



## EMMA Leader's Guide

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The purpose of this document is to gather the lessons learned from those who have organized and implemented EMMAs around the world and to put them into a short document that can serve as a “bible” when preparing and implementing an EMMA. It is not intended to cover all of the subjects in depth (the EMMA Toolkit does that). It is intended to operationalize the toolkit, and provide a quick reference guide when the pressure is highest.

We also expect that it will become a living document that is added to as each new EMMA is done, and more experiences are gathered. Every EMMA will be different, so not all lessons will be included, or are applicable in all cases. The intention of this guide is to help you ask the right questions and to support you as a leader.

## I. Planning an EMMA

Experience has shown that good planning for EMMA assessments is essential to getting good information and thus having a solid report and recommendations. This is because time that is wasted on straightening out logistics or staffing issues, is time that is not spent in the field. This guide should help you think through the issues that are most important for the EMMA you are about to conduct.

Selecting a Team Leader – The EMMA Team Leader may be borrowed from an organization, or several trained consultants are also available for this work. As a rule, a Team Leader should ALWAYS be EMMA trained and should ideally have participated in an EMMA as well. It is recommended that the EMMA Leader have:

- **Market analysis or market development experience:** The EMMA toolkit says that EMMA can be used by those without market skills and experience. However, that is more true of the team members than the EMMA Leader. 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.
- **Team leadership experience:** A team leader should be used to managing people and able to get a team to work together. In an EMMA, the leader will be working with a group of people they may not know well and who don't all work for him or her. Even in a small team, the leader needs to be able to explain difficult concepts, get people on board with the concept of EMMA, narrow down their fieldwork to the topic at hand, and at the same time delegate duties, rely on other people's judgments, and give credence to informed opinions.
- **Analytical, decision-making and timeliness skills:** EMMA Leaders need to be able to make quick decisions; distinguish when information gathered is 'good enough'; have the analytical ability to see (and the decisiveness to delete) irrelevant information. An EMMA Leader should be someone who does not want to wait for a perfect deliverable.
- **Field experience:** EMMA Leaders need experience getting around in and dealing with unstable and difficult environments. Experience in the specific country contexts, language skills, etc. are all very useful but one can get around most of these issues in a pinch (or rely on local staff, use a bilingual staff person to work with you and do the delegating, etc).

See the Team Leader TOR in the annexes for further guidance on the skills needed.

When determining when to bring on board the EMMA Leader it is very important to include a 3-4 day window of opportunity prior to the team's arrival in country for doing

research on the information already available for selected markets. Often, critical markets are not selected until the enumerator induction process, but preparatory research can make a significant contribution to the efficiency and effectiveness of the selection process.

For general awareness and operational considerations of leadership, much time is wasted if the Leader/Team is not aware of existing reports from FAO, WFP, FEWSNET, etc. that provide good baseline information about the affected populations and the market systems prior to the emergency. These can inform decisions on locations for the work (see below), and may lead the team to key informants that can reduce the time necessary to gather required information.

Selecting an “Operational Person” – Experience has shown that it is essential for an EMMA to have someone whose ONLY job throughout the assessment is to deal with the operational issues. The larger the EMMA, the more important this 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. A suggested TOR is attached in the annexes.

The operational person is responsible for managing the support from various agencies when doing a multi-agency EMMA, and therefore should work very closely with the Team Leader on all of the issues outlined below. It should be clear who the contact person, or focal point, is for each agency if there is a question about the support provided/pledged.

Other Planning issues:

	Questions to ask	Issues to consider
Team Selection	Will it be multi-agency or a single agency EMMA? Who is available for the assessment team? How many ‘experienced’ staff are available? Who will be responsible for selecting the team? How will team members communicate with the Team Leader/Operational Support Staff prior to arrival in country? Are there gender/cultural issues that might impact the make-up of the assessment team or create operational issues?	The ability to analyze information is directly related to the experience of the field staff, so don’t assume that a team of enumerators is what you need. In general, strive to build teams that have AT LEAST one person per market who has a very good knowledge of the selected market selected, or a good knowledge of market systems generally. This person will need to be the team leader for gathering that market info.
Selection of	See pp 50-53 of EMMA Toolkit	Can be done very early in

Markets	Is the team big enough (or experienced enough) to gather info for multiple markets, given the geography and security situation?	process (for example to meet donor preferences) or with the EMMA team on the ground, but there are location, budget, and car issues related to the markets selected.
Location	Where are the affected areas in relation to other important market centers? Do the assessment logistics allow for travel to both market centers and affected areas? (Box 5.2 p107) Is the distance that needs to be covered appropriate to the time available for the assessment?	Market systems usually cover more than one geographic area, with wholesalers in larger cities. Do not assess only "affected areas" -- that represents only one part of most market system. The solutions may be in unaffected areas. See pp 48 of the EMMA Toolkit.
Budget	Is there sufficient budget? Is the funding mechanism on the ground flexible enough to allow for surprises (i.e. the need for more cars, the need to stay overnight in assessment areas)?	As a rule of thumb, \$20,000-40,000 has been budgeted for an EMMA assessments to date. However, in several cases the cost was less than anticipated due to organizations contributing staff time, vehicles, etc. If teams are not able to get to/stay in the field, they will not be able to gather good information and it will affect the quality of the EMMA report.
Cars	Do you have one car for each 2-3 people on the team? Will cars be borrowed from other organizations or rented?	<b>DO NOT UNDERESTIMATE THE NEED FOR CARS!</b> Actual need will depend on the team makeup and assessment locations, but because the methodology relies on key interviews rather than surveys it is important that your best people have maximum flexibility of movement.
Security and Communications	What security procedures need to be clarified for the assessment team? Is everyone responsible for their own computer/phone/radio or	Markets (physical spaces for trading) are often security "no-go" areas. This needs to be negotiated, as it is likely that the team will need to talk to

	will this be provided?	traders or others in the market. For multi-agency EMMA's it has been helpful to have one security focal point who understands the work of the EMMA and is able to liaise with Security Coordination mechanisms, inform the EMMA team, and answer security questions as necessary. However, team members remained responsible for following the security regulations of their own organization.
Workspace	Have you identified a location for the EMMA assessment team to work from during the full period of the assessment? Will there be a final report presentation? Is a printer/photocopier/internet needed in the workspace?	Having internet access in the EMMA workspace is very helpful, although not required. The internet can be used to find existing reports on the market chain and other useful (baseline) market information. Think in advance about how copies of the assessment results (paper or electronic) will be provided to those who attend briefings or presentations (Step 10 of EMMA).
Accommodations	Does the team have a safe, appropriate place to sleep, including overnight field trips? Is it important that the team stay in the same place or is it better to house them with their respective organizations?	This depends on the context. In some cases it is better/more appropriate to have everyone stay in the same place to facilitate working together. In other contexts, assessment teams have stayed in the accommodation provided by their organizations, and only come together in the workspace.
Toolkits	Will copies of the Toolkit be provided to everyone on the assessment team? How will these get to the assessment location?	Books are available from Oxfam and IRC, but you must determine who will carry them out or ship them in advance.
Timing	How long do you need for this	See pp. 18 of Toolkit

	EMMA?	The answer to this question depends on the distances that need to be covered vs. the size of the team, the experience of the team, and the security situation,
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## II. Training your Team

It is safe to assume that the assessment team will need to have some kind of orientation or training, and that even if toolkits are provided they will not be read cover to cover. The pages highlighted below will help draw their attention to important sections. However, it is often more effective to think of it as the beginning of the EMMA itself, rather than a training. Much of the work done in the curricula suggested below is really about the planning the field work. Plan on at least 2 days to train and prepare the assessment team. A rough outline of the training is shown below:

### A. Introduction – What information will we gather with an EMMA, how will we gather it, and what information WON'T we get.

See Toolkit pp.5-7

Verify that everyone understands that this is the beginning of the assessment, and not a training in how to do the assessment at some point in the future.

It may be important to emphasize points such as:

- You will not get food security info from an EMMA
- It is important to get as much baseline info as possible from work done prior to the emergency (see pp 35-36 in Toolkit), and talking to key informants, cluster heads, govt officials, etc.
- Large sample sizes are not possible in short timeframes, so heavy reliance on surveys is not recommended; guided interviews may be better.

### B. Defining/Refining Critical Markets, Target Populations, and Needs

- Criteria for Selecting: Box 2.7, p.50-53
- Help the team understand the difference between a market system, a marketplace, an affected population, a target population, and a need (see Box 2.4, p48)
- Be really clear about the market selected, for example “livestock” is actually several different market systems – sheep, goats, chickens, cows.
- Confirm the beginning and end points of the selected market system (i.e. wheat flour ends with the household consumer, while wheat seed ends with the farmer), and the likely physical locations of those end points. See

p48. Make sure that the logistics (i.e. cars, team members available) allows for travel to the appropriate locations.

- If there is more than one market system being assessed, make sure that all team members understand what the other teams are working on, so that synergies can be created and work shared where possible.

C. Review preliminary analysis

- Get teams to think about what they already know about the market, who are the key informants, where it is likely to find more information on the market system
- Team leader should draw attention to important sources of information or findings that are relevant to all/several markets (i.e. Food Security reports and livelihoods assessments pre-emergency)
- It may be useful to draw a map just based on the participants existing knowledge of who buys/sells a good. This rudimentary map can be used to show key informants, to help get clarification of the actors in the market

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. This analysis is likely to rely heavily on other emergency needs assessments that have been done, and how they relate to the target groups or critical markets selected for the EMMA. It may be more qualitative than quantitative, depending on the situation.

- The importance of livelihoods zones and/or wealth ranking will depend on the market system selected, and the target group within that market. As there will not be time to gather new information about wealth ranking, use pre-emergency livelihoods studies as a baseline, and develop questions that focus on the qualitative information and priorities of these groups (p.132), gathering quantitative data when possible, but recognizing that it will be thin.
- p 77-78 for overview and information needs
- p 130 for example output

E. Seasonal calendar (p 134 for example) may be pulled almost entirely from existing resources (FAO or WFP) but make sure team is prepared to contextualize it to the market and/or specific location of the assessment. The primary reason for doing this calendar is to help check the urgency of the response recommendations.

F. Household income and expenditure

- Focus on income/expenditure changes, and what this means for the selected market and target groups. It is always best to represent this as a range (i.e. 20-50% drop in income for those interviewed). This makes the

pie charts hard to do automatically, but don't get caught up in unnecessary (and inappropriate) precision.

- Use baselines from prior to the emergency – these are almost always available from development resources.
- See pp 20-21, 89, 96 (Box 4.8) and 134-135. Also p 109 on household interviews.

#### G. Market Analysis

This is one of the most valuable things that EMMA provides, making it unique from other assessments done after an emergency, do not short-change the time you give this section. (See p79-81) It also creates the narrative behind what the maps show.

- Introduce the section with questions on p144 and Box 8.8 on p145. If these are answered in the final report, it will help greatly with the Response Recommendations. But don't forget to look at anticipated NGO responses and how they will affect the market!
- You need to understand the intentions of other emergency actors, and how this may affect the selected market system. Plan time to talk to UN clusters or major NGO players/coordinators for particular sectors.
- Introduce the cash-feasibility agenda (p 85) while underlining the point that cash may not be the right response.

#### H. Response Analysis (may actually want to do "training" later, after some info is collected)

- Be clear that the purpose of this is to make recommendations based on what we learn in the assessment. These recommendations should be targeted beyond NGOs, but also include recommendations for donors, UN agencies, government offices, as appropriate. The point is to create a clear picture of the role for all actors in solving the challenges identified
- Introduce the principles and core logic pp 160 (Box 9.1), 161-163, and Box 9.3 and 9.4, p 164 and 166 respectively
- Box 9.15 (p180) and 9.16 (p181-2) show examples of the Response Options Framework and the Response Options Recommendations. The Framework is really a broader version of the Recommendations, for example there may be a number of responses that are appropriate (vouchers, cash) but one may be more preferable. It may be a structure used for brainstorming while feasibility of different options is further explored. Because there is different information in each of these charts it is worth it to think about what your most likely audience needs/wants to hear, and come up with a version that fits your situation. But it should be consistent across reports done within the same EMMA.

- One of the most important messages may be timing. In the past, livelihoods issues were always “to be addressed later” in emergencies. EMMA provides a good way of justifying a few more urgent responses. Make sure that the response analysis speaks to what can and should be urgently done.

### III. Implementing an EMMA

- **Regroup Regularly** - It is strongly recommended that you plan the fieldwork so that the team can physically get back together at the end of each day or two. If this is not possible because of distances, plan for phone conferences where the information can be shared between teams. This is an opportunity for the team leader to keep the team on track and focused on the most important information. Do not underestimate the importance of doing this. Daily regrouping is advisable because an hour spent with the enumerators at the end of the day will be very helpful in informing the ongoing process of analysis, re-assessing maps, and market actor relationships, and making operational decisions about what respondents to target the following day. At the very least, enumerators should take the time to shore-up their data collection sheets so that they are legible. This process helps them think through their day’s work, and provides an opportunity for consultation with each other and the leader(s). Ideally, there should be at least one half-day analysis point in the field data collection process. Sitting together with the enumerators and any appropriate stakeholders and walking through the meaning of the data collected will identify gaps, help refocus remaining data collection efforts and pay significant dividends in the analysis and report writing process after field data collection is finished.
- **Start with the middle** – You are likely to get better information quicker if you start with the large traders or middle men in your chain. They will have the most information on who they sell to and who they purchase from and can get your maps in good condition quickly. See pp 104-105. It is sometimes helpful to take a rough map and show them what you are thinking. Many people respond well to this kind of visual aid and it can start the conversation flowing. This is not a group that most humanitarians are familiar with interviewing, so prepare your questions in advance so as to avoid wasting time. Your questions should check the accuracy of your knowledge and assumptions so far, as well as adding detail. Pages 117-118, Box 4.5, 4.6, 4.7 (p90-95), and p 108-110 from the toolkit should be helpful. Make sure the map structure is correct before adding lots of quantitative info.
- **Revise maps daily** - Maps should be revised each day at the end of gathering information. It is helpful to have someone outside the team look at the maps and “walk through” the logic of the map to make sure the messages are clear to those

not working directly on the market system. Plan it so that you team goes to get info and then comes back to together/to you every 1 or 2 days or so. Any more time apart will likely result in gaps that will undermine the analysis. Get teams working on different markets to work together to ensure consistency of reports, and cross referencing of info.

- **Write each day** – It is best to write a little bit of the report at the end of each day, based on what has been learned so far. It can be revised as you go along, but it will make it much easier to prepare your report and presentation as you reach the end of the assessment.
- **Check your Response Analysis** – If you are regrouping regularly, it will not be a problem to include a day where everyone works together on the response analysis. It is best to do this when there is still time to go back to previous sources and ask them about the validity of the analysis or the suggested responses.
- **Use the book!** – In emergencies, there is a tendency to be outward focused. As Team Leader, remember to reference the Toolkit and to ask for support from the EMMA Team (who is happy to provide technical back-up and answer questions) if something is unclear. Whatever challenge you are facing, it has likely been thought of, or faced previously, and we may be able to provide some ideas and solutions.

#### IV. Communications and EMMA wrap-up

Encourage the EMMA assessment team to begin writing as soon as possible, and throughout the field assessment process. There may be some sections (description of the emergency) where standard language can be used by all market system teams.

	Questions to Ask	Issues to consider
Briefing Key People	What do the donors or primary decision-makers want to hear in the presentation? In what timeframes are their decisions being made?	Important to be able to describe the findings in a few slides and a 2 page report (executive summary), in addition to a longer, more in depth report. The 2pg report, with maps, can be an important briefing tool for early decision making. See p187 of the toolkit.
Timing/Location	Would it be better to break the briefing into smaller groups (i.e. Food Security, Shelter) and brief separately?	Depending on the context and the number of markets covered it may be better to bring everyone together, or to hold separate

		sectoral briefings.
Final Report	How will the report inform programming and guide funding priorities?	Highly recommended to use the suggested report format provided on the CD and on pp188-190, when it has not been used important information desired by donors and other decision makers has been left out of the report, although the team had this information.

## **Annexes:**

- A. TOR for EMMA overall (to be sent to participating organizations, donors, etc to set appropriate expectations of staff time/responsibilities)
- B. TOR for EMMA Team Leader
- C. TOR for Operational Focal Point

## **ANNEX A: SAMPLE TOR FOR EMMA**

### **Haiti Earthquake EMMA Terms of Reference**

**Assessment dates:** February 7<sup>th</sup> to February 17<sup>th</sup> 2010

**Host agency:** International Rescue Committee

**Participating agencies:** International Rescue Committee (Lead), American Red Cross, Haitian Red Cross, British Red Cross/IFRC, Save the Children, Mercy Corps, Oxfam GB, World Food Programme, ACDI/VOCA and FEWS

**Budget:** approx USD \$30,000

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#### **EMMA Objectives:**

Main Objective: To identify through a rapid market analysis appropriate responses (cash/ in-kind/ market support/ advocacy) to meet emergency and early livelihood recovery needs.

Post earthquake, agencies are planning or engaged in a number of interventions including: food aid, cash transfer interventions (including cash for work, vouchers and grants). The implementation of an Emergency Market Mapping and Analysis (EMMA) assessment will help identify the most appropriate response for the immediate and medium-term interventions.

#### **EMMA outputs**

- Market Maps of selected critical markets
- Seasonal calendar for critical markets
- Household Profiles post-emergency
- Key findings and recommendations report

Key findings and recommendations will be presented Feb 17, prior to departure of EMMA Leader (Karri Byrne, IRC). This report will be disseminated to the wider NGO network and through the Early Recovery Cluster and other interested stakeholders.

#### **Geographical Area**

1 main geographical area of work – Port au Prince, with some travel outside of city

#### **Potential Critical Markets for Analysis**

Participating agencies have identified the following critical markets for potential analysis. A final decision of markets to analyse will be made on the first day of the EMMA.

- *Charcoal*
- *Water vendors*

- Beans
- Rice
- Gas/ diesel
- Bread
- Fresh vegetables
- Mangoes
- Coffee
- Informal credit

### **Teams**

Approx 12-15 participants, 5-8 Local and 6-8 expatriate

All participants speak French and all local staff speak Creole.

Facilitation/training will be primarily in English.

### **Duration of assessment and working Hours**

- 10 days from Feb 7<sup>th</sup> – 17. Please see schedule below
- Participants should be prepared for long working hours.
- All participants should agree to work the length of assessment, without a break if necessary to complete the work on time. Please inform us if this is likely to be difficult or if there are any outstanding issues that need addressing

### **Methodology**

The assessment will use the methodology in the EMMA Toolkit, comprising ten steps.

1. <i>Essential Preparation</i>	Background research; arrival; consultation with colleagues; agency mandate, target population needs & profiles
2. <i>Select Markets</i>	Selection of critical market-systems; and identification of key analytical questions for each system
3. <i>Preliminary Analysis</i>	Production of initial profiles, seasonal calendars, maps of the market-system; identification of key informants or leads.
4. <i>Fieldwork Preparation</i>	Setting the fieldwork agenda; devising interview structures & questionnaires; data-sheets and recording formats
5. <i>Fieldwork Activities</i>	Conducting the fieldwork activities – who, where, when. Section includes guidance on interview methods and tips.
6. <i>Mapping the Market</i>	Finalising baseline & emergency maps, seasonal

	calendars; description of key features, bottlenecks, constraints
7. <i>Gap Analysis</i>	Comparison of household economic profiles, analysis of priority needs, access and gaps
8. <i>Market Analysis</i>	Analysing impact on availability, conduct, performance, supply and demand, capacity of market-system to react
9. <i>Response Analysis</i>	Exploration of response options, cash and other intervention feasibility; response recommendations and their logic
10. <i>Communicate Results</i>	Consultation with colleagues; presenting conclusions to wider audiences (donors, agencies)

### **Communications**

- Most staff have local mobile phones and these shall be used.
- At the start of field work, participant mobile numbers shall be collected and shared

### **Administration and resources required:**

The following will be required and provided:

- Office space and access to printers and photocopier
- Flip charts/ white boards and relevant markers
- Spare pens/ paper (participants to bring their own note pads)
- Data show/ projector for laptops
- Plugs: 2-flat pin US-style
- Refreshments during training/ analysis sessions

**Vehicles** will be provided by:

1 car & driver - Haitian/ American Red Cross,

1-2 cars and drivers - IRC

1 car & driver - WFP

1 car & driver FEWS/NET

1 car & driver ACDI/VOCA

**Financial support:** estimated EMMA cost up to 30,000 US\$

WFP - US\$ 10,000

IRC - \$10,000

Save the Children – \$10,000

**\*\*Please note that a per diem will not be paid to EMMA participants**

### Assessment Schedule

Day	Agenda	Who
Feb 7 AM:	<ul style="list-style-type: none"> <li>• <i>Intro to EMMA – What, Why, When, Who</i></li> <li>• Review of situation on the ground, review TOR for assessment</li> <li>• Confirm target group and selected markets</li> <li>• Identify Key Analytical Question</li> </ul>	EMMA Team
Feb 7 PM	<ul style="list-style-type: none"> <li>• <i>Ten Steps, 3 Strands; EMMA Flow Chart; Main Tools of EMMA</i></li> <li>• Examine existing baseline information, incl. HH profiles</li> <li>• Review draft seasonal calendar</li> <li>• Preliminary mapping</li> </ul>	EMMA Team
Feb 8 AM:	<ul style="list-style-type: none"> <li>• Review of maps and Key Analytical Question</li> <li>• <i>Direct and Indirect responses, appropriate imprecision</i></li> <li>• <i>Feasibility of cash-based initiatives</i></li> <li>• Fieldwork Prep: list sources, type of interview</li> <li>• sample questions for gap analysis and market analysis</li> <li>• Develop data collection sheets</li> </ul>	EMMA Team
Feb 8 PM:	<ul style="list-style-type: none"> <li>• Test survey questions</li> </ul>	
Feb 9 AM:	Fieldwork	
Feb 9 PM:	<ul style="list-style-type: none"> <li>• Analysis/Revise Maps</li> <li>• <i>Emergency-affected Maps</i></li> </ul>	EMMA Team
Feb 10 AM:	Fieldwork	
Feb 10 PM:	Fieldwork	

Feb 11 AM:	Analysis/Revise Seasonal Calendar and HH Profiles	EMMA Team
Feb 11 PM:	Fieldwork	
Feb 12 AM:	Fieldwork	
Feb 12 PM:	<ul style="list-style-type: none"> <li>• Analysis/Revise Maps, incl. overlays</li> <li>• Develop market support options</li> </ul>	EMMA Team
Feb 13	REST	
	REST	
Feb 14	Wrap-up fieldwork	
	Wrap-up fieldwork	
Feb 15	<ul style="list-style-type: none"> <li>• Develop Response Options Matrix</li> <li>• <i>Review Response Analysis Logic</i></li> </ul>	EMMA Team
	Consult market actors and key informants about possible market responses	
Feb 16	Develop Response Recommendations	EMMA Team
	Finalize Recommendations Report	
Feb 17	Finalize Recommendations Report	
	Report out to stakeholders	

Or

Day	Activity	EMMA	Notes	Location
Day 1	Introductions	Preparation Phase	Special Emphasis on the objectives of each step	Islamabad
	Overview of week and schedule	Flow Chart of Steps		
	Start reading through toolkit	EMMA - full text		
Day 2	Read through EMMA	EMMA - full text	Sectors must be effected by the shock	Islamabad
	Narrow down/chose market sectors			
Day 3	Make initial market map. Lists of key informants and interview schedule.	Preliminary Analysis		Islamabad
	Revise EMMA objectives to apply to the chosen market.			

	Prepare interview agenda and sheets for Step 2.			
Day 4	Conduct interviews in nearby R.Pindi or relevant markets in Islamabad  Revise Map  Debrief and Analysis of tool and process	Step 2; Initial Interviews	Objectives: to test our interviewing skills.  To draw a clearer picture of the effects the shock is having on the market.  Data Sheets updated	R.Pindi  Vehicle required
Day 5	Revise Map. Prepare interview agenda and <b>questioner</b> for Step 4.  Lists of individuals and institutions for interview	Step 3		
Day 6	Review agenda and methodologies  Depart for Peshawar.  Make key informant interviews in market or Peshawar city	Step 4	Data sheets updated	Peshawar  Vehicle and accommodation Required
Day 7	Interviews	Step 4	Notes and data sheets to be updated	Peshawar  Vehicle and accommodation Required
Day 8	Interviews	Step 4	Notes and data sheets to be updated	Peshawar  Vehicle and accommodation Required
Day 9	Interviews  Tentative: Return to ISB in evening	Step 4	Notes and data sheets to be updated	Peshawar  Vehicle and accommodation Required
Day 10	Analyze Data Prepare Gap Analysis  Debrief and Analysis of tool and process	Step 5	Data entry and critical analysis of findings  <b>Report: Gap Analysis</b>	Islamabad
Day 11	Gap Analysis	Step 5		
Day 12	Baseline Mapping	Step 6	<b>Report: Baseline</b>	Islamabad

	Debrief and Analysis of tool and process		<b>Map and Report</b>	
Day 13	Baseline Mapping cont'd Emergency Mapping Debrief and Analysis of tool and process	Step 6 & 7	<b>Report: Emergency Map and Report</b>	Islamabad
Day 14	Emergency Mapping cont'd	Step 7		Islamabad
Day 15	Response Analysis	Step 8	<b>Report: Response Options Matrix</b> <b>Report: Response Recommendation</b>	Islamabad
Day 16	Response Analysis cont'd Putting in place a Monitoring Plan Identify any further information required	Step 8	Monitoring Tool – Chapter 8	Islamabad
Day 17	Return to Peshawar or markets for follow on data gathering	Step 8		Islamabad - Peshawar
Day 18	Interviews and data gathering cont'd			Peshawar
Day 19	Finalize Response Analysis and reports Debrief and Analysis of tool and process	Step 8		Islamabad
Day 20	Final Report – write up Identify actors for dissemination	Step 9	<b>Report: Final Report</b>	Islamabad
Day 21	Final Report – write up Debrief and Analysis of tool and process	Step 9		Islamabad
Day 22	Debrief and Analysis of tool and process			Islamabad

## **ANNEX B: Sample TOR for EMMA Team Leader**

### **Title of Emergency**

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**EMMA Team Leader**

### **SCOPE OF WORK**

Date

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#### **EMMA Assessment Dates:**

#### **Host Agency:**

#### **Participating Agencies:**

#### **EMMA Team Leader Outputs**

- Market Maps of selected critical markets
- Seasonal calendar for critical markets
- Household Profiles post-emergency
- Key findings and recommendations report

Key findings and recommendations will be presented within 10 days of the completion of the fieldwork. The report will be disseminated to the wider NGO network and through the Early Recovery Cluster and other interested stakeholders.

#### **Geographical Working Area**

Emergency affected parts of example are 1 and example area 2

#### **Communications**

- Most staff have local mobile phones and these shall be used
- At the start of field work, participant mobile numbers shall be collected and shared

#### **Methodology**

The assessment will use the methodology in the EMMA Toolkit, comprising ten steps.

<i>11. Essential Preparation</i>	Background research; arrival; consultation with colleagues; agency mandate, target population needs & profiles
<i>12. Select Markets</i>	Selection of critical market-systems; and identification of key analytical questions for each system
<i>13. Preliminary Analysis</i>	Production of initial profiles, seasonal calendars, maps of the market-system; identification of key informants or leads.
<i>14. Fieldwork Preparation</i>	Setting the fieldwork agenda; devising interview structures & questionnaires; data-sheets and recording formats
<i>15. Fieldwork Activities</i>	Conducting the fieldwork activities – who, where, when. Section includes guidance on interview methods and tips.

16. <i>Mapping the Market</i>	Finalising baseline & emergency maps, seasonal calendars; description of key features, bottlenecks, constraints
17. <i>Gap Analysis</i>	Comparison of household economic profiles, analysis of priority needs, access and gaps
18. <i>Market Analysis</i>	Analysing impact on availability, conduct, performance, supply and demand, capacity of market-system to react
19. <i>Response Analysis</i>	Exploration of response options, cash and other intervention feasibility; response recommendations and their logic
20. <i>Communicate Results</i>	Consultation with colleagues; presenting conclusions to wider audiences (donors, agencies)

## 1. Essential Preparation before Deployment

- a. Desk research on selected critical markets
- b. Make preliminary decisions about field work areas
- c. Explore resources for translating to Urdu/Pashto the modules of EMMA essential for inducting enumerators

## 2. Preparation in the Field

- a. Visit and confirm acceptability of EMMA working room.
  - i. Used for induction of enumerators and possibly for daily briefings/debriefings as well as functional office space for EMMA leader(s) and project-specific support staff
  - ii. Confirm necessary supplies for induction, including flip chart paper, markers, tape, source for refreshments, etc.
- b. Confirm qualifications of EMMA field team. Teams consist of 4 people per critical market.
- c. Two vehicles are to be allocated per team per market. Confirm vehicle and driver availability and appropriateness for anticipated travel.

## 3. Induction

- a. Conduct a 2 to 3-day induction of the enumerator EMMA team, using translators and translated materials as required.
- b. Conduct a 1-2 day pilot; analyze results, questionnaires and data collection methodologies; make any necessary changes.

## 4. Fieldwork

- a. Coordinate all activities with \*Name and title of direct supervisor\*
- b. Provide daily briefings and de-briefings for the enumerators
- c. On an ongoing basis, make any necessary revisions to the market maps
- d. Begin documenting key findings in EMMA report format
- e. Provide leadership and technical input to data collection methodology
- f. Coordinate activities and findings with relevant UN clusters
- g. Coordinate all activities with relevant security personnel/structures

## 5. Analysis and Report Writing

- a. Analysis should be conducted on a daily basis throughout the data collection time.
- b. A draft report of all markets covered should be completed by the final date enumerated in the EMMA leaders' contracts.

**6. Presentation of EMMA findings**

- a. On a date TBD in appropriate location with access to key stakeholders \*(i.e. clusters, donors, gov't partners, etc)\*

**7. After Assessment and Presentation of EMMA findings**

- a. X presentations no later than (date)
- b. Send email to thank all the agencies that took part
- c. Develop case study on lessons learned from assessment and send it to EMMA Team for posting on website or D-Groups
- d. Respond to any follow-up queries
- e.

## **ANNEX C: TOR FOR OPERATIONAL PERSON**

### **Title of Emergency**

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### **EMMA Operational Focal Point**

### **SCOPE OF WORK**

Date

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#### **EMMA Assessment Dates:**

#### **Host Agency:**

#### **Participating Agencies:**

#### **EMMA Operational Focal Point Key Outputs**

- Working space/operational base(s) for EMMA team(s)
- All necessary accommodations for EMMA team
- Equipment and supplies for the team training, data collection and presentation of key findings
- Transportation for the EMMA team

#### **Geographical Working Area**

(define geographical area of EMMA work, including base of operations)

#### **Communications**

- Most staff have local mobile phones and these shall be used
- At the start of field work, participant mobile numbers shall be collected and shared

#### **Methodology**

The assessment will use the methodology in the EMMA Toolkit, comprising ten steps. The EMMA Operational Focal Point will be expected to follow relevant and approved internal procedures to operationally support the Team Leader and the EMMA team to follow the processes outlined in the toolkit, gather the required information, and produce a high-quality report .

#### **Operational Focal Point Responsibilities:**

##### **1. Essential Preparation before Deployment**

- i. Send out announcement of need for EMMA team, and facilitate process of bringing team together
- ii. Liaise with Key Contacts in the EMMA planning and organization process
- iii. Pass critical information to Team Leader (critical market preferences, assessment mt team capacity information, geographic area preferences, etc.)
- iv. Track arrival/departure dates in country of all team members , and organize accommodation for all team members requiring it
- v. Identify location for initial training and workspace (including internet, copier, printers as necessary)
- vi. Identify location for final report out. Consider having more than one report out – for example food security critical markets at one meeting, and shelter markets at another; or a separate session in local language.

- vii. Organize permits and logistics for internal travel of all assessment team members
- b. Identify/contract required vehicles for assessment
  - i. Clarify processes for team members getting per diems and/or paying EMMA-related expenses
  - ii. Determine how many vehicles can be borrowed from participating agencies, and how many will need to be contracted for the assessment period, and facilitate the required processes for ensuring vehicles are available for the assessment
  - iii. Help team leader to determine size of EMMA team and number of critical markets that can be addressed vis-a-vis resources and time available
  - iv. Work with Security Coordination mechanism to ensure they are aware of/agreed with required assessment locations
  - v. Ensure payments are made to consultants, vehicle hire companies, facilities, hotels, etc.
  - vi. Procurement of Toolkit books
- c. Ensure compliance with donor requests or requirements
  - i. Identify appropriate accommodation for assessment team (if required), both in primary team location and any necessary field sites. Communicate clearly who and how this accommodation is being paid for (i.e. by assessment budget or by individual agencies).

## **2. During the Assessment**

- a. In coordination with the EMMA Team Leader, ensure compliance with donor requests or requirements
- b. Manage day-to-day vehicle needs to ensure team members have the ability to do fieldwork and gather required information
- c. Handle issues related to team workspace, including the need for printers, electricity, food during working hours, etc
- d. Maintain mailing list of people interested in results, an invitation to the final report out, copies of the final reports, etc.
- e. Act as the security focal point for all agency security officers on issues related to the EMMA, as well as representing the team at any security coordination meetings
- f. Help the Team Leader to manage the expectations around the EMMA, with regards to the nature and timing of the results that can be expected

## **3. Wrap-up activities**

- a. Ensure all payments incurred by the EMMA team are paid
- b. Report to coordination mechanism anything that may have been learned about markets during the assessment