



MULTI-SECTOR MARKET ASSESSMENT GUIDANCE AND TOOLKIT

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This Multi-sector Market Assessment Guidance and Toolkit was produced by UNHCR with technical support from the Norwegian Refugee Council and can be adapted for use by partners. This version builds on lessons learned from an earlier version released in January 2017.

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Cover: Philippines Stateless 2019 Sama Bajau Daily life

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1. INTRODUCTION TO THE MSMA GUIDANCE AND TOOLKIT

Markets play a vital role in the lives of displaced persons and their host communities. Not only do they provide people with the essential goods and services needed to survive, but they also create and protect livelihoods. Humanitarian actors therefore increasingly rely on market-based programme responses¹, such as Cash-Based Interventions (CBI)² to help crisis affected populations meet their needs through local markets. Market assessments should therefore be an essential and integral part of the overall response analysis to inform humanitarian programme design and the appropriate choice of transfer modality. Findings from the market assessment will also help deciding on adequate transfer values, where CBIs are used to enable access to goods and services.

The Multi-sector Market Assessment (MSMA) Guidance and Toolkit is an element of the UNHCR [Cash Feasibility and Response Analysis Toolkit](#). The MSMA Guidance and Toolkit is divided into three components:

1. The [Detailed Step-By-Step Guidance](#) is based on the [Market Assessment Framework](#) (MAF), which outlines four different steps for completing the MSMA process and a final step on market monitoring.
2. The [MSMA Toolbox](#) consists of 14-ready-to-contextualize data collection, data analysis and reporting tools that can support the market assessment process. Tools should be adapted to the particular operational context prior to use.
3. The [Additional Guidance](#) provides more detailed technical process guidance for assessment team leaders. It further elaborates on key concepts and activities referenced in the [Detailed Step-By-Step Guidance](#).



1.1 PURPOSE

The purpose of the MSMA Guidance and Toolkit is to provide step-by-step guidance and ready-to-contextualize tools to enable staff with limited skills in market data collection and analysis to successfully carry out a basic Multi-sector Market Assessment and market monitoring. The MSMA Guidance and Toolkit can be applied in all operational contexts, including protracted and emergency situations, camp and non-camp settings, low- and middle-income countries as well as urban, rural and remote access areas. It can also be adapted to non-displacement situations.

The MSMA Guidance and Toolkit is designed to obtain a ‘good enough’ understanding of the market to conduct meaningful and ongoing programme response analysis and to reach transparent and consensual decisions on market functionality in a timely manner. The findings of the MSMA will inform practitioners of which core goods and services can be accessed locally; the costs of accessing these goods and services and whether they are available in sufficient quantity and quality to meet expected demand for the duration of the planned programme intervention. Lastly, the MSMA also helps to identify supply and demand challenges in the wider market system and to understand if market support interventions are required to enhance the functioning of markets and to improve the target populations’ access to and utilization of markets.

The MSMA Guidance and Toolkit has been designed with the particular objective to feed into the response analysis and design of unrestricted [Multipurpose Cash Grants](#). However, it is important to note that analysing more complex market systems such as labour, housing, health and education will likely require additional technical expertise, especially if the basic MSMA highlights bottlenecks in the availability or quality of goods and services available. In such instances, the MSMA should be used in conjunction with sector-specific assessment tools³. Similarly, if the MSMA highlights specific access constraints for persons of concern, there may be a need to carry out an in-depth security and protection risk analysis.

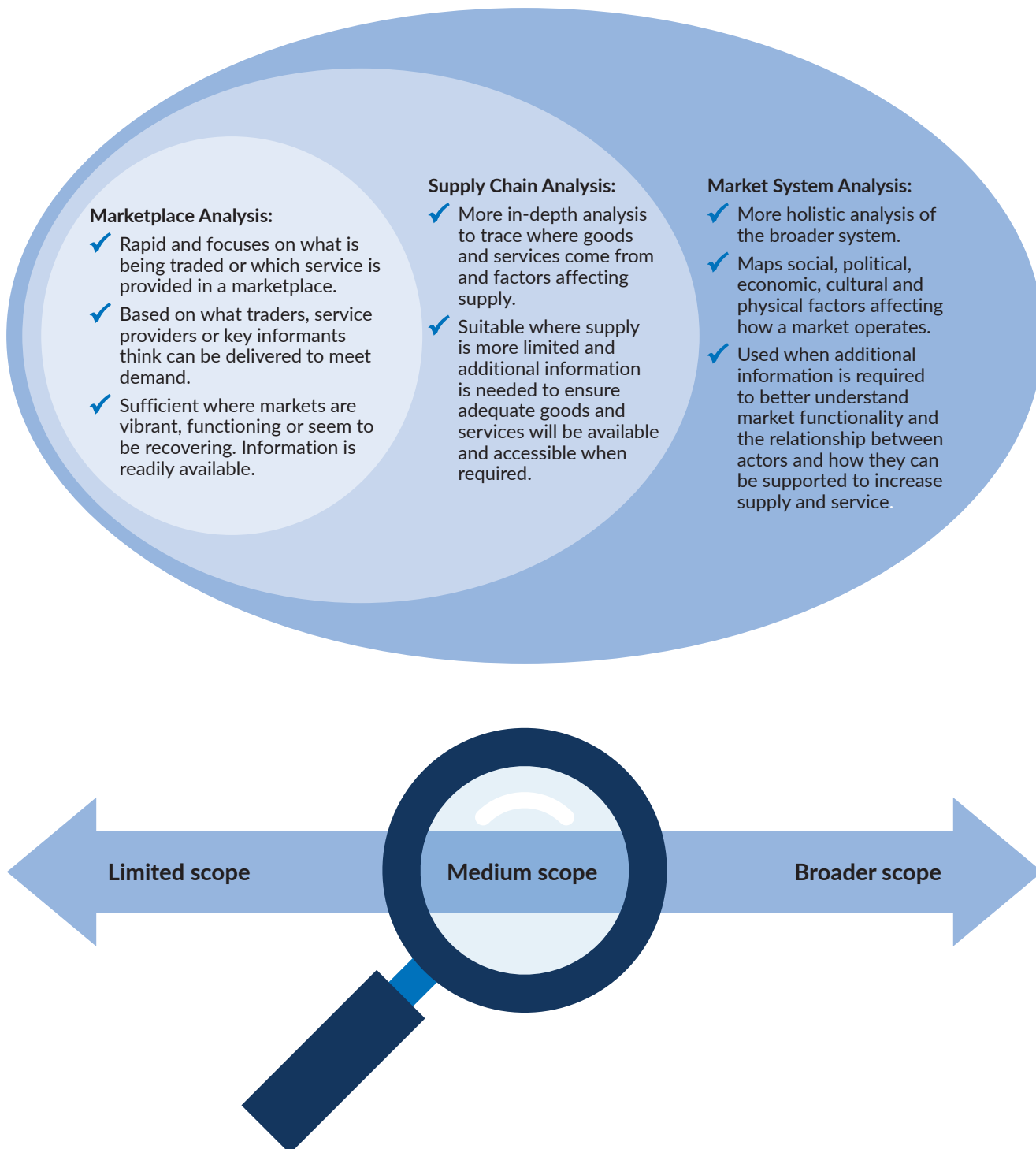
1.2 ANALYTICAL SCOPE

The MSMA Guidance will propose a rapid Marketplace Analysis (Step 2.1), a more detailed Supply Chain Analysis (Step 2.2) or a broader Market Systems Analysis (Step 2.3) as shown in Figure 1. The scope of analysis will depend on a variety of factors including, but not limited, to:

- The availability and quality of existing secondary information
- The nature of prioritized core goods and services to be assessed
- The likely market impact of the planned intervention

While the MSMA Guidance & Toolkit presents the different levels of analysis in a sequential manner, it is important to note that the different types of analysis are likely to be undertaken simultaneously and that different levels of analysis may be needed for the different goods and services that are being analysed in the MSMA. For example, a rapid marketplace analysis may be adequate for basic needs items such as soap and sanitary pads that are widely available in urban markets, whereas a supply chain analysis may be required for shelter material in smaller border towns where the impact of the intervention may be more substantial. Similarly, a market system analysis may be most adequate for assessing rental accommodation and communication services.

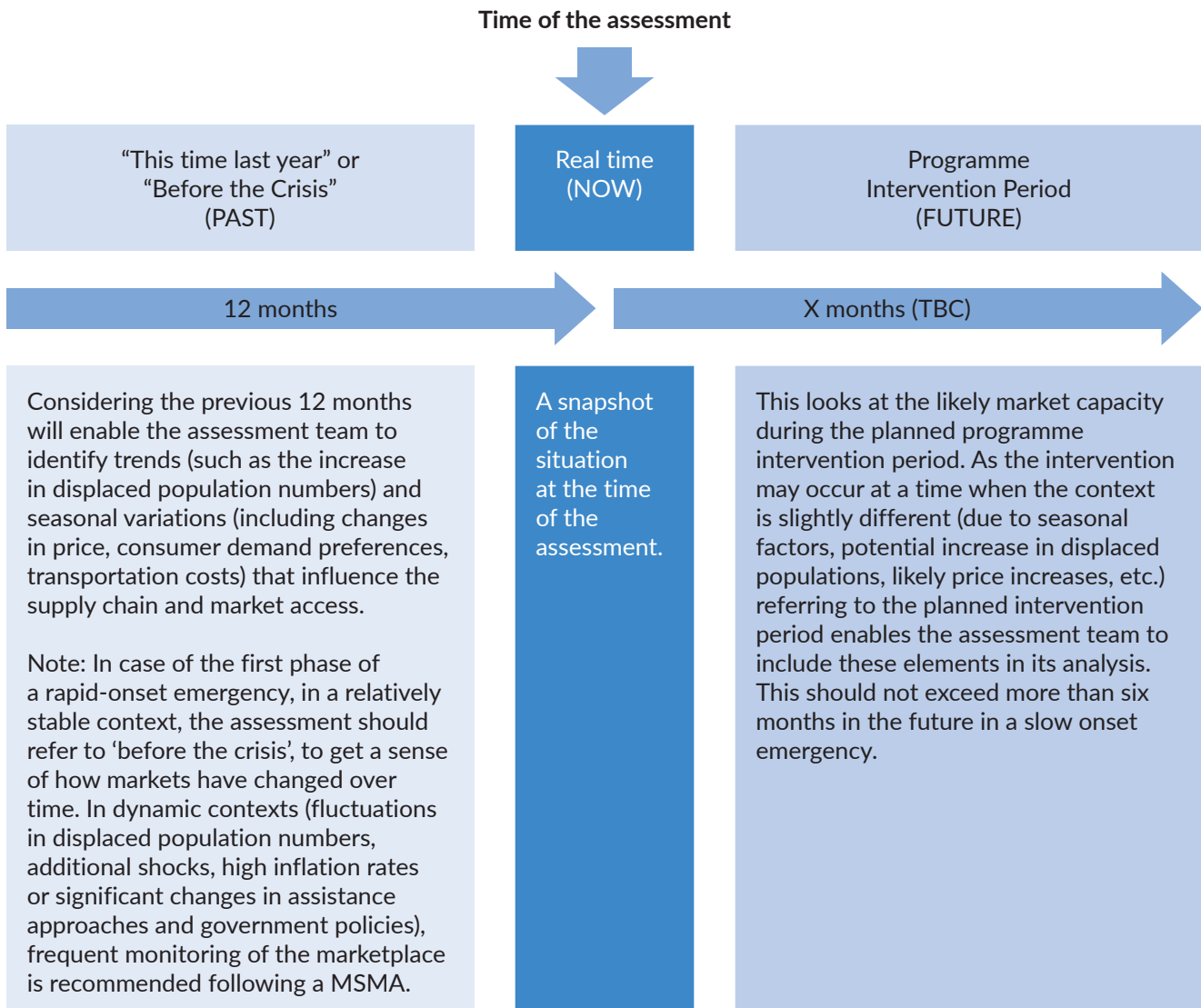
Figure 1: The Spectrum of Analytical Scope



1.3 TIME FRAME

The MSMA Guidance and Toolkit refers to three specific time periods to ensure that trends and changes in markets are accurately recorded and analysed. Figure 2 provides an overview of the purpose for each time-period referred to in the assessment:

Figure 2: Time frame for data collection and analysis



1.4 TIMELINE

The time required to undertake the MSMA depends on a range of factors including the quality and availability of secondary information, the number and complexity of goods and services, the number of reference marketplaces or broader market systems to be assessed and finally, the overall capacity of the market assessment team. Table 1 shows approximately how much time is required for completing key activities per supply chain in one specific reference marketplace. Adding supply chains, market systems and reference marketplaces to the assessment will therefore have an impact on the time needed to complete the assessment.

Table 1: Assessment activity and timing

Activity	DAYS											
	1	2	3	4	5	6	7	8	9	10	11	12
STEP 1: REVIEW SECONDARY DATA AND DEFINE THE SCOPE OF THE MSMA												
STEP 2: COLLECT AND PROCESS ADDITIONAL DATA												
STEP 2.1: ANALYSE THE MARKETPLACE												
STEP 2.2: ANALYSE THE SUPPLY CHAIN												
STEP 2.3: ANALYSE THE MARKET SYSTEM												
STEP 3: REVIEW AND MITIGATE RISKS												
STEP 4: COLLATE MSMA FINDINGS AND WRITE FINAL REPORT												
STEP 5: MONITOR MARKETS												

1.5 TEAM COMPOSITION

The team composition will depend on the scope of the market assessment as well as the operational context, where the assessment will take place. For example, while supply officers may be most familiar with the sourcing of basic goods from local markets, technical expertise will be needed to support data collection and analysis for more complex goods and services related to education, healthcare, WASH or housing. Similarly, high risk environments may require the support from security experts or local community organizations, especially where access may be restricted. The market assessment therefore requires a collaborative working relationship among various team members and across core functions, under the guidance of a team leader. Each member of the assessment team should have specific roles, including the following: team leader to coordinate the assessment, data collectors, those who do data entry and data cleaning and finally, those who analyse the data.

2. OVERVIEW OF THE MARKET ASSESSMENT FRAMEWORK

The Market Assessment Framework consists of four different steps that guide the assessment team through the market assessment process and a final step on market monitoring. Each step includes an overview of the purpose of the step, the key research questions that should guide data collection and analysis and the tools available to collect and analyse information. While the steps are presented in a sequence, it is important to note that the market assessment process is iterative and that it may be necessary to shift back-and-forth between steps as new information is collected and analysed. The Market Assessment Framework also encourages early data analysis after each round of secondary and primary data collection in order to remain efficient and avoid duplication of data collection.

The Market Assessment Framework		
<p>The Market Assessment Framework is guided by the following key questions:</p> <ul style="list-style-type: none"> ➔ Do existing markets and service providers supply the goods or services needed by target populations? ➔ Can existing markets and service providers provide these goods or services at an appropriate price? ➔ Can these markets and service providers respond to increasing demand, without significant risk to the target population, service providers and traders? ➔ Are additional market-based programme interventions needed to support market and service provider response? 		
STEP	PURPOSE	KEY ACTIONS
STEP 1: REVIEW EXISTING INFORMATION AND DEFINE THE SCOPE OF THE MSMA	<p>The purpose of this step is to review existing information in order to define the scope of the MSMA.</p> <p>The following key questions should guide data collection and analysis during this step:</p> <ul style="list-style-type: none"> ▪ Is the overall context conducive to market-based programming? ▪ Which core goods and services should be assessed? ▪ Which reference marketplaces should be prioritized? ▪ What is the likely market-impact of the planned intervention? 	<ul style="list-style-type: none"> ➔ Action 1.1 Collate and analyse information on context, needs and markets ➔ Action 1.2 Prioritize core goods and services for the MSMA ➔ Action 1.3 Agree on the technical specifications of core goods and services ➔ Action 1.4 Estimate the quantity of goods and services needed over time ➔ Action 1.5 Identify and map reference marketplaces ➔ Action 1.6 Define the scope of the MSMA and decide on next steps
	<p>At the end of this step you have three options:</p> <p>Option 1: Proceed with Step 2 – Collect and process additional data</p> <p>Option 2: Proceed with Step 3 – Analyse risks and identify mitigation measures</p> <p>Option 3: Proceed with Step 4 – Collate MSMA findings and write final report</p>	
STEP 2: COLLECT AND PROCESS ADDITIONAL DATA	<p>The purpose of this step is to plan for, collect and process additional data to obtain a “good enough” picture on market functionality.</p> <p>The following key question should guide data collection and analysis during this step:</p> <ul style="list-style-type: none"> ▪ Are core goods and services likely to be available in sufficient quantity and quality and at an appropriate price to meet expected demand in reference marketplaces? 	<ul style="list-style-type: none"> ➔ Action 2.1 Decide on the type of information and depth of analysis needed ➔ Action 2.2 Map key market actors ➔ Action 2.3 Determine the time frame for data collection and analysis ➔ Action 2.3 Determine the time frame for data collection and analysis

STEP	PURPOSE	KEY ACTIONS
<p>STEP 2.1 ANALYSE THE MARKETPLACE</p> <p><i>This type of analysis is most suitable for simple goods and services with low technical specification, where markets are functioning, and the likely impact of the planned intervention is minimal.</i></p>	<p>The purpose of this step is to collect additional primary data and undertake a rapid marketplace analysis to confirm the availability of core goods and services in the marketplaces and the ability of traders and service providers to increase supply to meet expected demand.</p> <p>The following key questions should guide data collection throughout this step:</p> <ul style="list-style-type: none"> ■ Can target populations access marketplaces in safety and dignity? ■ Do these marketplaces supply the goods or services needed by the target population? ■ Are traders and service providers likely to be able to increase supply to meet expected demand? 	<ul style="list-style-type: none"> ➔ Action 2.1.1 Plan and collect primary data in reference marketplaces ➔ Action 2.1.2 Analyse access to reference marketplaces ➔ Action 2.1.3 Analyse the availability of core goods and services in reference marketplaces ➔ Action 2.1.4 Analyse the ability of traders and service providers to increase supply ➔ Action 2.1.5 Document the marketplace analysis and agree on next steps
<p>At the end of this step you have three options: Option 1: Proceed with Step 2.2 – Analyse the Supply Chain Option 2: Proceed with Step 3 – Analyse risks and identify mitigation measures Option 3: Proceed with Step 4 – Collate MSMA findings and write final report</p>		
<p>STEP 2.2 ANALYSE THE SUPPLY CHAIN</p> <p><i>This type of analysis is suitable where supply is expected to be limited and additional information is needed to ensure core goods and services will be available and accessible when needed.</i></p>	<p>The purpose of this step is to collect additional market information and detailed price data of core goods and services to help the assessment team trace where goods and services come from, to understand the level of market competition and integration and finally, to identify factors along the supply chain affecting supply chain expandability. The following key questions should guide data collection and analysis throughout this step:</p> <ul style="list-style-type: none"> ■ Are core goods and services likely to be available in sufficient quantity and quality to meet the likely demand in reference marketplaces? ■ What types of supply chain support activities could help market players increase supply? 	<ul style="list-style-type: none"> ➔ Action 2.2.1 Group core goods by supply chain ➔ Action 2.2.2 Identify additional market players to interview ➔ Action 2.2.3 Estimate the required supply chain expandability percentage ➔ Action 2.2.4 Contextualize tools and collect additional information, including detailed price data ➔ Action 2.2.5 Analyse supply chain information ➔ Action 2.2.6 Document your supply chain analysis and agree on next steps
<p>At the end of this step you have three options: Option 1: Proceed with Step 2.3 – Analyse the market system Option 2: Proceed with Step 3 – Analyse risks and identify mitigation measures Option 3: Proceed with Step 4 – Collate MSMA findings and write final report</p>		
<p>STEP 2.3 ANALYSE THE MARKET SYSTEM</p> <p><i>This type of analysis is suitable when core goods or services have particularly long or complex supply chains and a marketplace or supply chain analysis is unlikely to yield adequate information on the overall market functionality or the relationships between market actors.</i></p>	<p>The purpose of this step is to undertake a wider market systems analysis of core goods and services. This step will try to better understand barriers along the supply chain caused by the wider market system, which includes supporting functions such as services, resources and infrastructure as well as the institutional context or business environment, including laws, regulations, standards. The market systems analysis also examines social rules and behaviours and how they influence suppliers' ability to meet likely demand</p> <p>The following key questions should guide data collection and analysis throughout this step:</p> <ul style="list-style-type: none"> ■ Which barriers in the market system could impact the supply of core goods and services? ■ What type of market support interventions could create a more conducive market system environment? 	<ul style="list-style-type: none"> ➔ Action 2.3.1 Map the market system of core goods and services ➔ Action 2.3.2 Identify supply chain enablers and barriers ➔ Action 2.3.3 Identify market support interventions

STEP	PURPOSE	KEY ACTIONS
STEP 3: ANALYSE RISKS AND IDENTIFY MITIGATION MEASURES	<p>The purpose of this step is to consolidate and analyse risk information that was obtained through the market assessment process and to identify mitigation measures to reduce risks.</p> <p>The following key questions should guide data collection and analysis throughout this step:</p> <ul style="list-style-type: none"> Are there any risk associated with a market-based response? Which ones? What can be done to mitigate the risks and maximize the positive impact of market-based programming? 	<ul style="list-style-type: none"> ➔ Action 3.1 Consolidate and document identified risks ➔ Action 3.2 Determine the likelihood and potential impact of risks ➔ Action 3.3: Identify and document actions that will mitigate risks
STEP 4: COLLATE MSMA FINDINGS AND WRITE FINAL REPORT	<p>The purpose of this step is to collate market assessment findings and formulate key recommendations in a final report. The key objective is to document whether, and to which extent, individual supply chains in each reference marketplace can respond to an increase in demand. Similarly, if bottlenecks have been identified throughout the assessment, it is important to document recommended market support interventions.</p>	<ul style="list-style-type: none"> ➔ Action 4.1 Collate market assessment findings ➔ Action 4.2 Draft supply chain statements ➔ Action 4.3: Draft the final market assessment report
STEP 5: MONITOR MARKETS	<p>The purpose of market monitoring is to confirm whether the selected transfer modality remains an appropriate response option from a market perspective and to assess the impact (negative or positive) of the intervention on the price, quality and availability of core goods and services in reference marketplaces.</p> <p>The following key questions should guide data collection and analysis throughout this step:</p> <ul style="list-style-type: none"> Are there any changes in the price of goods and services in reference markets? Are there any changes in the quality of goods and services in reference markets? Are there any changes in the availability of goods and services in reference markets? Are there any risks that markets pose for the programme or vice versa? 	<ul style="list-style-type: none"> ➔ Action 5.1 Review the market assessment report ➔ Action 5.2 Draft a monitoring plan ➔ Action 5.3 Collect data ➔ Action 5.4 Analyse market monitoring data ➔ Action 5.5 Write report



3. DETAILED STEP-BY-STEP GUIDANCE

This section provides guidance on the steps and actions required to complete the market assessment process. Additional technical guidance is available in [Annex I: Additional Technical Guidance](#) whereas data collection, analysis and reporting tools are available in the [MSMA Toolbox](#).

STEP 1: REVIEW EXISTING INFORMATION AND DEFINE THE SCOPE OF THE MSMA

PURPOSE

The purpose of this step is to review existing information in order to define the scope of the MSMA. In this step the team should document relevant context information, agree on prioritized core goods and services to be included in the assessment and identify reference marketplaces⁴ that will act as sentinel sites for the MSMA.

KEY QUESTION

The following key questions should guide data collection and analysis during this step:

- ✓ Is the overall context conducive to market-based programming?
- ✓ Which core goods and services should be assessed?
- ✓ Which reference marketplaces should be prioritized?
- ✓ What is the likely market-impact of the planned intervention?

KEY ACTIONS

Action 1.1 Collate and analyse information on context, needs and markets

Refer to [Data Collection Tool 1: Secondary Data Review Checklist](#) to guide the data collection process on context, needs and markets. Information can be collected through desk research and interviews with key informants. At this stage, the information that is being collected should be top line and include:

- Details about the context ([Guidance I.I: Collate and analyse context information](#)), where the market assessment will take place;
- The needs ([Guidance I.II Collate and analyse needs information](#)) of affected populations; and
- An overview of reference marketplaces ([Guidance I.III Collate and analyse existing marketplace information](#)), including basic information on traders and service providers in the area and their likely ability to supply the goods and services needed by persons of concern.

Action 1.2 Prioritize core goods and services for the MSMA

Based on the identified long list of needs, prioritize the goods and services that the market assessment should aim to cover. An efficient way of prioritizing goods and services for the MSMA is through an elimination process ([Guidance I.IV Determining which goods/services are NOT suitable for CBI](#)) by removing goods and services that are NOT suitable for CBI, because:

- The item or service would not be prioritized for purchase;
- The item or service has minimum technical specifications that are unlikely to be available locally;
- The organization has a policy against supplying this specific good or service.

The goods and services that will be maintained for the MSMA are henceforth referred to as “core goods and services”. Refer to Box 1 to see an example on the reflections that guided the prioritization process during the Ethiopia MSMA.

Box 1: From the field – Core good specifications (Ethiopia MSMA)

The [Basic Needs Assessment \(BNA\)](#) in Ethiopia that was completed just before the MSMA identified food, water, health commodities and services, as well as shelter and energy as priority needs. The MSMA team thus consulted with food, shelter, health, and WASH colleagues to narrow down each category to a set of core goods and services that could be prioritized for the MSMA. Based on the consultation health and energy were excluded from the list due to their public nature and quality concerns, as well as, a lack of consensus about what ‘energy’ actually meant. To add another sector to the MSMA, self-reported expenditures were also taken into consideration, which highlighted school related costs as an additional household priority. Hence, the final composite list of core goods and services for the MSMA included food, WASH and shelter items and education material.

Action 1.3 Agree on the technical specifications of core goods and services

Larger marketplaces are likely to offer a range of technical specifications for similar goods and services, which may also influence their price. As a result, data is only comparable if collected against the same good or service. It is therefore critical that the team agrees on the detailed minimum specifications for each core good or service that will be considered throughout the assessment. Do seek guidance from sectorial technical experts when deciding on the minimum technical requirements as poor service delivery or quality of certain goods could have a detrimental impact on the well-being of persons of concern. At the same time also consider customer preferences and the potential future availability of goods and services, especially if current alternatives are acceptable. Once you have agreed on the minimum technical specifications, document as much detail as possible, which could include information on brand, size, material or quality.

Action 1.4 Estimate the quantity of goods and services needed over time

Based on the information from existing needs assessments, estimate demand for each identified core good or service. While you estimate the overall quantity of goods and services needed, try to specify when they are needed, in which quantity and by whom. This exercise should also include the needs of the overall population and potential needs from other actors in the planned intervention area. Many needs will be ongoing and predictable (e.g. food and hygiene items), while others may be time specific (e.g. school material and uniforms at the beginning of the school year). Yet, in other instances there may be ad-hoc needs that are not always predictable (e.g. humanitarian actors undertaking local purchase for in-kind assistance delivery). It is therefore critical to consult with other agencies and to participate in coordination meetings to access such additional demand information.

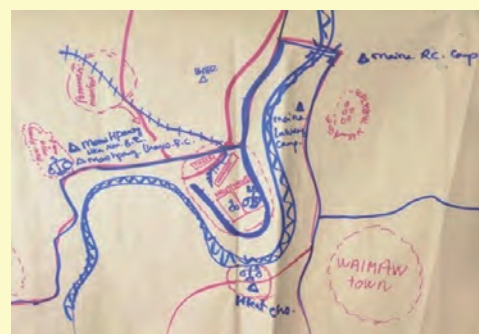
Action 1.5 Identify and map reference marketplaces

Document where people access the goods and services they require and whether or not there are any protection concerns to consider when people are visiting these marketplaces. Marketplace mapping ([Guidance I.V Marketplace mapping](#)) is a useful way to understand where people shop and to identify reference marketplaces for goods and services that can act as sentinel sites for the market assessment. Marketplace mapping also helps to identify the connections between people and markets and to trace the overall movement of goods. Finally, protection monitoring reports may contain important information on protection risks ([Guidance I.VI AGDM and Protection Integration](#)) encountered in the programme intervention area and specific risks related to accessing markets. Refer to Box 2, for an example from the marketplace mapping in Myanmar.

Box 2: From the field – Marketplace mapping in Myanmar

This marketplace map was done prior to making the field visits. It was used to plan for the assessment to make the best use of limited resources and ensure that all marketplaces were covered in the assessment process. To develop a map, consider:

- ✓ Designating a symbol that identifies each core good or service; and
- ✓ Using different colours to illustrate flows of different commodities.



Action 1.6 Define the scope of the MSMA and decide on next steps

Use [Data Analysis Tool 1: Goods, services and marketplace summary](#) to document all relevant information and decision-making on the conduciveness of the overall context for market-based programming, the likely intervention scale, prioritized core goods and services, as well as, identified reference marketplaces that will act as sentinel sites for the MSMA. For each one of the prioritized core goods and services, then decide whether the availability and quality of existing information is adequate to allow you to draw first conclusions about the suitability of the context, market functionality and the likely availability of this particular core good or service during the programme intervention period. Ensure you also document any existing information gaps. Based on information collected in this step, decide on the following options:

OPTION:	SCENARIO:
<p>➔ Proceed with Step 2: Collect and process additional data</p>	<p>If you require more detailed and additional information to draw a conclusion about the conduciveness of the context for market-based programming, the functioning of and risks related to accessing reference marketplaces and finally, the likely availability of core goods and services during the planned intervention period.</p>
<p>➔ Proceed with Step 3: Analyse risks and identify mitigation measures</p>	<p>If the quality and availability of secondary information is good and you end step 1 with the following conclusions:</p> <ul style="list-style-type: none"> ✓ The overall context is conducive for a market-based response. ✓ The impact of the intervention is minimal, and markets are well-functioning. ✓ The required goods and services are currently available and are very likely to be available in the future.
<p>➔ Proceed with Step 4: Collate MSMA findings and write final report</p>	<p>If the quality and availability of secondary information is good and you end step 1 with the following conclusions:</p> <ul style="list-style-type: none"> ✓ The overall context is not conducive for a market-based response. ✓ The required goods and services are currently not available and are very unlikely to be available in the future. ✓ There are risks related to market-based programming that cannot be managed.



STEP 2: COLLECT AND PROCESS ADDITIONAL DATA

PURPOSE

The purpose of this step is to plan for, collect and process additional data to obtain a “good enough” picture on market functionality. The quality of available secondary information, the likely market impact of the planned intervention and the type and complexity of prioritized core goods and services should inform the depth of analysis that is required during this step. While for most prioritized core goods and services it may be sufficient to look at what is being traded in the marketplace (Step 2.1 Marketplace Analysis), the assessment team may also need to better understand where goods and services come from and analyse the factors that could impact their supply (Step 2.2 Supply Chain Analysis), especially when there are concerns related to the supply chain’s ability to expand to absorb additional demand. Yet in other instances, for example when analysing complex goods and services, it may be more appropriate to analyse the broader market system and whether there are any bottlenecks that may impact access to this particular good or service (Step 2.3 Market System Analysis). Data collection and analysis in this step should be an iterative process and may require the assessment team to shift between different depths of analysis for specific goods and services.

KEY QUESTION

The following key question should guide data collection and analysis during this step:

- ✓ Are core goods and services likely to be available in sufficient quantity and quality and at an appropriate price to meet expected demand in reference marketplaces?

KEY ACTIONS

Action 2.1 Decide on the type of information and depth of analysis needed

For each core good or service, decide on the type of information that needs to be collected and the depth of analysis that may be required to obtain a good enough picture of the market. Only collect the minimum data that is needed to complement existing information or to double check the reliability of such information. Refer back to the information that has been collected and documented during the previous step and it may already be evident that there is an opportunity to simplify the scope of the MSMA for some of the prioritized good and services. Keep the following in mind, when deciding on the data needed or analysis required:

- ➔ For simple core goods and services that are likely to be available at the required technical specification, proceed with a more rapid marketplace analysis.
- ➔ If there is doubt whether core goods and services are available in sufficient quantity and quality, consider moving forward with a supply chain analysis.
- ➔ Finally, for more complex core goods and services (e.g. rental market or labour market), you may need to look at the wider market system first.

Table 2: Decision- making support matrix can guide the team when deciding on the appropriate level of analysis required for each core good and service per reference marketplace.

Table 2: Decision-making support matrix

ANALYSIS	OBJECTIVE	WHEN TO USE	KEY QUESTIONS
Marketplace Analysis	<ul style="list-style-type: none"> ✓ Rapid analysis to confirm the availability of core goods and services in the marketplaces and the ability of traders and service providers to increase supply to meet expected demand. ✓ Focuses on the goods and services that are traded in the marketplace. 	<ul style="list-style-type: none"> ✓ If the targeted population represents a small percentage (<20%) of the total population and induced demand represents less than 10% of normal trader flows in rural markets and less than 25% in urban markets. ✓ When core goods and services being assessed are sold by a wide range of traders and service providers, who are likely to increase supply within a short time frame and without additional costs. ✓ When markets have shown (in the recent past) the ability to meet an increased demand for core goods and services within a short time frame and without significant increases in prices. 	<ul style="list-style-type: none"> ✓ Can target populations access marketplaces in safety and dignity? ✓ Do existing marketplaces supply the goods or services needed by the target population? ✓ Are traders and service providers likely to be able to increase supply to meet expected demand? ✓ Are there core goods and services or specific reference marketplaces that will require further data collection and analysis?
Supply Chain Analysis	<ul style="list-style-type: none"> ✓ More detailed analysis to better understand supply chain expandability by looking analysing market competition and integration to understand supply chain expandability ✓ Focuses on the entire supply chain and seeks to identify factors that may impact supply chain expandability. 	<ul style="list-style-type: none"> ✓ If the targeted population represents a bigger percentage (>20%) of the total population and induced demand represents more than 10% of normal trader flows in rural markets and more than 25% in urban markets. ✓ When the core goods and services being assessed are sold by few service providers and traders and it is not clear whether they can increase supply within the required time frame at the same price. ✓ When markets have shown (in the recent past) difficulties to meet an increase in demand for core goods and services within a required timeframe or when the increase has been accompanied with price increases. 	<ul style="list-style-type: none"> ✓ Are core goods and services likely to be available in sufficient quantity and quality to meet the likely demand in reference marketplaces? ✓ What types of supply chain support activities could help market players increase supply? ✓ Which goods and services will require additional data collection and more holistic market systems analysis?
Market System Analysis	<ul style="list-style-type: none"> ✓ A more holistic analysis looking at the entire market system, which includes supporting functions, such as services, resources and infrastructure as well as the institutional context or business environment, including laws, regulations and standards. ✓ Also seeks to examine social rules and behaviors and how they influence suppliers' capacity to meet the likely demand. 	<ul style="list-style-type: none"> ✓ When additional information is required to better understand market functionality and the relationship between actors and how they can be supported to increase supply and service delivery. ✓ When core goods or services have particularly long or complex supply chains and a marketplace or supply chain analysis is unlikely to yield required information. 	<ul style="list-style-type: none"> ✓ Which barriers in the market system could impact the supply of core goods and services? ✓ What type of market support interventions could create a more conducive market system environment?

Action 2.2 Map key market actors

The outcome of the market assessment process will be richer and more reliable if the right people feed into the market assessment process. Speaking to a range of people, who bring different perspectives and experience will lead to a more efficient and robust outcome of the MSMA. Based on the prioritized core goods and services and identified reference marketplaces, it is helpful to map key market actors ([Guidance II.I Market Actor Mapping](#)) along the supply chain (e.g. customers, traders, service providers, distributors, wholesalers, producers) and those that are relevant within the broader market environment (e.g. Government, regulators, trade associations, financial institutions, and service providers, etc.) as well as any other actors (e.g. humanitarian agencies) that may be familiar with the market. Document which stakeholders to consult with and schedule meetings ahead of time to ensure they will be available during planned data collection.

Action 2.3 Determine the time frame for data collection and analysis

Determine the most suitable time frame for data collection and analysis to ensure findings from the assessment provide a relevant reference to estimate future supply and demand. Typically, the timeframe for the assessment will consist of three specific times:

1. The first will be the real-time analysis: a snapshot of the situation at the time of the assessment.
2. The second will be a critical time in the future for which information is needed. If the programme is not starting immediately, this will be the date on which the planned intervention will start.
3. The third moment to be analysed is a comparison moment. This will usually be 'this time last year' or '12 months ago'. In an emergency you may also use "before the emergency".

Refer to [Figure 2 Time frame for data collection and analysis](#) to help you decide on the relevant time periods that should be captured in the MSMA.



STEP 2.1 ANALYSE THE MARKETPLACE

PURPOSE

The purpose of this step is to collect additional primary data and undertake a rapid marketplace analysis to confirm the availability of core goods and services in the marketplaces and the ability of traders and service providers to increase supply to meet expected demand. This type of rapid analysis is most suitable for simple goods and services with low technical specification, where markets are functioning, and the likely impact of the planned intervention is minimal. Output of this step is a completed Marketplace Analysis capturing information on the current and expected future supply in reference marketplaces and basic information on market access.

KEY QUESTION

The following key questions should guide data collection throughout this step:

- ✓ Can target populations access marketplaces in safety and dignity?
- ✓ Do these marketplaces supply the goods or services needed by the target population?
- ✓ Are traders and service providers likely to be able to increase supply to meet expected demand?

KEY ACTIONS

Action 2.1.1 Plan and collect primary data in reference marketplaces

Engage in light primary data collection in reference marketplaces consisting of market observation ([Guidance II.II Market Observation](#)), focus group discussions and/or semi-structured key informant interviews ([II.III Qualitative Data Collection](#)). Based on the market actor mapping ([Guidance II.I Market Actor Mapping](#)), identify which market actors in the reference marketplace to consult with and use [Data Collection Tool 2A: Key Informant Questionnaire \(Goods\)](#), [Data Collection Tool 2B: Key Informant Questionnaire \(Services\)](#) and [Data Collection Tool 2C: Key Informant Questionnaire \(Customer\)](#). At this stage you may also use [Data Collection Tool 4: Market Monitoring](#) to collect some basic price data for core goods and services. Adapt tools to the local context ([Guidance II.IV Contextualization of Tools](#)) based on the information you have already collected and documented in [Data Analysis Tool 1: Goods, services and marketplace summary](#). Ensure that the methods and questions used, do not put the security of respondents or the wider community at risk. The number of interviews or focus group discussions will depend on a variety of factors including the number of identified reference marketplaces, the range of core goods and services being assessed and finally, the level of confidence in available information and the answers received throughout the assessment process.

Action 2.1.2 Analyse access to reference marketplaces

Based on the information you have collected, confirm the selection of reference marketplaces by updating and complementing the existing marketplace maps ([Guidance I.V Marketplace mapping](#)) that were developed in the previous step. Ensure that target populations not only enjoy physical but also social access to traders and service providers and ensure that protection risks ([Guidance I.VI AGDM and Protection Integration](#)) are duly considered, as target populations (for UNHCR and NRC these are often displaced persons) may face unique risks and challenges accessing local markets and service providers. For example, target populations should be close enough to local markets to enable them to shop and return back home during daylight hours. Ensure you capture market access throughout the full calendar year and highlight any temporary access constraints. For example, due to recurrent weather hazards, some communities may be cut off from marketplaces, while key suppliers may have difficulties reaching remote marketplaces during specific times of the year in the event of flooding or landslides. Also consider the physical market infrastructure and assess whether the specific reference market could accommodate additional customers. The dimension of financial access to markets is usually covered in the [Cash Delivery Mechanism Assessment Tool \(CDMAT\)](#), which guides the user on decision making on the choice of financial service providers and delivery mechanisms for CBI.

Action 2.1.3 Analyse the availability of core goods and services in reference marketplaces

It is likely that the marketplace visit, key informant interviews and focus group discussions will confirm that a range of technical specifications is available for identified core goods and services, which may also have an impact on their price. Confirm whether the previously identified technical specifications are indeed available in the reference marketplace, their price and whether they are commonly purchased by the target population. Document in case there are any differences and make adaptations in the relevant section in [Data Analysis Tool 1: Goods, services and marketplace summary](#). Box 3 provides an example of the considerations that led to the revision of core good specifications in Tanzania.

Box 3: From the field – Revision of core good specifications in Tanzania

As part of a market assessment process, UNHCR initially aligned core good specifications based on core relief specifications. However, following discussions with refugees regarding their preferences and priorities, and after the reference marketplace had been visited, it was clear that the specifications had to be revised. This was because the few core goods (meeting UNHCR specifications) that were available in the reference marketplace were very expensive and not commonly purchased by local populations or refugee households. Refugee households preferred to buy core goods of a lower specification (and quality), because they were more available and sold at a more affordable price. The specifications of the core goods identified for the market assessment were hence revised to lower quality products in alignment with what refugees were most likely to purchase if they were provided with cash.

Action 2.1.4 Analyse the ability of traders and service providers to increase supply

Although a marketplace analysis is suitable when there is enough reason to believe that markets can respond to an increase in demand, it is still important to triangulate supply information from customers, traders and service providers. For this it is helpful to consider whether there is adequate competition and to compare basic price data, which is already integrated in [Data Collection Tool 2A: Key Informant Questionnaire \(Goods\)](#), [Data Collection Tool 2B: Key Informant Questionnaire \(Services\)](#) and [Data Collection Tool 2C: Key Informant Questionnaire \(Customer\)](#). If prices for similar goods and services differ significantly within and across marketplaces, this may be a sign that there are bottlenecks along the supply chain or wider market system, which would require a more detailed supply chain or market system analysis.

Action 2.1.5 Document the marketplace analysis and agree on next steps

Once you have completed data collection and processing, it is important to take a moment to collate findings and document your marketplace analysis. Refer to [Data Analysis Tool 2: Marketplace Analysis](#), which serves as a checklist and which will help identify existing information gaps that may require further investigation and analysis. Based on the answers provided in the market screening you have the following three options:

NEXT STEP:	SCENARIO:
➔ Proceed with Step 2.2: Analyse the Supply Chain	If you require more detailed and additional information on market competition and integration in order to determine the functioning of the supply chain.
➔ Proceed with Step 3: Analyse risks and identify mitigation measures	If the quality and availability of secondary information is good and you arrive at the following conclusions: <ul style="list-style-type: none"> ✓ Target populations have safe and dignified access to marketplaces. ✓ Marketplaces supply the goods or services needed by the target population. ✓ Traders and service providers are likely to be able to increase supply to meet expected demand.
➔ Proceed with Step 4: Collate MSMA findings and write final report	If the quality and availability of existing information is good and you arrive at the following conclusions: <ul style="list-style-type: none"> ✓ The overall context is not conducive for a market-based response. ✓ The required goods and services are currently not available and are very unlikely to be available in the future. ✓ There are risks related to market-based programming that cannot be managed.

STEP 2.2 ANALYSE THE SUPPLY CHAIN

PURPOSE

The objective of this step is to collect additional market information and detailed price data of core goods and services to help the assessment team trace where goods and services come from, to understand the level of market competition ([Guidance II.V Understanding Market Competition](#)) and integration ([Guidance II.VI Understanding Market Integration](#)) and finally, to identify factors along the supply chain affecting supply chain expandability ([Guidance II.VII Understanding Supply Chain Expandability](#)). Output of this step will be a Supply Chain Analysis, documenting the likely capacity of a particular supply chain to meet expected demand and to highlight potential bottlenecks along the supply chain.

KEY QUESTION

The following key questions should guide data collection and analysis throughout this step:

- ✓ Are core goods and services likely to be available in sufficient quantity and quality to meet the likely demand in reference marketplaces?
- ✓ What types of supply chain support activities could help market players increase supply?

KEY ACTIONS

Action 2.2.1 Group core goods by supply chain

It can be beneficial to group – or ‘bundle’ – goods if the supply of a group of products (for example sanitary cloths, incontinence pads and diapers) is from the same source (e.g. geographic origin or common wholesalers), meaning they have a similar supply route, involving the same market players. If goods have the same supply chain, they can be mapped together, and it can be assumed that they behave in a similar manner. Assessment teams should be aware, however, that some supply chains may also split at different points in the supply chain, in which case they must be analysed separately from this point onwards. Refer to Table 3 for examples of how different products could be grouped and how to go about data collection.

Table 3: Representative markets for goods

Goods	Demand Information	Preliminary market supply information
Hygiene products	Includes toothpaste, soap and sanitary goods Usually purchased from market stalls Household needs are weekly	Traders source from 5-6 wholesalers from national distributors. Most items from the same country – main constraining factor is exchange rates
Household Goods	One-off purchase per household of 2 buckets, 3 pots, 1 stove, 6 cups/plates	As with hygiene products but also available through second-hand market
Fresh Produce	Interchangeable amount of tomatoes/ spinach/potato/onions 2kg/household/ week	Used to be locally sourced – potential to reinstate local production in 3 months

Action 2.2.2 Identify additional market players to interview

Based on the market actor mapping ([Guidance II.I Market Actor Mapping](#)), identify which additional market actors along each bundled supply chain to consult with to enable a more in-depth supply chain analysis. For example, these could include producers, importers/exporters, wholesalers and retailers or service providers. At a minimum, you should consult with at least one or two key informants (e.g. a representative of a trade association) per reference marketplace and complete detailed supply chain trader questionnaires with 8-10 market players of varying sizes along each individual supply chain. Aim to speak to 2-3 traders of different size in each reference marketplace to collect detailed price data. Keep in mind that the identification and inclusion of key stakeholders and key informants is an iterative and evolving process. New market players and key informants could be identified during the assessment process as additional people are met, or as recommendations and introductions are made, a technique known as 'snowballing'.

Action 2.2.3 Estimate the required supply chain expandability percentage

Supply chain expandability ([Guidance II.VII Understanding Supply Chain Expandability](#)) refers to the ability of the supply chain to increase the volume of goods and services available to customers in the reference marketplace and is usually measured as a percentage. Calculating the required supply chain expandability to meet estimated (future) demand is particularly necessary, if the target population is likely to increase demand for goods and services significantly⁵ or if the core goods and services have particularly high or unique technical specifications. Ensure you keep in mind issues of seasonality ([Guidance II.IX Understanding Seasonality](#)), which can have an impact both on demand and supply. Ensure you adapt calculated supply chain expandability percentages in [Data Collection Tool 3A: Detailed Trader Questionnaire](#) and [Data Collection Tool 3B: Detailed Service Provider Questionnaire](#),⁶ which are currently set at a default rate of 30%, based on the expected increase in demand. For example, an induced demand of 15 per cent in a rural reference marketplace, set the supply chain expandability percentage at 15 per cent by asking "are you able to increase supply by 15 per cent by DD/MM/YY (which should be the date of the planned programme intervention period)?"

Action 2.2.4 Contextualize tools and collect additional information, including detailed price data

Before collecting primary data, contextualize ([Guidance II.IV Contextualization of Tools](#)) the [Data Collection Tool 3A: Detailed Trader Questionnaire](#) and [Data Collection Tool 3B: Detailed Service Provider Questionnaire](#). Ensure you plan enough time for translation of tools and coding them into a digital format (e.g. KoBo)⁷ to facilitate data collection and analysis. Before rolling out data collection, field test data collection tools if needed and train your enumerators on their use and application. Enumerators should also be trained on identifying and referring sensitive information that may come up during data collection. For example, if enumerators take note of protection concerns ([Guidance I.VI: AGDM and Protection Integration](#)) due to different ethnic backgrounds between traders and target populations this should be elevated to protection staff, who could develop a series of semi-structured questions for follow-up on the issue.

Action 2.2.5 Analyse supply chain information

Once additional information and price data has been collected, the team will have to assess the level of market competition and integration of each individual supply chain, which are good proxy indicators for supply chain expandability. The team should also calculate the overall supply chain volume for at least two time frames (e.g. now and planned programme intervention period) per core good or service (or bundle) to determine whether core goods and services are likely to be available in sufficient quantity and quality to meet demand in the reference marketplace. If prices remain the same for similar goods and services within and between marketplaces they are likely competitive ([Guidance II.V Understanding Market Competition](#)) and integrated ([Guidance II.VI Understanding Market Integration](#)). Based on the information that has been collected, also identify factors along the supply chain affecting supply chain expandability ([Guidance II.VII Understanding Supply Chain Expandability](#)) and take note of any identified supply side interventions that could support traders ([Guidance II.XII Why consider trader support?](#))

Action 2.2.6 Document your supply chain analysis and agree on next steps

Refer to [Data Analysis Tool 3: Supply Chain Capacity Worksheet](#) to document your analysis and decision-making on next steps.

NEXT STEP:	SCENARIO:
<p>➔ Proceed with Step 2.3: Analyse the market system</p>	<p>If you require more detailed and additional information on the market system to make a decision on market functionality or if you need to identify market system interventions that could support the functioning of supply chains.</p>
<p>➔ Proceed with Step 3: Analyse risks and identify mitigation measures</p>	<p>If the quality and availability of secondary information is good and you arrive at the following conclusions:</p> <ul style="list-style-type: none"> ✓ Core goods and services are likely to be available in sufficient quantity and quality to meet the likely demand in reference marketplaces ✓ You have identified supply chain support activities that could help market players increase supply.
<p>➔ Proceed with Step 4: Collate MSMA findings and write final report</p>	<p>If the quality and availability of existing information is good and you arrive at the following conclusions:</p> <ul style="list-style-type: none"> ✓ The overall context is not conducive for a market-based response. ✓ The required goods and services are currently not available and are very unlikely to be available in the future. ✓ There are risks related to market-based programming that cannot be managed.



STEP 2.3 ANALYSE THE MARKET SYSTEM

PURPOSE

The purpose of this step is to undertake a wider market systems analysis of core goods and services. This step will try to better understand barriers along the supply chain caused by the wider market system, which includes supporting functions such as services, resources and infrastructure as well as the institutional context or business environment, including laws, regulations, standards. The market systems analysis also examines social rules and behaviours and how they influence suppliers' ability to meet likely demand. Output of this step is a market system map and a list of identified bottlenecks that could prevent supply chains from expanding and corresponding market support interventions.

KEY QUESTION

The following key questions should guide data collection and analysis throughout this step:

- ✓ Which barriers in the market system could impact the supply of core goods and services?
- ✓ What type of market support interventions could create a more conducive market system environment?

KEY ACTIONS

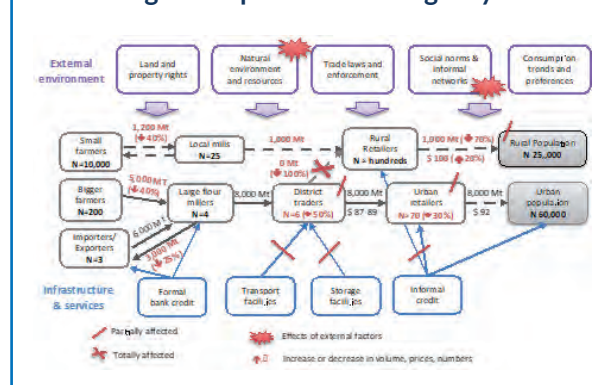
Action 2.3.1 Map the market system of core goods and services

The key actions in this step consist of mapping the supply chain and wider market system. Drawing a market system map can help in the analysis of market data by providing a more holistic understanding of the market system for a specific core good or service. It is a useful tool to visually depict the entire market system, including the movement of goods, relationships among different market players, infrastructure and support services and finally the external environment which together ensure the effective running of the market system.

The following questions, which are further elaborated in [Data Analysis Tool 4: Market System Mapping](#), can help guide the process of mapping the market system:

1. Is it possible to group goods and services? If so, draw one map per group.
2. Who are the actors that deal with core goods and services? What do they do?
3. How do goods and services move in the market chain? Are there risks or interruptions along the way?
4. How many stakeholders (e.g.: wholesalers, retailers, producers, service providers) of each type are there?
5. What is the volume of goods and services in the market chain?
6. How does the monetary value change throughout the chain?
7. What types of relationship and linkages exist between market actors, regulators and service providers?

Figure 3: Example of a market system map, illustrating the impact of an emergency:



The [EMMA market mapper tool](#) is a great resource to help you draw an electronic market system map.

Action 2.3.2 Identify supply chain enablers and barriers

Based on the market system map, identify which factors have an enabling impact on traders and suppliers' ability to increase supply, as well as those that create potential barriers. The following two questions, can guide this process:

8. What infrastructure and services support the market chain? Are there any risks or interruptions along the way?
9. What factors in the external environment impact on the market chain? How? What are the risks and impacts?

When focusing on barriers, try to determine what created them and for how long they exist. Try to understand their individual impact on the supply chain capacity. Try to identify where these constraints/blockages are located and who do they affect the most? Do the constraints/blockages affect certain groups more than others – such as women and older people? What is the likely impact of addressing these blockages? What will be the impact on the target population and the sustainability of the response? Maintain your list of identified barriers, which will be used again during the risk analysis in Step 5.

Action 2.3.3 Identify market support interventions

Experienced actors in market-based programming may at this stage also look beyond identification of barriers and engage in the formulation of market support interventions that could help traders/service providers increase supply. Refer to [CaLP's Tip Sheet for Market Support Interventions](#). Examples of market-based interventions are highlighted in Box 4.

BOX 4: THE RANGE OF MARKET SUPPORT INTERVENTIONS

- ➔ Distributing grants, in-kind assistance or vouchers to market players to restore, strengthen or develop businesses;
- ➔ Skills development for market players to restore, strengthen or develop their businesses;
- ➔ Sharing information about licensing processes with market players so they can strengthen or develop their businesses;
- ➔ Facilitating access to credit by providing a guarantee of demand through an upcoming emergency project relying on local markets;
- ➔ Offering physical storage space to market players;
- ➔ Rehabilitating a road to allow market players access to the physical marketplace;
- ➔ Offering transportation services to market players;
- ➔ Providing grants or in-kind material (including fuel) to transporters so they can restore, develop or strengthen the transportation services they offer to market players;
- ➔ Developing financial service providers' understanding of the credit requirements of market players;
- ➔ Facilitating the circulation of key information to transporters, owner of storage spaces or financial service providers so they can restore, develop or strengthen their service delivery.



STEP 3: ANALYSE RISKS AND IDENTIFY MITIGATION MEASURES

PURPOSE

Risk analysis is critical for the design and implementation of programs that mitigate risks and maximize the positive impact of market-based programming. The purpose of this step is to consolidate and analyse risk information through the market assessment process, including risks associated with the supply chain ability to meet demand, protection risks; and risks connected to the wider market environment and infrastructure. The output of this step is a complete risk analysis with identified mitigation measures to inform final market assessment recommendations. This step is best completed within a multifunctional team consisting of protection, programme, admin/finance, security and supply colleagues.

KEY QUESTION

The following key questions should guide data collection and analysis throughout this step:

- ✓ Are there any risk associated with a market-based response? Which ones?
- ✓ What can be done to mitigate the risks and maximize the positive impact of market-based programming?

KEY ACTIONS

Action 3.1 Consolidate and document identified risks

Review and document identified risks related to the marketplace, the supply chain or the wider market environment that may negatively impact supply chain expandability. Similarly, consolidate protection risks that may hamper the safe and dignified access of the target population to access marketplaces, individual traders or specific service providers. Use [Data Analysis Tool 5: Risk Identification and Mitigation Summary](#), to document identified risks.

Action 3.2 Determine the likelihood and potential impact of risks

Once risks have been identified, assess the likelihood and potential impact of each risk to determine the overall risk level ([Guidance III.I Undertake Risk Analysis](#)). The seriousness of a risk (i.e. the overall risk level) depends on the likelihood (probability) that a risk will occur and the impact (consequences) of this risk if it occurs. Prioritize the risks with a high likelihood of occurring and those that have the most severe impact on the target population. Document the agreed upon risk levels in the [Data Analysis Tool 5: Risk Identification and Mitigation Summary](#).

Action 3.3: Identify actions that will mitigate risks

Identify actions and programme design elements that will mitigate risks and maximize the positive impact of a market-based response for each prioritized risk. Focus on those risks with a high likelihood of occurring and which may have a severe impact. Mitigation measures should primarily address the causes of the risks or, at the very least, increase the capacity to manage identified risks. More than one mitigation measure can be considered for each risk. If it is not possible to reduce the risk to an acceptable level, then it is advisable to avoid the risk and revert to other options. Refer to Table 4 for examples of market-related risks and corresponding mitigation measures. Complete documentation of risk mitigation measures in [Data Analysis Tool 5: Risk Identification and Mitigation Summary](#).

Table 4: Example of market-related risks and mitigation measures to be considered⁸

Market-related risks	Mitigation measures to be considered
The target population accesses poor quality core goods/services, which undermines their health, life and/or livelihood	Establish expected quality standards in contracts and control mechanisms/penalties. Vouchers programmes that ensure providing the required quality and quantity of goods and services in a timely basis. Monitor the quality of products.
The response creates or exacerbates damaging market behaviours (e.g. lack of competitiveness)	Engage with market players that have less market power. Set agreements to reduce negative market behaviour/practices. Highlight/create incentives for new market players. Monitor market behaviours and take actions where necessary. Refer to regulatory bodies (if they exist) to request advice and support.
The response creates unacceptable risks for the target and non-target population (e.g. security, robbery)	Select alternative and more secure transfer mechanisms (e.g. electronic transfers, banks, security companies). Adopt preventive measures to reduce people's exposure to risks. Collaborate with local authorities and/or use vouchers.
The response undermines target and non-target population access to life and livelihood needs (e.g. inflation)	Combine in-kind and cash transfers. Price monitoring and contingency planning (e.g. adjust transfers value or shift modality). Set agreements with traders on prices. Ensure enforcement of official tariffs where applicable.
Seasonal rainfall affects the transportation networks resulting in shortages and periodic price rises	Improve road infrastructures in favourable seasons (cash for work schemes, advocacy to government and transportation businesses). Encourage traders to pre-position stocks of core goods that tend to be in highest demand.



STEP 4: COLLATE MSMA FINDINGS AND WRITE FINAL REPORT

PURPOSE

The purpose of this step is to collate market assessment findings and formulate key recommendations in a final report. The key objective is to document whether, and to which extent, individual supply chains in each reference marketplace can respond to an increase in demand. Similarly, if bottlenecks have been identified throughout the assessment, it is important to document recommended market support interventions. Output of this step is a final report summarizing main findings from the market assessment and providing recommendations on market-based programming from a market perspective. For example, if the market assessment feeds into the response analysis for multipurpose cash, it can help inform which goods and services can be accessed locally and at what price and which market-support activities could help increase the availability of core goods and services in reference marketplaces.

KEY QUESTION

The following key questions should guide data collection and analysis throughout this step:

- ✓ Do existing markets and service providers (local, regional, national) supply the goods or services needed by target populations?
- ✓ Can existing markets and service providers (local, regional, national) provide these goods or services at an appropriate price?
- ✓ Can these markets and service providers respond to increased demand, without significant risk to the target population, service providers and traders?
- ✓ Are additional market-based programme interventions needed to support trader and service provider response and/or maximize the positive impact of the intervention?

KEY ACTIONS

Action 4.1 Collate market assessment findings

In this final step of the market assessment process the assessment team should collate and review all existing market assessment findings. In particular, the team should discuss and confirm the different analysis from different steps of the market assessment process and organize information per supply chain for each individual marketplace.

Action 4.2 Summarize supply chain statements

Discuss and agree on summarizing statements for each supply chain per reference marketplaces. It is important to illustrate the analytical process and concluding recommendations for each individual supply chain per reference marketplace. The statements should summarize whether the supply chain is integrated and competitive, whether it is likely to respond to the increase in demand, whether there are likely changes in the price for core goods and services and whether any trader support is needed. The summarizing statement should also list any identified risks and proposed mitigation measures. Refer to Table 5, which provides an example of a summary statement:

Table 5: Examples of supply chain statements from DRC

Supply chain statements	Core goods
<p>Kasanda marketplace</p> <ul style="list-style-type: none"> ▪ Supply chain is integrated and competitive. ▪ Supply chain will respond if demand for core goods increases during programme intervention period by 20 per cent. Traders can increase supply and there are additional traders interested in supplying core goods to this reference marketplace. ▪ There is unlikely to be an increase in prices for longer than three months if demand increases. ▪ Trader support is needed to support supply chain response to increase in demand. Support in warehousing and access to credit will be needed. ▪ Risks: <ul style="list-style-type: none"> ▪ Market environment does affect the ability of the supply chain to function. Security is changeable and could affect market access and consumer demand. ▪ Market infrastructure does affect the ability of the supply chain to function due to lack of adequate warehousing and transportation routes especially during the rainy season when the supply chain may struggle to meet demand in a timely manner. ▪ Significant risks include: <ul style="list-style-type: none"> ▪ Poor transportation during the rainy season could lead to delays, lack of trader capital to increase stock if demand increases rapidly (which could result in price increases) ▪ Growing social tension between chronically poor local population and refugees ▪ Potential changes to the security levels in the area could increase risks associated with physically accessing marketplaces, preventing target and local populations from accessing markets and reducing consumer demand ➔ Market-based programming only possible under certain conditions <ul style="list-style-type: none"> ▪ Security situation remains calm and does not affect market access ▪ There is sensitisation of refugee and local populations about programme objectives and methodology ▪ There is sensitisation of traders regarding programme plans to enable pre-positioning of items ▪ Target population numbers gradually increase to enable supply chain/trader capacity to respond 	<p>Blankets, floor mats, CGI sheeting, kitchen sets</p>

Action 4.3: Draft the final market assessment report

Based on the summarizing statements and programme recommendations, draft the final assessment report that outlines the market assessment findings ([Guidance IV.I Market Assessment Report Outline](#)). Follow [Reporting Tool 1: Market Assessment Report](#) for the detailed report outline.

STEP 5: MONITOR MARKETS

PURPOSE

Market monitoring is essential and forms an important component of the wider CBI programme monitoring⁹. The purpose of market monitoring is to confirm whether the selected transfer modality remains an appropriate response option from a market perspective and to assess the impact (negative or positive) of the intervention on the price, quality and availability of core goods and services in reference marketplaces. Output of this step is a market monitoring report to enable decision making regarding the effective and efficient use of markets to meet the needs of persons of concern without causing harm to local markets or target populations.

KEY QUESTION

The following key questions should guide data collection and analysis throughout this step:

- ✓ Are there any changes in the price of goods and services in reference markets?
- ✓ Are there any changes in the quality of goods and services in reference markets?
- ✓ Are there any changes in the availability of goods and services in reference markets?
- ✓ Are there any risks that markets pose for the programme or vice versa?

KEY ACTIONS

Action 5.1 Review the market assessment report

Market monitoring should build on information collected during the MSMA to allow for a comparison of data over time. For example, the market assessment report provides valuable background information, including any assumptions or limitations that should be kept in mind throughout programme implementation and monitoring, such as:

- Marketplace and service provider access information;
- Supply chain information including assumptions on competitiveness, integration and expandability;
- General baseline information on price, quality and availability of core goods and services.

Action 5.2 Draft a monitoring plan

Draft a market monitoring plan to help prepare for the assessment. Decide on the following key elements, to be included in your plan:

- What to monitor ([Guidance V.I: What to monitor](#)) – Prices, quality, availability and risks
- Where to monitor ([Guidance V.II: Where to monitor](#)) – Locations and sampling size
- When to monitor ([Guidance V.III When to monitor](#)) – Frequency and timing of monitoring rounds
- Identified “thresholds” for key indicators ([Guidance V.IV Setting “thresholds” for key indicators](#))

Refer to Table 6 for a sample market monitoring plan:

Table 6: Market Monitoring Plan

What?	Why?	Where?	When?	Threshold indicator	Who?
Eg. Price of the Minimum Expenditure Basket for multipurpose cash grants	Proxy for market integration and competition. Stable prices ensure affordability.	Reference market A: Retailer A, B, C, D, E Reference market B: Retailer: U, V, W, X, Y,	Monthly	80 USD – 90 USD	Reference market A: UNHCR Reference market B: NRC

Action 5.3 Collect data

Before you engage in primary data collection check if other actors implement any market-based programming in the same intervention area. If so, it is likely that they collect similar data for the same reference marketplace. In some operations, Government may already carry out country-wide price monitoring and hence, some information might already be available through secondary data. Avoid duplication of data collection and seek coordination with other actors where feasible e.g. through local cash working groups, which can be an efficient way for multiple actors to monitor the same market systems. A good example for such coordination is the Libya Joint Market Monitoring Initiative (JMMI).¹⁰ If you rely on secondary data, make sure you understand the methodology behind this data to ensure comparability of different datasets. If you need to collect your own market monitoring data, use [Data Collection Tool 4: Market Monitoring](#) and adapt it to the local context. Consider using digitized questionnaires (e.g. KoBo) to facilitate data collection and analysis and train data enumerators on using the tool. Carry out regular debriefs with the data collection team to ensure ongoing learning from the process and to allow for adjustments in programme implementation, if needed.

Action 5.4 Analyse market monitoring data

Always analyse market monitoring data immediately after each round of data collection and, where possible, at the same time as other programme monitoring data. Note any deviations from the previously established threshold indicators on either the availability or price of core goods and services. Where there are substantive deviations, it is important to investigate potential causes leading to these changes. The below Table 7 provides an overview of potential contributing factors for price variations.

Table 7: Price change characterisation matrix¹¹

	One/few commodities	Many/all commodities
One/few markets	<ul style="list-style-type: none"> ■ Seasonality ■ Local supply shocks ■ Local demand shocks ■ Trader capacity /actions ■ Intervention 	<ul style="list-style-type: none"> ■ Seasonality ■ Local supply shocks ■ Local demand shocks ■ Trader capacity/actions ■ Intervention
Many/all markets	<ul style="list-style-type: none"> ■ Seasonality ■ Widespread supply shocks ■ Global food prices ■ Policies 	<ul style="list-style-type: none"> ■ Seasonality ■ Inflation ■ Exchange rates ■ Fuel prices ■ Widespread supply shocks ■ Widespread demand shocks ■ Policies

Most likely the collected monitoring data will not provide adequate information to fully substantiate contributing factors. In this case it is recommended to undertake additional key informant interviews and a light supply chain (Step 2.2) or market system analysis (Step 2.3) where needed.

Action 5.4 Write report

Use [Data Reporting Tool 2: Market Monitoring Report](#) to formally document findings from the market monitoring and disseminate the report with relevant stakeholders. Ensure you highlight any deviations from previously established thresholds and discuss findings in case of significant deviations. Remember that while market monitoring is an important component of the wider programme monitoring, market data alone is usually not sufficient to fully inform programme changes and should therefore always be triangulated with information from other programme monitoring (eg. CBI post-distribution monitoring, reports from complaints and feedback mechanisms, and participatory assessments with persons of concern).

ANNEX I: MSMA TOOLBOX

The Multi-sector Market Assessment Toolbox provides 14 ready-to-contextualize data collection, data analysis and reporting tools that can support the market assessment process throughout each step of the MAF. Tools can be used in range of contexts and should be adapted to the particular operational context prior to use. Further guidance on contextualizing tools can be found in Annex II: Additional Technical Guidance.

STEP	TOOL	PURPOSE
STEP 1: REVIEW EXISTING INFORMATION AND DEFINE THE SCOPE OF THE MSMA	Data Collection Tool 1: Secondary Data Review Checklist	This tool helps guide secondary data collection in order to take stock of what we already know and to identify critical information gaps. It focuses on data collection related to context and needs analysis as well as existing information on marketplaces, individual traders and service providers.
	Data Analysis Tool 1: Goods, Services and Marketplace Summary	This data collection and organization tool helps inform the scope, depth and focus of the Multi-sector Market Assessment, through documenting the context and scale of a planned intervention, goods and key services needed by the target population and reference marketplaces.
STEP 2.1 ANALYSE THE MARKETPLACE	Data Collection Tool 2A: Key Informant Questionnaire (Goods)	This tool provides a structured Key Informant Questionnaire (Goods) for use in a specific reference marketplace to gain high-level information on basic market characteristics, the range of market players, and availability of core goods and their current price range.
	Data Collection Tool 2B: Key Informant Questionnaire (Services)	The tool provides a structured Key Informant Questionnaire (Services) to obtain an understanding of private and public service provision for target populations and the potential to expand these services to accommodate future demand.
	Data Collection Tool 2C: Key Informant Questionnaire (Customer)	This tool provides a structured Key Informant Questionnaire (Customer/Tenant) to gain high-level information on basic market characteristics, the range of market players, and availability of core goods or services.
	Data Analysis Tool 2: Marketplace Analysis (Goods & Services)	This worksheet supports the analysis of information collected so far and to guide the team in decision-making on: <ul style="list-style-type: none"> Whether target populations have safe and dignified access to reference marketplaces Whether marketplaces supply the goods and services needed by the target population Whether traders and service providers are likely able to increase supply to meet expected demand.
STEP 2.2 ANALYSE THE SUPPLY CHAIN	Data Collection Tool 3A: Detailed Trader Questionnaire	This tool provides structured interviews to be undertaken with traders in a specific reference marketplace to gain detailed information on basic market characteristics, the range of market players, and availability of core goods and their current price range.
	Data Collection Tool 3B: Detailed Service Provider Questionnaire	This tool provides structured interviews to be undertaken with service providers to obtain a detailed understanding of private and public service provision for target populations and the potential to expand these services to accommodate future demand.
	Data Analysis Tool 3: Supply Chain Analysis	This tool helps to categorize and analyze data that was collected in previous tools in order to guide informed decision making related to supply chain capacity.

STEP 2.3 ANALYSE THE MARKET SYSTEM	Data Analysis Tool 4: Market System Mapping	<i>This tool guides the process for developing a market system map for core goods and services, which will help identify additional key stakeholders and informants for involvement in the market assessment and analysis. It will help identify any bottlenecks in the wider market system as well as market support activities that could support supply chain expandability.</i>
STEP 3: ANALYSE RISKS AND IDENTIFY MITIGATION MEASURES	Data Analysis Tool 5: Risk Identification and Mitigation Summary	<i>This tool supports the documentation of identified market-related risks and corresponding mitigation measures. Key questions this analysis tool tries to address includes:</i> <ul style="list-style-type: none"> ■ <i>What are the risks associated with a specific reference market?</i> ■ <i>What can be done to mitigate risks?</i>
STEP 4: COLLATE MSMA FINDINGS AND WRITE FINAL REPORT	Reporting Tool 1: Market Assessment Report Format	<i>This tool provides a guidance for final analysis as well as the outline of the market assessment report to ensure all market relevant information and decision-making is documented.</i>
STEP 5: MONITOR MARKETS	Data Collection Tool 4: Market Monitoring	<i>This tool aims provides a structure to collect information in relation to:</i> <ul style="list-style-type: none"> ■ <i>Market access and infrastructure</i> ■ <i>Price, quality and availability of goods and services</i> ■ <i>Programme recommendations from a market perspective</i> ■ <i>If market monitoring is done as part of an interagency collaboration, agree on standard templates and data collection methodologies.</i>
	Reporting Tool 2: Market Monitoring	<i>This tool suggests an outline and related content for a market monitoring report. It can be adapted based on the local context. If market monitoring is part of an interagency collaboration, use the same templates and methodologies as other agencies.</i>

Important: In order to unlock and open the tools, make sure you save the file and re-open the PDF in Acrobat Reader.



ANNEX II: ADDITIONAL GUIDANCE

This Annex provides more detailed technical guidance for team leaders. It further elaborates on key concepts and activities referenced in the step-by-step guidance and provides practical tips and additional background information for carrying out the steps.

STEP 1: REVIEW EXISTING INFORMATION AND DEFINE THE SCOPE OF THE MSMA

Guidance I.I: Collate and analyse context information

A context analysis should provide a snapshot of the current situation and highlight any recent or expected future changes to the context. Detailed information could include information about the political situation of the country, the nature of the humanitarian situation, including the number of affected people, the reason why they are affected and any key protection considerations that may be relevant to the market assessment (e.g. restricted freedom of movement would hamper the target populations' potential access to markets). Finally, context information should also include key information about the economy (e.g. inflation or exchange rates) and infrastructure (e.g. location of major access roads or, ports) in the country.

Guidance I.II: Collate and analyse needs information

People's needs may include a range of goods and services required for a given period of time (e.g. food, hygiene items) or for specific times of the year (e.g. school material at the beginning of the school year or seeds before the planting seasons). Some of the needs can be planned for (e.g. water consumption), while others could be ad-hoc (e.g. medical emergencies). Understanding needs is critical because they are part of the demand information required to prioritize goods and services for the market assessment:

- Refer to recent multisectoral or sector-specific needs assessments in the area. For additional guidance material on how to conduct a needs assessment, refer to [UNHCR's Needs Assessment Handbook](#).
- Bring relevant stakeholders together during this process to brainstorm a long list of needs, including affected populations themselves. For example, this could be done within technical working groups or through key informant interviews and focus group discussions with affected communities.
- In some instances, humanitarian actors or the Government may have already developed a Minimum Expenditure Basket, which serves as a basis for potential goods and services to be included in the market assessment. Refer to [The Operational Guidance and Toolkit for Multipurpose Cash Grants](#) for examples of Minimum Expenditure Baskets and the calculation of transfer values for multipurpose cash grants.

Guidance I.III: Collate and analyse existing marketplace information

Reference marketplaces are the places where people regularly buy the items or access the services they need. Beginning the assessment with some basic supply information about these marketplaces is important. For example, it is important to know where they are, how regularly they operate, what they sell and how many traders or service providers they host. Equally important is access information – how far people travel to these markets, how easy it is for them to make this journey, etc. Market access is made-up of a number of different physical and social aspects. It is important that only marketplaces to which the target population have access are considered. Some of the most critical questions are outlined below in table A with the rationale for asking each:

Table A: Key questions and rationale for collecting marketplace information

Question	Explanation
<i>Where do people usually buy the goods that they need and where do they access essential services?</i>	In very remote and rural areas, one marketplace may serve a large area. In these situations, there may be a number of smaller markets that are used more regularly. Discuss these markets in a group and consider whether or not it is worth listing them. A marketplace for goods should have a number of shops and demonstrate a certain level of competitiveness. In urban areas, identified communities may visit more than one marketplace on a regular basis. In this case list all marketplaces, starting with the one most commonly used by this community; In camp environments, depending on the context, markets may be transient, they may be small, and they may be new, make a note of this on the worksheet.
<i>Approximately how many people use each marketplace?</i>	This is important for the market assessment because it helps to understand the total demand for particular goods and services and to account for the possibility that one market serves more than one community or that one community might visit more than one market, and providing a population range for each marketplace can reflect this type of information.
<i>Are there any protection concerns to consider for each marketplace or service provider?</i>	It is important that target populations can safely access the goods and services they need in markets without protection issues arising. Humanitarian agencies should not proceed with CBI or other interventions that require attendance at marketplaces, if target populations cannot access these safely. It may be the case that the marketplace assessment identifies a good supply of many of the commodities needed. However, if people are unable to visit markets safely, they are unable to have access to those goods and services. Refer to Guidance I.VI AGDM and Protection Integration for additional guidance on integrating age, gender, diversity and protection considerations in the market assessment process.

➔ Guidance I.IV: Determining which goods/services are NOT suitable for Cash-Based Interventions

Though most goods and services can be accessed locally, not all can and should be considered for market-based programming. It is strongly recommended to include sector specific technical expertise in this discussion. If your own operation does not have such expertise, seek external local collaboration or HQ expertise. Do not forget to document the reasons for eliminating certain goods and services. Table B provides an overview of key considerations throughout this process of elimination.



Table B: Is a good or service suitable for market delivery? (for use in discussion)

Criteria	Explanation	Examples
Ability to meet needs through local markets: Can the needs of the people be met through local markets?	Not all needs can be met through the provision of cash. Some needs may require specific protection case management services.	School aged children cannot attend the local primary schools because they do not have birth certificates. The birth certificates are mandatory for school enrollment.
Priority of item: Is this a priority for persons of concern? Would they spend their own money on it?	People may not prioritize some items for socioeconomic, cultural or traditional reasons.	If an item is relatively expensive and not part of traditional consumption, as may be the case, for example, with water purification tablets; people may not be willing to pay for this item.
Complexity of technical specification: Does the good or service have a particularly high specification?	Goods and services of high specification may not be available or may not have existed in the market prior to induced demand.	This is the case with micronutrient supplementation, for example, which should be delivered under medical oversight. This may also be the case with shelter building materials, tents, specific food items, energy-efficient lighting, etc.
Organizational Policy: Does the organization have a specific policy related to the supply of this good or service?	Specific approaches or policies within technical sectors guide the decision on using markets to meet certain needs.	Some sectors have a policy of working through public services where possible, e.g. health care and education. In this case, using markets – and therefore paying for services, e.g. private school – may directly oppose internal policy. This may also be the case when considering providing resources for baby formula, whose supply and consumption is guided by specific inter-agency nutrition policies.

➔ Guidance I.V: Marketplace Mapping

Marketplace mapping is a useful way to start thinking about the connections between markets in terms of the movement of goods and services. It is especially useful in contexts where intended recipients of a CBI are likely to visit more than one market to meet their needs. This exercise is similar to a supply chain mapping, but it differs because this mapping only considers physical locations of communities and marketplaces.

- Use a map of the region or locality and begin by mapping the target camps or populations.
- Next, mark on the map the markets that people use. Use secondary information to approximate locations and distances from each community.
- If you can estimate sizes of markets, mark this on the map, and indicate the physical flow of goods and services.

Remember that this map does not need to be perfect! Include as much information as is known. To develop the map, consider:

- ✓ Designating a symbol that identifies each good or service; and
- ✓ Using different colors to illustrate flows of different commodities

➔ Guidance I.VI: AGDM and Protection Integration

Ensure you analyse protection risks and take age, gender and diversity considerations into account when confirming the selection of reference marketplaces and service providers. As protection factors should be considered throughout the market assessment process, the majority of questions listed in the protection checklist (refer to Box A) have been incorporated into the assessment tools. UNHCR and its partners have produced a number of gender and protection lessons learned and guidance documents that can further guide the assessment team.¹²

Box A: AGD and protection Integration in the market assessment process

Age, Gender and Diversity (AGD) integration is necessary to fully appreciate the diverse experiences, capacities and needs of persons of concern and should be applied to all areas of UNHCR's work.¹³ Below are some examples of how AGDM considerations could be integrated into a Multi-sector Market Assessment.

- Triangulate data from different age, gender and diversity groups to obtain information on the variety of experiences of persons of concern, traders and service providers;
- Ensure the participation of persons with an array of age, gender and diversity characteristics when assessing the needs and priorities;
- Include questions and themes in the assessment that might be relevant to marginalized or less vocal segments of communities; and
- Support the meaningful participation of women by ensuring female enumerators to the extent possible are part of the data collection team, so that interviews and focus group discussions with women can be facilitated by female enumerators.

Protection integration in the market assessment process helps ensure that persons of concern enjoy safe, dignified and meaningful market access. Below are some examples how protection considerations can be integrated into the market assessment process:

- Analyse how a market-based intervention may impact market-related *security risks* for beneficiaries, traders and service providers. Assess safety risks related to the marketplace or service provider location itself or en route to or from the marketplace. Risks could include physical violence including but not limited to SGBV or extortion.
- Analyse how a market-based intervention may impact *social relations* within the community and ensure that a market-based intervention will not cause harm but instead, promote social cohesion within and between households in the community. This analysis is especially important in conflict areas and may also relate to issues of trade fairness between ethnic groups.
- Analyse whether all persons of concern will enjoy *meaningful access* to the marketplace, which includes both social and physical access. Ensure an AGD lens is applied when reviewing meaningful access to goods and services. Social constraints could include social divisions due to poverty, gender or ethnicity, while physical access could include distance, limited freedom of movement, lack of transportation systems or physical or intellectual disability.



STEP 2: COLLECT AND PROCESS ADDITIONAL DATA

Guidance II.I: Market Actor Mapping

The outcome of the market assessment process will be richer and more reliable if the right people are interviewed and if tools are adjusted to those you consult with. Speaking to a range of people, who bring different perspectives and experience will lead to a more efficient and robust outcome. Remember that there are a range of people who can give information on markets, consider:

Table C: Collecting the appropriate information from the relevant market stakeholders¹⁴

Stakeholder	Information
Crisis-affected population	<ul style="list-style-type: none"> ■ Pre- and post-crisis income and expenditure levels. ■ Coping mechanisms pre- and post-disaster (particularly what people do when traders and markets are not able to respond to their needs). ■ Immediate and longer-term needs. ■ Which markets are essential to cover basic needs during crisis and non-crisis times? ■ Pre and post-crisis access (physical, financial and social) to markets, including potential barriers. ■ Pre- and post-crisis distance from markets (this will provide a geographical limit to the area of analysis). ■ Seasonal differences. ■ Pre- and post-crisis prices of key commodities. ■ Pre- and post-crisis quality of the key commodities available in local markets. ■ Pre- and post-crisis cash transfer mechanisms (e.g. banks, phones). ■ Pre- and post-crisis labour wages. ■ Pre- and post-crisis sources of livelihood.
Traders	<ul style="list-style-type: none"> ■ Pre- and post-crisis volume of trade. ■ Pre- and post-crisis volume and value of their stock. ■ Seasonal trade variation, ideally over the last five years. ■ Pre- and post-crisis availability of commodities. ■ Pre- and post-crisis supply chains and the effect or potential effect of the crisis. ■ Government regulations around supply of commodities and market-related restrictions (including policies limiting access for humanitarian agencies and/or their ability to collect information or implement programmes). ■ Prices of key commodities (both when bought and sold). ■ Power relations between market players and potential trader cartels. ■ Existence of trader groups (positive/negative). ■ Social, ethnic and political issues among traders. ■ Market storage capacity. ■ Access to credit and other financial services. ■ Other services to which they have access. ■ Type of suppliers. ■ Type of customers.

Stakeholder	Information
Government representatives and regulatory bodies	<ul style="list-style-type: none"> ■ Formal and informal customs barriers. ■ Formal and informal taxes and movement permits that raise costs and constrain the movement of goods and services. ■ Market monitoring systems. ■ Policies related to markets and trade. ■ Government stocks (especially food). ■ Financial institutions and service providers. ■ Restrictions related to the provision of CVA
Financial institutions and service providers	<ul style="list-style-type: none"> ■ Functioning of money transfer systems. ■ Capacity for increasing the use of such systems. ■ Current client base and volume of business. ■ Money flows. ■ Investment capacities. ■ Interest and capacity to partner with humanitarian organizations. ■ Working capital. ■ Geographical coverage. ■ Evolution of formal and informal exchange rates.
Producers	<ul style="list-style-type: none"> ■ Ability to provide products and increase production if needed. ■ Prices. ■ Seasonality. ■ Access to buyer markets. ■ Unions and cooperatives.

Also consider liaising with humanitarian players that are active in the area of implementation that may have CVAs/market-based programmes in place. Be sure to consult with technical experts, especially if the goods/ services under investigation have complex requirements.

The team leader should keep the following points in mind when supporting the team in the identification of key informants, market players and key stakeholders:

- a) The gender and ethnic balance of the key informants/market players spoken to: Use your observation skills to see how represented women and ethnic minorities are in the supply chain – if they are active, try to speak to female market players. Try and speak to a representative sample of traders, wholesalers – asking people who normally trades in the market, keeping in mind seasonal variations (See Box B).
- b) A risk of bias: Everyone has their own opinion and a reason why they have it, including members of the assessment team! Be open to what the bias a KI, KS or a wholesaler may have in interviews. Politely challenge people's opinions and bias where you can, using secondary data or the thoughts and ideas of others (unless they are confidential) to effectively triangulate and probe. The gender and ethnic balance of the key informants/market players is as important as that of the assessment team. The assessment team composition should reflect the diversity of the market player that will be spoken to.
- c) The target population may prefer to access goods and services from specific market players – so make sure you speak to them! It is not unusual for the target population (or specific groups within the population such as persons with specific needs) to purchase goods and services from specific market players. It is important to get a sense as to why the target population have a preference. Is it due to security or ethnic reasons? Is it related to availability of the goods and services they require or, access to better prices and credit? To understand this better, speak to target and non-target populations, preferred and non-preferred traders.

Box B: Reflections: gender and market trader representation¹⁵

The market assessment team found:

- The small share of female traders in their sample did not necessarily reflect the true situation in the markets, as the survey was not representative at market level.
- Knowing what a representative sample of traders is, at a village level is challenging in developing countries where there is no information available on the number and type of traders working on the market throughout the year.
- Assessment timing of the played role in the low participation of women in trade, as they sell agricultural commodities seasonally.
- A strong gender imbalance is found between retailers and wholesalers. Women involved in agricultural trade are more likely to be retailers, even in Cameroon where they make a large contribution to trade.

➔ Guidance II.II Market Observation

When you observe the marketplace, try to cover the following areas:

- **Market infrastructure:** What is the physical state of the marketplace? What is the state of the infrastructure of trader shops and service location?
- **Availability of goods and services:** Which goods are being sold or which services are being provided? Do they match the needs of the target population?
- **Consumers:** What do people buy in the marketplace and which services do they access the most?
- **Social dynamics:** How do people (consumers/service providers/traders) interact with each other? Do you notice any tensions? Who visits the marketplace? Are there any groups under- or over-represented?
- **Risks:** Are there any security or protection risks related to accessing this specific marketplace/service provider?

➔ Guidance II.III Qualitative Data Collection

Semi-structured interviews and focus group discussions (FGDs) complement each other and are suitable data collection methodologies during a rapid marketplace analysis to get a broader sense of the availability of specific items or services in a reference marketplace. Box C includes some basic recommendations that users without previous experience in conducting interviews may want to consult, before undertaking primary data collection.



Box C: Recommendations to improve chances of obtaining good information¹⁶**➔ Prepare for your interviews**

Make sure you are familiar with the interview form and understand its purpose. You should understand all the questions and know where and how to fill in the answers.

➔ Introduce yourself and the purpose of the interview

Introduce yourself, who you work for, what you would like to talk about and why. This will allow your interlocutor(s) to mentally prepare themselves for what is coming. State clearly that you are here to learn about the impact of the recent shock on specific commodity markets to see whether or not the local population is able to buy these key commodities in sufficient quantity.

➔ Address your interviewees in an appropriate manner

Adapt your interview style to your interviewee (e.g. someone you know or a stranger). Be polite and friendly. Be prepared to explain questions in more detail if your interviewee does not understand them right away and use local language and examples to explain.

➔ Adapt your questions and interview style to your interviewee

Try to get an idea of who your interview partner is and what type of information you can expect from him. If you want to interview a trader and notice that he is very busy, it may be better to ask him for an interview at a time that is convenient for him, otherwise you may have to limit your interview to a few precise questions.

➔ Make sure you ask for descriptions and explanations

If the interview form asks you to ask for descriptions, explanations, or justifications do so. Simple Yes- and No-answers are often only of limited use during the following analysis. The explanations of your interviewee(s) allow you to understand the context and give you the possibility to cross-check and verify consistency.

➔ Cross-check your information

If you want reliable information you must interview several people on the same subjects. This gives you the possibility to compare their answers and increases the chances that you get a good picture of the 'real' situation.

You must also verify information during an interview. If you ask complex questions, you should reformulate the answer of your interlocutor and ask him whether you understood him correctly (e.g. So, you say that...).

➔ Be aware of the interview environment

Make sure you interview people in an environment in which they feel at ease to talk. Traders may not want to talk in front of their customers and you may want to ask them if they prefer a more private environment, for example, their shop.

➔ Be alert, flexible and spontaneous

Do not be too constrained by the interview form. If you hear something of interest that is not asked for in the interview form, make a note of it and make sure to discuss it during the later RAM-team discussions. However, as you do have to collect the information requested by the interview form, you should nonetheless make sure that the discussion stays on track – it can be difficult to find the balance. If the discussion drifts away, be alert and try to bring your interlocutor back to the topic you're interested in. If you do not obtain the information by directly asking for it, ask from another angle. Always make sure your interlocutor(s) understood the question.

➔ Observe

Questions are not the only way to obtain information. Observation can bring you a long way and it can be a very good way to verify oral information.

➔ Guidance II.IV Contextualisation of tools

All data collection tools will need to be contextualized, to ensure their applicability to the context in which they will be used and the people who will be responding to them. There are multiple benefits to having well contextualized tools, including but not limited to the following:

- ✓ Make data collection tools usable, reducing confusion for users and respondents;
- ✓ Avoid unintentional harm of exacerbating social tensions, especially between displaced populations and host communities;
- ✓ Assist in an understanding of the assessment findings;
- ✓ Result in a deeper understanding of contextual nuances such as power dynamics, social norms and rules that are difficult to capture;
- ✓ Recognize the existing legal frameworks, formal and informal institutions, urban/rural systems and power structures that will affect a response programme and vice-versa.
- ✓ Make explicit the programme assumptions, risks and trade-offs involved in planning and implementing programmes.

Applying tools in different settings:

This section provides information and considerations relevant to the application of the guidance and tools in different contexts. Assessment teams should always review and contextualize tools prior to any data collection to ensure their applicability to the context, information needs and type of informant(s).

❖ Considerations for urban and rural contexts

Table D illustrates how a difference in context can influence movement, market access and population size.

Table D: Urban and rural contexts

CONTEXT	THINGS TO KEEP IN MIND
URBAN	<p>MOVEMENT OF PEOPLE AND MARKET ACCESS</p> <ul style="list-style-type: none"> ▪ Displaced population movements can be highly dynamic in urban areas, requiring an understanding of trends and patterns to ensure the right geographical area within the urban zone is identified. ▪ Target populations are likely to visit more than one market regularly making estimating demand more challenging. Mapping of markets and consultation with targeted populations is critical to the process. <p>POPULATION SIZE</p> <ul style="list-style-type: none"> ▪ Target populations are more likely to constitute a smaller percentage of the overall urban population. In such a context a cash and voucher assistance is more likely to be possible and a quick analysis of markets and protection issues may provide sufficient information for core goods and services.
RURAL	<p>MOVEMENT OF PEOPLE AND MARKET ACCESS</p> <ul style="list-style-type: none"> ▪ Rural communities/camps may be isolated from markets meaning that they are marginalized, and transport costs may be high/prohibitive. ▪ Small, disparate markets that do not appear to have capacity to scale up. ▪ Rural cross-border trade/population movements to markets over borders. <p>POPULATION SIZE</p> <ul style="list-style-type: none"> ▪ Displaced persons may outnumber the host community. In such a context, especially if this is a recent development, it is likely that a more in-depth assessment of markets will be necessary to determine the appropriateness of cash and voucher assistance. ▪ When displaced persons outnumber the host community, the market assessment must include a focus on potential marginalisation and issues of social tensions. ▪ In some contexts, and depending on the core goods and services needed, in-depth analysis will be required.

Box D: Urban context, specific characteristics¹⁷

Urban environments are characterized by high numbers of very different people living and working in close proximity to one another. In contrast to rural areas, urban inhabitants tend to be geographically better connected to a diverse range of goods and services and are largely dependent on technical or economic systems (formal and informal) in order to meet their basic needs. The social, political and institutional environment is also more complex (and diverse in degrees of legitimacy, governance and accountability) from one urban locality to another.

❖ Considerations for emergency contexts

If a disaster or shock has led to significant changes in the market and/or a programme response is being planned, use the tools and guidance by ensuring the following considerations are taken into account:

- The time frames for the assessment:
 - Real time remains the same.
 - Questions in the tools related to the past, should be referred to “before the shock/emergency”.
 - Planned intervention period remains the same and should reflect the immediate start of programming.
- Market mapping continues to be a valuable exercise but keep in mind that the market map will require regular updating as the context will change quickly.
- When selecting core goods and services, keep in mind the following:
 - The core goods and services selected may be different to those normally used.
 - Households may select a wider range of core goods and services as they have a diverse range in needs. Additionally, household needs will vary depending on any complimentary assistance being provided. In such a case, including all core goods and services in the assessment will be difficult. The assessment team should identify goods and services: (a) that are likely to be in high demand in the immediate and mid-term future and, (b) with potentially problematic supply chains. This enables the market assessment team to focus their efforts on assessing more vital supply chains.

Table E provides further considerations to keep in mind, based on the type of emergency.



Table E: Key considerations for different type of emergencies

If the disaster is a one-off shock such as a flood/earthquake and tsunami:	If the emergency has caused a significant influx of displaced population:	If there is a slow-onset crisis where there is a constant deterioration in the market context:
<p>Markets may have been physically affected by the shock and/or people's access to markets may have been affected. In most natural shocks, markets recover fairly quickly. If the market seems to be recovering following the shock, the following is recommended:</p> <ul style="list-style-type: none"> ➔ A quick assessment to get a sense of market capacity following the shock ➔ Ensure that special consideration is given to questions on trader support to speed up recovery ➔ Monitoring of market recovery ➔ An in-depth market assessment may be necessary when the market seems to be stabilizing. 	<p>Markets will be required to increase supply significantly and quickly to meet additional demand. In such contexts, it may be the case that new markets appear to meet demand as traders take up opportunities to increase business. In this case consider the following:</p> <ul style="list-style-type: none"> ➔ Ensure that assessments include new and emerging marketplaces ➔ Include projected demand in the coming months in tools to discuss supply chain expandability with traders and service providers. 	<p>If the market appears to be deteriorating in its capacity to function, traders and service providers have closed businesses or left the marketplaces and the population's access (physical and financial) to markets is decreasing. This includes contexts of slow-onset disasters such as droughts, and contexts of conflict or political instability:</p> <ul style="list-style-type: none"> ▪ Assess the rate of deterioration and likely outcome and the potential impact on the population ▪ Assess protection risks and the feasibility of a market-based intervention being implemented in the area ▪ Quickly map the market as it is to get a sense of the market capacity at this point in time (this can act as a reference map in the future) ▪ Get an understanding of the pre-shock market and its capacity ▪ Undertake some historical analysis to see if similar events have happened in the past. By asking key informants, try to understand if the market was able to recover, and if so, how long it took. ▪ Monitor the market, protection risks and consider re-doing the market assessment later, once markets are re-established and the context has stabilized.

❖ Considerations for conflict-affected contexts

Collecting data in insecure contexts, such as in conflict-affected areas, can be challenging and may require innovative thinking as to how data can be collected remotely. It is recommended to involve security experts as part of the assessment team to ensure that security considerations and measures are applied. In addition, involvement of protection experts is strongly recommended to ensure conflict sensitive programming is applied. Conflict sensitivity refers to the ability of an organization to:

- ✓ Understand the context in which it is operating, particularly intergroup relations;
- ✓ Understand the interactions between its interventions and the context/group relations; and
- ✓ Act upon the understanding of these interactions, in order to avoid negative impacts and maximize positive impacts.

Conflict-sensitive programming – involves close scrutiny of the operational context through regularly updating the conflict analysis, in order to avoid negative impacts and maximize positive impacts on the context. See Box E below on how conflict might impact market systems.

Box E: Market systems in conflict situations

'Conflict situations usually lead to very profound disruptions to the rules and norms that operate in market systems and enable them to function effectively. Violence, or the threat of violence, is frequently used to create new relationships of market power that affect issues of who can trade with whom, when, and where. New transaction costs are imposed – for example, through roadblocks and rent-seeking. Sometimes entire parallel or shadow market systems emerge to control trade in lucrative goods and services: this can be one of the drivers of conflict in the first place.'

❖ Considerations for preparedness

Market assessments can also be undertaken for preparedness purposes before the onset of a likely emergency. There are multiple objectives of such an exercise as illustrated in Box F below. The MSMA Guidance and Toolkit can be applied to a preparedness context by undertaking the following steps:

- Identify objective: Refer to Box F for ideas and rationale.
- Identify a likely emergency on the basis of past emergencies and trend analysis: Consider refugee influx, political instability, rapid- or slow-onset disaster, complex emergency etc. Consult local partners for their opinions.
- Identify a likely scenario for this emergency: If emergency type is of a recurring nature, refer to past emergencies for scenario details and to identify potential key informants involve in the assessment. Consider the following:
 - Core goods and services (quantities, frequencies and specifications)
 - Reference marketplaces the target population will use
 - Population numbers: Local and target that will be using markets
 - Emergency time frame
 - Impact on marketplaces, supply chains, access to markets by local and target populations.
- Adapt and contextualize the data collection tools to reflect the assessment objectives and emergency type: Substitute the programme intervention period for the emergency time frame.
- Identify the right key informants to include in the assessment and sensitize them of assessment objectives: Ensure traders and market players involved in the assessment are aware of the objectives of the exercise so that their answers are relevant.
- Analyse data collected with the objectives in mind.

Additional guidance and support on pre-crisis market mapping and analysis is available from: Juillard (2016) Pre-Crisis Market Mapping and Analysis (PCMA). A number of preparedness assessment reports are available online: <http://www.emma-toolkit.org/>



Box F: Reasons to undertake market assessments for preparedness¹⁸

1. Improve agency preparedness and support contingency planning exercises. Preparedness 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;
- Improving understanding of the impact future crises will have on critical market systems, especially people's access to them and the nature of the trading relationships between the different market players. This will provide for a more effective and rapid emergency response by pre-identifying preferred response options, building relationships 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 markets;
- Identifying which market systems are pivotal to people's basic needs coverage and livelihoods during a crisis; and
- Creating awareness around market-based programming with in-country stakeholders for improved future emergency response.

2. Trigger early action by providing refined market-related monitoring and early warning indicators that can be followed and integrated into an Early Warning System.

3. Mitigate the impact of a predicted crisis and help build resilience by identifying which area of the markets may be affected and how it will be affected. It 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 that protect and/or reinforce the market and the way people access it before the crisis strikes.

4. Build own staff and partners' capacity in market analysis and change the general attitude to be more favourable toward market-based programming. This capacity-building objective should not be a stand-alone objective but rather should be combined with one or more of the other objectives mentioned above.

🔗 Guidance II.V: Understanding Market Competition¹⁹

Competition arises when there is a sufficient number of traders or service providers that compete with each other for business, so that no single individual or enterprise dominates the market. When there is effective competition, no single trader or service provider can unfairly set the price of a good or service.²⁰

- ✓ Competition can be measured by assessing the number and size of traders or service providers in a market that sell the same type and quality of goods and services at a similar price. The number of players required for effective market competition will vary depending on the context. However, typically there should be at least 5-10 major market players selling services/goods in each large town and 3-5 market players in each village. The more players in a market, the less likely non-competitive behaviour (collusion) is to occur.
- ✓ In comparison, a monopoly is 'a situation in which a single market player 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 or coercion and/or corruption.'²¹

Understanding competition matters because market competition ensures that the target population can choose from whom they purchase their goods and receive their services, and because competitive markets provide better information and reduce the risk of artificially distorted prices. Competition often also leads to better quality for consumers, or higher returns for producers and employees.

➔ Guidance II.VI: Understanding Market Integration²²

A market is considered integrated when linkages between local, regional and national market players function well. Therefore, in a well-integrated market, if there is a lack of goods in one marketplace, there would be a fairly easy flow of these goods from other nearby markets. So, the concept of market integration describes how easily and regularly commodities flow from one market to another. Observing how prices in different markets move together can give an indication of integration. Therefore, integration can be measured by:

- Time series data on prices of these goods and services for one or more markets that are related, connected or integrated.
- Whether variations in prices in one market are related to the variations in the other, i.e. if the prices are correlated, then markets are likely to be integrated. This method can measure how prices move together over time. If markets are integrated, price changes in one market would be transmitted to the other.

Keep in mind that within an area such as a single province or region of a country, some markets may be well integrated while others may be poorly integrated. Integration is influenced by various factors:

- Good market infrastructure such as roads and storage, and good telecommunications helps integrate markets;
- Expanding cell phone networks have made communication of market information about supplies, prices and other important market attributes more accessible, helping to better integrate markets; and
- Government regulations on the movement and availability of goods and services, which can hinder integration, especially informal regulation and corruption. For some traders in some areas, informal fees and bottlenecks are one of the most significant determinants of whether they will move goods and provide services through an area; and civil unrest and banditry, which has a major influence on the movement of goods and services; for pastoralists and livestock transporters in the Greater Horn of Africa, for example, banditry is a common problem.

Understanding market integration is important because it will provide an indication of traders' ability to increase supply from nearby markets and because integrated markets are less vulnerable to price distortions.

➔ Guidance II.VII: Understanding Supply Chain Expandability

Supply chain expandability refers to the ability of the supply chain to increase the volume, availability (and potentially diversity) of goods and services in the reference marketplace. It is normally measured as a percentage. Estimating supply chain expandability is necessary if the target population is likely to increase the demand for goods and services significantly, because this additional pressure on the supply chain could result in price increases until the supply chain can respond. A supply chain is expandable if the following is possible:

- ✓ An increase in core good supply volume by current traders of that core good; and/or
- ✓ An increase in core service volume by current service providers of that core service; and/or
- ✓ An increase in the number of traders and service providers that supply the core good or service in the reference marketplace. These are traders who are attracted to the potential business created from an increase in demand.

Supply chain expandability percentages should be explored carefully if either of the following is true:²³

- ✓ The target population – including the target populations of other organizations planning to start a market-based intervention utilizing the same supply chains in the area – represents more than 20 per cent of the total population using the same reference marketplace; or
- ✓ The induced demand from the total target population – again, the target populations of any organization planning to start a market-based intervention utilizing the same supply chains in the area – represents more than 10 per cent of normal trader flows in the reference marketplace in a rural area or 25 per cent in an urban area.

➔ Guidance II.IX: Understanding Seasonality

A seasonal calendar can assist assessment teams in identifying and understanding how seasonal weather variations (that can affect transportation infrastructure quality and costs, prices and consumer demands) and broader contextual variations (such as changes in displacement patterns and migration movements, etc.) can lead to changes in demand and supply. Refer to Box G for an example of a seasonal calendar and the corresponding interpretation.

Box G: A seasonal calendar example

A seasonal calendar can be built on through the data collection, market mapping and analysis processes.

Goods	Months of the year												
Core good: blankets	S	O	N	D	J	F	M	A	M	J	J	A	
Volume of trade		Low				High							
Prices at market				Peak \$			Low \$						
Seasonal rainfall		Low				High							
Security incidents		Low				High			High				
Road conditions	Good					Poor							
Immigration (work)		Low							High				
Refugee arrivals	+ 200/month				+ 1,000/month				+ 1,500/month				

Interpretation: This example shows how trade volume (for blankets) would normally decrease from October to December, following an increase in trade volume during the coldest months of the year. It also illustrates the flow of migrants for work and refugee arrivals. Both worth considering as they are likely to have an influence on demand for goods such as blankets and could affect security issues, available employment and income.

➔ Guidance II.X Calculating the supply chain volume

In this step, the market assessment team will use [Data Collection Tool 3A: Detailed Trader Questionnaire](#) and [Data Collection Tool 3B: Detailed Service Provider Questionnaire](#) to get a better understanding of the volume of core goods and services available in the reference marketplaces. Exact numbers are not needed, but good estimates are required to enable reliable analysis and decision-making. In small marketplaces with fewer traders and service providers, interviewing most traders and service providers selling core goods and services will be possible. In larger marketplaces, it will be very difficult to interview all traders and service providers selling core goods and services. Interviewing all traders is not required. However, the assessment team should:

- ✓ Estimate the number of traders/suppliers of varying sizes (small, medium, large) selling the core good/service; and
- ✓ Calculate an approximate core good/service capacity for different sizes of traders (for example, small = 400 bars of soap sold per week; medium = 1,000 bars of soap per week; large = 2,000 bars of soap per week);
- ✓ Speak to 2-3 traders of each size to collect data. The estimates of number of traders of each size can also be checked to ensure that data collected are correctly generalized across all traders/suppliers; and
- ✓ Using the data collected and the estimated (and checked) number of traders/suppliers of varying size, generalize or extrapolate the data to get a 'good enough' estimate of core good/service supply.

➔ Guidance II.XI Supply Chain Analysis

It is necessary to collect price data of core goods and services (of the same specification) within the same reference marketplace to understand the level of integration²⁴ and competition²⁵ within the market, which are usually strong proxy indicators for a supply chains' ability to expand. For example, significant differences in price and wide range of specifications may indicate that supply chains are less integrated. Price data can also be used to establish a market price baseline for core goods and services, which is essential for monitoring change over time. Other barriers to supply chain expandability could include lack of storage space, lack of access to credit, lack of knowledge.

- As a team, review and analyse the data collected. Use questions 1 and 2 in [Data Analysis Tool 3: Supply Chain Capacity Worksheet](#), to reach a conclusion related to supply chain integration and competitiveness.
- Document findings, the team may decide not to include some core goods and services because there is lack of integration and competitiveness now and in the future, despite potentially higher demand.
- Check whether supply can meet potential demand now and during the future programme intervention period.
- Where core good and service supply struggles to meet demand, check whether trader support will assist with this, or whether additional traders will enter the reference market. Review data regarding what support traders may require increasing their supply. Consider what traders said about entering the marketplace if demand for goods and services increased.
- Check whether an increase in demand will result in a periodic or long-term increase in prices. Reflect on price data and guidance provided to answer this question: Is it likely that an increase in demand will lead to higher than normal prices for more than three months?
- Agree on analysis findings as a team and identify potential risks and assumptions that may need further investigation. Agree on findings and their implications and record decisions. Risks identified here will be further analysed in Step 5.
- Undertake additional interviews if significant assumptions need further analysis and/or if important gaps in data appear during the analysis.
- Response decisions need to be made using 'good enough' information.

➔ Guidance II.XII: Why consider trader support?

Supporting traders and service providers also acknowledges that businesses can be affected in humanitarian situations – protracted and emergency ones. Examples include, but are not limited to:

- Changing consumer needs and preferences (displaced populations may require different items that need to be sourced from different places);
- Reducing communication with consumers (the language spoken by the displaced population may not be the same as the host/local population, causing challenges);
- Increasing social tension/gang behaviour/ conflict (this is not uncommon in contexts of poverty where the poor are displaced, and local populations compete for resources); and
- Losing income and pending/outstanding debts (some traders provide credit to their customers, which may have been defaulted due to the emergency);
- Losing property and assets (building damage and loss of stocks and assets is not unusual);
- Damaging infrastructure (this disrupts the supply chain);
- Damaging communication networks and information services (mobile and radio networks may be affected or no longer available); and
- Disrupting enforcement of rules and regulations (multiple impacts including poor trader regulation, price control, market cleanliness).

Want to know more? The following websites provide useful resources:

- Beam Exchange: <https://beamexchange.org/resources/>
- SEEP Network: <http://www.seepnetwork.org>
- Practical Action: <http://practicalaction.org/markets>
- Markets in Crisis Discussion Group: <https://dgroups.org/dfid/mic>
- https://www.crs.org/sites/default/files/tools-research/market_support_interventions_-_a_tip_sheet.pdf

STEP 3: ANALYSE RISKS AND IDENTIFY MITIGATION MEASURES

Guidance III.I: Undertaking Risk Analysis

- **Risk analysis:** Review information collected during previous steps and summarize all identified risks in [Data Analysis Tool 5: Risk Identification and Mitigation Summary](#). Key market related risks include the target population not being able to access goods and services locally (either due to physical or social access constraints) or because suppliers are not able to increase supply to meet the increase in demand (due to bottlenecks in the market environment or along the supply chain). When identifying a specific risk try to also identify the source of this risk, i.e. the threat. Ensure you undertake risk analysis as a multi-functional team including technical sector experts, security, protection, programme, supply and administration/finance. Once you have documented risks, assess and brainstorm on the likelihood of a risk of occurring and determine the severity of the impact if the risk was to occur.

- **Risk mitigation:** Mitigation actions can be in the form of programme design recommendations to mitigate risks and enhance programme impact. Reflect on mitigation actions that have worked in the past. Ensure mitigation actions are feasible and can be monitored. For example:
 - Enabling access to civil documentation that supports school enrollment and thus being able to provide cash for school attendance.
 - Provision of mobile phones to small traders and service providers to improve integration and information sharing, thus maintaining stable prices and a more reliable supply chain.
 - Supporting advocacy of public service providers to increase service coverage and quality.

- **Maximize positive impact of market-based responses:** Ideally, the team should also try to go beyond risk mitigation by maximizing the positive impact a market-based intervention could have on target populations and the market environment. Programme design impact maximisation aspects to consider:
 - Could the effectiveness and efficiency of the response be enhanced by additional activities? For example: Provide access to legal and civil documentation to support access to schools for children; assist access to credit and appropriate financial institutions for business reinvestment, etc.
 - Are any subsidies, payment plans or cost sharing agreements needed to enable consistent access to quality goods and services?
 - What environmental considerations can be put into place to ensure a more sustainable approach?
 - Do social norms need addressing to enable a more impactful programming with greater participation of certain groups?
 - Are any measures required to improve the protection and physical access to service providers and marketplaces of specific groups such as women, youth and children?
 - Is advocacy to public and private service providers such as municipal water and waste management groups needed to improve service coverage and efficiency?
 - Refer to the Market Monitoring Risk checklist (Table F below), adapted from MARKit,²⁶ determine the level of risk to reference marketplaces posed by the CBI. In this table, a 'Yes' answer signifies a 'risk'. If it is not clear whether the intervention is high or low risk, or if the intervention appears to be 'medium' risk, err on the side of caution and call the intervention high risk.
 - Note that it is possible that some core goods and services may be high risk and others low risk. For example, if there are 20,000 internally displaced persons who make up 5 per cent of the population and the CBI is designed to meet ongoing hygiene needs, then this will be a low risk intervention. However, if the same population is provided with a CBI to cover immediate shelter needs – and normally only 5 per cent of the overall population is expected to purchase shelter items at the time of the intervention – then the target population's demand represents 50 per cent of total demand and so the CBI could be seen as high risk.

Table F: Market Monitoring Risk Checklist

Question	Yes	No	Comments
Automatic High-Risk Factors			
1. Does your intervention (alone or in combination with other organizations' interventions) target more than 20 per cent of the population?			
2. Will the overall demand (from your intervention and other agencies combined) represent more than 10 per cent of normal trade flows in a rural area or 25 per cent in an urban area?			
3. Are there any external risks (possibility of conflict, road blockages, etc.) that will likely affect food process in your reference markets and/affect security of your staff?			
Other possible risk factors (identified during the market assessment)			
4. Will CBI be implemented during seasonal periods when volume is expected to be reduced? (such as the lean season or the rainy season)			
5. Are the markets in your area of intervention poorly integrated?			
6. Do relatively few traders control a large percentage of the volume traded in the market?			
7. Are you beginning the intervention without a market baseline or market assessment?			
<i>If you mostly answer yes, you will need more frequent in-depth market monitoring as there are "high" risks associated with a market.</i>			



STEP 4: COLLATE MSMA FINDINGS AND WRITE FINAL REPORT

➔ Guidance IV: Market Assessment Report Outline

At a minimum, the market assessment report should contain the following sections and information:

- **Section A:** Marketplace core goods summarizing statements
- **Section B:** Introduction
 - Assessment objective
 - Context
 - Target population and rationale
 - Core goods list, specifications, frequency of purchase and required quantities
- **Section C:** Methodology
 - Assessment time frame
 - Assessment activities and use of tools
 - Team members (and affiliated organizations)
 - Challenges and solutions
 - Assumptions and rationale
- **Section D:** Assessment findings
 - Description of reference marketplace(s) selected
 - Description of supplier markets and core good supply chains linked to reference marketplace
 - Individual supply chain capacity to meet demand by reference marketplace
 - Key conclusions related to competitiveness and integration of marketplace(s)
 - Summary of quantitative analysis of supply compared to demand
 - Summary of market expandability
 - Trader support and links to livelihoods programmes
 - Risks and mitigation activities
 - Next steps and areas that require further analysis
- **Section E:** Conclusions and recommendations
 - Summary of findings
 - Recommendations
- **Section F:** Annexes



STEP 5: MONITOR MARKETS

Guidance V.I: What to monitor

Price, availability, access and risk are key indicators used to monitor. They are relevant for the following reasons:

- **Prices:** Understanding the price consumers pay for goods and services will help teams assess whether recipients of a CVA can purchase the planned amount and types of goods and services. Any change in price may mean that persons of concern can buy more (or less) of a specific good or service. Prices are also a good proxy indicator of market integration and competition; a change in price may indicate deeper issues with market supply chains. An increase in core good/service prices in local markets, where volumes are unchanged, may indicate the presence of collusion among traders – or an increase in demand where supply is limited or slow to respond to demand.
- **Availability:** Availability (volume) and price data would be expected to move in correlation with one another, where a decrease in the supply of a good/service may result in an increase in price (and vice versa). However, this is not always the case and reduced availability may result in a change of consumer behaviour such as switching to another good or service of reduced quality or different specification. An increase in the volume of goods and services available may result in a reduction in price, which could improve access to specific goods or services.
- **Access:** Reference marketplaces are assessed during the market assessment process to ensure that persons of concern can access markets, both physically and socially. Monitoring market access is essential to ensuring continued appropriateness of a market-based response. A change in access may result in the temporary or permanent exclusion of a reference marketplace. It may also result in the inclusion of a marketplace that was excluded during the market assessment.
- **Risks:** To minimize the risks associated with markets, it is necessary to understand the risks that markets may pose to the impact of the programme, which will have been identified during the programme design phase. It also includes risks that the programme intervention poses to markets, which may result from the size and nature of the intervention. Some risks will automatically make a programme ‘high risk’, including:
 - When the programme intervention targets a large proportion of the population, or if the volume of goods and services to be purchased (i.e. the total demand) represents a large proportion of overall supply in the reference market, then the intervention should be considered high risk.
 - When there are external risks related to the context – such as increased fighting, a natural disaster or a large influx of people – that may disrupt market supply chains, then the intervention should be considered high risk. A disruption to the supply chain may cause bottlenecks in supply, which could result in increased prices or decreased supply, causing an intervention to be classified as high risk.

Guidance V.II: Where to monitor

Because it is likely that monitoring includes multiple sectors, it may also cover several supply chains. The guiding numbers below refer to each core good or service, i.e. for a high-risk programme intervention, 4–5 traders of each supply chain must be interviewed.

- **In high-risk contexts:** For high-risk interventions, adequately monitoring representative markets along the supply chain is crucial. Market monitoring should be undertaken in all reference marketplaces, as well as in supplier markets and central markets. Plan to carry out monitoring with the following minimum numbers of traders:
 - Reference marketplaces (4–5 traders), supplier markets (2–4 traders) and central markets (at least 1 trader). Remember that different goods may have different supply chains, so this must be factored into the monitoring plan. In some cases, the CVA may be a small programme that is high risk, so common sense should guide the number of markets visited.
- **In low-risk contexts:** For low-risk interventions, visit all reference marketplaces monthly. It may be most practical to interview fewer traders. In larger interventions, ensure that at least 2–3 traders are visited in the reference marketplace, plus 1–2 traders in supplier markets.

➔ Guidance V.III: When to monitor

Monitoring frequency should be aligned to programme activities and level of risk. In most cases, monitoring is undertaken monthly, with the exception of a CVA that is designed to cover one-time purchases of goods at specific times in the intervention period. To determine when to monitor, consider:

- Monthly monitoring if core goods and services to be covered by a CVA meet regular and ongoing needs and are met by a regular (monthly, bi-monthly or quarterly) intervention.
- Monitor markets before, during and following the CVA if core goods and services to be covered by a CVA are one-time purchases.
- If the intervention is designed to cover multiple needs that include one-time purchases as well as regular ongoing purchases, monitor monthly and also monitor before, during and after the expected one-time purchase.

Keep in mind that these data will be analysed alongside data from household monitoring that is carried out as part of the wider programme.

➔ Guidance V.IV: Setting 'thresholds' for key indicators

During the design of the monitoring plan, the team will identify measurable values for each indicator. These values are referred to as thresholds and are essential for ongoing response analysis and analysis of monitoring data because they will be used to signal an alert that could result in a pre-defined change in programme design. Without this threshold value, it is difficult to assess monitoring information and understand changes. For example, regarding price: If the average price for a certain unit of good is \$3.50, the team might decide that any variation (either higher or lower) of more than 10 per cent signals a need to review the value of the cash transfer. So, if the price rose to more than \$3.85, the team would need to review.

To define thresholds:

- For each core good and service, document the real-time price of that good/service and note the expected change in price for that item over the year, considering inflation and seasonal changes. Agree on minimum and maximum prices (changes from threshold price) that will be accepted for the intervention *before changes must be made to the intervention (so, before monetary amount of CBI would need to be reviewed)*.
- For each core good and service, make a note of the total volume identified through the market assessment. Use Data Collection Tool 4: Monitoring for CBIs to ask about changes to volume and availability. If availability is reportedly decreasing, raise an alert to trigger additional review/adjustment.



TERMS AND DEFINITIONS

Acronyms

AGD	Age, Gender and Diversity
CBI	Cash-based Intervention
FGD	Focus group discussion
KII	Key informant interview
MAF	Market Assessment Framework
MFT	Multi-Functional Team

GLOSSARY OF FREQUENTLY USED TERMS AND DEFINITIONS

Basic Needs²⁷: The concept of basic needs refers to the essential goods, utilities, services or resources required on a regular or seasonal basis by households for ensuring long term survival AND minimum living standards, without resorting to negative coping mechanisms or compromising their health, dignity and essential livelihood assets. Assistance to address basic needs might feasibly be delivered through a range of modalities, including cash, vouchers, in-kind and services.

The Basic Needs Approach (BNA) views poverty as “deprivation of consumption” (inadequate food, nutrition, clean water, education, health, etc.) and is often opposed to the capability approach (CA) in which poverty is seen as “deprivation of opportunities” related to lifestyles people value.

According to the BNA, absolute poverty is measured by comparing households’ consumption level to the absolute minimum resources necessary for physical and material well-being, usually in terms of consumption of goods and essential services. The poverty line is then defined as the amount of income required to satisfy those needs.

CBI: CBIs refer to all interventions in which cash or vouchers for goods or services are provided to refugees and other persons of concern on an individual or community basis. The concept does not include cash or vouchers provided to governments or other state actors or payments to humanitarian workers or service providers. The term can be used interchangeably with Cash Based Transfers, Cash Transfer Programming and Cash and Voucher Assistance.

Competition²⁸: Market competition ensures that the target population has a choice of who they purchase their goods from. Competition can be understood by the following definition: ‘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. When there is effective competition, no single trader 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.’²⁹

Competition can be measured by assessing the number of traders in a market that sell the same type and quality of goods at a similar price.

In comparison, a **monopoly** is ‘a situation in which a single market actor 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 or coercion and/or corruption.’³⁰

Context: The context in which the market assessment will take place refers to the nature of the humanitarian situation, how long agencies have been working there and any changes to the overall situation that have occurred recently or may occur in the near future. Describing the context includes the number of people affected and some details about where people of concern have come from. Contextual factors can have a significant impact on local markets. For example, if there has been a recent influx of people, then this is likely to have increased the demand for goods in local markets.

Core goods and services: Core goods and services are goods and services needed by the targeted population to meet their basic needs. Core goods and services are identified in needs assessments and consultations with persons of concern for inclusion in the market assessment for the following reasons:

- They have been prioritized by affected populations as necessary to meet their basic needs in the short and long term;
- They represent goods and services (of an acceptable quality specification) that are available – or can be available – in local markets.

Demand: Demand is the amount of a particular good or service that a consumer or group of consumers will want to purchase at a given price during a given period in time.³¹ Demand is influenced by³²:

- Income;
- Consumers' needs, tastes and preferences;
- The price of substitute and complementary goods;
- Consumers' expectations of future prices; and
- The number of potential consumers in the market.

Effective demand³³: Suppliers supply goods and services that they know will be purchased by their consumers, goods and services that they know there is a demand for. Market demand is the amount of a particular good or service that a consumer or group of consumers will want to purchase at a given price. Only people who can pay for their goods and services have effective demand.

Integration³⁴: A market is considered integrated when linkages between local, regional and national market actors work well. Therefore, in a well-integrated market, if there is a lack of goods in one market place, there would be a fairly easy flow of these goods from other nearby markets. So, the concept of market integration describes how easily and regularly commodities flow from one market to another. Observing how prices in different markets move together can give an indication of integration. Therefore, integration can be measured by:

- Time series data for prices of that good for one or more markets that are related, connected or integrated
- Whether variations in prices in one market are related to the variations in the other, i.e. if the prices are correlated, then markets are likely to be integrated. – This method can measure how prices move together over time. If markets are integrated, price changes in one market would be transmitted to the other.

Keep in mind that within an area such as a single province or region of a country, some markets may be well integrated while others may be poorly integrated. Integration is influenced by various factors:

- Good market infrastructure such as roads and storage and good telecommunications helps integrate markets;
- Expanding cell phone networks have made communication of market information about supplies, prices and other important market attributes more accessible, helping to better integrate markets;
- Government regulations on the movement of goods, which can hinder integration, especially informal regulation and corruption; for some traders in some areas, informal fees and bottlenecks are one of the most significant determinants of whether they will move goods through an area; and Civil unrest and banditry, which has a major influence on the movement of goods; for pastoralists and livestock transporters in the Greater Horn of Africa, for example, banditry is a common problem.

Markets: An understanding of the term 'markets' varies significantly among people and organizations; it may represent a fixed physical location or a virtual one. Considering its target audience, this guidance intends the term 'market' to mean the following: 'A network of market actors that buy and sell a range of goods, supported by various forms of infrastructure and services, interacting within the context of rules and norms that shape their business environment'.³⁵ The term market, as used in this document, therefore can go beyond the physical location where people buy and sell commodities. To avoid confusion, the term marketplace in this document is understood to be a physical location. The marketplace is part of a market system, because it is where buyers and sellers interact.

The market environment: The market environment includes government bodies and policies, price trends, corruption, gender and protection issues, refugee movement restrictions, activities of other agencies, etc. The market infrastructure refers to what infrastructure is needed to enable the supply chain to function, including transport, warehousing, road networks and financial services.

Market-based programming³⁶: Projects that work through or support local markets. Such programming covers all types of engagement with market systems, from using them to deliver a relief intervention to proactively strengthening and developing local market systems.

Market map³⁷: Critical information on the market system captured on a map. This includes market environment (institutions, rules, norms and seasonal and historic trends in availability and prices); market chain (numbers of market actors, volumes they trade in, their linkages and power relations); key infrastructure inputs; and market support services. It can also include information on the differential access and control of women and men on various parts of the market systems at different times, as consumers and as producers. A market map provides a snapshot of the market system at a certain point in time that will allow comparison with a second map created during a different period.

Market system: The market system includes the whole goods distribution system (or supply chain) from production to consumption. The elements of the market system can be summarized as follows³⁸:

- Actors or participants – producers, traders, transporters, consumers, government, etc.;
- Infrastructure – market buildings and stalls, storage facilities, road networks, etc.;
- Information – bulletins, radio broadcasts, informal exchange, etc.;
- Services – financing, handling, transporting, storing commodities, etc.
- Relationships – contracts, agreements, familial and informal networks, etc.;
- Decisions and strategies – transactions, purchases, sales, provision of services, etc.; and
- Legal framework and norms – grades and standards, property and contract laws, licensing, taxes, etc.

The assessment team builds up a picture of the market system, first understanding the marketplace, then elaborating the market supply chains and, lastly, understanding the wider environment and infrastructure.

MEB³⁹: A Minimum Expenditure Basket (MEB) requires the identification and quantification of basic needs items and services that can be monetized and are accessible in adequate quality through local markets and services. Items and services included in an MEB are those that households in a given context are likely to prioritize, on a regular or seasonal basis. An MEB is inherently multisectoral and based on the average cost of the items composing the basket. It can be calculated for various sizes of households

Multipurpose Cash Transfers (MPC)⁴⁰: Multipurpose Cash Transfers (MPC) are transfers (either periodic or one-off) corresponding to the amount of money required to cover, fully or partially, a household's basic and/or recovery needs. The term refers to cash transfers designed to address multiple needs, with the transfer value calculated accordingly. MPC transfer values are often indexed to expenditure gaps based on a Minimum Expenditure Basket (MEB), or other monetized calculation of the amount required to cover basic needs. All MPC are unrestricted in terms of use as they can be spent as the recipient chooses. This concept may also be referred to as Multipurpose Cash Grants (MPG), or Multipurpose Cash Assistance (MPCA).

Price⁴¹: Price is a standard and important element of market analysis. Consequently, prices are probably the indicator most often used, analysed and reported.

Price is the cost or value of a good or service expressed in monetary terms. The price, in the purest sense, indicates the value that has been given to a commodity. Price signals can carry information about the cost of production, transportation, storage, perception of and desire for the commodity as well as, in some instances, distortions. A price represents an agreement between a buyer and seller arrived at through a negotiated process.

Seasonality: In the context of a market assessment, seasonality refers to the way in which markets behave over the course of a normal year. This includes how consumer behaviours change as well as how markets respond. The market assessment process specifically considers how the following are impacted by seasonal factors:

- Volume of goods found on markets;
- Prices of goods found on markets;
- Movement and location of people (buyers and sellers); and
- Consumer demand for goods.

Supply: Supply is the amount of a commodity being offered in the market.⁴² Supply is determined by⁴³:

- Production costs and technology;
- The price of substitute and complementary goods;
- Sellers' expectations of future prices; and
- The number of sellers in the market.

Supply Chain Expandability: Supply chain expandability refers to the ability of the supply chain to increase the volume of goods available to customers in their reference marketplace. It is normally measured as a percentage. Estimating supply chain expandability is necessary if the target population is likely to increase the demand for goods significantly, because this additional pressure on the supply chain could result in price increases until the supply chain can respond. A supply chain is expandable if the following is possible:

- An increase in core good or service supply volume by traders and service providers;
- An increase in the number of traders that supply the core good or service in the reference marketplace. These are traders and service providers who are attracted to the potential business created from an increase in demand.



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ENDNOTES

- ¹ Market-based programming or market-based interventions are understood to be projects that work through or support local markets. The terms cover all types of engagement with market systems, ranging from actions that deliver immediate relief to those that proactively strengthen and catalyse local market systems or market hubs.
- ² Cash-Based Interventions is the term used by UNHCR to cover Cash and Voucher Assistance.
- ³ For example, the Education cluster's Global Education Rapid Needs Assessment Toolkit looks into the supply and demand of educational facilities. Similarly, the Global WASH Cluster issued specific guidance for [Market-based WASH Programming](#), while UNHCR is also in the process of finalizing a more detailed rental assistance guidance. WFP has detailed guidance available on assessing food markets and supply chains.
- ⁴ Marketplace in this guidance refers to the place where goods and services are exchanged.
- ⁵ Supply chain expandability percentages should be explored carefully if either of the following is true: Target population represents more than 20 per cent of the total population using the same reference marketplace, or the induced demand from the total target population represents more than 10 per cent of normal trader flows in rural areas or 25 per cent in urban areas.
- ⁶ While the trader questionnaire is particularly useful to obtain supply chain capacity information for goods available in local shops, the Key Informant Questionnaire is most suitable to be used for services and when interviewing stakeholders other than traders.
- ⁷ An online digital data collection and analysis tool (KoBoCollect) often referred to as KoBo. <https://www.humanitarianresponse.info/en/applications/kobotoolbox/document/kobotoolbox-excel-data-analyzer-v123>
- ⁸ Adapted from Red Cross and Red Crescent Societies (2014a)
- ⁹ For example, this includes regular monitoring of contextual changes such as population movements and changes in the number of persons of concerns in need of assistance and their priority needs; Protection monitoring, including the safety of target populations and their freedom of movement; CBI process monitoring including monitoring of financial processes and monitoring of financial service providers. CBI outcome monitoring to assess whether CBI enables recipients to meet their basic needs or sectorial objectives.
- ¹⁰ In an effort to inform cash-based interventions and better understand market dynamics in Libya, the Joint Market Monitoring Initiative (JMMI) was created by the Libya Cash Working Group (CWG) in June 2017. The initiative is guided by the CWG Markets Taskforce, led by REACH and supported by the CWG members. It is funded by OFDA and UNHCR. Markets in key urban areas across Libya are assessed on a monthly basis.
- ¹¹ Catholic Relief Services. 2020. MARKit: Market Monitoring, Analysis and Response Kit. 2nd Edition. Baltimore: CRS
- ¹² UNHCR and WFP (2013) Examining Protection and Gender in Cash and Voucher Transfers; UNHCR (2015) Guide for Protection in Cash-based Interventions; UNHCR (2015) Key Recommendations for Protection in Cash-based Interventions; UNHCR (2015) Protection Risks and Benefits Analysis Tool; UNHCR (2015) Protection Outcomes in Cash-Based Interventions: A Literature Review. WFP (2018); Reviewing the linkages between gender, market assessment and market-based interventions.
- ¹³ UNHCR, Policy on Age, Gender and Diversity, 8 March 2018.
- ¹⁴ Taken from the MISMA, CaLP 2019
- ¹⁵ WFP (2016) Lake Chad Basin Crisis regional market assessment
- ¹⁶ For more information see RCRC (2014a and 2014b) and Albu (2010, p. 111).
- ¹⁷ Parker and Maynard (2015) p.5
- ¹⁸ Juillard (2016) p.21
- ¹⁹ Adapted from Food and Agriculture Organization of the United Nations, *Market Assessment and Analysis: Learner's Notes, Lesson 1: Markets and Food Security*, 2008 and Mike Albu, *The Emergency Market Mapping and Analysis Toolkit*, 2010, Practical Action Publishing.
- ²⁰ Albu, Mike, *The Emergency Market Mapping and Analysis Toolkit*, 2010, Practical Action Publishing, glossary.
- ²¹ Ibid
- ²² Adapted from Food and Agriculture Organization of the United Nations, *Market Assessment and Analysis: Learner's Notes, Lesson 1: Markets and Food Security*, 2008, and Mike Albu, *The Emergency Market Mapping and Analysis Toolkit*, 2010, Practical Action Publishing.
- ²³ Austen, Lois and Sebastien Chessex, *Minimum Requirements for Market Analysis in Emergencies*, The Cash Learning Partnership, Oxford, 2013.
- ²⁴ A market is considered integrated if there are good linkages between local, national and regional market players and if there is a range of alternative producers, suppliers and sellers.
- ²⁵ A market is considered competitive if there are enough producers, suppliers and sellers so that there is no single monopoly.
- ²⁶ CRS et al. (2015) MARKit, price monitoring, analysis and response kit, page 11
- ²⁷ Glossary of Terminology for Cash and Voucher Assistance, CaLP, 2018
- ²⁸ Adapted from Food and Agriculture Organization of the United Nations, *Market Assessment and Analysis: Learner's Notes, Lesson 1: Markets and Food Security*, 2008 and Mike Albu, *The Emergency Market Mapping and Analysis Toolkit*, 2010, Practical Action Publishing.
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- ³⁰ Ibid
- ³¹ 14 Food and Agriculture Organization of the United Nations, *Market Assessment and Analysis: Learner's Notes, Lesson 1: Markets and Food Security*, 2008, pp. 8-9.
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- ³⁶ International Rescue Committee, 2016.
- ³⁷ Ibid
- ³⁸ Food and Agriculture Organization of the United Nations, *Market Assessment and Analysis: Learner's Notes, Lesson 1: Markets and Food Security*, 2008, p. 12.
- ³⁹ Glossary of Terminology for Cash and Voucher Assistance, CaLP, 2018
- ⁴⁰ Glossary of Terminology for Cash and Voucher Assistance, CaLP, 2018
- ⁴¹ Adapted from Food and Agriculture Organization of the United Nations, *Market Assessment and Analysis: Learner's Notes, Lesson 1: Markets and Food Security*, 2008, p. 17 and p. 78.
- ⁴² Food and Agriculture Organization of the United Nations, *Market Assessment and Analysis: Learner's Notes, Lesson 1: Markets and Food Security*, 2008, pp. 8-9.
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