

Market Learning Event Report

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1. Introduction

While the role of markets in delivering humanitarian assistance is now widely acknowledged, the opportunity of supporting markets to reinforce their capacities and resilience, and as a critical component of food security and livelihood security, remains largely the domain of developmental strategies and interventions.

Additionally the design of humanitarian responses is still done in a number of cases with insufficient understanding of market systems, preventing an informed choice between response modalities and reducing the range of response options available. The almost general absence of market systems baselines imposes stress on stretched teams while designing and starting an emergency response. Yet, the problem is not necessarily the lack of market information but the lack of processes and institutional capacity in place to compile and analyse that information in order to understand market capacity and expandability, and therefore inform emergency preparedness and response design.

The ECHO funded ERC project¹ 'Building institutional capacity for timely food security emergency response to slow onset crises at scale' aims to contribute to the institutionalisation of market analysis and to the sharing of learning and best practice on the role of markets in humanitarian responses. Following the development and application of several market analysis tools and approaches, and the growing interest in the design of market based relief delivery projects, it became clear that it was an opportune moment to share learning from the substantial progresses made to date, to identify synergies in the different initiatives from different agencies and agree on priority areas of development, in order to avoid duplication and to progress as a sector.

The Market Learning Event presented one of the first opportunities to bring together a wide range of actors concerned with markets, to discuss the scope of market work. The event focused on sharing experiences and learning around three key areas; market assessment, market analysis and market responses, including support to markets and market based programming.

The Market Learning Event had the following aim:

To promote the appropriate use of market analysis and market based programming in humanitarian contexts through the consideration of the current and potential engagement with markets. The event set out to answer the following questions:

- What are we doing today in relation to humanitarian programming and research?
- What should we be aiming for?
- What have we learnt in terms of challenges and solutions?
- What do we need to do now and what is the priority?

The event combined presentations on experience and learning in assessment, analysis and response in relation to markets (see Agenda in Annex 1 for topics) in both the humanitarian and development sector, with working group discussions to explore gaps in knowledge and practices, and outline possible solutions for addressing these. While the learning had a clear

¹ The ERC project, 'Building institutional capacity for timely food security emergency response to slow onset crises at scale' is a 14 months, consortium project involving Oxfam GB, Save the Children UK, Concern Worldwide and Oxfam Intermon. The project aims to improve capacity and planning for the timely response to slow onset crises through developing work on market baselines, situation and response analysis and developing technical and operational capacity for Cash Emergency Preparedness.

humanitarian focus, the event aimed to explore developmental and private sector practices and knowledge, to allow for broadened learning and different approaches that could feed in and support the further development of humanitarian engagements.

Issa Sanogo, Chief of Economic and Market Analysis Unit at WFP, gave the opening remarks. Issa noted that the turning point for the focus on markets occurred with the Asian Tsunami in 2004, the Niger crisis and the Pakistan earthquake in 2005, leading to an increased demand for a variety of response options and rapid food security and market assessment tools in emergency contexts. Issa identified that whilst significant work had been done in relation to markets, and there was now a variety of tools for assessing and analysing markets, there was still an issue in finding a minimum common analytical ground to prepare for an appropriate response. This could be attributed, in part, to the diversity of objectives and mandates and the lack of a platform for both sharing experience and coordinating around market issues. Issa spoke about the following challenges that needed to be discussed during the event:

- Consensual decision making that is well informed by credible analyses, including market analysis to ensure stakeholders are strategically able and capable of responding speedily to any emerging and related emergency situation;
- Credible coordination and partnerships;
- Appropriate capacity and resources to do the work.

Moreover Issa highlighted some principles that should guide our work throughout the learning event and in the community of practice. These included:

- The reminder not to be bogged down by methodological specificities, but to look forward and be practical and innovative;
- Being open to new ways of engaging with a range of stakeholders;
- That partnerships are the key in moving forward, looking together at opportunities to explore markets work within the humanitarian community of practice and with others.

2. Document map

This report has been divided into the following sections:

- **Key findings** – this section offers a short summary of the main issues discussed at the learning event, together with some of the main implications for work.
- **Participants** – overview of the number and range of those attending.
- **Terminology** - Market Support and Market Based Programming – this section offers a first attempt to define the terms ‘market support’ and ‘market based programming’, and an initial framework that encompasses these concepts.
- **Learning to Date on Markets** – gives a very top-line overview of the main areas of learning that have taken place to date.
- **Priority areas/key issues to address** – looks at the key priority areas to address that came out of both plenary work and group work at the learning event. This section is designed to add a lot of the technical detail and considerations of the main issues discussed. This can then be used to help practitioners formulate their own organisational priorities and policies. The key priority areas are first broken down into problem statements (or statements of key issues) and then looked at in detail at the recommendations for addressing these issues, as suggested through group work.
- **Conclusions** – the conclusions come from the discussions and group work from the event.
- **Ways Forward** – this section looks at the commitments that the participants have made to date.

- **Annexes** – including agenda (Annex 1), learning event evaluation by participants (Annex 2), Completed or potential market activities in different contexts and programming stages (3), On-going market initiatives (4) and Terminology (Annex 5).

Throughout the learning event, several issues resurfaced time and time again. In order to stay true to the group discussions, areas with overlap or repetition were not deleted. The repetition is indicative not only how inextricably interlinked a lot of the critical issues are (data collection, capacity, analysis, response design and so forth), but also that, for the next stage in market interventions, there are a set of core issues that should now be addressed.

3. Key Findings

The advances in how Non-Governmental Organisations (NGOs) view, use and work with markets has been significant over the last few years. What began as a need to understand the feasibility of cash interventions has developed into a field where markets are rightly seen as a core institution to lives and livelihoods.

This learning event sought to place where the community of practice is at present (taking on board learning from the past), and aimed to, through discussions and presentations, look at where are the current gaps that need to be filled. The discussions pointed to the following:

- The participants agreed that, at a minimum, interventions must be ‘market aware’ and consider market support as a response option where relevant and feasible;
- The participants also agreed, in general, that the degree to which agencies can and could work with markets was on a spectrum from market support to market based programming. This spectrum or continuum recognises that supporting markets (as part of a range of options that help deliver basic needs to vulnerable people) could be extended to working actively to support markets as a primary means to strengthen livelihoods;
- Discussions around this spectrum called into question the role and mandate that humanitarian actors have to do this work, and called for individual agency positioning within a shared framework, with associated principles and guidance to support market interventions;
- Response analysis and the design of market response options are not yet either used systematically, or are always of good quality. Market analysis that is undertaken does not necessarily translate into good response design. This needs to be an area of focus for the future;
- Baseline market analysis for preparedness, contingency planning and resilience is a critical priority for humanitarian agencies;
- Beyond this, there was a consensus that the humanitarian sector still needs to build its capacity in market analysis and translating market analysis into response options;
- It is vital to build partnerships with new actors (development practitioners, academics, the private sector etc), who can both lend their expertise in market analysis and interventions and could also work in partnership with humanitarians to provide different types of data and contextual knowledge;
- Working in partnership also highlights the need for better coordination in terms of working together and pooling our strengths;

- To avoid duplication and to strengthen the work of humanitarian sector, a community of practice needs to be developed to gather and share experiences and learning with data, market analysis, responses, programme evaluations, impact analysis and so forth;
- Finally, it is critical at this stage to develop a strong business case, or ‘manifesto’, to advocate for investment in markets work.

4. Participants

The three day event attracted a total of 77 participants from a range of organisations. These included humanitarian practitioners from international organisations, (IRC, ACF, CRS, CARE, Concern Worldwide, Save the Children, Christian Aid, ICRC, to name a few), Development practitioners (Practical Action, Oxfam GB, ODI), academics and research institutes (Oxford University – Queen Elizabeth House, CIAT, Said Business School, East Anglia University), UN agencies (WFP), the Global Food Security Cluster, donors (DFID and USAID) and representatives from the private sector (Unilever, Nielsen, KPMG and Accenture).

5. Terminology: Market support and Market based programming

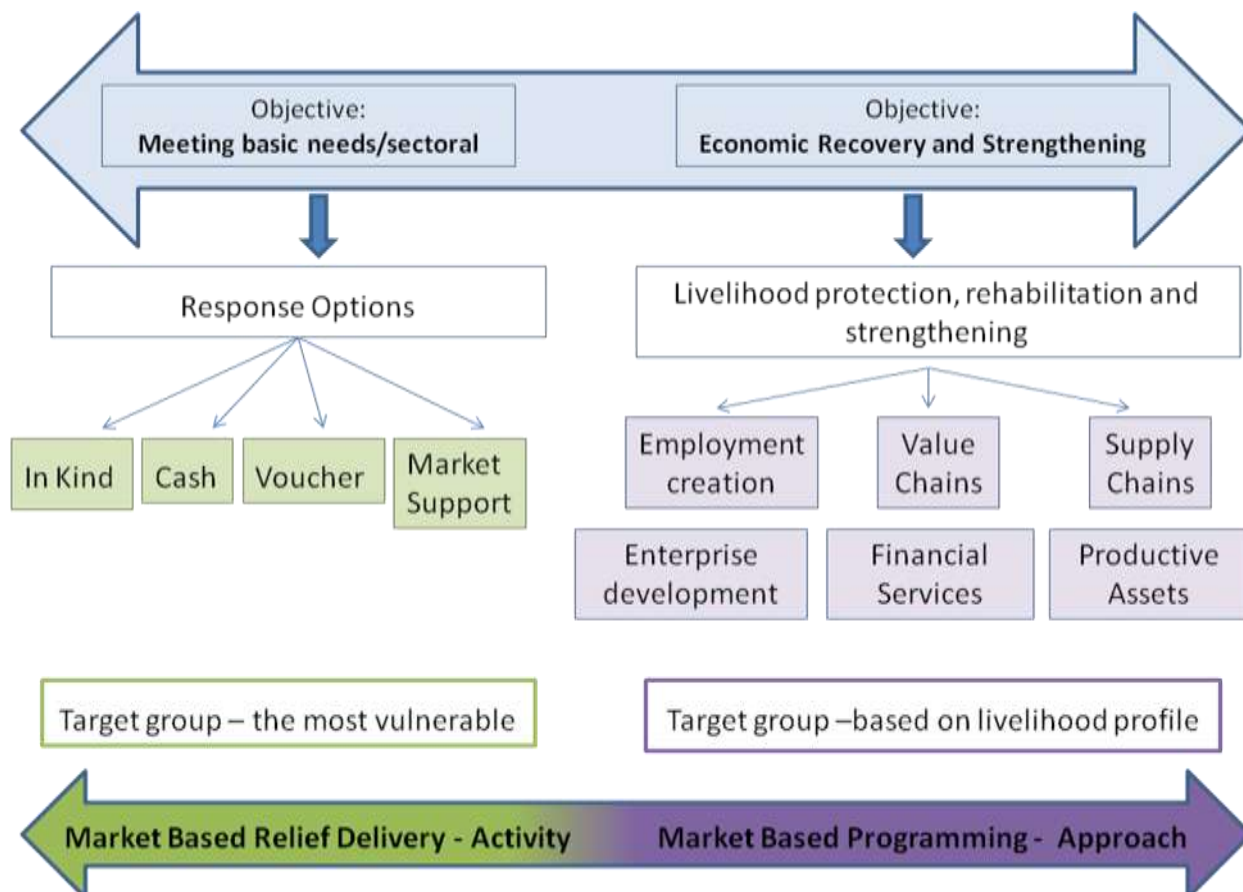
For the purpose of the event an initial framework was proposed that aimed to differentiate between the terms ‘market support’ and ‘market based programming’ (see also Annex 5: Terminology). This framework, whilst not necessarily accepted as a framework in the wider humanitarian and development community, was used to ensure clarity during the event, and the terms are used throughout this report.

‘Market support’ was understood as being one of the **humanitarian response options**, with the objective of the response focusing on the delivery of a specific (set of) basic need (s) to a defined vulnerable target group. Market support could include activities such as infrastructure rehabilitation, loans or grants to traders, transport subsidies, advocacy on trade policies etc.

Market based programming was seen differently, **as an approach**, where the objective was related to economic recovery and/or strengthening of market systems, primarily with the objective of reinforcing markets, and thereby protecting, rehabilitating and strengthening livelihoods. Programmes could be value chain and/or supply chain projects, enterprise development, employment creation, financial services etc.

It was acknowledged that the two concepts are not mutually exclusive, could happen simultaneously and are situated on a spectrum of response options. It was highlighted that market based programming is relevant in humanitarian contexts, in particular in preparedness, DRR or in working towards building resilience.

While the framework was not officially put forward to be endorsed by the group, it was accepted as a basis for the discussions during the event. Equally, while it was not the objective of the event to come up with a jointly agreed framework, the one depicted below was discussed on several occasions and adapted according to the outcomes of the discussions. This present diagram could serve as a basis for the design of a jointly agreed framework in the future.



Completed or potential Market responses were listed by participants in **Annex 3** for Emergency, DRR & Resilience and Development contexts.

6. Learning to Date on Markets

On the first day of the event there was an effort, through presentations and discussion, to share and agree what the key learning on markets had been to date.

Generally people agreed that:

- There is **widespread acceptance** in the humanitarian sector that responses need to be market aware at a minimum, in order to 'do no harm'. Experience and learning gathered is now substantial;
- A number of **assessment and analysis tools** have been designed and are being used. While this has happened primarily in the food security sector, other sectors have applied and used market analysis. Moreover, it has also been adapted to use for both preparedness/disaster risk reduction (DRR) and economic recovery;
- The issue is no longer the lack of availability of assessment tools, but the **expertise** to apply them and adapt them to the context, to analyze the information and operationalise it and translate it into a project, as well as the capacity to join all different pieces of information available;
- Market analysis and market interventions have the potential to (and are beginning to) go **beyond pure relief delivery**;
- Humanitarian markets work entails **work with a wider range of colleagues** and actors.

7. Priority areas/ key issues to address

The group identified the following areas and challenges as priorities to address:

- a. **Roles and Mandates;**
- b. **Improving market responses;**
- c. **Data Analysis;**
- d. **Baselines;**
- e. **Capacity development;**
- f. **Partnerships;**
- g. **Coordination and Collaboration;**
- h. **Advocacy and Institutionalization.**

These priority areas were then discussed further and looked at through the following areas.

a. Roles and Mandates

Key issues / problem statement:

There was a sense that markets do have the potential to address basic needs, sustain livelihoods and strengthen resilience.

However, there was a lot of discussion devoted to what should be the scope and role of humanitarians in market approaches. Indeed, concern was expressed on a number of issues: the main ones being responsibility, capacity and expertise, resources and collaboration.

- **Responsibility** - Some felt that humanitarians may be going too far with market approaches, and that governments should be the primary organisation responsible, in particular when working on markets structures and infrastructures.
- **Capacity and expertise** - There was general recognition that market assessments and analysis is stretching many humanitarian agencies too far, and that a lot of external expertise was being hired in to do this work, which is an unsustainable approach. Additionally humanitarian agencies are struggling to understand and deal with new actors who don't share the same values, such as the private sector and market actors.
- **Diminishing resources** – The challenge of dwindling resources to support the extended scope of humanitarian work was identified. Humanitarians are taking on a greater amount of work than their original mandate of saving lives. Now they are also involved in alleviating suffering, DRR, markets to build resilience but the funding pool is shrinking. The question arose of 'how do we spread the money to ensure that we can do all aspects of the ever increasing portfolio effectively or do we need to seriously question to what extent we get involved with market approaches?'

There was agreement that there needs to be clarification of the humanitarian role in markets although this could be agency specific. It was recognised that, at the minimum, all humanitarian responses should be based on a market assessment and should consider market support as part of the potential humanitarian response modalities. There was consensus to say that, while each organisation could locate themselves where they felt best placed on the continuum between market support and market based programming, humanitarian agencies should 'do market support' ie integrate market support as a systematic option to be considered when designing emergency responses, where relevant and feasible.

The working group highlighted the following work that now needs to be done:

- Work towards a **framework** to address issues of shared understanding, interventions and constraints within funding architecture.
- **Clarify agency position** (in the market support and market based programming framework) to determine how far does the agency have the desire and capacity to engage with markets. This requires that all agencies accept that market support is a minimum standard practice, and embed into this agency policy;
 - Develop clear understanding of what agency can/cannot do;
 - Understand if policy needs aligning with markets work or policy evolution. This may need clarification of:
 - Terminology and concepts of market engagement (market support, market based programming);
 - How to negotiate and work with potential and current partners from other agencies, governments and private sector;
 - Context of mandate – for example, if an agency is working to support livelihoods – how far does this go?;
 - Develop policies that reflect organisational focus with supporting guidelines.
- It was generally agreed that humanitarians need to be ‘market smart’ as market based results are much better for longer term results, however being market smart and positioning agencies in the framework, does not mean doing it all yourself, it also means working with others. Engaging with markets is about scaling up work for systemic change, **improving coordination and working with new partners**.
 - One agency can’t do everything and agencies may decide not to go beyond market support: then expertise for further work and engagement with market can be pulled from other actors (NGOs, private sector... etc...) through different models of partnership or coordination;
 - Define principles and scope for engaging with the **private sector**: need to understand the consequences and be able to decide when to engage and when not (risk and opportunity analysis);
 - Explore the idea of risk management, rather than risk taking, taking learning from the development and private sectors;
 - Work towards better partnerships with government and understanding of how we engage with governments and in weak/fragile state contexts.
- Develop **indicators** to measure progress and different ways to measure impact as well as quality control.

b. Improving Market responses

Key issues/ problem statement

There was shared understanding that there are a number of tools available to help develop market responses. However, it was acknowledged that there are still significant gaps in this area.

In terms of how to build up better systems for developing market based response analysis, it was agreed that tools cannot substitute for the capacity of the users of the tools, and there needs to be investment to build capacity. It was agreed that, to build capacity to do effective and appropriate response analysis, practitioners need a good understanding of different types of response options available, from minimum standards, through market support to market based programming.

The working group highlighted the following work that now needs to be done:

- There needs to be a **clear definition** and **common vernacular** for what market support and market based programming is;
 - Need to distinguish between market support that could contribute to DRR and market based programming, the group posed the view that this could be the difference between '*market facilitation*' and '*market development*'.
- Need for innovative and creative policy environment;
 - Need to recognise that responses are a means to an end, and not an end in themselves.
- Despite the availability of tools, it is essential to **build capacity** among staff to translate analysis into effective responses:
 - Build understanding of response options along the framework - from market support to market based programming;
 - Work towards more varied response options and changes in policy and practice;
 - Examine how to analyse power relationships and power structures in market systems;
 - Need to understand the specificities of certain markets (e.g. the seed market where issues of quality and control are key);
 - Develop an inventory of tools, clearly indicating which tool should be used for what, with references to how the tool is being used in different contexts;
 - Need to create inventory of historical learning – in looking at what has been experienced in particular places and with particular shocks before.
- Alongside the need to build effective response options, it is vital that the **impact** of the response is **evaluated**, both to understand better programming and to produce evidence for policy/programme changes:
 - Need to articulate the changes that the community of practice wants to see and plan how to measure these changes;
 - Ensure that we get the desired outcomes for market interventions, i.e. measure impact;
 - Need to distinguish between process, output and outcome indicators;
 - Need to have indicators that go beyond cost efficiency to measure impact and success. Measure the 'do no harm' and impact on markets.

c. Data analysis

Key issues / problem statement:

The reliable collection and analysis of data is central to the assessment of markets and the design of effective programmes.

During the learning event there was acknowledgement that we are missing opportunities on digital data analysis to complement traditional analysis methods.

Currently there is not enough consistency between the data we have collected and the decisions we make. Group work pointed to the following gaps:

- Weakness in market and response analysis: resulting for example in no consistency between the data / evidence collected and decision making, same information can lead to different (and even contradictory) decisions among and between agencies;
- Institutional systems and capacity insufficient for satisfactory market and response analysis;
- Weakness in market analysis carried out: in particular how to analyze risk and how to analyze power relations in market systems;
- Missing opportunities on digital data analysis.

The working group highlighted the following work that now needs to be done:

- To address some of the weaknesses recognised above, there is a clear need to **improve guidance for analysis**:
 - Common indicators and guidance for collection of information need to be developed - so that there is a shared understanding of what is being looked at and what evidence is based on;
 - Develop a process map and decision trees to clarify what data needs to be collected and when;
 - Integrate different levels of data: mechanism for long term surveillance to feed into data analysis;
 - Break down response analysis into discrete steps to operationalise at field level.

- To be able to collect data more effectively for a **baseline assessment**, the community felt that it was important to:
 - Have access to data that has been collected over the long term;
 - Understand that 'baselines' change constantly, in that context is not static and data needs to reflect this;
 - Put a greater emphasis on the collection of baseline data, prior to disasters, to feed into response analysis and for capacity building;
 - Build analysis around market scenarios- qualitative matching of current crisis to scenarios.

- To address the **weak link** between data collection, response analysis and project design, the group suggested that this could be a donor funded project looking at developing organisational capacity.

d. Baselines

Key issues / problem statement:

The use of market analysis and the development of response options for contingency planning and DRR was considered by the group to be an area where both market support and market based programming could be especially relevant.

There were two presentations and a great deal of discussion around DRR and market baselines. This involved, primarily, what baselines do currently offer, what they might offer and what their limitations are. There was an acknowledgement that baselines need to continually be revisited as markets are dynamic. There is a clear link here between effective baselines and data collection and analysis. At present, analysis is usually geographically specific and leads to a patchy understanding of the whole. This patchy analysis can lead to duplication or omissions.

The working group highlighted the following work that now needs to be done:

- There are currently huge gaps in **baseline and market monitoring data** at the same time than a variety of information sources (Fewsnet, WFP, etc...), which indicates a need for coordination around the collection and dissemination of different levels and specificities of data, to ensure economies of scale. This would be supported by the identification of tasks for different organisations.
 - Data should be made available for sharing on a cross-sectoral global platform easily accessible to all;
 - In relation to coordinating baselines we need to involve governments, public and private sectors to capitalise on data that is being collected already – this will also contribute to ownership;
 - Data collected should be demonstrably linked to decisions on responses, which is not currently the case;

- Different levels of analysis need to be interlinked- local, national, regional, global;
 - Capacity needs to be built in cost efficient methods of collecting data.
 - Better understanding of what private sector information is available (that humanitarians could access and use) and mapping of this;
 - Better understanding of the role that donors could play in the development, coordination and sharing of data.
- While the government should have primary responsibility for better **coordination** to happen, often this doesn't happen for a number of reasons. Therefore, for agencies involved, it is vital to understand **who does what**. This means that there is a need to:
 - Map the different levels of informational needs, who is responsible to meet these needs and how this information can be shared;
 - Be clear about what different data is needed to be collected at different levels (micro, meso, macro);
 - Consider a central body to collect and store this analysis – private sector? Clusters? Others?;
 - Deepen understanding of what the private sector are doing, what data they have, how we could share this and what the implications of this may be.
- As baselines are not static, the community of practice needs to consider how to use and **update baseline data and link this to response design**.
 - Have more opportunities for joint analysis (humanitarian and development sectors);
 - Sensitise all stakeholders to the data available and to different response options;
 - Encourage peer evaluations/learning across groups of NGOs;
 - Map what contexts NGOs have experience in and link these to response options;
 - Look at these past contexts and understand what has blocked decision making in market sensitive response design;
 - Need to develop **clear indicators to understand impact** of programming (documented and shared), undertake joint analysis, share learning and carry out peer reviews of programmes. Beneficial to document the decision making process and to reference this to analysis and responses from previous emergencies.
- **Scalability**- is the coverage of analysis and the operational coverage. These are interrelated.
 - Analysis needs to be coordinated by a forum – although what form this forum should take is debatable and could depend on context;
 - Operational – should have partnerships according to need and context.
- **Dissemination of Learning** - Need to strengthen the relationships and sharing between actors in this field around market issues rather than around specific tools. Specifically, there is a need to:
 - Understand platforms that exist and whether these could/would act as a platform for markets work;
 - Consider need for and possibility of setting up own CaLP equivalent (MaLP?) that has the time to understand and research key questions that are currently unanswered and communicate this in a coordinated way. This may require dedicated staff;
 - If there is a dedicated markets platform, the community needs to consider:
 - Who is the target audience;
 - How best to have access to systematic good learning and good practice;
 - If donors could have role in the sharing of learning, whether they could develop indicators that seek to measure dissemination of learning.

e. Capacity Development

Key issues/problem statement

The participants expressed a clear and shared understanding about the fundamental need for quality market assessment and analysis to be available before, during and after emergency – (to inform appropriate project & programme design – and to provide both more and better monitoring and evaluation). This involves a sufficient number of skilled and experienced people available to carry out this work.

However, despite considerable efforts to train people, there was a shared sense that there is a lack of people available to do this at the country and sub-office level. Institutions do not always have the resources or systems to support these assessments and the analytical process to translate the market information into response design.

The working group highlighted the following work that now needs to be done:

- Reach **recognition** that investment is needed to build skills and institutionalise humanitarian markets work, and for this:
 - Raise **awareness** about the role of markets within and outside organisations and **sensitise** colleagues to make people less nervous (and more inspired) of/by them;
 - Develop a ‘well written **manifesto** for change’ for the humanitarian sector to define scope of the mandate in relation to engaging with markets, and as a foundation for a capacity building strategy. This could include the beginning of the development of a set of shared understandings, objectives, thinking, standards (both technical and objective based), principles and indicators.
- Understand what are the **technical gaps** in our knowledge and approaches and create a **learning environment** in which attention is focused on mapping our current understanding and developing technical expertise:
 - Where, when and how tools are applicable – how they are operational, what their limitations are and how they use different sources of information;
 - Power dynamics in market systems;
 - What opportunities exist in market systems and how we can capitalise on these, capturing innovation;
 - Integrated macro, meso and micro levels of assessment and analysis.
 - Operational feasibility of responses;
 - Build capacity for market assessment and analysis at the individual level and organisational level and using this analysis to inform and design more effective market responses.
- Within organisations and as the humanitarian sector, **invest in capacity building strategy**, to address present weaknesses. To do this a number of approaches could be followed:
 - Initiatives such as incentives for staying in the organisation, region or country – to keep and institutionalise learning. Selection should be from NGOs, Govt. and private sector;
 - Undertake a proper functional analysis of markets work, understanding who needs to do what and when;
 - Identify profiles of people at design, analysis, response and implementation phases in order to build skills, and identify what needs to be learned. Tailor approaches to the profile of these learning needs. Then look innovatively at how to train;
 - Involvement of different sectors in capacity building training, such as logistics etc;

- Look beyond just training, at experiential learning (this could be done when compiling baselines), secondments and mentor schemes;
- Raise awareness of importance of markets work and identify who needs to buy in /attend training.
- Need **evidence** of the need for and impact of market assessments, analysis and response design to inform better investment in capacity development, inform the manifesto for change and feed into advocacy. The development of common impact and evaluation indicators would help to address this.
- Need more **accountability of resourcing** – so that training is better targeted at those with appropriate skill sets. Those trained should have field experience so that they can understand the application of the learning.
- Need to aim at **building partnerships** and institutionalizing cross functional learning.
 - Should harness the expertise and knowledge of both the private sector and development colleagues to build capacity and support technical development;
 - Need to identify existing information that is held by other sectors (private sector, development, academics) and see how humanitarians could access and use this data.
- **Coordination and collaboration:**
 - Try to better coordinate assessments and baselines across agencies, countries, regions, clusters;
 - ‘Market focal points’ should be appointed for each region;
 - A platform, such as a D-Group needed, for case studies, materials, resources and a space for discussion at the national level as well as international would provide the link between evidence and learning. This requires a dedicated monitor and facilitator for group.
- Technical **standards** on market assessment, analysis and response, over and above the CaLP initiative for Minimum Information Requirements, are required as a framework for learning and practice.

f. Partnerships

Key issues / problem statement:

Understanding the framework, where market support and market based programming are on a spectrum may mean that there are activities and programmes that fall outside the remit of some organisations. This will, in most cases, necessitate partnerships with those with expertise in longer term market programming. These partnerships may include development colleagues, private sector organisations, and governments.

At present, the humanitarian sector, as a whole, has not yet systematically developed these two way relationships to the extent needed. These will need to be conceived of and strengthened so that the humanitarian community of practice can both borrow expertise and link with longer term markets work, while being able to feed in the experiences and expertise that the community has with emergency response and preparedness work.

The working group highlighted the following work that now needs to be done:

- Examine potential links between **relief and development** – more explicitly around analysis and action.
 - Development practitioners have part of the skills that are needed for market analysis and market based programming design in humanitarian contexts: the question is: shall humanitarian expand their expertise basis to developmental

concepts and approaches or shall developmental practitioners be brought for joint analysis? This answer may differ according to each agency.

- Address issues of how and when we work with **private sector**.
 - Address institutional, ethical and technical challenges presented when dealing with for e.g. market actors rather than beneficiaries, private sector etc.;
 - How to benefit from private sector expertise: do they have the expertise we need? How can we access it? How can we use it? Is it expensive to access this?

g. Coordination and Collaboration

Key issues / problem statement:

Coordination of market analyses, data collection, data sharing, programme design and impact analysis would clearly benefit the community of practice.

This has, to date, not been done systematically.

Shared learning and data analysis undoubtedly strengthens the body of knowledge of the community of practice.

To date, despite the existence of a number of different platforms (MaFI, Seepnetwork, EMMA D-group, LinkedIn), there has been no dedicated space or group that seeks to hold and share market specific learning beyond a specific tool.

The working group highlighted the following work that now needs to be done:

- To increase the possibility of **coordinated** work, there needs to be a concerted effort undertaken to share agency plans and organise cross-organisational work. This was also mentioned as a key strategy elsewhere (in capacity development, DRR and baselines etc).
 - Ensure inter-sector coordination, so markets work is shared and undertaken by other sectors and by other teams (not only humanitarian);
 - Ensure better coordination of market analyses across market intervention framework;
 - Coordination at different levels (country, regional and global): Can we use existing systems for collaboration and coordination?

For better **collaboration and learning** the participants suggested the need to:

- Develop a community of practice;
- Consider having market specific learning or integrate it with gender, resilience, DRR and so forth. Looking at what information is needed will affect the structure of the CoP;
- Understand audience for different sets of information, whether it is learning, accessing sensitive data analysis or finding out what data is available in different locations;
- Make more opportunities for sharing of learning and best practice and for collaboration;
- Create a visionary and creative learning environment through a community of practice.

h. Advocacy and Institutionalization

Key issues / problem statement:

It is vital to ensure that market approaches are institutionalised throughout the community of practice, and through more effective advocacy for this work.

However, organisations currently do not base their decisions regarding market responses and programming on the evidence or information that has been generated and collected to date.

During the learning event many people concurred that there is a lack of consensus amongst organisations and individuals on what market support interventions are and why they should or shouldn't be adopted.

The working group highlighted the following work that now needs to be done:

- To **institutionalise** this work:
 - Markets need to be on the menu in every situational analysis, regardless of the potential response options;
 - Market support should be one of the response options routinely considered alongside cash transfer or in-kind distribution.

- For an effective **advocacy case** to ensure that donors demand that markets are part of food security and DRR proposals, the humanitarian sector need to consider:
 - A coherent and robust business case, based on good analysis, evidence, programmatic approaches, and impact needs to be developed to advocate to organisations that currently don't do market analysis or don't consider cash or market support in their response options;
 - Mapping of who are key stakeholders/points of influence to design advocacy strategy. This will differ according to whether donor, private sector, government;
 - A cross organisation working group of key stakeholders to act as a coalition to identify advocacy messages that they target internally and externally. CaLP could be used as a potential model of best practice;
 - Key messages to be communicated effectively to other stakeholders, such as donors, governments and the private sector, so that the same points and issues do not need to be repeated.

8. Conclusions

As discussed at the beginning of this report, there were a number of key issues that were brought up time after time. These were then reviewed in the last session of the learning event and it was agreed that these were the key areas of work where investment should take place now.

Capacity Building

- Identify and map skills needed (functional analysis)
- Design capacity building approaches and material

Refining Market and Response analysis

- Refine analysis approaches, better integrating power and risk analysis
- Develop a market framework for conceptualizing market intervention spectrum, integrating market support and market based programming, clarifying scope of objectives and responses at different stages of the gradient.
- Design response analysis process maps and decision trees

Refining Standards and Principles

- Develop / refine principles and technical standards for engagement with markets along the market support – market based programming continuum

Developing Impact Measurement and Evidence

- Define process and indicators for impact and quality measurement
- Gather evidence for learning and advocacy
- Secure funding for more comprehensive study of impact / outcome of programmes on markets and people's access to markets

Creating a Manifesto/Business Case

- Design Communication and advocacy strategy and material for internal and external advocacy

Building partnerships

- Understanding and recognition in our own agencies of where mandates, priorities and skills lie.
- Be innovative in term of joint analysis
- Create partnerships

Developing or defining a Community of Practice

- Identify platform for CoP to centralize and share learning, material, resources, initiatives and discussions.
- Ensure moderation of CoP

Creating a Map and Bank of Resources (related to the point above)

- Map data sources/materials/tools & specify applications
- Gather tools and resources in accessible inventory

Coordinated baselines

- Carry out baselines on basis of scenario and keep them dynamic
- Share and coordinate baselines
- Integrate different levels of information (and provide guidance where needed)

At organisational level:

- Clarify position along the market support to market based programming continuum
- Align policies to position chosen

9. Immediate Action Points

- There was consensus that to better coordinate work and share learning, there is a **need to establish or adapt a community of practice (CoP)**. Many thought that the most appropriate way would be to anchor the Markets CoP within an existing platform. Because of the 'market based programming' angle (and not only market support), it was suggested to look at a number of platforms that operate also beyond the humanitarian sector for e.g.; Calp, MaFi, Seep Network to see if one of them would be more appropriate. It was also suggested that there could be more than one entry point, i.e. the CoP could be hosted on one site, but linked to others.
- A scoping study of existing platforms for a 'Markets' Community of Practice (CoP) will be carried out by Oxfam, on behalf of the group. Oxfam will lead a mapping of what currently exists in terms of sharing and learning on markets and make proposals for models for the CoP (addressing questions such as, where to anchor this work? how? Who to moderate etc.?). In order to better represent the views of the group, volunteers will be invited to form a **working group to inform the review and design process**. At this stage, models will be proposed to the group for voting.
- For the other areas of investment listed above, participants will be asked to specify where their organisation has **current or planned initiatives**. A first list of on-going initiatives was consolidated during the event (Annex 4: Initiatives relevant to Markets).
- The areas listed above (that are **not** addressed by current or planned initiatives), will be proposed as major components of the **ToR for the community of practice**, when this has been formed.

For further details on any aspect of this report please contact: Emily Henderson: EHenderson@oxfam.org.uk and Carol Brady CBrady@oxfam.org.uk, and to access any of the documents related to the Event please write to Marketadvice@oxfam.org.uk

10. Annexes

Annex 1: Market Learning Event Agenda

5th – 7th March 2013, Oxford

In this learning event, we aim to discuss and develop a series of positions about the role of markets in humanitarian responses, and the extent that humanitarians can and should work with markets in emergencies and beyond. This learning event is one of the first opportunities of this kind since significant advances were made in the field.

Aim

To promote the appropriate use of market analysis and market based programming in humanitarian contexts through the consideration of the current and potential engagement with markets

- What are we doing today in relation to humanitarian programming and research?
- What should we be aiming for?
- What have we learnt in terms of challenges and solutions?
- What do we need to do now and what is the priority?

Intended Outputs

Market baselines for preparedness

- compilation of key existing experiences and best practice, as well as challenges to overcome
- compilation of technical recommendations for market baseline pilots and for guidance for market baselines

Market and response analysis

- overview of current thinking on market analysis (tools and approaches available, added value to programme design and impact, learning, best practice and challenges)
- discussion on key issues and recommendations for ways forward

Market support and market based programming

- overview of current experiences and practices from across different sectors and organisations, opportunities and challenges
- summary of discussions on scope, implications, minimum requirements and areas of further development

Day 1 – Tuesday 5th March

Timing	Topic	Presenter/s
08.30	Registration	
09:00 – 10:00	Opening, introductions and expectations Terminology Engaging with markets in humanitarian responses: what have we done to date and what have we learnt? Cases of good practise and learning Case 1: CIAT seed systems	Issa Sanogo, WFP Emma Jowett, Independent Louise Sperling, CIAT
10:30 – 11:00 Break		
11:00 – 12:30	Engaging with markets in humanitarian responses: what have we done to date and what have we learnt? (Cont.) Cases of good practise and learning Case 2: Oxfam, EMMA WASH HECA Case 3: CARE, MIFIRA Case 4: IRC, EMMA DRR, Burma	Emma Jowett Marion O'Reilly, Emily Henderson, Oxfam Sara Netzer, CARE Greg Matthews, IRC
12:30 – 13:30 Lunch		
13:30 – 15:00	Key learning and challenges on market engagement <ul style="list-style-type: none"> • How have we engaged with markets to date? • What have we learnt? • What challenges remain? 	Emma Jowett Group discussions
15:00 – 15:30 Break		
15:30 – 17:00	Humanitarian engagement with markets: Role and scope Presentation of key issues raised within WFP-Oxfam research Panel on: Humanitarian engagement with markets: Role and scope <ul style="list-style-type: none"> • Do humanitarian have a role? • If yes, to what extent? 	Emily Henderson, Oxfam / Jean – Martin Bauer, WFP David Bright, Oxfam Helene Deret, ACF Diane Johnson, Springfield Centre Laura Meissner, USAID/OFDA Naila Mir, Unilever Jo Zaremba, Oxfam
17:00 Close		

Day 2 – Wednesday 6th March

Timing	Topic	Presenter/s
09:00 – 10:30	<p>Market support and market based programming (1):</p> <ul style="list-style-type: none"> • What is the scope of humanitarian engagement with markets today? • How do development actors and the private sector engage with markets? What can we learn from them? <p>Case studies: Case 1: Private Sector engagement Case 2: Development actors' engagement Case 3: Linking with development actors' engagement in humanitarian contexts, Turkana, Kenya</p>	Emma Jowett Richard Cooke, Nielsen Thomas Tichar, Oxfam Jo Zaremba, Oxfam
10:30 – 11:00 Break		
11:00 – 12:30	<p>Market support and market based programming (2): Presentation of main findings from WFP – Oxfam research What is humanitarian market support and market based programming?</p> <ul style="list-style-type: none"> • What practices can we adopt from other sectors to design market based programming and how could it look like? • Which actors should humanitarians be interacting with and why would these actors be interested? • How can we strengthen links between humanitarian and development programming? • What is missing to be able to implement effective market based programming and what are the implications of engaging with markets for humanitarian organisations? 	Emma Jowett Jean – Martin Bauer, WFP Group discussion
12:30 – 13:30 Lunch		
13:30 – 15:00	<p>Market analysis: overcoming challenges (1) Focus on humanitarian market assessment and analysis tools</p> <ul style="list-style-type: none"> • What is the purpose and applicability of tools used to engage with markets by humanitarians? • What are the gaps that need to be addressed? 	Emma Jowett Mapping and group discussion
15:00 – 15:30 Break		
15:30 – 17:00	<p>Market analysis: overcoming challenges (2) How are we addressing key challenges?</p> <ul style="list-style-type: none"> • Discussion on minimum information requirements • Market analysis along project cycle and in different contexts • Integrating market analysis with situation analysis <p>Presentations: CaLP Minimum Market Information Requirements</p>	Lili Mohiddin, Calp and Lois Austin,

Save the Children UK Situation and Response Analysis Framework	Independent Miles Murray, Independent and Jessica Saulle, SCUUK
IFRC, ICRC and BRC Rapid Assessment of Markets (RAM) and Market Analysis Guidance (MAG)	Tarun Sarwal, ICRC

17:00 Close

Day 3 – Thursday 7th March

Timing	Topic	Presenter/s
09:00 – 10:30	<p>Market analysis: overcoming challenges (3)</p> <p>How can we address key challenges? What are the next steps?</p> <ul style="list-style-type: none"> • Resourcing and capacity • Engaging with partners • Coordination 	Emma Jowett Group discussions

10:30 – 11:00 Break

11:00 – 12:30	<p>Market baselines and preparedness</p> <ul style="list-style-type: none"> • What has been done and learnt to date? • What are the challenges and how can we overcome them? • What are the recommendations for ways forward? <p>Case studies:</p> <p>Action for Enterprise Case study Bangladesh</p> <p>WFP case study in West Africa</p> <p>Plenary discussion – challenges and next steps</p>	<p>Emma Jowett</p> <p>Erin Dahan, AFE</p> <p>Jean-Martin Bauer, WFP</p> <p>Emma Jowett</p>
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12:30 – 13:30 Lunch

13:30 – 15:00	<p>Wrap up session</p> <ul style="list-style-type: none"> • Community of Practice – which platform? Next steps? • What have we agreed? • Recommendations for next steps • Action points <p>Reflection on expectations</p>	Emma Jowett
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15:00 Close

Question

1 Was the design of the workshop suitable for achieving the aim?

- Yes- 24.
 - Good structure- balance of presentations, discussions, group work, networking- 9.
 - Yes, but this is just the starting point- need more of this.
 - Well organised and excellent facilitation- right balance of control and flexibility- 2.
 - It was useful to have the overview of where we are at the start.
 - Glad we had session for concrete next steps
-

2 Do you have comments on how to design it differently?

- Less topics so analysis deepened- 2.
- Choice of presentations at same time in 2 rooms for part of the agenda- 2.
- Some sessions quite heavy due to structure- listening, q+a, groups.
- 3 days too much.
- Structure too repetitive.
- Brief overview of where we are needed/ reading material shared before event- 2.
- More group work needed-3.
- More discussion time needed- 3.
- Too much q and a.
- Group work needed more effective facilitation/ got bogged down- 2.
- Order of sessions not clear- should have followed programme cycle.
- Order of sessions should have focussed actors and what they can bring.
- Changes in agenda disruptive.
- Not clear of aim.
- Panel did not work well- 2.

Action points specific comments:

- Address next steps earlier as not enough time- 6.
 - Not clear what our action points are- 6.
 - Please include the above in meeting report- 2.
 - Outputs too ambitious- 2.
 - More delegation of actions- feasible to achieve with number of participants/ higher ups- 6.
 - Some sessions on co-creating initiatives needed.
 - Private sector not part of next steps when they should be.
-

3 Were the topics covered relevant?

- Yes- 18.
 - Reflected breadth of subject
-

4 Should anything else have been included?

Suggested analytical deepening

- More concrete examples of how market analysis has been used in specific contexts, how affected programme design and outcomes- with investigation of successes and challenges- 8.
 - More detail of research needed (one person calls WFP day 2 presentation 'strangely generic')- 3.
 - Build a framework to structure ideas/ decision tree linking situation analysis to appropriate tool and response options- 3.
 - More on how we can coordinate/ particularly around emergencies and where market analysis fits in- 3.
 - More on how to adapt lessons from development to humanitarian- 3.
-

Suggested omissions

- Too much debate about emergency/ development divide- 2.
- Too much on development- not relevant.
- Too much on tools.

Suggested additions

- Urban.
- More on added value of market analysis.
- More analysis of private sector role and possible collaboration.
- Need more on market support as indirect intervention.
- Field level challenges.
- EMMA D group successes and challenges.
- Logs perspective on market analysis and successes and challenges.
- More on how we can engage with donors.
- Exercise to understand each others technical perspective.
- SEEP minimum standards.
- M4P.
- More on infrastructure related to markets and what is being done.

5 What was your main 'take away' or learning from the event?

Gained

- Network of people for coordination and collaboration- 9.
- Know where to look for help/ information- 4.
- Awareness of different initiatives eg: SEEP, WFP monitoring databases- 4.
- Awareness of importance of market analysis/ enhanced enthusiasm- 5.
- Awareness of importance of macroeconomics.
- Provoked interest in private sector/ collaboration with- 4.
- Awareness of link of markets to DRR.
- Valued time to discuss and reflect.
- Clarification of market support/ market based programming useful.

Final thoughts

- Impressed at how much learning there is already to capture- lots of orgs thinking at high level- 6.
- Complexity of issue and number of actors- difficult to coordinate, promote and find agreement- 3.
- Pleased at level of 'buy in'/ critical mass to central importance of market analysis- need to leverage- 2.
- Feeling that must work together to have analysis and monitoring we need- 2.
- Must work to improve analysis and link to response decisions.
- Need to take lessons from CaLP experience, process and community of practice.
- Usefulness of market analysis has not yet been established.
- Need to ensure these lessons to filter down to field staff

6 Do you have any other comments?

Thanks

- Thank you, great conference and great work- 7
 - Glad I attended-3
-

-
- Look forward to participating in the community of practice- 3

Next event

- Hold another one in 1 year please- 2
- Future ERC consortium collaboration?

Participant suggestions

- Participants well selected.
- Need more balance of participants from different orgs- Oxfam majority- 2
- Representation of NGOs with different structure- GAA/ WHH, RUAF etc needed
- More participation from cluster needed
- More donor representation needed- 2
- More development presence needed
- Role of some orgs present not clear eg KPMG

Other

- Avoid risk of 'EMMA-tising'
-

Annex 3: Tables of Market Responses

During the event attendees were invited to list activities they had already completed and activities that could potentially be done in relation to markets. The following tables enumerate these activities, in no particular order.

Activities	Emergency	
Done	Oxfam/ECB 48 Hour assessment tool for rapid needs and response analysis includes basic market section	
	Success in establishing a 'proof of concept'- market studies can be done and are useful.	
	Simulation studies	
	Protecting market infrastructure	
	Storage	
	Market assessment	
	Subsidies to traders	
	Inputs- in-kind or cash for bakeries to continue production	
	Rapid assessment	
	Linking women's groups to traders to ensure local availability of grain alongside cash programming	
	Market assessments (rapid and baseline) accessible online- WFP	
	Global price database with price graphs online- WFP	
	Could/ Should Do	WFP market assessment/ analysis tools will be consolidated according to context (rapid assessment vs baseline tools)
		WFP will release a price alert indicator as an early warning indicator embedded in its global food price database
Collation of all market analysis reports EVER in emergencies		
Independent and shared impact focussed evaluation of different responses- establish community of sharing		
Initiate platforms at country level with open source approach to market analysis- not owned by cluster/ agency but informed by academics, private sector, anyone		
Design and market strategy articulated early with donors to reduced compliance pains later		
Bring SEED/ DECD into the coordination debate		
Loans/ grants to traders		
Market cost effectiveness study		
Increase support to restock linking them with wholesale providers		
Grant/ loan for commercial actors involved in maintenance/ procurement of WASH items		

Guidance on market support interventions 'how to'
More urban EMMA's to influence donor policy/ programming
Central price database including project monitoring data
Concrete guidance for gendered market analysis in emergencies- eg in one week what do you do?
Market information 'real time'
Use academia/ research bodies to answer key questions (for all also DRR and development).

DRR/ Resilience

Done	Support to enriched flour production unit in Burkina Faso and set up traders network - work on value chain
	EMMA baseline for staple food
	Support to NARS on development of improved varieties of seeds
	Facilitating food markets in areas of chronic vulnerability
	Market based approach to urban sanitation in flood prone settlements (Senegal) in progress
	Strengthening functioning of women's groups as business to ensure supply structures available in emergencies
	Training on market training for women's groups in Chad
	Preparedness - cash emergency scenario analysis Dashboard
	East Africa Surveillance - market, fsc, nutrition ACF USA, ongoing
	Undertaking market baselines and monitoring indicators- triggers
Future potential	Resilience should be included alongside all emergency and development programmes
	Consolidation of women's groups (i.e. village savings and loans for DRR)
	Systematic EMMA in contexts with reoccurring crises
	Market monitoring using new technologies in Chad (integrated within national bodies - support from UN?)
	Joint interagency analysis and intervention case studies/ best practice
	Strengthening market baselines scenarios
	Honest and objective impact measurement of different modalities in context but transferrable to future contexts
	EMMA on livestock markets for DRR and local staff skills development (planned 2013)
Integrating markets into DRR/ resilience	
Stronger linkages between market development and government DRR approaches promoting collaboration	

	Use GEM for informing humanitarian staff preparedness
Development	
Done	Ethiopia staff value chain
	Sudan groundnut value chain
	GAZA (OPT) date market chain
	Support to agro input dealers
	ACF market for the poor guidelines
	Linking producers with traders association and support to traders association in CAR Republic
	GEM
	PRIME livestock markets project
	Pro-poor market intervention case studies/ best practice document
	Market mapping and market opportunity identification for producer/ farmer groups
Future potential	Partnership with 'development' agencies/ consultants (AFE) to improve our market/ value chain analysis and response
	Use of market information for contingency planning in development process
	Changing power relations mitigating speculation on food markets in chronically vulnerable areas
	Working with the private sector

Annex 4: Initiatives Relevant to Markets

The following initiatives were either presented or recorded as part of the effort to collate tools and work available for markets assessment, analysis and response options analysis.

What?	Who?	Where?
SEEP Handbook – Minimum Economic Recovery Standards	SEEP Network: http://www.seepnetwork.org/	Global
Market Monitoring Guidelines and Decision Tree	Local and regional procurement Learning Alliance (CARE- CRS)	Global
ACF USA Surveillance East Africa (Market, FSL, NUT)	ACF USA mcalo@actionagainsthunger.org	East Africa
Market baseline Guidance (ERC Consortium)	ERC Consortium Oxfam GB / Save the Children UK / Concern / Oxfam Intermon ehenderson@oxfam.org.uk	Global
CaLP Minimum Information Requirements	Lili Mohiddin: techco@cashlearning.org	CaLP
Save the Children UK Situation and Response Analysis Framework (ERC consortium)	Miles Murray, Independent and Jessica Saulle, SCUK: J.Saulle@savethechildren.org.uk	Global
IFRC, ICRC and BRC Rapid Assessment of Markets (RAM) and Market Analysis Guidance (MAG)	Tarun Sarwal, ICRC: tsarwal@icrc.org	Global
Emergency Market Mapping Analysis (EMMA) Toolkit	http://emma-toolkit.org/	Global
Market Information and Food Insecurity Response Analysis (MIFIRA) Framework	Sara Netzer, CARE: snetzer@care.org	Global
WFP Market Assessment and Analysis Tools (various)	Jean-Martin Nauer: Jean-Martin.Bauer@wfp.org	Global
Researching role of private sector in refugee self reliance	Humanitarian Innovation Project, Refugee Studies Centre Oxford University- www.oxhip.org	Uganda (and tbc- Ethiopia or Kenya)

Term	Definition	Source
Market	<i>Any formal or informal structure (not necessarily a physical space) in which buyers and sellers exchange goods, labour or services for cash or other goods. The word 'market' can simply mean the place in which good or services are exchanged. However, in EMMA, markets are defined by forces of supply and demand, rather than geographical location e.g. 'imported cereals make up 40% of the market'.</i>	EMMA Toolkit, Mike Albu, Practical Action
Market system	<i>A market system is a network of market actors, many buyers and sellers – not only one chain – supported by infrastructure and services, interacting within a context of institutions or rules that shape the actors' trading environment. A market system involves a market or value chain, the market services (e.g. transport, finance, information, extension services) provided to support the chain, and the environment (e.g. infrastructure, natural or policy environment) that enables or disables the functioning of the chain.</i>	GEM Toolkit, Oxfam GB
Market Support	<i>Response modalities that enhance market functionality, improving households' ability to purchase food, sell crops and generate income</i>	WFP
Beneficiary	<i>A person who it is intended will benefit from programmes or interventions</i>	
Target group	<i>The mass of emergency-affected women, men and children who it is intended should ultimately benefit from the emergency response. Usually, these are the most vulnerable or severely affected individuals and households in a disaster area. Often, the target population is disaggregated into more clearly defined target groups with different situations and needs. Note: indirect humanitarian responses may involve assistance to market-actors who are not part of the target population.</i>	EMMA Toolkit, Mike Albu, Practical Action
Direct intervention	<i>Interventions that directly assist affected people e.g.:</i> <ul style="list-style-type: none"> ▪ <i>In kind distributions</i> ▪ <i>Cash or vouchers</i> ▪ <i>CFW & FFW</i> ▪ <i>Shelter, WASH, nutrition programmes etc.</i> 	CaLP Glossary (adapted from EMMA toolkit)
Indirect intervention	<i>Activities with traders, officials, policy makers and others to benefit affected people e.g.:</i> <ul style="list-style-type: none"> ▪ <i>Rehabilitation of key infrastructure, restore transport links, bridges etc.</i> ▪ <i>Grants or loans for businesses to restore stocks, repair premises or vehicles</i> 	CaLP Glossary (adapted from EMMA toolkit)
Multiplier effect	<i>The knock-on advantages or benefits that result from stimulating markets (through cash transfer programming)</i>	CaLP Glossary

	<i>e.g: for every \$1 given to beneficiaries, 0.20 might go to a trader, 0.20 to a processor, and 0.40 to a producer.</i>	
Preparedness	<i>The knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions.</i>	United Nations International Strategy for Disaster Reduction http://www.unisdr.org/
DRR	<i>The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events</i>	United Nations International Strategy for Disaster Reduction http://www.unisdr.org/
Cash transfer	<i>Cash transfer programming is the name given to any programme where cash, or cash-equivalents (vouchers), are provided to beneficiaries.</i>	Oxfam GB, Finance Guidelines on Cash Transfer Programming
Humanitarian	<i>The objectives of humanitarian action are to save lives, alleviate suffering and maintain human dignity during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations. Humanitarian action has two inextricably linked dimensions: protecting people and providing assistance (see Humanitarian response). Humanitarian action is rooted in humanitarian principles - humanity, impartiality, neutrality and independence.</i>	The Sphere Project Glossary of the Handbook
Economic security	<i>A household or community is economically secure when conditions allow it to meet its essential economic needs in a sustainable way, without resorting to strategies which are damaging to livelihoods, security and dignity.</i>	Guidelines for Cash Transfer Programming: IRC and RC
Disaster Response	<i>Relief, recovery and response preparedness including health, WatSan, shelter, livelihoods</i>	IFRC Recovery Programming Guide 2012
Relief and Early recovery	<i>Saving lives and meeting people's immediate needs</i>	As above
Recovery	<i>Support people's efforts to cope, recover and rebuild, strengthening their resilience</i>	As above
Preparedness and Mitigation	<i>Readiness to predict, mitigate, respond and recover</i>	As above
Resilience	<i>Activities to promote resilience enhance communities' capacity to cope and recover after a disaster strikes.</i>	Reducing Risks, Saving Lives: Our approach to disaster risk reduction, Save the Children