

FAQS FOR MARKETS IN CRISES COMMUNITY* OF PRACTICE

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INTRODUCTION

The Markets in Crises (MiC) Community of Practice includes almost 2,000 people with varying experience of market analysis and market-based programming. Members are welcome to post on the DGroup any relevant question they may have. The MiC Advisory Committee has however noticed that certain questions keep reappearing as new members join the group. This document aims to centralise and formalise answers to the 21 most frequently asked questions on the MiC forum.

The MiC Advisory Committee has also noticed that the concepts and terminologies used by group members are often surprisingly different. In addition to providing information to new MiC members, this document also intends to lay the foundations of commonly agreed concepts so that the MiC membership can have a solid ground for further discussions.

The MiC Advisory Committee encourages all MiC members to read this document and to keep its contents in mind when contributing to the listserv. If you have suggestions for additional FAQ to be included or for updates to the current ones, please contact resilientmarkets@secpnetwork.org.

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GENERAL QUESTIONS

-relevant to both humanitarian and development-

FOCUSED MARKET ANALYSIS AND MARKET BASED PROGRAMMING



What is market-based programming? Is it the same thing as using cash and voucher assistance to deliver programming?

Market-based programming is a broad term that is used to describe many different things. It refers to any type of humanitarian or development program that works through or supports local markets, whether using them to deliver emergency relief or proactively strengthening and developing local market systems. Cash and Voucher Assistance (CVA) are a means of delivering market-based assistance, by supporting demand (e.g., an agency delivers cash or vouchers to beneficiaries, who in turn purchase what they need in local markets) and/or by supporting supply (e.g. an agency provides cash to traders, who can restock their businesses with items that are in high demand).

That said, market-based programming encompasses much more than just CVA. It can also involve many other types of interventions. In emergency contexts, these interventions may include helping small-scale business people to access microloans; advocating to government actors to repair key transport routes; or providing assistance to help market actors to restock following shocks. Though many humanitarian organizations have a strong focus on CVA, during the market analysis and program design processes, we should also consider the relevance of other types of market-based programming. The whole range of market-based programming is displayed in the [Market Based Programming Framework](#).

In particular, we should consider whether market support interventions - activities intended to support the supply side of markets - are needed alongside (or potentially even instead of) CVA in order to help restore market activity and be better able to offer essential goods and services to crisis-affected people. This in turn can improve the feasibility of CVA. For more information on market support interventions, refer to [Market Support Interventions in Humanitarian Contexts: A Tip Sheet](#).

Outside of immediate emergency contexts, market-based programming refers to a range of interventions focused on improving and protecting livelihoods by developing markets. Programming of this type may involve efforts to create more job opportunities overall or to help people, often vulnerable people, within the market system to derive more income from their engagement with the market system. There are lots of resources available online for working in market systems. [BEAM Exchange](#) has excellent resources on market systems and [Marketlinks](#) has tools and trainings on value chains (a core piece of a market system).

Q. 2

Why should we work with markets in humanitarian contexts?¹

Markets are recognised as vital assets of any given community and as a lifeline for the majority of the world's population. When a crisis hits, markets are affected: purchasing power often plummets due to a loss of income and livelihoods opportunities, supply can become more difficult, product quality may decrease.

But markets are dynamic and resilient by nature, and in the face of many different types of crises, they tend to cope and rarely collapse. Crisis-affected households are able to cover their first emergency needs via the local markets, long before aid supplies can reach the area. Market stakeholders find new ways to produce, exchange and consume.

Despite this, traditional aid often overlooks these market systems. It may bypass them through the direct delivery of in-kind assistance and can undermine them by not considering how crisis-affected households interact with markets to cover their basic needs. This ultimately undermines recovery. As such, markets are increasingly considered both a means of supporting the delivery of assistance as well as a potential target for direct assistance, in order to boost livelihoods and economic recovery. Beyond increasing the effectiveness of humanitarian response, the collection and use of market data can support humanitarians to better understand how crisis-affected people cover their needs or get an income through the markets.

Looking at needs from a more holistic perspective also forces us, humanitarians, to embrace a more people-centered approach as opposed to our traditional agency and sector-focus lens. Working with markets can help pave the way to longer term recovery, building linkages that can sustain and ultimately ensure better need coverage and livelihoods opportunities.

1. From: CaLP Market tip sheet; Mercy Corps, 2018, Beyond Cash, Making Market work in crisis; SEEP Network, Minimum Economic Recovery Standard, 2017.

What is market analysis, and what are the main approaches to market analysis used in the humanitarian field?

Broadly speaking, **market analysis** refers to the process of gathering and using information about markets to inform decisions. It can mean many different things and can be conducted in countless contexts and for a number of very different reasons. In early recovery and development contexts, market analysis can be conducted to identify sectors with high potential for growth, to inform the development of business strategies for individual enterprises, to identify skills gaps and other challenges that act as barriers to good employment, and for other information purposes. Of course, market analysis is also conducted in the developed world, for many of the same reasons. Before starting any market analysis, it is very important that the team is clear about what they hope to learn.

Meanwhile, **emergency market analysis** is distinct in that it is used in humanitarian contexts, normally in order to determine whether and how relief interventions (that provide lifesaving goods and services to disaster-affected people) should work through local markets (i.e. by providing cash grants or vouchers, or through local procurement) and/or otherwise support local markets. Emergency market analysis should ideally be conducted as part of a broad needs and context assessment, before a modality (or modalities) of assistance has been decided. It can be carried out before or after crises occur, and before or during program implementation. [EMMA](#), [PCMA](#), [RAM](#) and the [48-Hour Tool](#) are some well-known examples of approaches to emergency market analysis.

Q.4

Why should we do market analysis?²

Market assessment is now a commonly agreed step as part of a given situation analysis that can be undertaken at an agency level to feed into a project design or as a coordinated exercise to feed into a response design. In most cases, market analysis will determine market functionality in a given area to:

- 1- Assess if local markets have the capacity to sustain the delivery of all or a portion of the envisioned humanitarian response in a timely and cost effective manner (i.e. is the supply able to meet the expected demand?);
- 2- Highlight appropriateness of such response delivered using local markets (i.e. are there concerns related to market environment, power or integration that should be looked at?);
- 3- Eventually identify if the market needs support, and if so what type.

Based on the above, market analysis exercises intend to reach one or more of the following objectives:

- ▲ **Limit the risk of interventions having a negative effect on local markets** by understanding the local markets and designing interventions that are not “market-blind”.
- ▲ **Design emergency responses that rely on the local market** (e.g. using Cash and Voucher Assistance or In-kind with local procurement) to help promote earlier recovery of the local economy.
- ▲ **Design post-crisis market support interventions** so that local markets can be used to deliver emergency responses, which will build on local knowledge and help market actors to get back on their feet quicker (e.g. distributing grants to traders so they can restock and for CVA to become appropriate).
- ▲ **Improve agency preparedness and support contingency planning exercise:** Pre-crisis market analysis exercises can increase the effectiveness of future emergency response by:
 - Providing a baseline picture of how critical markets function and how people access them when they are not under stress, during the reference time.
 - Understanding the impact future crises will have on critical market systems, especially

2. From: Pre Crisis Market Analysis Guidance, IRC, 2017; Market Information framework, IRC, 2018; Participant workbook, market training, Key Aid Consulting, 2018.



people's access to them, and the nature of the trading relationships between the different market actors. This will support more effective and timely emergency responses by pre-identifying preferred response options, creating a relationship with traders, etc.

- 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 local markets.
 - Identifying which market systems are pivotal to people's basic needs coverage and livelihoods during a crisis, and therefore may need strengthening prior to a crisis to build in resilience.
 - Creating awareness around market-based programming with in-country stakeholders for improved future emergency responses.
- ▲ **Mitigate the impact of a predicted crisis** and help build resilience by identifying which parts of the market may be affected and how they will be affected. As mentioned above, this can also be used to understand how critical market systems function and how people access them during the reference time. Immediate interventions can be designed to protect and/or reinforce the market and the way people access it before the crisis strikes.
 - ▲ **Trigger early action** by providing refined market-related monitoring and early warning indicators that can be followed and integrated into an Early Warning System.
 - ▲ **Build own staff and partners' capacity in market analysis** and change the general attitude toward market-based programming. Doing early market analysis can be a critical tool in building staff understanding and knowledge about important markets they are working with or likely to work with in the case of an emergency. It can also help teams working in different field locations to build common understanding of challenges and how to resolve them in market-appropriate ways. If non-program staff (procurement, finance) are included in capacity building it can help them understand why activities may be done differently than in previous emergencies, meaning that operational requests move through the system more quickly when the emergency hits. This capacity building objective should not be a standalone objective but should rather be coupled with one or more of the other activities mentioned above.

Q.5

What do we get out of doing a market assessment?

In crisis settings, depending on the set objectives, market analysis will then serve to inform one or more programme decisions related to:

- ▲ The most appropriate delivery modality for emergency response;
- ▲ The relevance of supporting the local market after a crisis to promote recovery and/or be in a position to use the local market to deliver the response;
- ▲ The relevance of supporting the local market prior to a crisis to strengthen market actors and market access so that it can better withstand shocks; and
- ▲ Indicators to integrate into monitoring and Early Warning Systems (EWS) to pre-empt upcoming crises.

In practice, a lot of market analysis undertaken in the aftermath of a crisis are used to inform the selection of the most appropriate modality to deliver a response. While this is a step in the right direction, practitioners should also consider looking at market support interventions on a more regular basis.

When should we do market assessment?

Market assessments are an essential component of a situation analysis, and should be used to inform responses across sectors and delivery modalities. They are also a critical element of contingency planning and preparedness. As a result, you may be undertaking a market assessment in the following situations:

- ▲ Pre-crisis, to feed into contingency planning and/or to inform the design of market strengthening interventions so that markets became more resilient to future shocks.
- ▲ Immediately after the crisis, using a light touch approach (e.g. RAM, 48H toolkit) to help determine which modality will work best to deliver your response
- ▲ In the aftermath of a crisis, to inform market support interventions, in case local markets are not able to supply the goods and services needed for people to cover their basic needs.
- ▲ During the recovery stage, to inform livelihoods or market strengthening interventions so that people increase their income, the supply of basic goods becomes more stable, and market systems are better able to serve the poor.

Remember though that a market assessment is not a standalone exercise and data from other types of assessment (e.g. need assessment, risk assessment) will always be necessary to design a response.

Beyond the initial assessment you may want to continue monitoring markets, particularly during the response implementation, as markets can change quickly.

Q.7

Where can I find out what market studies are already available and/or what studies are being planned?³

If you are in the field, the best place to start is with the coordination body(ies) relevant to your planned response, such as the Cash Working Group and/or the WaSH, Shelter and/or the Food Security Clusters, in the country/region where you are planning to do the assessment. Very often the most detailed and up-to-date information is available only at the country level. Even if member organizations don't have a formal report to share, they may still have datasets and other local knowledge that could be extremely valuable.

The [MiC library on the SEEP Network's website](#) includes many market assessment reports from all over the world. Type the name of the country you are interested in into the search box, and see which (if any) resources pop up. Please note that the library only includes the documents that MiC members have contributed over the years, so though it is always growing, it is not comprehensive. (And if you know of a market assessment report that does not appear in the MiC library, please contact SEEP at resilientmarkets@seepnetwork.org.)

Once you have searched the library (and, if possible, asked around within local coordination bodies) for relevant resources, we encourage you to write a message to the MiC listserv, explaining what information you are looking for and why. Be sure to ask about not only what assessments have already been conducted but also about what assessments are being planned.

3. I'm doing a market assessment in x country and want to know if any other organizations or government actors have already conducted or are planning to conduct a market assessment so that we can build off existing information rather than duplicate it.

How can I find a good expert/consultant to lead a market assessment and/or a market assessment training?

Often, the best ways to find a consultant for a market training and/or assessment are through your personal networks and by circulating a TOR on the MiC listserv. (You can find some sample ToRs for EMMAs and PCMAAs [here](#), though these will obviously have to be adapted based on the context, scale and scope of your assessment.) It may also be worth asking other organizations that you work with, or colleagues in your organization's headquarters, if they have any recommendations for consultants. Be very clear about what type of assessment/training you are trying to organize, and make sure the consultant you select has relevant skills and experience, since almost everyone has their own understanding of the term "market analysis"! Finally, be sure to start the search as soon as possible, as often the best consultants are booked many months in advance!

QUESTIONS ABOUT HUMANITARIAN MARKET ANALYSIS AND MARKET BASED PROGRAMMING SPECIFICALLY



What are the best tools for emergency market analysis at different stages of an emergency? What languages are they available in?

There are many good tools for emergency market analysis; some of them very rapid and others more involved. Be sure to find out if your organization has specific standards or preferences for which tool to use in a given context. As a good rule of thumb, you should aim to keep market analysis as light as possible while still capturing the information needed to make programming decisions in your context. You should be aware that most emergency market analysis tools are intended to help you answer the same basic questions, so which tool you use is actually less important than your comfort level using a given tool, as well as the overall quality of the assessment you carry out. A brief description of some of the best known emergency market analysis tools is provided below, including some information on the optimal context for which the tool is designed. The IRC's [Revised Market Information Framework](#) may help you to choose which of these tools is most appropriate for a given context or purpose⁴.

Note that all of the tools/guidance documents listed below are **starting points only** and will need to be adapted to make sure they capture the information that will be most useful in each context. (These resources are also housed in the [MiC library](#).)

[48-Hour Tool](#) – developed by Oxfam, facilitates an extremely light and quick market assessment to provide a basic understanding of the emergency food security and livelihood situation within the first few days after a rapid-onset disaster to enable humanitarians to design initial responses that can meet immediate needs and protect livelihoods. It contains two short sections on markets, which can be conducted in isolation from the rest of the questionnaires.

[Multi-Sector Market Assessment](#) – developed by UNHCR, this resource provides standalone guidance on conducting rapid, commodity-focused market analysis in a post-shock context, mainly intended to determine the feasibility of using CVA to deliver a given program, with short section on market support programming. Includes clear guidance on how to incorporate information on needs and preferences of the target population and on analysis. A bit like a cross between RAM and EMMA, with the detailed

4. The Cash Learning Partnership also offers a face-to-face training in Market Assessment Tools. Watch CaLP's [training calendar](#) to find out about upcoming opportunities.



narrative of EMMA and the convenience of ready-made questionnaires.

[Rapid Assessment for Markets \(RAM\)](#) – developed by ICRC, RAM provides standalone guidance on conducting rapid, commodity-focused market analysis in a post-shock context. It is mainly intended to help users decide between a cash-based or in-kind response. It includes ready-made questionnaires, but does not gather data from the target population's perspective.

[Emergency Market Mapping and Analysis \(EMMA\)](#) – co-developed by IRC, Oxfam and Practical Action – This 10-step approach to post-crisis market analysis helps to inform the selection of both direct (i.e. CVA vs. in-kind) and indirect (i.e. market support) responses. Includes extensive guidance on concepts. Questionnaires must be developed for each assessment, but example questions are provided. Can be used for simple commodity or more complex market systems, including service market systems.

[Remote Cash Toolkit](#) – developed by NRC, this is a stripped down toolkit for assessing the feasibility of using CVA in insecure, remote management contexts. The market assessment piece is only a small part of the full toolkit but can be conducted in isolation.

[Pre-Crisis Market Analysis \(PCMA\)](#) – an IRC and Oxfam-developed approach to adapting post-crisis market analysis tools (such as the ones listed above) to the pre-crisis context. It includes some guidance on how to monitor markets and update the analysis following the initial assessment.

Also consult the Minimum Economic Recovery Standards ([MERS](#)), a publication of the Humanitarian Standards Partnership (HSP), which provides guidance on best practices for market work in emergencies, and is part of the Sphere Standards. The MERS will provide your team guidance on specific issues that may be important for you to focus on during your assessments. MERS' Annex A (pp. 157-161) provides an overview of many common market assessment tools, for both emergency and non-emergency contexts. Meanwhile, the [Minimum Standards for Market Analysis](#) - another HSP publication - provides guidance on standards to follow to ensure a high quality market assessment, regardless of which tool you are using.

How can I tell whether markets are functioning?

How to assess whether markets are functioning depends on why you need to know as well as the nature of the context you are operating in. Most commonly, humanitarians want to know whether markets are functioning for three main reasons:

- (1) to know if markets have the capacity to deliver part or all of the needed assistance (e.g., through a cash-based modality) within a reasonable timeframe and without significant price increase;
- (2) to understand if a response delivered through the market is not only feasible but also appropriate; and
- (3) to understand what kind of market support programming may be useful in a given context.

The IRC's Revised Market Information Framework helps pinpoint the market-related data that is needed to answer these questions. The below table, adapted from the Framework, presents an overview of the types of information needed to answer the first two questions listed above- in essence, the data that tells you to what extent markets are functioning. Clicking on each question will bring you to a detailed data list that presents the specific pieces of market-related data needed to answer it.

KEY QUESTION I [Does the market have the capacity to deliver part or all of the needed assistance?](#)
(e.g., through a cash-based modality or local procurement)

OVERVIEW OF INFORMATION NEEDED TO ANSWER THE KEY QUESTION

- ▲ Target population needs and preferences
- ▲ Target population's access to markets
- ▲ Quality of goods available
- ▲ Vendor attitudes and capacities



KEY QUESTION | [What else might determine the appropriateness of delivering the response through the market?](#)

OVERVIEW OF INFORMATION NEEDED TO ANSWER THE KEY QUESTION

- ▲ Market integration
- ▲ Power dynamics
- ▲ Expected impact of assistance
- ▲ Projected cost of different modalities

In some cases, a “lighter” assessment (i.e. one that focuses primarily on the market’s capacity to deliver needed items and may not explore the appropriateness of a market-based response in much depth) may be sufficient. To quote the [Market Information Framework](#) (p. 4),

“On the one hand, lighter data collection processes are obviously less of a burden on field teams and are therefore more feasible to carry out in the context of limited time and resources. On the other hand, lighter market analysis runs the risk of overlooking other important factors that influence how markets function, potentially leading to responses that inadvertently do harm and/or that neglect relatively straightforward opportunities to improve overall market function.”

This table, reproduced from page 24 of the [Minimum Standards for Market Analysis](#), presents some of the criteria that may be used to help determine the level of analysis required for an emergency-focused market assessment.

RAPID ANALYSIS

- ▲ Short intervention time frame/ urgent needs
- ▲ Low relative scale of the planned intervention
- ▲ Visible abundance/ supply in the marketplace
- ▲ Short/simple supply chains
- ▲ High trader capacity (finance/ networks)



- ▲ Good information flows in the market system
- ▲ Simple market systems with few actors
- ▲ Expenditure markets (i.e. commodity of services bought by the target group)
- ▲ No obvious market problems/ breakages/ leakages
- ▲ Rapidly changing/ unstable markets

IN-DEPTH ANALYSIS

- ▲ Longer intervention time frame (3+ months)
- ▲ High relative scale of the planned intervention
- ▲ Uncertainty about supply
- ▲ Longer/ more complex supply chains
- ▲ Low trader capacity
- ▲ Poor/ broken information flows, many rumors
- ▲ Complex market systems with numerous actors
- ▲ Income markets, including labor market (i.e. market systems from which the target group can get an income)
- ▲ Obviously disrupted markets
- ▲ More stable markets

Q.11

How is emergency market analysis different in non-FSL (Food Security and Livelihood) sectors or for service market systems, and what resources can help me?

In many cases, especially when we are looking at market systems for straightforward commodities such as basic NFIs like soap, buckets, and household fuel, the tools and approaches commonly used for FSL market systems - the 48-Hour Tool, RAM, EMMA, etc. - should be quite easy and appropriate to use. There are numerous examples of EMMA and PCMA reports for shelter and WaSH-related market systems in the [EMMA website's report library](#).

However, some market systems are more complex than others – these include market systems for services such as agricultural or construction labor, rented housing, and goods and services that are available as both public and private goods, such as water, health care, and land. Many of these more complex market systems are key to the types of emergency responses typically implemented by non-FSL actors.

Some of the most common market analysis tools, including the [48-Hour Tool](#), [RAM](#), and UNHCR's [MSMA](#) guidance, are best suited to market systems for simple commodities, and would require significant adaptation to be used for the more complex goods and services mentioned above. [EMMA](#) is versatile enough to be used for these more complex market systems but requires quite a bit more resources to conduct, and it does not contain any specific guidance for actors in non-FSL sectors. In addition, it definitely helps if the person leading the assessment has technical expertise in the sector of focus. The Shelter and the WaSH Clusters have both articulated what they feel are some of the limitations of relying on existing market analysis tools for use in their sectors in a number of position papers (WaSH [here](#) and Shelter [here](#)), in a [webinar](#) in May 2018 and in a lessons learned paper, [here](#).

Recently there have been efforts to produce more tailored guidance for conducting market analysis and designing market-based responses in these sectors. On the CaLP's [Multi-Sector Market Assessment](#) guidance, an Annex to its Multipurpose Cash Toolkit, provides some basic guidance on conducting market assessments in various sectors. Meanwhile, initiatives are underway to develop sector-specific guidance on market analysis, though this will likely take some time to materialize. Please watch the MiC listserv for updates on new resources available, and definitely use it to ask for guidance if you are planning your own assessment of a “challenging” market system!

How long does emergency market analysis take?

As with so many things, it depends! If you are planning a one-off intervention that involves relatively straightforward commodities, emergency market analysis will be much quicker than if you are planning a longer-term intervention involving the provision of goods and/or services with complex value chains. Similarly, the relative scale of programmes compared to the markets will be an important parameter to determine the scope, depth, and scale of your market analysis. Table 4 of the [MISMA](#) provides a list of indicators you can use to determine the necessary depth of your analysis.

First, determine the necessary depth of the analysis; do this before picking the tool/guidance you will be using (Question 9). The [48-Hour Tool](#) and the [Remote Cash Toolkit](#) are the most rapid of the assessment tools, designed to be carried out in a single day. [RAM](#) will take a bit longer to complete, likely around 3-5 days. The timeframe for EMMA is generally longer still; in practice [EMMA](#)s have been carried out in as few as 5 days and in as long as 3 weeks. The time needed for pre-crisis market analysis (PCMA) depends on which tool you used as a basis for the analysis, and so can take anywhere from 1 day to 3 weeks. One of the potential benefits of [PCMA](#) is that it can reduce the time needed to conduct a follow-up market assessment when crises do occur.

Q.13

In the humanitarian sector, what is market monitoring, and when and why should we do it?⁵

Market monitoring refers to the process of collecting information about how markets are functioning on a regular basis, in order to help inform programmatic decision-making. There is no such thing as market neutral interventions, hence the importance of market monitoring to help achieve the following objectives:

- ▲ Determine if the value and level of assistance originally calculated is still adequate. Market conditions frequently change.
- ▲ Help check if the original assistance delivery modality is still appropriate.
- ▲ Track whether the existing responses are causing harm to local markets (e.g. surpassing the available supply, increasing prices for non-beneficiaries, creating monopolies, causing inflation, etc.)
- ▲ Market monitoring can also inform the assessment of the project's wider multiplier effect on the local economy

Market monitoring should be part of the regular M&E framework for any program, in any sector, that involves the recurrent provision of goods and/or services regardless of the modality used (i.e. cash, voucher or in-kind).

To date, market monitoring in humanitarian settings has for now primarily been limited to monitoring the price of staple foods, through organizations such as [WFP](#) and [FEWSNET](#). This can be an excellent starting point for humanitarian programs, but depending on your market monitoring objectives and the modality used to deliver your project, other market related indicators may be needed. The below table from the [Minimum Standard for Market Analysis](#) shows those indicators.

5. Improving the uptake of humanitarian market analysis, Best Practice report, 2018, IRC.



DELIVERY MODALITY | ANY

SUGGESTED MARKET INDICATORS

- ▲ Household access (physical, social, financial) to market(s) to purchase key commodities.
- ▲ Price of key commodities in different types of markets (source markets, central markets, etc.).
- ▲ Availability of key commodities in different types of markets (source markets, central markets, etc.).
- ▲ Quality of key commodities in different type of markets (source markets, central markets, etc.).
- ▲ Power dynamics between traders (cartels, etc.).

DELIVERY MODALITY | IN-KIND

SUGGESTED MARKET INDICATORS

- ▲ Price of distributed items.
- ▲ Availability of distributed items.
- ▲ Presence of surplus goods in the market place (i.e. beneficiaries reselling the distributed goods).
- ▲ Price of other key commodities.
- ▲ Number of producers and traders of distributed goods.
- ▲ Volume of trade of the distributed goods.

DELIVERY MODALITY | CASH GRANT, VALUE VOUCHER

SUGGESTED MARKET INDICATORS

- ▲ Price of the commodities used to decide the grant value and/or voucher amount.



DELIVERY MODALITY | COMMODITY VOUCHER

SUGGESTED MARKET INDICATORS

- ▲ Availability and price of the goods covered by the voucher for beneficiaries and non-beneficiaries.
- ▲ Presence of traders not involved in the voucher scheme.

DELIVERY MODALITY | CASH FOR WORK/FOOD FOR WORK

SUGGESTED MARKET INDICATORS

- ▲ Rate of beneficiaries leaving lower paying but more sustainable work for inclusion in the CFW/FFW.
- ▲ Availability of workers for traditional daily labour employers.
- ▲ Daily availability of unskilled labour.

The frequency of market monitoring will depend on the volatility of the specific market context and on the robustness of the original market analysis. As a rule of thumb, you can consider monitoring prices on a monthly basis and the other market related indicator every quarter or semester. For more guidance on monitoring frequency, see the [MARKit](#) guide from CRS, p. 20.

How can my agency carry out market monitoring effectively?

The [MARKIt](#) guidance from CRS is the most comprehensive and accessible guide to price monitoring that is currently available; although it originally focuses on food items, it can easily be applied to non-food commodity items.

Some agencies are experimenting with including some non-price indicators in their market monitoring frameworks, in order to have a more comprehensive picture of ongoing market dynamics. Information on this approach is captured in this IRC, CRS and Mercy Corps [evaluation brief](#).

Market monitoring is an activity that often can, and should, be done in collaboration with other agencies. Organizations should first take stock of already available data; for example, large agencies like [WFP](#) and [FEWSNET](#), or sometimes government agencies, often conduct routine market monitoring (especially in larger market places) and are willing to share data sets. Monitoring efforts should always complement, rather than duplicate, the monitoring activities that are already taking place. For example, if WFP is already collecting price data at all major market places in a country, agencies staff may only need to collect data in smaller market places in their specific regions of operation, or collect data on goods and services that are not being considered in existing monitoring efforts. Whenever feasible and potentially useful, NGOs should jointly develop a market monitoring plan and divide up the responsibility for collecting, sharing and analyzing data. This should reduce the burden on any one agency. Finally, market monitoring is well suited to mobile data collection, and organisation such as the WFP or the IRC have developed their own mobile data collection platforms for market monitoring. 30-minute Market Assessments: Introduction and the 60-minute Market Assessment: Rapid Assessment for Markets.

Q.15

How can I get trained in emergency market assessment and/or analysis?

Market assessment is a type of assessment, hence all the knowledge and skills that you already have from participating in need assessments (or other type of assessments) can actually be transferred to market analysis. While you don't need to be an expert to carry out market analysis, the process does involve some concepts and processes that are fairly unique within the humanitarian sector, therefore some training could be helpful.

LEARNING BY DOING

The most effective way to learn about market analysis is to simply participate in a market assessment. Depending on your experience with other types of assessments and your comfort level, you may even be able to try leading a simple market assessment yourself, one with very clear objectives and a limited scope, so that you can become familiar with the concepts and processes in market analysis without becoming overwhelmed. If you are not quite ready to lead an assessment yourself, you may have some luck by volunteering to participate in an assessment that someone else in your agency, or in another agency, is leading, as a critical market team leader, or even just as a regular team member. You may be able to find out about upcoming market assessments through the local Cash Working Group and/or other local coordination bodies, or through the MiC listserv.

IN-PERSON TRAININGS

Key Aid Consulting and, to a lesser extent, CaLP, are regular providers of these trainings – they announce upcoming trainings [here](#) and [here](#). Of course, it is always possible to organize a training for your own organization.

E-LEARNING

There are several e-learning courses that can give you the basics. The IRC and CaLP recently produced two e-learning courses intended to provide an opportunity for people from any sector who have not yet had the opportunity to participate in an in-person markets training or assessment to learn about emergency market analysis. There is a short intro course, « Introduction to Market



Analysis », and a longer, fairly comprehensive course, « A Practical Guide to Market Analysis », designed for people who plan to participate in an actual assessment. The courses are free to take and are currently available in English, French, and Arabic, on both the [Disaster Ready](#) and the [Cash Learning Hub](#). Register on either platform and then search for the course titles to begin. The IFRC also offers two short courses on emergency market analysis on its [learning platform](#) in English, Spanish, French and Arabic. These include the 30-minute Market Assessments: Introduction and the 60-minute Market Assessment: Rapid Assessment for Markets.

Q.16

I'm preparing to deliver a training in emergency market analysis, where can I access supporting materials?

A range of training materials for both online and classroom formats are available through the links in the table below. Of course, you will need to adapt any of these training materials for your context before you use them. Ideally, seek out some practical experience or training opportunities yourself before training others, so that you are fairly comfortable with the material. It's often useful to combine training with an actual market assessment so that your staff can practice what they are learning right away.

If your staff has access to computers and a decent internet connection, you should ask them to complete relevant e-learning courses prior to the training (see question 13 for some options).

FACE-TO-FACE TRAINING MATERIALS	PROVIDER	LANGUAGE
Intro to EMMA for Decision Makers	Oxfam/IRC	ENG
EMMA for Practitioners	Oxfam/IRC	ENG
PCMA for Practitioners	Oxfam/IRC	ENG

CaLP also sought to share, via its Kaya platform a five day training on market assessment tools. Watch this [space](#)!

How can we assess labour markets? What about youth in labor markets?

Labor markets are similar to service markets, in that there is no “product” that can be seen to move through the market chain. This means that many of the tools provided in earlier parts of the FAQ are not easy to apply to labor markets. However some good resources have been developed: Mercy Corps’ [Guidance and Tip Sheets](#) break a labor market assessment out into steps, and provide templates for each step. This [infographic](#) can also help you think through the elements of a labor market assessment. If your target population is youth specifically, the ILO has an excellent guide on [youth labor market analysis](#). Of course labor markets are an issue in both humanitarian and non-emergency contexts; this guide is focused specifically on [labor market analysis in humanitarian contexts](#) and there is also helpful guidance on programming in labor markets in the [Minimum Economic Recovery Standards \(MERS\)](#), Employment Standard, p140-155.

QUESTIONS ABOUT NON-EMERGENCY MARKET ANALYSIS



What are the best tools for/approaches to non-emergency market assessments?

Non-emergency market assessments are not fundamentally different from those done in emergencies; the differences tend to be the speed and the reasons for doing the assessment (what you want to learn). Because of this many of the tools overlap or complement each other, and it is important (as discussed in question 4) to know what you hope to learn before picking a market assessment tool.

In a non-emergency context there tend to be two ways of looking at markets: a [livelihoods approach](#) has as its starting point an individual or household and their skills and needs; while a [market-systems approach](#) starts with the big-picture and identifies where the system is preventing households and individuals from thriving economically and socially. Neither approach is better than the other, and it is usually just a matter of organizational mandate or preferences that determine which approach is used. If you are interested in learning more about how the two approaches compare, [this](#) is an interesting piece of research on the topic.

There is an endless number of tools that can be used to gather data about markets and to analyze that data. Marketlinks's [Value Chain Wiki](#), [Leveraging Economic Opportunities \(LEO\)](#) resources, [DCED's website](#), and [BEAM Exchange](#) host a wealth of tools and resources for practitioners of all experience levels. Some of the most commonly used approaches are:

One of the best known approaches is the [M4P](#), this uses the famous “donut” which is similar to the mapping tool in EMMA. The guide is very comprehensive and has some advice on reaching conflict-affected and vulnerable populations, but is more focused on poverty reduction. If you are working in a protracted conflict context, it might work best to use a combination of emergency tools and M4P, as parts of the situation are dynamic, while other parts remain stable.

For those who are familiar with M4P, [Value Chain Analysis](#) or Value Chain Mapping provides the center of “the donut”. It is a critical, but not complete piece of the system. If a rich context analysis has already been done, a value chain analysis may be all that is needed to complete the picture. An online course on the basics of Value Chains can be found on the MarketLinks website, [here](#).



[Sub-sector Selection and Analysis](#) can help projects identify which parts of the market have more opportunities and are aligned with project goals. It often starts with secondary source research and key informant interviews, and moves to ranking of sub-sectors. If you already know that you want to work in a certain sector like “agriculture” or “[labor markets](#)” this can be helpful to narrow down your activities. Subsector analysis can show how micro and small businesses fit into an industry, and how they could potentially play a more lucrative role. A good resource for gender-sensitive sub-sector selection is found [here](#).

Some organizations start with [End Market Analysis](#) in order to understand where there is unmet demand, market requirements, customer preferences, etc. so that they can help the businesses they are working with to meet those requirements. Dividing the final market for a particular into segments (domestic, export, low-income and luxury) helps a project to focus on the activities and market characteristics (price, quality) that are most important to its specific goals.

[Network Analysis](#), is a tool for mapping relationships between actors in a system, has recently attracted interest from the market development community as a way to understand system dynamics and design more effective, targeted interventions. It is used as a technique for describing market system dynamics, evaluating systemic change over time, and identifying potential leverage points for intervention by market systems programs.

The underlying principle behind Participatory Rural Appraisal (PRA) is that local people understand best what constraints and problems they are facing. PRA tools, such as resource and network mapping, ranking exercises, Venn diagrams, matrices, and semi-structured interviewing, provide qualitative information on specific constraints, opportunities, wants and needs in a particular market. PRA can be specifically adapted to examine issues within subsectors. [Here](#) and [here](#) are resources that may be helpful.

[GEM+](#) is a comprehensive set of resources from Oxfam on **gender and women’s economic empowerment** in market assessments. It includes guidance on market selection, market mapping,

What about gender? How do I make sure my assessment is gender-aware?

intervention design, social norms analysis, and many other topics. [This WEE guidance](#) can also help you incorporate women's economic empowerment into your projects. It provides concise, practical guidance on how to incorporate WEE into market programs and monitoring systems, and is structured according to the elements of the DCED Standards for Results Measurement.

Q. 20

How long do non-emergency market assessments take?

Like emergency market assessments, the time the assessment takes is driven by the scope of the assessment (the complexity of what you want to learn, the geographical spread of those you will interview, the type of tools used, etc) and the resources (cars and people) available to gather the desired data. A good starting point is to think about the geographic areas you want to cover and number of people you want to interview, and think about how long it will take to reach them and speak to them. This will give you an estimate of the field time required; you can then add time for planning, training, cleaning the data, and analyzing the data to get you an estimate of how long the assessment will take. 2-4 weeks is a good starting point for planning, but it depends entirely on the scope of the assessment and resources available. Also check out the [Minimum Economic Recovery Standards \(MERS\)](#), Assessment & Analysis Standard (p38-63) for guidance.

How can I get trained in non-emergency market analysis? Where can I access materials to do a market training or market assessment?

[Marketlinks](#) has a wealth of resources on market assessment and analysis, including a self-directed course, Learning the Basics of Value Chains. SEEP Network members also offer related trainings throughout the year, posted [here](#), and their annual conference is an excellent opportunity for field practitioners to learn from their peers. Other trainings related to market development are also posted on [BEAM Exchange](#) and [DCED](#). Finally, ILO offers courses on [Enterprise Development through Value Chains](#), which covers market assessment and value chain assessment in the curricula.

FAQS FOR MARKETS IN CRISES COMMUNITY OF PRACTICE