**Terms of Reference**

**Critical Markets Team Leaders/Mentees *for the Pakistan Pre-Crisis Market Mapping and Analysis***

**Sindh Province, Pakistan, April-June 2015**

**Host agency: International Rescue Committee**

**Overview of the opportunity**

2-3 Critical Markets Team Leaders/Mentees will participate in a Pre-Crisis Market Mapping and Analysis pilot assessment led by the International Rescue Committee in Sindh Province from May-June 2015. Each Mentee will take on the responsibility for the data collection, analysis and reporting linked to an assigned critical market during the planning and implementation of the PCMMA. The Mentees will also be collectively responsible for training and supervising the assessment team members throughout the exercise. This role has been designed for the express purpose of developing much-needed leaders in market assessment, and as such each mentee must commit to taking a leading role in another market assessment within the 12 months following the PCMMA pilot.

Agencies with a particular interest in livelihood or market-based programming are invited to nominate staff to participate as mentees in this multi-agency PCMMA.Please send expressions of interest to Muhammad Attiq, Senior Livelihoods Coordinator, IRC, Pakistan ([Muhammad.Attiq@rescue.org](mailto:Please%20send%20expressions%20of%20interest%20to%20Muhammad%20Muhammad.Attiq@rescue.org))

**Overview of the PCMMA**

[The Pre-Crisis Market Mapping and Analysis (PCMMA)](http://emma-toolkit.org/practice/pre-crisis-market-mapping-and-analysis/) is a practical, step-by-step resource to guide market analysis practitioners and team leaders to conduct market assessments prior to emergencies in order to anticipate how markets will respond after a shock occurs.  The PCMMA was developed in 2014 by the IRC and Oxfam and is designed to help agencies to improve preparedness and contingency planning efforts and contribute to the design of disaster risk reduction programs by identifying certain parts of market systems which may be vulnerable to shocks. Increasing the speed of emergency responses or strengthening market systems ahead of emergencies would potentially reduce the disaster impact on lives and livelihoods, and begin to address the longer term or chronic nature of poverty and vulnerabilities. As it is still a relatively new approach, the IRC has devoted resources to conducting three pilot PCMMA assessments in disaster-prone countries in 2015 in order to generate learning that can be used to refine the approach and the guidance document, while providing information that can help various humanitarian agencies’ strategic and operational planning efforts. The pilots will also serve as opportunities to develop market analysis capacity within the humanitarian community.

In Pakistan’s Sindh province, the IRC has actively responded to flood and drought-related humanitarian crises since 2010 in the FSL, WASH and Health sectors. In 2010, the IRC participated in a multi-agency EMMA exercise in Sindh with an eye to developing more market-aware programming. This PCMMA will build on that effort to help identify ways to help prepare markets and residents to better withstand crises in the future. This PCMMA will focus specifically on those markets that are critical for supporting the basic needs and livelihoods recovery of vulnerable Pakistani people whose lives may be disrupted by future flooding and/or drought.

**Main Objectives**

* To identify through a pre-crisis market analysis appropriate responses to meet early livelihood recovery and other basic emergency needs, with a particular emphasis on market support activities.
* To strengthen the market analysis capacity of both national and international IRC staff and of relevant members of the broader humanitarian community
* To build the IRC’s experience in applying market analysis to response analysis and design within contingency planning

Key findings and recommendations will be presented widely at the close of the assessment. Presentations by assessment team members at field and Islamabad-level coordination structures will be encouraged, and the final reports will be made available online through the UNHCR Web portal, EMMA website (emma-toolkit.org), and the Markets in Crises Dgroup list serve.

**Geographical Area of Assessment**

The PCMMA assessment will take place in district and sub-district-level markets in selected areas of Sindh Province that are likely to be affected by future flooding and/or drought. Specific locations and markets to be assessed will be identified in further consultation with both the country team and the different agencies participating in the exercise.

**Critical Markets for Analysis**

Due to the logistical, financial, and analytical limitations, the number of critical markets to be analyzed during this exercise will be limited to 3 different market systems. Before the start of the PCMMA, participating agencies will decide on 2 to 4 critical markets to be the focus of the fieldwork and analysis. The type of critical markets to analyze depends on the sectoral interests of participating agencies and the number of participants available to partake throughout the assessment process. If necessary, different critical markets can be selected for different parts of Sindh based on the specific market realities in each geographical area.

Potential market systems for analysis include:

* Construction materials
* Manual labor (agricultural and/or non-agricultural)
* Agricultural inputs (e.g., seeds for key crops)
* Staple food items
* Livestock

**Assessment team members**

The assessment team composition will reflect the fairly ambitious scope of the exercise. The assessment will be co-led by two technical staff from HQ. It is expected that 10-20 additional people will participate in the exercise; these people will be divided into 2-3 sub-teams to analyze the specific market systems identified. Each critical market team will be led by a critical market team leader and a national or expatriate mentee (to be identified by ERD staff). Market team members should have a good understanding of humanitarian programming and basic market principles, analytical and writing skills and experience with field-level data collection.

Each market-specific sub-team will be expected to analyze assessment data and to prepare a draft report of findings and recommendations in line with the PCMMA Methodology (see below). Significant support for this analysis will be offered by the critical market team leaders; however staff or personnel participating in the assessment must be strong in data analysis and capable of writing complete assessment reports independently. Having previously attended an EMMA training is not a requirement to participate in this assessment, but previous market analysis training or experience is highly desired. The training and facilitation will take place in English.

Agencies interested in participating in the PCMMA are asked identify staff members to be a part of the assessment. Agencies and individual staff must be willing and able to commit to being a part of the PCMMA team for the duration of the assessment, including pre-assessment training, field-based data collection, and analysis stages of the process. Additionally, agencies providing staff are asked to cover the costs of personnel (including salaries, per diems, etc.) and contribute to logistical support for those personnel (communications, vehicles and fuel, field overnights, etc.).

**Key responsibilities of the Critical Markets Team Leaders/Mentees:**

* Responsible for leading a team of 3-5 members throughout the assessment process for one critical market system in the field
* Review secondary resources, prepare preliminary information analysis sheets for sharing with others
* Input into analysis of disaster scenario, objectives of assessment, critical market systems, key analytical questions
* In cooperation with the other Critical Market Team Leaders, train team members in assessment purpose, rationale and methodology, and lead team members through fieldwork preparations
* Identify market places and actors to interview; create detailed fieldwork plans
* Develop questionnaires and an analysis plan to use during the fieldwork
* Hold daily debriefings with the field teams to capture information and identify information gaps, develop market systems maps, seasonal calendars, etc.
* Identify programming options, in line with the objective of the assessment
* Prepare draft market assessment report and recommendations
* Prepare brief dissemination presentation, and share findings with appropriate coordination groups within 7 days of the assessment

**Qualifications**

* EMMA trained, or similar level of training/learning in market analysis
* Strong analytical skills and ability to piece together numerous pieces of disparate information to produce coherent, creative and well-evidenced recommendations for programming
* Ability to think creatively
* Proven experience leading and building the capacity of diverse teams
* Strong written and spoken English
* At least 2 years of field-based work experience in humanitarian programming
* Commitment to learn from the experience, discuss challenges and positive aspects of the methodology, and to report back on opportunities to improve the PCMMA guidance
* Commitment to take a leading role in a market assessment within the next 12 months

**Time commitment**

The key tasks assigned to the CMTLs/Mentees will be carried out from April through mid-June, 2015. The Mentee may fit the preparatory activities (such as developing training materials and conducting preliminary analysis) into their own schedules, provided that the tasks are completed by the due date. However, during the assessment period (May 18-June 3), they are expected to participate actively on a full-time basis and put in after-hours work to make sure that the outputs for their critical markets are completed within the timeframe of the assessment dates and that learning from the PCMMA pilot is adequately captured. They must also commit to completing their portion of the PCMMA report 3-5 days after the end of the assessment.

The chart below provides an indicative schedule for key tasks with which the Mentees will be involved.

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| **Activities** | **April** | | | | **May** | | | | **June** | | | |
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| **Technical Preparation** | | | | | | | | | | | | |
| Develop plan for desk review and preliminary analysis |  |  |  |  |  |  |  |  |  |  |  |  |
| Desk review and preliminary analysis |  |  |  |  |  |  |  |  |  |  |  |  |
| Prepare slideshow/training materials on context |  |  |  |  |  |  |  |  |  |  |  |  |
| Training and assessment materials prepared |  |  |  |  |  |  |  |  |  |  |  |  |
| **PCMMA Exercise** | | | | | | | | | | | | |
| International participants arrive in country |  |  |  |  |  |  |  |  |  |  |  |  |
| Classroom-based field preparation |  |  |  |  |  |  |  |  |  |  |  |  |
| Data collection |  |  |  |  |  |  |  |  |  |  |  |  |
| In-classroom analysis and preparation of reports |  |  |  |  |  |  |  |  |  |  |  |  |
| Communication of results (internal and external) |  |  |  |  |  |  |  |  |  |  |  |  |
| Report finalized |  |  |  |  |  |  |  |  |  |  |  |  |

**Financial costs:**

Mentees who are normally based outside of Pakistan and/or their employers will be responsible for covering the cost of their travel to and from Islamabad and for their per diem while in the country. The IRC will be responsible for the cost of Mentees’ accommodation as well as their travel within Pakistan and application fees for travel visas. If needed, the IRC’s Pakistan office can provide a letter of invitation to visa applicants; however, each Mentee and/or his/her employer will be responsible for leading the visa application process.

Mentees coming from within Pakistan and/or their employers will be asked to cover their travel costs to and from Islamabad and/or the assessment location, depending on where they are normally based, as well as their own per diem. If the Mentee’s employer cannot provide his/her accommodation in-kind during the assessment, the IRC will take responsibility for ensuring accommodation.

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