

**An Outline Of The EMMA Process plus Guidance for  
Slow Onset Disasters**

**April 2012**



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This document is compiled by Lili Mohiddin, independent food security and livelihood consultant. This guidance was developed by Oxfam GB Humanitarian Department under the overall coordination of Emily Henderson.

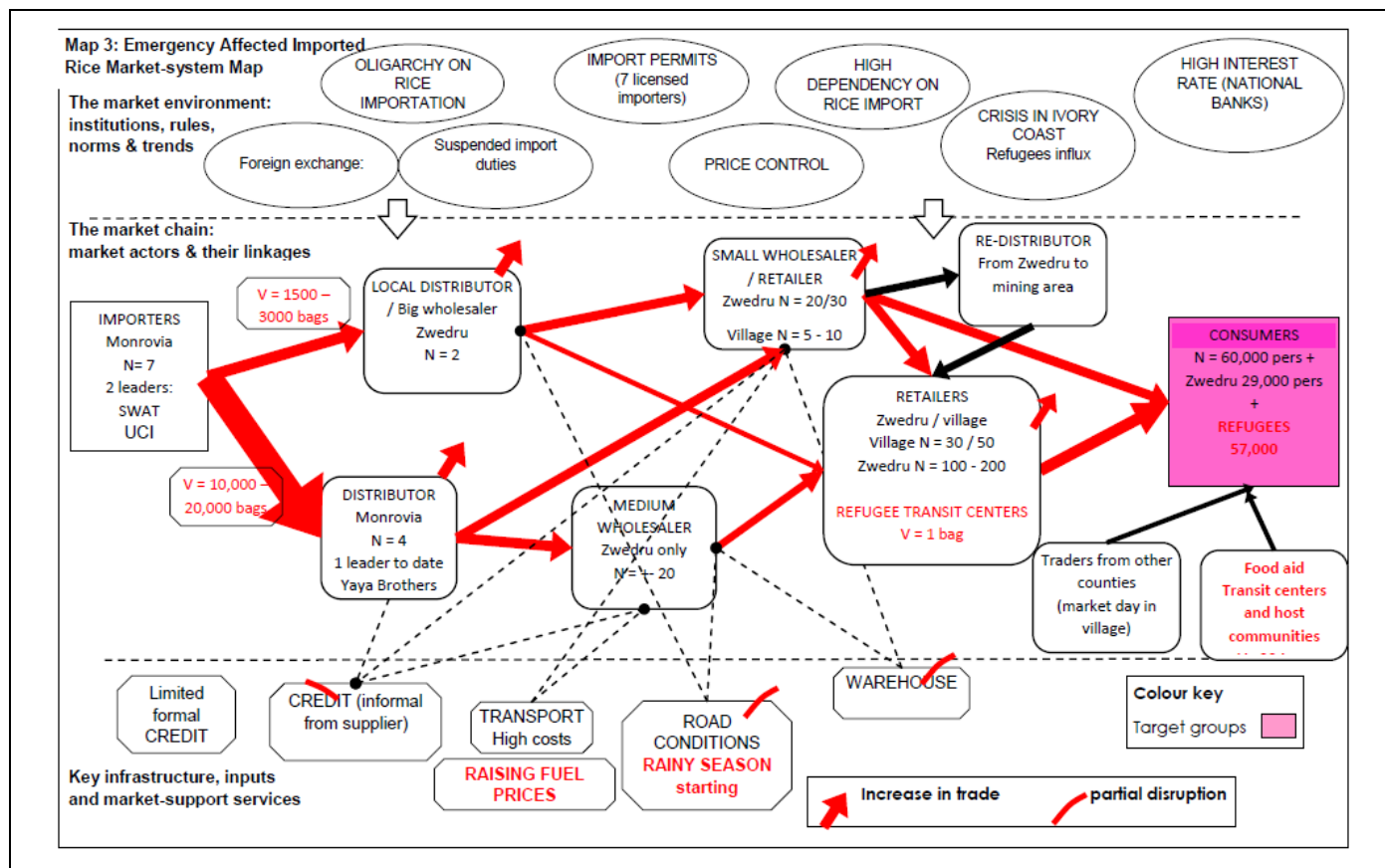
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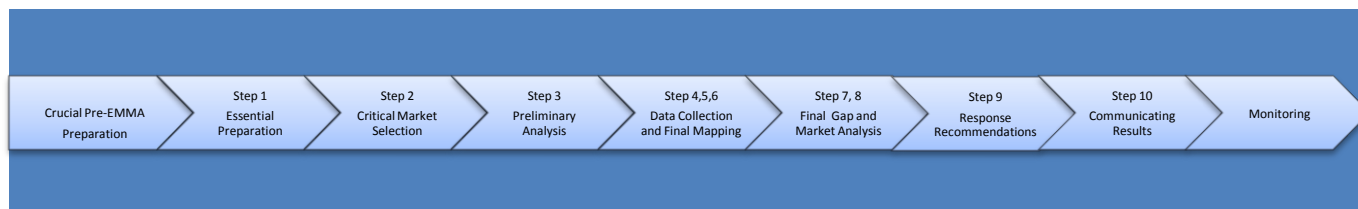
# Emergency Market Mapping and Analysis (EMMA) Guidance Notes

## An Outline Of The EMMA Process plus Guidance for Slow Onset Disasters



Emergency market map for imported rice, Liberia April 2011

Additional information is available from Emily Henderson (ehenderson@oxfam.org.uk) and EMMA online: <http://emma-toolkit.org/>



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### Using the Guidance Notes and Annex:

These Guidance Notes are a synopsis of the EMMA Toolkit (Albu 2010), outlining the key steps and activities of the EMMA process, plus added practical insights from the field application of EMMA. Guidance on the application of EMMA in slow onset disasters is also included in text boxes at the end of each step. The Guidance should be read in conjunction with the EMMA Toolkit, and references to the EMMA Toolkit are made throughout to provide the user with additional information should they require. References are made in the following form: “EMMATKp10 Sec1.1”, meaning EMMA TOOLKIT page 10 Section 1.1. Annexes include some of the key tables and figures from the Toolkit as well as a basic glossary.

## **Glossary – See EMMA Toolkit Glossary for more definitions**

### **Competition**

Competition arises when there are a sufficient number of traders (sellers or buyers) vying with each other for business in a market, such that no single individual or enterprise dominates the market (see ‘monopoly’ and ‘market power’). When there is effective competition, no-one can unfairly set the price of a good or service. This usually brings lower prices or better quality for consumers, or higher returns for producers and employees. Truly competitive markets also depend on traders being unable to collude among themselves to enforce a set price for goods.

### **Connectedness**

Describes the extent to which short-term emergency responses are planned and carried out in a way that takes into account the longer-term responses (reconstruction and development). The concept refers strictly to humanitarian contexts where true sustainability may not be possible.

### **Demand (also ‘effective demand’)**

The amount (quantity) of a particular economic good, item, or service that a group of consumers (or buyers) will want to purchase at a given price. Consumers’ (buyers’) needs and desires must be accompanied by purchasing power (money) to be considered effective in the analysis of demand. Where lack of money is a significant constraint for the target population, the immediate result of cash-based initiatives is usually to increase effective demand.

### **Elasticity of demand**

A measure of how sensitive to price changes is the quantity demanded by buyers or consumers. Goods on which people cut back sharply when prices rise or incomes are reduced (e.g. luxury items) have ‘elastic demand’. Those that they continue to need and buy (e.g. staple foods) are said to have ‘inelastic demand’. Goods in critical market systems usually fall into the second category.

### **Elasticity of supply**

A measure of how sensitive to prices is the quantity supplied by producers or traders. Goods that can easily be supplied in greater quantities if prices rise have ‘elastic supply’. Those that are difficult to quickly produce or import in greater volumes are said to have ‘inelastic supply’. In emergency situations, elasticities are often unpredictable, due to disruption of supply chains.

### **Extraordinary market system**

A market system that did not function on a large scale before the crisis, but might now play an important role in meeting emergency needs.

### **Inflation**

A persistent increase in the average price level in the economy. Inflation occurs when prices in general increase over time. This does not mean that all prices necessarily increase, or increase at the same rate, but only that average prices follow an upward trend. Price rises can be caused by emergency-related factors, but they may also be an underlying feature of an inflationary economy.

### **Margin**

The difference between an enterprise’s net sales and the (input) costs of goods and services used to achieve those sales.

### **Market**

Any formal or informal structure (not necessarily a physical place) 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 goods 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 percent of the market’.

**Market actors**

All the different individuals and enterprises involved in buying and selling in a market system, including producers, suppliers, traders, processors, and consumers.

**Market chain**

General term for a supply chain or a value chain: a sequence of market actors who buy and sell a product or item as it moves from initial producer to final consumer.

**Market integration**

A market system is integrated when linkages between local, regional, and national market actors are working well. In an integrated market system, any imbalance of supply and demand in one area is compensated for by the relatively easy movement of goods from other nearby and regional markets.

**Market monitoring**

The process of collecting information on pre identified indicators on the functioning of the market system based on a time schedule i.e. weekly, bi monthly, monthly etc.

**Market power (see 'monopoly' (below) and 'cartel' (EMMA TKp198))**

The ability of an enterprise, trader, or other market actor to alter the price of a good or service without losing all their customers, suppliers, or employees to their competitors. In an ideal, perfectly competitive market, market actors would have no market power. However, in the real world, barriers to entry, entrenched gender and social relations, collusion, and other anti-competitive forms of conduct often enable some market actors to dominate price negotiations.

**Market system**

A market system is a network of market participants or 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.

**Monopoly**

A situation in which a single market actor controls all (or nearly all of) the market for a given type of product or service. This is an extreme form of market power. It can arise because of barriers which prevent other rival traders competing: e.g. high entry costs, government regulation, or coercion and/or corruption.

**Supply chain**

The sequence of market actors who buy and sell a commodity, product, or item as it moves from initial producers via processors and traders to final consumers. In EMMA, the term 'supply chain' is used particularly when the final consumers are the target population for humanitarian assistance. (See 'value chain' in contrast.)

**Supply (input) market system**

In EMMA, this refers to market systems which supply food, essential items, assets, or other inputs to a target population. Sometimes also called 'input' markets. This distinguishes them from income (output) market systems, which are a source of income for a target population.

**Value chain**

The sequence of market actors who buy and sell a commodity, product, or item as it moves from initial producers via processors, traders, and distributors to final consumers. In EMMA, the term 'value chain' is used particularly when the target population for humanitarian assistance are the producers or workers. (See 'supply chain' in contrast.)

## What is the purpose of this document?

Since the publication of the EMMA Toolkit in 2010 (Albu, M. 2010<sup>1</sup>), there have been over 25 market assessments using EMMA in over 15 countries (summary table in ANNEX EMMA Introduction). The purpose of these Guidance Notes is to give a condensed overview of the EMMA process by synthesising the key aspects of the 10 analytical steps as laid out in the EMMA Toolkit to harness learning from field experience. In addition, simple guidance on applying EMMA in slow onset disasters is included as field practitioners are now using EMMA in these contexts. The guidance notes do not replace the EMMA Toolkit, therefore, where and when additional information is required the EMMA Toolkit should be referred to (see Contents page for annotation key).

## Who is this document for?

This document has been developed for EMMA leaders and EMMA team members for use during EMMA assignments and for those that would like to have a quick overview of the EMMA process.

## Why use EMMA?

Although EMMA was initially designed to assist Humanitarian staff in sudden-onset emergencies to better understand and make use of market systems, EMMA is increasingly and successfully applied to slow onset contexts.

## Why assess markets in emergencies or as part of disaster risk reduction?

Reasons to assess markets in emergencies include:

- Markets are critical to the lives and livelihoods of all people, especially poor people, before and after disasters.
- Identifying appropriate, cost efficient and cost effective responses (in-kind, cash transfer, advocacy based or a mixture) requires an element of market analysis.
- Understanding market function before and after a disaster is an integral part of situation analysis, understanding the context and what opportunities or threats exist.
- Good practice standards, guidelines, evaluations and reviews, all emphasise the importance of including markets in emergency situation and response analysis and preparedness.
- Experience has shown that not understanding markets in the aftermath of an emergency has led to inappropriate aid packages being designed that have not met needs and have damaged local livelihoods.
- Up-to-date information about market access and performance can alert managers to any adverse effects of humanitarian actions, and enable decisions about when and how to phase out assistance.
- Market analysis increases awareness of the potential to harm businesses and households in critical market-systems. Hence, it can reduce aid dependency, promote long-term recovery and increase the stability of local markets that provide people with goods, services and income sources via advocacy for appropriate programming.

## What is EMMA's added value? What EMMA can achieve:

- EMMA puts target populations at the centre of its analysis and within the context of the market system that is essential to their lives and livelihoods.
- EMMA guides practitioners to identify multiple response options (based on current realities, bottlenecks and capacities) in the markets at a variety of intervention points throughout the market system (looking beyond the user/target population) that can then be analysed for their feasibility and appropriateness. Thus, EMMA broadens the NGO approach to response and recovery work by finding more than one way to assist the affected population and contribute to economic rehabilitation. In doing so, market support interventions that reinforce local markets and local actors and contribute economic recovery and, crucially, benefiting targeted beneficiaries. It brings together market analysis (that measures the market capacity), gap analysis (that measures people's unmet needs) and seasonality (to assist with response timeliness) to help form clear response recommendations.

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<sup>1</sup> Emergency Market Mapping and Analysis Toolkit (EMMA) was published by Practical Action Publishing in 2012

- EMMA can help organisations to decide between different modalities (for example, in kind transfers vs cash transfers) for a set programme objective, avoiding doing harm and promoting sustainability.
- Uniquely, EMMA offers a systemic view of market interactions, both demand and supply, from the infrastructural and institutional environment to inter-regional or cross-border trade. By looking at specific critical markets in a dynamic and systemic way rather than markets in general, it measures a market chain's capacity and capability, and allows for the projection of future capacity under differing scenarios. This is essential for deciding response modalities, especially in contexts where the markets' functionality may not meet people's needs in the emergency context.
- Unlike the market analysis tool MIFRA<sup>2</sup> developed by CARE in 2009, EMMA is not restricted to food markets and can be used by a variety of sectors (for example, shelter, water and health).
- EMMA can define market-related indicators, which can then be included in the logical framework and monitored to fine tune on-going programmes.
- EMMA leadership in the field is not reliant on the employment of economists. It has been developed for use by staff who have good technical, communication, numeracy and field skills.

### What EMMA cannot achieve:

- EMMA alone cannot give details on how to design and implement a cash transfer or an in-kind programme. However, EMMA can highlight what responses are feasible, and appropriate to reach the expected results of a planned intervention. In Liberia, for example, the EMMA provided a clear understanding of the capacity of actors in critical markets. This knowledge allowed OGB to select the most appropriate modalities (food, cash and agricultural inputs) for the programme.
- EMMA is not a value chain development tool. EMMA is a tool for rapidly analysing existing market systems, not for identifying opportunities and analysing feasibility of new market chains or income-earning possibilities.. It is therefore important to set out as clearly as possible the situations in which EMMA is relevant and the ones where the value chain development tool is better applied.
- EMMA is not a standalone tool. EMMA is designed to complement situation and needs assessments, by providing a market analysis. Planning an EMMA in conjunction with other assessments ensures access to the necessary information before starting the EMMA (in particular needs analysis and HH profiles).

### Why use EMMA in rapid onset disasters?

- To make early decisions about which type, combination and form of direct response is the most appropriate to meet immediate needs. EMMA helps you compare the likely outcomes and relative risks of different interventions.
- To assess opportunities for complementary 'indirect' actions. EMMA explores opportunities for alternative forms of market-system support that could rehabilitate or assist recovery of critical market-systems, i.e. those that are most critical for ensuring survival and protecting livelihoods. In doing so, interventions ensure more long-term stability and supply within the affected area or region.

### How is that different in slow onset disasters ? The below illustrates the use of EMMA in slow onset but how do they illustrate difference in approach to quick onset?

- EMMA can assist agencies in mitigating disaster impact via early direct and indirect market based interventions to save lives and protect livelihoods.
- To influence on-going and future humanitarian and development intervention strategies. Slow onset disasters are often re-current, with the needs of affected populations predictable. Therefore, in slow onset situations, market mapping and analysis can be undertaken using past disaster information, knowledge and lessons learned in order to benefit current programme design and programme preparedness.
- To engage key market system actors and potential beneficiaries in the analytical process that contributes to the identification of appropriate and timely responses. EMMA tools can be used in a participatory manner.
- The application of the EMMA monitoring component would allow real time analysis of the market systems and the households/ livelihoods that rely on them. This would enable better project implementation planning, timing and decision making.

<sup>2</sup> Barrett et al. Market Information and Food Insecurity Response Analysis (2009)



- To identify actions, assets and policies (direct and indirect) that could improve and strengthen relationships between target populations and the markets they are reliant on to reduce household vulnerability (in times of emergency) and increase household resilience (prior and following an emergency).

## How does EMMA work?

EMMA is used after assessments have identified current (and future) needs and when agencies have potential responses, objectives, target populations and intervention areas in mind. EMMA helps agencies to identify appropriate response modalities and intervention entry points in which the target population are direct and/ or in-direct beneficiaries.

EMMA uses tools commonly used in the humanitarian sector (seasonal calendars, household profiles and response frameworks) coupled with a market mapping tool (used widely in value chain analysis in the development sector) within an analytical framework that allows a step by step approach to market analysis (see ANNEX EMMA Introduction for examples). EMMA encourages and empowers its users to consider direct and indirect responses within a wider market system, which would have a positive impact (directly or indirectly) on the affected/ targeted population. EMMA can be used in all sectors; food security, shelter, water, sanitation, health or others.

## What questions does EMMA answer?

In the EMMA process, baseline, emergency (and where needed forecast) market system maps are developed and compared, enabling the practitioners to answer key questions regarding an item/ good, service, and income source essential to the target population's lives and livelihoods. These questions include:

- How did affected populations engage with and use markets as part of their livelihoods before the crisis, and how they are doing so now?
- What has been the impact of the emergency on the most critical market-systems that people depended upon before the crisis?
- What capacity do these market-systems now have to supply priority goods and services to people if the affected population had purchasing power (i.e. cash to spend)?
- What would be the impact on these market systems if essential services were brought in from outside the market area (i.e. in-kind assistance)?
- How might key market-systems be quickly assisted to recover or function better so they contribute more effectively to meeting affected population's emergency needs?

Based on the performance of the market, a variety of response options are identified based on: Consider the below changes rather than the 'if the market....'

1. If the market is expected to perform well (A well functioning market)
2. If the market system needs to be strengthened or supported (A market that requires support)
3. If the market system is not going to be capable of performing well (A poorly functioning market)
4. If further investigation and analysis is required (The needs for further investigation and analysis)

**Three analytical strands** run throughout EMMA as illustrated below (Box 0.13). Initially, they are relatively separate, but as EMMA is an iterative process, the three strands come together during the analytical processes to provide coherent rationales for the final recommendations. The strands are:

1. *Gap Analysis*: to understand the unmet needs; livelihood strategies, emergency situation and preferences of the target population.
2. *Market Analysis*: to develop a profile of the 'normal' pre-crisis market-system and the current emergency situation; the impacts on market-system, its constraints and capabilities to play a role in humanitarian response. Seasonal analysis is included.
3. *Response Analysis*: to explore different opportunities for humanitarian assistance: their respective feasibility, likely outcomes, benefits and risks.

### *What kind of data is collected: qualitative, quantitative...?*

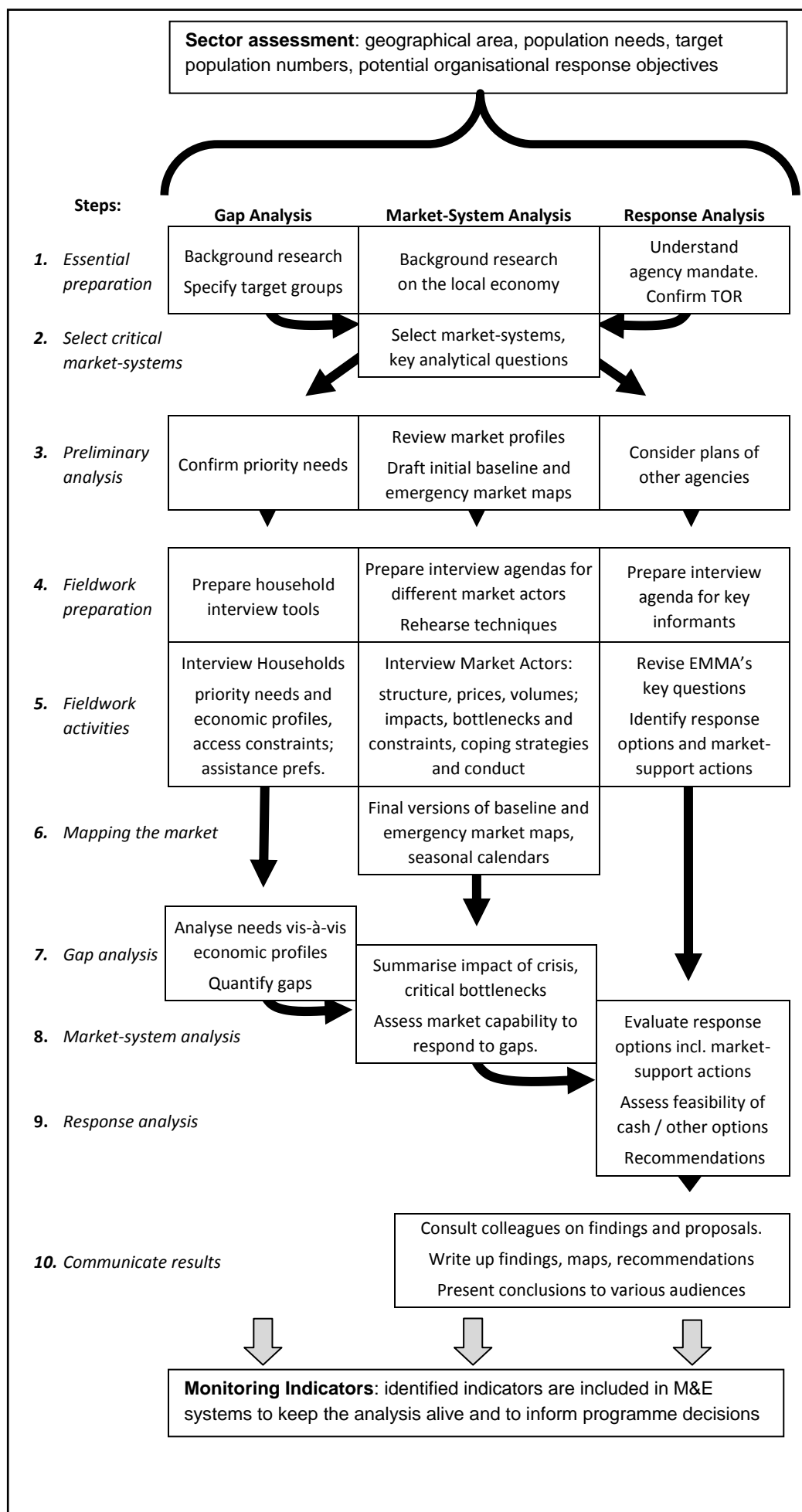
The EMMA process requires the collection of qualitative and quantitative information in a dynamic, fluid situation where ideal assessment conditions are not possible. Some EMMA practitioners are more comfortable with the collection of qualitative data but in order for EMMA to work well, quantitative data are also necessary. Practitioners should collect estimations and ranges where possible. Box 6.2 (EMMATKp121) in ANNEX EMMA Introduction illustrates the types of quantitative data used in EMMA and its application. Practitioners are advised to always consider the relevance of such data to the analytical process being undertaken at each step of the process. The volume of information collected and needing analysis can become overwhelming to practitioners.

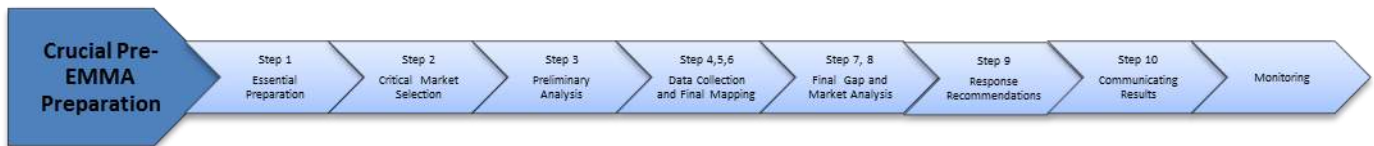
### *When to use EMMA and in which contexts?*

In rapid onset disasters, EMMA can be used as soon as an emergency situation has stabilised sufficiently that the findings are not in danger of becoming immediately out-of-date due to further changes. Typically, this means that absolute priority needs are being addressed, any displaced people have settled, and market-system actors (producers, retailers, traders) have had a chance to assess their own situation and begin devising coping strategies. This could be within two weeks of an emergency, if staff and resources are available.

In slow onset disasters EMMA would be used as soon as possible, before the situation hit crisis levels therefore allowing time for the implementation of mitigation activities. Guidance on the application on EMMA in slow onset is available in this document after the 10 Steps have been presented.

**Box 0.13:** The 10 steps and 3 strands of EMMA (EMMATKp15)





## Crucial Pre-EMMA Preparation: Essential planning and information

EMMA requires data relating to target area, target population numbers, household needs, priorities and response preferences not only as a starting point to identify the critical market(s) in Step 2, but also in later steps; Steps 4 and 7 in particular. Review Steps 4 and 7 and their data needs for good use of assessment time and resources.

### *Who should be involved in an EMMA, the role of Managers and Decision Makers?*

In addition to technical staff (see Step 1), the following staff should be involved in the EMMA process:

- Managers/ Decision makers: the involvement of management is critical for the consensus around:
  - o Agency response strategies (target areas, target populations, potential responses, response time frame, planning time frame, donor liaison, budgets etc...)
  - o EMMA budget and planning (especially if staff are being allocated to the EMMA field work)
  - o The purpose of the EMMA (the questions that need answering that will assist response analysis), the key analytical questions and how it will be applied
  - o EMMA response options and recommendations. Managers should be invited to some of the day to day briefing sessions and response analysis related discussions
  - o In ensuring that EMMA findings are incorporated into proposals, response strategies, internal and external advocacy messages and strategies
- Development staff/Any staff who have been working in the affected, target area: To capitalise on existing knowledge and to reduce any programmatic 'harm'; where a humanitarian programme negatively affects a pre-existing programme. EMMA field work should include these staff members and if this is not possible, they should be included in the analysis findings and response discussions.
- Logisticians: Logisticians (agency depending) use a form of market analysis when undertaking procurements and developing of contingency plans. In many agencies they are seen as the 'go-between' between the agency and markets in general. These skills and approaches would be useful as would their involvement should future market based responses be implemented and their involvement needed.
- Finance staff: An aspect of overall response analysis is to assess the feasibility to implement cash based programmes, should the assessed market be in a position to respond well or with support. Finance staff can play this role and could undertake such analysis alongside the EMMA team.

### *What you need to know before starting the EMMA*

A sector specific needs assessment/ secondary data review/ coordination meeting discussions answering the following questions:

- ✓ A general understanding of the shock, geographical coverage and the consequences on households/ communities/ and the markets that they use
- ✓ A general understanding of the livelihoods of the affected population and their seasonal activities
- ✓ A general understanding of the context – security, gender and marginalisation issues, Government response, agencies working in the area etc...
- ✓ Number of households in the affected area, number of households affected, and the number requiring assistance
- ✓ Quantified estimations of household needs and priorities and timeframe for assistance
- ✓ Household preferences in receiving the assistance (cash and/or in-kind)
- ✓ What are the key or reference markets (the physical markets where most people purchase their food and livelihood items and where traders depend on to re-stock their items) and financial institutions (where

people get their cash) in the area? What is the level of damage to both? Are they physically accessible? Can men and/or women access these markets and financial institutions with ease?

- ✓ Results of first step of response analysis: needs that the agency intends to address, intended target area and population, project objectives and response intentions, budget range etc...
- ✓ The potential objectives of the agency's response. What does the agency want to achieve? Such as: rehabilitation of basic shelter, provision of basic needs etc...? Knowledge of the objective will help to focus the selection of critical markets and the whole EMMA.
- ✓ What are other agencies planning, where and for how long? Do they have specific targeting criteria – such as the elderly, children etc.. that need to be taken into consideration?
- ✓ List of questions and missing information for management to decide between response modalities: unanswered questions that are essential for response analysis

### Additional supporting information:

1. Keep in mind what data regarding households will be needed at a later stage – in Steps 4 and 7 for example!  
In Step 4, you will be asked to:

- To verify your understanding of livelihood strategies and seasonal factors for women and men in different target groups.
- To confirm and quantify high-priority un-met needs of target-group households.
- To examine any constraints on women's and men's access to markets.
- To investigate different target groups preferences for assistance.

In order to make full sense of the information needs listed, it is essential to study the process described in Step 7 and understand how this information will be used in the gap analysis.

2. Who are the target population?

Confusion can arise as to who the target population are. In EMMA, 'target population' means the mass of people **who will ultimately benefit from the response**. These are not necessarily the individuals who are directly involved in the agency's action.

For example, after a cyclone, we have the following responses:

- (a) agricultural labourers are employed on a cash for work scheme to clear the irrigation channels and agricultural land of debris
- (b) farmers are given vouchers to purchase seeds and agricultural inputs for their land and the newly cleared land (as a result of the cash for work)
- (c) shop keepers are given grants to restart their businesses and stock agricultural inputs so that the farmers can exchange their vouchers for inputs.

The ultimate beneficiaries that we want to benefit, the 'target population', are the small farmers, agricultural workers, and their families whose food security and livelihoods we want restored.

The shop keepers are in-direct beneficiaries in this process.

### Field based advice:

- Managerial involvement is essential in ToR finalisation, critical market selection, key analytical question development, context analysis, key stakeholder identification, and sharing of results and recommendations to ensure: (a) EMMA reaches expectations and leads to implementation and, (b) follow-up, especially regarding monitoring and evaluation by the field team. This also increases the added value of the EMMA exercise on the longer term (especially for slow onset crisis).
- It is worthwhile reviewing assessment formats and methodologies to ensure that some of the key basic data requested in this stage (and where possible Steps 4 and 7) is included.
- Take contact details of good key informants as you may need their inputs in the EMMA process.
- Do not forget population data relating to the non-target population as we often forget to include their consumption needs on the markets we analyse. Therefore, understanding the population catchment of your markets is important. For example: how many people/ households in that are not NGO assisted rely on this market for rice etc...



## Step 1: Essential Preparation

### *Before starting Step 1, the EMMA leader should know...*

- the geographical area in which there will be an intervention and basic information regarding the intervention area and its inhabitants – seasonal calendars, livelihoods etc....
- the target population (the people who will ultimately benefit from the response) and their needs in order of priority;
- potential responses and related objectives. What does the agency want to achieve? Knowledge of the objective will help to focus the selection of critical markets and the whole EMMA;
- what market related information is missing and needed for identifying appropriate response modalities.

### *Objectives*

- Obtain a good-enough initial understanding of the general emergency situation and agree on who the potential target population are, where they located etc...
- Organize the EMMA team, work-space, logistics, and establish clear TOR for EMMA with management buy-in.
- Agree on EMMA Terms of Reference and EMMA expectations (what gaps in information is the EMMA expected to fill and how will it feed into the on-going response analysis).

### *Key Outputs*

- ✓ EMMA terms of reference agreed with country management (in writing).
- ✓ Summary information about the target population (EMMATKp40 Sec1.5) (Box 1.7 in ANNEX Step 1).

### *Key Activities in Step 1*

- *Background research* (ideally before arrival) (EMMATKp35 Sec1.2)
- *Consultations with colleagues* (in-country or in the disaster area) (EMMATKp36 Sec1.3)
- *Setting up an EMMA working base* (EMMATKp39 Sec1.4)
- *Elaborate EMMA TOR that outlines how EMMA will contribute to the response analysis* (EMMATKp40 Sec1.4)
- *Understand needs assessment results including population targeting and disaggregation* (EMMATKp40 Sec1.4, 1.5) *and potential response objectives*

### **Additional Supporting Information:**

1. Example Terms of Reference for an EMMA, EMMA Team Leader and Operational Person are available in the 'EMMA Leader's Guide', October 2011, available on [www.emma-toolkit.org](http://www.emma-toolkit.org)
2. Useful websites for rapid background research (EMMATKp35 Box 1.1, 1.2) (See ANNEX Step 1)
3. When defining and estimating the total size of your target population; remember to include in your calculation the number of people who are not considered part of the target population, but who will also use the same market being assessed. When we assess the capacity of the market to respond to an increase in demand, we must not forget the existing or potential future demand from the population who either (a) do not need assistance or (b) will not be part of the agency's response.

A table illustrating population figures; Box 1.7 adapted with elements from Box 7.1 (EMMATKp43 Box 1.7 and EMMATKp129 Box7.1) can be used (see Box 1.7 in ANNEX Step 1).

4. The value of household profiles. Household profiles have multiple uses including:
  - Knowing your target population and understanding who they are, how do they live normally etc...
  - Identifying the 'gap' in income and needs (how many litres of potable water a day do households require after their ability to purchase 0.5 litres from the local shop has been accounted for?)

- Understanding how that gap is usually filled in the non-emergency context to assist programme decisions as to how to best rehabilitate assets (household and community), and income sources in the short, medium and longer term
- Establishing a baseline from which your programme impact can be measured

The challenge is knowing what level of detail is required. Rapid-onset EMMA require sufficient household information to ensure the correct identification and quantification of needs and their duration. More detailed information can be collected at a later stage.

### Field based advice:

- o When there is an EMMA workshop/training alongside or just before EMMA field work, try and give enough training to allow for good field work without overloading the EMMA team with information that may not be needed.
- o In agencies where there is a lack of EMMA knowledge or EMMA resistance/ scepticism, organise an introduction/ briefing with those people and try and manage their expectations (positive and negative).
- o Make sure that the people (decision makers, policy and advocacy actors, donors etc...) you want to influence with the EMMA results are aware of the EMMA, have viewed the TOR and been part of initial briefings.
- o EMMA organising can be hectic, especially if it is a multiagency EMMA. Try and delegate tasks such as basic background research and administration and logistics to others not in the EMMA field teams.
- o Think carefully about the EMMA team composition and the correct balance will depend on the country, languages spoken and experience available. You need to have a team that has technical competency, will challenge and embrace new ways of thinking and is knowledgeable of the local context and languages. If you are considering a multiagency EMMA, try and work with agencies that have similar mandates and specialisations to reduce disharmony around market selection.
- o Be aware that you might need to include market actors beyond the geographical proximity of your target area. This could be due to key market actors (producers, importers or exporters for example) being based far from the affected area. This does not mean that you need to drive to these locations. As much as possible you can call these actors or ask for colleague based in closer proximity to interview (with your guidance) the actors on your behalf. Asking about the location of reference/ key markets and actors early on in your analysis can help identify these locations in advance.
- o Knowing how many critical markets to analyse is dependent on various factors: (a) the number of staff available (b) the knowledge and skills of the staff involved, (c) the financial resources available and (d) the needs of the affected population and the responses planned. If an EMMA team comprises of 8 EMMA trained and experienced staff with good knowledge of the affected area and the markets within it, then it would be feasible to analyse between 4 critical markets. However, it is often the case that despite staff members being knowledgeable of the affected area and the market, they are not EMMA trained or experienced. In such a scenario, training is needed to accompany the analysis and fewer markets (maybe 2-3) can be analysed.
- o Multiple agency EMMA's. When the EMMA involves a number of agencies (11 organisations were involved in the EMMA in Haiti 2010), there are advantages and disadvantages that need to be carefully considered. If you are considering a multiple agency EMMA, it is worthwhile reading some case studies and reports from multiple agency EMMA's to get a better idea of the challenges faced and potential solutions that could be applied. Generally, the more agencies involved, the larger the EMMA and in some cases, the more general the recommendations. If you are considering a multiagency EMMA, keep the following in mind:
  - Managing the expectations of the other agencies is important: make sure the EMMA TORs are clear about what the EMMA can and cannot do, and what will be expected from the agencies in terms of logistical and financial resources, staff numbers, staff linguistic, numeracy and technical skills, and importantly too the length of time allocation to the EMMA etc...,
  - The EMMA leader/s need to have good leadership, communication skills and should be very experienced in EMMA. Include Operations staff (see below) to assist with the overall management of the EMMA, the logistics and such like,
  - Include agencies that have a similar mandate, response plans and objectives. Otherwise this can make critical market selection a difficult process,
  - Each agency is responsible for ensuring managerial buy in for the EMMA, thus contributing to the application of EMMA findings.



**The EMMA Team Leader<sup>3</sup>:** Having the right EMMA leader is critical. As a rule, a Team Leader should always be EMMA trained and should have previous EMMA/ market analysis experience. It is recommended that the EMMA Leader have the following skills (see online version <http://emma-toolkit.org/practice/leading/> for more detail):

- Market analysis or market development experience: Having a leader who has done market/value chain analysis and knows good practices in market development programming is invaluable. It is especially critical at the beginning and the end of the EMMA process, when it comes to focusing on the key analytical question and guiding the scope of the research, and then during the market analysis and response analysis steps of EMMA
- Leadership and facilitation experience (often the Team Leader has to lead and facilitate the process)
- Analytical, decision-making and timeliness skills
- Field experience (situation analysis, programme design and implementation)

**'Market team' Leaders** are crucial to EMMA success. Under the leadership and guidance of the overall EMMA Team Leader, Market team leaders are responsible for leading a sub-team of several people focused on conducting the fieldwork and analysis for one specific critical market. Previous EMMA experience is not as essential as leadership, communication and analytical skills and programme implementation experience. Contextual knowledge and the ability to visualise and understand EMMA process and purpose is ideal.

**How do you know what technical profile EMMA field team members need?** Not all members will have the same experience and skills. In a team there needs to be a complimentary balance between technical skills and local knowledge especially when expatriates are involved. EMMA field teams need members with the following experience and knowledge:

- Knowledge of the affected area, the target population and the local markets,
- Programme and assessment field experience (and in the use of PRA techniques),
- Experience in market analysis and ideally EMMA trained or previous participation in an EMMA,
- Analytical experience,
- Numeracy skills,
- Language skills (local language and/or common language of communication between all team members)
- Writing skills to prepare the assessment report(s)

**Selecting an "Operational Person":** Experience has shown that it is beneficial to have someone whose job throughout the assessment is to deal with the operational issues such as managing vehicles, hotels, photocopying, security and supporting team members. The larger the EMMA, the more important this role is, and may mean that more than one operational person is necessary. This person should plan to be in place 1 week minimum prior to the rest of the assessment team arriving.

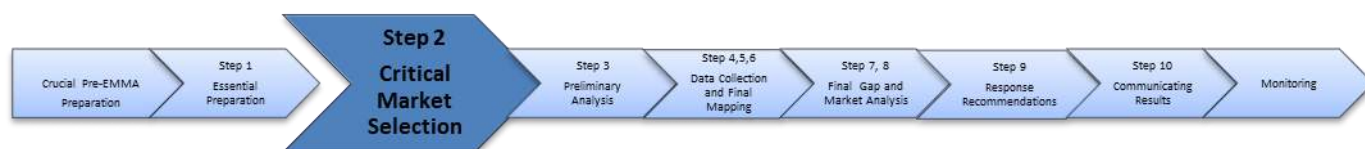
**Training your Team;** the assessment team will need to have some kind of orientation or training. The 'EMMA Leaders Guide' gives an overview of sections to include and suggests planning for 2 days of training and preparation. A rough outline of the training is shown below:

- a) Introduction – What information EMMA will and will not gather and how it will be gathered
- b) Defining/Refining Critical Markets, Target Populations, and Needs
- c) Review preliminary analysis
- d) Gap Analysis – Essentially looks at what is missing as a result of the emergency, and for how long is it likely to remain missing
- e) Seasonal calendar
- f) Household income and expenditure
- g) Market Analysis
- h) Response Analysis

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<sup>3</sup> A suggested TOR for Team Leaders is available in Annex C of the EMMA Leaders Guide document on line <http://emma-toolkit.org/practice/leading/>





## Step 2: Critical Market Selection – an important step so consider carefully

### *Before starting Step 2, the EMMA leader should have*

- developed a ‘good-enough’ general understanding of the emergency situation;
- have a ‘good-enough’ response plan (intervention area, target population, potential objectives etc..) and an outline of missing market related information that would be collected via the EMMA.

### *Objectives of Step 2*

- Select which *critical market systems* will be the subject of EMMA investigation.
- Outline the *key analytical questions* that need answering for each of these systems.

### *Key Outputs*

- ✓ Final selection of critical market systems for EMMA to study and clear rationale for their selection
- ✓ List of key analytical questions for each critical market system

### *Key Activities in Step 2*

- Review the priority needs identified for the target populations (e.g. food, essential household items, shelter) (EMMATKp46 Sec 2.2, 2.3), link these to critical markets that could potentially either directly or indirectly meet the needs identified. Make sure that there is consistency with the potential response planned
- Select critical market systems for EMMA. (EMMATKp46 Sec 2.2, 2.3)
- Consult with colleagues, cluster-group members, key informants. (EMMATKp54 Sec 2.4)
- Identify the key analytical questions for each selected market system. (EMMATKp54 Sec 2.4)

### **Additional Supporting Information:**

#### 1. Understanding critical markets: The categories of critical market system

The table below (EMMATKp47 Box 2.2) outlines the three categories of ‘critical’ market system. In an emergency situation, critical market systems are those that played, play, or could play a major role in ensuring survival, and/or protecting livelihoods of the target population.

<i>For ensuring survival</i>	<i>For protecting and promoting livelihoods</i>	
(Supply) market systems that provide food, essential household items, or services to meet urgent survival needs	(Supply) market systems that provide essential tools, replace assets, provide agricultural inputs, or deliver vital services	(Income) market systems that provide jobs, create demand for wage labour, or provide buyers for target groups’ own produce
<i>Examples:</i> Staple food items, clothing and blankets, shelter materials, essential household items, soap, buckets, bedding, tents, fuel or firewood	<i>Examples:</i> Agricultural tools, fertilizer, fodder, seeds, pumps, veterinary services, credit services, fishing nets, boats, transport services	<i>Examples:</i> Cash crops, livestock, fish and forest products, agricultural and casual labour, re-construction activities, other employment industries

Do not assume that critical market systems must mainly be those that relate to survival needs. Market systems which supply productive assets and inputs may be good candidates for EMMA. So too are market systems which provide a direct source of urgently needed income: getting their crops or livestock to market, or restoring access to paid employment, is often a very high priority for affected populations.

2. Apply the following questions and then criteria to select critical markets:

- a) What is the potential response objective? (This must relate to target population needs)
- b) What goods and services are critical to meeting these needs? (See below and EMMATkp48 for advice)
  - For these goods/ services, which market systems are *most significant/ urgent*?
  - What are *government agencies or other large agencies* doing, or planning to do?
  - Which market systems have been *most affected by the emergency*?
  - Which market systems *fit the agency's sectoral mandate and competencies* well?
  - What are the critical issues in terms of *response timing or seasonality*?
  - Which market systems appear to have scope for *feasible response options*?

EMMATkp130 Box 7.2 (ANNEX Step 2) is useful in presenting and determining the critical markets.

3. Understanding and defining Key Analytical Questions

Market systems are usually selected because agency staff have specific ideas or expectations about the operational value that EMMA will add to their programme. 'Key analytical questions' frame these ideas, and thus help teams to keep them in mind throughout the EMMA process. These questions can change according to information collected. Examples of Key Analytical Questions are in ANNEX Step 2 (EMMATkp55 Box2.10).

Key Analytical Questions should address the bigger questions relating to the response (e.g.: 'if affected households were given cash, could the red artisanal brick market respond?') and information that has been identified as missing in the initial response analysis (e.g.: 'is there sufficient transport between the red artisanal brick makers and the district wholesalers?'). Limit the number of Key Analytical Questions to 5 per market analysed to maintain the focus needed. The questions can be modified and updated at a later EMMA Step.

4. Why is it only one market per EMMA? How about with hygiene kits – can't this be one EMMA?

Usually it is not practical to analyse more than one item at a time because nearly every item has a different origin and movement from producer to consumer (market chain); potentially requiring different infrastructure, inputs and market support services (inputs/ labour/ transport etc...). In addition, influences from the market environment (policy/ regulations/ trends etc...) for one item can be very different to that of another. If all the items in a hygiene kit were analysed at the same time, the market maps would be very complex and their use as an analytical and communication tool would be lost. However, if items do have similar supply-chains and actors – which is quite possible for imported items, for example – then it may be practical to analyse them collectively.

5. Selecting critical markets and identifying needs are not the same thing (EMMATkp48)

There is a difference between identifying 'needs' and selecting 'market systems', especially in economic activities. Consider the following, for example.

*A poor coastal community who live by fishing for the local tourist hotel market:* if their main emergency problem is a loss of boats and nets, then EMMA needs to concentrate on understanding *the market system for fishing inputs*. However, if they lack buyers for their catch, then EMMA needs to examine the whole *market system for fish* from fisher-folk through to consumers in hotels or the city.

*Landless households who mainly depend on seasonal agricultural work:* if their main employers are local large-scale export-orientated wheat farmers, then the critical EMMA priority may be the national *market system for wheat*.

**Field based advice in identifying critical markets and key analytical questions:**

- Role of management and decision makers. Keep your managers and decision makers informed of decisions made and where possible, involve them in the decisions
- Do not underestimate the role and usefulness of the Key Analytical Questions in focusing a large team with varying levels of technical ability. Key Analytical Questions can be updated along the analytical process as you find out more about the market you are investigating. The purpose of the Questions would be the same, to guide and focus the analysis. As you proceed through the analytical processes of an EMMA assessment, it is important to periodically remind yourself and your team of the key analytical questions in order to stay focused on the objective of the assessment.
- Develop a long list of potential critical markets and discuss each one in detail using the criteria above (if required, you can add more importance to some criteria) and some additional ones if needed. Once a critical

market has been selected, be clear of the rationale of your choice and document it. Depending on the technical capacity of the team, the number of team members and the resources available, more than one critical market can be analysed at one time.

- It is important to make sure you have identified a feasible market based on the time you have available, the technical levels required and also your programmatic needs. Do not be shy of asking for specialist help for more complex markets. You could always do some basic analysis ready for when the specialists arrive.
- Agencies often identify critical markets too quickly and don't link them with their specialisation or potential objectives...
- In developing your initial list of potential markets, consult as broadly as possible with local colleagues who have already visited the disaster area, or who know the population well
- If gender is a key focus of your agency, make sure markets that are critical to women are considered and prioritised

#### **Case study examples:**

- **Myanmar in 2008:** after Cyclone Nargis many rice-farming households in the Ayeyarwady delta said that obtaining seeds and tools in time to plant their next crop was a more urgent need than restoring their homes.
- **Abyei, South Sudan in 2011:** the EMMA was focused on recovery markets of items frequently distributed by agencies not only as there was a need to inform programme decisions in the recovery stage but also as an opportunity to investigate if NGOs needed to change their implementation practice.
- **Port au Prince, Haiti 2010:** EMMA focused on markets that were pertinent to the participating NGOs to ensure the data and recommendations were used. Prior to EMMA initiating, agencies were asked to list potential markets



## Step 3: Preliminary Analysis and Mapping - get started

### *Before starting Step 3, the EMMA leader should have...*

- identified the target population (and groups within it), and their basic priority needs;
- identified the market systems to be the subject of EMMA investigation and related Key Analytical Questions.

### *Objectives*

- Sketch preliminary maps of the market system in baseline and emergency-affected situations. Identify information gaps and the most promising key informants and market actors to start talking to
- Revise and refine the key analytical questions drafted in Step 2

### *Key Outputs*

- ✓ Preliminary market maps – baseline and emergency-affected
- ✓ Preliminary seasonal calendar for market system
- ✓ Revised key analytical questions
- ✓ Contacts and leads for key informants
- ✓ First draft of gap analysis

### *Key Activities in Step 3*

- Familiarize the EMMA field team with the toolkit, concepts, and expected outputs (EMMATKp58 Sec3.2)
- Undertake initial mapping of baseline and emergency-affected situations (EMMATKp62-67 Sec3.3-3.5)
- Develop a picture of the different market-system components (EMMATKp62-67 Sec3.3-3.5)
- Revise and update the market-system map with more information (EMMATKp68-72 Sec3.6-3.8)
- Compare the baseline and emergency-affected situations (EMMATKp68-72 Sec3.6-3.8)
- Sketch an initial seasonal calendar for the market system (EMMATKp68-72 Sec3.6-3.8)
- Update the key analytical questions (EMMATKp68-72 Sec3.6-3.8)
- Review target population needs and ensure essential data is collected and available

### *Additional Supporting Information:*

#### 1. Understanding what is meant by a market system (EMMATKp58) and locating your target group

The 'market system' is a crucial concept for an EMMA. It means more than simply a market place or a supply chain. It is a way of thinking about the complete web of different actors, structures, and rules, which together determine how goods are produced, exchanged, and accessed by different people. (See ANNEX Step 3 for examples of baseline and emergency market system maps) Crucially in EMMA, *target groups are part of market systems*. In almost all situations, ordinary households use markets for acquiring food, items, and services, and for selling their produce and labour. In order to analyse the capacity of market systems to play a role in a (humanitarian) response, it is vital to understand how target groups access and use markets. See Box 3.4 in ANNEX Step 3 that illustrates the different target groups within the market chain.

#### 2. Understanding market boundaries – keep the focus

EMMA works by analysing each critical market system in an emergency situation separately. However, it is not always easy to clearly define the boundaries of a particular market system. During the fieldwork, you may find that the market system is actually divided into two or more segments due to differences in the quality or brand of the goods being traded. These segments may serve different end-markets. For example: the market system for a

staple crop (e.g. beans) may contain a large segment that is trading in average-quality items, and a separate smaller segment trading in a high-quality items consumed only by wealthier households.

In these cases, do not waste time investigating the market segment that is not relevant to the target population's needs. Also, avoid mixing up data (prices, volumes) about the 'irrelevant' market segment with the segment that is critical for EMMA, as your results may be distorted as a result.

### 3. Seasonality and geographical relevance in the EMMA mapping and analysis process (EMMATKp65, 72)

The EMMA process compares baseline and emergency-affected situations. Baselines give the EMMA user a description of the normal 'situation before' and a best guess at the conditions that agencies can realistically expect when the market system recovers in due course. This analysis becomes crucial in Step 8 when baseline data will be used as a guide to the inherent capabilities and limitations of market-system actors: it can tell us what can be realistically expected from the system. This is crucial if agencies are going to rely on market actors to play their role in humanitarian response.

It is important that any baseline provides a comparison in terms of time (season) and place (geography), to enable the emergency situation to be assessed effectively.

- **Seasonally:** the baseline should describe the market system as it was during the same time of year (or the same seasonal conditions) as the emergency for which a response is being planned. Also, if responses will be implemented during the dry season, the baseline should describe a 'normal' dry-season situation, rather than the market system as it was during the hurricane season that immediately preceded and precipitated the emergency.
- **Geographically:** the baseline should describe the market system in the location where the emergency response is planned. **If the target population has moved** (i.e. as refugees and displaced people), **the most relevant baseline situation will usually be the market system that existed before the emergency, in their new location.**

Occasionally it is difficult to define an appropriate baseline because the critical items or goods were not previously traded much in the local economy (e.g. specialist shelter materials). Even when prior market activity was negligible, it is usually possible to trace market links back to some national-level producer or buyer, and describe any relevant infrastructure and services.

### 4. Gender roles in market systems (and how to represent subsistence farming) (EMMATKp64)

Women and men often have very different roles and responsibilities within any given market system. Where gender divisions are strongly present, **EMMA users should be cautious about mapping the household as a single market actor**. It may be necessary to differentiate between male and female actors, since the impact of the emergency, and their needs and preferences for assistance, cannot be assumed to be the same. Box 3.5 in ANNEX Step 3 (EMMATKp64) illustrates one way to represent intra-household differences and subsistence producers.

### 5. How do I map the services, inputs, institutions, rules and norms parts of the map?

Mapping the infrastructure, inputs, and services (EMMATKp66 Sec3.4)

Mapping institutions, rules, norms, and trends (EMMATKp67 Sec3.5)

### 6. Comparing baseline and emergency-affected maps

As soon as you have a preliminary draft map, begin recording the impact of the crisis. For example.:

- the disappearance of some market actors;
- partial or complete disruption to some linkages or relationships in the chain;
- damage to infrastructure, and blockage of services;
- new relationships or linkages formed as coping strategies by market actors;
- changes in the relative importance of different linkages (i.e. volume of trade);
- introduction of new supply channels (e.g. aid distributions).

These impacts – which are still very possibly speculative at this early stage – can be indicated on a market map, using simple visual 'flags' to highlight various kinds of disruption to market actors, functions, and linkages in the system (see Box 3.10 in ANNEX Step 3).

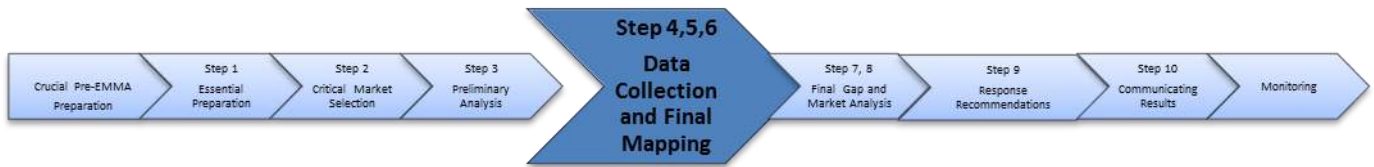
### Field based advice:

- Just get started – it is amazing how much people/ local staff know.
- Difficulty in understanding if someone is a market actor or not? This can be very confusing for field teams... remember that an actor is someone who is involved in the direct transaction of the item/ good being investigated. If for example, the transporter does not buy and resell the good then he is just a service provider, and has to be represented in the lower section of the market map the 'infrastructure, inputs and services section'. (See EMMATkp62-67 for more information).
- If he buys and resells then he has to appear on the map.
- Identify as soon as you can the key markets in the area and the number of people who use them (the market catchment area). This helps focus your attention on which actors (traders etc..) need to be considered in the EMMA and most importantly, in calculating the demand /supply aspects of the market in 3 timeframes: past (baseline), current (emergency) and in the forecasted future.
- As drawing maps can take time as you have to draw and redraw them, a quick way is to use post-its (with all the actors, services etc... on them) and a large white board. Move the post-its around easily and draw arrows on the white board. Then when you think you are done, transfer the details to a flip chart paper.
- This step is great in identifying what information you are still missing and questions you have. Make a list!
- Do not forget to consider NGOs/ Government institutions as market actors in baseline as well as emergency maps – this is important for in-kind activities as well as cash based responses. **If many agencies are planning un-coordinated cash based responses** (without sufficient market analysis or warning to traders to ensure supply chains are in place) **there could be consequences such as price increases, stock shortages etc... that can have an impact on the market map.**

### Case study example: Accessing information for preliminary mapping

**Port au Prince, Haiti 2010:** Accessing information for preliminary mapping was eased by various factors:

- There was quite a lot of information available on-line
- There had been an EMMA in 2008 (an EMMA pilot) so not only was there was some knowledge of EMMA in country, but some of the data used in the pilot could be used 2010
- There was an HEA (Household Economy Approach see [www.feg-consulting.com](http://www.feg-consulting.com) or [www.heawebsite.org](http://www.heawebsite.org)) baseline report for Port au Prince that provided essential contextual and baseline information
- The EMMA benefited from FEWS in Haiti. FEWS had on-going and historical price and market data for food security related markets. (FEWS provides timely and rigorous early warning and vulnerability information on emerging and evolving food security issues [www.fews.net](http://www.fews.net))
- The EMMA team included staff from FEWSNET (see [www.fews.net](http://www.fews.net)) and other organisations that had knowledge of market systems in the city



## Steps 4, 5 and 6: Field work preparation, data collection and final mapping

### *Before starting Step 4 (field work preparation) the EMMA leader should have...*

- drawn up a preliminary list of likely information sources (market actors, key informants, locations) and where possible arranged meeting with them;
- sketched preliminary market maps (showing baseline and emergency-affected situations) and gathered information about how the market system performed before the crisis;

### *Before starting Step 5 (data collection) the EMMA leader should have...*

- prepared questions and interview structures for different categories of informant and data-collection forms;

### *Before starting Step 6 (final mapping and analysis) the EMMA leader should have...*

- explored how the crisis has affected the market system, and how market actors are coping;
- consulted market actors and key informants on possible market-support actions.

## *Summarised Objectives of Steps 4, 5 and 6 collect and compile assessment data to feed into the gap, market and response analyses*

### *Market analysis*

- Produce final versions of market maps (with data relating to prices, volumes etc...), comparing baseline and emergency-affected situations
- Write summary explanations of all market-system performance, conduct, and features prior to and after the disaster. This includes understanding the impact on different market actors and their coping strategies
- Identify existing and expected constraints on the system's performance in the near future

### *Gap analysis*

- Confirm and (if possible) quantify high-priority un-met needs of various target groups (go back to your pre-EMMA needs assessments, if needed).
- If relevant, refine definition of target group according to vulnerability of access to market system Produce final versions of seasonal calendars and household economic profiles for target groups
- Expose constraints on women's and men's access to and use of markets

### *Response analysis*

- Understand different target groups' preferred forms of assistance
- Identify possible support actions that might strengthen market actors' coping strategies and encourage market-system recovery or better performance. Refine initial potential response decisions that were made with insufficient data. This process will continue into the next 2 EMMA Steps and will result in the identification of appropriate response modalities and methodologies (what to do, where and how)

### *Key Outputs Step 4*

- ✓ Interview structures and questionnaires for different types of market actor and other informant and relevant data sheets

### *Key Outputs Step 5*

- ✓ *Data sheets* – completed forms that systematically record quantitative data
- ✓ *Interview records* – notes taken during interviews and meetings
- ✓ *Other field notes* – EMMA team members' own insights and interpretations during fieldwork



### Key Outputs Step 6

- ✓ A final, seasonally adjusted, *baseline market map* and *emergency market map*
- ✓ Data about numbers of market actors, prices, and volumes of production and trade in the baseline and emergency situation (shown either on the market map, or included in separate tables)
- ✓ Explanatory text describing the baseline and emergency market system's key features that are relevant to the crisis-affected situation, including major constraints, bottlenecks, and coping strategies of market actors
- ✓ A seasonal calendar for the market system

### Key Activities in Step 4, 5 and 6

- Identify the information needs that arise in each EMMA strand based on initial mapping and key analytical questions and translate these into interview questions (EMMATKp76-81 Sec4.2-4.5)
- Consider issues related to gender, conflict situations, transport, and financial services, effects of humanitarian action, changes to institutions, rules and norms, and cash-feasibility questions (EMMATKp82-85 Sec4.6-4.7)
- Interview formats and questions are tested and data collection sheets prepared (EMMATKp86-89 Sec4.8-4.9)
- Plan fieldwork activities, including identifying market actors to interview, coordinating interview schedules to avoid interviewing the same actors multiple times, and coordinating travel to market locations
- Collect data using the formats and collections sheets prepared
- Hold regular debriefings with team members after each day of interviews

### Additional Supporting Information:

1. Examples of data tables, sample questions for households, market actors and employers that can be used and/or adapted for use are in ANNEX Step 4,5,6 (EMMATKp89-99 Box 4.4, 4.5, 4.6 and 4.7)  
Guidance on whom to interview, interview techniques, tips and conducting interviews (EMMATKp107-111)

2. The market analysis agenda – a reminder of topics which need to be explored for each market system

Guidance on the sections that need covering and questions that need answering (EMMATKp79 Sec4.4) according to the following subheadings:

- |                                       |  |                              |
|---------------------------------------|--|------------------------------|
| - Market-chain actors and linkages    | - Institutions, rules, regulations and norms | - Competition / market power |
| - Infrastructure, inputs and services | - Quantities and prices                      | - Market integration         |
|                                       | - Seasonality                                |                              |

3. Why are we doing this analysis – a quick reminder

- To identify any plausible support actions to rapidly assist coping, recovery, or better performance of the market system.
- To collect any other information that indicates the operational feasibility of various response options being proposed by respondents.

### Therefore consider these questions whilst collecting data as we shall need them to do good response analysis

- What are the main constraints on the market system's role in emergency response?
- What are the immediate and longer-term actions that might be undertaken to remedy the situation?
- How quickly could these interventions be implemented, so as to be relevant?
- What resources would be required to implement each approach?
- What are the existing structure(s) that can be worked with (i.e. unions, guilds, associations, NGOs, local groups, lending institutions, networks, government agencies, etc.)?
- How feasible is it in technical, social, and political terms to deliver each of these support options in practice?
- How willing and capable are the market actors (and essential/ key service providers) in responding to a potential intervention? What challenges/ limitations exist? Can we (NGO sector) do anything to reduce those limitations (this includes advocacy as well as a market support intervention)?



#### 4. Struggling with getting precise data? This is what we call ‘appropriate Imprecision’ (EMMATKp107)

EMMA cannot achieve the same sort of statistical accuracy as large surveys. For example, suppose 20 people tell you how much they spend on rice each month. Their answers (averaged) will represent the wider population with only limited accuracy – perhaps plus or minus 10 per cent, at best. Therefore, it is misleading to state the result like this: ‘average spend = Rs. 72.30’. It is too precise. A more correct finding would be ‘average spend is in the range Rs 60–80’. If the sample is smaller (e.g. 10 people), the precision of findings will be even less: perhaps only plus or minus 30 per cent. Therefore, instead of large samples, assume that findings are only very approximate, and try to cross-check (triangulate) them against other sources of information. Therefore in EMMA:

- Do not waste time trying to get very precise answers to quantitative questions.
- Do not use misleadingly precise results in your analysis.

#### 5. Guidance on quantification and putting numbers onto maps (EMMATKp120 Sec6.4) (ANNEX Step 4,5,6)

EMMA results will be more informative and persuasive if you can collect some basic numbers to support your analysis and recommendations. The data that you compile here will be used later – in Step 8 especially.

*Beware – 2 notes of caution:*

- It is often difficult and time-consuming to get accurate and reliable data about baseline market systems in a sudden-onset emergency situation. The results of quantitative analysis may not always justify the effort, skills, and time involved. You will have to make this decision during the field work process.
- Unless you have very solid evidence, assume that your data are imprecise and uncertain. If you interviewed only two or three traders, it would be better to give an approximate estimate (e.g. 100–150 tonnes) than to record an apparently accurate but actually very uncertain number (e.g. 137.5 tonnes).

Therefore, in practice, EMMA must compromise by focusing on only a few key pieces of data. Do not let the collection and analysis of quantitative data lead to neglect of more useful qualitative information.

#### 6. The most useful quantitative data for EMMA to focus on are the following:

- *numbers* of market actors – at each step in the value / supply chain; (EMMATKp121)
- *prices* of items – at key transaction points; (EMMATKp122)
- *volumes* (quantities) – of goods or services produced and traded. (EMMATKp122)
- *availability of stock now and lead time required to re-stock* – Treat people’s responses cautiously as traders may exaggerate how quickly they can obtain supplies (EMMATKp124)

#### 7. Seasonal calendars (EMMATKp126) are not just limited to livelihoods.

Seasonal calendars are most obvious in agricultural market systems. However, seasonal patterns also feature in just about every single market system as prices, supply and demand may change based on weather, holiday, or other predictable patterns (for example shelter-related markets, off-farm activities that are affected by weather or road access, labour markets based on migratory workers, tourism-linked market systems which spike during travel ‘season’, etc.). There is often a strong gender-related dimension to these patterns, as the roles and responsibilities of women and men differ. These need to be understood, since emergencies typically have different impacts on women’s and men’s time.

It is essential that EMMA users are able to distinguish ‘normal’ seasonal fluctuations in prices and trade volumes from the disruptions created by an emergency situation. Otherwise, your diagnosis of market-system problems and proposed solutions will be flawed. The baseline market map should represent a ‘seasonally relevant’ picture.

It is a good idea, to construct a simple seasonal calendar for each market system analysed, to capture the ‘normal’ seasonal patterns of price and trade. This can also be used to describe other important features of the system which may be relevant to the humanitarian response. (Box 3.11, ANNEX EMMA Introduction (EMMATKp72))

#### **Field based advice:**

- It is important to keep in mind the cash feasibility aspect – of course market analysis is essential for all responses, in kind as well as cash based. Some guidance questions that can also be asked in the initial sector assessment is in ANNEX Step 4,5,6 (EMMATKp85 Box 4.2)
- Do not underestimate the role of people providing transportation services as they can: (a) provide key data on the movement of items (volumes, frequencies, warehousing, costs etc.) and, (b) allow cross referencing of

data. Keep in mind also that some traders will also have a transportation service attached to their business (see Chad case study example below).

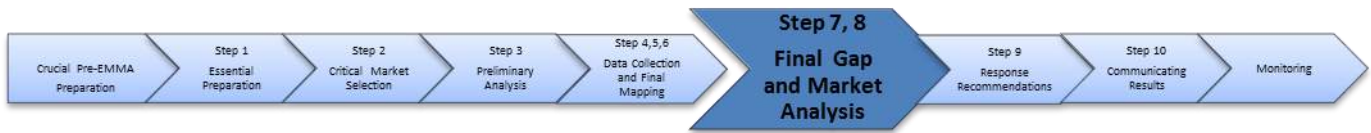
- Key informants – the EMMA process is faster and more reliable if you get the chance to speak to people who know the context and the market you are investigating. It is worth spending the time to find good key informants and if possible having focus group discussion with them and get them mapping too if you can.
- Having daily feedback sessions after field work is essential. These sessions can help to keep the field team on the same analytical page, keep them motivated and also helps to identify any missing data or key questions that need to be answered with the next day's field work and interviews. It is essential to wait until you have all team members present before starting the de-briefing sessions or updating the maps as one team member could have vital information that could alter the maps. Where more than one language is spoken in the team, insist on one language being spoken at a time. One team member (or group if they had the same task) should debrief at a time with the others listening. (See EMMATK p106)

The daily debriefs should include:

- Problems/ challenges faced in the field work and potential solutions,
  - An update of the baseline and emergency maps to capture the team's findings,
  - Preliminary response analysis, looking at the possible response options and what they would involve (in essence the initial phases of the feasibility study),
  - A review of plans for the following day,
  - A review of interview questionnaire and/or semi-structured interview checklist content to ensure that 'current' thinking is included.
- Trader coping mechanisms are poorly understood and often overlooked. Agencies tend to focus their attention on the coping mechanisms of the households and not the traders – and yet, they are equally important especially when considering expandability of the traders capacity to respond
  - Do not forget or be scared to ask traders about their ability to expand their business! Traders are business men and will be thinking about this already, and, your potential response options may depend on the traders' capacity to scale-up their stock or service delivery in order to meet the needs of target population. It is a good idea to ask traders' about their readiness, willingness or potential constraints to manage the different response options that you are considering. Be open and ask them for advice, they may have good ideas that could be used.
  - Hidden seasonal market actors! Some NGOs / government institutions can be big market players but quite hidden as they may act seasonally. So remind your key informants of the timeframes you are talking about.

#### Case Study examples:

- **Complex emergencies – which disaster is having a larger impact on the markets? In Sudan (2010), border closure was more significant than IDP movement.**  
In complex emergencies where there could be more than one contributing factor to changes in market behaviour, ask traders, other market actors and key informants for their opinion on (a) the influences on the markets, (b) which are most significant and (c) their duration. This is essential for forecasting market behaviour and identifying feasible responses.
- **Chad and the role of transportation service providers** – In Chad, transporters are organized in a Union and own their vehicles. Transport can be their sole activity but some big traders (or wholesalers) can be also transporters and use their trucks for their own activity and sometimes for other traders. Their role is to supply areas with a high demand with basic commodities (including but not exclusively cereals), and thus play a vital role for supplying remote areas. The transport market system was not studied separately but the EMMA team identified actors who were involved in the transport of cereals as service to the critical market selected. Transport can be seen as 'only' a service and can be considered (by the assessment team) as less important than meeting traders and overlooked. **Understanding the transport sector in Chad was critical to the EMMA**, as we managed to evaluate volumes of cereals imported in our area of intervention counting the number of trucks according to the seasonal /scenarios change (through meetings with the union's leader and one or two other truck owners). It allowed us also to triangulate our data (for example, what wholesalers were having in stocks and trading) and understand transport's but also local or regional policies' constraints for the critical market systems (taxes, security issues etc.).



## Steps 7 and 8: Gap and market analysis

### *Before starting Step 7, you should have...*

- investigated and confirmed the high-priority needs of households in each target group and their ideas and preferences for humanitarian assistance;
- outlined household economic profiles, seasonal factors and constraints of their access to the critical market;

### *Before starting Step 8, you should have...*

- explored how the crisis has affected actors in the system, and how they are responding;
- consulted market actors and key informants on possible market-support actions;
- completed the baseline and emergency-affected maps and a seasonal calendar for the market system;
- completed the gap-analysis strand.

### *Objectives of Step 7 (Most of this should have been done before starting EMMA)*

- Calculate the magnitude of the emergency response required, based on a good-enough estimate of the total gap that the target population is facing.
- Analyse how important the gaps are within the economic profiles of different target groups, and factor in their preferences for the form of assistance offered.
- Draw conclusions about any key factors influencing different target groups' access to the market system.

### *Objectives of Step 8*

- Analyse *availability* and the principal supply and/or demand constraints in the market system. Assess market integration, competitiveness and power relations.
- Analyse and estimate the market system's existing or potential capacity to contribute to the required emergency response calculated in Step 7.
- Identify plausible options for indirect market-system support for consideration in Step 9.
- Answer, and draw conclusions about, the *key analytical questions* defined in Step 3.

### *Key Outputs of Step 7*

- ✓ A simple report table, Box 1.7 (see ANNEX Step 1) which summarizes the most essential details and characteristics of each of the target groups – their numbers, locations, income profile.
- ✓ A more detailed matrix Box 7.3 (see ANNEX Step 7) which quantifies the priority needs for each target group, and shows the total gap estimated for the target population.
- ✓ Information about the likely duration of gaps, the access constraints, and the preferences expressed by different target groups about the form of assistance they need.
- ✓ Notes to record the assumptions made in estimating these numbers, and highlighting any significant risks (e.g. a delay in expected assistance from another agency).

### *Key Outputs of Step 8*

- ✓ *How it was before*: an assessment of the market system's baseline capacity and performance.
- ✓ *What has happened*: findings about the impact of the emergency on the market system; and in particular an analysis of supply-and-demand constraints in the emergency-affected situation.
- ✓ *How it is likely to perform in the future*: an appraisal of the system's capacity and potential to contribute to the emergency response.

- ✓ *Market-support options*: a list of possible emergency market-support options (to reinforce local capacity to contribute to humanitarian response), for consideration in Step 9.

### Key Activities in Step 7

- Compile all available qualitative and quantitative information about priority needs, preferences, and access constraints (from background research, emergency needs assessments, interview records, and field notes).
- Draw conclusions about target groups' priority needs, access constraints, and preferences.
- Estimate the total gap that the target population faces including activities of other agencies/ government.

### Key Activities in Step 8 and Outline of the Analytical Process

- The essential aim of Step 8 is to assess whether the market system could contribute usefully and reliably to the emergency response. If the answer is 'Yes', then Step 8 also aims to estimate its capacity to contribute to meeting the gap, and identify any support opportunities that could restore or increase this capacity.

#### The analytical process is

##### A: Baseline analysis (EMMATK Sec8.3)

- What was the market system's capacity and performance before the emergency?



- Assessment of the market system's prior capacity and performance
- Analysis of data on volumes of production and trade, market integration, competition, and conduct

##### B: Emergency/ Impact analysis (EMMATK Sec8.4)

- What has happened to the market system in the emergency situation? How has the market system changed?



- Exploration of the impact of the emergency
- Comparisons of baseline and emergency situations (trade volumes, prices, integration, and conduct)

##### C: Future forecast (EMMATK Sec8.5)

- How well is the system likely to contribute to emergency response in future?



- Estimates of the market system's capacity to contribute to emergency response

##### D: Identification of market-support options (EMMATK Sec8.6)

- What options exist for restoring/ strengthening the market system's capabilities?
  - Identification of direct and indirect response options and their feasibility

### Additional Supporting Information:

1. Keep in mind Sphere Standards and Survival and Livelihood thresholds (EMMATKp131) and any national and/ or regional standards if they apply and are appropriate

Sphere standards or locally-recognized guidelines should be considered when calculating the household gap for goods/services. For example use Sphere standards indicators to determine the amount of corrugated iron sheeting needed to be supplied by the market for the target population, the quantity of water required per person from a water vendor, or staple food quantities required per household, etc. See ANNEX Step 8 for an example of water.

2. What is a 'useful and reliable' response contribution?

A market system is capable of contributing to the emergency response if, without causing harmful changes in prices or availability for others, it can provide:

- a sufficient and reasonably priced supply of the critical food, items, or services directly to the target population – assuming that the latter has access and purchasing power (e.g. cash, vouchers);
- a reliable and reasonably priced source of the critical food, items, or services for local procurement by humanitarian agencies; or
- a reliable outlet (i.e. employers, buyers) and fair price for target populations' labour or produce – and thus a critical source of income.

### 3. How to analyse and compare baseline and emergency price, volume flows and gaps

Tables such as Boxes 8.9 to Box 8.15 (EMMATKp146, 150, 153) can be used to assist comparative analysis of baseline and post emergency volume flows/ prices/ gaps. See Box 8.15 in ANNEX Step 8.

### 4. Remembering why we collect data on prices, volumes, number of actors etc...and assess market conduct

Step 8 includes assessing market conduct (i.e. is the market integrated, competitive, suffering from supply or demand problems etc...). This is difficult without data such as prices, volumes and trader numbers.

See Table: 'What the numbers tell us' in ANNEX 8 for an outline of data used and questions answered.

Consider the following steps:

- a) Is it a supply or demand problem? (EMMATKp147 – 149 Boxes 8.11 - 8.13, ANNEX Step 8 Supply and Demand decision tree)

Market systems work through the interaction between *demand* – people's ability to pay for goods or services that they need – and *supply* - other people's capacity to deliver those goods or services. Demand-side and supply-side constraints have very different impacts on target groups, depending on whether they are affected as consuming households, producers, or workers: hence there are different implications for (humanitarian) action.

**It is vital to understand how the emergency situation has affected this supply–demand dynamic as it can be related to potential interventions** (see Box 8.10 below). Simplistically, in a demand-side problem context a cash injection could be used to facilitate access to items required; whereas in a supply-side problem, assistance to the service sector, wholesalers and larger traders may be required while in –kind assistance is provided to the target population (depending on the time frame for stimulating supply). A table illustrating qualitative indicators of problems in 'supply' and 'income' systems is Box 8.13 ANNEX Step 8 (EMMATKp149).

Box 0.1 Demand-side and supply-side constraints compared	
<i>Demand-side problems</i> In emergencies, effective demand (the level of spending by final consumers) is often affected. Most often, effective demand falls, because – whatever their urgent needs might be – final consumers have less money to spend. Also, demand may fall because people receive sufficient relief distributions of that particular item, so they have less need to buy. Occasionally demand may briefly increase: e.g. through a surge in purchases of food or shelter materials after a hurricane.	<i>Supply-side problems</i> Emergencies very often disrupt market systems' capacity to produce and deliver food, items, or services in response to demand. This may be due to problems at the production end of the chain; or it may be due to transaction blockages elsewhere in the market system. For example, a crisis may be linked to destruction of crops, or loss of warehouse stocks, or insecurity, or disruption of transport. Occasionally, emergencies can also cause a problematic surge in supply (e.g. livestock sales during a drought).

- b) Is the market integrated? What do you do if it is not integrated? What are the implications?

When markets are integrated, critical items or food stuffs will flow more easily from surplus areas to deficit areas; from producers to consumers; from ports and border crossings into more remote areas. When markets are fragmented, in contrast, it is difficult or expensive to move goods, and prices vary widely between locations and seasons. The degree of market integration is a vital consideration for EMMA's analysis of appropriate responses. I.e. if the market is poorly integrated then an increase in purchasing power will not lead to a quick increase in supply which could result in inflation. In such an instance, cash transfers would be avoided. Supporting market integration could be an option once the factors limiting integration have been identified and understood (see EMMATk141 for more information).

Market integration can ultimately be seen as a measure of market functionality, and therefore it is of critical relevance to the choice of intervention strategy. In general terms; **the higher the level of market integration, the more efficient and effective a cash-based strategy is expected to be** (Sivakumaran S. 2011<sup>4</sup>).

- c) Is there market power ('monopoly') or is there competition in the market system?

Competition exists where buyers or sellers have a real choice between alternative market actors, based on who provides the cheapest or best goods, the highest wages, etc. Market power ('monopoly') arises when a single

<sup>4</sup> Sivakumaran S, 2011 'Market Analysis in Emergencies' published by the Cash Learning Partnership <http://www.cashlearning.org/>

market actor – or a group / cartel working in collusion – is able to dictate or strongly influence prices in their own favour. As well as monopoly over trade, market power can stem from monopolistic control over resources, services, or knowledge. (see EMMATkp151 for more information)

The presence of market power is generally considered to be a contraindication to market interventions. The EMMA team (ideally with support from key informants and decision makers) has to assess the extent of market power and make a decision.

- d) Summarising market conduct and using the response logic decision trees to better understand if a cash or in-kind or further analysis should be favoured.

See ANNEX Step 9 Response logic decision trees (EMMATkp164) and Box 9.2 (EMMATkp162)

5. Can the market respond to the potential increase in demand? Will the target population be able to get the number/ quantity of items/ goods, when they want, where they want it?

**This is an essential and critical step and should not be avoided.** Use all the information collected on gap analysis, seasonality, trader numbers, supplies, stocks, lead times and so forth. The following steps may be of help:

- a) Start by calculating the quantified gap in need (including the non-targeted households), the 'frequency of need' (a one off, fortnightly, monthly etc..), the timescale as to when the item/s are needed and the location (local trader, wholesaler in the district market etc..). This is the calculated potential increase in demand which the market system would need to supply in addition to what it supplies already.  
E.g. 430,000 mosquito nets within 30 days (a month) in the local shops  
70,000kg of wheat flour, within 2 weeks (14 days) every month for 5 months in the district wholesalers
- b) 'Insert' the calculated total potential demand (within 2 defined time frames) back into the market map. Review the figures and ask these questions relating to:
  - *The capacity of the market* to cope without any support for (a) 100%, (b) 75% and (c) 50% of the demand within (a) the required timeframe (b) a longer time frame (chose a timeframe)
  - *The capacity of the market* to cope with support (what support would that be, with whom and is it feasible?) for (a) 100%, (b) 75% and (c) 50% of the demand within (a) the required timeframe (b) a longer time frame (chose a timeframe)
  - *Market function*: is there any NGO behaviour that is limiting the market from fully functioning? (E.g.: NGO use of all warehouses, undermining mosquito net market with in-kind distributions)?
- c) Review and summarise to what extent the market can manage to respond to the projected needs and brainstorm potential responses ready for Step 9. Refer to Box 9.2 (EMMATkp162 in ANNEX Step 9) Refer to target population preferences.  
Consider options such as: initially implementing in-kind and cash based responses (as the market cannot respond adequately) with market support (to assist market recovery/ increase capacity), followed by cash based responses.

### Field based advice:

- Do not underestimate the importance of understanding if the problems are demand or supply related.
- Triangulate trader responses on re-stocking/ increasing the supply of items with people providing transportation services. Transportation can be an overlooked limiting factor. Transporters will be able to validate data, provide information on costs, timing, volumes etc... that can be vital in checking the feasibility of a response (see Chad case study example in Step 4,5 and 6).
- When calculating the market's ability to respond to an increase in demand, be careful not to calculate the increase in demand based only on your estimated numbers of beneficiaries for any planned interventions! This calculation should take into account ALL households who rely on the market system, including households that will not receive assistance because they do not require it – but who will still use the same market traders to buy the goods being analysed.
- Make sure you are up to date with the response plans that other agencies have, just in case they will have an impact on the markets that you are analysing.
- Use PRA methods in your interviews. Draw maps (using pen and paper/ locally available materials on the floor/ ground with different items (stones for example) representing a market...) with key informants and potential beneficiaries and traders etc... Proportional piling can be used to illustrate percentages.

- You must manage peoples' expectations by discussing potential responses with market actors is really important. You need to know if your potential action will have the desired effect. This is will help inform the feasibility aspect in the next step.

**Case Study example:**

- **Understanding the market map. Identification of constraints and opportunities in a market system. The EMMA in Liberia 2010:** Small wholesalers and retailers cited limited access to credit/ capital, storage and transportation as constraints to increasing their capacity to bring rice into their shops. In sharp contrast, larger wholesalers and retailers were able to increase their capacity to bring more rice into the area.





## Step 9: Response Recommendations

*Before starting Step 9, the EMMA leader should have...*

- consulted market actors and key informants about possible market-support actions; or
- analysed supply-and-demand constraints in the market system;
- assessed the market system's expected capacity to contribute to the emergency response and listed any plausible emergency market-support options to reinforce this capacity.

### Objectives

- Decide what type of direct or indirect assistance to recommend including further investigations.
- Estimate how much assistance is required and describe when, and for how long, assistance or other indirect support should be provided, and how its impact could be monitored.

### Key Outputs

The results of this step will be expressed in two related response frameworks:

- ✓ **Response-options framework:** see Box 9.15, ANNEX Step 9 (EMMATKp180). This first framework summarizes information about the full range of plausible response options emerging as information from the EMMA fieldwork, and insights from your analysis. With reference to timeframes 'short term', 'medium term', 'long term', 'DRR related' etc.; these response options may include both:
  - *direct* in-kind or cash-based assistance to target groups, and
  - *in-direct* market-support options for restoring or bolstering the market system's capabilities (see EMMATk156 Box 8.17 for definitions of direct and in-direct response).
- ✓ **Response-recommendations framework:** see Box 9.16, ANNEX Step 9 (EMMATKp181). This second framework presents to decision makers a small number of the most feasible response recommendations. These may include a combination of activities identified in the options framework.

### Key Activities in Step 9

- Decide whether responses can or cannot rely on the market system performing well. (EMMATKp161 Sec 9.2)
- Consider various options for response arising from the response logic. (EMMATKp167-178 Sec 9.3-9.6)
- Appraise the options for market-system support identified during fieldwork. (EMMATKp167-178 Sec 9.3-9.6)
- Examine the feasibility and risks of the most attractive/ plausible response options. (EMMATKp180 Sec 9.7-9.8)
- Describe anticipated outcomes (and indicators for monitoring these). (EMMATKp180 Sec 9.7-9.8)
- Summarize findings, interpretations, and conclusions. (EMMATKp180 Sec 9.7-9.8)

### Additional Supporting Information:

1. Response Analysis Decision Trees for supply systems and income systems  
These are useful guides in thinking through the presenting, forecasted context and potential response types. See Annex Step 9 (EMMATKp164, p166 Box9.3 and 9.4)
2. What is meant by "Reasonable Price"? (EMMATKp165 Box9.4)  
A key issue for humanitarian agencies using cash or local procurement is to avoid doing harm by driving up prices. Markets can supply almost anything if the price offered is high enough. But by paying excessive prices (directly through procurement, or indirectly through cash-based interventions), humanitarian agencies risk merely diverting goods to the target population by depriving other groups who lack the same assistance.



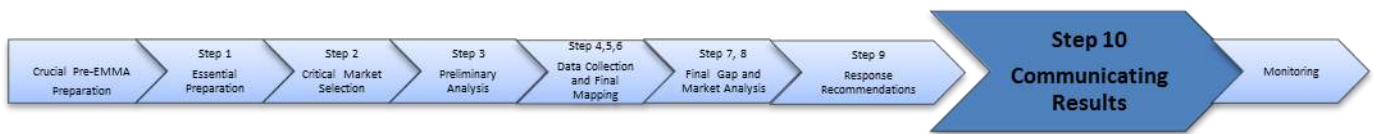
However, it is also reasonable to expect supplier prices in an emergency situation to be higher than in the baseline. Traders may face greater costs and risks than normal – for example in transport and storage. EMMA’s assessment of what is a ‘reasonable price’, based on information about costs and bottlenecks faced by traders, must take these factors into account.

#### Field based advice:

- It is important to speak to your key informants about potential responses to check their feasibility
- Do not disregard response options that your organisation may not implement, other agencies with different mandates will read your EMMA report and use your analysis.
- Many agencies are opting for responses that they are familiar with and not using EMMA analysis to its full potential by implementing equally important but less ‘classical’ interventions. Donor resistance is often cited as the reason – lobby donors and use your analysis to illustrate your recommendations.
- Monitoring, and how you are going to do it should be thought about here. When listing indicators in the response recommendations framework, think carefully about how you are going to monitor these indicators and make a list of other indicators that may also require monitoring (prices, number of traders etc...)

#### Case Study examples: Advocacy can be a response too!

- **Abyei, S Sudan (2011):** After the EMMA in S Sudan, Mercy Corps is advocating for NGOs to change their ways of working. The EMMA illustrated the negative impact of historical in kind distributions on local markets. Following the EMMA Mercy Corps is implementing a market based response that aims to strengthen markets as well as meet needs



## Step 10: Communicating Results

*Before starting Step 10, the EMMA leader should have...*

- completed the gap-analysis, market-analysis, and response-analysis strands;
- arrived at your conclusions in the form of a response-recommendations framework.

### Objectives of Step 10

- Write up the findings and conclusions of EMMA's investigation in a format that is useful and accessible to decision makers.
- Make the findings and conclusions available rapidly to an appropriate audience of managers, donors, and collaborating agencies.

### Key Outputs in Step 10

- ✓ Executive briefing: two-page document summarizing findings and recommendations
- ✓ Presentation: 15–20 minute verbal / slide presentation
- ✓ Comprehensive EMMA report

### Key Activities in Step 10

- Identify key decision makers (NGOs, local government, your NGO and donors) and invite them to a briefing
- Involve decision makers in process of decision making using the response recommendations frameworks
- Develop short, succinct and coherent presentations and assessment summaries that can be disseminated
- Apply assessment findings to overall response strategies, proposals etc.
- Share assessment findings (even draft ones) as soon as you can with decision makers and coordination groups

### Additional Supporting Information:

1. Advice on using results to get action (EMMATKp187 Box 10.1)
2. Structure of an EMMA report (EMMATKp188 Sec10.3)

### Field based advice:

- In countries where you have 2 spoken languages, ensure maximum impact of your assessment findings presentation by having 2 meetings, one in each language.
- Send key findings and a summary of the methodology to the meeting participants beforehand so that they can focus on discussing recommendations.
- Where NGO activity has been detrimental to market function, or where NGO coordination is critical to ensuring/ maintaining/ improving markets performance the presentation of results can be used to build consensus and agreement in programming.

### Case Study examples: EMMA results act as a stepping stone!

- **Port au Prince, Haiti, 2010:** EMMA recommendations can be used up by others. This was especially so for recommendations that were not within the remit or specialisation of the NGOs undertaking the EMMA. For example, EMMA findings for the labour market (construction) were used by numerous NGOs for labour market related activities and for an in-depth analysis of the labour market.



## Monitoring: Keep the maps alive!

EMMA data is valid for as long as the context/ situation in which it was gathered remains relatively stable. In some contexts, this can be for some months, in others, less so. *Monitoring target populations and key parts of the market system that are essential to responses* and updating maps periodically (keeping them 'alive') will provide organisations with real time analysis they need to ensure their responses are still required and appropriate.

***It is important to establish a simple and straightforward monitoring system as soon as possible.***

- Start identifying potential indicators to track market functioning whilst completing the EMMA, it does not have to be done at the end.
- Ensure that indicators will add value to the programme as a whole and data will be utilised.
- Brainstorm and identify indicators that will:
  - Enable the programme team to check whether or not the activities (on-going and planned) are appropriate.
  - Ensure contextual analysis and monitoring of population needs that would allow you to update (a) the programme activities/ targeting/ timing etc... and (b) maps and analysis.
- If in a consortium/ alliance/ close coordination with others; share indicators amongst agencies to eliminate duplication, but ensure the monitoring system uses all indicators effectively.
- Investigate the use of technology (mobile phones etc...) that could be used in the monitoring system and to enable more 'grass-root'/ target population involvement in monitoring (see CDAC (Communicating with disaster affected communities) for additional information <http://www.cdacnetwork.org>)
- Ensure indicator collection frequency and number of collection points is not too laborious but pertinent. Monitoring indicator collection timeframes should reflect the deterioration of the context and the evolving food and livelihood insecurity. Not all indicators will require the same timeframe. Some maybe monthly, others bi-monthly.
- Ensure that staff monitoring understand the relevance of the indicators.
- Utilise monitoring data and apply it to context analysis and programme decision making.
- Interpret/ analyse the data and inform relevant programme and management staff of the analysis and its implications on the on-going programme and planned programmes.
- Update the EMMA maps and analysis using the data collected.
- Ensure management/ decision makers are aware of the monitoring system developed and that they are sent analysed and interpreted monitoring reports (i.e. the data is analysed and summarised with any programmatic recommendations included).

## Additional Supporting Information:

1. Establishing price monitoring: EMMACD-ROM (at the back of the EMMA Toolkit)

### Field based advice:

- Keep the monitoring system simple. Start small if need be, check and change the system as time goes on.
- If the context has changed dramatically and monitoring and updating of the maps are not viable options, then a new EMMA may be required. Use the lessons learned and experiences from the previous EMMA to inform the TORs for the future EMMA. If necessary, involve a market specialist if the market has become too complex or if longer term programming recommendations are required.

## Applying EMMA in slow onset disasters

*'By definition, there is more time to plan and implement an appropriate response in a slow-onset disaster such as drought. Yet evaluations still criticise the apparent lack of learning and the repetition of mistakes, including the fact that the humanitarian system often does not intervene until the crisis stage. One reason for this is while it is known in advance there will be an impact – on water availability, crop and livestock production and prices – it is not always clear how well people will manage.*

*...It is difficult during a humanitarian crisis to distinguish between people suffering from chronic and acute food insecurity. In the absence of other assistance, people experiencing chronic food insecurity will need humanitarian assistance...'*

Slow-onset disasters: Drought and food and livelihoods insecurity; Learning from previous relief and recovery responses.

ALNAP and ProVention publication [http://www.alnap.org/pool/files/ALNAP-ProVention\\_lessons\\_on\\_slow-onset\\_disasters.pdf](http://www.alnap.org/pool/files/ALNAP-ProVention_lessons_on_slow-onset_disasters.pdf)

### Overall:

When applying EMMA to slow onset disasters, where the impact of the disaster and its implications on the lives and livelihoods of the population are not yet known, the analysis team should consider:

1. Slow onset disasters are commonly cyclical and complex. Evaluations and data from past emergencies can be applied to better understand: (a) the impact and consequences of the disaster (on the population, the market system, government and key actor responses etc...), (b) additional influencing factors that in turn render the emergency more complex, (c) projected population needs (items needed and timing), (d) NGO and government response and, (e) lessons learned. Where possible, reliable representative and retrospective baseline and emergency data should be applied.
2. Due to the gradual deterioration of the context over months/ seasons, it can be difficult to determine when the population will require support (response time frame). Identifying indicators that would allow close monitoring of population needs and context deterioration is ideal but should be linked to a response.

**Additional guidance on applying EMMA in slow onset disasters is given below, in 12 Steps.**

### Crucial EMMA preparation: Consider:-

- (a) The speed of context change, and whether or not the disaster has reached its peak. In instances where the disaster is still unfolding, then EMMA teams will have to work with a scenario of predicted disaster impact and population need. For example identifying the current and projected needs of the potential population; i.e. as the situation worsens, what are the needs going to be and how many people will require assistance?
- (b) Asking affected households (a) what actions would help mitigate the current and potential impact of the unfolding disaster and, (b) how their coping strategies are going to evolve as the disaster unfolds
- (c) Referring to past emergencies for examples of needs, responses, lessons learned and coping strategies used
- (d) Spending longer discussing with key informants/ stakeholders to better ascertain population need, assistance preferences, as well as gender, vulnerability and marginalisation aspects to tailor responses and reduce exclusion
- (e) Identifying 'emergency indicators' and respective values that would 'trigger' an emergency response with affected households to share with the NGO sector / Cluster. The IPC is a useful tool in such circumstances ([www.ipcinfo.org](http://www.ipcinfo.org)), as it aids decision making and encourages dialogue amongst agencies, respective government bodies and the UN. Make linkages to, and share information with Early Warning Systems such as the Famine Early Warning Network (<http://www.fews.net/Pages/default.aspx>).
- (f) Consulting existing development programmes in the affected area as a lot of the data you require relating to the pre-disaster/ baseline situation may be available

### Step 1: Essential Preparation

- (a) Have more time to focus on information quality through the identification of key informants, market specialists (where and when relevant) the inclusion of relevant governmental bodies and institutions.
- (b) Have time to involve other sectors (gender, development team, finance and logistics) as well as access EMMA trained and experienced staff or train staff in EMMA.
- (c) Relate the overall objective to the planned outputs from the EMMA, for example: "to mitigate the impact of the shock on affected households and assist rapid recovery of livelihoods and food security".

## Step 2: Critical Market Selection

- (a) Identifying markets that are essential at different stages of the emergency evolution i.e. a market that reflects current needs and potential mitigation of the disaster impact (for example livestock in a pastoralist setting suffering from drought), and one that relates to future/ forecasted needs (based on past experience such as staple foods or potable water or livestock).
- (b) Using past experiences of needs and their related markets as slow onset disasters tend to be recurrent.
- (c) Including at least one Key Analytical Questions that relates to the overall objectives (see Step 1).
- (d) Consider markets that could lead to advocacy for improved NGO/ Government practice (see S Sudan case study example above). To do so, review repeated NGO responses that are potentially/ reputedly inappropriate and consider an analysis of the markets utilised/ affected/ side-lined.

## Step 3: Preliminary Analysis

- (a) The seasonality of the emergency and baseline maps should be the same to allow for comparative analysis. This can be tricky especially when the disaster has unfolded over seasons.
- (b) EMMA practitioners need to ascertain the speed of context change to decide on the number of maps required. The EMMA team may be forced to elaborate a number of maps depending on when the EMMA process takes place within the evolution of the disaster (as discussed in Step 2). For example:
  - In Chad 2012, 3 maps were elaborated, for a 'good' year, 'bad' year and 'normal' year. For Chad, factors that determined good or bad year included harvest and pastoral conditions. In Liberia; refugee influx, Ethiopia; rain and pastoralist movements. Additional contributing factors were taken into consideration: for examples in Chad, on top of bad rain and harvest, other factors worsening the situation included the Libya crisis, Nigeria border closing, fuel prices soaring etc... It is very difficult to elaborate complex scenarios, compare years of reference and avoid confusion among team and stakeholders. Therefore 1 or 2 main contributing factors were identified and used.

### *Another example:*

- A baseline map. This is pertinent where market activity has changed significantly since the onset of the disaster. Where there has been little change, then the EMMA team may prefer to focus on the 'current' map. The EMMA team should consider carefully the added value of developing a retrospective baseline map.
  - An current / interim map that will document and illustrate changes taking place in the market system before the emergency reaches its peak. Such a map is helpful in identifying mitigation activities and in understanding the on-going impact of the shock on the markets and those that use/ exist within them.
  - A predicted/ forecasted emergency map: based on past experiences of that type of shock, what is expected? Again, this type of map is helpful in identifying mitigation activities, to lessen the impact of the shock.
  - Eventually, an emergency map once the disaster is considered to have reached its full impact (difficult to ascertain in slow onset disasters).
- (c) Taking time to investigate gender, protection and marginalisation issues in more detail.
  - (d) Keep the Key Analytical Questions in mind when interviewing key informants.

## Step 4, 5 and 6: Data collection and Final Mapping

- (a) If past emergencies (of similar type and magnitude) resulted in market actors exhibiting negative behaviours (significant price increases, stock hoarding, credit freezing, reduced or terminated services etc...) or business closure (temporary or permanent), investigate the cause of this change and whether or not it is likely to occur again. If so, what could be done to mitigate/ prevent its occurrence, especially if this plays a crucial role in assisting potential/ actual beneficiaries.
- (b) Speak to key informants about behavioural change 'triggers' (for example, does the price of a good have to reach 'X' price before consumer/ trader/ service provider behaviour changes significantly (such as purchase of cheaper goods, not stocking items, closing transport routes etc...)? Such information can help in implementation timing decision making and identifying responses for key market actors/ beneficiaries. These triggers can be incorporated into monitoring systems to enable faster and more suitable responses.
- (c) Investigate potential disaster mitigation ideas at the same time as collecting the data.

- (d) Identify key informants/ actors / indicator communities or households within the market system who could play a role in on-going market monitoring. Start identifying monitoring indicators for example:
- Trader use of coping mechanisms
  - Patterns in price/ volume/ demand/ supply fluctuations
  - Trader numbers
  - Changes in access to financial services, transport and other essential services
  - Changes in the policy environment

#### **Step 7 and 8: Final Gap and Market Analysis**

- (a) Talk through potential responses with key informants/ market actors and discuss direct and indirect responses for disaster mitigation and response as well as their impacts.
- (b) Consider a timeframe of potential responses (direct and in-direct) as the situation worsens.
- (c) Start considering monitoring indicators and where, how and when they would be collected and analysed.

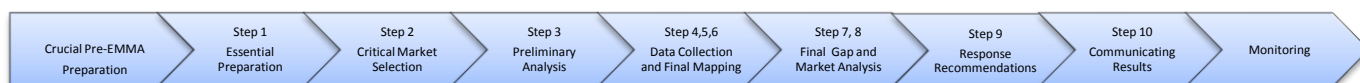
#### **Step 9: Response Recommendations**

- (a) Consider activities that could be implemented now that would have a positive impact on future market system behaviour and capacity. This is particularly pertinent when forecasted/ predicted maps indicate less favourable conditions in the future.
- (b) Identify as much as possible mitigation responses and their 'follow-up' responses that may be needed at a later date.
- (c) In addition to reviewing feasibility of responses, assess cost efficiency and effectiveness for potential responses.
- (d) Keep in mind gender related analysis – to what extent are proposed activities and the manner they shall be implemented have a positive impact on gender and the empowerment of women?
- (e) Consider carefully monitoring indicators that could be utilised to monitor household/ community resilience and vulnerability via a monitoring system.

#### **Step 11: Monitoring Indicators**

- (a) Developing monitoring systems that will keep the maps 'alive' and applicable for longer and therefore reduce the immediate need for another detailed assessment.
- (b) Significant and influential 'triggers' (Steps 4, 5, and 6) should be incorporated into a monitoring system.
- (c) In slow onset disasters, additional indicators that are more sensitive and specific to target populations (e.g. households or traders) can be introduced at a later date, as the situation deteriorates.
- (d) Emergency indicators: make sure that the indicators have limits that result in some form of decision or response. For example: when the price of rice reaches 'X' price, this signifies an emergency and we shall intervene with '1, 2 and 3' (including more detailed analysis). Using IPC and such like classification tables can be useful as discussed in the sector assessment section.

Context	EMMA Added Value	Lessons Learnt
Liberia: Slow onset, Refugees	<ul style="list-style-type: none"> <li>• EMMA hugely influenced programme design – commended as innovative and appropriate.</li> <li>• Demonstrated the need to combine responses to include food (as a seed protection ration), cash/vouchers and agricultural inputs.</li> <li>• Allowed OGB to engage in successful field level advocacy regarding the EMMA toolkit and combined approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• At times, EMMA was understood by other organisations as a cash feasibility study</li> <li>• Other organisations pursued cash activities without full understanding of the market. This meant that critical agricultural labour was siphoned off to CFW programmes.</li> <li>• Cash grants give did not meet the needs that they were supposed to.</li> <li>• The choice of critical markets could have included the market for agricultural inputs.</li> </ul>
Chad: Livelihood crises (exacerbated by impact of Libyan crisis and govt, market regulation measures)	<ul style="list-style-type: none"> <li>• Provided specific learning for the Sahelian context.</li> </ul>	<ul style="list-style-type: none"> <li>• Highlighted need for EMMA contextualization to specificities of slow onset crises and the Sahelian context (definition of shock, linkage with HEA and other FS and LH and monitoring and analysis systems, use of baselines and monitoring of market data).</li> <li>• Need to establish clearer links with established regional market analysis information sources and processes.</li> </ul>



## Annexes

### How can I access EMMA Guidance and EMMA materials?

The EMMA website <http://emma-toolkit.org/> contains some technical support documents (field templates, EMMA leaders guide and EMMA reports) that are downloadable. Attached to the back cover of the EMMA Toolkit is a CD with additional guidance materials including a comprehensive section on price monitoring.

### Section: EMMA Introduction

Table illustrating where EMMA has been used (countries/ context (rapid onset/ DRR/ slow onset)

Link	Country	Year	Language	Partner	Market System	Area
<a href="#">Link</a>	DRC	2013	French	UNICEF, Pooled Fund RDC, Village Assaini, OXFAM	Drinking water	Bukavu
<a href="#">Link</a>	DRC	2013	French	UNICEF, Pooled Fund RDC, Village Assaini, OXFAM	Water treatment material	Bukavu
<a href="#">Link</a>	DRC	2013	French	UNICEF, Pooled Fund RDC, Village Assaini, OXFAM	Latrines	Bukavu
<a href="#">Link</a>	Ethiopia	2012	English	Oxfam	Water Trucking	Harshin
	Chad	2012	French	Oxfam	Grains	Kanem, Bahr El Gazal
<a href="#">Link</a>	Sri Lanka	2012	English	Oxfam, ECHO	Masonry Labor	Northern Province, Kilinochchi and Mullaitivu Districts
<a href="#">Link</a>	Sri Lanka	2012	English	Oxfam, ECHO	Red Rice	Northern Province, Kilinochchi and Mullaitivu Districts
<a href="#">Link</a>	Sri Lanka	2012	English	Oxfam, ECHO	Credit Market	Northern Province, Kilinochchi and Mullaitivu Districts
<a href="#">Link</a>	Sri Lanka	2012	English	Oxfam, ECHO	Milking Cow	Northern Province, Kilinochchi and Mullaitivu Districts
<a href="#">Link</a>	Cote D'Ivoire	2011	English	IRC, Oxfam, ECHA, Save the Children, Action Against Hunger	Rice Seed	West
<a href="#">Link</a>	Cote D'Ivoire	2011	English	IRC, Oxfam, ECHA, Save the Children, Action Against Hunger	Dried Fish	West
	Liberia	2011	English	Oxfam GB	Imported Rice	Grand Gedeh County
	Liberia	2011	English	Oxfam GB	Agricultural Labor	Grand Gedeh County
	South Sudan	2011	English	Mercy Corps, NRC	Okra seeds	Warrup and Gazal States
	South Sudan	2011	English	Mercy Corps, NRC	Iron sheets	Warrup and Gazal States
	South Sudan	2011	English	Mercy Corps, NRC	Metal for malodas	Warrup and Gazal States
<a href="#">Link</a>	Kenya	2011	English	Mercy Corps	rice	Wajir County
<a href="#">Link</a>	Kenya	2011	English	Mercy Corps	maize	Wajir County
<a href="#">Link</a>	Kenya	2011	English	Mercy Corps	Beans	Wajir County
<a href="#">Link</a>	Chad	2011	French	Oxfam	Millet	Mangalme, Nord Guera
<a href="#">Link</a>	Sri Lanka	2011	English	USAID/ OFDA	Rice	Northern Province
<a href="#">Link</a>	Libya	2011	English	WFP, IRC, FAO	Wheat Flour	East
<a href="#">Link</a>	Libya	2011	English	WFP, IRC, FAO	Tomato	East
	Haiti	2010	English	IRC, ARC, HRC, IFRC, Save, Mercy Corps, Oxfam GB, ACDI VOCA, WFP, FEWS/NET	Bean	Port au Prince

Link	Country	Year	Language	Partner	Market System	Area
	Haiti	2010	English	IRC, ARC, HRC, IFRC, Save, Mercy Corps, Oxfam GB, ACDI VOCA, WFP, FEWS/NET	Construction Labor	Port au Prince
	Haiti	2010	English	IRC, ARC, HRC, IFRC, Save, Mercy Corps, Oxfam GB, ACDI VOCA, WFP, FEWS/NET	CGI Sheet	Port au Prince
	Haiti	2010	English	IRC, ARC, HRC, IFRC, Save, Mercy Corps, Oxfam GB, ACDI VOCA, WFP, FEWS/NET	Rice	Port au Prince
<a href="#">Link</a>	Haiti	2010	English	USAID	Agricultural Labor	Sud Est
<a href="#">Link</a>	Haiti	2010	English	USAID	Beans	Sud Est
<a href="#">Link</a>	Vietnam	2010	English	Oxfam, DMC, UN	Pig	Le Thuy District, Quang Binh province
<a href="#">Link</a>	Vietnam	2010	English	Oxfam, DMC, UN	Chicken	Le Thuy District, Quang Binh province
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Wheat	Sindh
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Livestock Fodder	Sindh
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Agricultural Labor	Sindh
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Timber	Sindh
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Wheat Seed	KPK
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Agricultural Labor	KPK
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Livestock	KPK
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Sawn Timber	KPK
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Wheat Seed	Punjab
	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Agricultural Labor (casual)	Punjab
	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Fodder	Punjab
<a href="#">Link</a>	Pakistan	2010	English	ACF, ACTED, CARE, IRC, Oxfam, Save	Wheat Flou and Seed	Sindh, KPK, Punjab Synthesis report
<a href="#">Link</a>	Kyrgyzstan	2010	English	IRC	Cement	
<a href="#">Link</a>	Kyrgyzstan	2010	English	IRC	CGI Roofing	
<a href="#">Link</a>	Kyrgyzstan	2010	English	IRC	Early Potatoes	
<a href="#">Link</a>	Kyrgyzstan	2010	English	IRC	Wheat	
	South Sudan	2012	English	Oxfam, FAO	Sorghum	Upper Nile, Warrap, Western Bahr el Ghazal
	Chad	2012	French	ACF, Oxfam	Groundnut meal	Kanem, Bahr El Gazal
	Myanmar	2011	English	Oxfam	fish	Rakhine
	Ghana	2012	English	Habitat for Humanity	Land Tenure	
	Ghana	2012	English	Habitat for Humanity	Housing Finance	
	Ghana	2012	English	Habitat for Humanity	Building material	
	Ghana	2012	English	Habitat for Humanity	Labour	
	Gaza	2010	English	Oxfam	Food processing	
	Gaza	2010	English	Oxfam	Dairy	
	Gaza	2010	English	Oxfam	ICT	
	Lebanon	2013	English	IRC, Oxfam, Save, DRC	Service Sector Labor	Bekaa and North Provinces
	Lebanon	2013	English	IRC, Oxfam, Save, DRC	Construction Labor	Bekaa and North Provinces
	Lebanon	2013	English	IRC, Oxfam, Save, DRC	Agricultural Labor	Bekaa and North Provinces



Link	Country	Year	Language	Partner	Market System	Area
	Lebanon	2013	English	IRC, Oxfam, Save, DRC	3-labor market synthesis	Bekaa and North Provinces
	South Sudan	2013	English	Solidarites, FEG		Upper Nile State
	DRC	2013	French	Oxfam	Beans	North Kivu
	DRC	2013	French	Oxfam	Maize	North Kivu
	DRC	2011		in rar format - I can't open .rar		
	Haiti	2013	English	German Red Cross, Haitian Red Cross	Fishing	Grand Anse, Nippes
	DRC	2012	French	Solidarites, DFID, UNICEF	Rice	South Kivu
	Philippines	?	English	Oxfam	Rice	Calamba City, Laguna
	DRC		English	Oxfam	Corn	S. Kivu
	DRC		English	Oxfam	Beans	S. Kivu
	Ethiopia	2012	English	Oxfam	Water	Moyale

Household-income profile: example from Haiti, rice market system (Oxfam, IRC, IFRC et al 2010).

(Alternatively see Box 0.16 (EMMATKp20))

HOUSEHOLD EXPENDITURES (HTG)								
		Baseline situation		Emergency-affected situation		Gap	Change in percentage of expenditure	Change in level of expenditure
		Amount	% of total expenditures	Amount	% of total expenditures			
HH1	Housing costs	4,167	5%	0	0%	-100%	-100%	-100%
	Food	45,000	55%	42,000	88%	-7%	59%	-7%
	Provisions	7,500	9%	0	0%	-100%	-100%	-100%
	School	13,500	17%	0	0%	-100%	-100%	-100%
	Clothing	3,000	4%	750	2%	-75%	-58%	-75%
	Hygiene	8,000	10%	5,000	10%	-38%	6%	-38%
	<b>TOTAL</b>	<b>81,167</b>	<b>100%</b>	<b>47,750</b>	<b>100%</b>	<b>-41%</b>	<b>0%</b>	<b>-41%</b>
HH2	Housing costs	10,400	21%	0	0%	-100%	-100%	-100%
	Food	10,000	20%	5,000	100%	-50%	404%	-50%
	Provisions	6,000	12%	0	0%	-100%	-100%	-100%
	School	14,000	28%	0	0%	-100%	-100%	-100%
	Clothing	5,000	10%	0	0%	-100%	-100%	-100%
	Hygiene	5,000	10%	0	0%	-100%	-100%	-100%
	<b>TOTAL</b>	<b>50,400</b>	<b>100%</b>	<b>5,000</b>	<b>100%</b>	<b>-90%</b>	<b>0%</b>	<b>-90%</b>
HH3	Housing costs	3,750	8%	0	0%	-100%	-100%	-100%
	Food	15,000	31%	5,000	100%	-67%	222%	-67%
	Provisions	5,000	10%	0	0%	-100%	-100%	-100%
	School	15,000	31%	0	0%	-100%	-100%	-100%
	Clothing	7,500	16%	0	0%	-100%	-100%	-100%
	Hygiene	2,000	4%	0	0%	-100%	-100%	-100%
	<b>TOTAL</b>	<b>48,250</b>	<b>100%</b>	<b>5,000</b>	<b>100%</b>	<b>-90%</b>	<b>0%</b>	<b>-90%</b>
HH4	Housing costs	5,000	15%	0	0%	-100%	-100%	-100%
	Food	5,000	15%	5,000	53%	0%	247%	0%
	Provisions	4,000	12%	3,500	37%	-13%	204%	-13%
	School	7,500	23%	0	0%	-100%	-100%	-100%
	Clothing	10,000	30%	0	0%	-100%	-100%	-100%
	Hygiene	1,500	5%	1,000	11%	-33%	132%	-33%
	<b>TOTAL</b>	<b>33,000</b>	<b>100%</b>	<b>9,500</b>	<b>100%</b>	<b>-71%</b>	<b>0%</b>	<b>-71%</b>
Average	Housing costs	5,829	11%	0	0%	-100%	-100%	-100%
	Food	18,750	35%	14,250	85%	-24%	141%	-24%
	Provisions	5,625	11%	875	5%	-84%	-51%	-84%
	School	12,500	23%	0	0%	-100%	-100%	-100%
	Clothing	6,375	12%	188	1%	-97%	-91%	-97%
	Hygiene	4,125	8%	1,500	9%	-64%	15%	-64%
	<b>TOTAL</b>	<b>53,204</b>	<b>100%</b>	<b>16,813</b>	<b>100%</b>	<b>-68%</b>	<b>0%</b>	<b>-68%</b>

**Socio-economic categorization of the rural households in normal weather Western zone, Ivory Coast rice seed market (IRC, Oxfam, ACF, Save the Children, 2011)**

	Very Poor households	Poor households	Less rich households
<b>Food Crops</b>	Small rain rice field only, not of Hollow Importance of the <b>manioc</b> (in the same rice field)!	Small rain rice field only, Pas de Bas- melts or mini piece (without inputs) Importance of the manioc!	Rain rice <b>Rice of hollows</b> (also with inputs) Also bananas plantains
<b>Cash Crops</b>	Not	Not	<b>Coffee and/or cocoa</b>
<b>Other sources of income (excluding cash crops)</b>	Sale of sticks, coal Labor day laborer Sale of manioc (also rice, by distress) Solidarity by easy families	Sale of sticks, coal Labor day laborer Sale of manioc (also rice) Solidarity by easy families	Trade Sale of food
<b>Access to land</b>	By loan Or portions out clean, but small	Clean, but small piece	Proper piece
<b>Agricultural equipment</b>	Limited number of dabas (traditional hoe) and machete Bad quality of machetes	Limited number of dabas (traditional hoe) and machete Bad quality of machetes	More significant number of dabas + machetes (of good quality)
<b>Local manual labor</b>	No: Employed by rich person	No: Employed by rich person	Yes : Are employers of labor
<b>Employment outside the zone / temporary migration</b>	Temporary agricultural employment out of the zone for sugar and cocoa (Soubré, etc)	Temporary agricultural employment out of the zone for cane has sugar (with the sugar complex) and cocoa (Soubré, etc)	No
<b>Animals</b>	Not	Some hens	Hens, goats (sometimes sheep) ducks, guinea fowl
<b>Household size</b>	Small	Small	Larger, often household (families) polygamous
<b>House</b>	In bank value	Bank value	Improved (sheets, with cement possibly)
<b>Education</b>	Children not provided education at very high level	Children not provided education at very high level	Level of schooling raised, most children provided education for
<b>IDPs (if host area)</b>	No, because displaced will not come on their premises! (lack of means)	No, because displaced will not come on their premises! (lack of means)	YES improved living condition

**Example of a Seasonal Calendar from Wajir (MercyCorps 2011)**

Activity	J	F	M	A	M	J	J	A	S	O	N	D
<b>Weather</b>	Short very dry and dusty Season (Jilaal)		Long Rain (Gu)			Long Dry Season (Months of June and July are cold while Aug to Oct it is dry and windy and humid (Hagaa)				Short rain (Deyr)		Short rains ends in mid Dec
<b>Milk production</b>			Rain start Mid to late March	Kidding, calving, birthing, milk production						Rain start late Oct		
<b>Migration Period</b>						Start MID JUNE						
<b>Maize Harvest</b>				Planting & Harvesting							Planting & Harvesting	
<b>Vegetables</b>				Planting & Harvesting								
<b>Trading Season</b>											Livestock Trading - Peak Season	
<b>High Prices</b>												
<b>Casual Labour</b>									Casual labour also available in the months of July to Oct			
<b>Hunger Period</b>				Up to Mid April		No planting, no harvest, no milk production, absence of fodder						
<b>High Expenditures</b>	Tuition fees/procurement of school supplies				Tuition fees/procurement of school supplies				Tuition fees/procurement of school supplies		Social activities- wedding, Eid etc	

**Box 3.11 (EMMATKp72) Seasonal calendar for market system**

Factor	S	O	N	D	J	F	M	A	M	J	J	A
Prices of item	Low								High			
Trade volumes	High									Low		
Employment level			Planting: high				Low				Harvest	
Input purchases				\$					\$			
Main harvest sale												
Repayments due	\$		\$									
Flooding season						Flood						

**Market map** (see Box 3.9 (EMMATKp70) in ANNEX Step 3

**Recommendations Frameworks** (see Box 9.15 and 1.96 (EMMATKp180, p181) in ANNEX Step 8

**Box: 6.2 (EMMATKp121) Types of useful quantitative data in EMMA**

Data	Details	Why data are useful or important
Actor numbers	Number of target households (differentiating between numbers of women and men if relevant) Number of market actors at key points in the chain	To understand scale of activities. To extrapolate from sample. To flag up risks of poor conduct (e.g. cartels).
Price data	Prices for target households, and at key points along supply / value chain	To help to diagnose supply or demand failure. To help to identify bottlenecks.
Volumes	Consumption or production by different target groups (differentiating between women and men if appropriate – e.g. for production) Trade volumes in local, provincial, national markets	To assess availability. To evaluate capacity to respond to procurement needs. To help diagnose supply and demand failure.

## Section: Step 1

### Box: 1.1 (EMMATKp35) Useful websites for rapid background research

RELIEF-WEB: for general news and updates on emergency situation (organized by countries and sectors), lots of maps, OCHA Situation Reports, Cluster Reports [www.reliefweb.int](http://www.reliefweb.int)

FEWS-NET: for food-security information, descriptions of livelihood zones and market profiles, data on markets and trade, food security, maps of trade flows [www.fews.net](http://www.fews.net)

MAP-ACTION: source of maps and technical information, for example on trade flows [www.mapaction.org](http://www.mapaction.org)

UN OCHA: 'Who Does What Where' – a contact-management directory <http://3w.unocha.org>

LOG-CLUSTER: logistics information relevant to conducting fieldwork, road conditions and travel times, maps and supplier databases (for contacts) [www.logcluster.org](http://www.logcluster.org)

UNICEF: for general country-overview information, especially re water and sanitation, health sector, essential household items. Focus on children's needs [www.unicef.org](http://www.unicef.org)

WFP: for information on food-security issues, search by country, CFSVA and CFSAM reports [www.wfp.org](http://www.wfp.org)

UNHCR: usually good for information on shelter needs, especially re refugee and IDP movements [www.unhcr.org](http://www.unhcr.org)

IOM: International Office for Migration – reports relating to movement of people and shelter needs [www.iom.org](http://www.iom.org)

IFRC: for links to national Red Cross organizations (especially relevant after natural disasters) [www.ifrc.org](http://www.ifrc.org)

### Box: 1.2 (EMMATKp36) Useful websites for detailed research

FAO and FAOSTAT: for reports and data on food production, food security, and balance sheets [www.fao.org](http://www.fao.org) / <http://faostat.fao.org>

WFP VAM: the Vulnerability Analysis and Mapping branch, for detailed reports about food insecurity <http://vam.wfp.org>

Microfinance Gateway: for country profiles on micro-finance institutions and credit services [www.microfinancegateway.com](http://www.microfinancegateway.com)

Food Economy Group: resource for Household Economy Analysis (HEA) reports and guidance [www.feg-consulting.com](http://www.feg-consulting.com)

Livelihoods Connect: resource for Sustainable Livelihoods approach, reports, and guidance [www.livelihoods.org](http://www.livelihoods.org)

SEEP-Network: good for web-links to country-specific sites on micro-finance, enterprise development [www.seepnetwork.org](http://www.seepnetwork.org)

BDS-Knowledge: huge library of reports on enterprise development, market analyses [www.bdsknowledge.org](http://www.bdsknowledge.org)

UNDP: for more detailed reports on long-term development policies and livelihood strategies [www.undp.org](http://www.undp.org)

VALUE CHAIN DEVELOPMENT WIKI: good practice in value-chain development [http://apps.develebridge.net/amap/index.php/Value\\_Chain\\_Development](http://apps.develebridge.net/amap/index.php/Value_Chain_Development)

MICRO-LINKS: Micro-enterprise development in conflict-affected environments; project site and resources [www.microlinks.org/ev\\_en.php?ID=19747\\_201&ID2=DO\\_TOPIC](http://www.microlinks.org/ev_en.php?ID=19747_201&ID2=DO_TOPIC)

### Example of target group profile from Ethiopia, water trucking market system (Oxfam GB 2012)

Population	No. Households (HH) and people	Migration rate at average	Population remaining in Harshin
Target: Very poor and poor economic groups	<ul style="list-style-type: none"> <li>11,500 HH; average 6 persons per HH</li> <li>Approx. 69,000 people</li> <li>Around 60% of total population</li> </ul>	<ul style="list-style-type: none"> <li>30 to 40%</li> </ul>	<ul style="list-style-type: none"> <li>Of target population: 41,400 ~ 48,300 (i.e. around 44,850 people)</li> <li>Of total population: 63,000 to 73,500 (i.e. around 68,000 people)</li> </ul>

### Target group example Box: 1.7/ 7.1 (EMMATKp43, p129)

Target group	Target group characteristic	Locations and total household number	Total Households in Target Group	Male	Female	Number of households not targeted
Displaced farming households in camps	Typically rely on seasonal work for maize farmers. Facing no income from agriculture until March next year.	Jezila (6,000); Matran (6,000)	Total = 7,000 Jezila (3,000); Matran (4,000)	40%	60%	Jezila (3,000); Matran (2,000)
Totals		12,000	7,000			5,000

## Section: Step 2

### Box: 7.2 (EMMATKp4130) Reasons why a market system might be critical

Why system is critical	Nature of gap
It supplies food or items needed for ensuring survival	Shortfall between what households have and what is required to meet minimum standards for protecting life (c.f. Sphere)
It supplies inputs or assets for protecting livelihoods	Shortfall in inputs, assets, or services that households need to protect and sustain livelihood activities (e.g. food production)
It provides income, wages, or access to buyers	Loss of opportunity to sell labour, livestock, surplus produce, etc. which households need in order to earn a minimum essential income

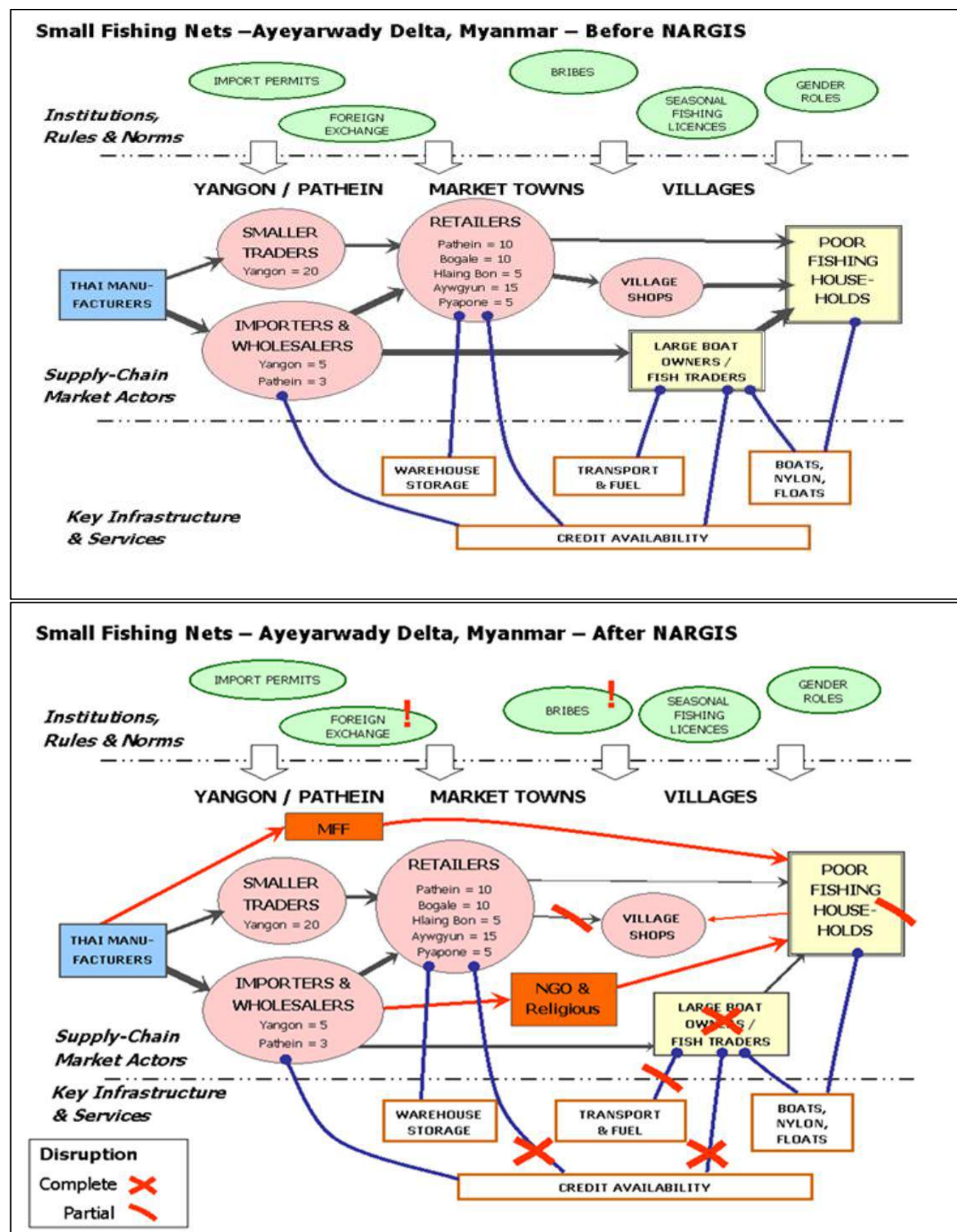
### Box: 2.10 (EMMATKp55) Examples of Key Analytical Questions

Market system	Key analytical questions
Timber market system, Haiti, 2008	What capacity does the timber market system have to supply housing-reconstruction materials to the target population? What form of support for accessing timber is preferable: cash grants, relief-agency distributions, or some other? Why?
Beans market system, Haiti, 2008	How has (target group) farmers' access to markets to sell beans been affected by the hurricanes? What is the availability of beans to supply consumption needs of the target population in the affected area? When should existing food aid be phased out, and how?
Fishing-nets market system, Myanmar, 2008	What are the main constraints affecting the re-supply of fishing nets to subsistence fisher-folk (target group) in the delta? What form of assistance to fishing households is most needed? Are there any obvious interventions in the fishing-net supply chain that could speed recovery of this system?
Imported rice market system Liberia, 2011	Has there been any change in consumer demand as a result of the refugee influx? What capacity does the imported rice market system have to supply the vulnerable host communities and refugees? What are the main constraints affecting host communities and refugees access to imported rice?
Pig and Chicken market systems Vietnam, 2010	How has the pig/chicken market been affected by the double flooding? What are the best and most feasible response options to support the (female) farmer in the short and longer term?
Rice market system Sri Lanka, 2011	What constraints are there to food security for conflict-affected populations in the north, particularly as regards rice? - How can interventions best support the rice-related livelihood strategies of poor and vulnerable conflict-affected populations in the north?
Water trucking market system Ethiopia, 2012	Does the commercial water trucking market have sufficient capacity and access to adequate water supplies to meet human water needs during times of even the most critical shortages? What constraints do water truckers face?



## Section: Step 3

Box 3.9 (EMMATKp70) Final baseline market map – ‘fishing nets’ example from Myanmar Box 3.9 (EMMATKp71) Final emergency-affected map – ‘fishing nets’ example from Myanmar

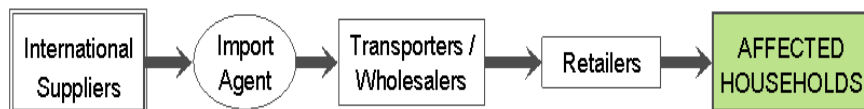


### Box 3.4 (EMMATKp63) Locating target groups in the market chain

#### Locating target groups in the market chain

Supply chain (pipeline)

e.g. food, clothing, shelter materials, essential household items, livelihood inputs, fuel, tools, and other productive assets:



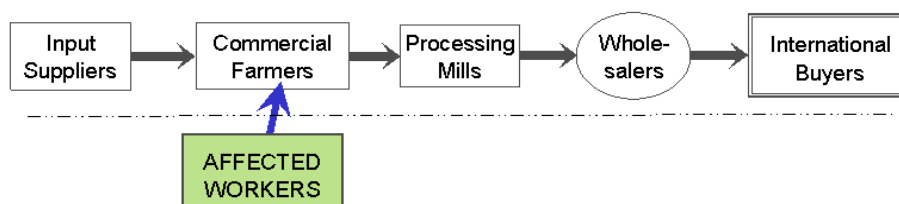
Value chain (income system for producers)

e.g. goods or services produced by affected population:

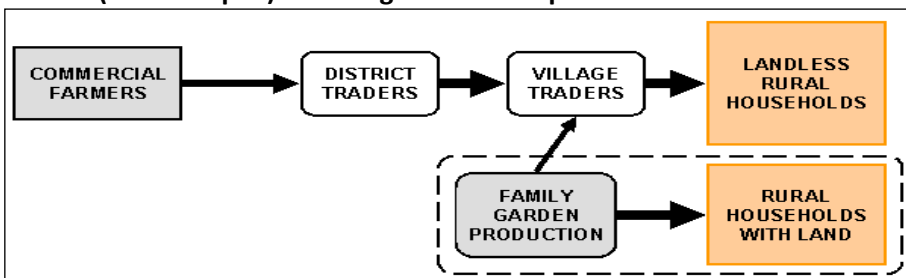


Value chain (income system for workers)

e.g. goods that involve labour provided by affected population:



### Box 3.5 (EMMATKp64) Including subsistence producers in a food market map





## Section: Step 4, 5 and 6

### Box 4.4 (EMMATKp89) Sample questions for women and men in target households

#### Your situation in recent 'normal' times (e.g. this same season, but last year)

1. What were the main *foodstuffs* (cereals, meat, fish, oil, and vegetables) that your household consumed?
2. How did you obtain these basic foodstuffs? (e.g. *own production [agriculture, fishing, livestock], purchased in market, collected wild food, gifts from family, barter labour for food, food aid*)
3. What were the most essential *non-food items* or other services (e.g. *transport, loans*) that your household used?
4. What were your primary sources of cash income (or benefits in kind) at this time of year? (e.g. *wage labour, sale of crops, livestock, micro-enterprise activities, remittances*)

#### Food situation now

5. How is your household's normal food consumption being affected by the emergency situation? Which of the different foods (above) are affected?
6. How big is the gap (deficit) that you are now facing in each of these basic food items?
7. In each case, in what way is the emergency having an impact on your normal consumption? (e.g. *destroyed your crop, reduced your income, raised prices, reduced availability in market, blocked your access to market*)

#### Essential non-food items or other services now

8. Which of the essential non-food items and services (above) that your household normally uses have been affected by the emergency situation?
9. In each case, in what way has the emergency had an impact on your normal usage? (e.g. *increased your need, reduced your income, raised prices, reduced availability in market, blocked your access to market*)
10. What other urgent non-food or service needs do you now have as a result of the emergency situation?

#### Income and/or employment situation now

11. If you normally rely on casual labour or employment for income, please describe any changes in the amount of work that you are able to find currently; and/or the wage rates.
12. If you normally rely on selling your own produce (food, livestock, manufactured goods) for income, please describe any changes in the amount that you are able to sell, and/or the prices that you obtain.
13. In each case, tell us in what way the emergency is having an effect on your normal earnings / income. (e.g. *made you unable to work, reduced demand for labour, reduced demand for produce, cut transport to jobs, reduced wage rates, reduced selling prices for your goods, changes in the way time is allocated to paid and unpaid activities*)

#### Humanitarian response

14. How are you and your household coping? What changes have you and your family made to adjust to the new hardships?
15. Have any agencies intervened to alleviate the situation yet? What activities are offered by the government or NGOs to help you through this time?
16. If you were given cash rather than material aid, what types of goods or services would you purchase first? Where could you spend? Given a choice, how would you prefer to receive assistance with your household food needs? (e.g. *food distributions, cash-based help*)
17. Given a choice, how would you prefer to receive assistance with your household non-food needs? (e.g. *item distributions, cash-based help*)

#### Box 4.5 (EMMATKp90) Sample questions for local market actors

##### Your business

1. How is your business doing? What is the impact of the crisis on your business?  
How do traders and community usually cope in difficult times / how are they managing now?
2. Which products / items are you selling since the crisis began? How much / how many?
3. How much / many would you normally expect to sell at this time of year?
4. What level of stocks are you holding? Is this more or less than normal for you?

##### Your customers / buyers

5. Who are your customers? What are their characteristics? (NB: 'customer' means person who buys from you, not necessarily the end-user)
6. How many customers do you have these days? (*e.g. number of transactions per week*)
7. How many sales did you have at a similar time of year before the crisis?
8. How has the crisis affected your customers' demand for particular products / items?
9. What is your selling price now? What was your selling price this time last year?

##### Credit / debt

10. Before the crisis did you normally give any of your customers credit?
11. Are you allowing any of your customers to pay later (have credit) now?
12. How much in total are you owed by your customers? (How many weeks of income?)
13. Before the crisis did you normally get any credit from your suppliers?
14. Are you still able to get credit from your suppliers?
15. How much do you owe your suppliers? (How many weeks' supply?)

##### Your suppliers

16. Who and where are your suppliers?
17. Has this changed since the crisis began?
18. Are there any seasonal factors affecting prices and affecting when you buy inputs / supplies?
19. Have your suppliers' prices changed since the crisis began? By how much?
20. If demand from your customers increased, how quickly could you supply  
a) the same quantity as before; b) double the quantity; c) three times as much?
21. Do you think you would have to pay more than before to get these supplies / inputs?

##### Your business costs (i.e. transport, storage, rents, etc.)

22. What are the major costs that you incur in your business apart from purchasing supplies? (*e.g. transport, storage, premises, labour, licences*)
23. What impact has the crisis had on these costs?

##### Your competitors (other businesses)

24. How many other businesses (traders) are selling your particular products / items in the same local area as you?
25. What do you estimate is your 'share' of the total market in the area that you serve?
26. Are there any areas nearby that are not getting regular market supplies? If so, why?

##### The future

27. What are the main problems that you face in doing business now?
28. Are there any restrictions on where you can move goods for sale or buy goods? Market regulations? Which of these problems is related to the impact of the crisis?
29. What do you think could be done to solve any of these problems (especially those related to impact of the crisis)? What are the potential immediate and longer-term steps that can be taken to remedy the situation?

#### Box 4.6 (EMMATKp92) Sample questions for larger market actors / key informants

##### Baseline situation: normal structure and functioning of this market system

###### *Market actors*

1. Describe the functional steps and people or companies involved in getting this product to market (i.e. from producers via traders and intermediaries to consumers).
2. What functions does each of these people or companies perform in the chain?
3. What in a normal year are typical prices paid along the market chain at this time of year?

###### *Service providers*

4. Are there any important services provided by other businesses which support or make this market chain viable? (*e.g. input suppliers, transport services, storage facilities, communications, financial services*)
5. Are there any important services or infrastructure provided by government / local authorities which support or make this market chain viable? (*e.g. credit facilities, power and water, market places*)

###### *Institutions, rules, and norms*

6. What laws, formal rules, or regulations have a big influence (positive or negative) on the way this supply chain works?
7. Are there any informal customs, habits, and practices that shape the relationships (e.g. build trust) between market actors? (*e.g. customs about whom to sell to or buy from*)

###### *Baseline performance of the market system*

8. Which are the months of highest demand in a 'typical' year? And lowest demand?
9. Please estimate the total combined local production that you and your competitors traded last season (nationally and in the crisis-affected area).
10. Does the price of this product change seasonally? What time of year are the highest and lowest prices usually? What would normally be the price at this time of year?
11. How much stock is generally available in a normal year? (Breakdown by total stock and in warehouse depots up-country.)
12. Who normally buys your products – rich people, middle-class people, poor people? Could you estimate how much each of these households would typically consume per week?

###### *Is this market usually competitive and well integrated?*

13. Are there any points in the supply chain where one or two market actors (e.g. traders) are able to dominate or control the supply and thus set the price of goods?
14. Does the pattern of seasonal price variations in the affected area tend to be the same as the pattern in other regions or in the capital (after accounting for transport costs)? If not, why do you think seasonal price variations in this area are different from elsewhere?

##### Emergency-affected situation

###### *How has the emergency affected the functioning of the market?*

15. What impacts / changes have there been in the supply routes from producer via trader to consumer?
16. Have any particular market actors or functions in the value chain been especially affected?
17. How has the emergency affected important business services mentioned above, important government services, or public infrastructure?
18. How much more costly is it to do business as a result of the emergency? Which business costs have increased (*e.g. fuel, storage, goods, labour, etc.*), and by how much?
19. Have your sales increased or decreased? If so, why?
20. What has happened to your access to local production?
21. Has the emergency affected your ability to import? (*e.g. damage to ports, rail, roads, or lack of customs staff to clear goods*)
22. Have prices for this product increased, decreased, or stayed the same, compared with the normal trends for this time of year? Specify by how much.
23. How much stock of these goods is currently available? Breakdown by total stock and in warehouse depots up-country, especially in disaster-affected area?
24. Are certain groups of consumer now effectively unable to purchase these goods because of high prices or lack of access to suppliers?

*How are you dealing with the emergency?*

25. How have you adapted your normal trading pattern to overcome challenges caused by the emergency?
26. How well have other actors in the market chain (*e.g. input suppliers, transporters, producers, etc.*) adapted also?

*How has the emergency affected competition?*

27. Has the emergency affected the way in which supplies and prices are controlled –and if so, how? (*e.g. by reducing the number of businesses in operation, or limiting transport options*)
28. Do you think your largest competitor has enough leverage to restrict supply and drive up prices now?

*What if the purchasing power of affected households were restored?*

29. If greater demand in the emergency zone were guaranteed, to what extent would you be able to increase your supplies / business volumes in the affected area?
30. Where would you source extra supplies if necessary?
31. Which factors would be most likely to limit your capacity to increase volumes of business?
32. How long would it take you to scale up your trade to meet increased demand?
33. Would there still be certain groups of consumer who would be difficult to supply – for example because of high risks, weak infrastructure, poor roads?

#### **Box 4.7 (EMMATKp94) Sample questions for large employers**

##### **Baseline: normal structure and functioning of this market system**

###### *Value-chain actors*

1. What is the nature of your business (production of goods or services) and what are its inputs? Who is involved in delivering your raw materials, etc? What functions does each of these people or companies perform in the chain?
2. To what extent do they compete with each other? And with other supply chains?

###### *Service providers*

3. Are there any important services provided by other businesses that support or make this market chain viable? (*e.g. suppliers, transport services, storage facilities, communications, financial services*)
4. Are there any important services or infrastructure provided by government / local authorities that support or make this market chain viable? (*e.g. credit facilities, power and water*)

###### *Business environment / institutions*

5. What laws, formal rules, or regulations have a big influence (positive or negative) on the way in which this supply chain works?
6. Are there any informal customs, habits, and practices that shape the relationships (*e.g. build trust*) between market actors? (*e.g. customs about whom to sell to or buy from*)

##### **Baseline performance of the market system**

7. How many people do you employ normally at this time of year? Does it change seasonally? Where do your workers come from? Percentage of men / women?
8. How much do your workers normally earn? Do they receive other benefits?
9. Do profits change during the year (*i.e. seasonally*)? At what time of year do you employ the greatest / least number of people? In a normal year, how many staff would be working for you, and what would your profits be?
10. Who normally buys your products or uses your services – rich people, middle-class people, poor people? Could you estimate how much each of these households would typically consume per week?

###### *Is this market usually competitive and well integrated?*

11. Do you have competitors? Do you or your competitors control the supply and thus set the price of goods/services? If so, how do you / they establish and maintain this control?
12. Does the pattern of seasonal price variations in your area (affected by disaster) tend to be the same as the pattern in other regions or in the capital (after accounting for transport costs)? If not, why do you think seasonal price variations in this area are different from elsewhere?

### **Emergency-affected situation**

*How has the emergency affected the functioning of the market?*

13. What impacts / changes have there been to your ability to stay in business and employ staff?
14. Have any particular market actors or functions in the value chain been especially affected?
15. How has the emergency affected important services or public infrastructure mentioned above?
16. How much more costly is it to do business as a result of the emergency? Which business costs have increased (fuel, storage, goods, labour, etc.) and by how much?

*How are you dealing with the emergency?*

17. How have you adapted your operations to overcome challenges caused the emergency?
18. How have other actors in the market chain adapted? (e.g. input suppliers, transporters, producers)

*How has the emergency affected competition?*

19. Has the emergency changed competition within your sector? (e.g. have some been more severely affected by the disaster than your company?)
20. Do you think you or your competitors have enough leverage to restrict supply and drive up prices now?

*How is the market performing now?*

21. Have your sales increased or decreased? If so, why?
22. Have prices for this product / service increased, decreased, or stayed the same, compared with the normal trends for this time of year? Specify by how much.
23. Are certain groups of consumers now effectively unable to purchase these goods / services because of high prices or lack of access to suppliers?

### **What if the purchasing power of your buyers was restored and you could continue to employ people?**

24. If greater demand for your goods / services in the emergency zone could be guaranteed, to what extent would you be able to increase your supplies / business volumes in the affected area?
25. Are your employees still available, and are raw materials accessible now?
26. Which factors would be most likely to limit your capacity to increase volumes of business?

## **Box 4.2 (EMMATKp85) 'Operational' questions about cash feasibility**

### *Needs and preferences*

- To what extent did women and men depend on cash before the shock?
- What strategies are households using to cope with food or income insecurity?
- Do emergency-affected populations have a preference for cash or in-kind approaches?

### *Social relations (power differences within households and the community)*

- Do men and women have different priorities?
- How is control over resources managed within households?
- What are the differences within the community in terms of control over resources?
- What impact will cash distributions have on existing social and political divisions?

### *Policy*

- What is government policy regarding use of cash-based interventions?

### *Security and delivery mechanisms*

- What are the options for delivering cash to people?
- Are banking systems or informal financial transfer mechanisms functioning?
- What are the risks of cash benefits being taxed or seized by elites or warring parties?
- How do these risks compare with the risks posed by in-kind alternatives to cash?

### Corruption

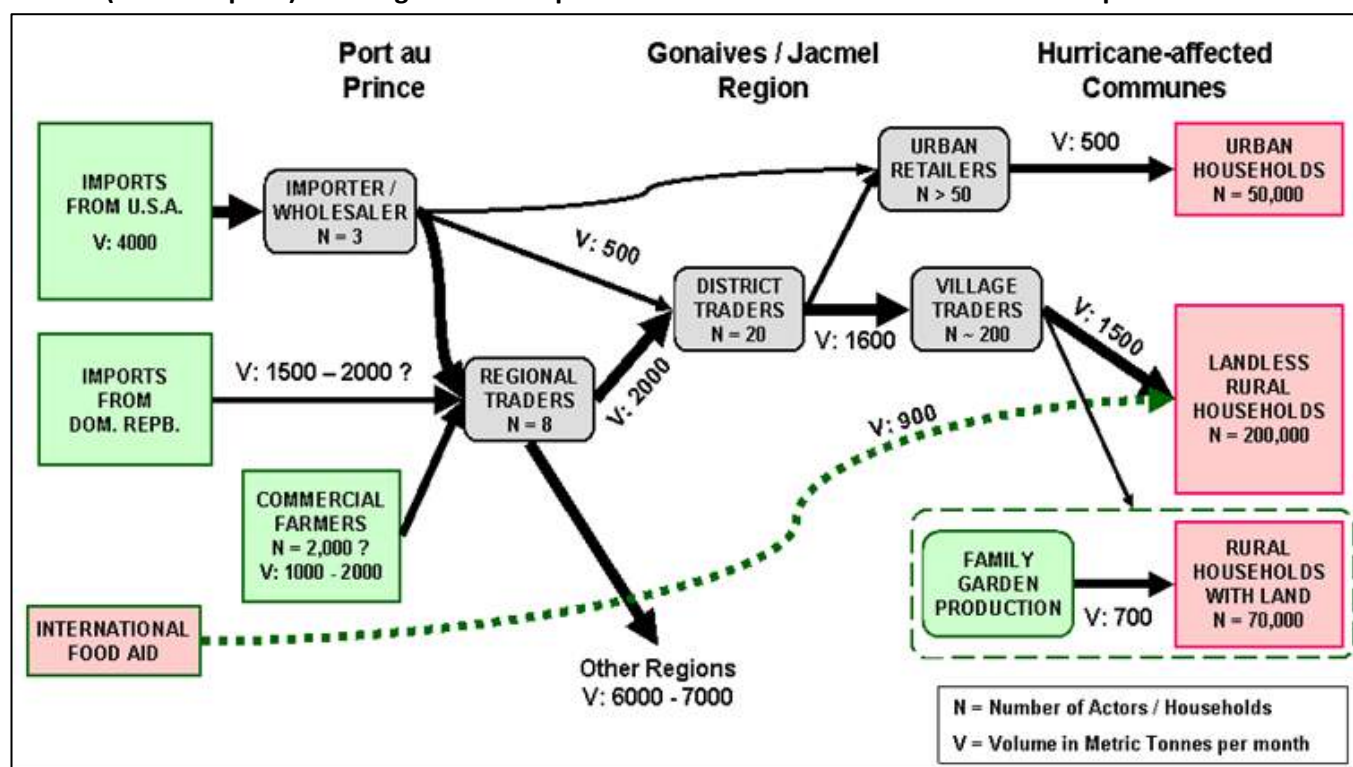
- What are the risks of cash being diverted by local elites or project staff?
- How do these compare with the risks of providing in-kind alternatives?
- What accountability safeguards are available to minimize these risks?

### Intervention history

- Have any cash-based interventions been implemented previously in the area?
- What was the outcome? Were there any particular problems? Or positive recommendations from the experience?

Source: Creti and Jaspars, 2006

**Box 6.8 (EMMATKp125) Showing data about production and trade volumes on market maps**



## Section: Step 7 and 8

### Summary of gap analysis from Liberia Imported Rice Market System, (Oxfam GB 2011) (Alternatively see Box 7.3 (EMMATKp130))

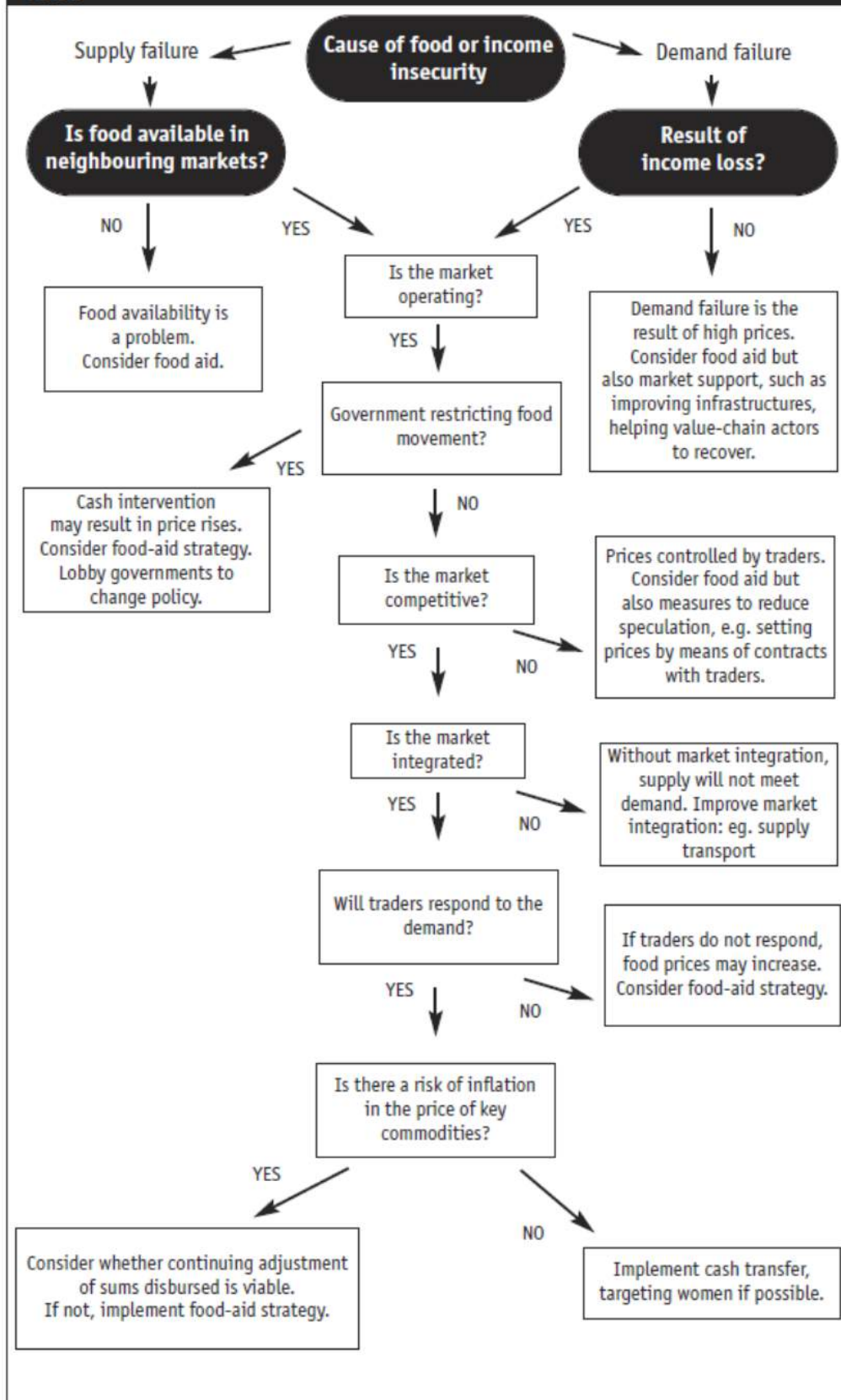
Target Group	Individuals in need	HH shortfall	Other aid	Total gap	Likely gap duration	Preferences for help
Refugees in transit centers	6,000	35 kg (91 kg covered)	15 days food ration (5 kg wheat bulgur, CSB, pulses, salt oil)	210 MT for 12 months => 158 MT for 9 months 17.5 MT per month during 9 months	9 months (April to June)	Cash / In kind food
Refugees in host communities	51,000	15 kg (111 kg covered)	15 days food ration (5 kg wheat bulgur, CSB, pulses, salt oil)	765 MT for 12 months => 574 MT for 9 months 64 MT per month during 9 months	9 months (April to June)	Cash / In kind food
Vulnerable households hosting refugees (42% food insecure HH <sup>11</sup> )	89,000 * 0.42 = 37,380	15 kg (110 kg covered)		1,335 MT for 12 months => 445 MT for 4 months 110 MT per month during 4 months	4 months (April to June)	In kind food
TOTAL				Shortfall per month (what people cannot afford) 191.5 MT during first 4 months and 82 MT for following 5 months Additional demand on market (refugees) 57,000 * 127 / 12 = 600 MT per month		

### Box 8.13 (EMMATKp149) Using data to diagnose supply-and-demand problems

	Prices rising or much higher than baseline	Prices stable and similar to baseline	Prices falling or much lower than baseline
Volumes higher than baseline	<i>Demand is very strong. Supply response is good.</i> Indicates market system is performing well. However, high prices suggest that suppliers are still unable to satisfy surge in demand, or there are bottlenecks that raise costs for traders.	<i>Demand is strong. Supply response is good.</i> Indicates market system is performing well, compared with baseline: meeting increased needs, without creating price distortions.	<i>Demand is normal. Supply is excessive.</i> Indicates system is being saturated by over-supply. This is most likely where desperation forces people to sell labour, livestock, or assets on poor terms.
Volumes similar to baseline	<i>Demand is strong. Supply response is constrained.</i> Indicates trade levels are normal, but insufficient to satisfy increased demand. Alternatively, bottlenecks are raising costs for traders.	<i>Demand is normal. Supply is normal.</i> Indicates that market system is little affected, compared with the baseline situation.	<i>Demand is relatively weak. Supply is normal.</i> Indicates (income) market system is being saturated due to weak demand.
Volumes lower than baseline	<i>Demand normal (or strong). Supply response weak.</i> Indicates supply constraints are very severe. Despite high prices, supply is insufficient to satisfy either normal or increased demand.	<i>Demand is weak. Supply response is uncertain.</i> Indicates that demand is constrained: buyers probably lack spending capacity.	<i>Demand very weak. Supply response is uncertain.</i> Indicates that demand is highly constrained: buyers lack spending capacity.



**Figure 1: A framework for deciding whether to distribute cash or food**



**Table: Characteristics and Indicators** (E. Henderson, Oxfam GB 2011 EMMA and Cash training Naivasha, Kenya)

Characteristics	Indicators	What does it tell us in terms of market dynamics?
Supply	<ul style="list-style-type: none"> <li>Volumes traded / produced per unit of time</li> <li>Stocks</li> <li>Lead time</li> <li>Number of actors</li> </ul>	Can supply respond to demand?
Demand	<ul style="list-style-type: none"> <li>Volumes procured per unit of time</li> <li>Number of consumers</li> <li>Purchasing power</li> </ul>	
Relation between supply and demand	<ul style="list-style-type: none"> <li>Prices</li> <li>volumes</li> </ul>	<p>Is production or trade change due to supply or demand side problems?</p> <p>Where are the bottlenecks?</p> <p>If demand is supported will market be able to respond?</p> <p>Or would it need support?</p>
Market integration or segmentation	<ul style="list-style-type: none"> <li>Relationship between prices over time for a same good / service in different areas</li> <li>Restrictions to market (physical access, transport costs...)</li> </ul>	<p>How can supply respond timely to demand?</p> <p>If there was a change in demand, how long would it take for the market to respond?</p>
Market power	<ul style="list-style-type: none"> <li>Number of actors</li> <li>Volume traded per actor</li> <li>Margins (per trader category)</li> </ul>	<p>Who sets the prices?</p> <p>If demand is supported, will it be able to choose between alternative market actors?</p> <p>If market is supported, will market actors be able to choose between different suppliers?.</p> <p>Or will they depend on the conditions of a limited number of suppliers?</p>
Environment	<ul style="list-style-type: none"> <li>Investment capacity</li> <li>Access to credit (formal / informal)</li> <li>Storage capacity</li> <li>Transport capacity</li> <li>Regulations (market restrictions – prices fixed)</li> <li>Taxes – import tariffs....</li> <li>Insurances</li> </ul>	<p>Which environmental factors will favour the market and which ones would limit it?</p> <p>Which factors would enable increase of market capacity?</p> <p>Which factors to support in order to favour market capacity?</p>

**Needs analysis of target populations for water, Ethiopia (Oxfam GB 2012)**

Needs analysis for most vulnerable groups					
Volumes/person/day	Target Group	Individuals in need	Other aid	Duration of need	Total water need
If 7.5 Litres per person per day	Very poor and poor economic groups	44,850	None according to interviews completed to date	38 days	336,375 litres per day 12,782,250 litres over 38 days
If 5 litres per person per day	Very poor and poor economic groups	44,850	see above	38 days	224,250 litres per day 8,521,500 litres over 38 days
<b>Total needs - for all Harshin's non-migrating population</b>					
If 7.5 Litres per person per day	All Harshin's population	68,000	see above	38 days	510,000 litres per day 19,380,000 litres over 38 days

**Box 8.15 (EMMATKp153) Comparing 'gaps' with baseline volumes**

<i>Volumes of production and trade</i>	<i>Local affected area</i>	<i>Provincial market</i>	<i>National market</i>
Emergency-affected situation (A)	50	1,100	5,000
Emergency gap identified (B)	350	350	350
Required response, A + B = (C)	400	1,450	5,350
Baseline activity (D)	200	1,200	5,000
<i>Required increase over baseline</i> <i>= (C / D - 1) x 100 %</i>	+ 100 %	+ 25 %	+ 8 %
<p><i>Analysis of data in Box 8.15</i></p> <p>The emergency response required to meet the gap (400 MT per month) is double the estimate of baseline production and trade in the affected area. The same gap is less challenging when put in the context of provincial markets (a 25% increase) and national markets (+ 8%).</p>			

**Box 0.1 (EMMATKp162) Different response options – example***[C]Firewood needs in an IDP camp*

Households in a rapidly expanding IDP camp are suffering acute shortage of fuel for cooking. Humanitarian concerns include local environmental degradation, risks to children and women scavenging firewood, and the potential for conflict with the host community. Depending on its assessment of the local firewood market system's capacity to respond to the IDP's needs, an EMMA study might identify the following response options.

*[C]If the market system is expected to perform well (A)*

- Include a cash allocation for firewood in regular transfers to women householders.
- Create a voucher system to enable IDPs to purchase firewood at subsidized prices.

*[C]If the market system needs to be strengthened or supported (B)*

- Negotiate official access to forestry reserves for authorized firewood traders.
- Guarantee loans and vehicle leases to enable more traders to enter the market quickly.

*[C]If the market system is not going to be capable of performing well (C)*

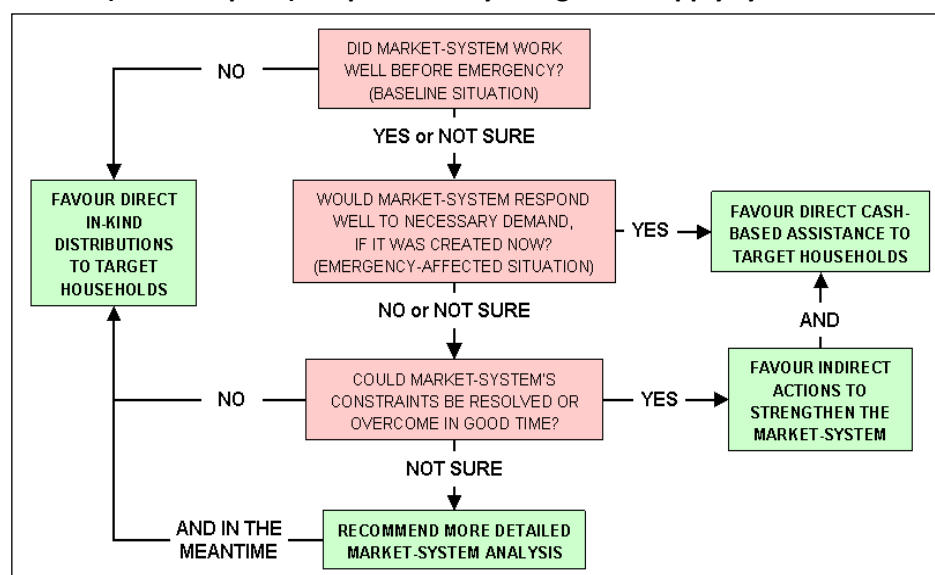
- Distribute fuel-efficient stoves, to reduce households' firewood needs.
- Procure and distribute firewood rations to households in the camp.

*[C]If further investigation and analysis are needed (D)*

- Continue to monitor prices of firewood inside the camp and in neighbouring towns, to confirm that EMMA's assessment of market-system capacity is accurate.
- Investigate the local market system for alternative cooking fuels (e.g. gas canisters).

## Section: Step 9

### Box 9.3 (EMMATKp164) Response-analysis logic in a supply system



### Response-options framework. Iron sheet market, Sudan (MercyCorps 2011)

<b>Activity:</b>	Loans to traders to enable procurement of iron sheets from importers in Wau
<b>Advantages:</b>	Promotes bringing the item to local markets  Will lower the cost of iron sheets in local markets
<b>Disadvantages /Risks:</b>	Difficulty in NGOs dispersing and managing loans, preference for a local bank to play this role but none are present in target locations  Risk of delays due to transportation issues such as poor road conditions or insecurity
<b>Feasibility:</b>	Low
<b>Timescale:</b>	May take longer to set up and timing dependant on repayment options 3-6 months to implement

**Box 9.15 (EMMATKp180) Response-options framework**

<i><b>Option</b></i>	<i><b>Advantages</b></i>	<i><b>Disadvantages</b></i>	<i><b>Feasibility and timing</b></i>
Relief distribution of spare supplies from Forest Dept.	Immediate impact. Would utilize existing / useless stocks; for the short term, will slow deforestation; simple distribution programme.	Requires warehouses, distribution staff. Limits integration with markets in town and camp. Wood may be sold on, not used.	Low! Expect lack of co-operation. 2–3 weeks to begin
Distribution involving camp-based retailers and vouchers	Inject cash into camp economy. Thus lots of secondary beneficiaries; would create more local vendors	Very few camp retailers with any capacity; no storage or infrastructure inside camps. Open to fraud. Start-up slow – with procurement and beneficiary-identification process	Medium. 2 months to implement
Refilling of gas canisters; conditional on school attendance	Less firewood usage; time-saving. Incentives for sending children to school. Reduces protection issues. Clear exit strategy: reduce distributions	Gas is twice the price of firewood; risky to use inside tents; IDPs cannot afford refilling on their own. May increase dependency on aid; makes school attendance linked to reward, instead of intrinsic worth; not sustainable	High. Can be started soon
Cash distribution to all IDP women household heads	Inject money into the camp economy; positive effect on HH economies, but no effect on firewood market; gives women choices	Potential for inflation; corruption; no exit strategy; no way to ensure that cash is used for firewood; women might continue to send children to collect firewood instead of buying it	Low. Quick response

**Response recommendations framework. Wheat market, Pakistan (ACF, ACTED, Oxfam, Save, IRC, CARE, 2010)**

<b>Recommended Response Activities</b>	<b>Effect on market system and target group</b>	<b>Key Risks &amp; Assumptions</b>	<b>Feasibility and Timing</b>
<b>Direct Food Distributions for IDPs in areas where physical access to market is not possible or is prohibitively difficult.</b>	Direct access to food by beneficiaries.  Inflation will be mitigated.	Risk that food may be sold to meet other basic requirements	Already in progress.  Up to 2-3 months or until the market is operational
<b>Cash for Work (Link to other CFW programs related to livelihoods recovery; link to improvement of road damaged by floods)</b>	While supporting for the reconstruction of livelihoods, cash from CFW program can also be used to buy food items.  Improvement of road will allow better movement of goods and services, thus, reducing prices of prime commodities (incl. Flour)	Risk of beneficiary omission (handicap, elderly, women, etc.); Types of work may not be suitable.  May take away from other household activities	Many areas are still under water.  Up to 2-3 months duration, or longer if justified
<b>Cash Grant/ Vouchers to cover food needs of the population in the Camps</b>	Direct injection of cash into the IDP camp; Purchasing power of people will be increased. It gives affected population the choice to use the aid according to their needs and priorities.	Risk of social jealousy if targeting is applied.	Immediate.
<b>NGOs to conduct further Needs Assessment on Food Security and Early Recovery</b>	Long-term strategy will be developed.	Security may be an issue in some areas	May take some time as areas are not accessible
<b>Donors support short-term and long-term recovery (incl. DRR)</b>	Long-term programs and inclusion of DRR component will ensure sustainable livelihoods/food security.	Assumes funding is available	Low. Expect low cooperation. May take sometime to be implemented.

**Box 9.16 (EMMATKp181) Response-recommendations framework**

<b>Response activities or combinations</b>	<b>Key risks and assumptions</b>	<b>Timing issues</b>	<b>Likely effect on market system and target groups</b>	<b>Indicators</b>
<b>Fuel-efficient stoves and cooking techniques</b> <ul style="list-style-type: none"> <li>• Stove distribution</li> <li>• Cooking techniques</li> <li>• Sensitization on fuel efficiency, de-forestation, child-protection issues</li> </ul>	Access to camps. People are willing to learn and use stoves.  We can find training staff	1–2 months to make an impact	Decrease household firewood expenses. Increase fuel efficiency at household level. Small – but important – positive effect on environment. Improved protection (fewer children collecting wood)	# of stoves distributed and used by IDPs. Comparison of wood-fuel consumption, old vs new