the crisis unfolds to protect target population livelihoods, assets, and markets.
    - The response options to be implemented to address people's primary needs during/just after the crisis hits.
    - The response options to be implemented to support early recovery of livelihoods and markets after the crisis.
- Consolidate the crisis timeline: specifying the different events leading to the full unfolding of the crisis, the indicators that identify the key moments of the crisis unfolding as well as when the proposed responses shall take place.
- Speak with some of your key informants at the end of this step about the response options you have selected to check their feasibility

Step 13: Market monitoring

- Use the map analysis to determine the different market indicators to monitor:
    - The key elements of the market maps to follow in order to update market maps.
    - The early warning signs and triggers that need to be followed to know when to launch a response.
    - The market indicators to monitor and evaluate whether the recommended responses are reaching their objectives.
- As for any other monitoring system, once you have determined what you need to know to monitor your market, define how and with whom you will gather the information (price collection in market places, household survey, traders' interviews, etc.) and the frequency and responsibility of the data collection.
- The information you collect through monitoring needs to be superposed with seasonal consideration. Use the seasonal calendar you have drawn in Step 10 and add a line about

monitoring. Hence your monitoring activities can be planned according to the seasons.

Step 14: Communication of results

- Formalise the results of the exercise in the market report, prepare also a 15-20 minute Power Point presentation to present the main findings.
- Identify key decision makers (cluster members, NGOs, local government, and donors) and invite them to an hour meeting on the exercise: 20 minute presentation of the analysis main findings, recommendations and planned updates and then 40 minute discussion.
- Disseminate the report via online platforms:

a) EMMA website: http://emma-toolkit.org/practice/emma-reports/,

b) Markets in Crises DGroup: https://dgroups.org/dfid/miC,

c) FEWSNET: http://www.fews.net

d) FAO Global Information & Early Warning System : http://www.fao.org/giews/english/index.htm.

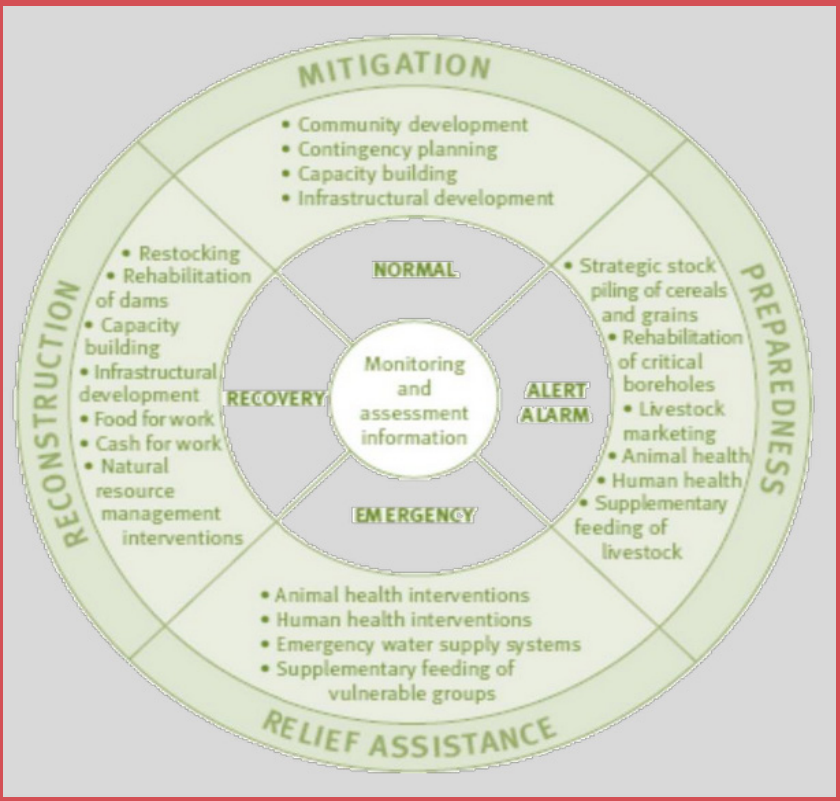
- Use the report to lobby donors and country offices on investing in interventions prior to the crisis.

Step 15: Update the pre-crisis market mapping and analysis

- The pre-crisis market mapping and analysis will be updated at two different periods
- When the forecasted crisis has unfolded.
    - Use the crisis timeline developed during Step 12.
    - Align the triggers for the update with the ones that would launch a need assessment or preparatory steps of a livelihood protection or emergency response.
    - The update will only focus on the crisis map to verify your analysis, the expected effects of the shock on the critical markets, and accordingly updating your response options.
- To update the crisis map, implement Steps 6 to 14, focusing only on the crisis map and a limited number of indicators selected during Step 13.
- If the crisis that has struck is not the one that had been forecasted or if the priority needs of the affected population are different from the ones identified during the pre-crisis market mapping and analysis, then use post-shock market analysis tools. The results of the pre-crisis market mapping and analysis could still be useful and considered as secondary data.
- When the context has changed.
    - The monitoring system set up in Step 13 should allow you to follow these changes and regularly update your pre-crisis market mapping and analysis without having to implement a full analysis again. However, some changes can happen that will require you to undertake a new pre-crisis market mapping and analysis, for example a massive change in trade regulation within country. This is usually discussed at country level during yearly strategic exercise.

Crisis-timeline: Time to rethink 'drought cycle management'?

The introduction of 'drought cycle management' (DCM) was a major advance in the way people thought about droughts in semi-arid and arid areas – i.e. in areas prone to droughts where livelihoods have adapted to recurrent rain failures. DCM gave planners a single framework for planning both for crises and for 'normal development', seeing droughts as an integral part of the livelihood system rather than a sudden shock that had nothing to do with 'normal years'. That thinking is as relevant as ever. We found, though, that DCM too often was being equated with the overly simplistic 'circle' diagram that everyone in the Horn of Africa is familiar with:



There are several ways in which the model can be improved. The separation of the phases is far from clear cut, and unfortunately much contingency planning is based around these distinct phases. It is hard to combine a seasonal analysis with the cycle diagram, since phases do not fit neatly into years. The diagram tends to make people think that the choice and timing of activities is determined by the 'humanitarian phase' rather than by the livelihood calendar and by livelihood analysis. (An activity that will make sense in one area may not be appropriate in another.) Preparedness should not be limited to the alert-alarm quadrant. Rather than thinking of specific projects for each 'phase', there is now a more sophisticated approach that sees longer-term programmes continuing throughout the 'cycle', but modified according to the conditions and needs at different times.

Even 'intervention types' cannot be neatly separated. This is seen most easily by looking at recovery interventions. Pasture usually re-grows quite quickly once rains fall, and animal condition can also show fairly speedy recovery. Pastoralists try to acquire breeding livestock to build up their herds as fast as they can – livelihoods are in 'recovery' phase. Pasture is available – but people do not eat grass. Kidding and calving are usually low after a drought, so milk production will be low – leaving a food security problem for several more months. Goats may be born a few months after the drought – but they will not be marketable until almost two years after the rains finally fall. Pastoralists will only have marketable cattle three years after the rains have returned. If pastoralists lost or sold most of their non-breeding animals in a drought, it will be two or three more years until they have livestock to sell to acquire the money to buy food. 'Livelihood recovery' and 'acute food insecurity' may both be happening at the same time.

The DCM diagram was certainly an important step forward in thinking, but an update is badly needed.

System failure- Revisiting the problems of timely response to crises in Horn of Africa- HPN No 71

Chapter 1: Getting started

By the end of this chapter you should know?

- You have a good understanding of the crisis scenario and shock or combination ofshocks that your agency would intend to respond to.
- You have a good enough understanding of your agency strategy and response plan (geographic area, target population, potential responses, and related objectives).
- You know what key market information is missing for the identification of appropriate programme direction/response modalities.
- You know if a pre-crisis market mapping and analysis is appropriate and why.
- You know what pre-crisis market mapping and analysis you want to implement: its objectives and the overarching questions it should answer.
- Your management line agrees with implementing a pre-crisis market mapping and analysis and is committed to allocate sufficient resources to do so.
- A focal point responsible (the Market Focal Point) for the analysis from the preparation phase up till the use of the results for better preparedness and response at agency level is appointed and the team composition for the pre-crisis market mapping and analysis is defined.

Step 1: Understanding the context

Why this step?

Understanding the context, shocks, and threats that the population may face in the future before undertaking a pre-crisis market mapping and analysis is essential. It will help determine the relevancy and objectives of the pre-crisis market mapping and analysis and support the decision around which market systems should be analysed.

What should be achieved by the end of this step?

- The Market Focal Point (MFP) knows what are the most likely shocks and threats that the population may face in the future. There may be different threats happening simultaneously in the same or a different geographical location.
- The MFP knows what will be the agency most likely response to these crises (targeted area, population, likely response objectives, and period of the intervention).
- The MFP has identified the most critical needs of the targeted population the agency is going to address in case the forecasted scenario unfolds.

What will you do during this step?

Throughout this step, you will gather information on:

- Most likely shocks and threats that will lead to building the scenario.
- Geographic area where the organisation will respond.
- Target population (number and characteristics/ specificities –groups and sub-groups likely to be affected).
- Population vulnerabilities.
- Critical needs (nature and volume of the needs) of the targeted population you are going to address in case the scenario unfolds.
- Sectors where your agency is likely to respond.
- Likely future response objectives.

Tip from the field: Target population and overall population

When you are estimating your target population always gather information about the number of people who are not considered as the target population but who live in the same area and will therefore also use the same market places. Later in the process when assessing the capacity of the market to respond to a change in demand, you must not forget the existing or potential future demand from the population who either do not need assistance or will not be part of the agency's response (and therefore is not considered as target).

Example from the field: Critical needs in complex context

For the IRC in North Kivu, where the population is vulnerable to several types of crisis (e.g. conflict, cholera, and volcano eruption), the critical needs vary by type of emergency. In case of conflict, the critical needs to address are related to staple food and Non Food Item (NFI),in case of cholera they relate to soap and hygiene material, and in case of volcano eruption they relate to staple food, NFI, and shelter.

Tip from the field: Response objectives rather than activities

At this stage, do not try to define the activities and modalities your agency is likely to implement to respond to the forecasted crisis, as this will be informed by the results of the pre-crisis market mapping and analysis. Consider at this stage rather the future emergency response objectives (e.g. improve access to shelter, clean water etc.) than the activities themselves (e.g. distribute tarpaulin) or the modality (e.g. cash/in kind) to reach these objectives. In other words, consider the first order options or choices rather than the second options or choices (see Dan Maxwell, HPN n°73, Response analysis and response choice in food security crises: a roadmap). [9]

How you do it?

- This step is to be implemented by the MFP who will be responsible for the analysis from the preparation phase up to the uptake of its results and its updates. The MFP will be formally agreed with management in Step 3, but his/her work begins far earlier than management approval, in order to prepare for and secure management buy-in.
- Documents could already exist in country, defining the most likely crisis or scenario and intended agency responses under the form of a humanitarian strategy, country strategy, or contingency plan. The following part presents the steps to undertake when strategic documents exist.
    - Review the existing documentation: contingency plan, humanitarian andcountry strategies, past responses information.
    - Collect information with peers who know the context well about the most likely crises, and check the collected information against the content of the pre-existing strategic documents.
    - Collect information with your management about your agency most likely response, and confront the collected information with the content of the pre-existing strategic documents.
    - Based on the collected information define the revisions of the strategic documents you will want to make in terms of context and scenario update.
    - As updating strategic documents may be a lengthy process, it is recommended to update them once the results of the analysis are available.

- If no strategic documents exist at your agency level, refer to your management line to undertake a strategic exercise.

    - Undertaking a strategic exercise is not specific to the pre-crisis market mapping and analysis and it should not be done only for the purpose of the market exercise (i.e. a full process should be done and not a shorter one just for the sake of the market analysis).
    - Even if no strategic document exists, you can already start the exact same process as above: desk review and then interviews with peer agencies to cross-reference their information with the documentation you have collected.
    - The main difference lies in the documents you will be reviewing, as it will not be agency specific strategic documents. Depending on the context the strategic documents you will review may be cluster strategic plans, multi sector need assessments (MIRA, etc.), government (national and district) or other agencies contingency plans etc.
    - When there are no strategic documents existing at agency level, the risk is higher that key information will be missing. In this case, after the desk review and the peer interviews you will have to organise such data collection. It can be done through different tools like the Vulnerability and Capacity Assessment (VCA)[10], Participatory Capacity and Vulnerability Analysis (PCVA)[11], HEA, household survey, key informants interviews, etc.

How long is it going to take?

- This step is intended to have an updated context analysis, the agency's most likely responses to the expected crisis, and understanding of the critical needs of the targeted population if the forecasted crisis strikes. The time required for this step is dependent on when the strategic documents have been developed and their level of detail. This step can most probably be achieved through a desk review for which you may want to dedicate 2-3 days or through a half-day workshop involving key agency staff and management. Take into account that the internal approval process for the updated strategic documents may be quite long, However, what is key for the pre-crisis market mapping and analysis to go ahead is not necessary the formal validation of the updated strategic documents but rather the information and buy-in of the management on the updated most likely scenario and agency responses (see Step 3).

Tip from the field: Defining your scenario

Humanitarians need to focus on effective scenario development. This means understanding the end goal of the contingency planning process and then using scenario development to meet that goal. If the main objective is to undertake a pre-crisis market mapping and analysis, generic or operationally representative scenario development approaches make sense.

Save the Children has worked with the Food Economy Group (FEG) to develop and test a "HEA Dashboard" that will quickly generate detailed and quantified scenarios for a range of standard hazards. The output is a scenario that describes a) household's food gap (i.e. survival deficit) differentiated by wealth groups, b) the cash and/or food required to meet an individual households food deficit, c) the total population facing a food deficit, d) the total quantity of food and/or cash needed to meet the populations' food deficit, and e) IPC – Integrated Food Security Phase Classification.

In this approach, there are 5 steps in developing the scenario:

- Determine your baseline values
- Adjust for the current season
- Review forecasts for next season
- Estimate the livelihood impact
- Calculate problem specification

Detailed guidance on developing a problem specification can be found in Chapter 2.5 of The Household Economy Approach: a Guide for Programme Planners and Policy Makers, available at:

http://www.savethechildren.org.uk/sites/default/files/docs/HEA_Guide.pdf

Step 2: Setting scope and objectives

Why this step?

To be relevant and usable a pre-crisis market mapping and analysis needs to be focused, and the agency should be clear from the start on the objectives of this exercise, i.e. it needs to be clear how the market analysis will help make decisions and therefore refine the response and programme design. This will also serve to manage expectations on which questions will be answered through the pre-crisis market mapping and analysis and which ones will not.

Pre-crisis market mapping and analysis is not appropriate to all contexts, neither to answer all questions that will ensure better preparedness and responses. Pre-crisis market mapping and analysis is intended to answer questions related to:

- Capacity of market systems to cover the volume and diversity of needs of the population during the identified crisis scenario and people's access to these markets during time of the crisis.
- Impact of the intended humanitarian response on markets and people's access to markets.
- Relevance of an emergency response ensuring the recovery of the market systems and supporting the increase of people's access to the market following the crisis.
- Relevance of DRR measures prior to the identified crisis to increase people's access to the market systems or to protect/strengthen the market systems to decrease vulnerability to shocks.

What should be achieved by the end of this step?

- The Market Focal Point knows what overarching strategic and operational questions the pre-crisis market mapping and analysis will respond to and what programme decisions should be made in its aftermath (i.e. the objectives).
- The Market focal Point knows if the expectations are realistic and if a pre-crisis market assessment is the most relevant instrument to answer their questions.

What will you do during this step?

- Determine what stage of the expected crisis you are in (before, after the crisis, at the onset of the crisis). If the crisis you identified during Step 1 has unfolded, undertaking a pre-crisis market mapping and analysis is not relevant. If you are at the onset of the Pre-Crisis Market Mapping and Analysis predicted crisis consider the potential impacts this very crisis may already have had on the market systems. If they are already under stress due to the crisis that is about to break out, undertaking a pre-crisis market mapping and analysis will not be appropriate. For example if a conflict situation is about to break out in a given town, security constraints in the neighbouring countryside may already have had an impact on the market systems. Refer in these situations to post-shocks market analysis tools (EMMA,[12] RAM[13] etc.).
- If you are in a pre-crisis situation, determine the objectives of the pre-crisis market mapping and analysis you want to undertake. Pre-crisis market mapping and analysis may have several objectives.

Help Build Resilience: understanding the dynamics of market systems can feed into deeper market analysis and help the agency design interventions that improve longer-term access to basic needs and strengthen livelihoods. The resilience aspect of the pre-crisis market mapping and analysis is covered by this guidance but as experience is limited in the area, it may not give all the tools and instruments needed to fully achieve this objective. Be sure you have in-house expertise on the topic if the objective of your market analysis is to help build resilience.

Mitigate the impact of a predicted crisis: to identify which area of the markets may be affected and how it will be affected. Immediate interventions can be designed that protect and/or reinforce the market before the crisis strikes.

Improve agency preparedness: to respond to the forecasted crisis by understanding the impact it will have on the critical market systems, analysing the degree to which the markets will be able to respond to the expected needs of the affected population, and therefore which proportion of the relief operations could rely on markets. It will also provide refined monitoring and early warning indicators that can be followed for earlier action. Appropriate responses can then be designed and prepared which improves timeliness and relevancy of the response.

Support contingency planning exercises: to update or design contingency planning by offering a realistic picture of the likely effect of the forecasted crisis on market systems and people's access to them.

Provide a baseline picture: of how critical markets function when they are not under stress (during a non crisis or reference time). This can then be monitored, updated, and compared with the post crisis situation.

Build staff capacity in market analysis and change approaches and attitude towards market based programming.

Example from the field: Pre-crisis market mapping and analysis objectives

Oxfam implemented a pre-crisis market mapping and analysis in Kenya in June 2013 with the following objectives:

. Identify through a pre-crisis market mapping and analysis appropriate responses (cash/in-kind/market support/advocacy) to meet expected emergency and early livelihood recovery needs. (=> Preparedness).

. Strengthen Oxfam's national capacity in market analysis, in its use in response analysis and design, and DRR, preparedness, and contingency planning. (=> Capacity building).

. Build Oxfam's understanding of existing coping mechanisms, and inform programming on ways of reinforcing these mechanisms. (=> Help build resilience)

- Determine what is the missing market information.
- Based on the determined objectives and missing information, select the questions you want your pre-crisis market mapping and analysis to answer.
    - Can market systems cover the volume and diversity of needs your agency is going to address (goods, services, assets, labour, financial services) during the identified crisis scenario? Can target population people access the markets during time of the crisis? Could the agency response rely on markets for meeting the needs of women, men, and children?
    - Would it be relevant for the agency to support the recovery of the market systems and support the increase of people's access to the market following the crisis?
    - How would your agency's intended humanitarian response impact markets and people's access to markets? How should the response be designed to avoid and/or mitigate risks of negative impact on markets?
    - Can your agency facilitate the increase of people's access to the market structures and systems before the forecasted crisis? Can your agency ensure the strengthening of the market systems before the predicted crisis to decrease their vulnerability to shocks?[14]
- If the questions you want an answer to or the objectives you want to achieve are not listed above, the pre-crisis market mapping and analysis may not be the most appropriate exercise to undertake. In this case, to collect the data you need to answer your questions and to achieve your objectives, consider implementing a different exercise like an HEA or a need assessment, or use a different type of market tool if you want to look at new market opportunities for the target group (Making Markets Work for the Poor (M4P), Gendered Enterprise and Markets (GEM)).[15]
- If you decide not to implement a pre-crisis market mapping and analysis, consider reviewing this question at least each time there is going to be strategic exercise done (setting the yearly strategy, setting a contingency plan, etc.) so it can inform this strategic exercise. Keep also in mind that markets shall be considered in any assessment and response analysis, therefore even if you decide not to implement a pre-crisis market mapping and analysis you can update your need assessment questionnaires and integrate market related questions there.[16]

How do you do it?

- This step is key to have a relevant and usable pre-crisis market mapping and analysis so make sure to dedicate sufficient time for it. It can be achieved through a half-day strategic workshop involving key agency staff and management. Considering how difficult it is to gather key people, you can have a day workshop that will cover both Steps 1 and 2. Make sure you present to the participants what pre-crisis market mapping and objectives can be and what type of questions it can answer. To determine your overarching questions, you can identify first what is the missing market information for further refining of the response design. The missing information can be drawn from past responses and MEAL documents from those responses.
- Keep in mind that pre-crisis market mapping and analysis will most probably be new to the workshop participants. One of the best ways to ensure adult learning is through participative method relying on participant's knowledge and previous experience, so try to avoid relying too much on non-participative Power Point presentations.
- Formalise the exercise objectives, the strategic and operational questions, and the programme decisions to be made in its aftermath in a document that will form the introductory part of the ToR (to be developed in full and finalised during Step 6).

How long is it going to take

This step should roughly take 0.5 days.

Step 3: Ensuring managerial and organisational buy-in

Why this step?

The involvement of management is critical to ensure sustainability of the exercise, to make sure the results are being used to update contingency planning, to design responses, and also to ensure enough resources are being allocated to the exercise. Management involvement should be right from the start of the process and has been especially emphasised during this step considering how key it is.

What should be achieved by the end of this step?

- A MFP responsible for the analysis, from the preparation phase up till the use of the results for improved preparedness and response at agency level, is identified.
- The team composition for the pre-crisis market mapping and analysis is defined.
- The management confirms the potential agency response strategies and preparedness plan.
- The management is convinced of the need to implement a pre-crisis market mapping and analysis, understand its added value and allocate adequate resources to do so.

What will you do during this step?

- The first thing to agree with the management is the designation of a MFP responsible for the analysis from the preparation phase up till the uptake of its results and its updates. The MFP is likely to be you, (i.e. the same person as the one who has been doing the preparatory work in Step 1 & 2)
- The MFP will present the standard team structure to the management. A pre-crisis market mapping analysis team is usually composed of:
    - The Analysis Team Leader: responsible for the overall pre-crisis market mapping and analysis exercise. Having the right Analysis Team Leader is critical. As a rule, an Analysis Team Leader should always be experienced in market analysis and how it can be used to inform humanitarian programming. The Analysis Team Leader can be the MFP but can also be somebody else from the agency or an external consultant.
    - The Market Team Leader(s): under the leadership of the Analysis Team Leader he/she is responsible for one (or more) critical market analysis. Previous market analysis experience is not as essential as leadership, communication, and analytical skills and programme implementation experience. Note: if there is only one critical market to be looked at during the whole exercise then the Analysis Team Leader and the Market Team Leader can be the same person.
    - The Market Team Members: In general 2-5 persons per market system to be analysed. They know the area well and speak the local language(s). They are in charge of the data collection and support their Market Team Leader(s) with the mapping and the analysis. The number of Market Team Members varies greatly depending on the geographical area to be covered. In certain cases the Market Team is composed of enumerators who are in charge of the data collection only and of other staff members who support with the analysis without being involved in the data collection.
    - During presentation to the management, the MFP should get approval on who among the agency team is likely to participate in the exercise.

Tip from the field: Putting together the right team

Think carefully about the teams' composition, consider their technical experience, knowledge of the field, languages spoken, interest in the exercise, and gender (to allow for interviews with women and men separately if need be). Consider involving the development team especially if the objective of the analysis is to build resilience. Also consider involving support teams (Logistics, Finance, etc.) as they might already have some information, contacts, and knowledge of the market. Furthermore as they will be part of the response to be designed based on the outcomes of the exercise, it is good practise to involve the support teams from the start.

- The MFP will also present and discuss results of Step 1 and 2 with management to get their buy-in.
- Beyond human resources, be clear on what type of resources you will need to implement the pre-crisis market mapping and analysis and what you will need from your managers for a successful analysis. Detailed resources allocation will be defined during Chapter 2, however, you can already give an indication that you will need staffing, vehicles, communication means, etc. A pre-crisis market mapping and analysis costs between 5,000 to 20,000 Euro depending on the context, the number of market systems to look at, the geographical coverage, etc. with an average of 15,000 Euro for an 11 days analysis lead by an external consultant.
- Keep in mind that the length and de facto the cost of the exercise can vary greatly depending on the objectives, the depth of information needed, and the team composition. It can be achieved by 1-2 trained people within 2-3 days, depending on what you want to know. For example in 2012 in Yemen, Oxfam implemented a market analysis for 2 days done by 2 people to finalise the choice between in-kind and cash as a modality to deliver the response.

How do you do it?

Once the MFP has been designated by the management, he/she will organise a meeting with key managers to present the outcomes of Step 1 and 2. During the presentation make sure you highlight the rationale for the pre-crisis market mapping and analysis, what is expected out of it, and how having such a pre-crisis market mapping and analysis will ensure better preparedness and more timely responses. Allow some time at the end of the presentation for questions; market analysis is still considered as an innovative approach in several contexts, therefore pre-crisis market mapping and analysis can seem even more innovative.

How long is it going to take

This step is close to advocacy work and as such it is difficult to predict how long it will take. However, if management team members have been involved in the thinking right from the start, including on the definition of the most likely agency response strategies and preparedness plan, time to convince them on the

added value of a pre-crisis market mapping and analysis will be shortened, and it could be achieved through a 1-2 hour meeting.

Advocacy points to use during the presentation to the management

These are suggestions that will need to be supported by context specific considerations based on the targeted communities needs, on the agency strategy, and on the team capacities.

- The best time to undertake a market analysis is when there is no immediate need for it (i.e. when there is no crisis) and therefore when market systems can be observed and understood without distortions linked to a crisis or during a less stressed time.
- This no crisis time is also the best moment to build the teams' capacity and raisetheir awareness around markets.
- Experience in humanitarian contexts underscores the importance of investing in planning and institutional preparedness to enable country teams to embark on a timely and efficient response. For more references refer to: A Dangerous Delay, The cost of late response to early warnings in the 2011 drought in the Horn of Africa-Oxfam & Save the Children- January 2012 or System failure- Revisiting the problems of timely response to crises in the Horn of Africa-HPN n°71.
- Undertaking pre-crisis market mapping and analysis will allow for the monitoring of seasonal trends (within one year) as well as historical trends over a period of years, which can be especially relevant in a slow onset crisis context.
- Having a picture of critical markets during non-stressed situation provides a baseline to be relied on when a crisis strike to understand quicker and better the impact of such crisis on market actors and on the targeted population. Decisions can be made quicker when a crisis hit, and there is no need to do a full market assessment, only a quick update of the key market indicators. This allows quicker design of market based relief operations favouring people's dignity and doing no harm to markets.
- Even in non-crisis situations, many market systems are quite weak, dysfunctional,and disproportionately controlled by and benefiting to a certain set of actors. As a consequence they quickly stop serving the poorest when a crisis strikes. Understanding dynamics of markets can help design interventions which prevent further concentration of power and improve market systems so that they do serve the poorest better in future crisis they might be affected by.
- Markets are not static; they change over seasons and over time. Carrying out a pre-crisis market mapping and analysis help to understand what drives these changes, what incentives and disincentives get market actors to act in certain ways, and therefore to design interventions influencing these changes in a way that promote resilience.

Chapter 2: Getting ready

By the end of this chapter youy should know?

- You know which critical market systems will be analysed.
- You know which key analytical questions will be answered.
- You have gathered the existing information around the market systems you are going to consider.
- You have a clear plan for the pre-crisis market mapping and analysis: ToR, agenda, budget, etc

Step 4: Critical Market selection and key analytical questions

Why this step?

The pre-crisis market mapping and analysis proposed here will look at each market system separately. Consequent time and resources will be allocated to each of the critical market systems, so choosing relevant market systems is key to ensure resources are used in the most cost efficient way. Critical market system selection should be steered by the forecasted priority needs of the targeted population and the agency mandate that have determined the pre-crisis market mapping and analysis objectives.

What should be achieved by the end of this step?

- The MFP knows what specific markets systems are likely to be the most relevant to the response/programme design (i.e. are relevant to target population's needs in case the crisis strikes).
- The MFP has drafted a list of key analytical questions to be answered for each of the critical market system to be analysed..
- The MFP has preselected the geographical area to be covered by the analysis.

What will you do during this step?

Selecting critical market systems

Tip from the field: How to best select critical market systems

Remember that the critical market system selection can never be a perfect decision, since it is very unlikely that you will have as much information as you would like. Selection is best done in two stages: having a long list of market systems and then filtering, by narrowing down the options

- Look at the target population priority needs identified during Step 1 in link with the mandate and the response objectives (e.g. food, NFI, shelter), and link these to critical markets that could either directly or indirectly meet the needs identified would the crisis unfold.
- Consider first a broad range of market systems that tend to be badly affected, are usually critical for the target group, and are relevant to the forecasted response objective. This long-list of critical market systems needs to be set up on the basis of those systems that support the needs of the potential target population would the crisis unfold as well as those which will be important to their recovery and to build their resilience to shocks. Make sure that there is consistency between the selected market systems, the potential response planned, and the pre-crisis market mapping and analysis objectives. Also make sure markets that are critical to both men and women are considered. Use the below questions to guide you during the selection process.
    - What is the potential response objective? (This must relate to target population needs).
    - Which market systems appear to have scope for feasible response options?
    - What are the critical issues in terms of response timing or seasonality?
    - What goods and services are critical to meeting the target population's needs?
    - For these goods/ services, which market systems are most significant and will be the most urgent in case the crisis unfold?
    - What are government agencies or other large agencies contingency plans?
    - Which market systems will be the most affected by the expected crisis?
    - Which market systems fit your agency's mandate and expertise?
- In developing your initial list of potential markets, consult as broadly as possible with local colleagues who have already visited the targeted area and who know the population well. Consider as well consulting with the potential target population to solicit their buy-in on most critical markets.
- This long-list will then need to be narrowed down. The number of market systems you will analyse depends on various factors (number of staff available, knowledge and skills of the staff involved, financial resources available, forecasted priority needs of the affected population, and the responses planned). In general however, a pre-crisis market mapping and analysis will focus on 2-3 critical market systems. If you feel that you cannot narrow down your critical market systems to 2-3, then consider replicating the pre-crisis market mapping and analysis exercise for the other market systems you will not be analysing during this exercise. If implemented with a different team, it can also support your agency capacity building effort, ensuring a critical number of team members are trained in market related field.
- Once a critical market has been selected, be clear on your choice's rationale, and document it.

Tip from the field: Needs and critical markets are different

Remember that identifying needs and selecting critical market systems is different. For example, if your target population is a group of fishermen, you may be tempted to look at the fish as a commodity for your market analysis, as the fishermen may lack fish to sell. However, in the case of a cyclone scenario your target population may rather face a lack of fishing gear than a lack of fish to catch. In this case it will be more relevant to select the fishing gear than the fish itself as a commodity to look at.

You need also to look at your response objectives: if you aim at addressing the immediate blockages to fishermen resuming fishing, then fishing gears are the blocking factor. Looking at the fish market will lead you to environmental management and value chain considerations: you need to think if your agency has the mandate and intentions to carry out such programme. If it is the case then you shall analyse both markets – fish and fishing gears – to address both short-term and long-term issues.

Tip from the field: Critical markets are not always linked to survival

As for priority needs that are not always only linked to survival, do not assume that critical market systems must mainly be those that relate to survival needs. Market systems which provide productive assets and inputs or a source of income to the targeted population may be of very high priority for affected populations. Market systems to be considered are not necessarily commodity-focused but may also include financial and labour-related markets

Tip from the field: Staple food and substitute staples

At this stage your long-list of critical market systems to analyse will most probably include the staple food(s) market system(s). Do consider as well the substitute staples the targeted population may turn to during the hunger gap season or during crisis time.

For example in 2011, Oxfam implemented a market analysis in Liberia and chose imported rice as one of the critical market and staple in critical time as opposed to local rice that is the staple food in non-stressed time. [17]

Defining key analytical questions

For each of the selected critical market define key analytical questions. These questions are meant to guide and focus the analysis. There should be a maximum of 5 key analytical questions per critical market system. These questions are linked with the pre-crisis market mapping and analysis objectives you have determined above and the missing market information that you have identified during Step 2. For each critical market you will be able to respond to the following questions.

- How is this critical market system behaving today?
- How will this critical market system behave during the identified future crisis?
- How will these potential changes in the behaviour of this critical market system affect the targeted population in the time of the future crisis?
- How best can your agency respond to this expected crisis through market-based interventions? How best can your agency respond to changes in the market system during future emergency?
- How best can your agency mitigate the impact of this crisis through market-based intervention? How best can your agency mitigate the likely future changes in the market system?

These questions are the basic analytical questions applicable to all pre-crisis market mapping and analysis. They should be shaped based on the context, geographical area, and type of shock under consideration. Keep also in mind that your analytical questions could be refined during the exercise, as the analysis progresses.

Example from the field: Key analytical questions

Which interventions can support Al Hodeidah poor farmers in order to grow sorghum for food consumption and fodder for livestock? (Oxfam, Yemen, 2013)

What are the anticipated constraints and risks that will affect the sorghum/maize flour/soap markets in the coming 6 months? (Oxfam, South Sudan, 2014)

What capacity does the imported rice market system have to supply the vulnerable host communities and refugees? (Oxfam, Liberia, 2011)

Is the sorghum market sufficiently integrated in each location to adjust to market shocks enough to meet demand? (Mercy Corps, South Sudan, 2014)

How will the crisis affect the early potato market system and the targeted market actors, and what implications do those effects have for the food security and livelihoods of vulnerable populations? (IRC, Kyrgyzstan, 2010)

Selecting the geographical scope

- Pre-determine the geographical scope of the pre-crisis market mapping and analysis: the scope will first depend on the objectives of the analysis. If capacity building is a major objective, then consider reducing the geographical scope so that the focus is more about developing a shared experience/understanding. If the objective is a more thorough understanding of market systems the geographical coverage can be extended. Keep in mind that you might need to include market places beyond the geographical proximity of your target area. This could be due to key market actors (producers, importers, or exporters for example) being based far from the affected area. This does not mean that you need to drive to these locations. As much as possible you can call these actors or ask for colleagues based in closer proximity to interview

(with your guidance) the actors on your behalf. Asking about the locations of reference/key markets and actors early on in your analysis can help identify these locations in advance. At this stage, the point is just to have a broad understanding of the geographical scope, it will be refined later on,so do not hesitate to make some assumptions.

- Remember that during this step you may gather additional information on the crisis scenario and on the potential agency response. As this exercise is a dynamic and iterative one, do not hesitate to refine the contextual information you have formalised through Chapter 1.

How will you do it?

- This step is to be achieved under the lead of the MFP. It can be done during a team meeting gathering the MFP, Team Leaders, and staff members knowing the context well. Make sure you also invite staff from the support departments as they may have useful information about markets, financial systems, etc. If the Market Team is not familiar with the pre-crisis market mapping and analysis work, start with the same presentation given during Steps 1 and 2 on what pre-crisis market mapping and analysis objectives can be and what type of questions it can answer. Present as well the results of Chapter 1 (shocks. and threats, likely agency response, etc).

Tip from the field: Anticipate your geographical scope

Consider locations that are not market places as such, to meet actors around policy, infrastructures, transportation services, etc. You will also often need to collect data in the capital city to get information from importers, government officials, etc.

For example in Liberia, where Oxfam implemented an EMMA assessment in Zwedru area, the team had to drive for 10 hours to collect information in Monrovia, the capital.

- Brainstorm on the long list of critical markets in groups of 4 to 5 people.
- In some contexts there will already be a strong consensus about which markets are critical, based for example on recent contingency planning exercise. Even in those contexts, use a systematic ranking system to narrow down the list. In a table, put all the long listed market systems and rank them according to selected criteria
- Once the critical market systems and key analytical questions have been determined, formalise this choice in the document that already formalised the context and the exercise objective, the strategic and operational questions Add this in the document that will form the introduction of the ToR (to be finalised in Step 6) and of the market analysis report (to be written at a later stage, see Step 14). See Annex 3 for an example of ToR and Annex 7 for a report template.
- Keep your management informed of the process, and inform them of the results. This can be done through sharing with them the ToR (see below) that will summarise all these information.

How long is it going to take

This presentation should be around 1h30/2h. The brainstorming around critical market selections and key analytical questions should be achieved within 2-3 hours.

Example from the field: Ranking long listed critical markets

From Oxfam market analysis in South Sudan, 2014. Based on this ranking, maize flour was chosen as the critical market to look at.

	Maize Flour	Medicine	Plastic	Casual Labour
Urgent need for the target group	3	1	2	1
Market in line with response objective/ agency mandate	2	1	3	1
In line with Government plan/ sector plan	3	3	2	1
Impacted forecast of the crisis on the market	3	3	1	2
Need of further information on this market	3	1	2	2
Good timing of the exercise and the seasonality	3	1	1	2
Total	13	10	11	9

Step 5: Mapping and gathering existing information

Why this step?

The analysis should begin by reviewing the existing secondary information and not attempt to collect primary data at this stage. This will allow you to determine what information exists regarding each of the critical markets you have selected, the livelihood situation, your target groups. Design then your primary data collection tools accordingly. The point of this step is to rely on what already exists, save time and resources, and focus on the added value of the pre-crisis market mapping and analysis you are undertaking.

What should be achieved by this step?

- The MFP knows what information already exists on the selected critical market systems, and the target groups, including their livelihoods.
- The MFP has identified the information and analysis missing to answer the key analytical questions for each market system.

What will you do during this step?

- Gather, map, and review existing sources of information on the selected critical markets and their surveillance, as well as the available food security and livelihood information on the target groups and studied population.
- Check available market monitoring information and systems including surveillance early warning information.
- The kind of information you will be looking at are:
    - Information/analysis on how the market is performing: prices and marketintegration, power relations, trade flows.
    - Market actors and structures.
    - Information on the supporting functions or infrastructure that influence/enable the market system to function (e.g. finance services, transport, storage, etc.).
    - Information on the selected critical markets environment: all the external factors such as institutions, rules, laws, policies, norms, and trends that influence the market system including:
        - Global economic conditions, such as global price rises and global exchange rate trends that may influence national level prices. These are of critical importance for import-based countries.
        - Government policies, such as subsidies, import/export policies, and government interventions to set fixed price for certain commodities, which influence prices and availability of critical commodities and services including licenses, taxes, and trading restrictions.
        - Environmental trends linked to agro-ecological conditions that can influence the availability, supply, and demand of commodities and services over the year, given the cumulative effects of climate change on food availability in country.
        - Social and cultural issues such as enforced rules and cultural norms, differences in gender roles and responsibilities, ethnicity, and socio-economic status can affect power and access to market of vulnerable groups.
    - Information/analysis on markets reactions to past crises looking at which of the critical market systems react most to the forecasted shock and have most impact on the population in times of crisis. You can also use available information from previous emergencies when market actors have displayed negative behaviour such as increasing prices or cutting off services and try to find out what triggered

their behaviour change and whether it is likely to happen again.

How will do you do it?

- The MFP will be leading the process and will be responsible to make a decision on what information to use or exclude and to summarise all the existing data. Several persons can support the MFP but it will be key that these persons are later involved in the next steps of the pre-crisis market mapping and analysis.
- The above mentioned information are likely to be found in:
  - Organisational reports, development programmes, and contingency plans.[18]
  - Market and livelihood baseline reports (like HEAs, food security and livelihood assessments...) as well as previous needs assessments.
  - Early warning systems (FEWSNET) and monitoring systems and reports.
  - Research reports.
  - Coordination meetings minutes.
  - Websites.
  - See Annex 1 for a list of useful websites to consult when collecting secondary information.
- The source of information can be:
- Your own organisation (logistics and finance departments generally have a good understanding of markets and collect market-related data for their own purposes).
- Government offices at local, district, and central levels. Depending on the context it can be the Statistic Bureau, Ministry of Trade, or any other related ministries.
- Other organisations working in the area (FSL or cash clusters/working groups, WFP VAM Unit, etc.).
- To ensure quality of your secondary data try to triangulate them as much as possible.
- Summarise the findings of your secondary data in a table, quoting the source of information. See in Annex 2 a sample of a secondary data summary table used by Oxfam during a market analysis undertaken in 2014 in South Sudan.

How long is it going to take?

This step is often overlooked as it is considered "less exciting" than collecting primary data in the field. However, by dedicating enough time to it, you will save lots of time in the following steps, and you will be able to orientate your analysis accordingly. Consider asking the cluster lead, the government officials, etc. for documents that you know exist quite in advance. In contexts of recurrent crisis it is likely that a lot of information exists already. Therefore dedicate 2-3 days for the desk review. The 'good enough' level of Desk Review will depend on the objectives of the exercise. If the main objective is capacity building, less time can be dedicated to the desk review.

Caroline Gluck

Step 6: Preparing and planning for the market assessment and analysis

Why this step?

Organising a pre-crisis market mapping and analysis can be challenging, as this is quite a new exercise for lots of field staff. Being well prepared and having a clear plan will frame the process.

What should be achieved by the end of this step?

- The MFP knows who will be part of the Market Team: the Analysis Team Leader, the Market Team Leader(s), the Market Team Members.
- The MFP knows the exact resources needed and has defined the planning.
- The ToR is formalised and agreed by the management

What will you do during this step?

- Develop a timeframe and a draft agenda for the pre-crisis market mapping and analysis exercise. The timeframe will depend on the objective, the geographical scope, and the team knowledge about the exercise.
- Set the detailed budget for the exercise, consider the following costs:
    - Analysis Team Leader costs and staff costs.
    - Conference room hire and refreshments.
    - Visa, international flights, and accommodation.
    - Vehicle hire for field work – at least 1 per Market Team.
    - Local flights.
    - Maps of the area.
    - Printing and communication costs.
- Ensure organisation, logistics, and administration for the points mentioned above.

Based on the above, prepare the ToR for the pre-crisis market mapping and analysis, they should contain:

- Context, objectives, and the strategic and operational questions to be answered through the analysis.
- Critical market pre-selected, key analytical questions, and geographical scope.
- Team composition and clear lines of responsibility (especially for the Analysis Team Leader and the Market Team Leader(s)).
- Timeframe and draft agenda (to be refined with the Analysis Team Leader once identified).

How do you do it?

- Refer to Annex 3 for an example of ToR and Annex 4 for an example of a budget used by Oxfam for a pre-crisis market mapping and analysis done in Nairobi, Kenya by Oxfam.
- Share the ToR and the detailed budget with your management, and get their approval.

Tips from the field: Market assessment and security

Understanding the context and the related security constraints is not specific to market analysis, however, keep in mind that the questions you will be asking may be looked at suspiciously by the authorities, the traders, or other private sector actors. In contexts of recurrent crisis the different stakeholders have become used to humanitarian agencies collecting information about people needs, sources of incomes, of food, etc. They are most probably less used to agencies collecting information about volume of trade, market actors, etc. At preparation stage make sure you integrate security context and security management in your pre-crisis market mapping and analysis process.

How long is it going to take?

This step can be achieved by the Market Focal Point quite quickly within 2 or 3 hours. Getting the management buy-in at this stage should also be smooth especially if the management has been kept informed of the advancement of the process. Consider however, the time needed to identify[19] the Analysis Team Leader, especially if this role is being outsourced. It will take at least 2 weeks to identify the appropriate consultant and maybe another two to three months for him/her to be available. So do not hesitate to plan your pre-crisis market mapping and analysis well in advance.

Tip from the field: How long is it going to take?

Based on recent experience, the average pre-crisis market mapping and analysis takes 11 full days (3 days training/in-room workshop, 1 day field preparation, 5 days field work, 1 day analysis workshop, 1 day for further analysis). But if for example, the objective is to provide baseline information and you are implementing it with an experienced team, it can be done in 3-5 days. Always consider the report writing time when you are planning your analysis. Usually it takes 2-3 days for the Analysis Team Leader to write up the report.

As said earlier, keep in mind that the length of the exercise can vary greatly depending on the objectives, the depth of information needed, and the team composition. It can be achieved by 1-2 trained people within 2-3 days, depending on what you want to know.

Below the agenda used by Oxfam during a market analysis exercise undertaken in Kenya in 2013 with limited time (8 days):

Day 1	Day 2	Day 3	Day 4	Day 5
Introduction to market baseline assessment training	Intro to hum market analysis 2- understanding and mapping market systems	Preliminary market analysis	Data collection	Presenting field results and consolidating data
Intro hum market analysis 1- why markets are important	Intro to hum market analysis 3- emergency maps, direct & indirect responses	Market analysis- concepts, logic and indicators	Lunch in the field	Gap and Market analysis
Setting the scene for markets- cash and in kind	Scenario section and needs analysis	Gap analysis	Data collection	Overview of projects
Cash transfer modalities	Critical market selection	Fieldwork preperation	Group debrief and update of different tools: update of map, seasonal calendar, HH profiles and gap analysiss table	Response options and recommendations
Cash delivery mechanisms	Key analyrtical questions	Extra session	Sharing with other group, presentation, Q & A	Monitoring markets and updating maps Action plans

Chapter 3: Getting information

This chapter covers the pre-crisis market mapping and analysis workshop and/or field work itself that should be attended by the overall pre-crisis market mapping and analysis team. Make sure the Market Team remains present for the overall duration of the exercise. Inform the Market Team Members that it will be a full time job. They should be ready to work long hours. It is likely that some time has passed between the previous steps and the start of the workshop and/or field work.

By the end of this chapter your should know?

- The Market Team knows the exercise objectives and the methodology to be followed.
- The Market Team has final crisis scenario, critical market systems, key analytical questions, and final target groups.
- The Market Team has developed questionnaires, methodology, and plan for the field data collection.
- The Market Team has collected the data in the field and has recorded them.
- The Market Team has final, seasonally adjusted, reference market map(s) and crisis market map(s).
- The Market Team has a final estimate of the total shortfall or gap the target population will face in covering their needs in case the crisis unfolds for the critical item or service.
- The Market Team analyses and estimates the market system's existing or potential capacity to fill the gap faced by the target population.
- The Market Team answers the key analytical questions.

Step 7: Finalising the frame of the analysis

Why this step?

This step provides an opportunity to both explain the key purpose of the exercise to the Market Team who is going to implement it and to confirm, and potentially complement, with a wider group, the information gathered through the previous steps. It also allows to further define the market places to be visited and identify the key market actors to be interviewed.

What should be achieved by the end of this step?

- The Market Team has an understanding of the exercise objectives and of the methodology to be followed.
- The Market Team has agreed on crisis scenario.
- The Market Team has final target groups and gaps analysis.
- The Market Team has final critical market systems and key analytical questions.

What will you do during this step?

- Present to the Team the crisis scenario you have been working around.
- Present to the Team the agency response objectives in case the crisis scenario unfold.
- Present to the Market Team the process you have followed in Step 4 to identify the critical market systems and the key analytical questions.
- Present to the Team the results of the desk review: what are the existing and missing information and therefore questions that need to be answered (these questions have formed the basis of your pre-crisis market mapping and analysis objectives).

Tips from the field: To keep in mind during this part of the exercise:

The objectives of the pre-crisis market mapping and analysis reflect what your agency wants to use the analysis for. This relates to the projected timing, role and ambition of the agency.

Pre-crisis market mapping and analysis offers this link between the emergency needs and longer term needs. While you need to keep open to all the response options possible, it is vital to keep in mind the mandate, role, capacity, and ambition of your agency. This will enable you to select the most appropriate recommendations from the list of possible responses.

Together with the thinking for when your agency might want to intervene, it is important to consider the type and scope of responses your agency is likely to implement.

While many international aid organisations now accept that interventions should be, at the very least, "market aware", there is considerable scope as to the degree of market engagement interventions require.

How do you do it?

- Use the presentation you developed for the management in Step 3 which highlights the rationale for the pre-crisis market mapping and analysis, what you expect out of it, and how having such a pre-crisis market mapping and analysis will ensure better preparedness and better timely responses. Update the presentation with the information collected through the previous steps.
- Confirm with the overall Market Team the crisis scenario, the scope of the intended response (geographic area, target population, potential responses objectives that the agency would aim at), and the objectives of the pre-crisis market mapping and analysis. Give the team an opportunity to feed into the documents you have developed prior to the workshop, and adjust them according to their inputs.
- Give the team an opportunity to input in the selection of the critical market systems and on the key analytical questions. Finalise the critical market system selection and the key analytical questions, and potentially update the document that formalise them.
- During those 2 days you can invite external stakeholders that will come to contribute to the finalisation of the assessment's scope.
- You can also use this in-room time to deliver few additional training modules that are relevant for your team (livelihood classification, HEA, Cash Transfer Programming (CTP), gender, etc.).

How long is it going to take?

This first part of the workshop will generally run for 2 days with all the participants or more if you add some additional training module.

Tips from the field: To keep in mind during this part of the presentation:

Pre-crisis market mapping and analysis is a vital part of a wider package of situational analysis and relies on a solid understanding of the context and needs of the target groups in the proposed areas of operation. You should review information on:

. people's livelihoods (socio-economic groups and livelihood groups). Using a broad range of recent analysis (gender, political economy) to deepen understanding of context.

. possible needs in this scenario.

. how people are likely to be affected by the crisis, what are their coping strategies, their needs, the status of their coverage of food and basic needs.

. past responses or forecasted responses, what are the critical markets for crisis times.

If basing scenario on past crisis – gather all secondary information possible on:

- People's needs.
- Assessments.
- Project proposals.
- M&E of projects.
- Any drafts or working documents of contingency plans.

Step 8: Preliminary analysis and mapping

Why this step?

Pre-crisis market mapping and analysis develops at least two maps for each critical market system. One that depicts how the market functions during less stressed times (or reference period), and one that depicts the forecasted impact of the crisis scenario on critical market systems (crisis time). This comparison allows your agency to see what parts of the market system might be functional after the forecasted crisis, and what parts may need additional protection and/or strengthening to be able to effectively deliver relief and encourage early recovery. This is the preparedness and contingency planning element.

In addition many market systems operate, to some extent, in a dysfunctional way and often prevent adequate access to basic goods and livelihood opportunities to the poor. This is why many market systems are fragile and often stop serving the poor in an emergency. By understanding how markets function in 'normal' times (or reference period), agencies can take pro-active actions to protect and/or strengthen market systems immediately, in the pre-crisis context, to allow for better access to goods, services and livelihoods in the longer term.

What should be achieved by the end of this step?

- The Market Team has selected the moments of the analysis.
- The Market Team has identified the market places to be visited and the key market actors to interview.
- Each Market Team has sketched preliminary maps of their critical market system in reference and crisis situations.
- Each Market Team has sketched preliminary seasonal calendar.
- Each Market Team has revised and refined the key analytical questions.
- Each Market Team has done a preliminary gap analysis.

What will you do during this step?

Identify the moments/ time of the analysis

- When implementing a pre-crisis market mapping and analysis, one of the challenging aspects is to identify both the year that will represent a normal year (the reference year) and the year that depicts the situation if the forecasted crisis happened (the crisis year). As the pre-crisis market mapping and analysis is implemented before the crisis unfolds the reference year could be the actual time when you are carrying out the exercise, or another less-stressed time.
- Identify the season (that should be the same for reference and crisis year); season shall be the moment of the year when the forecasted crisis is the more likely to hit.

Tip from the field: Defining crisis and reference situations in complex crisis situations

In some contexts several crises may be happening in parallel (i.e. an epidemic outbreak during a drought). When conducting a pre-crisis market mapping and analysis, it is importantto be clear about which crisis you want to prepare for, the crisis scenario you have determined in Step 1. In the above example, the reference year may be a drought year (because there is no epidemic) and the crisis year might be the year of a previous epidemic. Remember not to confuse reference year with "good year". The season of analysis for each year (reference and crisis) will be the typical season when an epidemic strikes. If you need to choose a month, you might choose the month when the epidemic is peaking to understand the market when it is the most stretched.

- Before collecting data in the field it is equally important to determine what year or event will be your crisis year i.e. the year you will refer to when interviewing key market actors about the impact the predicted crisis could have on the critical market systems. If the scenario you have determined is a scenario that happened in the past, then refer to this year. If the crisis scenario you have selected never happened before in the area, refer to another crisis that may have affected the critical market systems in a similar ways.

Tip from the field: Make sure you have the same wording and as your interviewees

When you have determined your crisis year and the event you will refer to, name it the way local people remember. For example in the Philippines, the 2013 Typhoon is referred to as "Typhoon Yolanda" but internationally it is named "Haiyan".

Also people might refer to those moments as 'events': for example in Ethiopia, people remember the 2011 drought, as the season after '3 failed' rains.

- Try to avoid reference or crisis years more than 3 years backwards as it is likely that the information you collect will be inaccurate due to the time that has passed
- Collecting market information at one point in time will most often not be sufficient to get a full picture of a reference or crisis year. Some market systems have strong seasonal variations, and it will be necessary to collect the information at the time of the year when there is the most and the least market activity, to get an accurate picture. If the expected crisis is linked with seasonality (drought, typhoon etc.) the reference period chosen should describe the market system as it is during the same time of year (or the same seasonal conditions) as the forecasted crisis.

Mapping the system

Identify the key market actors

- For each of the selected critical market systems determine with the Market Team who you consider being the main market actors in the market chain. Market actors are those involved in buying, selling, exchanging good/services, those who have an influence on the market, or those who provide key services to the market.

Tip from the field: Be gender aware when you identify key market actors

Women and men often have different roles and responsibilities within a given market system. Where gender divisions are strongly present, the Market Team should be cautious about mapping the household as a single market actor. It may be necessary to differentiate between male and female actors, since the impact of the predicted crisis, and their needs and preferences for assistance, cannot be assumed to be the same

- Market actors are likely to include producers, traders, transporters, consumers, government ministries, trade unions, and households who are purchasing commodities or services. These actors are the ones the team is going to interview during the field data collection.
- An actor in the market chain is someone who participates in the direct transaction of buying or selling the good or service. For example, a transporter is a key actor of the market map, but if he does not buy the good and only transports it, he is not an actor of the market chain, he is an actor of the inputs and infrastructure part of the map as he provides a service to the market chain actors.

Tip from the field: Differentiate the name and the function

There's an important distinction between the actor and the function e.g. wholesaler vs Mister X or input supplier vs Miss Y. On the market maps, only report the actor's function not his/her name.

- Remember to include the target groups in the map – whether they are primary producers, labourers, or consumers. Rely on participants' knowledge to draw this market chain. Keep in mind that, as with all elements of a market system, the number and type of actors may change depending on the time of year. Also beware that this market chain is there to support the primary identification of the market actors to be interviewed but it may change following the interviews with the first market actors. Be flexible, and remember the pre-crisis market mapping and analysis is a dynamic/iterative process, so do not hesitate to update your market chain as more information is gained during the following steps.

Identify the main market places/ structures

- For each of the selected critical market identify as well the main market places and other market structures (transportation hubs etc.) that are being used and accessed by the main market actors you have identified. Identify the market catchment area keeping in mind the overall population that accesses these market places (i.e. both the targeted population of the potential response and the non-beneficiaries population). These locations are the places the team is going to visit during the field data collection.

Tip from the field: To keep in mind if the forecasted crisis implies displacement

If the expected crisis implies population movement, consider the market places and structures that will be accessed by the targeted population in their new location.

Start drawing the two maps

Start drawing each market system maps. For each market system you will draw at least two maps: one map during reference time and another one during the forecasted crisis time. If your forecasted crisis is a slow onset one, like a drought, you might need to do several maps: rainy season reference/dry season reference/rainy season crises and dry season crises.

- Add to the map the infrastructures, inputs, and services that support the system's overall functioning. Different actors always depend upon various forms of supporting infrastructure, inputs, and services from other enterprises, organisations, and governments. It can include:
    - Water and electricity utilities.
    - Input supplies (seeds, livestock, fertilizers etc.).
    - Market information services (about prices, trends, buyers, and suppliers).
    - Financial services (such as credit, savings, or insurance).

- Transport services and infrastructure.
- Technical expertise and business advice.

To keep in mind: Market map is a central tool

Market-system mapping is a central tool in pre-crisis market mapping and analysis as it can be in other market analysis tools (e.g. the EMMA). It emphasises simple and visually engaging methods of communicating and sharing knowledge about complex systems among non-specialists. Ultimately, its aim is to build up quickly a comprehensive sketch of a market system in its entirety. Market maps can then be used for the following purposes:

. To collate and represent information about market systems during the study.

. To assist comparisons of reference and forecasted crisis situations.

. To facilitate discussion, interpretation, and analysis of data within the Market Team.

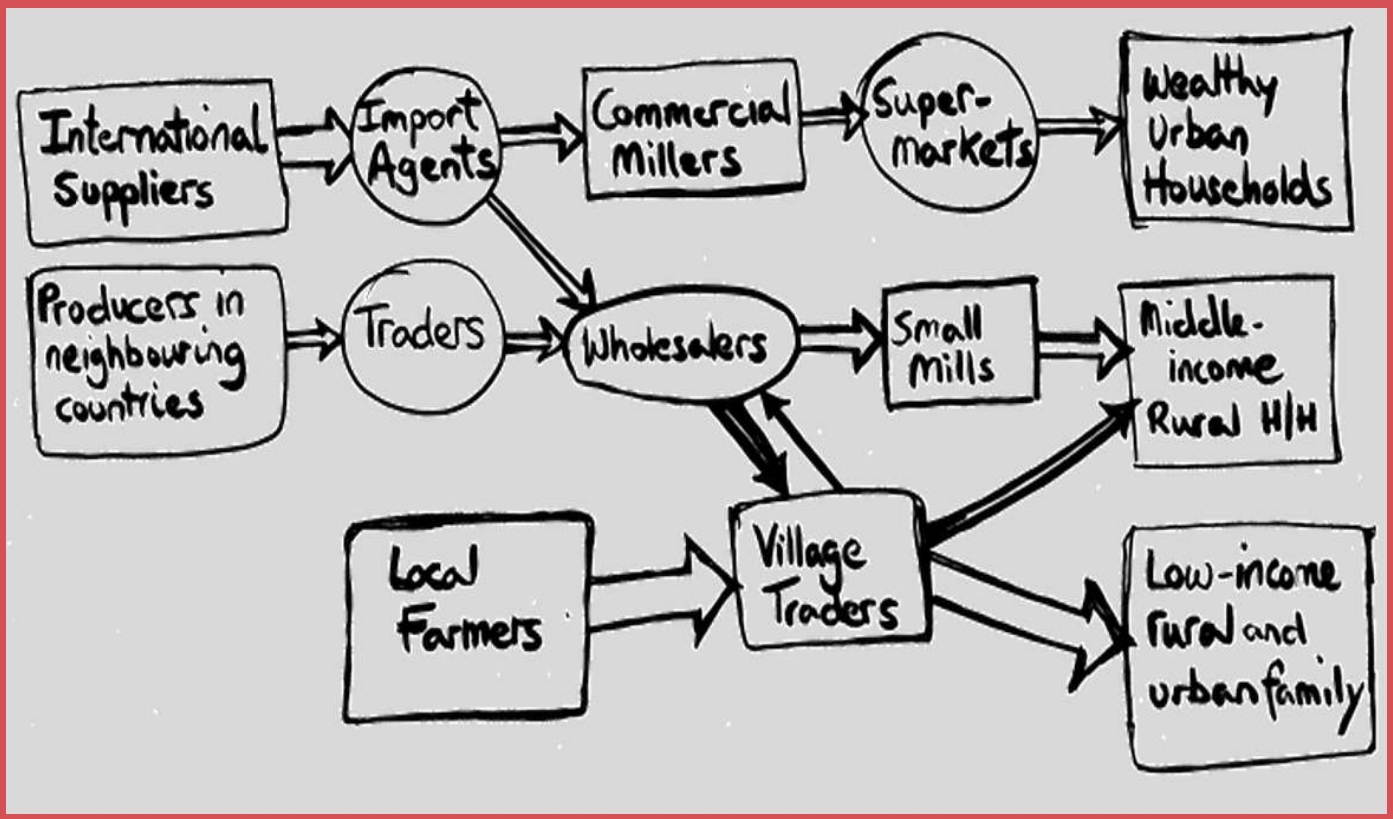
. To communicate findings about market systems to others.

Identify the most crucial elements of infrastructures and services, and link these to their users within the market system. The aim is to get an overall picture of the role that these services play in maintaining the market system's efficiency and accessibility.

- Add on top of the map the issues, rules, and trends that significantly influence the market. This environment is shaped by various policies, regulations, social and business practices. Consider as well the social rules that may limit market access to men or women and any major long-term trends affecting the market system and target population (economic trends, climate changes, population movements, and natural-resource constraints).
- Keep in mind that different target groups may play different roles in the same critical market system, and therefore are likely to experience different kinds of impact from the forecasted crisis. In this case the target group box may appear in several places of the map (often as producer and consumer of staple food for example). A colour coding can help to recognise them easily.
- As soon as you have a preliminary draft reference map, use it as a starting point, and begin recording the impact of the forecasted crisis on a second map: your crisis year market map. Examples of impacts may include the following:
  - Disappearance of some market actors.
  - Partial or complete disruption to some linkages or relationships in the chain.
  - Damage to infrastructure and blockage of services.
  - New relationships or linkages formed as coping strategies by market actors.
  - Changes in the relative importance of different linkages (i.e. volume of trade).
  - Introduction of new supply channels (e.g. agencies ensuring aid distributions).

Example from the field: first sketch of a market chain

Source: EMMA toolkit



Start drawing the market season calendar

- Many market systems have strong seasonal variations in the patterns of production, trade, and prices. This is most obvious in agricultural market systems but may also feature in any type of market system (e.g. communication means may be affected by the rainy season which will disrupt the chain). It is essential for the Market Team to be able to distinguish between seasonal fluctuations in prices and trade volumes and the disruptions created by the forecasted crisis.
- A good way to capture that distinction is to draw a seasonal calendar for each of the critical market systems. As seen above you may also decide to have several reference and crisis maps to reflect seasonality. [20]

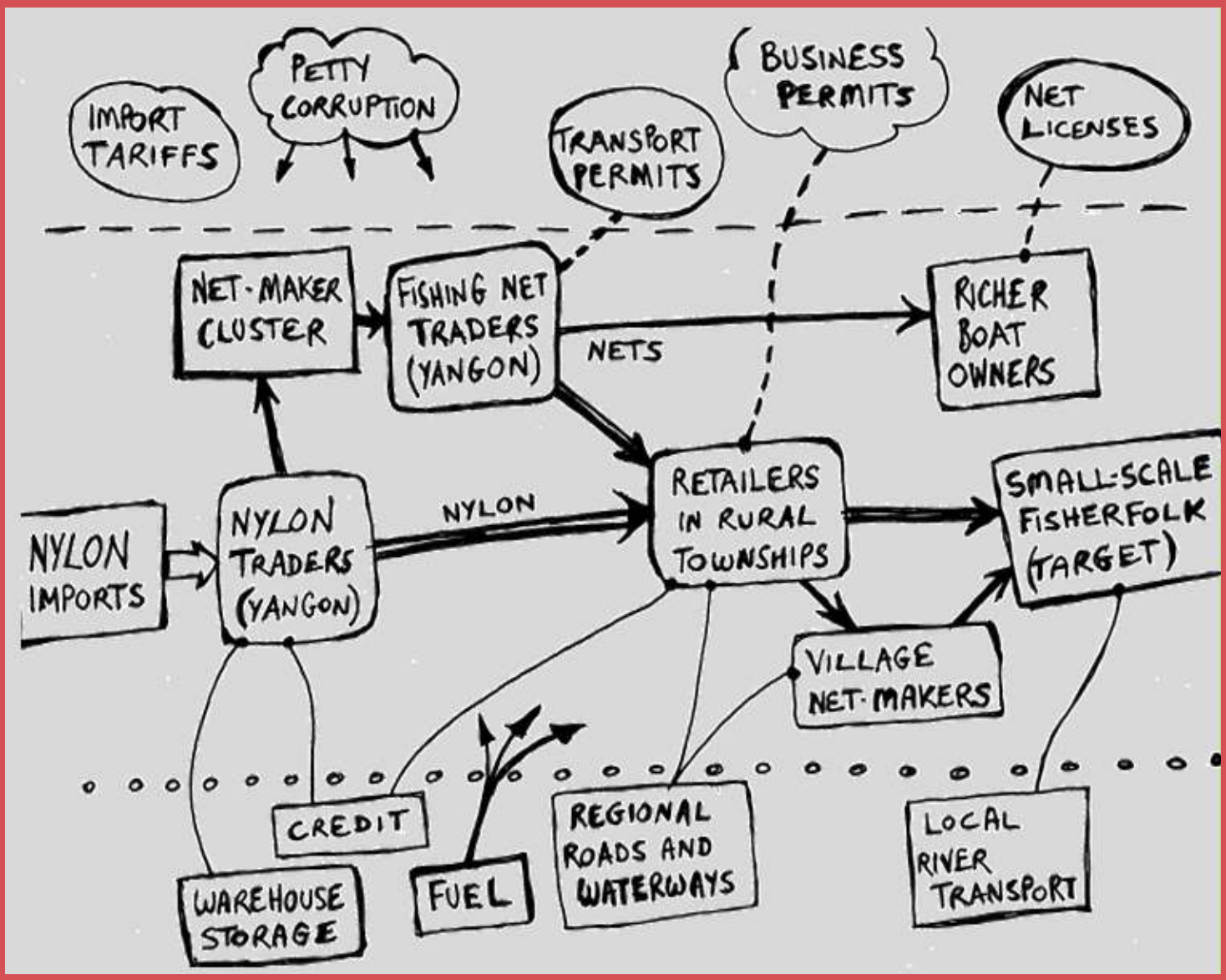
Preliminary analysis

- Reflect with the Market Team on the preliminary market maps and seasonal calendar.
- If needed, update the key analytical questions.
- Compare the reference map with the crisis map.
- Consider how the target population is interacting with each critical market system.
- Define the most likely impact of the forecasted crisis.
- Identify what you do not know and need to know: the missing information and data that you will be collecting in the field.
- Consider what would be the uncovered priority needs for your target population in case the forecasted crisis unfolds: the preliminary gap analysis.

- This preliminary analysis will help you during the next steps and for the gap and market analysis, as it should already initiate debates around the different response options and recommendations.

Example from the field: Market map in the reference period

First market map during reference year for the fishing net market system in Myanmar's Ayeyarwady delta area (source: EMMA Toolkit).



How do you do it?

- Identify the crisis and reference year and times in plenary. From this point onward split the Market Team as per the critical market they will be working on.
- The simplest way of identifying the main market actors is to draw up a market chain that shows the different actors from primary producer/supplier to final consumer and the links between them.
- Start drawing each market system map. Do not wait until you think you know everything that you want to know. Logically it is best to begin by mapping the reference situation first. However, this is not a strict rule: you can also begin with the forecasted crisis-affected situation, if this makes more sense to the team.
- Use the market chain you have drawn earlier as a starting point for your maps. This will constitute the central part of the map. The below part of the map will picture the infrastructures, inputs, and services that support the system's overall functioning and the above the norms and environment that significantly influence the market.
- The mapping process is an iterative process: it happens incrementally. You will start by doing a preliminary mapping (a rough outline) of each of the critical market systems selected in Step 4. This will initially be based on the team knowledge and on the information you gathered through the Desk review in Step 5. You should then expect to draw and re-draw your maps several times during the course of the pre-crisis market mapping and analysis process, so that your initially rough outline gets progressively more detailed as you learn more and more about the system.

Tip from the field: Use post its to draft your maps

Drawing maps can take time as you have to draw and redraw them. You can use post-its (with all the actors, services etc. on them) and a large white board. Move the post-its around easily and draw arrows on the white board. When you think you are done, transfer the content to a flip chart paper.

- Sketch your initial seasonal calendar for each of the relevant market system.
- If you feel you need more support to start drawing the maps, you can refer to the EMMA toolkit from page 58 to 71.
- Gather contacts of the key market actors you have identified, start contacting them to inform them about the process, and ask their interest/availability to be part of it. If they are not already included in the process, think about consulting your logistics colleagues to get contact details and information about market actors.
- Based on the information you have already collected and input on the maps, fill the below table that will support your gap analysis. As for the maps, this gap analysis board will be refined all along the exercise and will be finalised during Step 11.

How long is it going to take?

This second part of the workshop is supposed to run for a half day with all the participants.

Target group	Individual in need	HH shortfall	Other aid received	Total gap	Likely gap duration	Preference for help
				Shortfall- other aid received		In-kind, CTP

Example from the field: The first sketch of a seasonal calendar

Source: EMMA Toolkit p.24

Box 0.20 Seasonal calendar for a market system

Market-system (e.g. beans)	S	O	N	D	J	F	M	A	M	J	J	A
Volume of trade		Low				High				Low	High	
Prices at market				Peak $			Low $				Low $	
Input purchases		$					$					
Road conditions	Floods											
Risk of crop pests			High						High			

Step 9: Data Collection

Why this step?

Pre-crisis market mapping and analysis fieldwork could be done by the Market Team(s) or by enumerators who therefore need to be familiar with the data collection tools so as to avoid rigid discussions and encourage easy flow of communication. Once the tools are ready and the plan is set, the team (or the enumerators) can go to the field to collect the data.

What should be achieved by the end of this step?

- Each Market Team has finalised the questions, interview plans, and information- recording formats for their key markets actors.
- Each Market Team is comfortable with the data collection tools.
- Each Market Team has collected the data in the field and has recorded them.
- Each Market Team has recorded contacts and identified more key informants.

What will you do during this step?

- The starting point is the key analytical questions, the first sketches of the market maps, and the missing information you have identified during the previous steps. Make sure you know which information to collect from each market actor on the market maps. This includes the missing information to finalise the gap calculation, to be collected from the target group(s) and the studied population. In general, to collect the missing information you will have to organise both qualitative and quantitative data collection.

Tip from the field: Focus questions on markets, not needs

This is not a general emergency needs assessment, it is a pre-crisis market mapping and analysis of selected critical market systems. Your questions should focus on the different target groups' interaction with, access to, and use of each specific market system.

Tip from the field: Know which information you will need in the future steps

During Step 11 you will calculate your gap. When building your interview questionnaires, make sure you understand how you are planning to calculate the gap in order to ensure you are collecting the right information for the gap analysis. This usually requires you to have a data analysis plan already completed so you have the structure of your analysis, and can build your data collection forms with this information in mind. Refer to Step 11 for more information on gap calculation

- With the team, translate this missing information and the hypothesis you have made on the preliminary reference and crisis map into interview questions. See Annex 5 for a list of generic question to include in your questionnaire.
- Consider issues related to gender, conflict situations, transport, financial services, effects of the humanitarian action, and changes to institutions, rules and norms.

Tip from the field: Do not forget traders' coping mechanisms

Traders' coping mechanisms are poorly understood and often overlooked. Agencies tend to focus their attention on the coping mechanisms of the households and not the traders – and yet, they are equally important especially when considering expandability of the traders'capacity to respond to the forecasted crisis.

- As one objective of the pre-crisis market mapping and analysis will most probably be to improve response options, consider the below questions, and break them down in the data collection tools.
  - What are the current main constraints on the market system's that may hamper their ability to absorb the forecasted shock?
  - What are the immediate and longer-term actions that might be undertaken to remedy the situation?
  - What will be the most likely constraints on the market system's during the forecasted crisis?
  - What should be the agency response to the forecasted crisis to remedy the situation?
  - How quickly could these interventions be implemented, so as to be relevant?
  - What resources would be required to implement each approach?
  - What are the existing structure(s) that can be worked with (i.e. unions, guilds, associations, NGOs, local groups, lending institutions, networks, government agencies, etc.)?
  - How feasible is it in technical, social, and political terms to deliver each of these support options in practice? How socially accepted are the different considered delivery modalities?
  - How willing and capable are the market actors (and essential/key service providers) in responding to a potential intervention? What challenges/limitations exist (e.g. what is the traders' cash absorption capacity)? Can the agency do anything to reduce those limitations (this includes advocacy as well as a market support intervention)?
- Finalise the questionnaires to be used, interview structures, and methodology. The questionnaires will vary from one analysis to the other, keep in mind that you cannot just collect quantitative data or use exclusively closed questions. It needs to be qualitative and allow for market systems analysis. See Annex 6 for questionnaire samples.
- Test questionnaires with the Market Team at the end of the session. Ideally the test would be done in situation at a market place. If it is not feasible, the Analysis Team Leader could organise a role-play among Market Team Members.
- Plan for the data collection, confirm the transportation means etc. you have planned for during Step 6.
- The team has selected the market places and market actors during Step 7. Depending on the time available, sampling technique could be used. Considering the nature of the pre-crisis market mapping and analysis proposed here, it is recommended to use purposive sampling (i.e. interviewing in each market actor's category people thought to be best able to provide relevant information- that will often be wholesaler, bigger traders who have an overall

understanding of the market system as well as the traders that the target groups access directly) and then snowball sampling asking the first interviewees to recommend relevant market actors to talk to.

- Triangulation is key in knowing when the purposive sampling is being effective: keep interviewing market actors until you get a trend coming out in terms of ways of functioning, ranges of volumes, types of behaviour etc.
- There is never sufficient time to follow every lead, or speak to every person, so prioritisation is essential. Work out how many 'interview hours' you are likely to be able to fit into the time you have available. This will depend on the number of days, travelling times, and the size of the Market Team. As a rough guide, you should allocate your available interview time (excluding travel time) as below.

Interview type	Share of time	Example
Target population-households	15%	8 hours (12 short interviews)
Local retailers, traders, buyers or employers	30%	12 hours (15 medium interviews)
Wholesalers, major buyers, importers in trading centres	30%	12 hours (15 medium interviews)
Other key informants, officials, trade unions, etc.	15%	6 hours (6 long interviews)
Contingency and follow up interviews	10%	4 hours

- Implement the data collection as per the plan, and record the data collected either through data sheets, interview records, or field notes. Record names and phone numbers of the actors you interviewed, as you may want to call them for further information. Data collected can be input in a database that will ease the process of making average, calculations, etc.
- Plan for daily feedback sessions after fieldwork. These sessions will allow data processing and will help to keep the field team on the same analytical page, to keep them motivated, and also helps to identify any missing data or key questions that need to be answered with the next day's field work and interviews. It is essential to wait until you have all team members present before starting the de-briefing sessions or updating the maps as one team member could have vital information that could alter the maps. Where more than one language is spoken in the team, insist on one language being spoken at a time. One team member (or group if they had the same task) should debrief at a time with the others listening. These debriefs should include:
    - Problems/challenges faced in the field work and potential solutions.
    - Update of the reference and crisis maps to capture the team's findings.
    - Update of the seasonal calendar to capture the team's findings.
    - Capture of key market actors behaviours, decision making rationale and coping strategies.
    - Preliminary response analysis, looking at the possible response options and what they would involve (in essence the initial phases of the feasibility study).
    - Where possible and relevant identify questions that can be added to the questionnaires to test feasibility of some potential response options (e.g. readiness of traders to be involved in certain responses or modalities or traders perception/evaluation of the feasibility of some options).
    - Review of plans for the following day.
    - Review of interview questionnaire and/or semi-structured interview checklist content to ensure evolving focus of interviews as the general picture gets clearer (i.e. some questions can be left aside and additional feasibility questions can be asked).

Tips from the field: The appropriate imprecision

If you are struggling to get precise data, remember that the pre-crisis market mapping and analysis cannot achieve the same sort of statistical accuracy as large surveys. For example, suppose 20 people tell you how much they spend on rice each month. Their answers (averaged) will represent the wider population with only limited accuracy. Therefore, it is misleading to state the result like this: 'average spend = Rs. 72.30'. It is too precise. A more correct finding would be 'average spend is in the range Rs 60–80'. Therefore, instead of large samples, assume that findings are only very approximate, and try to cross-check (triangulate) them against other sources of information. Pre-crisis market mapping and analysis uses the concept of 'appropriate imprecision' and does not waste time trying to get very precise answers to quantitative questions, neither using misleadingly precise results in its analysis.The reason why this shall not lead to loss of quality is because in the systemic analysis,understanding the logic and behaviours (how does this actor interact in the market, and how does he take his decisions) is as much important as having quantitative ranges and trends.

Despite the appropriate imprecision that you will rely on, you will need the following quantitative data to be collected and reliable:

- numbers of market actors at each step in the chain (with more precision at key points of the chain that concentrate the flows – e.g. importers at country level, wholesalers at studied area level – so that you can estimate the total flow in the chain and the total flow in the area studied);
- prices of items – at key transaction points;
- volumes (quantities) – of goods or services produced and traded;
- availability (stocks and lead time for re-stocking).

Treat people's responses cautiously as traders may exaggerate how

How do you do it?

- The data collection can be done either by the Market Team or by enumerators, depending on time available, access, objective of the market analysis etc.
- The data collection should be good enough, rapid and allow you to have the appropriate level of information for your analysis.

Tip from the field: Using mobile data collection?

Using smart phones or tablets to collect information is becoming increasingly popular. Questionnaires for the pre-crisis market mapping and analysis could be administered using mobile data collection tools such as smart phones and tablets. Even though the pre-crisis market assessments collect a mix of quantitative and qualitative information, it is still possible to use mobile devices to speed up data collection and to automatically compile field data into spread sheet databases which can then be analysed manually. The IRC has developed a mobile data collection system and a guide for building questionnaires for mobile devices, available on the EMMA website: www.emma-toolkit.org.

- When interviewing traders, keep in mind that this first engagement with trader may be the first step of a longer engagement if your agency is planning on working with markets. Treat the data collection as an important part of this engagement process.
- During the data collection, you will ask questions about the impact of a forecasted crisis. If the scenario you have determined is a scenario that happened in the past, refer to this year and this particular event. If the crisis scenario you have selected never happened before in the area, refer to another crisis that may have affected the critical market systems in a similar ways.

How long is it going to take?

Depending on the geographical coverage of the data collection and the exercise objective this step could take between 2-10 days.

Tips from the field: How to introduce yourself

In Lebanon, in 2013 when the IRC implemented a market analysis, many traders were suspicious of people asking questions about market functioning in the Syrian refugee context. To avoid any potential issues, the whole assessment team agreed to a set of talking points to use when introducing themselves and the purpose of the interviews to the traders.

Field teams introduced themselves by explaining that they were:

. Conducting a market assessment to better design humanitarian programmes

. Not from the government.

. Independent humanitarian actors.

. Identifying opportunities to benefit the local economy.

.Concerned about the impact of the Syrian refugee crisis on Lebanese livelihoods

Field teams ask for consent to conduct the interview and highlight that any questions the traders were not comfortable with they do not have to answer and that the information collected can remain anonymous. Finally they took traders contact information (if willing to share) for future contact.

Saul Martinez/Oxfam

Step 10: Final mapping

Why this step?

This step is about bringing together the raw primary quantitative and qualitative data collected during fieldwork and the secondary data gathered during the Desk Review phase to construct a concise and coherent description of each of the selected critical market systems. The emphasis is on producing final versions of market system maps and seasonal calendars that will inform the analytical steps that follow.

What should be achieved by the end of this step?

- Each Market Team has final, seasonally adjusted, reference market map(s) and crisis market map(s).
- Each Market Team has consolidated data on market actors, prices, volumes, and key information and developed narrative.
- Each Market Team has a final seasonal calendar.

What will you do during this step?

- On the reference map, add in information or correct the pre-existing one about market chain, market services, and market environment.
- Finalise then the crisis map highlighting how the forecasted crisis is likely to impact the market system's structure.
- Complement both maps with a short explanatory text drawing attention to the key features of both maps, such as:
    - How and where the different agency's expected target groups are involved in the market system.
    - Which pathways (or chains) in the system will be the most important in meeting the target population's needs would the crisis unfold.
    - Which market actors are the crucial players in these chains, and what are their coping strategies.
    - What forms of infrastructure and types of supporting service are especially important.
    - Any rules, regulations, social norms, or practices (conduct) that are significant factors currently affecting the performance of the system, or the access of particular target groups.
    - Any rules, regulations, social norms, or practices (conduct) that will be significant factors affecting the performance of the system, or the access of particular target groups in case the forecasted crisis unfolds

  These last two points include socially or culturally determined gender roles.

- Add on the maps the quantitative data you have collected about number of market actors, price data, volume of production, and trade.[21]
- Finalise your seasonal calendar as per the collected information.

Example from the field: Market maps

On page 42 and 43 are the final reference and crisis maps from Oxfam GB market analysis exercise implemented in Liberia in 2011.

Tip from the field: To be effective the maps should remain simple

Market maps tend to start simple but become more complex during fieldwork, as interviews generate more information and data. By this stage the Analysis Team Leader understanding of what is relevant and what is not should enable the Market Team(s) to focus only on the most relevant features of the maps and calendar. The team must refine and rework complex diagrams, gradually simplifying them until there is a sharable and usable output. In order to be effective as a communication device, the final market system maps must be visually clear and simple, so that the key features stand out for the report readers and decision makers. The maps must be seasonally relevant, showing the market system at the time of year when the forecasted crisis is the more likely to strike.

How do you do it?

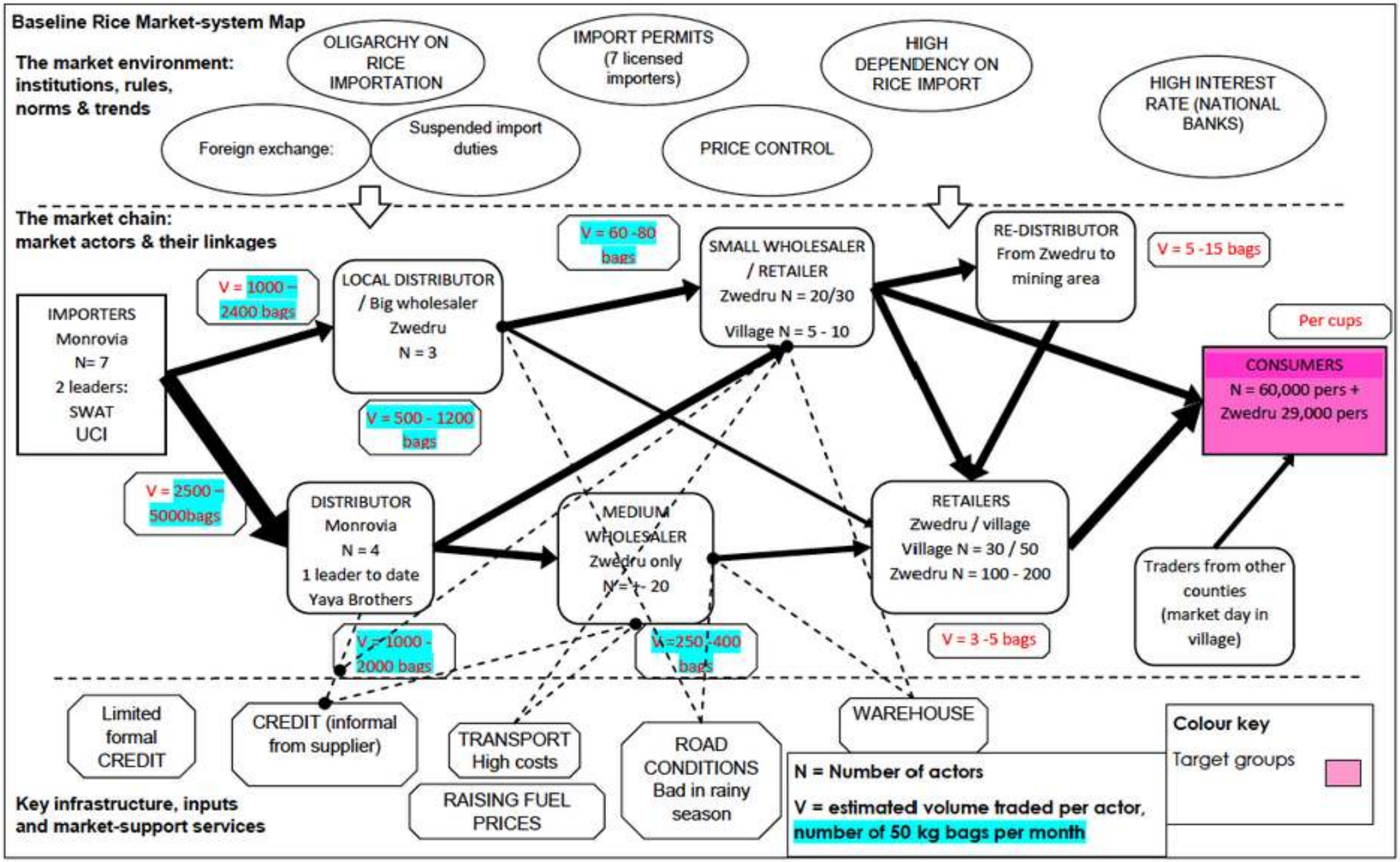
This step is best achieved through on-the-job analysis and therefore ideally the finalisation of the market maps, seasonal calendar, and even the beginning of the analysis should start during the fieldwork. Use the debrief time at the end of each day to reflect immediately on the maps the evolving teams' understanding of the system.

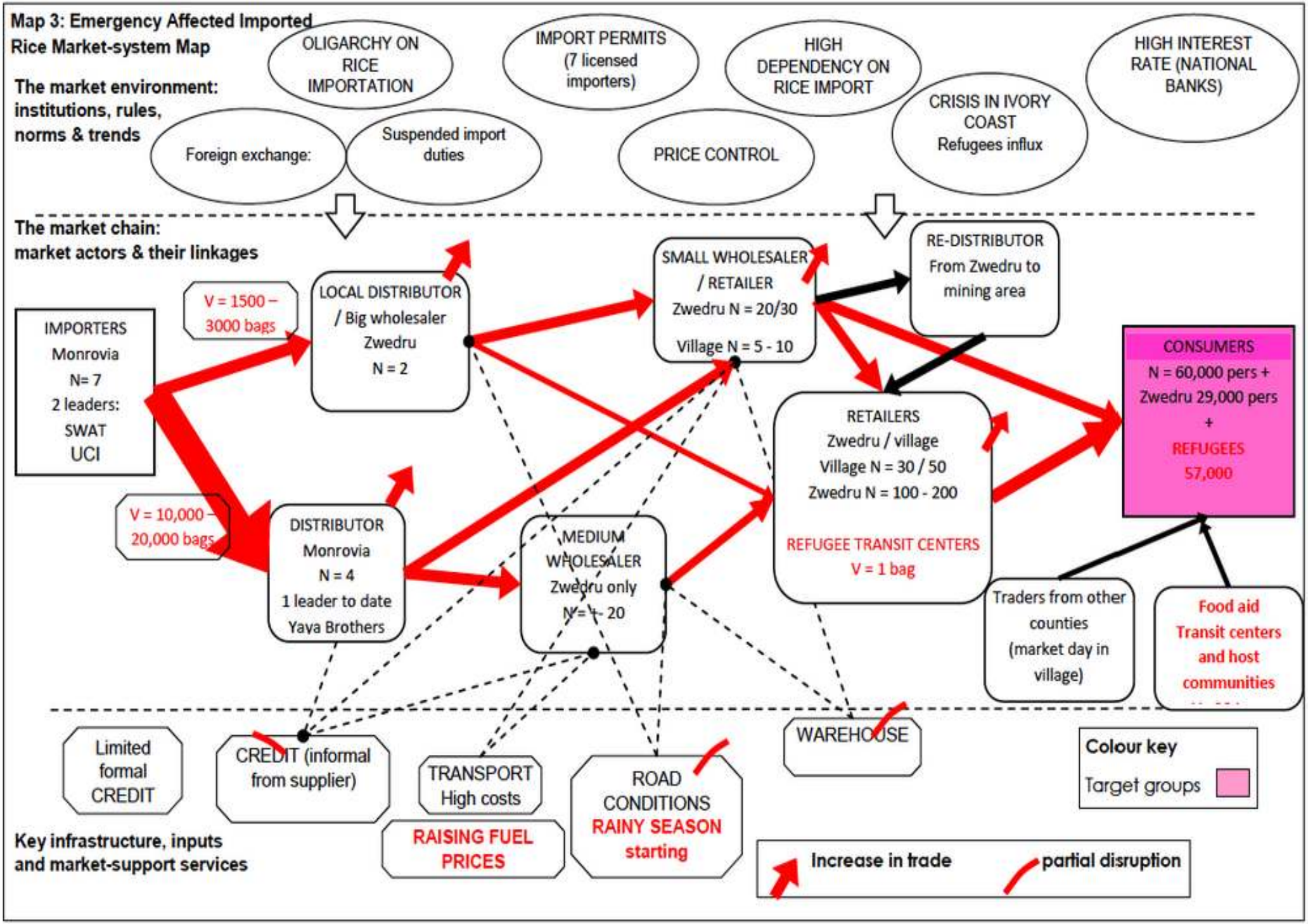
Be aware that as you gather and process information daily, you will probably add new interviews to your agenda and need to adjust plans and prioritise accordingly.

How long is it going to take?

This step is supposed to be done alongside the field collection work, during the debriefing session so it should not take more time than the 2-10 days planned for the data collection.

Map 1: Rice market system before the influx of refugees




Map 3: Emergency Affected Imported Rice Market-system Map
The market environment: institutions, rules, norms & trends
OLIGARCHY ON RICE IMPORTATION
IMPORT PERMITS (7 licensed importers)
HIGH DEPENDENCY ON RICE IMPORT
HIGH INTEREST RATE (NATIONAL BANKS)
CRISIS IN IVORY COAST Refugees influx
Foreign exchange:
Suspended import duties
PRICE CONTROL
The market chain: market actors & their linkages
IMPORTERS Monrovia N= 7 2 leaders: SWAT UCI
V = 1500 – 3000 bags
V = 10,000 – 20,000 bags
LOCAL DISTRIBUTOR / Big wholesaler Zwedru N = 2
DISTRIBUTOR Monrovia N = 4 1 leader to date Yaya Brothers
SMALL WHOLESALER / RETAILER Zwedru N = 20/30 Village N = 5 - 10
MEDIUM WHOLESALER Zwedru only N = 1 - 20
RE-DISTRIBUTOR From Zwedru to mining area
RETAILERS Zwedru / village Village N = 30 / 50 Zwedru N = 100 - 200 REFUGEE TRANSIT CENTERS V = 1 bag
CONSUMERS N = 60,000 pers + Zwedru 29,000 pers + REFUGEES 57,000
Traders from other counties (market day in village)
Food aid Transit centers and host communities
Limited formal CREDIT
CREDIT (informal from supplier)
TRANSPORT High costs
RAISING FUEL PRICES
ROAD CONDITIONS RAINY SEASON starting
WAREHOUSE
Key infrastructure, inputs and market-support services
Colour key
Target groups
Increase in trade
partial disruption

Step 11: Gap and market analysis

Why this step?

This step is the final one before drawing conclusions on the type of projects your agency could implement in case the crisis unfolds and should implement before the crisis to be better prepared, to increase resilience of the target population and of critical market systems. It is therefore a key step where the Market Team will calculate the likely magnitude of an emergency response required would the crisis unfold, factoring in the target population preferences for the form of assistance offered and an assessment of the capacity of the market to support this response.

What should be achieved by the end of this step?

- Each Market Team has a final estimate of the total shortfall or gap the target population will face in case the crisis unfolds for the critical item or service.
- Each Market Team analyses and estimates the market system's existing or potential capacity to fill the gap faced by the target population.
- Each Market Team answers the key analytical questions.

What will you do during this step?

- Calculate the gaps in the reference year and in the crisis year faced by the target population or groups.
- Draw conclusions about target groups' access constraints and preferences. You should then have information about the likely duration of gaps, the access factors and constraints for the target group towards the market system, and the preferences expressed by different target groups about the form of assistance they would need in case the crisis unfold.
- Analyse the market system's capacity and performance during reference time and crisis time.
    - To analyse the market capacity multiply the number of traders per the amount a trader can supply during a specified period of time (e.g. a week, a month etc.) both during reference and crisis times, as well as their expandability.
    - To analyse market performance, assess the market integration during reference time and the ability of the market to carry on supplying that same capacity during crisis time. This is mostly dependant on whether the markets remain integrated during the forecasted emergency. The degree of market integration is a vital consideration for the pre-crisis market mapping and analysis. If the market is poorly integrated then an increase in purchasing power will not lead to a quick increase in supply and could result in inflation. In such an instance, cash transfers should be avoided as a response option. Supporting market integration could be an option once the factors limiting integration have been identified and understood.
    - Analyse how the forecasted crisis would impact the key market actors, their behaviours, their numbers: would there be a risk of a monopoly situation if the expected crisis unfolded or would an actor be in a position of market power.
- Analyse how the forecasted crisis would impact the supply-demand dynamic within the market system. Market systems work through the interaction between demand – people's ability to pay for goods or services that they need – and supply – traders'capacity to deliver those goods or services. Demand-side and supply-side constraints have very different impacts on target groups, depending on whether they are affected as consuming households, producers, or workers: hence there are different implications for humanitarian action. The key question to answer here is whether the shortfall in household consumption or in household income is a supply or a demand problem.
- If the shortfall is a supply problem then supporting people to cover their needs would require looking at how to support the market to supply. A demand problem would require looking at how to support people's access, i.e. purchasing power for a good or service, or people's eligibility for an employment etc.
- Consolidate findings about the status of the critical market system during a reference year and the impact of the forecasted crisis on the market system. It is particularly important to analyse the supply-and-demand constraints in the emergency-affected situation by comparing and conclude on the market system's capacity and performance in reference time and in time of crisis. A market system is capable of contributing to the emergency response if, without causing harmful changes in prices or availability for others, it can provide:
    - A sufficient and reasonably priced supply of the critical food, items, or services directly to the target population – assuming that the latter has access and purchasing power (e.g. cash, vouchers).
    - A reliable and reasonably priced source of the critical food, items, or services for local procurement by humanitarian agencies.
    - A reliable outlet (i.e. employers, buyers) and fair price for target populations' labour or produce – and thus a critical source of income.

How do you do it?

- This analysis is to be done with the Market Team Members and lead by the Analysis Team Leader the day following the finalising of the fieldwork, in a room.
- Compile first all available qualitative and quantitative information about target population's preferences, and access constraints (from background research, emergency needs assessments, interview records, and field notes). Input this information in a simple report table, which summarises essential details and characteristics of each of the target groups – their numbers, locations, profile.
- Use the below questions to support this process.
    - On the basis of the market system map, identify any substantial issues (that would influence your response design); focus on issues of:
        - Market power: is there power concentration and where?
        - Market integration: is the market system integrated?
        - Environment and infrastructure: are there constraints and limitations?
        - In an emergency who is the most affected?
        - What affects the access of the target group to the market system in 'chronic' and'emergency'

Tips from the field: What is the gap and how to calculate it?

During a pre-crisis market mapping and analysis two gaps may be calculated, depending on your pre-crisis market mapping and analysis objectives: one in a reference year situation and one in a crisis year situation.

The gap during reference year is the chronic gap, it corresponds to the target population need – the target population current consumption. It indicates the extent to which the target population can access the goods/services in a normal time period. This gap highlights access constraints that the target population has to the markets/items and how it needs to be strengthened. It is also a potential indicator of how market systems can be strengthened to increase supply, to better service the target population and make them more resilient to shocks. Even during the reference situation, it is likely that your target group will face a gap.

The gap during crisis year corresponds to the target population need – the target population forecasted consumption during a crisis and will give indications on the impact the crisis had on people access to the markets/items or on market availability.

The gap calculation is not a scientific calculation but should give you a good enough picture of the situation:

. Target population consumption: to calculate target population consumption of the commodity/service you are considering under your critical market, you will need to collect data with the targeted households about it. It can be done through secondary data review or primary data collection (assessment, HEA, etc.).

. Target population needs in crisis and reference situations: to quantify the amount of need for a specific good/service you can use Sphere standards or national/regional standards and multiply it by the target population number.

If the critical market is an income market, the gap may be calculated as loss of production, loss of income etc.

During the calculation process, you may need to work with assumptions, record the ones made while estimating the numbers, and highlight any significant risks (e.g. a delay in expected assistance from another agency).

When you are assessing the impact the forecasted crisis will have on your market system, make sure you calculate the gap faced by your target group both in reference time and in crisis time the same way so they are comparable.

Below an example of imported rice gap calculation in a crisis year situation done by Oxfam in Liberia in 2011:

Target group	Individual in need	HH shortfall	Other aid recieved	Total gap	Likely gap duration	Preference for help
Refugees in transit centre	6,000	35kg (91kg covered)	15 days food ration (5kg wheat bulgur, CSB, pulses, salt , oil	210 MT for 12months => 158 MT for 9 months 17,5 MT per month during 9 months	9 months	Cash/in kind food
Refugees in host	51,000	15 kg (111kg covered)	15 days food ration (5kg wheat bulgur, CSB, pulses, salt, oil)	765 MT for 12 months => 574 MT for 9 months 64 MT per month during 9 months	9 months	Cash/in kind food
Vulnerable households hosting refugees (42% food insecure HH)		15 kg (110 kg covered		1,335 MT for 12 months => 445 MT for 4 months 110 MT permonth during 4 months	4 months	In kind food
Total	Shortfall per month (what people cannot afford) 191,5 MT during first 4 months and 82 MT for the following 5 months Additional demand on market (refugees): 57,000*127/12=600 MT per month					

contexts? (what prevents a fairer access?)
- Focus on what will have an impact on your project design.
- Conclude on:
  - Is it a supply side or demand side problem?
  - In emergency, can the market cover the gap for the target group? Can we use the market to deliver the response?
  - In chronic situation, can the market cover the gap for the target group?
- During the whole discussion record opportunities and bottlenecks/threats.
- Update your maps with the additional information you have collected, including the ones on market capacity.
- Formalise the results of your analysis in a document that will form the basis of your draft report (see Annex 7 for a report template).

How long is it going to take?

This step along with Step 12 are generally finalised within 1-2 days.

Chapter 4: Getting answers

By the end of this chapter what you should know?

- The Market Team has drawn response recommendations for DRR, livelihood protection and reinforcement, market reinforcement, emergency response and preparedness measures.
- The Market Team has drawn recommendations to refine and/or update the contingency plan.
- The Market Team has identified market indicators to monitor for surveillance and early warning and has set up an M&E framework, including a monitoring plan.
- The Market Team has decided on key indicators and triggers for updating the market maps and the pre-crisis market mapping and analysis.
- The Market Team has communicated the results of the pre-crisis market mapping and analysis to the relevant stakeholders.
- The MFP knows how and when to update the pre-crisis market mapping and analysis.

Step 12: Selection of response options

Why this step?

This step describes how to use the results of the pre-crisis market mapping and analysis to design your projects.

What should be achieved by the end of this step?

- The Market Team has identified the relevant and feasible programme options to be implemented before, during and after the crisis unfolds.
- The Market Team has drawn recommendations to refine and/or update the contingency plan.

What will you do during this step?

- During this step the Market Team will have to identify the different relevant and feasible actions that could be implemented:
    - The response options to be implemented before the forecasted crisis unfolds to increase preparedness, to ensure DRR, reinforce livelihoods, and to improve access to markets by target groups.
    - The response options to be implemented as the crisis unfolds to protect target population livelihoods, assets, and markets.
    - The response options to be implemented to address people's primary needsduring/just after the crisis hits.
    - The response options to be implemented to support early recovery of livelihoods and markets after the crisis.

Engaging with markets what does it mean and how does it translate in practice?

[22]
A joint Oxfam-WFP study identified 3 types of market based programming :

. Market integrated relief is an emergency response working through markets to provide relief and basic services to the targeted crisis affected population. Most existing emergency cash transfer programming are falling under this category.

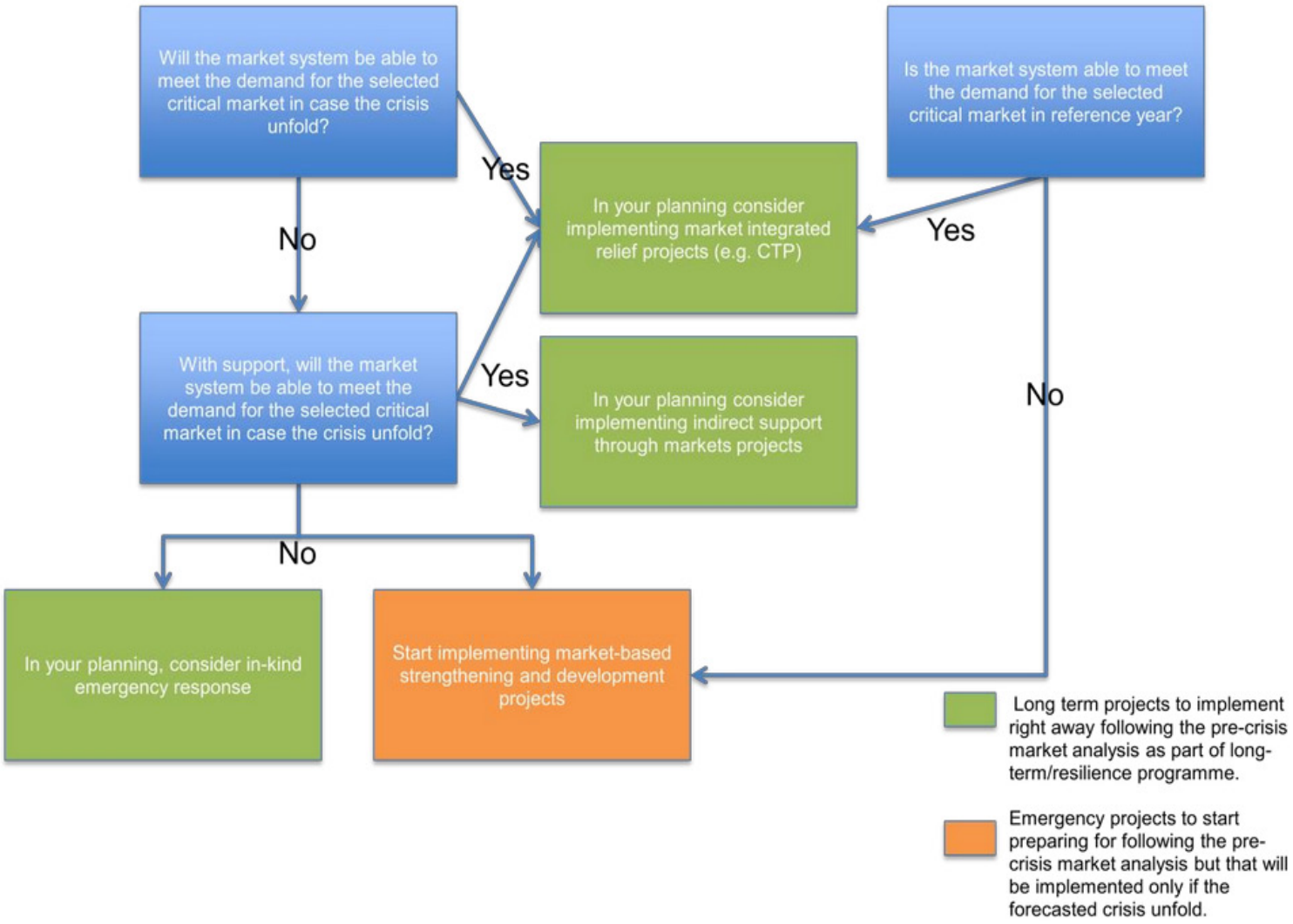
. Indirect support through markets is an emergency response activity to rehabilitate or strengthen – through temporary or one-off actions - those parts of the market system (identified through market analysis) that need support to effectively supply basic needs during the crisis. It is often combined with a market-integrated relief to contribute to the effectiveness of humanitarian interventions. While it is a short-termactivity, it can be implemented in a way that promotes recovery. That can be targeted support to market actors (grants, loans, transport subsidies, temporary storage) or support to supply.

. Market-based strengthening and development is a long-term approach that seeks to boost the market's ability to support livelihoods. It considers markets as a touchstone for various types of livelihoods programming and an agent of durable change in peoples' lives. Market strengthening has the potential to reinforce livelihoods and can help build resilience to crises.

The same study determined that agencies already implement activities that fall under the three areas identified within the market based programming framework. While humanitarian agencies and their partners have a wealth of experience in implementing market integrated relief and beyond, into early recovery, many of the activities under 'indirect support through markets', are new to humanitarian agencies. This is an area with huge potential to affect the functionality of and access to critical market systems and yet represents a significant gap in understanding of how and where humanitarians should engage. The main challenge seems to be: a lack of shared terminology and analytical tools, an incomplete understanding of the relationships between the market-based activities, and the need to build synergies along the market based programming continuum.

As part of the ERC consortium work, Oxfam is developing a market response framework gathering present practices in terms of response options along the market based programming spectrum described above. This is to provide a variety of activity options with elements of decision making, expanding the range of responses decided during the response analysis phase.

. Use the below decision tree to support your thinking process:



. Depending on the context and on the results of the previous steps, not all type of responses will be relevant. You do not have to tick all the boxes, just consider all the possibilities and select the most relevant and feasible.

Examples from the field: Response options

Find below the response option table following the pre-crisis urban market analysis done by Oxfam in Nairobi in 2013 on the water market [23]

Response Options	Risks and assumptions	Effects	Feasability	Timing
'Chronic' response options (for DRR and contributing to resilience)				
1. Increase water supply . Drilling boreholes within Mukuru . Utilising the existing boreholes (private and institutions) . Supporting the infrastructure (storage, pipelines) to ensure supply from the Boreholes to the vendors . NWSC to allocate more water to informal settlements . Bring chambers closer to the people . Promote rain water harvesting	 - Cost implications - funding availability - People will accept this water although it is not their preferred source of water due to its salinity - Concentration of boreholes in the area - It will not be a problem with land owners - Willingness of landlords and house agents to cooperate	Increase water supply	 Low Medium Low Low Low Low	3 months to long term
2. Advocacy for NWSC to increase supply	- Political interference - Willingness of NWSC and government to invest in the required infrastructure	Increase water supply	Low	Long term
3. Improve storage at household level ≥ 50 Litres	- People have enough space in their houses to accommodate extra water storage	Increase water availability at the household level	High	3 months
1. Improve quality at household level . Create awareness . Advocate to bring water chambers closer to the people . Promote water treatment at HH	- That people will be willing to change their practises on water handling - Cooperation of NWSC- Cost implication	Reduced diarrhoeal diseases	Medium	3 months to long term
2. Improving purchasing power at the household level . Safety nets	- Localised inflation within Mukuru slums	Increase water access at the household level	High	3 months
3. Formalise the informal groups (Cartels) into CBO's to link to NWSC for further support	- Willingness of private water vendors to formalise their informal groups into CBO's	Stabilisation of water prices	Lower	Long term
4. NWSC to enforce its rules and regulations	- Cooperation on NWSC	Stabilisation of water prices Improved supply of water	Medium	Long term
Emergency Response Questions				
1. Increasing purchasing power Cash grants Vouchers	- There is no control on prices - Risk of prices going up	Increased access to water at the household level	High	3 months
2. Construct pipeline from the Boreholes to both private and CBO water vendors	- Willingness of borehole owners - No control on prices	Increased supply of water	High	3 months
3. Water tankering	- Cost implications	Increased supply of water	Medium	3 months
4. Provision of water treatment options at HHs and vending levels using aqua tabs or water guard.	- Sustainability after emergency	Provision of clean safe water	High	3 months

Many agencies are opting for responses that they are familiar with and not using the pre-crisis market mapping and analysis to its full potential by implementing equally important but less 'traditional' interventions. Donor resistance or lack of internal awareness at agency level could explain those limitations – use your analysis to illustrate your recommendations and to lobby donors and you own agency

Tip from the field: Deciding on the response options

Your response options are not only dependant on the results of the pre-crisis market mapping and analysis but will also depend on the background information you have gathered during Step 1 (other elements of situation analysis like needs assessment, livelihood analysis, etc.) to decide on your agency most likely response to the forecasted crisis as well as DRR and preparedness measures. Go back to the responses you had defined as the most likely ones before the analysis and update those using the results of the pre-crisis market mapping and analysis and your newly gained knowledge about the market.

Only critical market systems have been studied in detailed during the exercise but keep in mind that a crisis is likely to have some similar impacts on several market systems (e.g. through damaging infrastructures etc.) and that a crisis will impact on traders/markets who trade in more than one commodity. During the exercise, you may have gathered some data on tangential markets and gotten a good picture of a market system. For example if the selected critical market is potato, you may have gained knowledge during your analysis on manioc, bananas etc. This information can be useful as in an emergency, information about the general structure of markets system would be helpful in restoring livelihoods of any of the related markets.

How do you do it?

- This step is to be done with the Market Team Members and led by the Analysis Team Leader the day following the finalisation of the fieldwork just after Step 11. It should then be formalised into the draft report (see Annex 7 for a report template)
- Use the below questions with the Market Team to help you during this step:
    - Brainstorm on potential response options and discuss advantages and disadvantages.
    - On flipcharts, for 3 to 5 preferred response options suggested by your response analysis, and for each of them, evaluate risks and assumptions, effects on markets and population, timing, and feasibility
    - When discussing consider the following questions:
        - What responses would allow people to meet their needs?
        - What would give a fairer access for the target group to the marketsystems, in emergency and chronic situations?
        - What actions or support to markets might allow responses to meet people's needs and support market recovery/strengthening?
        - What could be the impact of different response options on markets and people's access to market? What are the risks?
        - What actions could mitigate those risks?
- Speak with some of your key informants at the end of this Step about the response options you have selected to check their feasibility.
- Keep in mind that from the above, only the response options to be implemented before the forecasted crisis (or DRR and protection responses) could be implemented immediately after the exercise. The other responses are forecasted responses for which the team should then get ready after the exercise, as well as updating the Contingency and preparedness plan.
- This step will also lead to the consolidation of a crisis timeline: specifying the different events leading to the full unfolding of the crisis, the indicators that identify the key moments of the crisis unfolding, as well as when the PCMMA shall be updated and when the proposed responses shall take place.

How long is it going to take?

This step along with Step 11 and defining the market monitoring indicators in Step 13 are to be finalised within 1 to 1.5 day.

Step 13: Market monitoring

Why this step?

Once the pre-crisis market mapping and analysis has been finalised the team can start implementing the DRR and preparedness actions agreed and get ready for the future market based responses.

Monitoring regularly the critical market systems covered under the pre-crisis market mapping and analysis will allow to:

- Integrate the dynamic nature of market systems in the pre-crisis market mapping and analysis by providing up to date information and allowing an update of the market analysis/maps when needed for response launch.
- Extract triggers for different responses, with a crisis timeline showing at what moment of a crisis each type of response shall be implemented.
- Potentially update the existing Early Warning Systems by adding in some market indicators or advocate for the set up of an EWS with the results of the analysis.
- Give the Market Team indication on the M&E market indicators for the recommended responses.

What should be achieved by the end of this step?

- The MFP is in a position to update the results of the pre-crisis market mapping and analysis when needed, and to monitor response triggers through market monitoring activities.
- The MFP is in a position to update the existing early warning systems in country and include market-monitoring indicators.
- The Market Team has recommendations on M&E market indicators for recommended project activities and expected results.

What will you do during this step?

You will want to use your map analysis to determine the different market indicators to monitor:

- The key elements of the market maps to follow to update market maps and the analysis when needed.
- The early warning signs and triggers that need to be followed to know when to launch the different response options recommended.
- The market indicators to monitor to ensure the recommended responses are reaching their objectives.

Depending on your analysis, the monitoring may look at supply conditions, stock positions, policies, price of key commodities and their substitutes, and buying patterns. This will give information on the market conduct, performance, and structure. The information needs to be geographically disaggregated, per target area.

- Very often market monitoring is limited to price monitoring of the key commodities, which is a minimum requirement. Always think about using the logistics team knowledge of the market where and when the country team has logistics staff. Prices should also be monitored at regional, national, and potentially international level (depending on the type of commodity), as these can significantly affect the local market.
- As for any other monitoring system, once you have determined what you need to know to monitor your market, you will have to define how and with whom you will gather the information (price collection in market places, household survey, traders interviews etc.) and the frequency and responsibility of the data collection. Keep in mind that frequency and location of markets in the monitoring plan will have cost implications. These elements will form the M&E framework of the recommended responses and the overall market monitoring system (including EWS triggers and indicators to follow to update the market analysis).
- The frequency of the monitoring should be determined and will vary depending on the context: if the context is volatile, market monitoring can be implemented once a month, however, in a pre-crisis context it may be more realistic to implement it every three months. If there is an existing early warning system in place, market monitoring frequency can be aligned with the EWS data collection frequency.
- When you determine your pre-crisis market monitoring framework keep also in mind the response recommendations you have drawn in the previous steps, and consider the indicators you would want to use to monitor the impact and process of your recommended market based responses. You may want to look at:
  - How is the market access of the population not receiving support?
  - How are the market actors affected by the market-based intervention?
  - How is the market performing during the market based response period?

Example from the field: Market monitoring indicators for maize market

In a particular geographic area, you may want to monitor:

. How much does 1kg of maize costs? Has it changed since last month? Why (seasonality, etc.)?

. Are people able to access maize on the market (physical and financial access)? Has it changed since last month? If so why?

. Are there as many maize traders as there were last month? If not, why?

. Is the quantity of maize available on the market increasing or decreasing? Is this abnormal? Will the trend continue?

. What is the maize market expected to look like in the next month? What about later in the season?

. Are there currently any specific events that may impact on the maize market in the near future?

You will also need to decide the frequency of your monitoring.

Tip from the field: Price monitoring

Ensure consistency. When collecting prices make sure they refer to the same units of measurement.

. Check for irregularities. If one single price is much higher or lower than the others, it is likely that there has been an error. In this case:

- double-check if the price has been correctly converted to the unit of measurement.
- if the price has been correctly converted, check if the reported price is correct, possibly by asking a key informant from the market.
- if the price is correct, it is recommended speaking with traders to understand the reason.

. Plot the average price of each commodity across markets over time.

. Be aware of seasonality in prices – prices change along seasonal patterns, so when monitoring prices it is critical to use the seasonal calendar you have drawn and compare any price changes to the prices in a reference year to understand if the price fluctuations are normal for that time of year, or if the fluctuations are greater/less than would normally be expected at this time of year.

.Combine price monitoring with volume (in trends) monitoring as it is difficult to analyse market prices trends without volume trends.

For more information on price monitoring, refers to the MarKit: Monitoring, Analysis and Response Kit developed by CRS and CARE [24]

The information you collect through monitoring needs to be superposed with seasonality consideration. A good way to keep that in mind is to use the seasonal calendar you have drawn in Step 10 and add a line about monitoring. Hence your monitoring activities can be planned according to the season.

From the analysis you may also have identified market indicators that demonstrate an unfolding crisis, basically market indicators that will help you forecast a crisis. These indicators can be useful in EWS. If there is an existing EWS in the country, use your analysis to integrate the indicators in the system. If there is no EWS in country, the results of your analysis may be used as an advocacy tool to support the set up of such a system.

Example from the field: Market indicators feeding into EWS

Market indicators feeding into EWS are usually about prices. However, some other indicators can be integrated. In Wajir, Oxfam recommended to include into EWS indicators like: "number of jerricans the trucks transport for private people". If the number reaches "one" (i.e. trucks transport a single jerrican from private people") it is an indication of water scarcity reaching abnormal levels.

How do you do it?

- A M&E framework should be built as a result of the market mapping and analysis (as a direct continuation of Steps 11 and 12); The framework will include 3 categories:
  1. Indicators useful to update the PCMMA when needed (as well as triggers to decide that update).
  2. Indicators useful to refine EWS and identify trigger levels to launch different response options.
  3. Indicators useful to monitor and evaluate the different response options proposed.
- The identification of the indicators of the 2 first categories above will be extracted from the development of the crisis timeline in Step 12.
- The monitoring information should be formalised and can be added into the pre-crisis market mapping and analysis document that is supposed to be a living document. If the validation process at agency level is too heavy to regularly update the analysis report, formalise the results of the monitoring in a separate document that you will integrate when there will be a formal update of the market analysis (see Step 15).
- The monitoring itself will be done under the leadership of the MFP who will organise market visits as per defined in the M&E framework to continually update the analysis, track changes in the markets, and to watch for early signs of slow-onset crises. Following the triggers identified in the crisis timeline, the monitoring of early warning indicators will trigger the update of the PCMMA (Step 15) at key moments as well as the launch of relevant response options.

How long is it going to take?

Defining the indicators can be achieved during a 1.5-2 hour meeting to be done along with Step 11 and 12. Think about involving the logistics team in this step as they should be involved in the price and market monitoring.

The monitoring itself is a continuous process.

Step 14: Communication of results

Why this step?

Documenting the pre-crisis market mapping and analysis findings and communicating them in a timely and effective way to the management, decision makers, and other target audiences is the best way to trigger action in the aftermath of the exercise.

The emphasis should be put on brief, convincing, visually accessible formats for reports or presentations.

What should be achieved by the end of this step?

- The Analysis Team Leader has shared with the MFP the comprehensive market analysis report point including an executive summary of 2 pages that can be shared separately.
- The Analysis Team Leader has shared with the focal point a 15-20 minute Power Point presentation that could be used to present the main findings.

What will you do during this step?

- The Analysis Team Leader has formalised the results of the exercise.
- The MFP has organised the dissemination of the market analysis report.

How will you do it?

- Within no more than 10 days following the end of the analysis, make sure the Analysis Team Leader writes up the findings and conclusions of the pre-crisis market mapping and analysis work in a user friendly template[25] which executive summary can be shared separately with decision makers and management. Ask the Analysis Team Leader to also develop a 15-20 minute presentation of the key points.
- Identify key decision makers (cluster members, partners, NGOs, local government, donors as well as selected market actors) and invite them to an hour meeting on the exercise: 20 minute presentation of the analysis main findings, recommendations and planned updates and then 40 minute discussion.
- Send key findings and a summary of the methodology to the meeting participants beforehand so that they can focus on discussing recommendations.
- Disseminate the report via online platforms:

The EMMA website:
http://emma-toolkit.org/practice/emma-reports/.

The Markets in Crises DGroup:
https://dgroups.org/dfid/mic.

FEWSNET:
http://www.fews.net

FAO Global Information and Early Warning System GIEWS:
http://www.fao.org/giews/english/index.htm.

FOOD SECURITY CLUSTER website:
http://foodsecuritycluster.net/

- Use the report to lobby donors and country offices on investing in interventions prior to the crisis.

How long is it going to take?

The overall report writing should be done with 2-3 days. The presentation will require an hour.

Step 15: Updating a pre-crisis market mapping and analysis

Why this step?

A pre-crisis market mapping and analysis may be updated at two different periods in time: when the forecasted crisis has unfolded – in particular when triggers to launch a response option have been reached and the team feels that the validity of the PCMMA needs to be checked - and when the context has changed. The trigger, depth, and purpose of the updates will be different. When a crisis has unfolded and if there is no pre-existing pre-crisis market mapping and analysis, the use of post-shock market analysis tool (EMMA, MAG, etc.) should be considered.

What should be achieved by the end of this step?

The MFP knows when and how to update the pre-crisis market mapping and analysis.

What will you do when you are in a context where the forecasted crisis has unfolded?

- The agency team will be monitoring the humanitarian context in country and the triggers and EWS indicators to which Step 13 may have contributed to and will then be able to determine when a crisis has started to unfold and therefore when the crisis map needs to be updated. It is quite simple to determine that threshold in a rapid onset crisis (earthquake, typhoon, conflict, etc.). It may be more challenging in the case of a protracted or slow onset crisis (conflict, drought, etc.). Use the crisis timeline developed during Step 12. The update of the pre-crisis market mapping and analysis should typically be decided in parallel of the launch of a new needs assessment. Align the triggers for the update of the pre-crisis market mapping and analysis with the ones that would launch a needs assessment or preparatory steps of a livelihood protection or emergency response.
- In an unfolding shock or post shock situation the update will only focus on the second map you have drawn in the previous steps (i.e. the crisis map). The objective of this crisis map update will be to verify your analysis, the expected effects of the shock on the critical markets, and accordingly update your response options. The key purposes of this update will be to limit the risk of interventions doing harm, to increase the effectiveness and efficiency of protection and emergency response by using market structures, and to strengthen interventions by identifying new avenues to support existing market structures.

How do you do it in a context where the forecasted crisis has unfolded?

- To update the crisis map the focal point will have to implement Steps 6 to 14, focusing only on the crisis map and on a limited number of indicators selected during Step 13:
    - Set ToR and staffing plan.
    - Updating the crisis map.
        - Field work preparation.
        - Data collection.
        - Final mapping.
    - Updating the market system analysis.
        - Gap analysis finalisation.
        - Market analysis.
    - Response recommendations.
        - Refining the response recommendations.
        - Refining the market M&E indicators for the response to be incorporated into the M&E framework.
    - Communication of results.
- If the crisis that has struck is not the one that had been forecasted or if the priority needs of the affected population are different from the ones identified during the pre-crisis market mapping and analysis, then the use of post-shock market analysis tool (EMMA, MAG, etc.) should be considered. The results of the pre-crisis market mapping and analysis could still be useful and considered as secondary data.

What will you do when you are in a situation where the context has changed?

- Market systems are by nature dynamic and changing. Setting up a monitoring system such as in Step 13 should allow you to follow these changes and regularly update your pre-crisis market mapping and analysis without having to implement a full analysis again. However, some changes can happen that will require you to undertake a new pre-crisis market mapping and analysis, for example a massive change in trade regulation in country. This is usually discussed at country level during yearly strategic exercise.

How do you do it in a situation where the context has changed?

- Undertake a new pre-crisis market mapping and analysis following the steps described in this guidance. You can take this opportunity to train new team members

How long is it going to take?

In a post crisis context the update of the crisis map and the refining of the response recommendations can be done quickly, in parallel with a needs assessment. Because the pre-crisis market mapping and analysis had been carried out, the team is already trained and the data collected will serve only to update your crisis map and response options- to confront the plan with the reality. The whole exercise could be achieved within 2-3 days.

If you are updating your pre-crisis market mapping and analysis because the context has changed, then the same duration that for a full (but tight) pre-crisis market mapping and analysis should be planned: around 5-8 days.

Annexes

Annex 1: Useful websites for secondary data review

. Food Security Cluster: http://foodsecuritycluster.net/

. Markets in Crises Community of Practice library: https://dgroups.org/dfid/mic/

. EMMA website: http://emma-toolkit.org/

. Relief web: for general news and updates on emergency situation (organised by countries and sectors), maps, OCHA Situation Reports, Cluster Reports: www.reliefweb.int

. FEWS-NET: for food-security information, descriptions of livelihood zones and market profiles, data on markets and trade, food security, maps of trade flows: www.fews.net

. IPC: the Integrated Phase Classification for Food Security (IPC) for food regional security information: www.ipcinfo.org

. MAP-ACTION: for maps and technical information, for example on trade flows: www.mapaction.org

. UNOCHA: 'Who Does What Where' – a contact-management directory: http://3w.unocha.org

. LOG-CLUSTER: for logistics information relevant to conducting fieldwork, road conditions and travel times, maps and supplier databases (for contacts): www.logcluster.org

. UNICEF: for general country-overview information, especially re water and sanitation, health sector, essential household items. Focus on children's needs: www.unicef.org

. WFP: for information on food-security issues, CFSVA and CFSAM reports: www.wfp.org; the Vulnerability Analysis and Mapping branch publishes detailed food security reports http://vam.wfp.org

. FAO GIEWS: for general food price data (the data is usually available the capital and major cities) http://www.fao.org/giews/pricetool/; FAO and FAOSTAT: for reports and data on food production, food security, as well as food balance sheets. See http://www.fao.org and http://faostat.fao.org

. Food Economy Group: for Household Economy Analysis (HEA) reports:
www.feg-consulting.com

. HEA Website: for Household Economy Approach, Cost of Diet reports http://www.heawebsite.org

. HEA Sahel: for HEA reports for Sahel countries: http://www.hea-sahel.org

. Livelihoods Connect: for livelihood reports: www.livelihoods.org

. World Bank: for general country information on various subjects (e.g. agriculture & rural development and labour & social protection): http://data.worldbank.org

. Regional Development Banks: for general country information: Africa: http://www.afdb.org; Asia: http://www.adb.org; Europe: http://www.ebrd.com;Americas: http://www.iadb.org

. IOM: for reports relating to movement of people and shelter needs: www.iom.int

. UNHCR: for information on shelter needs and refugee and IDP movements: www.unhcr.org

. Microfinance Gateway: for country profiles on micro-finance institutions and credit services: www.microfinancegateway.com

. SEEP-Network: for web-links to country-specific sites on micro-finance, enterprise development:
www.seepnetwork.org

. BDS-Knowledge: for library of reports on enterprise development and market analyses:
www.bdsknowledge.org

. UNDP: for detailed reports on development policies and livelihood strategies: www.undp.org

Annex 2: Desk based review- Summary table sample

The table below presents the summary table of the required information for the Desk based review used by Oxfam during market analysis exercise done in South Sudan in 2014.

Starting points:

- FSL cluster assessment strategy;
- Existing market & FS/livelihoods assessment reports (before crisis);
- Assessment reports after crisis;

Desk based review:

Item	Type of information	Comment
Household livelihood profiles and access to market systems	Livelihood and food security information: ideally socio-economic information and profiles For Juba camps and 'host communities' and for Awerial/Bor	Potentially more areas but this will depend on the areas that will be assessed during the 2nd week of the market analysis Can be done as we define areas
Sector strategies	FSL sectoral strategy (formal or informal) and main types of responses being implemented and planned by main actors Idem for hygieneSSRRC positions	
Scenarios of crisis evolution	Main scenario/ii considered presently by main humanitarian actors (access, displacement, needs, rainy season)	We can ask Oxfam Manager to provide analysis
Needs assessments across countr	On food security and livelihoods Hygiene (for hygiene kits)	Potentially more sectors but will depend on the critical markets selected Can be delegated to team leaders if other specific sectors
Gap analysis and probable evolution of gap analysis under rainy season	First calculations for cereals (making necessary assumptions at this stage): Sorghum and maize wheat Calculation for relevant item for hygiene (is soap widely/ broadly distributed?)	Please suggest any other/or different cereal as relevant
Learning from past responses that recommend considering cash and market based responses	Any substantial one that could serve as basis / starting point	This shall not concentrate too much energy but any references to adoption cash and market based responses would help build the case
Existing early warning and monitoring systems (in particular regarding market information)		So we can propose monitoring of market indicators as part of existing systems > complementing existing set
- Cereal balance sheet in country - Past Imports data (main sources and proportions) - Imports data and plans this year; - Availability of needed cereals in region (will there be enough cereal)	– for main and at least selected cereals– most recent + data of past years as possible– knowing that proxies might be needed	
Market system map (first draft from desk based review) and trade flows for main cereals	Compilation of market system map for sorghum and wheat flour And compilation/review of geographical countrywide trade flows map for sorghum and wheat flour	For dry and rainy season,

Annex 3: Pre-crisis market mapping and analysis ToR sample

Kenya Urban Pre-crisis market mapping and analysis Terms of Reference- Oxfam

Assessment dates: 3-13 June 2013

Host agency: Oxfam in Kenya

Participating agencies: Concern Worldwide, Intermon, Save the Children, Mukuru Slums Development Agency, Umande Trust,

Oxfam Budget: 18,000 Euros

Analysis Objectives:

. To identify through a rapid market analysis appropriate responses (cash/ in-kind/ market support/ advocacy) to meet emergency and early livelihood recovery needs.

. Strengthen Oxfam GB's national capacity in market analysis and in its use in response analysis and design as well as DRR, preparedness and contingency planning;

. To build Oxfam understanding of existing coping mechanisms and to inform programming on ways of reinforcing these mechanisms.

Given that one of the key objectives is to build national capacity, Oxfam's local implementing partners MSDP, Umande Trust, Oxfam's WASH, EFSL, and support staff will take part in the response analysis and recommendations formulation, in order to ensure integration where possible.

Outcomes

. Recognise the importance of market analysis as an essential input to response analysis and be able to apply the analysis to preparedness, contingency planning and project design (CTP and /or in-kind), including DRR

. Design and carry out baseline and emergency market analysis to inform an appropriate response design for any slow onset emergency in Nairobi informal settlements as well as preparedness, contingency planning and DRR (where possible)

. Propose innovative programming combining different types of direct and indirect interventions as appropriate depending on the specific preparedness, emergency and recovery contexts, throughout the project cycle

. Identify relevant parameters to be monitored to update baseline market systems information and analysis in case of emergency to inform response design

Market analysis outputs

Pre-crisis market mapping and analysis report with Market Maps of selected critical markets, key findings and recommendations

Key findings and recommendations will be presented to the Country Management Team and other external stakeholders from the Urban Vulnerability Forum/Nairobi Contingency Hub.

The final report (with complete analysis and recommendations) shall be completed by the Analysis Team Leader. Support on the write-up of any technical sections of the report shall be provided by Team Leaders/members of the pre-crisis market mapping and analysis assessment team.

Geographical Area

1 main geographical area of work – Mukuru informal settlement with travels to in and around Nairobi for mapping the market players

Potential Critical Markets for Analysis

Tentatively the following critical markets have been identified for potential analysis. A final decision of markets to analyse will be made on the first day of the analysis.

- Maize flour

- Water
- Credit Services

Teams

Approx 15-18 participants, including 8 international staff. All participants must be able to communicate in English and all local staffs speak Swahili. Facilitation/training will be primarily in English.

Duration of the assessment and working hours

- From 3rd -13th June 2013. Please see schedule below.
- Participants should be prepared for working long hours
- All participants should agree to work the length of the assessment, and without a break if necessary to ensure the work is completed on time, and to the required detail and quality. Please inform us it this is likely to be difficult or if there are any outstanding issues that need addressing

Communications

- Most staffs have local mobile phones and these shall be used. The international staff visiting for the purpose of the market analysis, will seek the necessary local SIM cards.
- At the start of the field work, participant mobile numbers shall be collected and shared.

Administration and resources required

The Nairobi office will need to provide the Market Team the following support:

- Office space and access to printers and photocopier
- Flip charts and stationery
- Data projector and laptop for presentation
- Refreshments during analysis and feedback sessions
- Vehicle rental
- Accommodation in Nairobi

Annex 4: Pre-crisis market mapping and analysis budget sample

Kenya Urban Pre-crisis market mapping and analysis Budget- Oxfam (June 2013)

Item	Quantity	Unit	Duration	Unit	Cost per Unit (local currency)	Cost per Unit (GBP)	Total (local currency)	Total (GBP)	Total (Euros)
HUMAN RESOURCES								9381	11258
Staff - Expatriate								6000	7200
Team Leaders (3 persons)	*3*	*person*	*9*	*days*		*200*	*0*	*5400*	6480
Team Leader for report writing	*1*	*person*	*3*	*days*		*200*	*0*	*600*	720
Staff - National								3320	3984
Team members	*9*	*person*	*8*	*days*	*6000*	*45*	*432000*	*3230*	3876
Logistics team for arrangement	1	person	2	days	6000	*45*	*12000*	*90*	108
Additional Staff Costs & Expenses								61	74
e.g. Visa/permit fees	*2*	*visa*			*n/a*	*31*	*n/a*	*61*	74
OPERATIONAL & LOGISTICS								2730	3276
Transport								1665	1998
International flights (Oxford- Nairobi)	1	flight				798		798	957
Vehicle rental for field visit	3	vehicle	4	days	9000	67	108000	808	969
Vehicle rental for airport pick up and drop for 2 persons	4	trips	1		2000	15	8000	60	72
Meals and Accommodation								1050	1260
Hotel	2	person	13	days	5400	40	140400	1050	1260
Communication								15	18
e.g. Mobile airtime	1	lumpsum			2000	15	2000	15	18
EMMA PROGRAMME/ACTIVITY COSTS								2419	2903
Workshop including 3 days initial PCMMA training and 2 days analysis of results and presentation of results (refreshments, lunch etc)	18		5	days	2750	21	247500	1851	2221

Item	Quantity	Unit	Duration	Unit	Cost per Unit (local currency)	Cost per Unit (GBP)	Total (local currency)	Total (GBP)	Total (Euros)
Presentation of the finding and recommendation	25		1		1000	7	25000	187	224
Stationery, Materials & Printing	1	lumpsum	1		13000	97	13000	97	117
EMMA Books	1	book	15	persons		10	n/a	150	180
Taxi hire/ transport reimbursement	6		10	days	300	2	18000	135	162
Total								14531	**7437**
Contingency3%								436	563
Grand Total								14967	18000

Annex 5: List of questions that can be included in the data collection questionnaires

Adapted from the EMMA Toolkit

Sample questions for large traders

Reference situation: normal structure and functioning of this market system

Value-chain actors

1. What is the nature of your business (production of goods or services) and what are its inputs? Who is involved in delivering your raw materials, etc?

What functions does each of these people or companies perform in the chain?

2. To what extent do they compete with each other? And with other supply chains?

Service providers

3. Are there any important services provided by other businesses that support or make this market chain viable? (e.g. suppliers, transport services, storage facilities, communications, financial services)

4. Are there any important services or infrastructure provided by government / local authorities that support or make this market chain viable? (e.g. credit facilities, power and water)

Business environment / institutions

5. What laws, formal rules, or regulations have a big influence (positive or negative) on the way in which this supply chain works?

6. Are there any informal customs, habits, and practices that shape the relationships (e.g. build trust) between market actors? (e.g. customs about whom to sell to or buy from)

Reference situation: performance of the market system

7. How many people do you employ normally at this time of year? Does it change seasonally? Where do your workers come from? Percentage of men/ women?

8. How much do your workers normally earn? Do they receive other benefits?

9. Do profits change during the year (i.e. seasonally)? At what time of year do you employ the greatest / least number of people? In a normal year, how many staff would be working for you, and what would your profits be?

10. Who normally buys your products or uses your services – rich people, middle-class people, poor people? Could you estimate how much each of these households would typically consume per week?

Is this market usually competitive and well integrated?

11. Do you have competitors? Do you or your competitors control the supply and thus set the price of goods/services? If so, how do you / they establish and maintain this control?

12. Does the pattern of seasonal price variations in your area (affected by disaster) tend to be the same as the pattern in other regions or in the capital (after accounting for transport costs)? If not, why do you think seasonal price variations in this area are different from elsewhere?

Crisis-affected situation (Forecast)

How will the crisis affect the functioning of the market?

13. What impacts / changes do you foresee in your ability to stay in business and employ staff would the crisis unfold?

14. Will any particular market actors or functions in the value chain be especially affected?

15. How will the crisis affect important services or public infrastructure mentioned above?

16. How much more costly will it be to do business as a result of the forecasted crisis? Which business costs will increase (fuel, storage, goods, labour, etc.) and by how much?

How will you deal with this crisis situation?

17. How will you adapt your operations to overcome challenges caused by the forecasted crisis?

18. How will other actors in the market chain adapt? (e.g. input suppliers, transporters, producers)

How will the crisis affect competition?

19. Will the crisis change competition within your sector? (e.g. will some be more severely affected by the disaster than your company?)

20. Do you think you or your competitors will have enough leverage to restrict supply and drive up prices now?

How will the market perform in the aftermath of the crisis?

21. Will your sales increase or decrease? If so, why?

22. Will prices for this product / service increase, decrease, or stay the same, compared with the normal trends for this time of year? Specify by how much.

23. Will certain groups of consumers be unable to purchase these goods / services because of high prices or lack of access to suppliers?

24. What if the purchasing power of your buyers was restored after the crisis and you could continue to employ people?

25. If greater demand for your goods / services in the emergency zone could be guaranteed, to what extent would you be able to increase your supplies / business volumes in the affected area?

26. Will your employees still be available, and are raw materials accessible now?

27. Which factors would be most likely to limit your capacity to increase volumes of business?

Sample questions for larger market actors / key informants

Reference situation: normal structure and functioning of this market system

Market actors

1. Describe the functional steps and people or companies involved in getting this product to market (i.e. from producers via traders and intermediaries to consumers).

2. What functions does each of these people or companies perform in the chain?

3. What in a normal year are typical prices paid along the market chain at this time of year?

Service providers

4. Are there any important services provided by other businesses which support or make this market chain viable? (e.g. input suppliers, transport services, storage facilities, communications, financial services)

5. Are there any important services or infrastructure provided by government / local authorities which support

or make this market chain viable? (e.g. credit facilities, power and water, market places)

Institutions, rules, and norms

6. What laws, formal rules, or regulations have a big influence (positive or negative) on the way this supply chain works?

7. Are there any informal customs, habits, and practices that shape the relationships (e.g. build trust) between market actors? (e.g. customs about whom to sell to or buy from)

Reference situation: performance of the market system

8. Which are the months of highest demand in a 'typical' year? And lowest demand?

9. Please estimate the total combined local production that you and your competitors traded last season (nationally and in the crisis-affected area).

10. Does the price of this product change seasonally? What time of year are the highest and lowest prices usually? What would normally be the price at this time of year?

11. How much stock is generally available in a normal year? (Breakdown by total stock and in warehouse depots up-country.)

12. Who normally buys your products – rich people, middle-class people, poor people? Could you estimate how much each of these households would typically consume per week?

Is this market usually competitive and well integrated?

13. Are there any points in the supply chain where one or two market actors (e.g. traders) are able to dominate or control the supply and thus set the price of goods?

14. Does the pattern of seasonal price variations in the affected area tend to be the same as the pattern in other regions or in the capital (after accounting for transport costs)? If not, why do you think seasonal price variations in this area are different from elsewhere?

Crisis-affected situation (Forecast)

How will the crisis affect the functioning of the market?

15. What impacts / changes will there be in the supply routes from producer via trader to consumer?

16. Will any particular market actors or functions in the value chain be especially affected?

17. How will the crisis affect important business services mentioned above, important government services, or public infrastructure?

18. How much more costly will it be to do business as a result of the emergency?

Which business costs will increase (e.g. fuel, storage, goods, labour, etc.), and by how much?

19. Will your sales increase or decrease? If so, why?

20. What will happen to your access to local production?

21. Will the crisis affect your ability to import? (e.g. damage to ports, rail, roads, or lack of customs staff to clear goods)

22. Will prices for this product increase, decrease, or stay the same, compared with the normal trends for this time of year? Specify by how much.

23. How much stock of these goods will be available right after the crisis? Breakdown by total stock and in warehouse depots up-country, especially in likely disaster-affected area?

24. Will certain groups of consumer be unable to purchase these goods because of high prices or lack of access to suppliers?

How will you deal with the crisis?

25. How will you adapt your normal trading pattern to overcome challenges caused by the forecasted crisis?

26. How well will other actors in the market chain (e.g. input suppliers, transporters, producers, etc.) also adapt?

How the crisis will affect competition?

27. Will the crisis affect the way in which supplies and prices are controlled – and if so, how? (e.g. by reducing the number of businesses in operation, or limiting transport options)

28. Do you think your largest competitor will have enough leverage to restrict supply and drive up prices now?

What if the purchasing power of affected households were restored?

29. If greater demand in the emergency zone were guaranteed, to what extent would you be able to increase your supplies / business volumes in the affected area?

30. Where would you source extra supplies if necessary?

31. Which factors would be most likely to limit your capacity to increase volumes of business?

32. How long would it take you to scale up your trade to meet increased demand?

33. Would there still be certain groups of consumer who would be difficult to supply – for example because of high risks, weak infrastructure, poor roads?

Sample questions for local market actors

Your business (at the reference time and crisis time)

1. How is your business doing? What will be the impact of the crisis on your business? How do traders and community usually cope in difficult times / how are you managing now?

2. Which products / items will you be selling if the crisis began? How much / how many?

3. How much / many are you selling now/at the reference time?

4. What level of stocks are you holding? Is this more or less than normal for you? How much will you hold after the forecasted crisis?

Your customers / buyers (at the reference time and crisis time)

5. Who are your customers? What are their characteristics? (NB: 'customer' means person who buys from you, not necessarily the end-user)

6. How many customers do you have these days? (e.g. number of transactions per week)

7. How many sales will you have at a similar time of year if the crisis unfold?

8. Will the crisis affect your customers' demand for particular products / items?

9. What is your selling price at reference time? And at crisis time?

Credit / debt (at the reference time and crisis time)

10. Do you normally give any of your customers credit? Would that change in case the crisis unfold?

11. How much in total are you owed by your customers? (How many weeks of income?)

12. Do you get any credit from your suppliers?

13. Will you still be able to get credit from your suppliers would the crisis unfold?

14. How much do you owe your suppliers? (How many weeks' supply?)

Your suppliers (at the reference time and crisis time)

15. Who and where are your suppliers?

16. Will this changed would the crisis unfold?

17. Are they any seasonal factors affecting prices and affecting when you buy inputs / supplies?

18. Will your suppliers' prices changed if the crisis unfold? By how much?

19. If demand from your customers increased following the crisis, how quickly could you supply a) the same quantity as before; b) double the quantity; c) three times as much?

20. Do you think you would have to pay more than before to get these supplies / inputs?

What would be your business costs (i.e. transport, storage, rents, etc.)?

21. What are the major costs that you incur in your business apart from purchasing supplies? (e.g. transport, storage, premises, labour, licences)

22. What impact will the crisis have on these costs?

Your competitors (other businesses) (at the reference time and crisis time)

23. How many other businesses (traders) are selling your particular products / items in the same local area as you?

24. What do you estimate is your 'share' of the total market in the area that you serve?

25. Are there any areas nearby that are not getting regular market supplies? If so, why?

The response (at the reference time and crisis time)

26. What are the main problems that you face in doing business now?

27. Are there any restrictions on where you can move goods for sale or buy goods? Market regulations? Will the crisis have an impact on that?

28. What do you think could be done to solve any of these problems (especially those related to forecasted impact of the crisis)? What are the potential immediate and longer-term steps that can be taken to remedy the situation?

29. How will you and your household cope? What changes will you and your family have to make to adjust to the new hardships?

30. Do you know any agencies or governmental structures that would intervene in your area to help you through this time?

31. If you were given cash rather than material aid, what types of goods or services would you purchase first? Where could you spend? Given a choice, how would you prefer to receive assistance with your household food needs? (e.g. food distributions, cash-based help)

32. Given a choice, how would you prefer to receive assistance with your household non-food needs? (e.g. item distributions, cash-based help)

Sample questions for women and men in target households

Your situation in reference time

1. What are the main foodstuffs (cereals, meat, fish, oil, and vegetables) that your household consumes?

2. How do you obtain these basic foodstuffs? (e.g. own production [agriculture, fishing, livestock], purchased in market, collected wild food, gifts from family, barter labour for food,
food aid)

3. What are the most essential non-food items or other services (e.g. transport, loans) that your household used?

4. What were your primary sources of cash income (or benefits in kind) at this time of year? (e.g. wage labour, sale of crops, livestock, micro-enterprise activities, remittances)

Your situation in crisis time (Forecast)

5. How will your household's normal food consumption be affected by the crisis? Which of the different foods (above) will be affected?

6. How big is the gap (deficit) that you will be facing in each of these basic food items?

7. In each case, in what way will the emergency have an impact on your normal consumption? (e.g. destroy your crop, reduce your income, raise prices, reduce availability in market, block your access to market)

Essential non-food items or other services - crisis-affected situation (Forecast)

8. Which of the essential non-food items and services (above) that your household normally uses will be affected by the crisis?

9. In each case, in what way will the crisis have an impact on your normal usage? (e.g. increase your need, reduce your income, raise prices, reduce availability in market, block your access to market)

10. What other urgent non-food or service needs will you have as a result of the forecasted crisis?

Income and/or employment situation crisis-affected situation (Forecast)

11. If you normally rely on casual labour or employment for income, please describe any changes in the amount of work that you will be able to find after the crisis; and/or the wage rates.

12. If you normally rely on selling your own produce (food, livestock, manufactured goods) for income, please describe any changes in the amount that you will be able to sell, and/or the prices that you obtain.

13. In each case, tell us in what way the crisis will affect your normal earnings / income. (e.g. make you unable to work, reduce demand for labour, reduce demand for products, cut transport to jobs, reduce wage rates, reduce selling prices for your goods, change in the way time is allocated to paid and unpaid activities)

Humanitarian response crisis-affected situation (Forecast)

14. How will you and your household cope? What changes will you and your family have to make to adjust to the new hardships?

15. Do you know any agencies or governmental structures that would intervene in your area to help you through this time?

16. If you were given cash rather than material aid, what types of goods or services would you purchase first? Where could you spend? Given a choice, how would you prefer to receive assistance with your household food needs? (e.g. food distributions, cash-based help)

17. Given a choice, how would you prefer to receive assistance with your household non-food needs? (e.g. item distributions, cash-based help)

Annex 6: Questionnaires examples

Example from Oxfam pre-crisis market mapping and analysis done in Nairobi in 2013 on the water market system. The crisis scenario chosen by the Oxfam team was similar to the one that unfold in 2009, which is why crisis time is 2009. Reference time was the time of the analysis, June – July 2013.

Water Market Questionnaires

INTERVIEWER.....INTERVIEWEE.....CONTACT OF

INTERVIWEE.....

WATER VENDOR (PRIVATE KIOSK, CBO KIOSK, CART)

1. Name of Kiosk .....GPS coordinates.....
2. Ownership (Private, CBO, leased, other).....
3. Source of water to the kiosk.....Price at the source (KES).....
4. Are there conditions regarding accessing water at the source? (credit/cash/licence) .....
5. Is the kiosk licensed (Y/S) .....if yes by whom.....
6. Number of kiosks within the locality (village).....
7. Is there an association that registers water vendors (Y/N).....?
8. If 7 above is yes, what is the name of the association.....how many members does it have.....and what does it entail to be a member of the association (e.g. licence, registration fee, connection to NWSC).....
9. Are there rule and regulations governing water vendors?.....
10. Average number of consumers supplied per day.....Total volume sold (litres) .....
11. Price of water per 20litre jerrican (KES) Normal.....Emergency/Crisis.....
12. Who fixes the prices.....
13. Average revenue collected per day (KES) Normal.....Emergency/Crisis.....
14. On average, what do spend per month/day (KES).....and on what.....
15. Reliability of water supply: How many days per week/month do you have water?.....
16. What affects supply of water.....
17. Type of storage available (PVC tanks, elevated steel tanks, stone masonry tanks etc).....
18. Total available storage at the Kiosks (Litres).....
19. How would you rank a majority of your customers (poor, very poor, rich.....). this can be subjective?.....How is the quality of your water?.....
20. Do you supply water on credit? (Y/N) if yes under what terms.....

    How much credit do you have at the moment (KES).....No. of people.....

Credit seasonality……

21. Are there HHs or customers who are discounted or who receive water for free? (Y/N) if yes how many?……and why……

22. Do you face any constraints in your job?……
……and how do you cope……
……
……

(probe on expandability, also ask about illegal connections)

23. How often do you engage with officers from NWSC/WRMA/MoWI……and what support do you receive from these bodies?……
……
.

24. Are you receiving support from any other agency apart from the ones mentioned above?……

25. Are you aware of the Water Act and the different roles of different water agencies?……

26. What improvements would you recommend for your water supply system?……
……
……

Household Questionnaire

Name of respondent: **Telephone number:**

Rent amount: **Assets: (tick) sofa:** **TV:**

Cooking equipment: **Electricity:**

1. How many members are you in this household? Male _____ Female _____
2. How much water do you buy per day?

Use of water	Amount used
1. Cooking	
2. Washing	
3. Drinking	
4. Others	

3. Is this water sufficient? please explain_____
_____

4. Who has the responsibility of collecting water in your household? _____
5. How many water points do you have access to? please indicate name and distance

a) Water point 1 _____

b) Water point 2 _____

c) Water point 3 _____

d) Other _____

6. Which water source do you prefer and why? _____

_____

7. How much time do you spend collecting water each day in normal times? _____in crisis/emergency? _____
8. From when to when do you use each of the water sources mentioned during a normal year 2013? (FILL TABLE BELOW)

Normal Year 2013	J	F	M	A	M	J	J	A	S	O	N	D
Source of water 1:_____												
Source of water 2: _____												
Source of water 3: _____												
Source of water 4: _____												

9. What are the different sources of water per season used during 2011 when food prices were high? (FLL TABLE BELOW)

Emergency Year (2011)	J	F	M	A	M	J	J	A	S	O	N	D
Source 1: _____												
Source 2: _____												
Source 3: _____												
Source 4: _____												

10. Is water available at all times of the year? (seasonal factors) Please explain _____

_____

11. How much do you pay for a 20 litre jerry can of water? Please indicate cost from different sources

Source	Normal	Crisis/emergency
Source 1 _____		
Source 2 _____		
Source 3 _____		

12. What determines the price of water? _____
13. How do you pay for the water? Cash or on credit? please explain the terms of the credit _____
14. What is your average household (male/female) income per day? _____
15. What is your average daily household expenditure? (food, water, fuel, other) _____
16. What challenges do you face in accessing water and how do you cope with them? _____

_____

_____

17. Do you think your water is of good quality? Normal _____Emergency _____
18. In the last 2 weeks has anyone in your household been sick from diarrhoea? If yes how many people? _____
19. Do you do anything to the water to improve its quality? Please explain _____

_____

20. Are you receiving any support currently? Please explain type of support, from whom and for how long. _____

_____

21. Do you have any knowledge on water policy and regulations? please explain _____

_____

22. What do you think should be done to improve access to water (quantity and quality)? _____

_____

Questions for the water truckers

1. How long have you been in the water trucking business?
   - How many trucks do you own?
   - What is the capacity of your truck(s)?
   - What did you use them for throughout the year?
   - Did you use them for water trucking outside Kwa Rueben/Kwa Njenga.

2. Who are your water customers during the:
    a. Normal season June 2013 and how many?
    b. Emergency period of July 2009 and how many?
3. How much water did you deliver per day?
    - Normal Season June 2013
    - Emergency July 2009
4. Where did you get this water from?
    - Normal Season June 2013
    - Emergency July 2009
5. a) What is the maximum capacity that you could scale up to?

    b) What factors limited your capacity to scale up if the extra demand exists?
    - Normal Season June 2013
    - Emergency June 2009
6. a) How much did you charge for water and on what basis?
    - Normal Season June 2013
    - Emergency Season July 2009

    b) What affects that price? (road, fuel, NGOs)
7. Who are the customers that buy big volumes and how much did you charge?
    a. Normal Season July 2013
    b. Emergency July 2009
8. a) Are you aware of other ways of organising payment for water e.g. through the provision of water vouchers to consumers? (May need to explain the concept of voucher system). Do you think you could work with this kind of system?

    c) What do you see as the advantages and disadvantages of this type of a system (for yourself and the community)?
9. a) What's the furthest distance that you go to deliver water?
    - Normal Season June 2013
    - Emergency July 2009

    b) Are there any areas that you can't or won't go to?
    - Normal Season June 2013
    - Emergency July 2009
10. How did the emergency affect your business (price, costs, volumes etc)?
11. a) Who are your other competitors in the water trucking market (individuals, groups or NGOs or Govt?
    - Normal Season June 2013
    - Emergency July 2009

    b) How did you compete or collaborate with them?

- Normal Season June 2013
- Emergency July 2009

12. What are the main problems you faced in your business?
    a. Normal Season June 2013
    b. Emergency July 2009
13. What motivates you to stay in water trucking business?
14. Are there any laws or regulations that affect your business, if yes how did they affect you?
    a. Normal Season June 2013
    b. Emergency July 2009

Water Ministry Interview

1. Number of customers/connections for entire of Nairobi County
2. Number of customers/connections in the informal settlement
3. Volume of water supplied per day for Nairobi County (is the water enough to meet all demands?), if not what is the deficit?
4. Volume of water supplied per day for informal settlement
5. What are the requirements for one to have an Individual Connection
6. What are the requirements to set-up a water kiosk
7. What is the price of water KES/M3 to individual connections? Water kiosks?
8. What is the number of legal/licensed water vendors in the informal settlement? How many are currently functioning? (we can ask this on Mukuru Kwa Njenga, Kwa Ruben, Lunga Lunga)
9. Pressure and volume of water reaching the informal settlement is very low forcing water vendors to incur extra cost on pumping water to their tanks. These contributes to the cost of water, are there plans to solve this problem?
10. What is the volume of the unaccounted for water per day/week/month/year?
11. What percentage of the unaccounted for water is attributed to the informal settlement? What are you doing to minimise this?
12. In the informal settlement, the water quality reaching the kiosks is compromised, are there any plans to improve on that? What are these plans?
13. What challenges are you facing in supplying water in the informal settlement
14. During the emergency (July, August 2009) your organisation trucked water to various estates within Nairobi County, how was water accessed by the different groups? How did you do your targeting, what was the source of your water then, how did you ensure quality of water supplied was not compromised, how many trucks were dedicated to the informal settlement? What volume was supplied to the informal settlement, what volume was accessed per HHs, what was the cost of water? ETC

Annex 7: Pre-crisis market mapping and analysis report template

Section 1: Executive summary, or brief

This is the key summary of the context, findings and recommendations of the PCMMA. This mirrors the outline of the main body of the report and has brief and succinct sections on:

- *Background*
- *Rationale and methodology for the analysis*
- *Selection of scenario – with key background data*
- *Selected timeframes (e.g. reference time (time of year and date), crisis time (date, and good year (date)*
- *critical markets and key analytical questions*
- *Main findings*
- *Response recommendations*

Section 2: Crisis scenario

This section is important, both to other practitioners on the ground, but also to a wider audience, including donors, policy makers NGO managers. The following information is vital in order to put the findings in context.

- *a brief description of the selected emergency / crisis – its history, prevalence, cause and forecasted impact;*
- *The need for humanitarian response would the crisis unfold and potential pre-existing chronic needs*
- *A quick overview of humanitarian responses to date to this type of crisis and the expected response would the crisis unfold.*
- *an explanation of the agency's role and geographical area of responsibility;*
- *key findings from desk review (HEA, EFSL, WASH etc);*
- *key background information concerning, for example, the socio-economy, livelihoods, political context (if appropriate) of the target population;*
- *Selection of reference and crisis times*

A brief description (half a page) of the market analysis methodology used and activities undertaken to produce the report is vital for establishing credibility. It should cover the following topics:

- *composition and experience of the team, and any training provided;*
- *fieldwork locations and methodology (e.g. number and types of interview);*
- *how leadership and support were provided to the PCMMA Market Team.*

Section 3: Critical market systems

This section summarises the decision process that was undertaken in order to select specific critical market systems. It explains – briefly – how you got from a general understanding of emergency needs to a list of candidates for market-system analysis.

- *What are the critical market systems for the affected population?*

- *Which systems will the pre-crisis market mapping and analysis look at, and why have they been selected?*

Include here the key analytical questions that the team have framed, based on the needs analysis and the selection of critical markets. These key analytical questions should then form the basis of the rest of the analysis.

Section 4: The target population and gap analysis

This section summarises the available information about the target population, including what was known before the fieldwork and afterwards. It will be predominantly based on existing documents and information. Please specify where the information came from.

- *overview of target population: numbers, locations, livelihood profile, and general situation;*
- *target groups within the population: how disaggregated on particular lines, and why;*
- *seasonal calendar(s) to illustrate key features of livelihoods, if relevant;*
- *forecasted impacts of the crisis on different target groups in general (e.g. changes in household income and expenditure profiles).*

The gap-analysis results will probably take the following form:

- *a matrix that quantifies the priority needs for each target group and shows the total gap estimated for the target population;*
- *information about the likely duration of gaps, the access constraints, and the preferences expressed by different target groups about the form of assistance that they need.*

Section 5: Market-system maps and analysis

This is the main descriptive section of the report. Try to keep it succinct. It is important to look at the key years selected starting with the reference time.

For both reference and crisis times, identify and detail the major actors in the critical market system selected and analyse the market capacity and expandability. In this section, it is important to reference the maps that have been created. These can be displayed in the Annex, but this is where to analyse the findings from the maps.

The market-analysis results will take the form of answers to your key analytical questions:

- *Key analytical question 1*

XXX

- *Key analytical question 2*

XXX

NOTE: an important element of this section is to highlight the gaps in your knowledge that are due, for example, to limited information / time / team analytic skills. What you don't know, but probably need to know, may be as important as what you do now understand.

Section 6: Comparing the gap in needs with the market capacity

This section should summarise the main insights and interpretations that you and the team have gained from the analysis. You can compare 2 gaps: the chronic gap and the forecast crisis gap.

To allow for easy interpretation, this can be presented in a table format:

Key actors	Findings	Implications for Oxfam's response
Major Actor 1 Key Finding	Key Finding 1	Implication 1
	Key Finding 2	Implication 2
	Key Finding 3	Implication 3
	Key Finding 4	Implication 4
Major Actor 2	Key Finding 1	Implication 1
	Key Finding 2	Implication 2
	Key Finding 3	Implication 3
Major Actor 3	Key Finding 1	Implication 1
	Key Finding 2	Implication 2
Learning from past seasons		

Having thought through the table of key findings, it is important to make clear the response analysis that was formed as a result.

This can also be presented in table format. See the response option table provided as an example in this guidance page 74.

Section 7: Main recommendations and conclusions

This section is basically a summary of the outputs from the above processes.

Response logic

Both planned emergency response would the forecasted crisis unfold and longer term/DRR interventions that can be implemented immediately.

Do the findings above essentially direct us towards a response that relies on the market system performing well (e.g. cash), or one that assumes that it cannot do so (e.g. relief)?

How feasible is it to change the market system's capabilities through supportive interventions?

Response options

Advantages, disadvantages, and feasibility of the main candidates for response activities.

Response recommendations

Activities or combinations of activities that the Market Team is proposing, including recommendations for further investigation and monitoring activities – including the M&E framework.

Annex 8: Implementing good quality market based programming

This Annex is meant to become a chapter of this Pre-Crisis Market Mapping and Analysis in a future version. To do so we need your feedback and tips on how to implement good quality market based programmes. Do send your feedback via the PCMMA feedback system at www.emma-toolkit.org.

The objective is not to develop comprehensive standard operating procedures on market-based programming but to provide tips and advises on what to keep in mind during the design and the implementation of a market based project.

In any case before implementing market based programmes, involve your agency long term team as development practitioners often have more in-depth knowledge of market based programmes.

Annex 9: Resources

1. BASELINE REPORTS AND TERMS OF REFERENCE

Afghanistan, Market Baseline Assessment:

- Humanitarian Aid and Civil Protection, Oxfam (2013) 'Emergency Market Mapping and Analysis (EMMA) Report Badakshan, Afghanistan: Drought Response.' http://ercconsortium.myknowhowcloud.com/item/5de413bc42944c25ab02d07a8e7c7bb8

- Learning Summary: Afghanistan (Internal documents)

Guatemala, Market Baseline:

- Oxfam (2013) 'Emergency Market Analysis: Supplementing and adapting the Emma and GEM Methodologies in Guatemala, Chiquimula.' http://ercconsortium.myknowhowcloud.com/item/728500a51b0a45e489c3a4880aa2e371

- Oxfam (2013) 'Linea de Base – Analisis De Mercardos Terminos De Referencia.'

- Learning Summary: Guatemala (Internal documents)

Kenya, Urban Market Baseline:

- S. Mohanty, Oxfam: Kenya (2013) 'Emergency Market Mapping and Analysis.' http://ercconsortium.myknowhowcloud.com/item/695aefebb25f4daf87355670c6340003

- Oxfam in Kenya (2013) 'Kenya Urban Market Baseline Assessment Terms of Reference.'

- Learning Summary: Kenya - Mukuru (Internal documents)

Myanmar, DRR-focused Emergency Market Mapping and Analysis (EMMA):

- The International Rescue Committee (2012) 'Emergency Market Mapping and Analysis (EMMA) of Rice Market System in Paletwa Township, Chin State, Myanmar.'

- IRC After Action Review of DRR-focused EMMA in Myanmar Report (Internal documents)

Somalia, Market Baseline Assessment:

- Oxfam in Somalia (2013) 'Market Baseline Assessment.

- Oxfam (2013) 'Labour Market – Mogadishu.' http://ercconsortium.myknowhowcloud.com/item/2c042f72e7494efba9f101600e9c64bd

- Learning Summary: Somalia (Internal document)

South Sudan, Market Baseline Assessment:

- Oxfam (2013) 'Emergency Market Mapping and Analysis of Agricultural Labour Market Systems: Western Bhar El Ghazal and Warrap States.' http://ercconsortium.myknowhowcloud.com/item/ed1c38fa5e1741f79a342552daa3814d

Yemen, Market Baseline Assessment:

- Humanitarian Aid and Civil Protection, Oxfam, Care, Mercy Corps, Islamic Relief, Save the Children (2013) 'EMMA Emergency Market Mapping and Analysis - Al Hodeidah , Yemen.' http://ercconsortium.myknowhowcloud.com/item/374b8b5fe3354ba6aece49d8f2bd055a
Oxfam (2012) - 'Hodeidah, YEMEN 'Market Baseline Assessment ToR.'

2. SUPPORTING DOCUMENTS

Reports:

Oxfam (Feb 2012) 'Water Trucking Market System in Harshin, Ethiopia.'
Available at: http://emma-toolkit.org/wp-content/uploads/EMMA-ETH-FinalReport_200312.pdf

Oxfam GB (February 2012) 'Water trucking Market system in Harshin: Summary of key findings and implications for response modalities.'
http://ercconsortium.myknowhowcloud.com/item/e257d37ef7a54bfb8364fc052fd5fef9

Oxfam (2013) 'Analyse des marches de l'eau et du traitement de l'eau a Uvira, Republique Democratique du Congo.'
Available at : http://emma-toolkit.org/wp-content/uploads/87-Rapport-EMMA_Uvira-Fev-2013.pdf

Action for Enterprise (2013) 'Market Development for Disaster Risk Reduction (M4DRR).'

World Food Programme (2013) 'Food Market baselines: The case of the Western Basin study.'

Care International, Concern Worldwide, Oxfam GB (2009) 'Food Security Intervention Recovery and Development in Nairobi Urban Settlements'

Bukavu, RDC. Unicef, Pooled Fund RDC, Village Assaini & Oxfam (2009) 'Analyse et Cartographie des Marches De L'Acces a l'eau Potable, aux produits de traitement de l'eau a domicile et aux latrines.'
Available at : http://emma-toolkit.org/wp-content/uploads/DRC_2013_WASH.pdf

Oxfam (2012) 'Water Market System in Wajir – Kenya.'
Available at: http://emma-toolkit.org/wp-content/uploads/34-Water-Market-System-in-Wajir-with-Annexs.pdf

Oxfam GB, KFI, CONCERN, COM and RDISK (2009) 'Emergency Market Mapping and Analysis of Rice Market System, Calamba City, Laguna, Philippines.'

Available at: http://emma-toolkit.org/wp-content/uploads/EMMA_Calamba-City-Rice-Market-Final-Report1.pdf

Terms of reference:

Oxfam (2012) 'Ethiopia EMMA Terms of Reference.'

K. Deniel (2012) 'Termes de References Etude de Marche (Emergency Mapping Market Analysis 'EMMA')'

Training:

Cambodia : 'Market Baseline Assessment training - Detailed Agenda.'
http://ercconsortium.myknowhowcloud.com/item/c1478807c41b43a5b8f8bd69a56e253a

Wajir, Kenya: 'WASH EMMA assessment and training – Detailed Agenda.'
http://ercconsortium.myknowhowcloud.com/item/2713f033f88445f79621df1e5854fb0a

South Sudan : 'Market Baseline Assessment and training – Detailed Agenda.'
http://ercconsortium.myknowhowcloud.com/item/304531dcc0c945b89e0f11003eb1bc8d

Philippines: 'Emma Practical Training Philippines, 2011 – Training Terms of Reference.'

Oxfam GB (2013) 'Market Analysis and Mapping Bamako – Mali: Brief Results of Emma Training.'

Oxfam Mali (2013) 'Organisation d'une Formation Analyse de Marches au Mali.'

3. OXFAM DOCUMENTS DEVELOPED TO SUPPORT ERC PHASE 1

Oxfam (2012) 'Checklist for Market Baselines.'

Oxfam (2012) 'Oxfam Evaluation Form: Market Baseline Assessment for preparedness, emergency and early recovery.' (Humanitarian Aid and Civil Protection)

Oxfam (2012) 'Oxfam Learning Report Format: Market Baseline Assessment for preparedness, emergency and early recovery.' (Humanitarian Aid and Civil Protection) http://ercconsortium.myknowhowcloud.com/item/a80c5a2ceed54fc7aaff8c2a34223409

Oxfam (2013) 'Oxfam Market Assessment Focal Point Pack.'

Oxfam (2010) 'Market Analysis in Preparedness, Relief and Recovery On the Job training.'

Oxfam (2012) 'Structure of a baseline report.'

Oxfam (2013) 'Market Assessment Training Outline.'

References

1 https://dgroups.org/dfid/mic

2 http://emma-toolkit.org

3 These definitions are inspired from the EMMA tool kit (http://emma-toolkit.org) and from Oxfam Standard Operating Procedures for working with Markets and Cash http://www.cashlearning.org/resources/library/426-working-with-markets-and-cash---standard-operating-procedures-and-guidance-notes

4 Enhanced Response Capacity, ECHO funded project called 'Building institutional capacity for timely food security emergency response to slow onset crises at scale'.

5 For market analysis after a shock refer to the EMMA tool kit: http://emma-toolkit.org; the Red Cross Rapid Assessment for Market (RAM) and Market Analysis Guidance (MAG) and the Market Structure-Performance-Conduct terminology as used by FEWS NET.

6 For guidance on market analysis in slow onset emergencies, see the EMMA Short Guidance "Applying EMMA in slow onset disasters" section, page 32.

7 The ERC consortium is developing a user-friendly and practical set of modules to analyse markets in a non-immediate post-crisis time to design economic recovery and strengthening, and resilience building programming for vulnerable HHs in unstable or crisis prone environments. It will aim at designing programmes for the 1) improvement and / or diversification of the income of very vulnerable HHs in crisis prone or unstable environments (existing markets or new economic opportunities), and 2) the improvement of the conditions under which very vulnerable HHs access basic needs and services, as consumers, in crisis prone or unstable environments.

8 For more information about the HEA refer to: https://www.savethechildren.org.uk/resources/online-library/practitioners'-guide-household-economy-approach

9 http://www.odihpn.org/hpn-resources/network-papers/response-analysis-and-response-choice-in-food-security-crises-a-roadmap

10 http://www.ifrc.org/Global/Publications/disasters/vca/whats-vca-en.pdf

11 http://policy-practice.oxfam.org.uk/publications/participatory-capacity-and-vulnerability-analysis-a-practitioners-guide-232411

12 http://emma-toolkit.org/

13 Rapid Assessment for Markets developed by the Red Cross Movement

14 As mentioned above, the resilience aspect is not fully covered under this guidance. This is a limitation of the guidance but will be addressed in revisions to this document.

15 M4P: http://www.m4phub.org/what-is-m4p/introduction.aspx GEM: http://policy-practice.oxfam.org.uk/our-work/food-livelihoods/gem

16 See CaLP Minimum requirements for market analysis in emergencies : http://www.cashlearning.org/resources/library/351-minimum-requirements-for-market-analysis-in-emergencies

17 http://ercconsortium.myknowhowcloud.com/item/274c4b20722c411ca5baff3af978f824

18 Potentially including Cash Emergency Preparedness (CEP) work: CEP has been developed by Save the Children and piloted under ERC phase 1 in several countries including Nigeria, Indonesia, Myanmar, South Sudan, Mozambique and Nepal. As part of CEP a market assessment is carried out to ascertain if markets would have the capacity to respond or not to the use of cash for emergency response.

19 Advert for Analysis Team Leader can be posted on the usual websites (ALNAP, Relief web, etc.) but consider also using the Markets in Crises DGroup: https://dgroups.org/dfid/mic

20 For more on the seasonal calendar, refer to the EMMA toolkit p.22

21 Refer to the EMMA tool kit p.123 on how to calculate volume of production and trade.

22 http://foodsecuritycluster.net/sites/default/files/WFP-Oxfam%20Market%20Brief%20final.pdf

23 For the full report see:
https://ercconsortium.myknowhowcloud.com/portal/files/*_YmI2MWY2ZjJhN2NkNDdmM2IwMDE5YzhlZTk3MDA xZDY-

24 http://www.cashlearning.org/downloads/lrp-markit-presentation-dc-calp.pdf

25 A report template can be found in Annex 7

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The ECHO funded project 'Building institutional capacity for timely food security emergency response to slow onset crises at scale'; Oxfam, Save the Children and Concern Worldwide jointly delivered a project designed to improve preparedness and increase the speed and appropriateness of responses in slow onset food security crises. This was based on a comprehensive approach which combined the use of market analysis, the use of a context appropriate framework for contingency planning and response analysis, and through increased operational preparedness

Humanitarian Aid and Civil Protection