**Terms of Reference:**

**Pre-Crisis Market Mapping and Analysis (PCMMA) Assessment in Somalia**

**Proposed Assessment dates**: November 8-25, 2015

**Host agency:** International Rescue Committee

**Participating agencies:** Member agencies of the Building Resilient Communities in Somalia (BRICS) consortium: Concern, CEVSI, IRC, NRC and Save the Children.

**PCMMA Overview and Objectives:**

[*Pre-Crisis Market Mapping and Analysis: Step-by-step Guidance for Practitioners*](http://emma-toolkit.org/practice/pre-crisis-market-mapping-and-analysis/) is a practical 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 with the support of the European Union through the Enhanced Response Capacity Mechanism and the American People through the United States Agency for International Development (USAID) and builds on earlier attempts at market baseline mapping and analysis conducted in pre-crisis settings. Based on the EMMA methodology, PCMMA is different in that it is conducted in non-crisis times, in contexts where crises are relatively predictable.

Like EMMA and other types of post-crisis market assessments, PCMMA can help inform the design of **emergency responses**; however, PCMMA has potentially broader applications. It is designed to help agencies to improve **preparedness** (including **early warning systems** in slow-onset crises), develop **contingency plans** and design **disaster risk reduction** programs by identifying certain parts of market systems that may be vulnerable to shocks. Increasing the speed of emergency responses or strengthening market systems ahead of emergencies could potentially reduce a disaster’s impact on lives and livelihoods and begin to address the longer term or chronic nature of poverty and vulnerability.

 As PCMMA is still a relatively new approach, the IRC has devoted resources to conducting three inter-agency pilot 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; notably, they will collectively train at least 8 humanitarian professionals to take on leadership roles in market assessments. The first pilot took place in Pakistan in May/June, and lessons learned from that effort helped to shape the second pilot, held in Niger in June/July. The IRC now has a much better sense of how to approach these assessments in an effective and organized way, though of course there is still much to learn.

The IRC’s team in Somalia and the BRICS consortium have committed to contributing to and participating in the third PCMMA pilot. PCMMA seems to be highly relevant to the BRICS consortium members’ urban livelihoods programming in and around Mogadishu, and to the context of recurrent severe drought.

General objectives of the exercise will include the following:

* To identify appropriate, market-aware responses to help targeted vulnerable populations in the Mogadishu region to meet early livelihood recovery and other basic emergency needs in the case of severe drought in the future;
* To identify appropriate market strengthening and preparedness response options to help reduce the impact of future severe droughts on targeted vulnerable populations in Somalia;
* To strengthen the market analysis capacity of experienced Somali staff from BRICS member agencies;
* To gather learning on the PCMMA approach that can be used to help refine the guidance document and emergency market assessments in general, on a range of topics including conducting such assessments in highly insecure contexts.

**Desired Results of the PCMMA:**

* Baseline and emergency-affected market maps of selected critical market systems
* Seasonal calendar for critical market systems
* Report of key findings and recommendations for each critical market system analyzed

Key findings and recommendations will be presented widely at the close of the assessment. Presentations by assessment team members at field and Mogadishu-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](https://dgroups.org/dfid/mic) list serve.

**Geographical Area of Assessment:**

The assessment will take place in the Mogadishu region. The exact geographic focus will be decided after consultation with consortium members and will depend on (1) where participating agencies currently intervene or plan to intervene in the future; (2) the critical market systems selected for the assessment; and (3) whether team members can access these areas with relative safety during the assessment.

Training of team members will take place in Nairobi, with a strong practical element involving field data collection and analysis. The assessment leader will support the team remotely (from Nairobi) during the data collection and analysis phases given the security and cost implications of travel to Somalia.

**Critical Markets for Analysis:**

Due in particular to the security situation in Somalia, the number of critical market systems to be analyzed during this exercise will be limited to 2. Before the start of the PCMMA, participating agencies will identify a larger number of potential market systems to focus on based on their programming interests and the key needs of the populations they support during droughts. These market systems will be evaluated according to a set of criteria, which again will be identified according to the consortium members’ priorities. The 1-2 highest-scoring critical market systems will be selected as focal systems for this study. Specific guiding questions for each critical market system, referred to as “Key Analytical Questions” in the EMMA methodology, will be decided on by the research team based on participating agencies’ interests.

**Security considerations:**

The safety of those participating in the assessment is of the utmost concern, and ongoing efforts will be made to assess and minimize risks. The plan for the assessment may be modified in view of changing security conditions.

**Assessment team members:**

The assessment will be led by a technical staff person from the IRC Headquarters in New York. Each of the 1-2 critical market teams will be led by a Somali **mentee** from one of the BRICS member agencies, ideally someone with strong leadership experience and written English, some cash and/or markets background and good analytical and communication skills. It is expected that 3-4 additional people will participate in the exercise *per critical market* team as **assessment team members**. 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. Crucially, a member of IRC’s Somalia country team will serve as a market focal point leading up to and during the exercise; this individual will help to coordinate the preparatory analysis before the assessment and will apply his/her local knowledge to assist guide the assessment design and data analysis and interpretation processes.

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.

**Methodology:**

The assessment will use the [EMMA methodology](http://emma-toolkit.org/), adapted for the pre-crisis context according to the approach outlined in the PCMMA guidance document (see table below for the 15 steps of PCMMA). To the extent possible, Steps 1-6 will be conducted before the full field team assembles in country. While a plan for Step 13 will be outlined during the PCMMA, it will be the responsibility of in-country staff to ensure that monitoring continues after the official exercise ends.

Depending on agencies’ interest and existing expertise in ICT, it may be possible to utilize mobile data collection for a portion of the field research.

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| 1. *Understanding the context*
 | Identify the likely crisis scenario; target population needs & profiles |
| 1. *Setting scope and objectives*
 | Set objectives and operational questions for PCMMA; identify knowledge gaps; ensure relevance of PCMMA |
| 1. *Ensuring managerial and organizational buy-in*
 | Determine composition of assessment team, including Market Focal Point; identify and confirm availability of in-country resources needed for assessment; secure country team management approval of the exercise and resulting potential response strategies; confirm that results will be integrated into contingency planning |
| 1. *Critical market selection and key analytical questions*
 | Pre-selection of critical market-systems; identification of draft key analytical questions for each system; select geographic area to be covered by the assessment |
| 1. *Mapping and gathering existing information*
 | Gather information on selected critical markets, target groups, livelihoods in assessment areas; identify information gaps |
| 1. *Preparing and planning for the market assessment and analysis*
 | Confirm team composition; develop timeframe and draft agenda; set budget; finalize TOR |
| 1. *Finalizing the frame of the analysis*
 | Review and validate steps 1-6 with full assessment team; finalize assessment locations with team; identify markets to visit and market actors to interview with team |
| 1. *Preliminary analysis and mapping*
 | Production of initial profiles, seasonal calendars, maps of the market-system; identification of key informants or leads. |
| 1. *Data collection*
 | Develop questionnaires; conduct fieldwork activities and regular debriefings |
| 1. *Final mapping*
 | Finalize baseline & emergency maps, seasonal calendars; description of key features, bottlenecks, constraints |
| 1. *Gap and market analysis*
 | Comparison of household economic profiles, analysis of priority needs, access and gaps |
| 1. *Selection of response options*
 | Exploration of response options, cash and other intervention feasibility; response recommendations and their logic |
| 1. *Market monitoring*
 | Determine different market indicators to monitor; develop monitoring plan |
| 1. *Communication of results*
 | Prepare and disseminate results via report and in-person presentation(s) |
| 1. *Updating a PCMMA*
 | Conduct follow-up assessments as needed |

**Contributions from participating agencies:**

BRICS member agencies are asked identify staff members to be a part of the assessment, as potential team leaders, as team members or as logistical leads. 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 in Nairobi, field-based data collection and post-field analysis and report writing. 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 (transport to and from training, communications, vehicles and fuel, lodging in Nairobi, meeting spaces, etc.). The IRC has a limited amount of funds available to support team members’ international transportation and accommodation costs.

The IRC’s Somalia office will provide logistical and administrative support related to procuring visas, arranging for accommodation, training spaces, food and refreshments for the assessment team and in-country transportation. While the ERD unit has some limited funds available for in-country costs such as training supplies and transportation, these funds are insufficient to cover the full cost of the assessment, and so the country team will be asked to contribute to these needs to the best of its ability. The ERD may request documentation of any financial or in-kind contributions to the assessment from the IRC country team for donor reporting requirements.

**Duration of assessment and working hours:**

* 18 days from in November 2015. Please see indicative schedule below.
* Participants should anticipate long working hours and be prepared to work outside normal business hours.
* All participants should agree to work the length of assessment, without a break if necessary to complete the work on time. Team members should expect to work weekends. Please inform us immediately if this is likely to be difficult or if there are any outstanding issues that need addressing.

**Tentative Assessment Schedule**

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| **Date** | **Agenda** |
| September 1-October 31 | Identification of assessment team; desk research and initial analysis; logistical preparations; preliminary analysis workshop(s)  |
| November 7 | Assessment team arrives at training site (Nairobi) |
| November 8-13 | Introduction to PCMMA; training on PCMMA in practice; Developing data collection tools and preparing for fieldwork |
| November 15-20 | Data collection at field level in Mogadishu – household, market actor, and key informant interviews |
| November 22-25 | Preliminary Analysis of field data and development of recommendations |
| November 24-25  | Presentations of key findings and recommendations |
| December 11 | Report finalized |