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Emily Sloane
International Rescue
Committee



Dina Brick
Catholic Relief
Services



Emily Farr
Oxfam America

Microlinks Seminar #23

Be Prepared! Experiences in Pre-Crisis Market Mapping





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Emily Sloane

International Rescue Committee

Emily Sloane joined the IRC in January 2015 as Emergency Markets Officer. In this role, she manages activities to develop and promote tools, approaches, and dialogue linked to market analysis in the humanitarian community. Emily recently returned from Pakistan, where she co-led and captured learning from the IRC's first Pre-Crisis Market Mapping and Analysis Assessment. In 2014, she helped to lead an EMMA training with Oxfam in South Sudan. Prior to joining the IRC, Emily managed and evaluated a range of cash, voucher, and agricultural programs for both Oxfam and ACF in Jordan as well as various sub-Saharan African countries. She has produced several reports that have helped to promote cash as a legitimate modality for humanitarian response. Emily's academic background is an environmental one, involving a Master's in International Environmental Policy from the Monterey Institute and a Bachelor's in Natural Resource Conservation from the University of Montana; however, her strong interest in the human side of environmental issues has drawn her to the food security and livelihoods world.



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Dina Brick

Catholic Relief Services

As head of CRS' Food Security and Markets Team, Geraldine (Dina), supports CRS programs as they prepare for and respond to emergencies through market-based approaches, including cash and voucher programs. Her support involves proposal development, technical assistance in implementation, tool development, trainings, and assessments with a focus on market-based approaches in food security. Dina has over 10 years of experience in international agriculture, environment, and food security programming. She holds a Master's degree from the Fletcher School at Tufts University.



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Emily Farr

Oxfam America

Emily Farr is Senior Advisor in Emergency Food Security and Vulnerable Livelihoods at Oxfam America. She has worked with country programs across Africa, Latin America, and Asia as well as throughout the Oxfam confederation to prepare for and respond to emergencies for over 10 years. Emily's areas of focus include market-based programming, analysis and response, capacity building, resilience, gender, and ICT. Before moving into the humanitarian field, she spent several years working with local organizations committed to food security and decent housing in the United States. Emily has an M.S. in Food Policy and Applied Nutrition from Tufts University and a B.S. in Geography from Penn State.

Pre-Crisis Market Assessments: an overview

Emily Sloane, Emergency Markets Officer, IRC



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Why Markets?

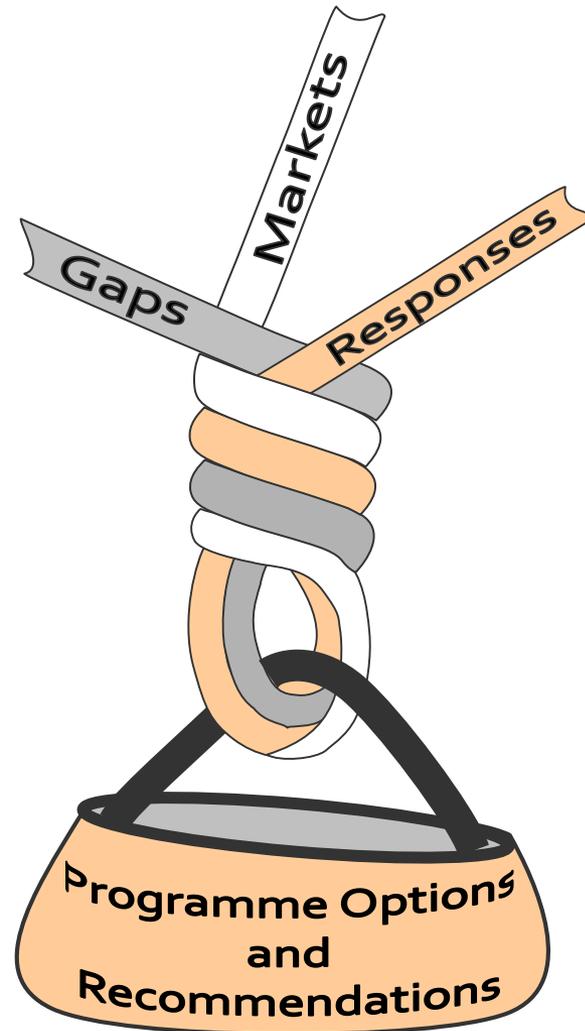
- People rely on markets for goods/services and income
- Markets are impacted by emergencies, but continue to function
- Market-sensitive programming promotes recovery – of affected households and of local economies



Pre-Crisis Market Mapping and Analysis (PCMMA)

- [PCMMA](#) – relatively new approach to market assessments in non-emergency times
- Co-developed by IRC and Oxfam, draft published in 2014
- Follows similar structure to the Emergency Market Mapping and Analysis (EMMA) Toolkit

Three strands



The ten steps of EMMA

1. Essential preparation
2. Market selection
3. Preliminary analysis
4. Fieldwork preparation
5. Fieldwork activities
6. Market mapping
7. Gap analysis
8. Market analysis
9. Response analysis
10. Communicate results

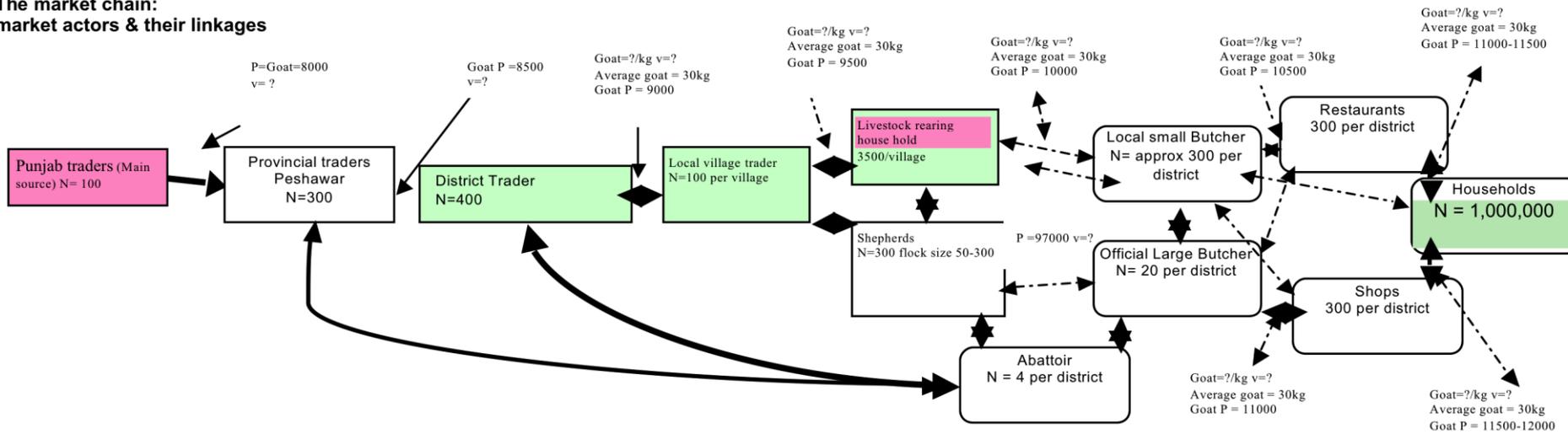
Tools EMMA uses: Market maps

Baseline Market-System Map for goats in KPK before flood

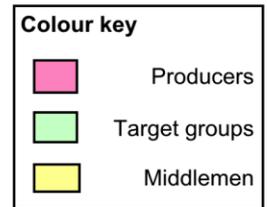
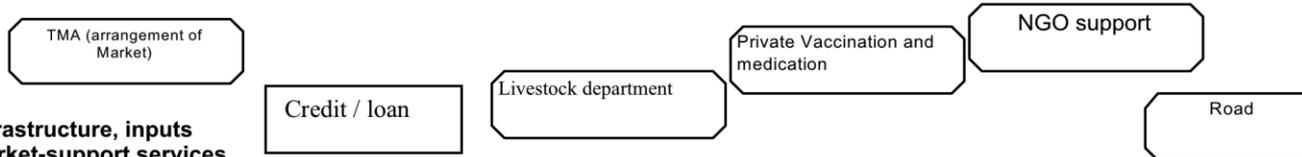
The market environment:
institutions, rules,
norms & trends



The market chain:
market actors & their linkages



Key infrastructure, inputs
and market-support services



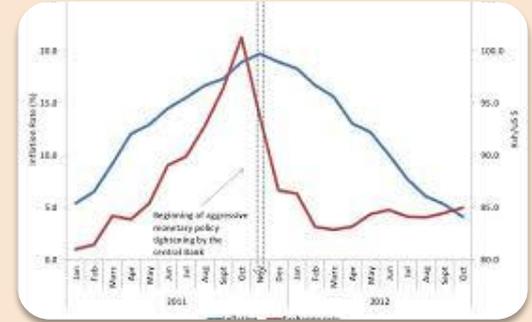
Post-Emergency Market Analysis



Past
Baseline

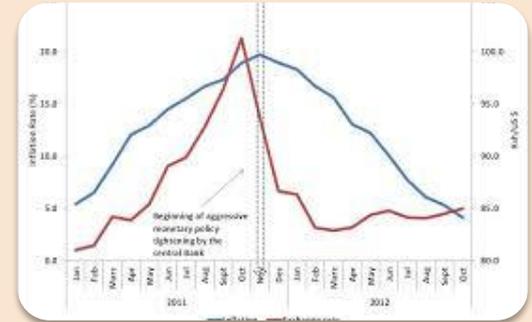


Present
Impact



Future
Forecast

Pre-Crisis Market Analysis



Present
(Baseline)

Past
Impact

Future
Forecast

Potential applications of PCMMA

- **Emergency Response** - To recommend appropriate market-sensitive emergency programming options
- **Preparedness / DRR** - To strengthen markets and address potential constraints
- **Early Warning** – To identify indicators that can signal impending (slow-onset) crises
- **Capacity Building** - To strengthen skills of humanitarian actors to conduct market analyses in emergencies

PCMMA Resources

- PCMMA Guidance Manual: <http://emma-toolkit.org/practice/pre-crisis-market-mapping-and-analysis>
- Markets in Crises Community of Practice: <https://dgroups.org/dfid/mic>
- EMMA Website: <http://emma-toolkit.org>
- Twitter: @marketsincrises



 CATHOLIC RELIEF SERVICES

**PCMMA Learning from Darfur:
Prep and start-up in a resilience
program**

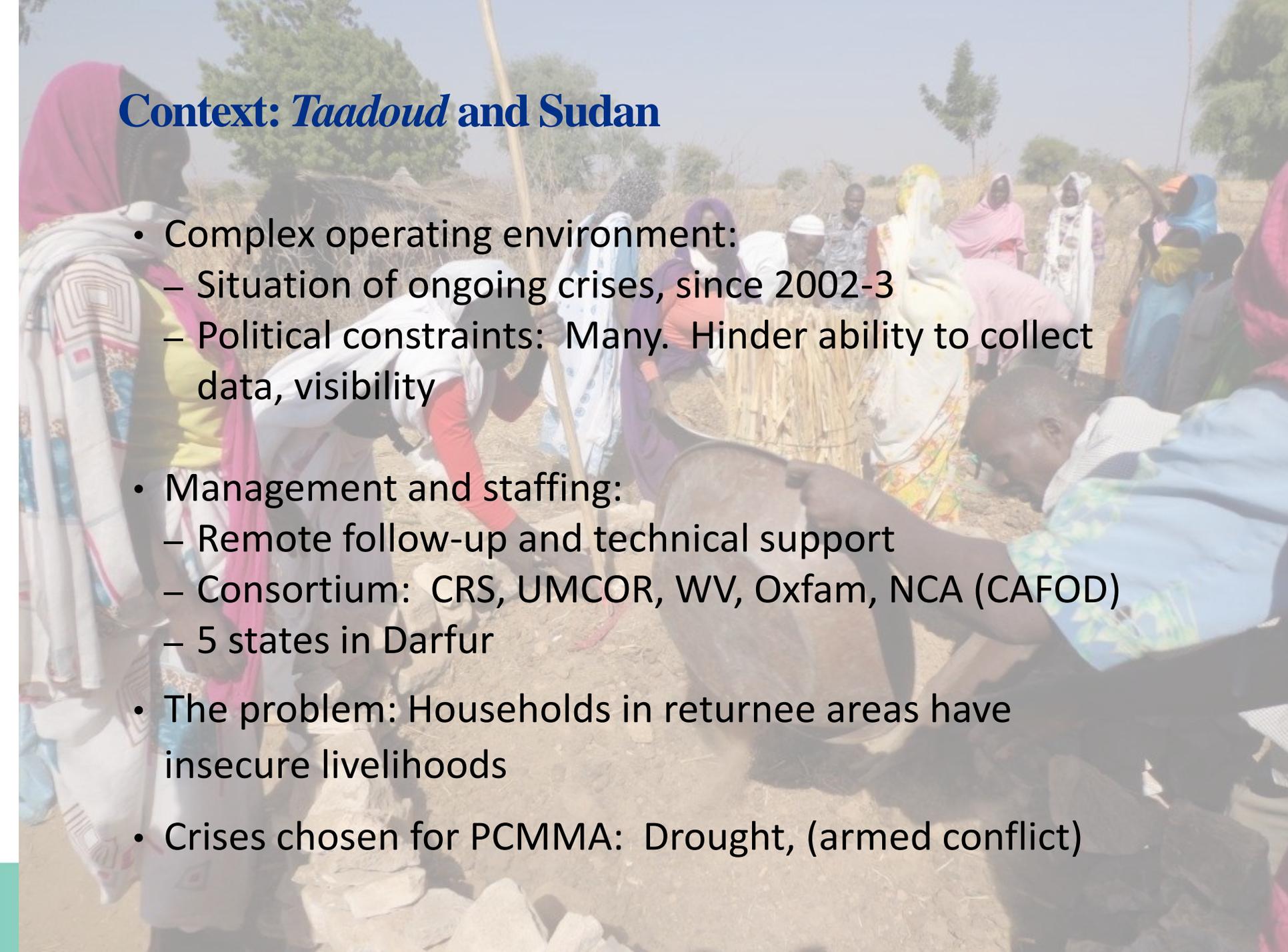
Dina Brick

MicroLinks Seminar

25 June 2015

foi. action. résultats.





Context: *Taadoud* and Sudan

- Complex operating environment:
 - Situation of ongoing crises, since 2002-3
 - Political constraints: Many. Hinder ability to collect data, visibility
- Management and staffing:
 - Remote follow-up and technical support
 - Consortium: CRS, UMCOR, WV, Oxfam, NCA (CAFOD)
 - 5 states in Darfur
- The problem: Households in returnee areas have insecure livelihoods
- Crises chosen for PCMMA: Drought, (armed conflict)

A group of approximately 15 women and one man are sitting in a circle on a large, patterned rug outdoors. They are dressed in traditional head coverings and colorful clothing. The setting appears to be a dry, open area with a tree trunk visible in the background. The women are looking towards the center of the circle, suggesting a community meeting or discussion.

The response: Resilience-focused program

- Focus on building existing systems; livelihoods diversification; building coping strategies
- Focus on producers/ livelihoods (...but market assessments are not livelihoods assessments)
- Few asset transfers
- DRR and contingency planning with communities
- Not an “emergency” program

Learning #1: Pre-planning is key.

- Selection of participants
 - Criteria and skills – some level of market knowledge
 - Profile of participants – program managers v logistics v project decision-makers
 - Include market basics as a component of the training
- Market Focal Point is a critical (“mythical?”) person.
- Logistics is a friend and enemy

Send Cc... Subject RE: EMMA ToT June 14-18, 2015 in CRS Khartoum

more of a focus on the risks that threaten these key market systems/ value chains. We feel this is a critical component for an area like Darfur that faces a high risk of a crisis that could perturb market systems. An overview of the methodology we will use is [here](#).

2) As we all know, each organization will go on to lead their own PCMMA in the weeks following the training. To that end, we request that at least one person per agency has the following level of experience:

- Previous experience in leading assessment and analyzing data
- At least 5 years; experience in the humanitarian sector, ideally (but not required) including experience using Cash Transfer Programming
- Understanding of markets and the role they play in people’s livelihood
- Management skills so that you are able to replicate the exercise
- Good command of Excel
- Good command of English, as the training will be conducted in English

3) As Siraj noted, this is a capacity building training. So, while we said “TOT”, the expectation is not that you will become trainers, but that you will be able to lead a PCMMA after the training. Some of you may be able to conduct a follow on training as well, but this is not the main expectation.

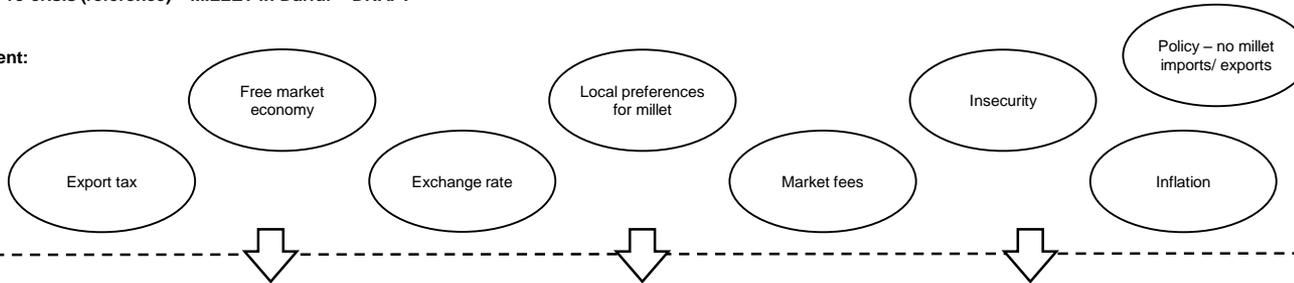
See more about Munguri, Wilfred.

Learning #2: Setting an appropriate objective can be harder than it looks.

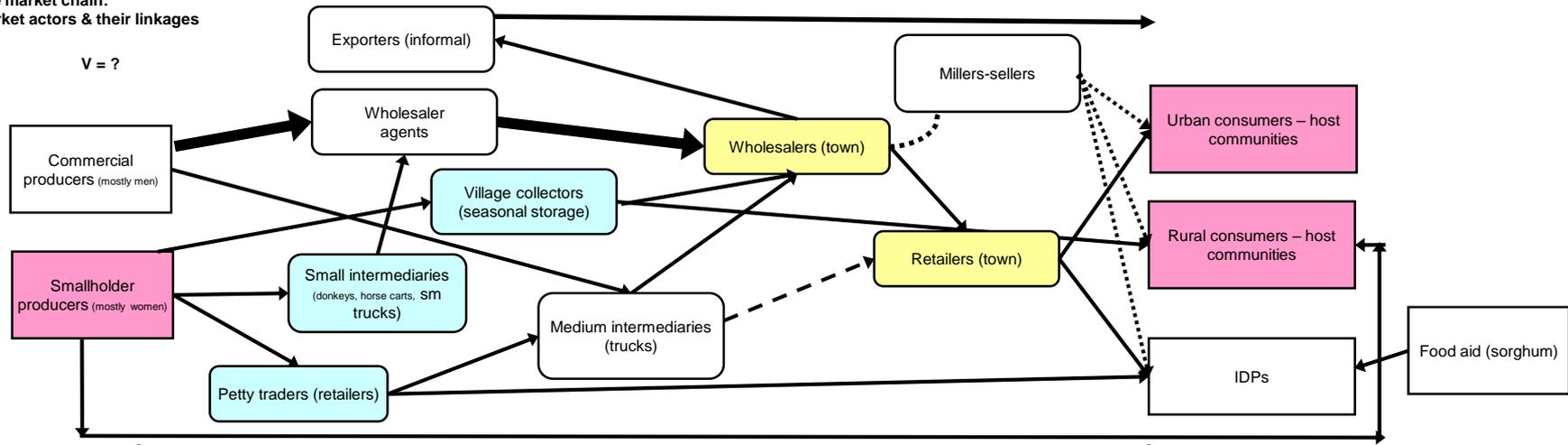
- PCMMA in the project cycle:
 - PCMMA as part of both the situation analysis and the response analysis
 - Pilot near the end of the program v up front – PCMMA to inform a “piece” of the program rather than drive the whole response
 - HQ-driven program vs. field-driven – at this stage of PCMMA process
- The goal of this program was not emergency-focused asset transfers, so resilience programming is “new territory”
 - Target group for a production-focused program – “the farmer chain is really short”
- Staff perspectives, commitment, and understanding
 - Management buy-in
 - Consortium communication and coordination
 - “Development-focused” staff

Market-system Map – Pre-crisis (reference) – MILLET in Darfur – DRAFT

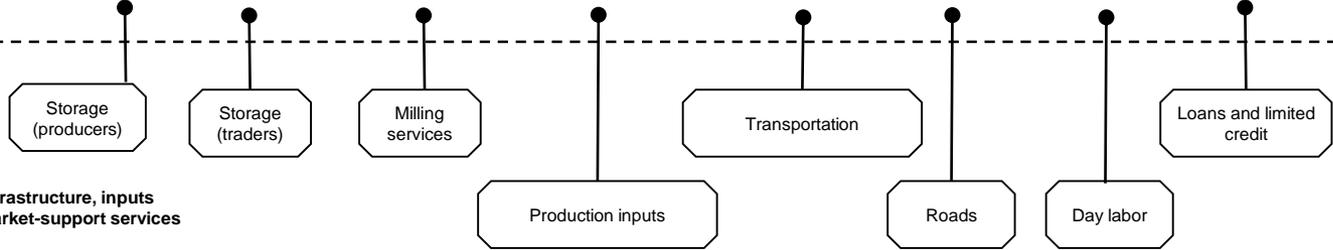
**The market environment:
institutions, rules,
norms & trends**



**The market chain:
market actors & their linkages**



**Key infrastructure, inputs
and market-support services**



Color key
Taadoud target groups

- Rural actors (Pink box)
- Urban actors (Green box)
- (Yellow box)

Objectives

Agency capacity: Strengthen Taadoud Consortium members' capacity across departments to undertake market analysis and use its results to design emergency, DRR and preparedness responses.

Resilience (communities): To understand how communities in Darfur access critical food market systems in times of drought, to inform programming on ways of reinforcing these mechanisms

Mitigate impact of crises (market systems): To understand coping strategies of market actors and understand what critical market systems need to be able to mitigate the impact of future potential crises

Agency preparedness: Increase Taadoud agency and partner preparedness by informing future drought responses, delivery modality, and market support actions.



Learning #3: You can define a crisis amid an ongoing crisis, with care. (Right?)

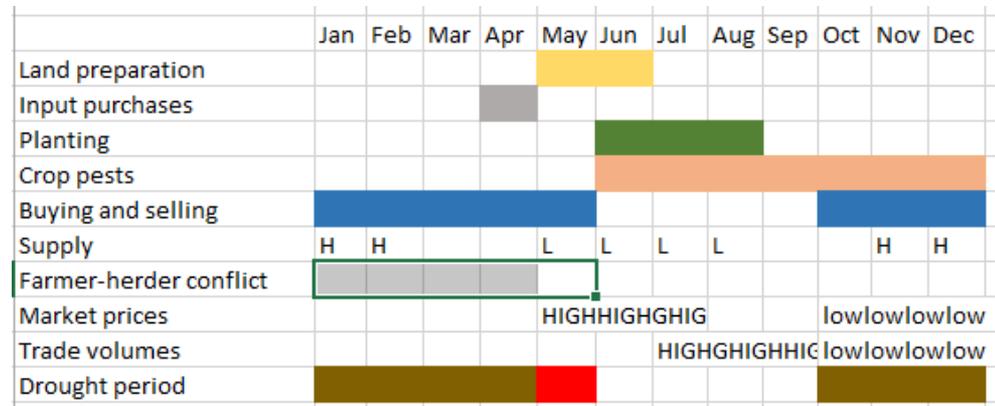
- Understanding particularities/ seasonality of a selected crisis:

- Drought
- Armed conflict

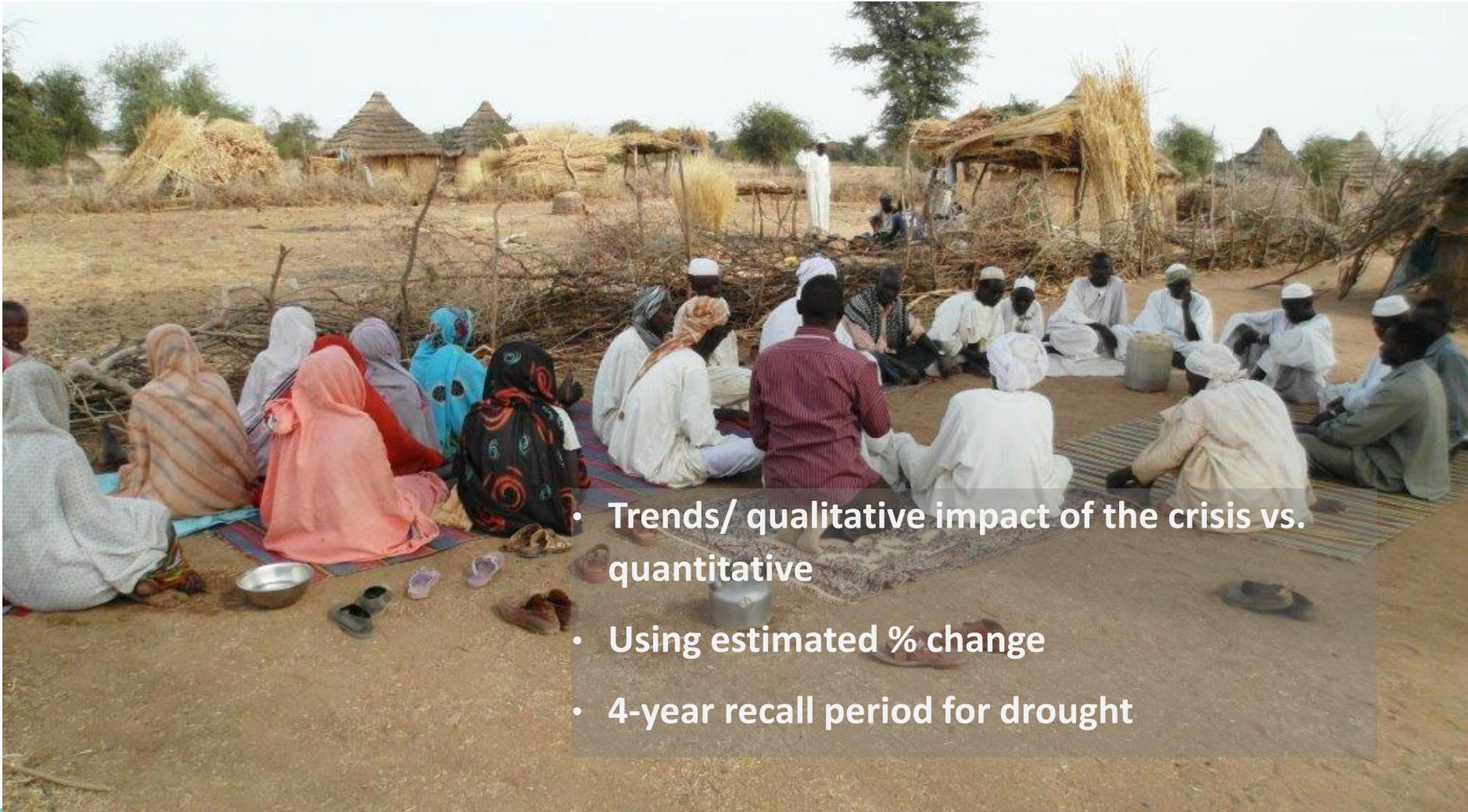
- 3 types of conflict in Darfur:

- Farmer-herder (dry season, regular/ “normal”)
- Tribal conflict (“any time’ (politically-driven) and unpredictable, regular/ “normal”)
- Armed conflict (dry season, irregular)

- The crisis matters: For drought, a ‘reference’ time is actually a conflict time. Underlines importance of the goal, and careful analysis to not-have too many variables and assure causality.



Learning #4: Quantitative isn't always the most useful.



- Trends/ qualitative impact of the crisis vs. quantitative
- Using estimated % change
- 4-year recall period for drought



Learning #5: Choosing the market system in a pre-crisis program requires homework.



- Commodity choice – sorghum and millet, as sorghum is a “crisis food” although millet is preferred (rf. Ethiopia)
 - Desk review (WFP, other sources),
 - Good local knowledge (other non-project training participants),
 - Primary data to verify

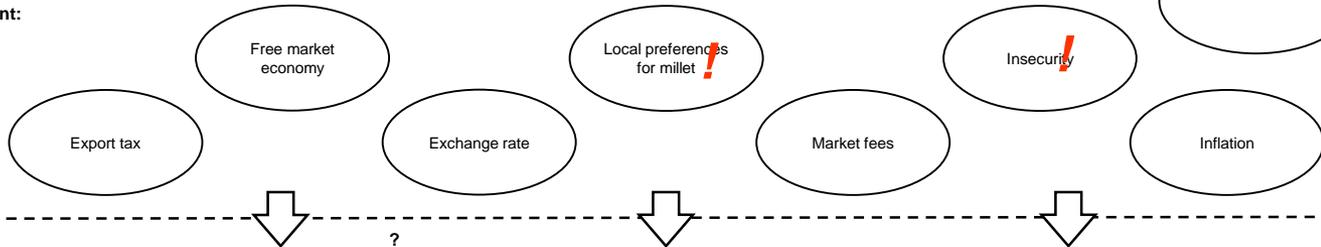
Learning #6: The opportunity to build resilience and preparedness through PCMMA could be a game-changer.



| Emergency interventions | | Preparedness |
|---|---|--|
| Market integrated relief | Indirect support through market | Market strengthening |
| What it means: Working through market to provide relief | Rehabilitate or strengthen part of the market system to supply relief | Boost market ability to serve communities even in case of a crisis |
| What it looks like: - CT (cash grant and voucher) - In-kind delivery with local procurement | <ul style="list-style-type: none"> - Support to market actors (i.e. support to traders to purchase harvests; support to traders to access transport, etc.) - Create linkages between market actors (support traders to buy from farmer groups, etc.) - Support to supply | <ul style="list-style-type: none"> - Support to market actors, support to Support to supply (farmers/ producers (i.e. training on value addition; support to farmers for aggregation points, etc.) - Create linkages between market actors (support traders to buy from farmer groups, etc.) |

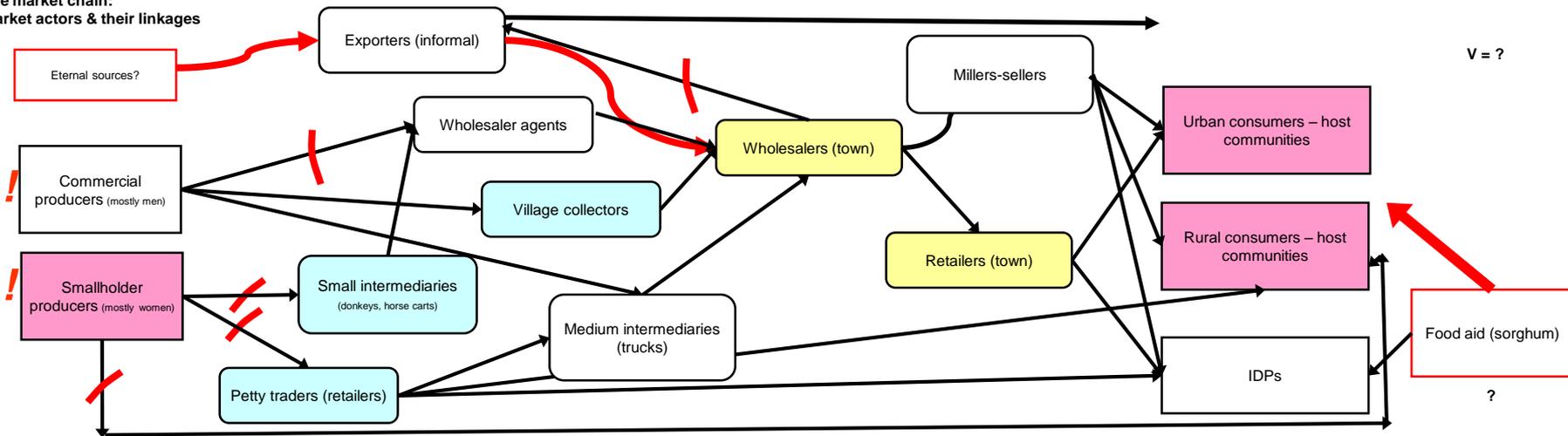
Market-system Map – Drought scenario – MILLET in Darfur – DRAFT

The market environment:
institutions, rules,
norms & trends

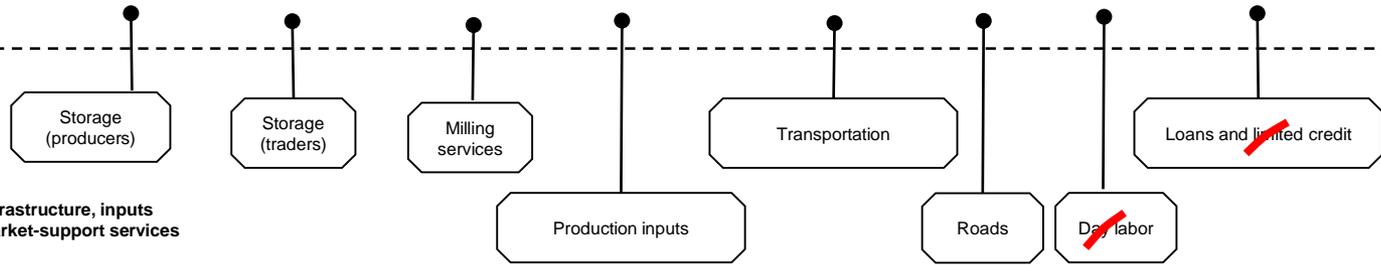


| Symbol Key | |
|------------|--------------------|
| ! | Critical issue |
| X | Major disruption |
| - | Partial disruption |

The market chain:
market actors & their linkages



Key infrastructure, inputs
and market-support services



| Color key | |
|------------|-----------------------|
| █ (Pink) | Taadoud target groups |
| █ (Green) | Rural actors |
| █ (Yellow) | Urban actors |

Learning from the IRC's first PCMMA Pilot

Emily Sloane, Emergency Markets Officer, IRC



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Scope and context



Critical Markets Selected

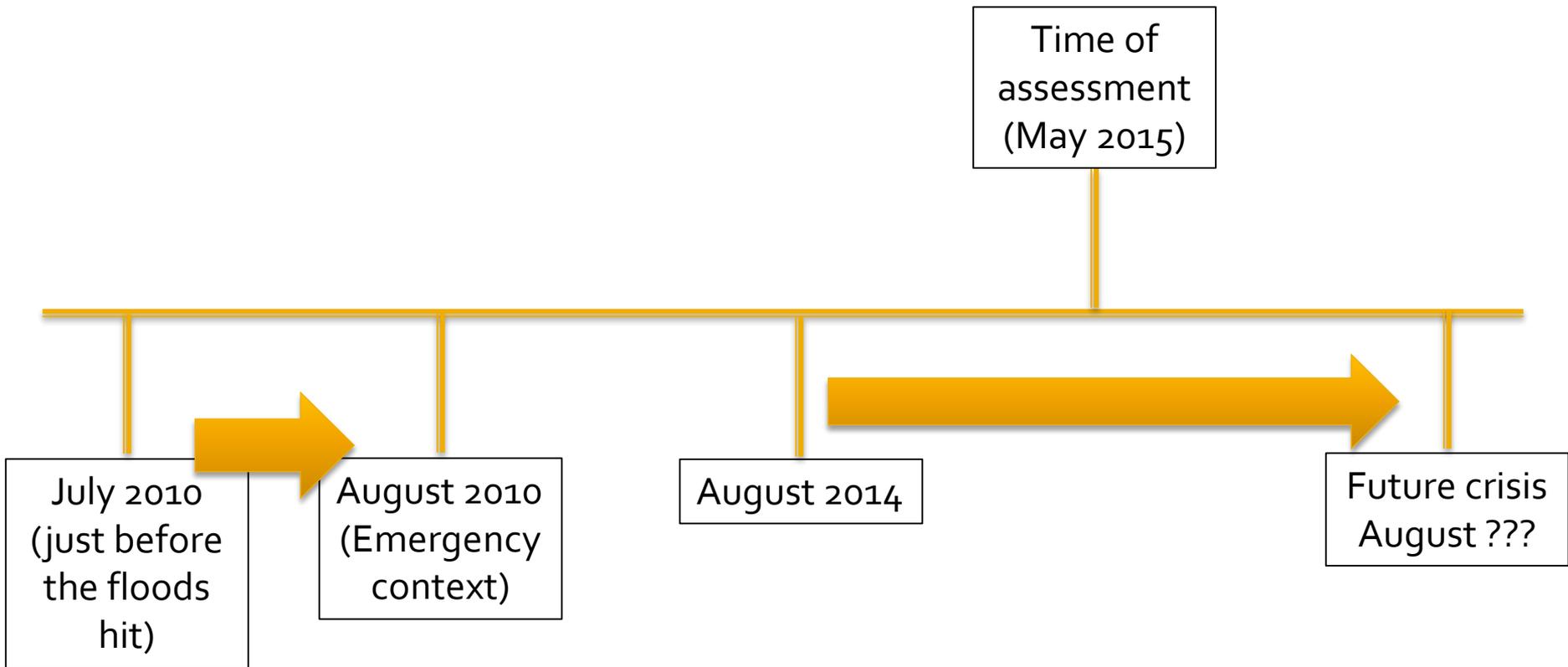


Conclusion #1

- If you can lead an EMMA, you can lead a PCMMA

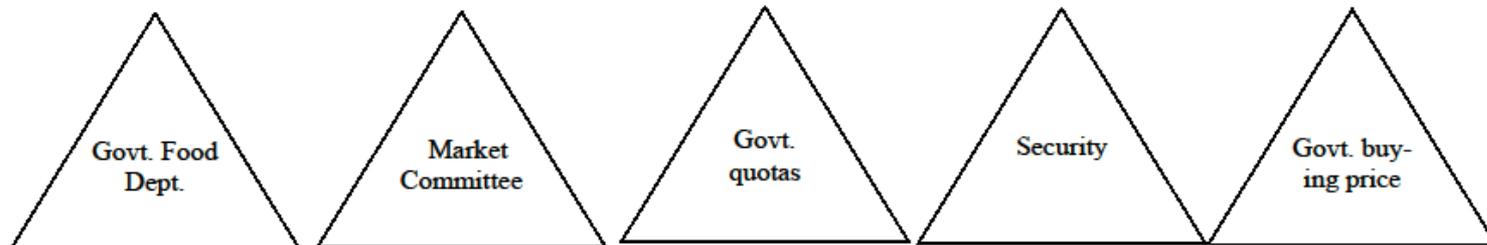


What is the baseline?

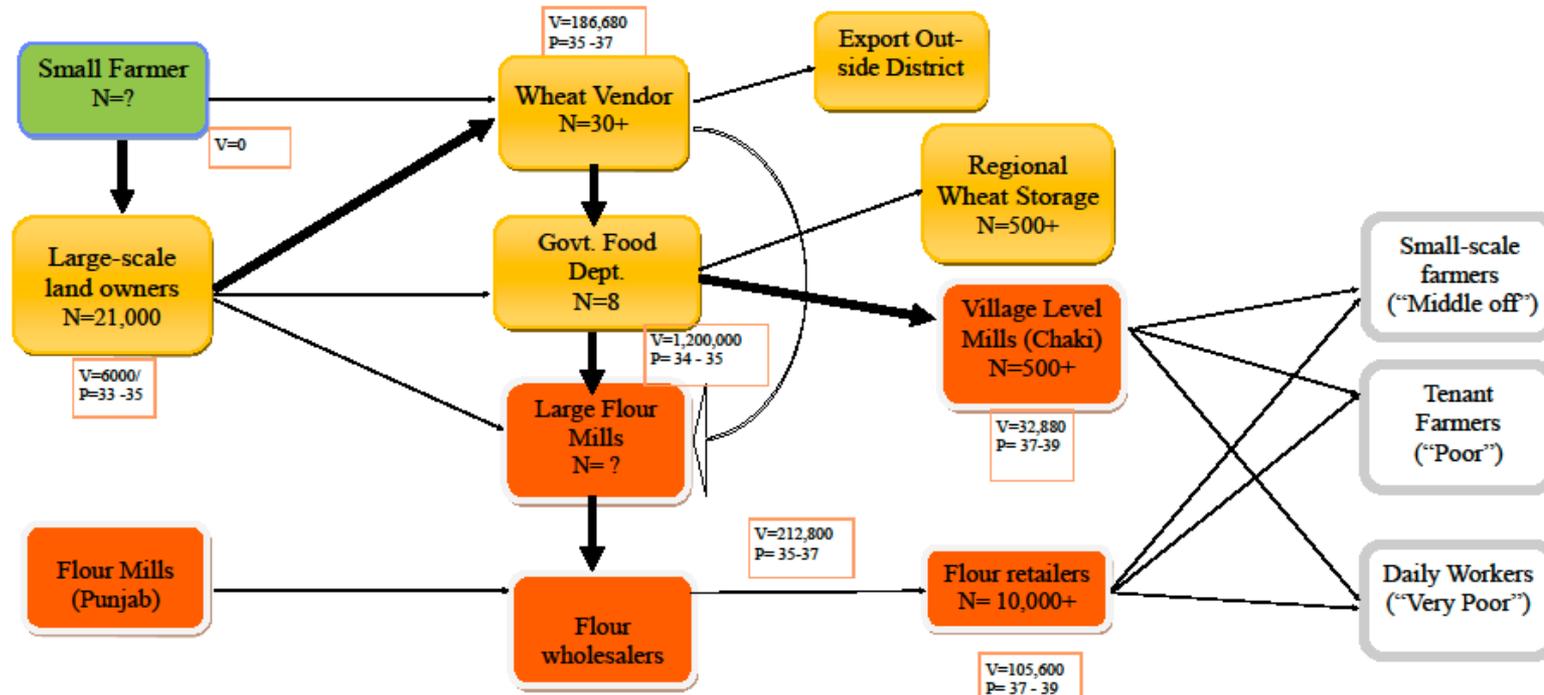


WHEAT FLOUR—BASELINE MAP : August 2014

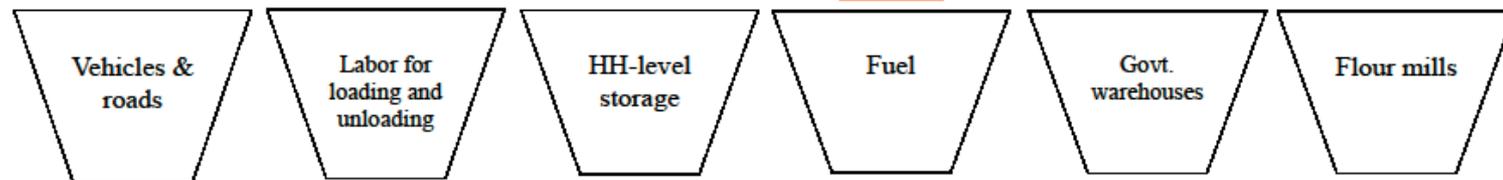
The Market Environment:
Institutions, rules, norms and trends



The Market Chain:
Market actors and their linkages



Key Infrastructure ,
inputs and market support services



N indicates the estimated number of each type of actor in the market chan. V indicates the approximate volume, in kg, of wheat/wheat flour that one of that type of actor sells per month. P indicates the price for one kg of wheat/wheat flour at that particular place in the market chain.

Conclusion #2

- **Baseline timing is complicated.**
 - Trends may be more useful than exact numbers
 - Identify the critical points in time early
 - Keep them to a minimum
 - Make sure questionnaires ask for the right data



Conclusion #3

- PCMMA's potential applications are valuable



Conclusion #4

- **It's not clear who will carry out these recommendations, or where funding will come from.**
 - Need to link better to agencies that span humanitarian and development.
 - Need for effective knowledge management/ results dissemination.
 - More evidence and advocacy for preparedness programming + funding.

Learning from Oxfam's PCMMA

Tigray and Afar, Ethiopia

Emily Farr

June 25, 2015



OXFAM

Objectives of the PCMMA

- Increase the understanding and capacity of staff and partners in market analysis and build the ability of participants to apply market analysis in preparedness, response, and ongoing programs.
- Improve Oxfam and partner preparedness for drought response in Tigray and Afar, including contingency planning.
- Identify activities that can be undertaken in non-emergency times, through DRR or resilience programs, to address current constraints in Oxfam/partner responses to drought.



Selected hazard in Abala, Afar: Drought



Selected hazard in Raya Azebo, Tigray: Drought



Critical markets selected

- Maize (A): food + expenditure
- Sheep/goats (A/RA): income
- Sorghum (RA): food + income
- Teff (RA): income

A = Abala, Afar

RA= Raya Azebo, Tigray



Learning from previous PCMMA

- ✓ More emphasis on practical preparation and logistics
- ✓ More time for the exercise
- ✓ Reasonable scope
- ✓ Get the critical market systems right!



Challenges

- Period of analysis
- Aligning EMMA and PCMMA guidance documents
- Data management
- Timely reporting



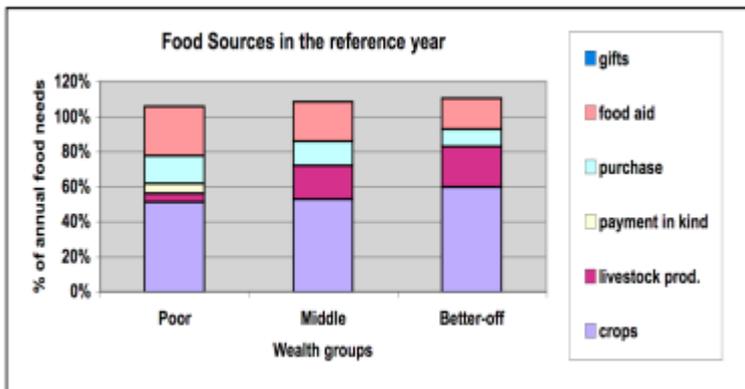
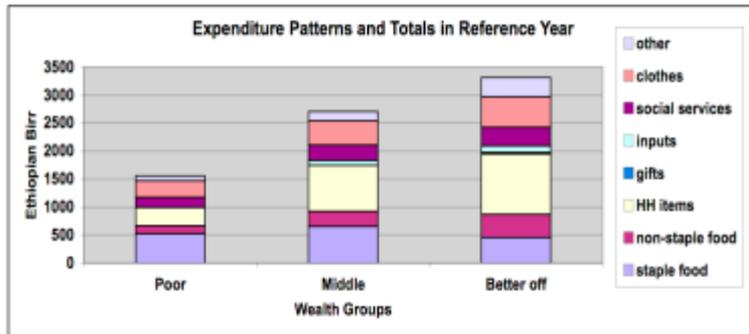
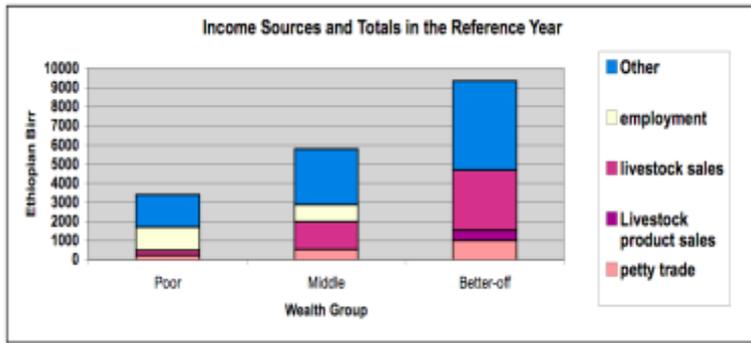
Conclusion 1: good approach to capacity building

24 participants

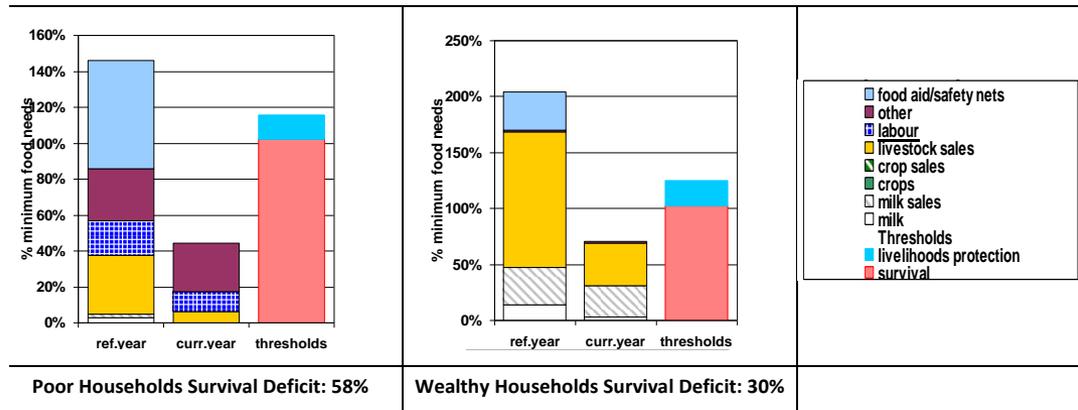
- Oxfam staff
- Oxfam's local partners
- Local government staff



| | % agree <u>before</u> the exercise | % agree <u>after</u> the exercise |
|---|---|--|
| I can explain why market analysis is an important part of any program | 36% | 95% |
| I can select critical market systems | 27% | 95% |
| I can develop a market map | 36% | 85% |
| I feel confident to collect data from traders | 59% | 85% |
| I feel confident to be a team member in a future EMMA / PCMMA | 55% | 95% |
| I feel confident to lead a future EMMA / PCMMA | 27% | 70% |



| AAP | Food | Income |
|------------------|------------|---------------------------|
| Poor (31%) | Maize: 30% | Labour: 40% |
| Middle (30%) | Maize: 30% | Livestock Sales: 25% |
| | | Labour: 25% |
| Better-Off (39%) | Maize: 30% | Livestock Sales: 45% |
| ASP | | |
| Poor (28%) | | Labour: 80% |
| | | Livestock Sales: <10% |
| Middle (38%) | | Livestock Sales: 50% |
| | | Salt & Bush Products: 40% |
| Better-Off (34%) | | |



Conclusion 2: use first day of field work to confirm critical markets

- Main sources of:
 - Food
 - Income
 - Expenditure
(especially on food)



- For each wealth group
- In baseline and reference years

Conclusion 3: PCMMA's potential applications are valuable

| | | Maize | Shoats |
|--|---|--|--|
| EMERGENCY PREPAREDNESS & CONTINGENCY PLANNING | | <i>Update PCMMA Hunger Season Analysis</i> | |
| | | <i>Expand PCMMA Oromia Market Analysis</i> | |
| HUMANITARIAN RESPONSE | Direct Provision | <i>Red Maize seeds</i> | |
| | Market Integrated Relief | <i>Food Vouchers</i> | <i>Livestock Feed Vouchers</i> <i>Vouchers to pay for rental of oxen</i> |
| | Indirect Support through Markets | <i>Support female petty traders</i> | <i>Commercial Livestock Destocking</i> <i>Link Abala Maize traders with Oromia & Amhara Wholesalers</i> |
| MARKET STRENGTHENING & DEVELOPMENT | | <i>Agricultural Extension & Soil/water Conservation</i> <i>Establish goat fattening with local traders & youth groups</i> | <i>Enhance awareness on business oriented goat rearing</i> <i>Strengthen export Market linkage for meat factory</i> |

| | | Sorghum | Teff | Shoats |
|--|---|---|-------------|--|
| EMERGENCY PREPAREDNESS & CONTINGENCY PLANNING | | <i>Hunger Season Analysis & Oromia Market Analysis</i> | | |
| | | <i>Seasonal Contingency Planning</i> | | |
| HUMANITARIAN RESPONSE | Direct Provision | | | |
| | Market Integrated Relief | <i>Cash Distribution Immediately after Harvest</i> | | <i>Shoat Voucher Package</i> |
| | | <i>Cash Distribution during Hunger Season</i> | | |
| | Indirect Support through Markets | <i>Promote Access to Credit for Local Traders</i> | | |
| MARKET STRENGTHENING & DEVELOPMENT | | <i>Support improved marketing of Sorghum & Teff</i> | | <i>Increase supply of shoats from Mehoni Cooperatives to Mekele Meat Processor</i> |
| | | <i>Investigate potential income generating activities: Aloe Vera & Fodder</i> | | <i>Shoat Credit Package</i> |

Conclusion 4: integrate action planning

- Market monitoring system
- Deeper seasonal analysis
- Understand regional links
- Expand to other regions
- Build on learning
- Follow up on recommendations, especially for preparedness





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