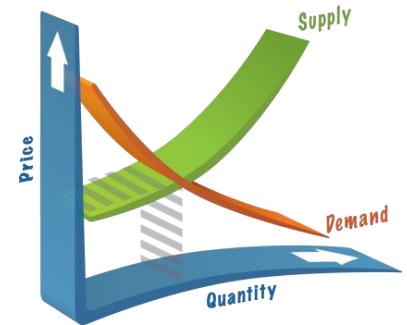
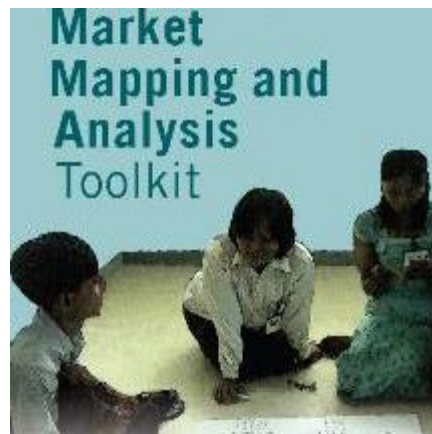




EMMA for Decision Makers



Nairobi 20th March 2014





True or False?



- There is no need to analyse markets when we already have pre-positioned stock in warehouses
- In an emergency there is barely time to assess the needs let alone the markets
- Analysing markets requires a sophisticated skill set and our organisation does not have the capacity



Emergency Market Mapping Analysis Toolkit



- Rationale for market analysis
- The essentials of EMMA
- EMMA tools
- Practical and budgetary issues



Rationale for market analysis



+ Why analyse markets?



+ Market systems matter



Ensuring survival

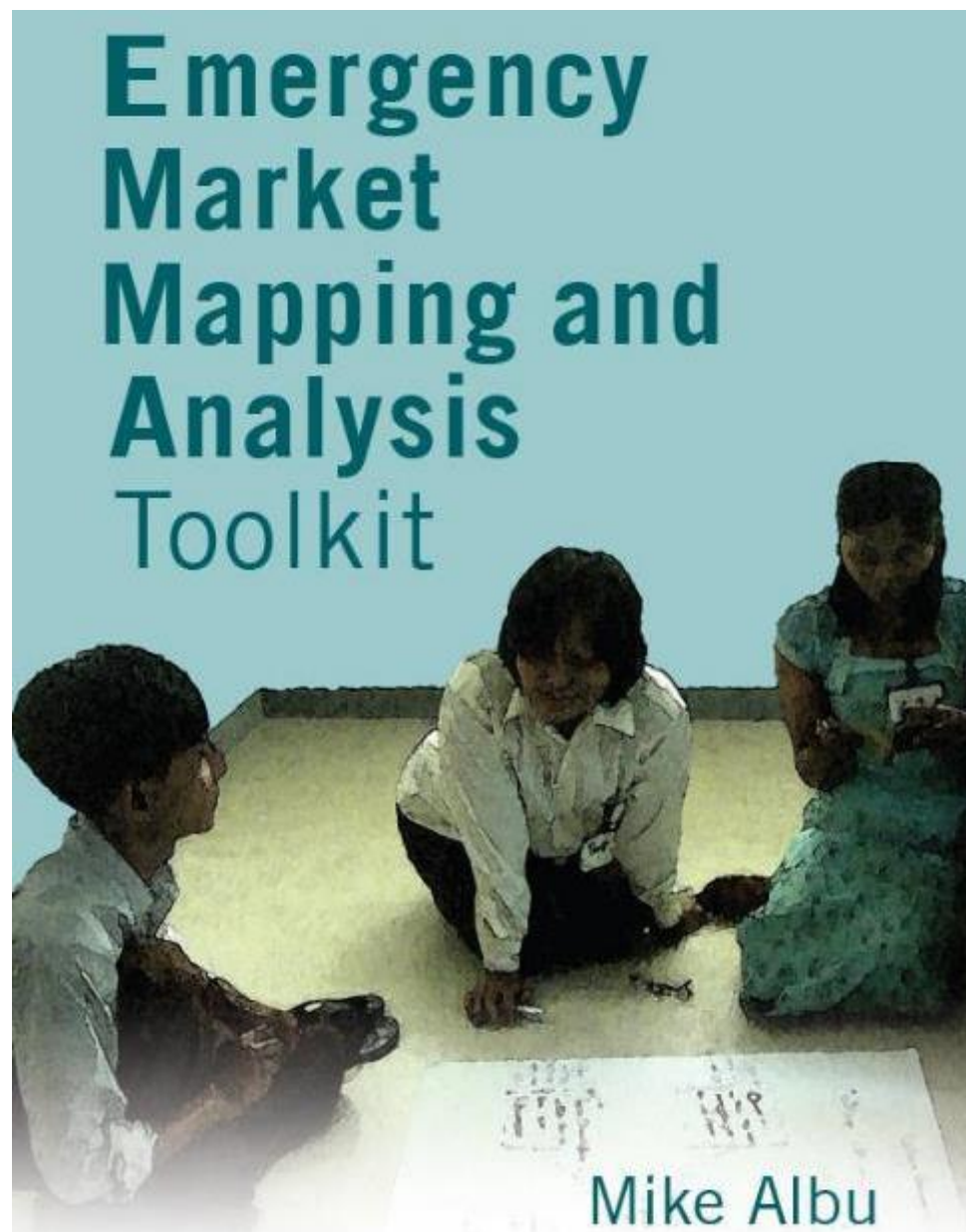
- Providing essential items or services to meet basic needs

Protecting livelihoods

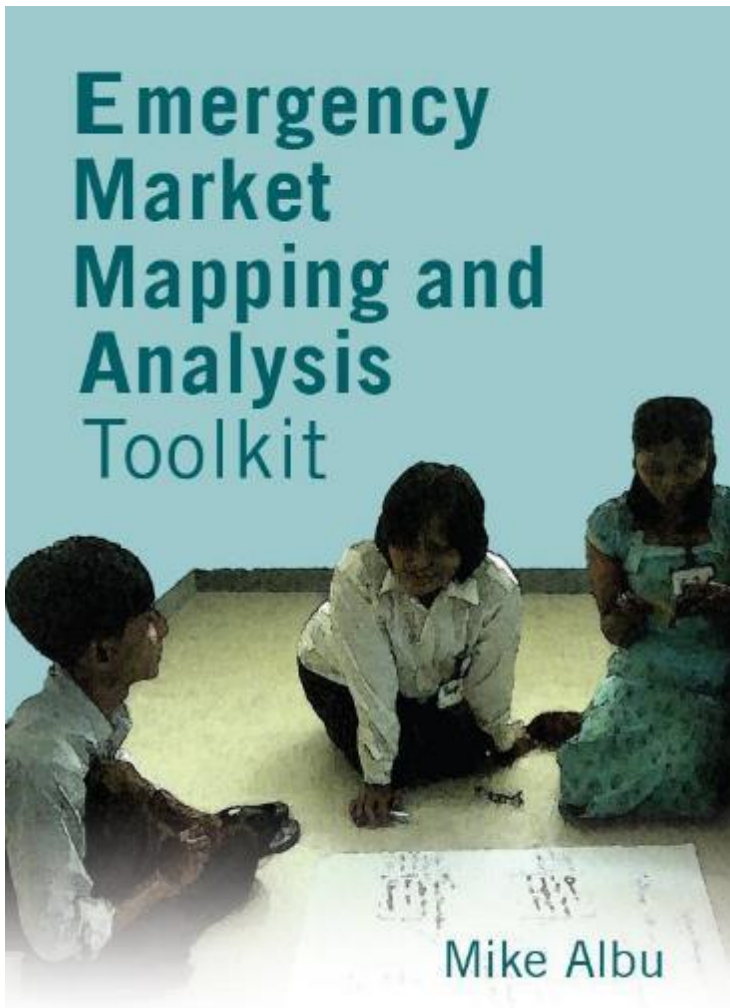
- Providing tools, agricultural inputs and services, or replacing other livelihood assets
- Providing jobs and opportunities for wage labour, or linking to buyers for their produce



The essentials of EMMA



+ The Essentials of EMMA



- Suitable for use in early stages of emergencies, disaster preparedness and protracted situations
- Does not rely on specialist economic or market analysis skills
- Addresses survival needs and livelihood protection
- Provides practical recommendations for response



The EMMA Process

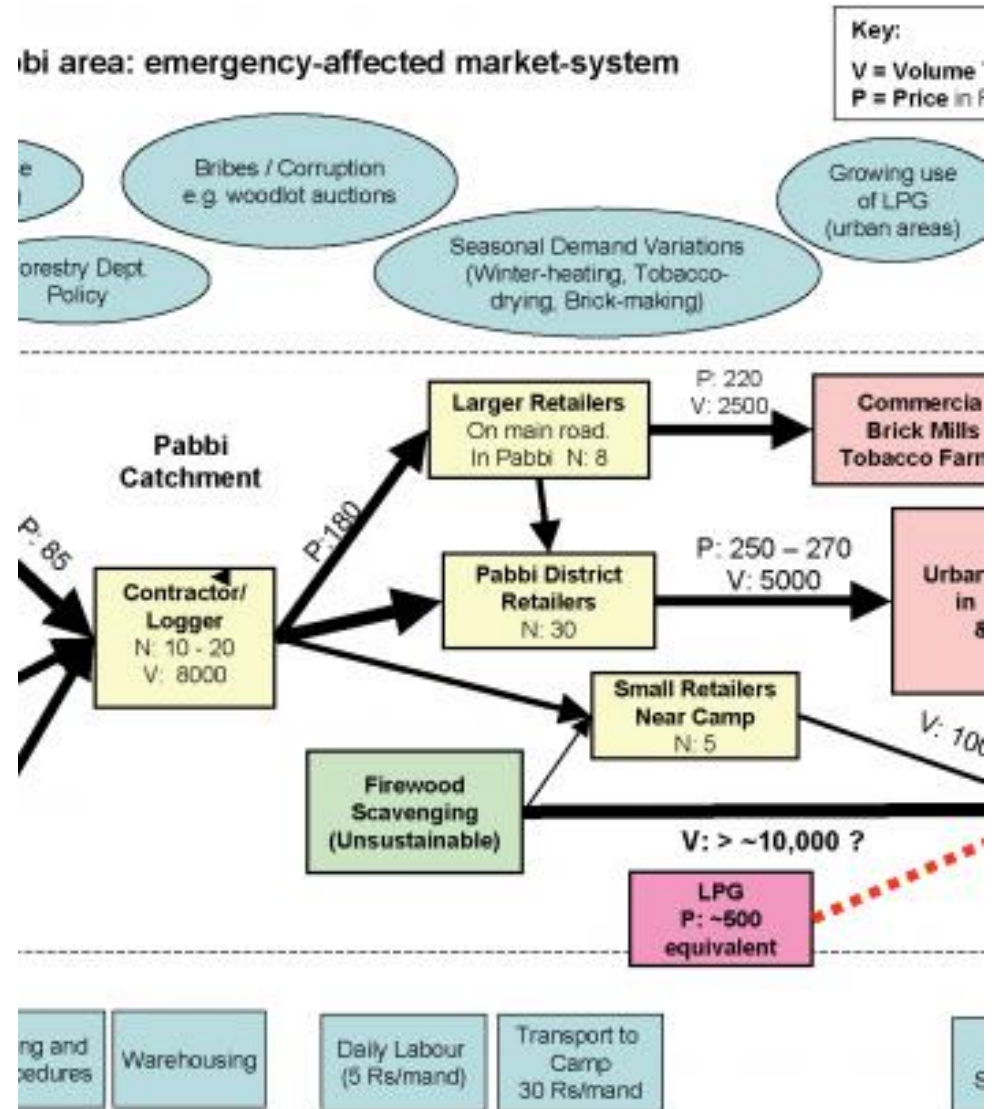


- Adaptable tool, built on logical steps
- Based on speed-oriented tools for use by non-economists or statisticians
- Based on 'good enough' or 'appropriate imprecision' approach
- Based on primary and secondary data collection
- Iterative in nature
- Based on markets maps; visual and intuitive



EMMA Tools

Pabbi area: emergency-affected market-system



+ EMMA Tools for Analysis

Main components:

1. Selecting critical market systems
2. Baseline and emergency mapping
 - Market environment
 - Market chain
 - Key infrastructure, services and inputs
 - One map per market system
3. Gap analysis
4. Response options and recommendations

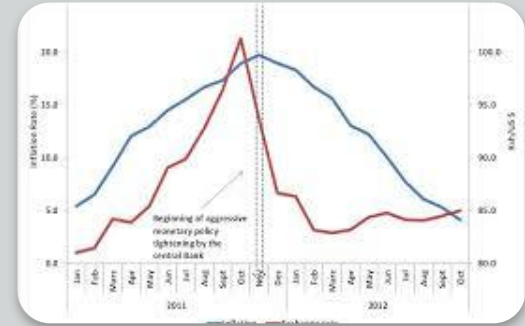
+ EMMA's core logic



Past
Baseline

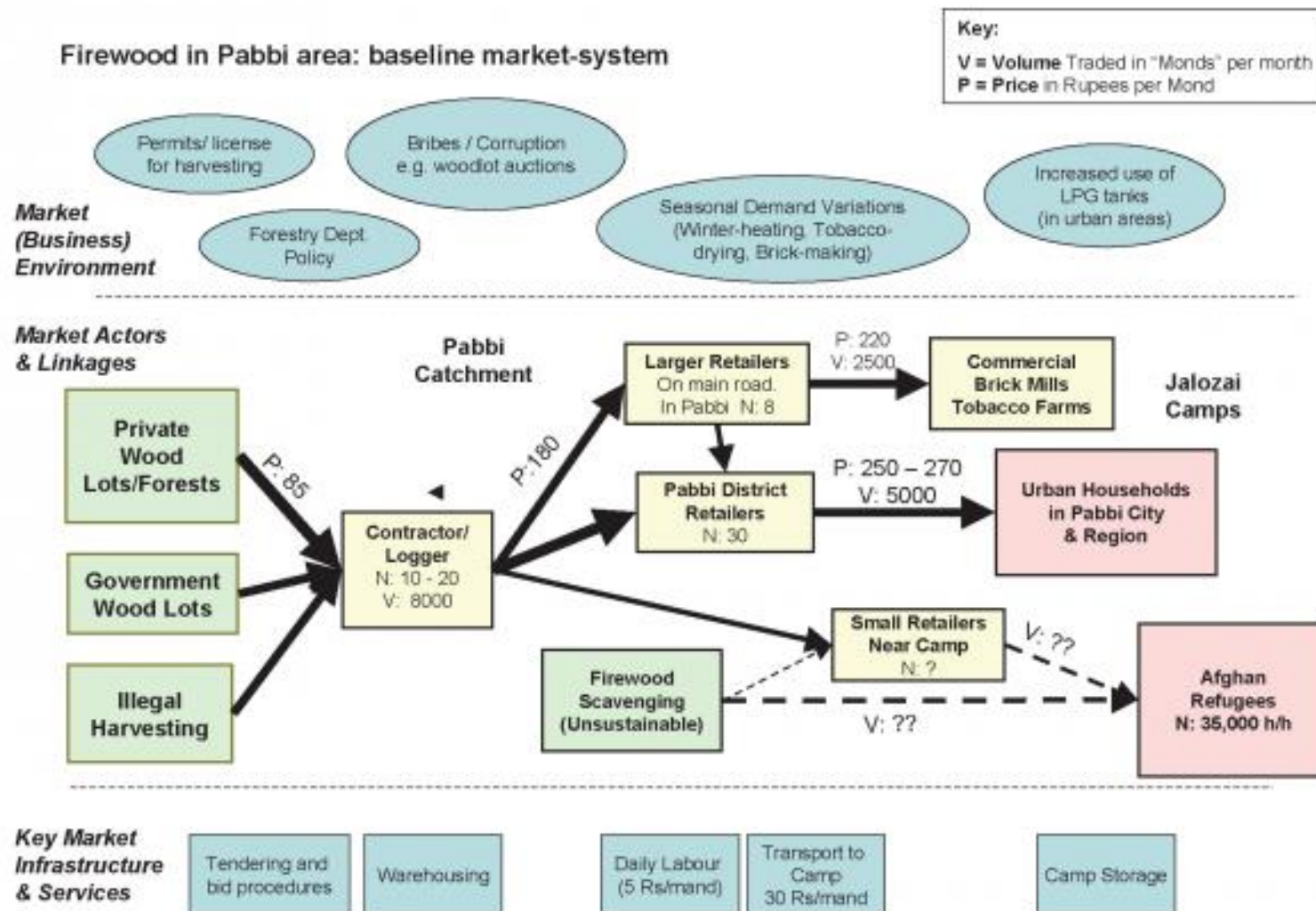


Present
Impact



Future
Forecast

+ Baseline maps (EMMA tool)



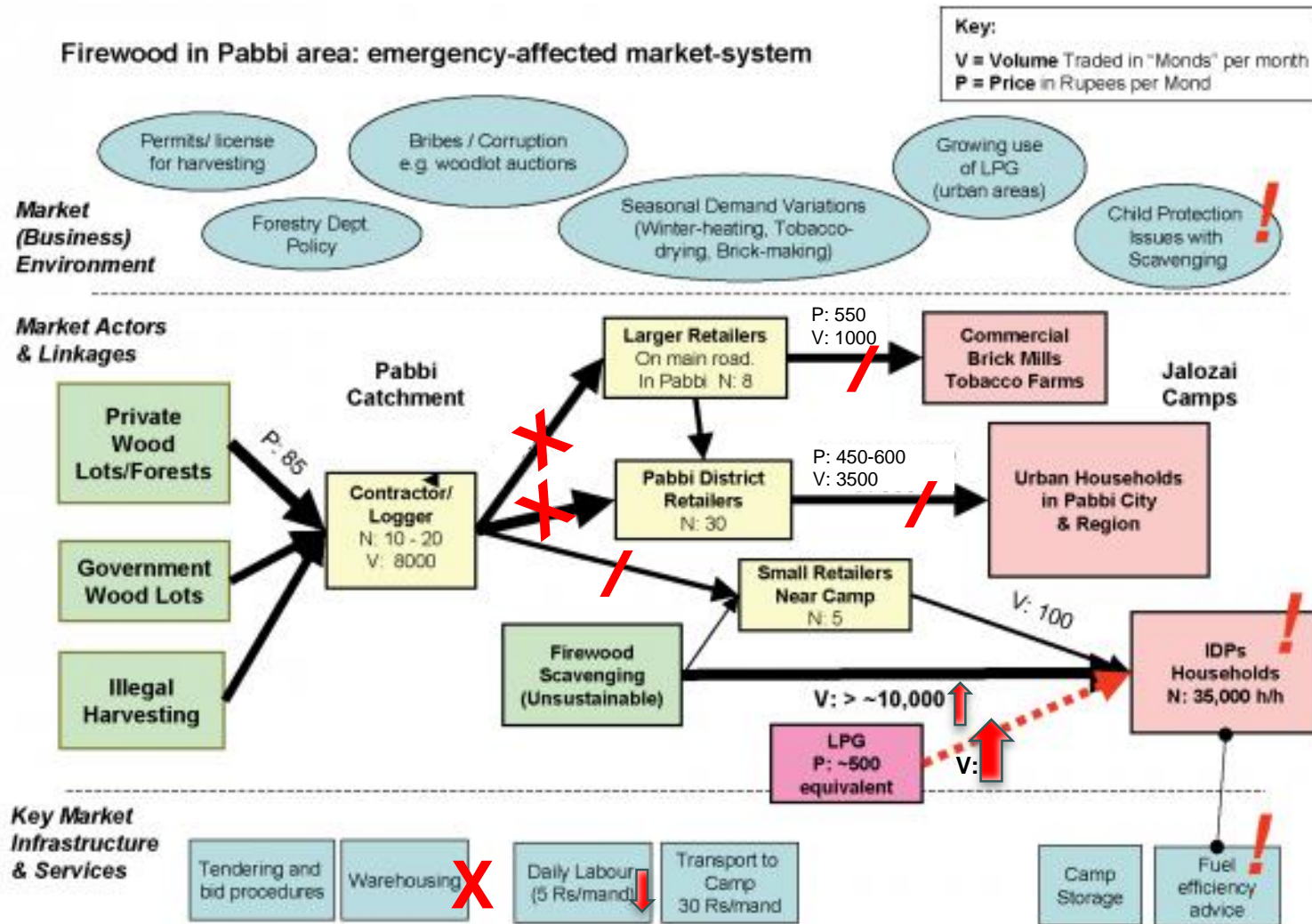
+ Tools EMMA uses:
Visualising impact and issues



I	Partial disruption
X	Significant disruption
!	Critical issue
↑↓	Increase, decrease (Price, Number, Volume)
?	Uncertainty; better understanding required



Emergency maps (EMMA tool)





Market analysis: Key questions



1. What **impacts on market systems** have been observed in the emergency situation?
2. How do current levels of trade and availability **compare with the baseline**?
3. Is the market system's performance limited by **supply or demand constraints**, or both?
4. How has market integration been affected?
5. How have competition and market power been affected?
6. Can markets respond to gaps?

+ EMMA's Core Logic: Response Options

Support affected households with:

Direct assistance to households through cash, in-kind or services (or a combination)



Indirect actions to strengthen market systems in order to deliver to households



+ The Results of an EMMA



- Supports agencies to improve the effectiveness of their actions, and reduce risk of harm
- Encourages humanitarian agencies to consider a broader, more innovative range of responses
- Enables staff to explain and communicate the rationale for proposed actions clearly and effectively (e.g. to managers and donors)



Structure of an EMMA Report



Section 1: Executive summary

Section 5: Critical market systems

Section 2: Emergency context

Section 6: Market system maps

Section 3: EMMA methodology

Section 7: Key findings

Section 4: Target population

Section 8: Main recommendations
and conclusions



Countries where EMMAs have been done



Haiti	Iraq
Pakistan	Ethiopia
Gaza	DRC
South Sudan	Philippines
Chad	Cote d'Ivoire
Myanmar	Vietnam
Kenya	CAR
Lebanon	Syria





Practical and budgetary issues





Indicative EMMA time table



Week 1

- Background research before arrival in-country
- Recruitment of EMMA team (optional; necessary if undertaking multi-agency EMMA)
- Preparation and logistics for induction and fieldwork

Week 1 - 2

- Orientation and induction for EMMA team
- Select critical market(s)
- Testing questionnaires, formats, methods (pilot)



Indicative EMMA time table



Week 2 - 3

- Field data collection
- Collation, interpretation and analysis of data.
During field data collection, at least one day should be set aside to convene the team for group discussion and analysis

Week 3 - 4

- Report writing and presentation of results



Considerations



- Team leader and team member selection
- Selection of markets
- Location
- Budget
- Vehicles
- Security and communications
- Workspace
- Accommodation
- Timing



Critical issues



- Good preparation prior to deployment
- Access to cash for team leaders
- Access to vehicles



Cost



- EMMAs have been conducted for as little as \$5,000 USD and as much as \$30,000 USD, not counting airfares and staff time
- Budgetary items include:
 - Consultant or staff time
 - Vehicles
 - Stationary
 - Accommodation



What's next?



- On-going research on the up-take of EMMA recommendations
- Pre-crisis market analysis guidance coming out (May 2014)
- EMMA short guidance covering unfolding crises (May 2014)
- 'Markets in Crises' D-group: dgroups.org/dfid/mic



Questions?

+

emma-toolkit.org