

Market Monitoring and Trade Analysis in Darfur

A Guide for Practitioners

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منظمة دارفور للتنمية واعادة التعجير
DARFUR DEVELOPMENT AND RECONSTRUCTION AGENCY



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1. Introduction

1.1 The MMTA project, and purpose of this guide

In 2010, DDRA, in collaboration with the Feinstein International Center of Tufts University (FIC/Tufts), established the MMTA project in the Greater Darfur Region of Sudan. The overall goal of the MMTA has been to deepen analysis and understanding of the shifting patterns of trade and markets in Darfur on an on-going basis for key agricultural and livestock commodities, in order to:

- (1) Inform and influence programming to support livelihoods.
- (2) Identify opportunities for peace-building through trade.
- (3) Prepare for the eventual recovery of Darfur's economy, for which trade will be a crucial engine.

Since 2010 the project created a unique and powerful network of CBOs working collaboratively across all five Darfur states, to monitor and analyse trade flows and market activity. With this strong local base, the data collection and its interpretation are rooted in local knowledge and understanding. Despite the challenges of working in a context of protracted conflict, by 2016 the project had access to over 70 markets across Darfur, producing a variety of different outputs for a range of users from state and federal government to international and national aid agencies. By 2016, and in response to demand from users, the project also played a more prominent early warning function.

An evaluation of the MMTA project, carried out in 2015, noted that a short article published by the Humanitarian Policy Network was the only document that described the MMTA project.¹ The evaluation recommended that a manual be written that captured the MMTA approach in some detail (Murray, 2015). This practitioner guide is the result. This guide documents the experience of the MMTA project in Darfur; a capturing and codification of good practices that were used to fulfil the mandate of the MMTA, offering learning from what has worked and from challenges the project encountered over a six-year period. When appropriate and useful, the guide draws explicit connections between the MMTA approach and market tools and practices that are *au courant* in the humanitarian community, thus using the language of common practice to describe what worked in Darfur, which is intended to contribute to wider learning within the humanitarian community. The tools used and refined by the MMTA are a reflection of the context in which it operates, both in terms of the external context and also the skill levels of the organizations involved, rather than dogmatically conforming to a prescribed approach.

This guide is intended:

- a. As a resource for those involved in market monitoring in Darfur and elsewhere in Sudan.
- b. To share the MMTA approach with organisations and networks involved in market monitoring and market assessments internationally, recognising that on-going systems of market monitoring have received relatively little investment and have often been a struggle to maintain, especially in contexts of protracted conflict (Murray, 2015).

¹ Buchanan-Smith, Margie, et al. Understanding Trade and Markets in a Protracted Conflict: the Case of Darfur. *HPN Humanitarian Exchange No. 58*, July 2013

This guide was composed principally through information captured during a series of in-person interviews, Skype conversations, and emails with senior project staff at DDRA, SOSS, and Tufts. As such, it is a documentation-cum- 'how-to' guide based on practical experiences of market monitoring in Sudan that seeks to impart important broad strokes and appropriate details of the design and implementation of market monitoring, without being overly prescriptive. It also offers key learning from six years of market monitoring in a context of protracted conflict.

1.2 A user's guide

The structure of this guide reflects the major components of the MMTA project, complemented by introductory sections to provide context, history, and a description of the key actors. The beginning of each section in the 'how-to' portion of the guide contains a bulleted list of the steps described in that section. "Key Learning" boxes appear in many sections of the guide, and are meant to be both summative bullets and quick reference guides for practitioners. Key learning boxes are located at the end of the sections in which they appear. Thus, each section begins with the bare technical and practical steps of each part of the process, and ends with the distilled learning from six years' of MMTA experience. More detailed tools useful in design and implementation of market monitoring are located in the Annexes.

1.3 MMTA rationale and background

Trade is the lifeblood of the economy of the Darfur region and one of the main ways in which different livelihood groups interact (See Box 1). Normal trading patterns were severely disrupted (see box 2) with the outbreak of widespread conflict in Darfur in 2003. In the first five years of the conflict, there was a growing body of knowledge of how livelihoods had been affected². But missing from much of that analysis was a clear understanding of how trade and markets had been impacted, and thus the wider economic context and consequences for livelihoods and food security.

² See, for example, Young et al (2005)

Box 1. The significance of trade to livelihoods and to the economy

Livestock are a central component of most rural livelihoods in Darfur. Livestock in the five Darfur states are estimated to account for one-quarter to one-third of Sudan's livestock production post-secession, and are a major contributor to Sudan's livestock exports (Buchanan-Smith et al, 2012).

Groundnuts are the main cash crop in Darfur, producing around one-third of the national groundnut harvest. Groundnut production is concentrated in East and South Darfur. Darfur produces at least 30% of the gum Arabic traded in Sudan. Other significant cash crops include oranges, *tombac* (chewing tobacco), and sesame (Buchanan-Smith et al, 2013).

The five Darfur states account for two-thirds of Sudan's national millet production. There has been a long-standing trade between cereal-producing farmers and livestock-dependent pastoralists in Darfur, and more recently, since the 1960s, with cash-crop producing farmers. Indeed, trade is key to relations between different livelihood (and ethnic) groups in Darfur, both in terms of exchange of commodities between groups, for example, cereals and livestock, but also encouraging otherwise hostile groups to put aside their differences and forge trade agreements during the conflict years. Examples of the latter, in the livestock trade, were captured in the in-depth trade study, 'One the Hoof' in 2012 (Buchanan-Smith et al, 2012).

As Fitzpatrick and Young (2016) have demonstrated in their study on resilience in Darfur, almost all households are dependent on the market, at least in part, for their livelihood. And this dependence increases during shocks and periods of recovery. There is also evidence that households with better access to markets have better Individual Dietary Diversity Scores for women, Household Hunger Scores and Coping Strategies Index scores (ibid).

The settlement pattern in Darfur has changed substantially during the conflict years as the population has become increasingly urbanized, triggered by large-scale displacement. This growing urban population has become highly dependent on the market, especially the cereal market, to meet their consumption needs. Indeed, many rural producers have now become cereal consumers, dependent on the labor market for daily employment for their livelihood (Buchanan-Smith et al, 2014).

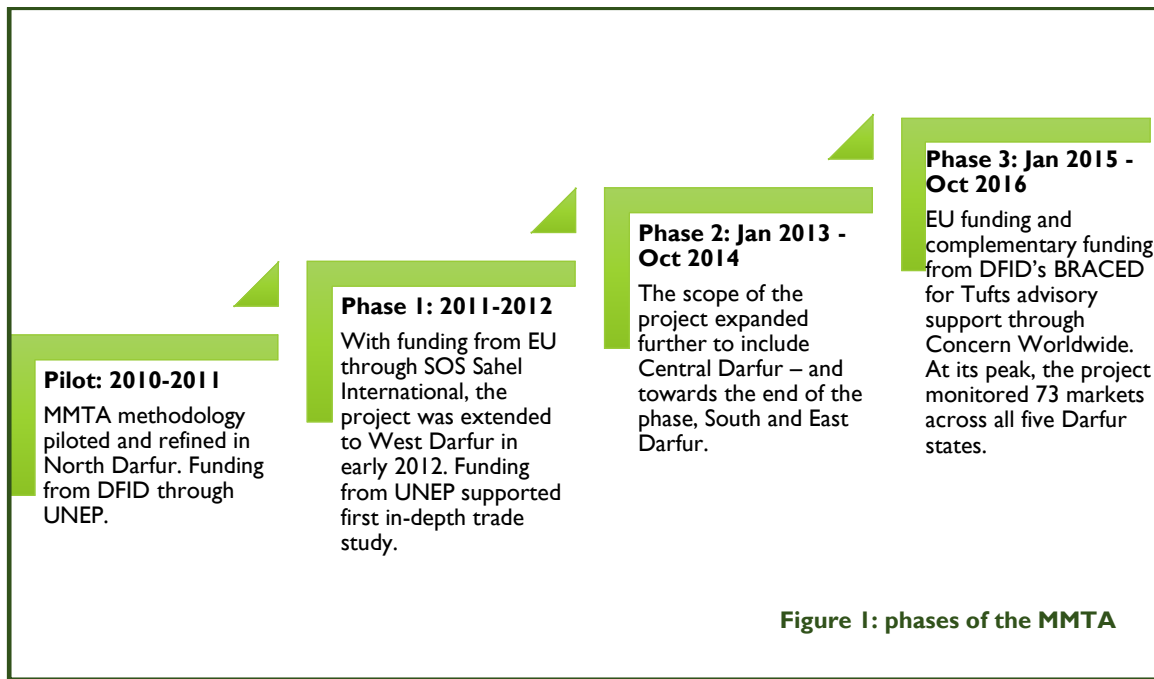
In 2008, Tufts/ FIC carried out a scoping study on the impact of the conflict in Darfur on trade and markets³. Led by Margie Buchanan-Smith and Abdul-Jabbar Abdulla Fadul the study highlighted a gap in on-going market monitoring in Darfur, especially of contextual and qualitative information that captured how markets were adapting, and broader trade dynamics in the conflict environment. Although a number of humanitarian agencies were involved in market monitoring in Darfur, this was usually to inform their own programming in a particular geographic area. The Tufts study identified, "a clear need for training and support to build capacity, for data collection which needs to be more qualitatively oriented and more relevant

³ Buchanan-Smith, Margie, and Abduljabbar Abdulla Fadul. 2008. "Adaptation and Devastation: The Impact of the Conflict on Trade and Markets In Darfur. Findings of a Scoping Study". Medford, MA: Feinstein International Center, Tufts University.

in terms of indicators monitored”⁴. In response, the community-based MMTA project was set up in 2010, run by DDRA, with advisory support from the Feinstein International Center of Tufts University’s School of Nutrition Science and Policy.

Over time, it became apparent that there were two sets of users of the MMTA analysis and outputs with different needs and demands: those using it for early warning purposes, (for example, United Nations (UN) humanitarian agencies, and the Famine Early Warning Systems Network (FEWSNET)) who wanted more frequent and current information, and those using it to inform longer-term livelihood support (for example, state government ministries and non-governmental organisations (NGOs) involved in livelihood programming)⁵. While the dual mandate of the MMTA project is one of its strengths, the different user groups have different analytical and reporting requirements. In response to this, the MMTA reorganized its analytical processes and outputs in 2016 to meet the needs of both groups – see below.

1.4 Overview of the MMTA project



The methodology for the MMTA project was initially piloted and refined in North Darfur in 2010/11 with funding from DFID through UNEP. The project was extended to West Darfur with EU funding through SOSS in early 2012. The second phase of the project ran between January 2013 and October 2014, again funded by the EU and with additional funding from UNDP. DFID funding through UNEP continued to cover the Tufts advisory support until the end of 2014, with additional funding from UNDP. The scope of the project expanded further to include Central Darfur in 2013, and towards the end of the second phase, South and East Darfur. A third phase of the MMTA project started in January 2015 until the end of October

⁴ Ibid, page 33

⁵ The different user groups and their different needs were identified in the 2015 evaluation (Murray, 2015)

2016, again with EU funding and complementary funding from DFID's BRACED programme for Tufts advisory support through Concern Worldwide. The different phases of the MMTA project at the time of writing are depicted in Figure 1.

A network of CBOs carried out most of the weekly and monthly data collection. By 2016 the MMTA had contracted a total of 47 CBOs/ national NGOs. Quantitative data, for example the price of Darfur's main cereals, livestock, cash crops and fruits and vegetables were collected weekly as well as qualitative data, such as sources of supply. Some data, such as transport costs and routes, and the impact of the conflict on flows of commodities, were collected monthly. The data were analysed and written up in widely disseminated trade

To fulfil its mandate of informing early warning and supporting longer-term food security and livelihoods programming, by 2016 the MMTA was producing three different outputs:

- 1) Monthly early warning bulletins that combined and covered five Darfur states.
- 2) Six-monthly bulletins for each state, covering longer-term trends for a wider range of agricultural commodities.
- 3) Occasional in-depth trade studies that deepen analysis and detail market trends and dynamics.

and market bulletins. Initially the bulletins were produced on a quarterly basis for each state with one unified summary bulletin for the greater Darfur region, drawing comparisons between states and commenting on intra-state trade. In 2016, in response to feedback from users, and recognizing the dual mandate of the MMTA for both early warning purposes and to inform longer-term programming

and policies to support livelihoods, the project adapted its schedule of outputs. The MMTA produced a shortened monthly early warning bulletin for all five Darfur states combined, focusing in particular on Darfur's main agricultural produce: cereals, livestock, and groundnuts, as well as the dynamics of the market for daily labouring and any major hindrances to trade flows. In order to capture longer-term trends to inform policy and livelihoods programming, a six-monthly bulletin was produced for each state, covering a wider range of agricultural commodities. (One set of six-monthly bulletins had been produced by the time the latest phase of the project had come to an end, in October 2016).

In addition to the regular collection and analysis of market monitoring data, three in-depth trade studies have been carried out, led by Tufts/ FIC: on the livestock trade in Darfur: *On the Hoof: Livestock Trade in Darfur*" (Buchanan-Smith et al, 2012), the cash crop trade: *Taking Root: the Cash Crop Trade in Darfur* (Buchanan-Smith et al, 2013), and the cereal trade: *Against the Grain: the Cereal Trade in Darfur* (Buchanan-Smith et al, 2014). See section 1.7 below.

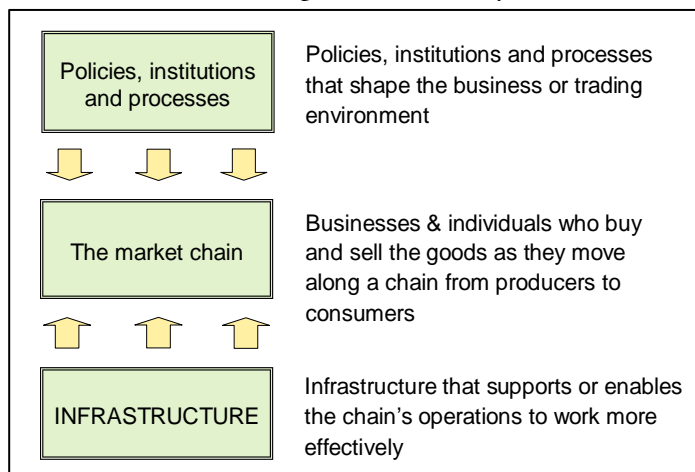
The project has faced some major external challenges in its six years of operation, particularly in the last phase. These include:

- Severe delays in the transfer of project funds to DDRA at particular times, initially by Tufts/ FIC and subsequently by SOSS, due to banking regulations associated with the US sanctions regime. This created serious cash flow problems for DDRA and at times the temporary suspension of some project activities.
- The Tufts/ FIC advisory team faced major delays in securing visas to travel to Sudan, which limited face-to-face advisory support and discussion.

- Increasing scepticism amongst some information users and government officials about the benefits of an information system for planning and decision-making, favouring instead programming that provides material assistance, put DDRA under considerable pressure in the third phase of the project.

1.5 Conceptual framework underpinning the MMTA

The conceptual model underpinning the market monitoring approach adopted by the MMTA is based on the Emergency Market Mapping and Analysis (EMMA) developed by Practical Action and Oxfam GB. The EMMA model maps the market system, defined as ‘the web of people, businesses, structures and rules



involved in producing, trading and consuming any product or service’⁶. The Tufts advisers to the project adapted the EMMA model of the market system so that it was compatible with the Tufts adapted livelihoods framework for complex humanitarian emergencies⁷, principally by renaming the ‘market environment’ portion of the map ‘policies, institutions and processes’. This model (Figure 2) was introduced in the first training workshop in each Darfur state, to encourage a systemic approach to market monitoring.

Figure 2: conceptual model of the market system

Key Learning

The conceptual model worked well in introducing a systemic approach when the market monitoring system was established in each state, especially through participatory exercises (see Section 3.1.5). The adaptation of adding ‘PIPs’ – policies, institutions and processes’ – worked well. However, the model was not referred to on an ongoing basis in the monthly or quarterly analysis processes. This was a missed opportunity, until the six-monthly bulletins were introduced in September 2016. Use of the model and the market mapping exercise associated with it featured in the six-monthly analysis workshop. This helped to encourage broader market analysis beyond analysis of prices, although publishing the market maps in the bulletins was regarded as too sensitive in the prevailing political context.

⁶ “The EMMA Toolkit”, Practical Action Publishing, 2010, page 9

⁷ Lautze, S., and A. Raven-Roberts, “Violence and Complex Humanitarian Emergencies: Implications for Livelihoods Models”, *Disasters*, 2006, December 30(4), pages 383-401

1.6 Overview of current international practices of market monitoring conflict, crisis, or recovery contexts

Market analysis has gained a high profile in the humanitarian global community of practice. The rise of market analysis is partly the impetus for, and partly the result of a concomitant rise in cash-based interventions, but has also grown to be recognized as useful across different technical sectors and modalities: the Cash Learning Partnership (CaLP) calls for market analysis to be, “standard in all response analysis and in assessing overall program quality, regardless of the modality selected”⁸. Understanding and monitoring the role of the market is essential not just for food security and livelihoods, but is a foundational element in the decision-making of individuals, households, farmers, businesspersons, communities, aid organizations and government in Darfur, Sudan and around the world.

This guide to the MMTA in Darfur is connected to the broader body of best practice that increasingly regards market analysis as a critical data source and a prerequisite for humanitarian livelihoods and food security interventions. There are a plethora of guidance documents and tools related to market analysis at use in relief and development work today. The tools borrow extensively from each other, and are broadly based on the same principles of market analysis⁹. The tools that are most current and widely used by the international non-governmental organisation (INGO) community today are the tools on which the MMTA practices are based:

The Rapid Assessment for Markets (RAM) creates a fast, basic sketch of how critical markets are operating following a shock. The RAM is used to inform initial feasibility analysis of intervention modality options, as well as if and how further, more detailed market study is warranted. The RAM has a geographic orientation, but also considers market systems and examines commodity demand.

The Market Analysis Guidance (MAG) is used to integrate market analysis into the phases of a project cycle, defined as assessment, response analysis, price monitoring, evaluation, and contingency planning.

The Emergency Market Mapping Analysis (EMMA) toolkit is used in the first month or two of the emergency recovery phase. Built around 10 steps focusing on one or more critical markets, EMMA maps actors, identifies disruptions and capacity, gaps and needs of affected populations, and provides recommendations for interventions to meet basic needs in emergency response.

The Market Information and Food Insecurity Response Analysis (MIFIRA) is a decision-making tool that is designed to help agencies choose and design intervention modalities by examining the likely impact of various response

⁸ “An Agenda for Cash: Part of CaLP’s ‘100 Days of Cash Initiative’”, The Cash Learning Partnership, May 2016, page 3

⁹ International Rescue Committee and the Cash Learning Partnership, “Comparative Table of Humanitarian Market Analysis Tools”, <http://www.cashlearning.org/downloads/comparative-table-of-market-analysis-tools-final.pdf>, page 2, accessed 12 July 2016

options. A fixed set of questions built into a decision tree helps decision makers understand the appropriate response and what data and tools are required for program design and implementation.

Pre-Crisis Market Analysis (PCMA) codifies how to adapt market assessment practices to pre-crisis contexts, such as disaster risk reduction (DRR), preparedness, early warning systems, and market strengthening. In addition to developing an understanding of market system functionality and the likely effects of shocks, the PCMA is also used to establish a ‘before’ picture of how markets are functioning as a baseline to be referenced in emergencies. PCMA is best used in conjunction with other market analysis tools.

The 48-Hour Assessment Tool is used to quickly take a snapshot of the livelihoods and food security situation in the days following a rapid-onset emergency. Based on a set of questions asked to households and market actors, data from the 48-Hour Tool is synthesized into a response framework meant to provide usable market-oriented information for rapid response programming.

MARKit is a price monitoring, analysis and response kit. Designed to help monitor markets during the implementation of food assistance programs, so that those programs remain appropriately responsive to market dynamics. Ultimately, the tool aims to maximize the effectiveness of food assistance programs, and maintain humanitarian standards of ‘do no harm’, “by mitigating unintended impacts on market systems¹⁰.”

Over the years of work in Darfur, practical lessons have informed the evolution of the methods of the MMTA. Those lessons reflect the operational and political exigencies of the context in which it operates, as well as the shifting market dynamics and needs of vulnerable local populations. Technical similarities to the various international tools that constitute contemporary good practice are found in every aspect of the MMTA. For example, the approach MMTA takes to understand and describe the factors affecting price changes is most similar to step five of the MARKit manual, while the layout of market actor mapping is borrowed from EMMA.

Drawing the information connection between in-depth studies and the periodic bulletins has created a body of work that has been impactful for its Sudanese audience.

¹⁰ The Cash Learning Partnership, “New publication: “MARKit: Price monitoring, analysis and response kit”.”, <http://www.cashlearning.org/news-and-events/news-and-events/post/261-amarkit-price-monitoring-analysis-and-response-kita-new-publication-launched-by-the-local-regional-procurement-lrp-learning-alliance>, accessed September 1, 2016

1.7 MMTA's connection to the in-depth trade studies

The market monitoring program was designed to combine two components:

- (1) On-going market monitoring carried out by DDRA and its CBO partners (to which most of this guide is dedicated).
- (2) Periodic in-depth trade studies, led by FIC/ Tufts and carried out in partnership with DDRA, focusing on commodities that are particularly important to Darfur's economy; namely livestock, cash crops, and cereals.

Box 2: Some of the ways in which conflict has impacted livelihoods in Darfur

There was widespread looting of livestock during the conflict years, which is a disincentive for producers to hold large herds - or in some cases, any animals at all - and to traders to move livestock between markets. 'On the Hoof' documents a sharp fall in the number of livestock traders operating in Darfur, and an ethnic concentration of livestock traders during the conflict. For those dependent on livestock migration as part of their livestock production system, conflict and insecurity have often constrained that mobility. Cereal production plummeted with the outbreak of conflict in 2003/04, and some areas more or less ceased production altogether during the conflict years. 'Against the Grain' describes the shift from millet to sorghum production in many parts of Darfur, and how women have carried much more of the burden of cereal cultivation than in the pre-conflict era. Many households have been cultivating smaller areas than before, as it became too insecure to travel to more distant fields. As a result, households were often selling a smaller percentage of their cereal harvest, even in traditional surplus-producing areas. There has been a similar pattern of declining production of cash crops during the conflict, and a decline in commercial agro-processing. Massive displacement has been one of the defining features of the Darfur conflict as rural producers became urban consumers, heralding much greater dependence on the market to meet their consumption needs, and on the labor market for their income. Around 50% of Darfur's population has become urbanized, giving rise to new economic and livelihood opportunities, for example market gardening, peri-urban poultry and dairy farming, and butchery in the main towns. But not all have benefited from these areas of growth. Overall there has been heightened competition between urban households struggling to make a living in an overcrowded market.

The in-depth trade studies built on the on-going market monitoring and analysis that was the monthly business of the MMTA, and have been an opportunity to identify and investigate in greater detail some of the trends that the MMTA identified in the course of its work. See Box 2. The studies were an opportunity to provide in-depth analysis of the wider policy and economic context, which in turn informed the on-going market monitoring. See Box 3 for an additional description of how the studies were carried out. Drawing the information connection between in-depth studies and the periodic bulletins has created a body of work that has been impactful on its Sudanese audience through informing and influencing policy and programming decisions in Darfur¹¹. The in-depth trade study reports were distributed at the federal, state, and local levels, targeting as their audience the government of Sudan, local and international development and humanitarian actors, and relevant commercial actors. They have also been disseminated at the international level. The three studies conducted by FIC/Tufts and DDRA:

- ‘On the Hoof’¹², on the livestock trade in Darfur, was carried out in 2011 and 2012, and set out to explore the impact of a decade of conflict on the livestock trade. It quickly became apparent that it was necessary to analyse the wider policy context as well, including taxation and federal government policy.
- ‘Taking Root’¹³, on the cash crop trade, was carried out in 2012 and 2013. The main focus was groundnuts, Darfur’s major cash crop. The study also explored the trade in sesame, gum arabic, oranges and *tombac* (chewing tobacco). It covered trade and agro-processing, with some analysis of production trends, once again exploring the impact of conflict, and of the wider policy context.
- ‘Against the Grain’¹⁴, on Darfur’s cereal trade was completed during 2014. This study looked at three areas of exploration: the impact of a decade of conflict, the impact of a decade of humanitarian food assistance, and the influence of government policy on Darfur’s cereal trade.

The ultimate aim of all three studies was **to identify ways in which trade could be supported to better sustain the livelihoods of different groups in Darfur, and to support the growth and eventual recovery of Darfur’s economy**. Each study made a range of policy and programming recommendations, from state to national level, for immediate to longer-term implementation, targeted at local, national and international actors. A range of dissemination events were held in Khartoum, each geared to a particular audience: the Government of Sudan, civil society organizations, and international organizations. The six-monthly bulletins are the best vehicle to build on the findings of the in-depth trade studies, as they capture longer-term trends and changes in market activity. For example, the six-monthly bulletins for the period March to August 2016 captured the continued ability of orange traders to cross conflict lines in trading oranges from the production area in Jebel Marra to Darfur’s main towns, recommending investment in all-weather roads to improve trade flows during the rainy season.

At the encouragement of its funder, the EU, DDRA carried out its own in-depth study, with the support of the Tufts advisory team, on the production and trade of fresh vegetables in North and West

¹¹ “Market Monitoring and Trade Analysis: Final Evaluation, August, 2015”, Miles Murray, Food Economy Group

¹² Buchanan-Smith et al, “On the Hoof: Livestock Trade in Darfur”, United Nations Environment Program, 2012

¹³ Buchanan-Smith et al, “Taking Root: The Cash Crop Trade in Darfur”, United Nations Environment Program, 2013

¹⁴ Buchanan-Smith et al, “Against the Grain: The Cereal Trade in Darfur”, Feinstein International Center, 2014

Darfur in 2014¹⁵. This revealed wide seasonal fluctuations in production and prices, constraints to production and trade, yet the opportunities for agro-processing and improved storage to smooth out the seasonal variations, benefiting both producers and consumers. A second, and shorter ‘issue paper’ was written in early 2017 to capture the impact of completion of the paved road – the El Ingaz road – on trade flows between Darfur and Central Sudan.



Photo 1: a fruit vendor in Zalingei market, Central Darfur

¹⁵ Abduljabar Abdalla Fadul et al, “A study of production and trade in fresh vegetables: North and West Darfur”, Darfur Development and Reconstruction Agency, 2014

Box 3: A summary of how the in-depth trade studies were carried out

Methodologically

- Drawing on the findings of the on-going market monitoring and on scoping interviews with key informants, a set of research questions were identified at the planning stage of each in-depth trade study.
- The studies were based mainly on key informant interviews in Darfur's state capitals and in selected secondary markets, using qualitative semi-structured interviews. Where possible these was supplemented with quantitative data collection and analysis, for example data on transport costs and on taxation.
- Literature reviews of relevant documents in English and in Arabic were carried out so each study built upon what was already known.
- Secondary data (e.g. price data, crop production data) were collated and analysed.
- Over the four years that the in-depth trade studies were carried out, it became increasingly difficult for international researchers to access Darfur's markets. It was therefore important to involve some of the same national researchers in each study, to ensure consistency in the research methods, yet also to build on the learning from the previous study. Collective planning of the study, and collective oral analysis in Khartoum, after the fieldwork had been completed, were a critically important part of the process.

Organizationally

- All three trade studies were carried out in partnership between Tufts/FIC and DDRA, thus combining the research skills of the international researchers with the local knowledge and insights from DDRA MMTA staff.
- State-level government officers were involved, as well as researchers from Darfur's universities.
- Some CBO enumerators contributed with data collection and analysis if their respective market was selected as an important secondary market to be included in the study.
- The cereal trade study had the largest number of stakeholders involved: Tufts/ FIC, DDRA, state-level government, Darfur university researchers, UNDP, WFP and FEWSNet. While this meant that the study was more challenging to plan and implement, importantly it involved some of the end users of the study findings from the outset.
- The research team was supported by an advisory group of (predominantly) senior Sudanese researchers for each study, familiar with the issues and context, who also helped to formulate the conclusions and recommendations based on the study's findings.

Key Learning

- When carrying out in-depth trade analysis in a context of protracted conflict, although the impact of the conflict may be of immediate interest and concern, this cannot be isolated from the wider economic and policy context.
- In-depth trade studies are more appropriate for policy analysis and recommendations than ongoing market monitoring which is better suited to more immediate programmatic recommendations.
- In carrying out a series of in-depth trade studies, there was an opportunity to learn from one to the next, methodologically, and for the international researchers to strengthen their experience and use of more ‘remote’ research methods when access was heavily constrained for the third study.
- Key to the success of all three studies was the composition of the research team, comprising researchers from Darfur with excellent knowledge of the local context and good connections with traders.

2. MMTA stakeholders

2.1 MMTA’s collaborative orientation

Partnership and collaboration has been at the heart of the MMTA project. A distinctive constellation of agencies has been part of the MMTA since 2011: DDRA, SOSS, Tufts/ FIC, and CBOs. Each of these actors and the role they play in the project are described below. Key features of the partnership have been:

- Each actor working to its comparative advantage.
- As far as possible, non-hierarchical relationships with a national NGO in the driving seat.
- The international actors playing a supporting and facilitating role.

In addition, the project had technical agreements with selected ministries at the state level.

These institutional arrangements have been key to the project’s success, combining local access and knowledge with international advisory support and contractual and management/reporting support. As the 2015 MMTA evaluation noted, “[i]t would be difficult, if not impossible, for international agencies to replicate a similar approach in an operating environment such as Darfur” (Murray, 2015: 28). Through wielding market questionnaires, the analysis conducted by DDRA with input from Tufts, and the monthly

We’ve learned that it’s important to have clearly defined roles and responsibilities for each stakeholder...and that it is useful for the technical backstopping budget to be separate from the implementation budget.

Linda Horgan, Director of SOS Sabel International UK

and semi-annual bulletins, the MMTA project benefited from local knowledge, a Darfur-wide perspective, and international best practices. Managing the relationship with government in a context of protracted conflict has been key, and also one of the biggest challenges the project has faced, discussed below.

2.2 The key partners of the MMTA

2.2.1 DDRA

DDRA has been the main local partner and lead implementer of the MMTA, a role it grew into over the course of the pilot year and three subsequent iterations of the MMTA project, for a total of six years by 2016. DDRA is headquartered in Khartoum, and operates field offices in the five Darfur state capitals, from which DDRA personnel worked on the MMTA project, liaising with CBO partners and enumerators, maintaining relationships with local officials and other actors, traveling to the field to collect and verify market information as part of driving the weekly cycles of data collection and monthly analysis, and leading the periodic analysis workshops. DDRA chose which CBOs were selected as partners, and initiated and maintained those relationships as part of its role of connecting local actors in Sudan as information gathering agents to the MMTA project and its international partners. DDRA has thus grounded the MMTA work in the local contexts in which it has operated. The DDRA MMTA team has worked closely with the Tufts advisory team to conduct data analysis. The DDRA Executive Director has approved the content of the bulletins and other MMTA outputs, especially screening for the presentation of sensitive content. DDRA’s headquarters in Khartoum is the location from which bulletins were disseminated at national level, giving the Executive Director access to actors in the government of Sudan and the national and international aid community, building and maintaining key relationships. Bulletins were also disseminated at the state-level. Figure 3 describes the organizational structure of the MMTA project within DDRA.

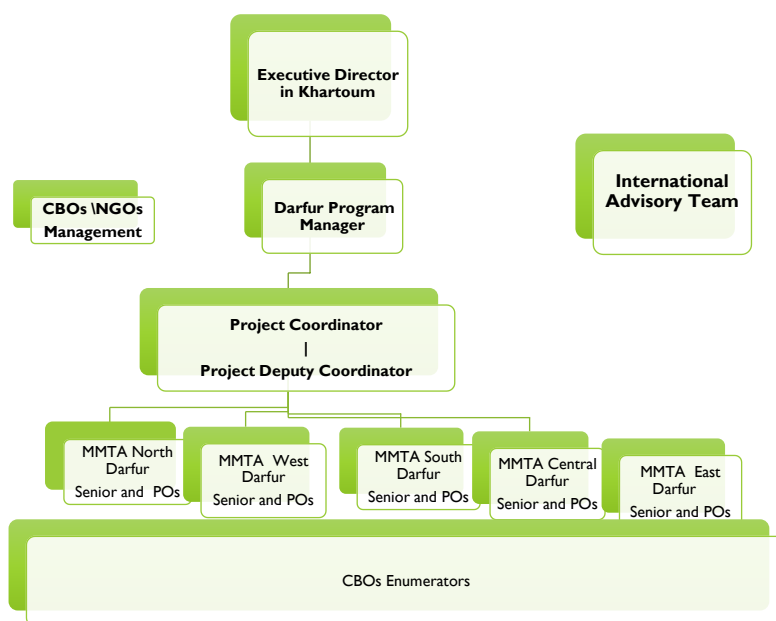


Figure 3: DDRA organizational structure for MMTA

2.2.2 Community Based Organizations

CBOs played a key role in the MMTA. Via cadres of trained enumerators, CBOs were the sensing organs that collected and made sense of market information in selected local markets by completing questionnaires, conducting focus groups, and interacting with traders, business persons, community leaders, and government personnel. Five CBO networks for community-based market monitoring and trade analysis have been established in Darfur: one network in each state (North, West, Central, South and East Darfur), with MoUs signed between DDRA and a total of 47 CBOs across all five states by 2016.

- North Darfur's network included eight CBOs, established August 2010.
- West Darfur's network included six CBOs, established November 2011.
- Central Darfur's network included six CBOs, established in March 2013.
- South Darfur's network included 16 CBOs, established in October 2014.
- East Darfur's network included 13 CBOs, established in October 2014.

A complete list of CBO partners is located in Annex 3.

Each CBO in the MMTA originates from the place in which it works – each is an institution of its community. Thus, they tend not to come and go like international organizations and their projects often do in Sudan: a local CBO is one of the more durable institutions in the galaxy of actors in the humanitarian community in Sudan. The MMTA interweaves and interlinks DDRA and its CBO partners; the relationship grounds the MMTA work in the local context, and is intended to be a win-win for both parties.

The CBO partners in the MMTA have benefitted from technical capacity building, access to market information and actors, and a raised profile. In each bulletin of the MMTA, there is a list of the CBOs and which markets they are covering. This snapshot of who is doing what where, has helped national and international organizations find local partners and avoid duplication of efforts or work at cross purposes in a given area. Some of the CBOs used the MMTA data to develop and implement their own project proposals. By 2016, however, a number of them saw the need for the project to deliver more tangible assistance and outputs as well as market analysis; this was a strong and emerging theme by the end of phase 3.

As part of the MMTA, most of the CBO partners received computers, logistics support and enumerator incentives from DDRA. The CBO partners have used a total of 76 enumerators to cover 73 key markets: 15 in North Darfur, 12 markets in West Darfur, 10 markets in Central Darfur, 22 markets in South Darfur and 14 markets in East Darfur.

2.2.3 Tufts University

From the early months of the conflict in Darfur Tufts/ FIC has played an important role in researching and deepening understanding of the impact on livelihoods, publishing 'Livelihoods Under Siege' in 2004. During a series of workshops on livelihoods in Darfur in 2007, co-facilitated by Tufts/FIC and UNDP, as mentioned above, it became apparent that the growing body of knowledge of how livelihoods had been affected by the conflict was missing a clear understanding of how trade and markets have been

impacted, and thus an exploration of the wider economic context, triggering the Tufts/ FIC scoping study on the impact of the conflict in Darfur on trade and markets in 2008. Responding to one of the recommendations from this study, the MMTA project was born.

Tufts/ FIC provided technical advisory support to DDRA and to the project since it began. Specifically, this has included:

- (1) Developing and refining the methodology and approach for the on-going market monitoring, and for periodic in-depth studies carried out by DDRA.
- (2) Designing the main training workshop to establish the MMTA in each state, for the DDRA market monitoring staff and for the CBO enumerators.
- (3) Supporting DDRA staff in their analysis of the data collected on a weekly and monthly basis.
- (4) Supporting DDRA in writing, designing and publishing its MMTA outputs, especially the market monitoring bulletins.
- (5) Playing a quality control function for DDRA's MMTA outputs.
- (6) Supporting DDRA in dissemination of its outputs, especially at the national and international levels.
- (7) Building the capacity of the DDRA market monitoring staff through on-going mentoring, occasional training workshops, and through on-the-job training for those MMTA staff who have been involved in the in-depth trade studies.
- (8) Supporting DDRA in developing its capacity to access funding to sustain and expand the market monitoring network.
- (9) Connecting the MMTA project to other market monitoring and assessment initiatives in the greater Horn and East Africa region.

Initially Tufts/ FIC provided this support through a two-person team comprising a national and an international adviser. Subsequently DDRA contracted the national advisory support directly, while Tufts/ FIC expanded its international team to comprise one international advisor, one editorial advisor, and one research officer. After the first pilot year of the MMTA project, funding for the advisory support was separated from DDRA's funding to run the project. This was important for two reasons: first, it has meant that DDRA and Tufts/ FIC were not in competition for the same pot of funding, and second, the funding cycles of each grant were different, which ensured that DDRA and Tufts/ FIC were not both preoccupied with searching for their own funding at the same time. Thus, the Tufts/ FIC team was able to support DDRA in securing new funding. However, separating the two funding streams has also brought challenges, for example managing the priorities of two separate funders, and working to two separate log-frames which could become disconnected. Also, when DDRA's EU grant came to an end in October 2016 without follow-up funding in place, Tufts/ FIC had to give up the BRACED funding that had been identified for advisory support for the MMTA for much of 2017.

2.2.4 SOS Sahel International UK

The two key roles of SOSS have been project management and compliance. SOSS is the grant holder for the MMTA: it signed the grant agreement with the EU and was responsible for the deliverables. As such, SOSS has been the first point of contact for the EU, and has held responsibility for compliance with project implementation defined by the log-frame, budget, and technical design. To ensure financial compliance, purchasing controls, and other necessary oversight, SOSS carried out training with DDRA staff as well as providing on the job training and mentoring support.

As the project manager, SOSS has been instrumental in ensuring quality reporting in narrative and financial reports. DDRA has produced initial first drafts of the narrative and financial reports that have subsequently been worked on together between staff of SOSS and DDRA. Final drafts of the bulletins and other outputs have been disseminated via SOSS' website and social media accounts. Additionally, SOSS has supported DDRA in the auditing process, a requirement of each EU grant.

2.2.5 The government of Sudan

Once the technical agreements between DDRA and the government of Sudan had been approved, (see box 4) a capacity building workshop was held to establish the MMTA project in the respective Darfur state. The 3-4 day workshop was designed primarily for building the capacity of CBO partners and newly recruited MMTA staff, but also included participants from each of the relevant government institutions: the Ministries of Animal Resources and Agriculture, Finance, and the Humanitarian Aid Commission (HAC). Part of that process of setting up and running the MMTA was explaining the project to government, and building and maintaining a relationship. Government presence at the workshop has been mandatory, but also important for establishing lines of communication used to coordinate future activities with government and to get permission from the relevant line ministries. Thereafter, government officers at state-level have participated in the quarterly or six-monthly analysis workshops hosted by DDRA for the CBO enumerators. Over time, however, DDRA faced increasing pressure from government for running an 'information project' without a component that delivered tangible livelihood outputs. Government strengthened its role in providing oversight and management of NGO activities, and in 2016 the government of South Darfur state explicitly prohibited NGOs from running information projects. This has triggered some re-thinking of the future project design, about how the MMTA component could be linked to livelihoods programming, and about how future partnership arrangements could ensure that DDRA is more supported and less exposed as a national NGO working in a conflict environment, for example through a closer working relationship with state government.

Budget Planning Note for Market Monitoring Programs

HAC should be frequently invited to the field to observe program activities. All expenses, including transportation, accommodation, food, and incidentals must be covered by the inviting party.

Box 4: Technical Agreements with the Government of Sudan

The establishment of the MMTA in a state began with a visit by the Executive Director of DDRA to HAC to discuss the purpose and elements of the project, and to submit the project documents and agreement between DDRA, SOS Sahel International UK and Tufts University. After the agreements are reviewed, HAC required DDRA to conduct a baseline survey, accompanied by HAC personnel, of the areas in which the proposed program was to be conducted. The baseline survey resulted in a report in Arabic submitted to HAC that presented the data and how DDRA would work.

Following the approval of the report, technical agreements were signed with the relevant Ministries. The legal approval to operate in a given area in Sudan, and what activities are legally permitted were defined by the Technical Agreement, the parties to which were DDRA and the respective ministries of Animal Resources and Agriculture, Finance and Economic Security in each state. All technical agreements were filed with and endorsed by HAC in Khartoum after being signed at the state level. After the technical agreement was approved at the federal level it was sent back to the relevant state for filing and monitoring. HAC is the government organ charged with the management of humanitarian actors and affairs. It was created through the Voluntary and Humanitarian Work Act (VHWA) in 2006, and evolved out of the Relief and Rehabilitation Commission (RRC) created in 1986.

The technical agreement detailed the budget to be spent, of which no more than 25% could be used for personnel and administration. The assets of the project procured to execute the work described in the technical agreement (e.g. computers, furniture, and vehicles) remained the property of the organisation unless it closed its offices in that respective state or had its registration annulled, at which point all the property owned by the organisation reverted to HAC. In the event the work stopped, the assets could be redeployed to another state, with HAC's approval. Renewal of the technical agreement had to be applied for annually, if the project duration exceeded one year.

The technical agreement bestowed the right for international visitors to the country (although this was no guarantee of visa approval) and to monitor the project. The technical agreement was critical for implementation to be permissible.

2.3 Capacity development as a central theme

In the first pilot year of the project it became apparent that capacity development was at the heart of the project's way of working, and that this should be a central objective. This refers to capacity development of the MMTA team by Tufts/ FIC, and of the CBOs by DDRA staff. Capacity of the MMTA team was low at the outset. Very few staff had any experience of market monitoring. Initially the MMTA team provided the data and the Tufts advisory team drafted the bulletin. Over time this developed to the point where the MMTA team had the knowledge and skills to draft all MMTA outputs. The Tufts advisory team continued to build their capacity by providing detailed feedback on their draft, reviewing and refining those outputs, and developing on-the-job training exercises, described further in Box 8 below. Meanwhile the DDRA MMTA team invested in capacity development of the CBOs, also described below. This has been a slow but worthwhile process.

Key Learning

- Finding a way for the project to continue to exist and operate for six years during times of protracted conflict and challenges from many quarters has been a significant achievement, particularly when other programs and actors have come and gone. This has been important to building the credibility of the project and of DDRA, and to building and maintaining the web of relationships that have been part of the MMTA.
- The MMTA demonstrates the value of a community-based market monitoring project, establishing a unique network of CBOs whose potential could have been overlooked and untapped, yet which are key players within their own communities. Being part of such a collaborative programme has given the participating CBOs profile within the wider aid community. Maintaining a strong partnership with the CBOs requires on-going commitment and investment.
- The absence of similar projects providing information for policy and decision-making meant that the MMTA filled an important information gap.
- Funding for international advisory support should come from a separate source and a separate grant to ensure that the implementation and advisory wings of the project are not competing for resources out of the same grant(s). But the planning and log-frames for each need to be closely aligned.
- Partnerships between international actors and Sudan-based organizations can create a technically robust, locally connected, and accessible entity, in which capacity development of national and local partners features prominently. The combination of an international NGO providing financial capacity development support to DDRA, and a research institute which focused on technical capacity development, has generally worked well.
- However, a national NGO running an ‘information project’ in a conflict environment is exposed to political scrutiny and pressure. These risks should be carefully assessed to inform the partnership arrangements. Finding a way to develop a close working relationship with government to enhance the acceptability of the project while maintaining the objectivity of the project is a challenging path to forge.
- Historically, food security information systems in Darfur are inherently unstable, principally because of external factors associated with the political and institutional context. They need continuous support to be sustained.

3. The technical how-to of the MMTA

3.1 Establishment of the CBO Network

Key Steps

- (1) Recruit DDRA MMTA staff.
- (2) Identify CBOs at state level through government recommendations and internal vetting against requirements.
- (3) Analyse due diligence and select CBO partners.
- (4) Obtain government permission for intended activities and local partnerships.
- (5) Contract CBO partners.
- (6) Train newly recruited DDRA MMTA staff and CBO partners through a process of induction, technical training and on-going support.
- (7) In conjunction with trainings, distribute necessary IT and communication equipment to CBOs.
- (8) Facilitate buy-in of relevant government actors through transparency and inclusion: invite officials to CBO induction training and field visits, and regularly update and converse with officials through in-person meetings.
- (9) Establish metrics to measure CBO and enumerator performance (missing in the MMTA, but should be included in similar market monitoring projects).

3.1.1 Identifying CBOs

CBOs have been the vehicle through which DDRA has had a legal and structured relationship with the enumerators that collect market information from their communities. The process of establishing a market monitoring program began with selecting a geographic area to be monitored, defined by state and locality; geography was the first order of organization of market monitoring. After selecting an area or areas to be monitored, the next step was to visit HAC¹⁶ to identify potential CBO partners in the selected area(s). HAC advised on which CBO\NGOs were most capable in a given area. If HAC did not give direct guidance, DDRA used HAC's registry of all organizations working in the state. The registry indicated the activities of the CBOs and where they were working. DDRA reviewed that list for CBOs in the relevant geographic area and relevant technical areas. (e.g. food security and livelihoods).

¹⁶ To inform them of the plan of selecting CBOs to work with, to ask them if they have a list of CBOs in the intended area and see if they have a certain preference and why.

3.1.2 Selecting CBOs

After creating a shortlist of CBOs, DDRA visited those CBOs, in the state capital or in the field, conducted meetings to understand their capacities, observed their facilities and equipment, viewed their projects, and introduced them to the MMTA. The CBO assessment process comprised one meeting at their office, and one meeting at DDRA. Not more than two or three meetings in total, the whole process took about one week. DDRA management made a technical judgement and took the final decision on which CBO would be selected as a partner. The CBO selection process is depicted as a flow chart in Figure 4.

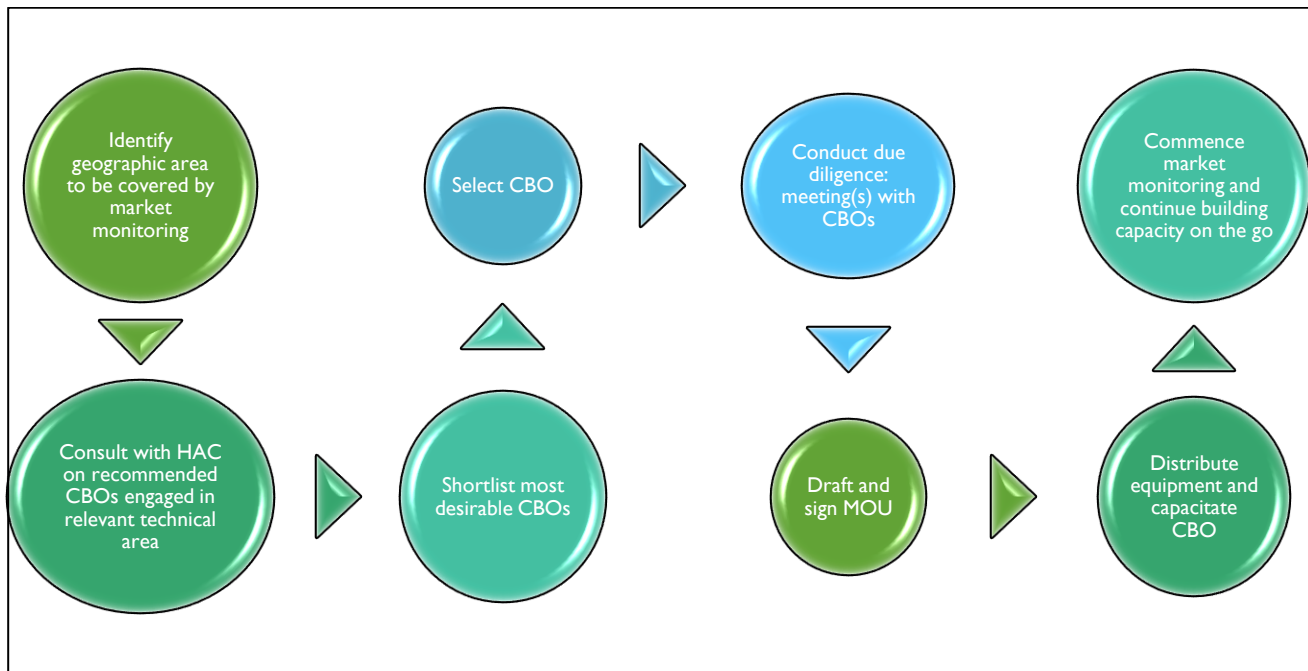


Figure 4: Selecting CBOs

The criteria for selecting CBO partners for the MMTA has been centered on the ability of the organization and its personnel to access markets and reliably collect accurate information. The CBO partner selection criteria were:

- (1) Willingness to participate in the work.
- (2) Having personnel with the capacity to do the fieldwork, e.g. enumerators who had completed secondary school, and who were from and reside in the area to be monitored.
- (3) Experience and expertise in food security and livelihoods.
- (4) A range of experience working with farmers and pastoralists (so both livelihood systems and actors were represented in the CBO network).
- (5) Ability to access the areas to be monitored. (Already having relationships with relevant actors in relevant areas).
- (6) Functioning working relationship with state government officials.

The CBO networks, and indeed the history of CBO development, differ from one state to another in Darfur. By 2016 the MMTA had been working in North, West, and Central Darfur for six, five, and three years, respectively. As such, the CBO partners there were well capacitated and established. In North Darfur, civil society organizations had been supported by international NGOs for some years before the Darfur conflict erupted. As a result, a number of them were already well established, with a strong track record when the MMTA project began¹⁷. This was not the case in other Darfur states. For East Darfur and South Darfur (newly divided states), CBO market monitoring capacity was lower. Some CBOs were dropped in South Darfur in the first couple of months due to their failure to engage and perform. Outside of DDRA and its partners, there were no other national organizations doing market monitoring work like the MMTA, so there was little home-grown experience to draw from outside the MMTA ecosystem. Save the Children UK (SCUK) used to run a market monitoring project in Darfur, but this ended when SCUK withdrew in 2005.

Key Learning: Identifying and Selecting CBOs

- The benefits of long-term support to civil society organizations pre-conflict can be seen in North Darfur, where the MMTA has been able to partner with well-established CBOs during the conflict years.
- Sometimes there isn't a suitable CBO in an area in which a critical market is located. In such circumstances, it is necessary to partner with a nearby CBO and have the enumerator build relationships in the market area.
- CBO capacity varies widely across Darfur: prepare and implement induction and training programs to ensure that all organizations chosen for partnership have a minimum required level of technical capability. Be prepared to drop CBOs that do not deliver in the first few months.

3.1.3 Contracting CBOs

The role of the CBOs has been defined by the memorandum of understanding (MOU) signed by DDRA and each of its CBO partners. A sample MOU can be found in Annex 7. The core passages of each MOU elucidate:

- a. That the CBO shall work as a custodian (host) of the MMTA work and endeavour, together with DDRA, to implement the project as presented and explained by the project document.
- b. That the CBO shall provide a list of potential community volunteers to carry out actual data collection and monitoring of market and trade information.
- c. That the CBO will manage the selection of individuals and make them available for training by DDRA project staff on data collection, information management and presentation.

¹⁷ For example, see the Kebkabiya Smallholders Association described by Peter Strachan, Chris Peters, "Empowering Communities: A Casebook from West Sudan, Oxfam UK and Ireland, 1997

- d. That the CBO shall commit themselves to facilitating and enhancing the performance of the MMTA work. To that end, they accept to maintain agreements with DDRA through the whole period of project implementation.
- e. Representatives nominated by the CBOs/NGOs are clients of the CBO and shall claim no financial support from DDRA unless otherwise suggested by DDRA.
- f. That the CBO shall clear all official and legal requirements to legitimize relationship with DDRA, i.e. registration, constituency prove, right to access selected (claimed) communities, etc. DDRA shall by no means find itself obliged to obtain [CBO] legal documents, etc.
- g. That DDRA will provide assistance (equipment, finance, technical support) to [CBO] to be used for MMTA purposes.
- h. The MMTA's activities shall be deemed as an important contribution to the capacity development of the CBO. Accordingly, these activities should not be primarily viewed as additional sources of income to the CBO; it's main purpose is a capacity building window for the CBO to support its organizational development in the field of livelihoods, food security and community strengthening.

The CBO has had the right to use the information they collect for their own planning, and a number of CBOs have used the MMTA data for their own project proposals and implementation. When an enumerator has been employed by the CBO for more than one year, there has been an incentive for service worth 1- 2 months salary. According to the MOU, payment of the incentive was the responsibility of the CBO. This was an example of how language in the MOU protected the MMTA project from financial liability if the CBO failed to pay an enumerator. If the CBO or DDRA wanted to stop the working relationship, each/either party was required to give at least one month's notice, affording DDRA time to find an alternative/replacement.

“In West Darfur, there is a market called Kulbus. The population in that area is a tribe with its own local language. If the enumerator doesn't come from that community and doesn't know the local language, they won't give him the data he seeks because of the language barrier and also for reasons of trust.”

3.1.4 Hiring and managing enumerators

DDRA's CBO partners hired enumerators that were identified by the CBO according to qualification criteria defined by DDRA. The enumerator capacity self-assessment form can be seen in Annex 6. Prior to hiring, DDRA reserved the right to refuse any enumerator recommended by a CBO. The refusal or acceptance of an enumerator was based on the candidate's education and location. Enumerator selection criteria were:

- (1) Education: Basic schooling is eight years. A secondary school certificate requires an additional three years of education. DDRA strongly preferred enumerators who had obtained secondary school certificates, as the analytical skills required for the MMTA work were not developed in basic schooling. Out of 73 enumerators in 2016, approximately 70% were university graduates.

- (2) Location: enumerators must be from, and live in the market area they were to monitor: a local resident speaks local dialects and has relationships and local knowledge that provide the access and trust necessary for collecting and making sense of MMTA data. This has proven to be of utmost importance for enumerator efficacy and longevity.

Each enumerator monitored a specific market. Enumerators worked alone, except in cases where markets were very big (in a couple of state capitals) where there were multiple commodities to monitor, and the market size or complexity required one enumerator per commodity group (for example, for livestock and cash crops in El Fashir, El Geneina and Nyala). For coordinating data collection in the field and communicating with DDRA, each enumerator was issued a mobile phone and airtime paid for by DDRA. The designated DDRA MMTA officer at the DDRA state office addressed all technical issues faced by the enumerators. For organizational, operational, administrative and other non-technical issues, relevant DDRA and CBO personnel communicated directly via email or telephone.

A critical challenge faced by DDRA has been enumerator attrition. The low monthly financial incentive was a set up for a revolving door: over the course of two or three years an enumerator developed technical skills and a resume that made him/her an attractive candidate to UN agencies or INGOs, which could offer much higher salaries. Enumerator attrition has been a significant challenge for the MMTA, but there has been no language in the standard MOU between DDRA and the CBOs that binds the enumerator to DDRA or the CBO, for fear of creating a contractual obligation that DDRA could not guarantee it would have the financial resources to meet in the future.

The simplest solution for retaining enumerators would be increasing their monthly incentive, especially in a high inflationary context. But budget constraints meant the incentive did not rise; a source of disquiet and frustration for many enumerators. In lieu of the funding required to increase enumerator incentives, DDRA adopted the strategy of training more than one enumerator for each market area, so there was capacity to ensure continuity if the first enumerator left. The second part of the DDRA strategy was to invest in and emphasize building the capacity of the enumerators. Growing more skills could bring qualitative rewards to the enumerators (and benefit the MMTA). Nevertheless, a certain amount of enumerator turnover has been inevitable, and it can be viewed as a mark in favour of the capacity building efforts of the MMTA that the enumerators became attractive hires to other, well-resourced organizations.

3.1.5 Capacitating and supporting CBO partners

Apart from the monthly and other outputs produced by the CBOs and enumerators, part of DDRA's mission has been to support the CBOs so that technical knowledge was transferred to them, and they acquired and internalized the philosophies of the market work. The strategies and tactics of the relationships with CBOs has been based on historical knowledge about what has worked and what hasn't worked in six years of the MMTA in Darfur.

The standard approach to inducting and capacitating CBOs in the MMTA has been for DDRA to provide CBOs with three trainings: the initial MMTA training supported by Tufts/FIC, participatory learning and action (PLA), and Information Technology training, plus professional development via on-going on the job support. Capacity building workshops were undertaken with CBOs when establishing the MMTA in each state.

The first training

Tufts and DDRA provided and facilitated a 3-4 day initial capacity building workshop at state level for all selected CBOs and for the newly-recruited DDRA MMTA staff, to make sure they understood the project, how to collect the data on the ground, and had basic analytical skills. There was also a participant from each of the relevant government stakeholders: the Ministries of Animal



Photo 2: computer training for CBOs and enumerators in Central Darfur

Resources and Agriculture, Finance, Economic Security, and HAC. The training focused on how to collect, analyse and submit market information to DDRA, and included a pilot data collection exercise in the market to test the questionnaires. A sample workshop agenda is located in Annex 1.

The initial workshop with the CBOs and DDRA staff also included a participatory exercise to provide ethical guidance about the political and behavioural considerations for market data collection in a conflict environment. See Annex 8. The training introduced all participants to the data collection questionnaires. Sample questionnaires can be found in Annex 1.

The second training

The second workshop was held 2-3 months after the initial workshop, focused on PLA. Through role-play, group work, peer facilitation, and other techniques, the PLA helped the enumerators work with traders to go deeper into the analysis of their activities and role in the market system. The PLA workshop was 3-4 days, and was mandatory for all enumerators.

The third training

The third training was IT-oriented, and was conducted about one month after the PLA. At this training, the CBOs received one desktop computer each, and each enumerator was issued a mobile phone. The focus was how to use this new equipment. In addition, there was skill building on how to use Microsoft Excel to enter weekly/monthly data, and how to use the database. Only participating CBO personnel attended the IT training.

On-going 'on the job' capacity building

After the initial trainings, monitoring the CBOs and continuing to raise their capacity was an on-going objective of the MMTA. For example, when the monthly questionnaire was reviewed, DDRA staff looked at any inconsistencies or gaps in the data, and talked it through with the respective CBO. The quarterly analysis workshops, which became six-monthly in 2016, have been an opportunity to do deeper analysis and target specific capacity building needs. For the monthly

Equipment received by each CBO partner in all five Darfur states:

- 1 desktop computer
- 1 printer
- 1 digital camera.
- 1 smart phone per enumerator

bulletins, DDRA desk officers asked the enumerators by phone for price data. The regular dialogue allowed for some on-going capacity building and mentoring to be built into the process of the monthly cycle of collecting, transmitting, checking, discussing, and analysing market information.

3.1.6 Establishing CBO performance measurement

There has been no specific system to measure the performance of CBOs. Through the process of implementing the MMTA, DDRA and the CBOs discovered what was needed. However, the number of CBOs participating in the project grew rapidly, and in 2015 it became apparent that the number of markets and CBOs was too many to manage. By the end of phase three of the MMTA, DDRA had been considering a review of all 47 CBOs in Darfur to inform a reduction in the number of CBOs and number of markets, to eliminate any excess capacity, to ensure a more manageable network, and to reduce the operating costs of the project.

There was thus scope for putting in place on-going monitoring of the performance of CBOs, for example through a formal annual evaluation, which could also have informed an overall annual review of the market monitoring network. The most important metrics for performance measurement of the CBOs should be:

- (1) The performance of the enumerators – are they reliably fulfilling their duties?
- (2) How are the enumerators working with the actors in their community – do they have good relations with relevant government officials, in particular HAC?
- (3) How is the enumerator managing his/her relationships with the merchants and other market actors? Are they happy with him/her and do they give him/her the data, and accurate data?
- (4) The participation of the enumerators in the semi-annual workshop should be a key indicator. If the enumerator clearly doesn't understand the market system or doesn't have the price information, the CBO should be asked to find a new enumerator.
- (5) Are the CBOs using their DDRA-issued computers and telephones as expected and explained in the training? For example, for those CBOs that have an internet connection, are the data tables they send complete, formatted correctly, and on time?

Ideally a formal process of performance monitoring would feed into a regular review of the DDRA/CBO relationship, in the spirit of partnership. However, this was neither planned nor budgeted for. Instead, one-off project evaluations provided some CBO feedback.

Key Learning: Capacitating CBOs

- An important part of enumerator training has been the introduction of an ethical code of conduct, especially in a conflict context.
- On-going monitoring plus formal annual or semi-annual review of CBOs and of the CBO/DDRA relationship would bring together the review of the market monitoring systems (the annual training/meaning making), the evaluation of the CBO, and a review of the DDRA/ CBO partnership.
- Initially, the MMTA was designed to include a large number of CBOs and markets, but this proved to be too many, and not all the data collected was being used regularly. The number of CBOs and markets monitored should therefore be reduced, also reducing logistical and managerial pressures, freeing up time for more focused and deeper analysis, and for more targeted capacity development of fewer CBOs.

Key Learning: Working with CBOs

- Frequent in-person meetings between DDRA and CBO personnel has been impractical due to the geographical size of each Darfur state, the difficulty and expense of gathering far-flung personnel, and the time and effort required to obtain government permissions for workshops.
- Fieldwork can face many challenges: use mobile phones to maintain the flow of communication between the field and decision-makers within CBOs and DDRA so that any issues associated with collecting information or verifying data can be addressed in a timely manner.
- It is imperative that enumerators be from, and live in the area in which they collect data; local market actors would be unwilling to share information with ‘outsiders’ in this context of protracted conflict.
- Organizations or a consortium that is planning market monitoring activities styled after the MMTA should budget for enumerator compensation at an adequate level to mitigate turnover. Enumerator compensation should be adjusted as necessary to increase with inflation.
- The flow of enumerators out of the MMTA and similar market monitoring efforts cannot be stopped, and as such plans for attrition should be built into program design. Train at least two enumerators per market to ensure redundancy/resilience against attrition.
- Technology such as mobile phone-based questionnaires and a database of qualitative data that can be queried for analysis would complement the important community relationship aspect of enumerators’ work.

Key Learning: Establishing the MMTA in a Darfur State

- Plan time and resources to ensure protocols are followed, all paperwork is completed, and there is time for processing and questions. In-person visits to government offices (particularly HAC) are key to the successful start-up phase and throughout the life of the project.
- Plan for regular interaction with relevant government officials: visiting offices at the state level, inviting government officials to observe workshops and program activities.
- Do not underestimate the importance of dedicating the time and resources necessary to ensure that all actions and outputs are procedurally correct according to government protocol.
- Be prepared to adapt the design of the project to accommodate changing government priorities.

3.2 Technical design and function of the MMTA

- (1) Select a geographic area to be covered; define that area by state and locality.
- (2) Identify markets to monitor according to agreed criteria.
- (3) Choose indicators and the qualitative and quantitative market data to be collected.

3.2.1 Selection of markets

The market dynamics are different in each state, reflecting the main agricultural commodities produced and traded, the pattern of urban settlement and opportunities for trade with other parts of Sudan and cross-border. In general, DDRA's approach to choosing markets to monitor is guided by selecting the main markets in the state that together constitute the trading web within that state. Criteria that guide the choice of markets include:

- (1) Ensuring good geographic coverage of the state.
- (2) Selecting only secondary and urban markets. It is simply not possible to cover all markets; some hierarchy of priority must be imposed. Also, most primary markets across Darfur's states were destroyed or collapsed during the conflict years¹⁸.

¹⁸ See Buchanan-Smith, Margie, and Abduljabbar Abdulla Fadul. 2008. *Adaptation and Devastation: The Impact of the Conflict on Trade and Markets In Darfur*. Findings of a Scoping Study. Medford, MA: Feinstein International Center, Tufts University.

- (3) Selecting markets that are particularly important for trade in certain commodities eg Saraf Omra as North Darfur’s major camel market, Tendelti as a key market in West Darfur for the cross-border trade with Chad.
- (4) Including urban markets, which are the state capitals, where there are large population concentrations and the market is critical to meet basic consumption needs.
- (5) Markets in the major IDP camps in Darfur’s states are also included.

The list of markets monitored by the MMTA in 2016 are documented in Annex 3, which also displays the name of the CBO that was responsible for each market.

Sometimes a market was selected as an important trading hub, but changing conflict dynamics and population movement meant that, after some years, another nearby market became as or more important. For example, early in the conflict years the importance of Mellit as a livestock market declined. Certain ethnic groups had limited access to Mellit, taxes were very high and there were no banking facilities. The centre of the camel trade shifted to Saraf Omra. By 2016 this had changed again, and Mellit market was re-established for livestock trading, including camels¹⁹.

These changes were tracked in the “DDRA MMTA Market Review Matrix”, an excel spreadsheet that reviewed markets chosen, the most important commodities traded in each market, recent changes, and if there had been interventions. This review matrix was completed and used as an analysis tool in 2016, to inform a reduction in the number of markets covered by the MMTA when it became apparent that continuous monitoring of over 70 markets was too ambitious, too costly, and that not all the monitoring data were being used regularly. This review of markets could usefully be scheduled annually. The matrix was informed by input from CBOs and enumerators. Once completed, discussion about the matrix took place between DDRA and the Tufts advisory team, and decisions could be taken to change the markets to be monitored in the next planned phase of the project. In reality, disruption to market monitoring, DDRA’s commitment to its CBO partners and the practical challenges of identifying a new partner have been a strong disincentive not to change the selected markets except between MMTA phases. This makes use of a natural pause to minimize disruption.

Key Learning: Selecting Markets

- A context of protracted conflict and constantly shifting trade dynamics requires a flexible approach: the list of markets monitored should be evaluated annually so that subtractions and additions can be made as necessary to ensure the markets monitored are current and relevant.
- Avoid the temptation to extend the market monitoring network too broadly. Maintain a balance between the number of markets monitored and the project’s capacity to use the data and manage the CBOS.

¹⁹ See Margie Buchanan-Smith et al, “On the Hoof: Livestock Trade in Darfur”, United Nations Environment Program, 2012; and the six-monthly bulletin for March to August 2016 for North Darfur

3.2.3 Selecting market indicators

When the MMTA project started, the Tufts advisory team and the DDRA MMTA team identified the key commodities to be monitored, according to the main categories of agricultural commodities traded in Darfur: cereals, livestock, cash crops, fresh fruit and vegetables, and natural resources. Data on price and the main sources of supply were to be collected weekly. The draft questionnaire was discussed with the selected CBOs in the first training workshop held in El Fashir in North Darfur in October 2010, amended based on their feedback, tested through to the end of 2010, and amended further. This has been the basis for MMTA data collection across all five Darfur states, although the questionnaire was tested and adapted for each state after the initial training workshop. See Box 5. Over time, the weekly data collection was expanded and enumerators were encouraged to discuss with traders the reasons for changes in prices. Agreeing on the unit of measurement for each commodity was challenging, and units of measurement vary between states.

Box 5:

Production and Trade Variations Within and Between States

A strength of the MMTA has been its presence across all five Darfur states, capturing trade dynamics within the state as well as between states, and with Central Sudan. This has enabled an overview of trade as well as a more micro analysis within any one market or state. For example, parts of Central Darfur State are important for cereal production, supplying other Darfur states. Disruption to cereal production in Central Darfur can thus have a knock-on effect on availability and prices in other states. East Darfur is a major cash crop producing state, specializing in groundnuts. The newly completed and paved El Ingaz road from Central Sudan passes through El Fashir in North Darfur. Disruptions on this road, for example from flowing wadis during the rainy season between El Fashir and Nyala, can impact transportation costs of key commodities carried from Central Sudan to other Darfur states, for example onions to Ed Daien.

Market indicators identified for data collection on a monthly basis included:

- (1) Trade routes and transportation costs, specifically:
 - a. Transportation costs for key commodities between particular markets.
 - b. The flow of trade on major trade routes: which are open or closed and why.
 - c. The presence of checkpoints, fees paid, and the impact on the smooth flow of trade.
- (2) Wage rates for daily labouring in Darfur's urban centres.

A mix of quantitative and qualitative data have been necessary to build a sufficiently broad and deep understanding of markets monitored: it has not been enough simply to ask about prices; it has been important to ask questions that uncover the reasons for changing prices and the component pieces of the price per commodity. Road quality, checkpoints on the road, shifting conflict dynamics, and government policies and seasonality, are some examples of explanatory factors that have been the story behind the price of a given commodity.

Varied units of measurement between states

The retail unit of measurement for cereals varies between states, e.g.:

In North and West Darfur states, cereals are sold by the kora. 1 kora = 4 rotls which is 9 kg.

In East Darfur states, cereals are sold by the mulwa. 1 mulwa = 8 rotls which is 18 kg.

Being aware of these differences has been essential for analysis of the market data. Most price data on cereals has been presented in the MMTA outputs 'per sack', which is a unified unit of measurement across all five Darfur states.

Although there have been many other commodities in the market, for example sugar and milk, which are important to household consumption, DDRA focused mainly on goods that have been produced locally to understand the local economy, what has changed, contracted and where there may have been new economic opportunities opening up with implications for local livelihoods. The MMTA project has monitored the price of the key cereals: millet, sorghum, food aid sorghum and wheat, as well as livestock and wage rates for daily labouring, to inform an overview analysis of food security for early warning purposes. But it did not seek to replicate the work of WFP's vulnerability analysis and mapping (VAM) which tracks the basic

household food basket as an indicator of household-level food security in Darfur²⁰. However, the MMTA evaluations have drawn attention to some surplus data collected by the project that have not been regularly analysed or used. If the project continues, a review of data collected and how it could be streamlined should be carried out.

The different roles that men and women play in trade have been important to monitor, especially as these have changed during the conflict years as many women have taken on more responsibility for meeting their household's livelihood needs, which can mean greater economic independence for women. Understanding these trends, their implications, and some of the barriers to trading that women face have been key to the project's analysis and to its recommendations for both policies and programming. Assessing the gender implications of how trade is organised has been stronger in the in-depth trade studies than in the on-going market monitoring, as described in Box 6, indicating the scope for strengthening gender analysis in the on-going market monitoring in a future phase of the project.

The MMTA has been focused mainly on goods that are produced within Darfur, and has collected a mix of quantitative and qualitative data to build a sufficiently broad and deep understanding of trade dynamics.

²⁰ Buchanan-Smith, Margie, and Abduljabbar Abdulla Fadul. 2008. *Adaptation and Devastation: The Impact of the Conflict on Trade and Markets In Darfur. Findings of a Scoping Study.* Medford, MA: Feinstein International Center, Tufts University.

Box 6: Market activity and gender

Some trading roles are clearly demarcated by sex: for example, almost all livestock traders are men, while a large proportion of petty cereal traders are women. The MMTA project has attempted to capture these gender differences, particularly through the in-depth trade studies, and to explore their implications. This has revealed the growing economic power of women during the conflict years, for example they are now more involved in cereal trading generally, and in groundnut trading in some state capitals. It has also revealed some of the gender-specific constraints they face, for example in accessing trading institutions and credit which constrains their ability to scale up their trading enterprises. See, for example, Buchanan-Smith et al, 2014, and Buchanan-Smith et al, 2013. Gender-demarcated roles are not static. The in-depth trade studies have also captured how women are bearing more of the burden of agricultural production during the conflict years than pre-conflict, across all Darfur states. The ongoing market monitoring carried out by DDRA tries to capture changing trader profiles, although this has been harder to monitor month to month. In monitoring the wage rates for daily labouring the MMTA project has differentiated between men, women and children.

Key Learning: Gender

Trading roles are often differentiated by sex, and may change during a protracted conflict. Monitoring this, the implications, and how to remove constraints that female traders face, should be central to market monitoring.

3.2.4 Adaptations made by state

While the same basic questionnaire has been used for each state, it was adapted according to which commodities are produced and traded locally. Discussions with the Ministry of Agriculture and with local CBO partners informed these adaptations. For example, *tombac*²¹ is an important cash crop in North Darfur, but not in South or East Darfur.

The focus of analysis also changed per state reflecting the different sources of livelihood in each state. Thus, for example, more emphasis was given to groundnut production and trading in East Darfur, a major cash crop producing state where groundnuts are a key component of many rural livelihoods. In Central Darfur more attention was given to fresh fruit, such as oranges, produced in the Jebel Marra area, and to dried vegetables such as dried tomatoes and okra. Central Darfur is a major source of supply of all of these commodities to the other Darfur states, and for oranges to Central Sudan.

²¹ *tombac* is the Sudanese word for chewing tobacco

On the other hand, wage rates for daily labouring were monitored on a monthly basis for all urban areas where there are large numbers of displaced households dependent on daily labouring for their income, and on the market for their main food consumption needs. For this population group, and for the urban poor more generally, terms of trade between cereals and daily wage rates are a better indicator of food security than the conventional terms of trade between livestock and cereals although this was not included in the MMTA's analysis.

3.2.5 Adaptations made over time

Over time, the focus of analysis changed according to current events. For example, in 2012/13 there was a rapid surge in gold prospecting in North Darfur impacting livelihoods and the economy. Cereal prices rose in markets near the gold prospecting sites, there were booming local economies around the gold prospecting sites, and labour shortages in many localities depressing agricultural production and making agricultural labour very expensive²².

In 2013, as the MMTA project expanded into Central Darfur state, Tufts contracted a macro-economist consultant onto the advisory team to provide short-term inputs and advice. The consultant's understanding of the wider economic context in Sudan was invaluable to the DDRA MMTA team and to the rest of the Tufts advisory team in helping to locate the work of the project and its analysis in the wider macro-economic context of Sudan, and to be alert to national economic trends. The macro-economist also acted as peer reviewer to the MMTA, constructively critiquing its data analysis and presentation, for example encouraging more year-on-year comparisons and recommending short 'headline' documents to be produced quickly in advance of the full quarterly bulletins.

Key learning: selecting market indicators and adaptation

- Local knowledge and piloting are key to selecting the right market indicators.
- Regular review processes should be built into the project design to help ensure market indicators, market analysis and outputs are regularly critiqued and adapted over time and space.
- For a sub-national market monitoring project, it is valuable to have periodic inputs from a macro-economist familiar with national economic trends and the wider economic context to locate the project's findings and to strengthen analysis.

²² See the quarterly Trade and Market Bulletin for North Darfur, Vol.2 No.3, for June to August 2012

3.2.6 Data collection and transmission

Figure 5 presents a flow chart of the data collection and analysis process. The analysis process is discussed in more detail in Section 3.3 below. Annex 2 presents the complete MMTA process flow chart.

Enumerators collected data with a paper questionnaire, (see Annex 5 for a sample questionnaire), printed at the CBO offices using the computer and printer provided by DDRA. **There are two types of questionnaires: weekly, which is mainly quantitative, and monthly, which is both quantitative and qualitative.** The weekly questionnaire was two pages long, and the monthly questionnaire six pages long. In the monitored markets that weren't in state capitals, monitoring was conducted one or sometimes two days a week, according to the number of official 'market days' in the area. In state capitals, markets are open on a daily basis. In cases where there are two market days in a given location, the enumerator collected data on the 'bigger' market day. With the shift to a publication schedule of monthly bulletins in 2016, it was not feasible to collect all the enumerators together for analysis of every bulletin cycle, so the MMTA relied more on telephone-based data transmission from the CBOs to DDRA. At the end of the month, after regular conversations with his/her DDRA desk officer, the enumerator added the qualitative information before submitting all data to DDRA.

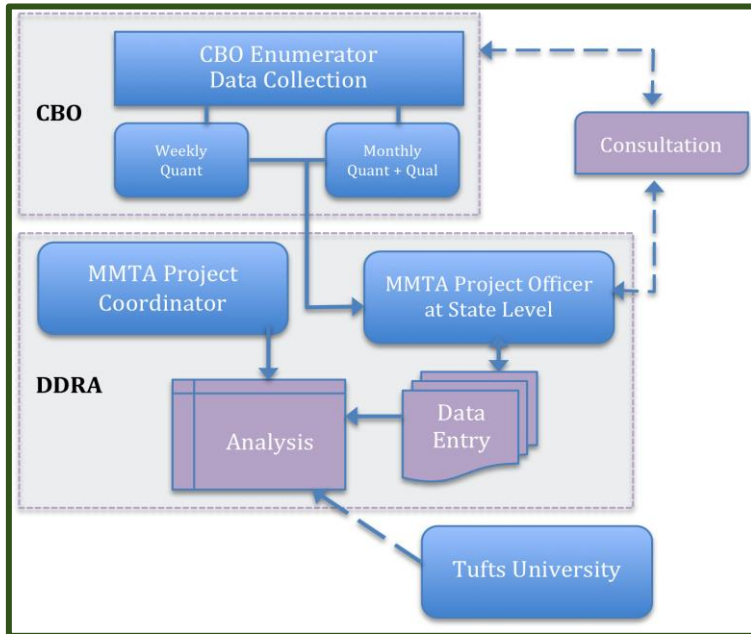


Figure 5: Data collection, internal transmission and analysis

Most CBOs did not have internet access, so in most cases questionnaires were hand delivered to the DDRA office in the state capital. The DDRA state officer did the data entry and emailed it to the DDRA Senior Market Analyst. When the CBO did have access to the internet, the enumerator did the data entry into Excel and emailed it to the DDRA desk officer.

As part of each monthly data collection and analysis cycle the DDRA desk officer examined the questionnaires completed and submitted by the enumerator. If there were questions of accuracy, completeness, or anomalous numbers, the desk officer would communicate by phone with the enumerator to clarify data and provide feedback or instruction as necessary. If there were any issues with data collection or analysis in the field, the enumerator could pass that information to the CBO or DDRA desk officer so that the appropriate party could address it. For example, if a local government official stopped the enumerator from collecting data, DDRA was alerted and could take necessary action at the federal or state level.

Key Learning: Data Collection and Transmission

- For data collection, management and dissemination, it is important to find the optimal balance between technological sophistication and human input in each state and in the overall project. Direct personal contact between DDRA and CBO enumerators has been critical in the data transmission process, contributing to oral analysis of the data transmitted. But if the project continues, greater use of mobile phone technology to input data directly into the electronic database could be used.
- Clearly defined roles and responsibilities built into a work process timeline bring form and efficiency to the complex, multi-stage process of collecting, transmitting and analysing data.
- Internet connections have often been unreliable and in some places non-existent: telephone dictation of quantitative and qualitative findings from the field should be built into project design and monthly timelines.

3.2.7 Quality Control

It has often been the case that information collected in person has been more accurate, and an in-person conversation has afforded greater opportunity for explanatory information to support quantitative information. So, although enumerators have used their telephones to confirm information and follow up with traders, MMTA has strongly encouraged primary data collection to be done in-person. And MMTA desk officers and senior staff have played a quality control function when conducting market visits.

Quality control of qualitative data has been just as important as quality control of quantitative data: qualitative data has often provided important contextualizing or explanatory inputs that have given texture and meaning to quantitative data. The qualitative data has often been about the impact of conflict on the price/availability of labour. The checkpoints along a route to market are an example of important 'off questionnaire' data. Another example is distribution of food aid from WFP in the monitored area: the volume and type of goods distributed had to be captured because they affected the market. DDRA gained this information by visiting WFP to acquire verbal or written descriptions of the types and locations of distributions.

When the Tufts advisory team reviewed the first draft of any bulletin, they identified where key data were missing or where further data were needed to deepen the analysis and make sense of the data that had been collected. See below.

Key Learning: Quality Control

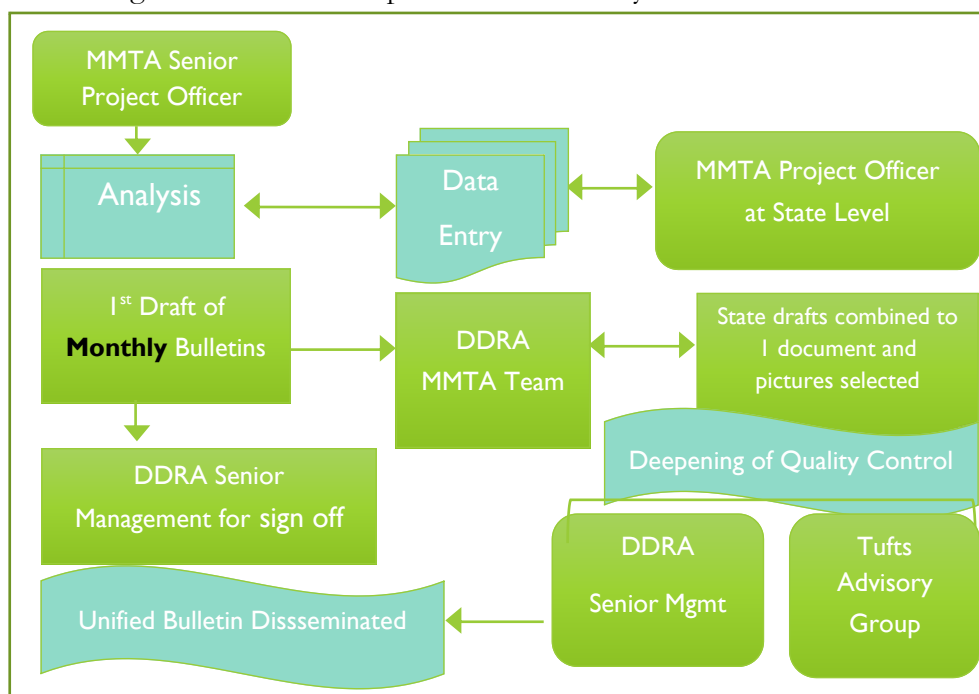
- Have a clear and explicit definition of what data need to be collected and why; collect only the data that will be used. Reviewing data collection against this criterion on a regular basis is important, as there is often a tendency to collect more data than can be analysed. Rigor in defining and communicating the purpose and process of *a priori* data collection enables more effective quality control throughout the collection, transmission, analysis, and dissemination processes.
- Quality control is advisable in each phase of the market monitoring process.
- The role of Tufts University as technical advisor has been crucial: an outside/impartial actor with high technical skills greatly benefits a local market monitoring effort.
- Communication with market actors via telephone is important and useful, but data collection should be undertaken in person whenever possible. Data collected in-person is richer and more reliable than data collected remotely.

3.3 The Analysis Process

In 2016, there were two main products of the MMTA: monthly bulletins and six-monthly bulletins, (formerly quarterly bulletins). Creating those products required multi-stage analytical processes that involved the entire ecosystem of internal MMTA stakeholders, and a number of steps.

3.3.1 Monthly analysis

Figure 6 illustrates the process of data analysis collected for the monthly bulletins.



The DDRA MMTA team in each state produced a standard monthly output, a two-page report with preliminary analysis of the quantitative and qualitative data received from enumerators. For example, the price of a given commodity in the reporting period, that price in historical and seasonal context, and a narrative description of the factors contributing to the price level. The qualitative and

Figure 6: MMTA analysis process flow chart for monthly bulletins

quantitative data were copied and pasted from each states' Excel workbook into the master Excel workbook. If there were any discrepancies in the data, the DDRA Database Manager called the relevant state-level market analyst for an explanation or correction. Occasionally it was necessary for an enumerator to return to the market to verify data.

Drawing from the data in the database, the DDRA MMTA team discussed the information and decided on the contents for the monthly bulletin, according to the following categories: cereals, livestock, cash crops, daily labouring, and trade access and transportation. For example, looking across the data from each state, the MMTA senior analyst compared cereal prices across Darfur's state capitals, commented upon where cereals are cheapest and most expensive and why, and identified areas that may be particularly food insecure.

During the analysis process, the MMTA team reviewed the bulletins from previous months to ensure that the current bulletin built on that analysis, and continued to 'tell the story', for example of particular trade routes being blocked, or cereal prices rising. In order to identify causal factors, the MMTA senior analyst would dialogue with the enumerators, with the MMTA state level analysis, would review historical data, and may have consulted outside secondary sources such as FEWSNET, WFP, government officials, and Chambers of Commerce. See Box 7 for discussion on dealing with inflation.

The preliminary analysis was written up in a draft bulletin and sent to the Tufts advisory team. This initiated an email-based dialogue. The email exchanges and related oral discussions between the Tufts advisory team and the MMTA team formed the heart of the analysis process for the monthly bulletins, in which calculations were checked, analysis and understanding of the data was deepened, and meaning was formed and explicitly described. The final version of the bulletin, a 2-3 page document that provided a synthesis analysis of the market dynamics across Darfur's five states, with a particular focus on food security, was then 'signed off' by the DDRA Executive Director.

The quantity of a good or goods available also affects price in the market. When there has been a shift in price, has there been a change in quantity? Without taking quantity available into account, it is difficult to comment comprehensively on

the prices of commodities; the MMTA project had not yet found a way to put all of those factors into its system of data collection and analysis when the third phase ended.

Box 7: Dealing with inflation

Inflation affects commodity prices. Since the MMTA project began inflation in Sudan has risen to over 40%, in 2012. After much discussion between the Tufts advisory team and DDRA, and with input from a macro-economist adviser to the MMTA, the project decided to report on nominal prices and not to take inflation into account in its analysis. This is partly because the rate of inflation varies according to different regions in Sudan, and it is not possible to access state-specific data on inflation rates in time to feed into the MMTA analysis and outputs. Instead, where inflation is believed to be a key factor contributing to rising prices, the narrative in the bulletin makes this point.

3.3.2 Six-monthly analysis, based on collective analysis workshops

Figure 7 illustrates the analytical process that fed into the six-monthly bulletins. Collective analysis workshops of 3-4 days in length were to be held in each state every six months (formerly every quarter). The process of setting up and running a workshop and disseminating the findings required an administrative process in which senior MMTA officers must be involved. By the time the project ended in October 2016, one round of 6 month bulletins had been prepared and disseminated.

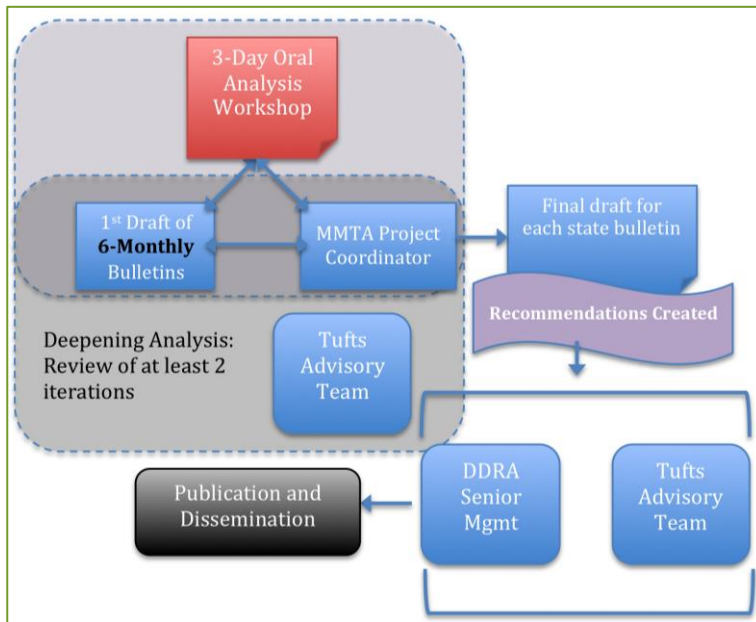


Figure 7: MMTA analysis process for 6-monthly bulletins

Before the workshop, the DDRA Database Manager and his team analysed the data collected over the last six months in each market. Much of that analysis consisted of reviewing bulletin headlines and data trends. The Database Manager and the rest of the MMTA team made sure the database was clean, any unusual fluctuations noted, and the data readied for presentation. At the workshop selected data were displayed on a projector in plenary sessions for the whole room to examine. Over the course of one or two days, workshop participants asked questions of the enumerators about why data looked as it did, and together undertook a collaborative analysis, guided by DDRA.

As the 2015 evaluation pointed out, the MMTA project made little reference back to the ‘market mapping’, based on EMMA, which was introduced in the first workshop to establish the MMTA in each state to encourage systemic analysis of trade. Market mapping was therefore re-introduced into the six-monthly oral analysis workshop at state level in September 2016. Participants in the workshop created market maps for commodities that were key to livelihoods and to the economy in that respective state. This helped to encourage analysis behind price trends, to include key policies, institutions and processes that may be inhibiting or facilitating trade. This has been important to identify recommendations.

Following the collaborative analysis, enumerators were divided into groups to analyse the trade routes, labour flows, and costs around the state, as well as larger market dynamics that were affecting commodity and labour prices and availability. The smaller group work was essentially a reflection and meaning making exercise for the last six months of data, with light capacity built in via DDRA leadership at the group level.

Based on the analysis and findings discussed at the oral analysis workshop, the DDRA MMTA staff drafted the state-level bulletins. These were shared with the Tufts advisory team, who reviewed them and provided comments and questions back to the DDRA team to deepen the analysis, and to ensure that it was coherent and consistent. Typically, this took two to three iterations, sometimes more. Quality has been an important part of this process to ensure that the final product was of a sufficiently high standard to maintain the credibility of the MMTA project. The Tufts advisory team also copy edited the draft bulletins. On-the-job capacity development has been at the heart of this process. See Box 8 (below) for a fuller description.

Box 8: Editing and Quality Control by the Tufts Advisory Team, with on-the-job training and support

The Tufts Advisory Support team provided the MMTA team with editorial, quality control and capacity development support as part of the bulletin development and finalisation process. The Tufts Advisory Support team focused on the quality of the written English, the coherence of the content and the quality of the analysis, and engaged the MMTA team in an iterative editorial process in order to improve these areas:

Stage 1. The MMTA team sent over a draft of the bulletin to the Tufts Advisory Support team. The Tufts editor went through the bulletin correcting the written English as well as highlighting in the form of comments in the text any inconsistencies or gaps (e.g. where information from the previous months' bulletin needed referencing or where further information was required from the team). This stage also included checking all calculations and information contained in graphs and tables as well as formatting consistency. Any incorrect calculations or information were also highlighted through comments for the MMTA team to address. This redraft was then sent to the Tufts International Advisor.

Stage 2. The Tufts International Advisor checked through the redraft for accuracy of information and quality of data analysis. For example, data may have been highlighted for presentation in a different way or the team may have been questioned on the conclusions reached in order to improve and deepen the overall quality of the analysis. The Tufts International Advisor then sent the consolidated comments back to the MMTA team for resolution.

Stage 3. The MMTA team addressed each comment and sent a revised draft back to the Tufts Advisory Support team. Stages 1-3 were repeated until the bulletin was of a high enough quality to be circulated to a national and international audience, both within and outside of Sudan. Typically, each bulletin went through 2-3 iterations.

Stage 4. The finalised bulletin was then sent to the designer who produced print and electronic versions of the bulletin ready for circulation.

Stage 5. Once the bulletin process had been concluded the Tufts Advisory Support team pulled together a remote capacity building exercise for each state team to complete, based on their writing of the monthly/ quarterly bulletin. These exercises were designed to help the team improve in 'problem' areas, such as practising writing shorter, more concise sentences or using a story-telling approach (e.g. asking why? where? when? questions) to identify where additional information could be useful for the reader. Completed exercises were returned to the Tufts Advisory Support team and feedback was then provided to the state teams.

Key Learning: Analysis

- The oral, interactive discussions have been the crux of the analysis process: between MMTA and the CBOs, and between MMTA and the Tufts team for both the monthly and six-monthly bulletins. This was how the analysis was deepened and much of the meaning was drawn from the quantitative and qualitative data.
- The collective analysis workshops have been a key part of this oral analysis, ensuring the project draws on the local knowledge of the CBO enumerators, in a culture that is strongly oriented towards oral rather than written communication.
- Oral analysis also facilitated on-the-job capacity development, between DDRA MMTA staff and CBOs, and between the Tufts advisory team and the DDRA MMTA team.

3.2.3 Data storage

The MMTA's quantitative and qualitative data have been stored on an Excel database designed by an IT consultant. This system was set up at the beginning of the project and has been running since. The database existed on DDRA computers, as there had not been adequate resources for an on-site file server. Google Drive, setup and managed by the Database Manager was used to store and backup copies of all of the databases.

Although Excel has worked well for storing and analysing quantitative data, it was less appropriate for the qualitative data that were not being adequately leveraged in the current database system. Instead it was dependent on oral analysis processes both for the monthly bulletins and at state-level workshops for the six-monthly bulletins. The MMTA and similar market analysis efforts would benefit from database software that is more sophisticated than Excel, so that more can be done with the analysis of qualitative data to deepen understanding of market dynamics and to capture trader perceptions.

Greater financial and technical resources, and training would be required to advance the sophistication of data storage, transmission, and analysis, and to help prevent information becoming fragmented: for example, an MMTA officer in West Darfur who wanted to see data from south Darfur had to call the DDRA Database Officer and ask him to email the data. Interim solutions could, for example, include the use of Google Drive.

Key Learning: Data Storage and Management

Unreliable electricity supply and internet and mobile connectivity can create or exacerbate information silos. Despite those challenges, purchasing and maintaining server hardware is not the solution; instead, Google Drive, Dropbox, Box or other free or inexpensive web-based storage platforms offer the best mechanism for a project as geographically disparate as the MMTA to securely store and collectively access information appropriate for wide internal dissemination.

3.2.4 Data visualizations

Data visualizations such as trend lines or bar graphs are go-to tools for quickly expressing a large data set in a small space, and were the main quantitative outputs from the monthly analytical process for each state. Although monthly reports occasionally feature custom-built data visualizations, data visualizations have traditionally focused on commodity price changes over time and/or across different market areas, backed up by explanatory text. Figures 8 and 9, below, from the West Darfur bulletins are typical examples. The six-monthly bulletins, which analyse longer-term trends, include line graphs that compare the price of key commodities over the last three years. See Figure 10.

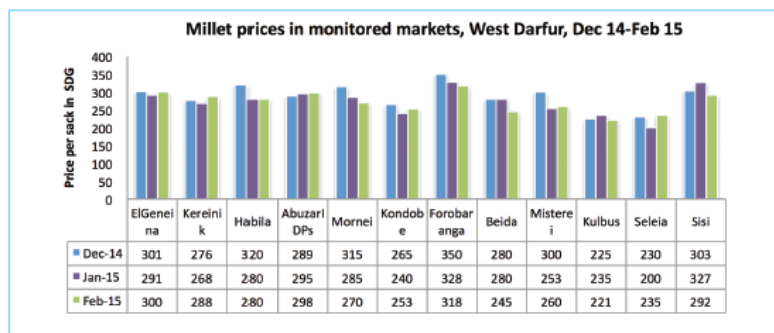


Figure 8: millet prices in West Darfur Dec 14 - Feb 15

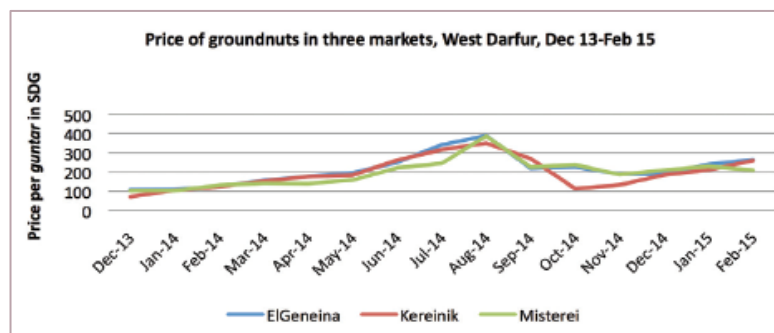


Figure 9: price of groundnuts in three West Darfur Markets, Dec 13 - Feb 15

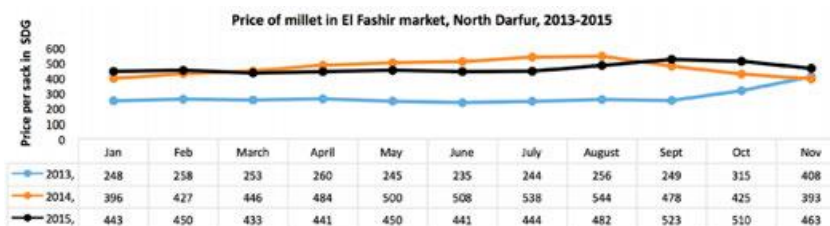


Figure 10: the price of millet in El Fashir Market, 2013-2015

3.2.5 Linking the market analysis to livelihoods

One of the fundamental objectives of the MMTA has been to inform and influence livelihoods programming. The in-depth trade studies have had greatest success in achieving this as they have covered production, trade and agro-processing, and have been based on interviews and discussions with a wide range of stakeholders, which has resulted in a range of policy and programming recommendations. It has been more challenging to link the on-going market monitoring directly to livelihoods, as noted in the 2015 evaluation. However, the shift to producing six-monthly bulletins in 2016, with the opportunity for deeper analysis than in the monthly bulletins, building on the findings of the in-depth trade studies, attempted to address this. The first batch of six-monthly bulletins, published in November 2016, expanded the analysis beyond market prices, and made a number of recommendations about how livelihoods could be supported, taking advantage of economic opportunities that had opened up.

3.2.6 Mapping market flows and trade routes

The in-depth trade studies used maps for a variety of purposes, including showing how trade routes had changed from the pre-conflict period to the conflict years, and showing trade flows from production areas to markets, before and during the conflict years. Indeed, mapping trade flows on flipcharts has been an important part of the oral analysis process, whether for the in-depth trade studies or in the six-monthly (formerly quarterly) oral analysis workshops with CBO enumerators. These visual maps can communicate a large amount of information with maximum impact. WFP VAM and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) respectively prepared the published maps for the in-depth trade studies, based on the hand-drawn originals. For the on-going market monitoring, the state-level bulletins contained a map that showed the markets selected for regular monitoring, and the roads that connected markets, but it was not been possible to produce maps that showed trade flows or changing trade routes for the monthly or quarterly outputs, in a timely fashion. Examination and refining of the maps undertaken in steps 1-3 of the editing process, is described in Box 8, above.

Key Learning

- Visual maps are a powerful way of showing the physical and spatial relationships of markets, and to show how trade flows and trade routes have changed over time.
- A market monitoring project should invest in developing the mapping skills of one or more of its staff, now that mapping software is relatively accessible, to avoid depending on other agencies to produce maps for the project.

4. Publication, Dissemination and Use

- (1) Identify key target audiences, their needs, and their preferred method of receiving bulletins.
- (2) Calibrate data collection and analysis processes to hit deadlines while allowing enough time for input from all relevant parties, including remote technical support and quality control.
- (3) Design and implement processes to ensure timely dissemination: translation, printing, attendance at meetings, and hand delivery to some actors and some remote areas.
- (4) Seek regular feedback from users to inform adaptations to the project.

4.1 MMTA target audience

The target audience for the MMTA has been a broad-based mosaic of information users, including the following:

- (1) Government at federal, state and locality levels, including line ministries, HAC and state legislatures.
- (2) International and national humanitarian and development actors, ranging from donors and UN agencies at national level, to NGOs, the Farmers' Union and Pastoralist Union at state level. The Food Security and Livelihoods (FSL) Cluster at both national and state levels has been a key target audience and user of the MMTA's outputs.
- (3) The private sector, including the Chamber of Commerce.
- (4) Researchers and universities in Sudan and internationally.

These different groups have different needs and different practices of using information for decision-making. Meeting this varied range of information needs has been a challenge for the project, including designing appropriate dissemination mechanisms to meet their varied communication needs.

4.2 Current outputs – responding to user feedback

By 2016 the MMTA was producing two outputs:

- (1) A monthly early warning bulletin covering quantitative and qualitative data on selected commodities in the markets monitored, for all five Darfur states combined.
- (2) A six-monthly market bulletin – one for each state - that analysed longer-term market trends, oriented to longer-term policy and livelihoods programming.

The MMTA project adapted its analytical process and its outputs twice in response to feedback from users. The project initially set out to fill an identified information gap, to inform policy and livelihoods programming. Informal feedback from a number of users indicated that they were using the quarterly bulletins for early warning purposes. They wanted more frequent analysis and they especially wanted the bulletins to be produced and released more quickly. As the project expanded, it was not feasible for more frequent analysis and outputs if quality was to be maintained. The project did respond to the demand for

quicker release of its quarterly findings. In the first half of 2013 DDRA and Tufts started to produce short quarterly ‘headlines’ for each state in advance of the full quarterly bulletin.

Some users formally expressed their demand for more frequent outputs from the project, for early warning purposes, in the 2015 evaluation. At this point the project had already experimented with quarterly unified bulletins for all five Darfur states. In early 2016, DDRA and Tufts agreed to start producing a unified monthly early warning bulletin. This was triggered by concerns about deteriorating food security after a poor rainy season in 2015. The project reduced the frequency of the state-level bulletins to bi-annually, and used these six-monthly bulletins for more in-depth analysis to inform longer-term livelihoods programming and policy-making. At a time of severe budget constraints this adaptation helped to reduce costs as CBO enumerators gathered for the six-month oral analysis workshop instead of the quarterly workshops. This also helped the project manage the increased workload of producing a monthly early warning bulletin.

4.3 Production process for DDRA outputs

Monthly and six-monthly bulletins have been produced in hard and soft copies. Figure 11 illustrates the steps of the production and distribution process. Most outputs have been translated from English into Arabic and are available in both languages.

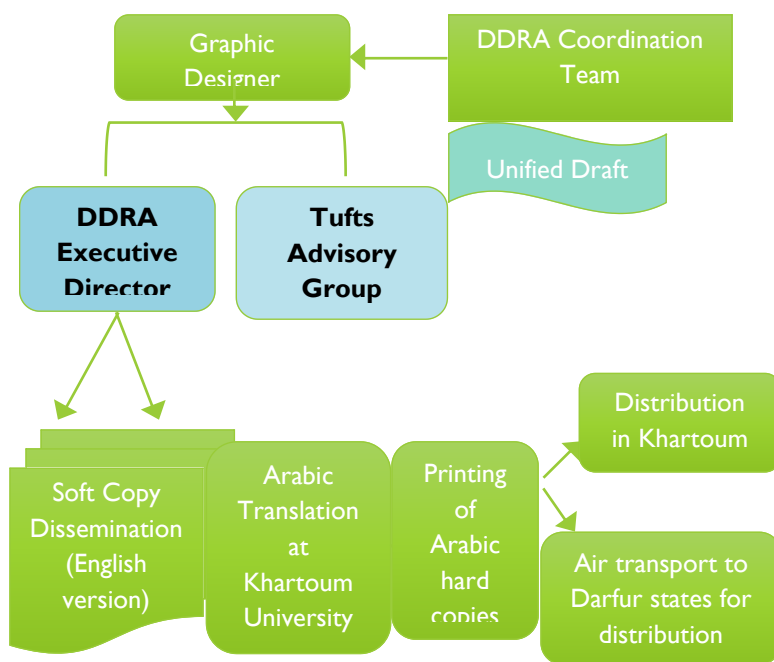


Figure 11: flow chart of the MMTA dissemination process

between analysis and dissemination: giving final sign-off on bulletins and reports. The challenge has been to ensure that sufficient political tact has been employed without undermining the quality of the information.

The visual presentation of the MMTA’s products has been key to effectively and efficiently conveying information. A professional graphic designer refined the visual design of each bulletin, which was sent to the Tufts advisory team for final review before it was sent to the DDRA Executive Director for public dissemination.

Photographs that reflect the key dynamic at the time have been useful additions to each bulletin. For example, if cereal prices were spiking, a picture of cereals was used at the top of the bulletin. Many photographs have been taken over the course of the project by DDRA staff and CBO enumerators, creating a library that could be drawn upon for MMTA outputs.

The key role of the Executive Director of DDRA has been to act as the gate valve

4.4 Dissemination

Most dissemination has been carried out through electronic distribution of the bulletins, to DDRA's distribution list of almost 300, to the FSL cluster distribution list of around 300, and through posting on the Tufts/FIC website. Other means of dissemination included regular presentations and participation in FSL cluster meetings at national and state levels, and regular contact with government officials and other actors, especially at state level. Distribution of hard copies of the bulletin, especially of the Arabic translation, has been particularly important at state level as many government officers do not have e-mail, including the Wali (the state governor).

There have been a number of one-off dissemination events at all levels, for example:

- (1) **at state level:** e.g. to the legislature and to El Fashir university in North Darfur. In September 2015, DDRA held a seminar for state government institutions and CBOs in El Fashir to raise awareness of the project and its outputs and to disseminate its analysis. In February 2016 the MMTA team in Central Darfur held a one-day dissemination workshop attended by 50 participants including state government ministries, NGOs, UN agencies, banks, the University of Zalingei, security bodies, and the Pastoralist and Farmer Unions.
- (2) **at national level:** e.g. hosted by UNEP in 2012; hosted by FAO/ FSL cluster in 2014; and hosted by FEWSNet in early 2017. In June 2015 DDRA took the podium at the Pastoralist Forum to make the case for strong market analysis and information to inform decision-making, drawing on the experience of the MMTA project
- (3) **internationally:** the findings of the ongoing market monitoring and the in-depth trade studies have been presented in London (hosted by ODI), New York (hosted by OCHA) and by UNDP), Washington (hosted by the Woodrow Wilson Center), and Boston (hosted by Tufts University).

In the last phase of the project dissemination was to be given an extra boost. But political scrutiny of the MMTA project as well as budget constraints and the extra work associated with expansion into all five Darfur states meant that dissemination was not given as much attention and resources as intended. Considering the political risks has been a key aspect of the dissemination process. At particularly sensitive times when the project has been under scrutiny, dissemination of the written outputs has been more limited, for example bulletins were only distributed through the FSL cluster during some months of 2016.

DDRA has a website, intended to be a conduit for information dissemination. However, lack of resources impeded regular updating of the site. The full set of MMTA outputs has appeared only on the Tufts/ FIC website.

4.4 User feedback and recording how information is used

Recording how users have made use of the MMTA analysis and information has been challenging. The project has struggled to do this regularly and systematically. A formal user survey using 'survey monkey' was attempted in 2014, but few users responded. Instead a number of users were interviewed in-person. This was more enlightening and may reflect the lack of internet access by many users as well as the oral culture in Sudan. Over time much of the feedback from users has tended to be anecdotal and informal. At national

level, positive feedback about the project and its contribution has been strongest. This was captured in the 2015 evaluation (Murray, 2015): users at national level described how the MMTA had filled a critical information gap in terms of the scope and scale of the data it provided. This was confirmed in early 2017 when the FSL cluster coordinator described the MMTA as the only ‘specialized data source on markets’, providing extensive and detailed information. It has been used for the Humanitarian Response Plan, to inform the Darfur Development Strategy, by UNDP for its value chain work, and regularly informs FEWSNet early warning analysis.

At state level the MMTA project developed a good track record in use of its data and analysis by a range of stakeholders, both governmental and non-governmental, early in the project’s history. Box 9 captures how its analysis has been used by government in the early years of the project. Latterly its influence at state government level has been harder to capture as the project has come under greater political pressure. Users may have been reluctant to admit how they are using the MMTA analysis and a number of them have indicated that they wanted the project to deliver tangible outputs in the form of livelihood interventions as well as information and analysis (Murray, 2017). As explained above, this has meant that DDRA has been cautious in how widely it disseminated its bulletins, especially the Arabic translations which could be particularly sensitive if they highlighted the links between trade and conflict and challenged the prevailing narrative of improved security and a shift to recovery across Darfur as information user perspectives and interpretations differed. Nevertheless, actors such as the international NGO, ZOA, have used the MMTA analysis regularly in 2015/16 as a key source of information on food security, especially after the poor rains of 2015; the Near East Foundation, an INGO in Central Darfur state, specially requested MMTA data to inform its programming.

While government and aid agencies have been key target audiences for the MMTA project, actors in the private sector have also used its analysis. In East Darfur state, for example, the Chamber of Commerce

regularly discussed the East Darfur bulletins in their meetings, informing members such as livestock exporters and producer associations about the MMTA’s recommendations. In the last phase of the project there was a plan to establish market forums at state level to promote dissemination, with the government and private sector, to facilitate take up of the project’s outputs and analysis. Whilst the idea was welcomed, for example in a seminar held in 2015 in El Fashir in North Darfur, the growing sensitivity of a national NGO running an



Photo 3: DDRA Executive Director disseminating findings in Khartoum, 2012

“HAC is using MMTA information and recommendations to monitor the food security situation in North Darfur. Specifically, HAC relies on the MMTA information for its annual food security assessment in North Darfur. MMTA data is used to verify information generated by their assessment teams.”

Community-based market monitoring in the Darfur region of Sudan: Phase 2, Supplementary Information to the Quarterly Progress Report – Q4, 1st October 2013 – 31st December 2013

information project meant that this was put on hold. In South Darfur (and other states) researchers have requested MMTA information for their work. This has included post-graduate students from El Geneina University and from Nyala University.

Box 9: Examples of how local government used the MMTA analysis

In the first two years of the project, the MMTA analysis was used by state government and by the authorities at locality level for a number of different purposes in North and West Darfur, including the following:

- (1) MMTA's analysis and recommendations about deteriorating food security influenced the government of North Darfur to distribute its strategic food reserves to some localities (eg Malha).
- (2) HAC in North Darfur has regularly used MMTA information and recommendations for monitoring the food security situation.
- (3) HAC also uses MMTA information for cross-checking food security analyses produced by other actors.
- (4) HAC has used MMTA information in its annual food security assessments at state level (MMTA is used for verification purposes by the assessment teams).
- (5) Some locality authorities have used MMTA information and recommendations for monitoring food security and trade in their areas (e.g. Malha and Saraf Omra in North Darfur, and Sirba in West Darfur).
- (6) Some locality authorities used the MMTA's price information in their policy decisions, for example about whether to control the movement of cereals into, and out of their localities e.g. Kebkabyia and Saraf Omra in North Darfur.
- (7) Some locality authorities began to think about mapping of the economic resources and economic activities in their areas, triggered by the MMTA analysis, for example the main crops produced and seasonality of prices e.g. Darassalam and Al Fashir localities in North Darfur.

Key Learning: Publication, dissemination and use

- Target audiences are often identified in broad terms. Clarifying and categorising different users, their information needs and how they are using the project's outputs over time are key to fine-tuning the design of a market monitoring project and adapting its outputs.
- Government, at both national and state levels, has been a key target audience. Its perception of the usefulness of the project is critical to the project's future. Other key target audiences include aid actors – both development and humanitarian, national and international.
- Meeting the needs of all users through a small number of outputs is an ongoing challenge.
- Although formal user surveys may be difficult to implement, users can, and should be consulted informally and regularly to capture how they are using market analysis, and the extent to which the project outputs are meeting their information needs. This should be done on an ongoing basis, recording specific examples of how the project's analysis and outputs have influenced decisions.
- When a national NGO comes under political scrutiny for running an information project, it can become heavily constrained in its ability to publicly disseminate and promote its analysis.
- In future, if DDRA is able to gain permission for radio and television broadcasts, it could increase the audience it reaches, and explore how it can meet the information needs of traders as well as policy and programming needs.
- The MMTA experience demonstrates the value and utility of complementing published findings with face-to-face discussion and oral presentation, e.g. at FSL cluster meetings, workshops, and in targeted briefings, the MMTA findings can be disseminated with more impact, and also used as a catalyst for discussion that enriches the MMTA's future work.

5. A summary of what makes the MMTA special

This section captures some of the specific, unusual and even unique features of the MMTA project, as well as some of its main challenges.

5.1 The project model

- Establishing a community-based model for market monitoring, run through a network of over 40 CBOs, managed and implemented by a national NGO, in a challenging conflict environment has been a major achievement. Throughout this period, the project has gained and maintained access to many markets that international agencies have not had access to, and has built credibility. Keeping the market monitoring going, continuously, over a period of six years in such a challenging and politicized context, with constantly shifting conflict dynamics and national NGOs under considerable scrutiny, has been a major achievement.
- The partnership behind the project has played to the comparative advantage of each partner, connecting local knowledge and understanding of Darfur with international expertise. Capacity development of civil society organisations and of national staff has been a central theme to the project, and also a reminder of how long it takes to build capacity, and how that can be set back, in a small project, through staff turnover.
- The model of in-depth trade studies, led by Tufts in partnership with DDRA, has complemented well the on-going market monitoring, making national policy recommendations, and has been an opportunity for capacity development of MMTA staff.
- Although it was tempting to establish the project in all five Darfur states from the outset, the gradual and iterative expansion of the project has been important as capacity developed, the project built credibility and a track record, and funders were brought on board. (Funding has come from at least four different sources over this six-year period: DFID, UNDP, WFP, EU)
- In a ‘high cost’ operating environment like Sudan, this ‘localised’ project model has kept costs down compared with similar projects run by international agencies.

Nevertheless, external factors such as the challenges of transferring money from the US and UK to Sudan, and difficulties faced by international advisors in securing visas to travel to Sudan, have at times severely hampered the smooth running of the project and threatened its work. In a sometimes hostile political environment, this project has also revealed the political sensitivities and vulnerabilities of a national NGO doing this kind of information work ‘alone’.

5.2 Filling an information gap, and meeting users’ needs

- The project has contributed to filling an information gap on Darfur during a period when that gap has deepened as agencies have withdrawn or have been forced to leave.

- Although the project was initially designed to provide an overall analysis of trade and conflict dynamics in Darfur and to inform livelihoods programming, it has adapted over time to the expressed needs of different user groups. By 2016 it was attempting to meet the needs of two different user groups: early warning users and users engaged in livelihoods programming, demonstrating that this is possible.
- Feedback from many users has been positive, at both state and national levels. Users have given constructive feedback over time e.g. encouraging more rapid production and dissemination of bulletins, and asking for more detail in the analysis e.g. explanations of price changes. However, the appetite for an information project that is not directly linked to concrete outputs appears to be limited. By 2016 users at state level in particular wanted to see the project evolve to include a component of livelihoods programming.

6. Where Next?

The challenges of a national NGO continuing to run a high-profile information project, producing outputs and published documents as a ‘public good’, have been thrown into sharp focus since 2015. DDRA has come under scrutiny and the project has been criticized for producing information but not delivering tangible outputs, nor being seen to generate commensurate livelihood development interventions.

For these reasons the design of the project requires some strategic rethinking at the time of writing; for example, to become a market monitoring project linked to livelihoods support programming. In the current constrained funding environment, and taking account of local capacity, this would most likely mean a streamlined version of the MMTA, monitoring fewer markets with fewer CBOs and making greater use of simple technology such as smartphones. The MMTA could be linked to a livelihoods support programme based upon the extensive knowledge and analysis that has emerged from the MMTA over six years, and from the in-depth trade studies, that is recovery-oriented. The project could thus continue to fill an information gap on livelihoods, on markets, and on the implications of the trading environment for livelihoods and for resilience, informing policy and programming decisions. And it could have a livelihoods support component identifying how rural and urban livelihoods can be supported to become more resilient. This would also require some strategic rethinking of the partnerships that underpin the project, possibly developing a stronger working relationship with government, and engaging more directly with the private sector, for example reviving the ‘market forum’ idea.

Acronyms and Abbreviations

BRACED	Building Resilience and Adaptation to Climate Extremes and Disasters
CaLP	The Cash Learning Partnership
CBO	Community-Based Organization
DDRA	Darfur Development and Reconstruction Agency
DFID	The Department for International Development of the government of the United Kingdom
EMMA	Emergency Market Mapping Analysis
FAO	Food and Agriculture Organization of the United Nations
FIC	Feinstein International Center
FSL	Food Security and Livelihoods
EU	European Union
HAC	Humanitarian Aid Commission
INGO	International Non-Governmental Organization
MAG	Market Assessment Guidance
MMTA	Market Monitoring and Trade Analysis
MOU	Memorandum of Understanding
NGO	Non-governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODI	Overseas Development Institute
PCMA	Pre-Crisis Market Analysis
PLA	Participatory Learning and Action
RAM	Rapid Assessment for Markets
SCUK	Save the Children UK
SDG	Sudanese Pounds

SIEP	Sudan Integrated Environment Project
Tufts	Tufts University
UN	United Nations
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
USD	United States Dollars
VAM	Vulnerability Analysis and Mapping
WFP	United Nations World Food Program

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Annex 1: CBO Induction and Training Workshop Agenda

Sample agenda: training workshop, North Darfur 2010

Day 1

Timing	Session	Led by	Objective
8.30 to 9.00	Registration	DDRA staff	Launch of workshop
9.00 to 9.40	Welcome and opening ceremony	DDRA Executive Director HAC Ministry of Finance	
9.40 to 10.00	Coffee break		
10.00 to 10.45	Introductions	DDRA staff	<ul style="list-style-type: none"> - Participants to meet each other - CBOs to introduce themselves - Tufts to introduce its programme - DRA and Tufts to describe the project, its rationale and objectives - Familiarity with workshop objectives and agenda
10.45 to 11.15	Introduction to the project	DDRA Executive Director/ DDRA Coordinator & Tufts Technical Advisor	
11.15 to 11.30	Overview and objectives of the workshop	Tufts Technical Advisor	
11.30 to 11.45	Workshop expectations	DDRA Executive Director	
11.45 to 12.45	Fatour		
12.45 to 13.30	Introduction to other market monitoring initiatives	Mohammed to chair Yahia and Mohammed Saleh present	<ul style="list-style-type: none"> - To introduce participants to SIFSIA and VAM, indicating how this project could add value
13.30 to 14.30	An introduction to		<ul style="list-style-type: none"> - To familiarise participants with the

	market systems and conceptual frameworks	Tufts Technical Advisor	concepts and language of markets and market monitoring
14.30 to 15.00	Break for prayers Tea & coffee		
15.00 to 17.00	Constructing market profiles and market system maps – part 1	Abdul Jabar	<ul style="list-style-type: none"> - Participants apply the model and concepts directly to the markets they will be monitoring, and capture how conflict has affected the market

Day 2

Timing	Session	Led by	Objective
9.00 to 9.10	Recap of Day 1	DDRA Coordinator	<ul style="list-style-type: none"> - To remind participants of what we covered
9.10 to 11.00	Weekly market monitoring process: <ul style="list-style-type: none"> - questionnaires & approach - ethics Preliminary price analysis	DDRA staff	<ul style="list-style-type: none"> - To familiarise participants with the market monitoring questionnaire - To introduce participants to the ethics of market monitoring - To support participants in how to carry out basic analysis from the questionnaire
11.00 to 12.00	Fatour		
12.00 to 14.30	Presenting back market profiles and market systems maps	Chaired by DDRA Coordinator	<ul style="list-style-type: none"> - Participants feedback their market profiles and maps form day 1
14.30 to 15.00	Break for prayers Tea & coffee		
15.00 to 16.30	Preliminary mapping of trade routes and hierarchy of markets	Tufts Technical Advisor & DDRA staff	<ul style="list-style-type: none"> - To introduce different levels of markets - To carry out preliminary mapping of trade routes, major markets and how they have changed during the conflict

16.30 to 17.00	Set up practical market monitoring exercise	DDRA Coordinator & DDRA staff	<ul style="list-style-type: none"> - To organize enumerators into groups for practical exercise on morning of Day 3
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Day 3

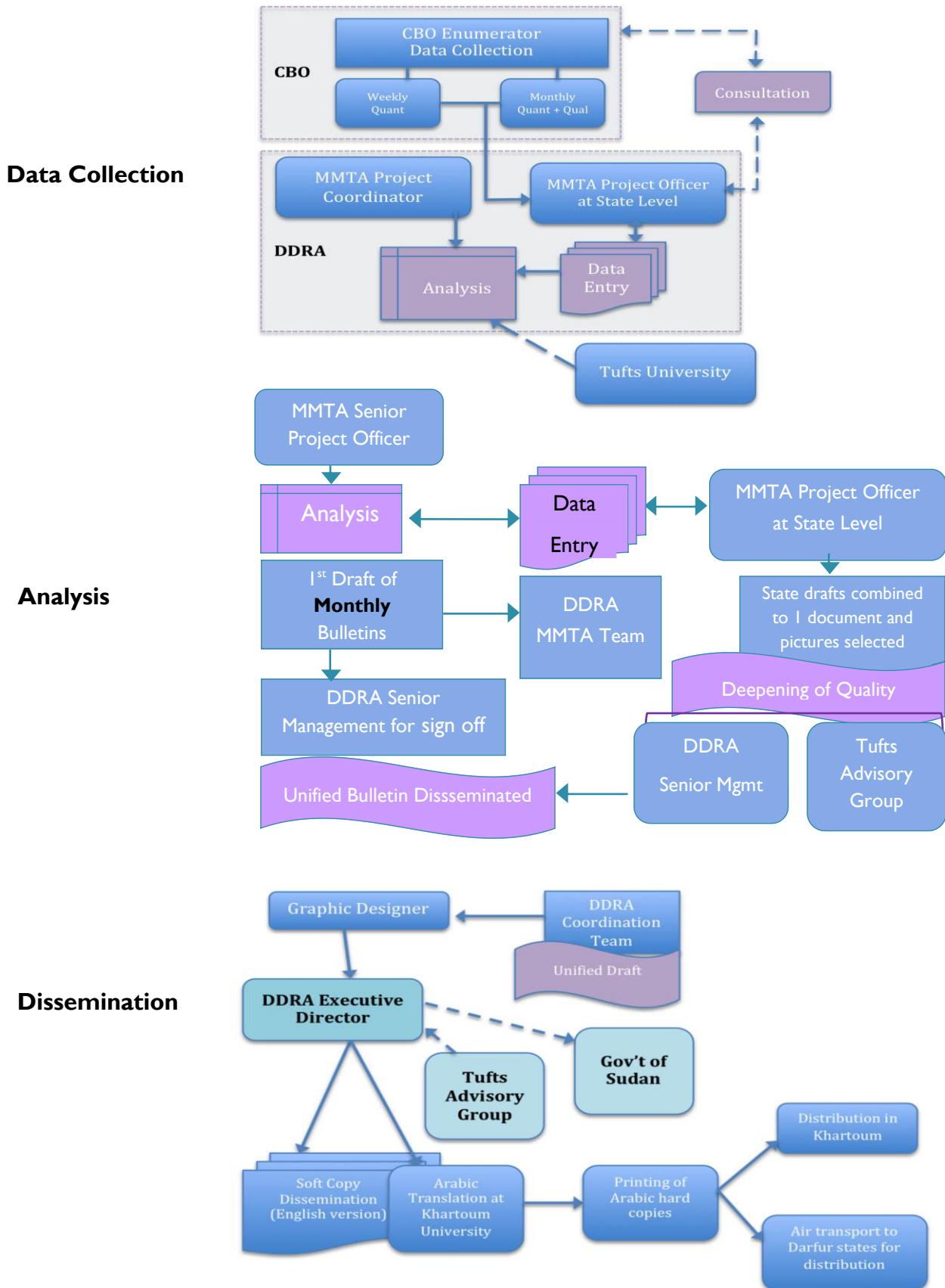
Timing	Session	Led by	Objective
9.00 to 11.00	Practical market monitoring exercise	Enumerators in EI Fasher markets	<ul style="list-style-type: none"> - Participants spend a couple of hours in different markets in EI Fasher using the market monitoring questionnaire – in pairs or threes
11.00 to 12.00	Fatour		
12.00 to 14.30	Preliminary analysis of market monitoring Review of questionnaires	DDRA staff	<ul style="list-style-type: none"> - Participants carry out basic analysis of the data they collected in the morning to present it back to the group - Issues or problems with the questionnaire to be fed back
14.30 to 15.00	Break for prayers, tea & coffee		
15.00 to 17.00	Final analysis and dissemination of market monitoring in North Darfur	Tufts Technical Advisor	<ul style="list-style-type: none"> - Explanation of final outputs of the project and how they will be compiled by DRA with Tufts support

Day 4

Timing	Session	Led by	Objective
9.00 to 10.00	Review of coverage of the project (against main sources and trade routes)	DDRA Executive Director	<ul style="list-style-type: none"> - Collective review of the market monitoring approach and whether it covers all livelihood and ethnic groups, and geographic areas
10.00 to 11.00	Review of skills needed versus CBO capacity	DDRA staff	<ul style="list-style-type: none"> - To identify the skills required by CBOs to carry out market monitoring, and anticipated challenges
11.00 to 12.00	Fatour		

12.00 to 14.30	Open forum	DDRA staff & Tufts Technical Advisor	Participants' questions, concerns and any confusion to be addressed
14.30 to 15.00	Break for prayers, tea & coffee		
15.00 to 16.15	Action planning and next steps	DDRA Coordinator	- To complete an action plan for the first year of the market monitoring project
16.15 to 16.30	Workshop evaluation	DDRA staff	- Participants feedback on workshop process
16.30 to 17.00	Workshop closure	DDRA Executive Director	- Wrap up and evaluation of workshop process

Annex 2: Flow Chart Diagrams of Monthly Data Collection and Analysis, and Dissemination Process



Annex 3: MMTA CBO Partners

North Darfur network:

No	CBO/NGO	Markets
1	VNRHD- El Fashir Voluntary Network for Rural Helping and Development	El Fashir, Tabit, Taweela, and Wada'a
2	VRDP- Um Kaddada Rural Development Project	Um Kaddada and El Lait
3	DDRA	Abu Shook and Zamzam IDP Camp markets
4	DWDA- Dar Es Salaam Women's Development Association	Dar es Salaam
5	KEADS- Kutum Agriculture and Extension Development Society	Kutum and Kassab IDP Camp
6	KSCS- Kebkabiya Smallholders Charitable Society	Kebkabiya and Saraf Omra
7	SAG - Sustainable Action Group	Mellit
8	Buzza	Malha

West Darfur network:

No	CBO\NGO	Markets
1	El Massar Organization for Nomad Development and Environment Conservation (MONEC)	El Geneina, Kereinik, Habeela
2	Community Development Association (CDA)	Forobaranga – Kondobe
3	Sarabeel Organization for Service and Development (SOSD)	Kulbus
4	Pioneers of Peace and Development Organization (PPDO)	Mornei
5	Beida Organization for Relief and Development (BORD)	Beida, Masterei, Abu Zar IDP camp
6	DDRA	Sisi IDP camp, El Geneina
7	El Siyaj Charity Organization (SCO)	Silaia'a

Central Darfur network:

No	CBO\NGOs	Markets
1	Sudanese Environment Conversation Society (SECS)	Zalingei
2	DDRA	Um Shalaya
3	Al Manar	Nyerteti
4	Al Baraka Agriculture Organization (AAO)	Bendisi, Mukjar, Um Dukhn
5	Arabow Charity Organization ACO	Abatta, Terig
6	Dar Beida Organization (DBO)	Delleig, Garsila

South Darfur network:

N o	CBO/NGOs	Markets
1	Al Methag Organization	Nyala
2	Rehiad – Al Fursan Rural Development	Intakaina
3	Ghufran for Peace and Development	Geraida
4	Afag Al Mustagbl	Bulbul Timbisco
5	Al Ruhama'a for Development	Al Tomat, Tolous
6	Al Wataniya Organization	Tajreba, Um Morgo
7	Al Shorog Organization	Silgo, Um Labasa, Markondi
8	Al Salam Al Muttahid	Rajaj
9	Mother and Child Rescue Organization	Um Ganah, Id-Al Fursan
10	Al Shamyil for Humanitarian Support	Al Banjadeed
11	Al Shibya for Reconstruction and Development	Kass
12	Darfur Ltimheed Al Salam	Aborey
13	Rufaida Health Foundation	Um Dafoug
14	Jebal Marra Charity for Rural Development	Belail, Kalma IDP Camp
15	Ghaya for Development	Abu-Ajjoura
16	Shera Alamal	Al-Safiya

East Darfur network:

No	CBO	Markets
1	Aldar Development and Reconstruction Organization (ADRO)	Kelikl – Yassin
2	Razaz Charity organization (RCO)	Seleia
3	Wide Hand (WH)	Elneim
4	Global Aid Hand (GAH)	Ed Daein
5	Eltamas Development Organization (EDO)	UmMatarig
6	El Massar Organization for Nomad Development and Environment Conservation (MONEC)	Al Firdous
7	Maab for Woman Development and Child protection Organization (MWDCPO)	Asalaya
8	Remko	Mahajriya
9	Green Hand (GH)	Khazzan Gadeed
10	House Keeps Organization (HKO)	Shiairiyya
11	Alshiaa	Abu Gabra
12	Banown Organization (BO)	Um Senina
13	Human Effort Organization (HEO)	Um Si'eda

Annex 4: MMTA Process Monthly Timeline

Activities <i>(in order, consecutively)</i>	Actors	Approximate Number of Days	Outputs
Field Data Collection	CBO enumerators	2 days at the beginning of each month	Draft monthly quantitative info for each state
Data entry and consultation with enumerators	MMTA Desk Officer	2 days	Data entered into database and submitted to MMTA Senior Project Officer
Analysis	MMTA Senior Project Officer	3 days	1 st draft of monthly headlines
Combining state reports, selecting photos	MMTA coordination team	3 days	Combined state reports to one document with photos and recommendations
Editing for clarity, formatting and grammar	Tufts Advisory team	1.5 days	Edit of combined report, sent back to the DDRA team, usually over 2 or 3 iterations
Checking and deepening analysis	Tufts Advisory team	1.5 days	Ditto
Incorporation of DDRA and Tufts edits	MMTA Coordination Team	1 day	Edited, unified draft
Editing for political sensitivities and final sign-off	DDRA Management	1 day	Edited combined report
Layout and graphic design	Designer-US	1 day	Final report with images
Final review of layout	Tufts advisory team	0.5 days	Final market report in soft copy, English
Arabic translation	Khartoum University	3 days	Arabic version of market report
Printing	Khartoum printer	2 days	Arabic and english-language versions
Air transport to states	Commercial airline	3 days	Hard copies delivered to every state

Annex 5: MMTA questionnaires

MONTHLY SUMMARY

NORTH DARFUR STATE – DRA/ CBO MARKET MONITORING

Month: _____ Location: _____ Locality: _____

Name of market: _____ Main market day: _____ CBO: _____

Part A – Price Data And Sources Of Supply – To Be Completed By Cbo Enumerator

Commodity and unit	Average price for Week 1 date _____	Average price for Week 2 date _____	Average price for Week 3 date _____	Average price for Week 4 date _____	Average for the month (to be calculated by enumerator)	Main sources of supply
Cereals:						
1. Millet (per kora)						
2. Millet (per sack)						
3. Local sorghum (per kora)						

4. Local sorghum (per sack)						
5. Wheat (per kora)						
6. Wheat (per sack)						
7. Food aid sorghum (per kora)						
8. Food aid sorghum (per sack)						
9. Food aid wheat (per kora)						
10. Food aid wheat (per sack)						
Livestock						
1. Sheep (male 1-1.5 years)						
2. Sheep (female 1-1.5 years)						
3. Goat (male 1-1.5 years)						
4. Goat (female 1-1.5 years)						
4. Camel (male 2-3 years)						

5. Camel (female 4-5 years)						
6. Cattle (male 2-3 years)						
7. Cattle (female 4 years)						

Cash crops*						
1. Groundnuts (per guntar)						
2. Sesame (per guntar)						
3. Gum arabic (per guntar)						
4. Tombac (per guntar)						
5. Kerkadeh (per guntar)						
6. Watermelon seeds (per guntar)						
7. Dry tomato (per guntar)						
8. Dry Okra (per guntar)						
9. Any other significant cash crop in this market _____						

Fruit and vegetables*						
1. Onions (per sack – approx 75kg)						
2. Tomatoes (per box – 18-20kg)						
3. Oranges (per dozen)						
4. Watermelon (per fruit of 5-10kg)						
Natural resources						
1. Firewood – donkey load (Please note the unit if not a donkey load unit:_____)						
2. Grasses – donkey load (Please note the unit if not a donkey load unit:_____)						

* Enumerator to complete for whichever cash crops/ fruit and vegetable are relevant in that market

Part B: Other Data, Including Qualitative Data – To Be Completed By DDRA Staff & CBO

Main trading transport routes to this market	Transport cost per sack of cereal (by truck)	Informal taxes, checkpoints	Formal taxes	How has the conflict affected movement on this trading route during the month

Please note any changes in the trade routes this month, and the reasons:

Please note any unusual changes in the source of supply for different commodities this month, and the reasons:

Who are the main traders for?

1. Cereals
2. Livestock
3. Cash crops
4. Fruit and vegetables

Has there been any change in the trader profile since last month?

If yes, please specify the changes and the reasons

What are the main employment opportunities for daily labouring this month (by order of importance):

1. _____ Daily wage rate: _____ Who is doing this work (men/ women/ adolescents/ children): _____
2. _____ Daily wage rate: _____ Who is doing this work (men/ women/ adolescents/ children): _____

3. Daily wage rate: _____ Who is doing this work (men/ women/
adolescents/ children: _____

4. Daily wage rate: _____ Who is doing this work (men/ women/
adolescents/ children: _____

5. Daily wage rate: _____ Who is doing this work (men/ women/
adolescents/ children: _____

Date of completion: _____

Signature: _____

Annex 6: Enumerator capacity self-assessment form

Used in the first training workshop in each state

Community-Based Market Monitoring In _____, Darfur

CAPACITY-BUILDING REQUIREMENTS:

SELF-ASSESSMENT

Name of enumerator: _____

Name of CBO: _____

Market that enumerator is monitoring: _____

1a) Have you ever been involved in data collection

1b) If yes, please describe what kind of data collection. Did it include market data collection?

2a) Have you ever been involved in data analysis

2b) If yes, please describe what kind of data analysis, and what kind of information technology you have used (e.g. calculator, computer).

3) How would you assess your skill level:

a) In data collection LOW AVERAGE HIGH

b) In data analysis LOW AVERAGE HIGH

c) In presentation of information

Oral LOW AVERAGE HIGH

Written LOW AVERAGE HIGH

4) How would you assess the CBO's level of skills?

a) In data collection LOW AVERAGE HIGH

b) In data analysis LOW AVERAGE HIGH

c) In presentation of information

Oral LOW AVERAGE HIGH

Written LOW AVERAGE HIGH

5) What are the capacity-building requirements for you, as an enumerator to participate fully in this project?

6) What are the capacity-building requirements for the CBO to participate fully in this project?

Annex 7: Sample CBO Memorandum of Understanding

Memorandum of Understanding

The Memorandum of Understanding Shall be between:

Darfur Development and Reconstruction Agency (DDRA) and [CBO] for the purpose of building mutual partnership for implementing the Market Monitoring and Trade Analysis Project (MMTA) in [Darfur state and locality]

Duration: One Year

Date of Commencement: September 15, 2014

Introduction:

Darfur Development and Reconstruction Agency (DDRA) is a national organization registered legally to the Ministry of Social Affairs, Humanitarian Aid Commission (HAC) in July 2007, with the vision to work towards ensuring contribution to the improvement of wellbeing and prosperity of the Sudanese people in general and those of Darfur in particular. DDRA operates a number of work strategies and approaches to ensure the realization of its vision mission, and objectives. To that effect, DDRA has developed a program and directed it at this juncture towards the support of conflict victims in Darfur in order to complement humanitarian efforts that have been undertaken by a number of other aid actors in the field of humanitarian response, livelihoods and food security ever since the Darfur conflict erupted.

DDRA also strives to implement right-informed and partner-expressed interventions that take note of partner priorities and are believed as DO NO HARM interventions.

DDRA believes that Line Ministries are well placed and are key technical leads at the moment to participate and provide both humanitarian and development assistance to victims of natural and man-made disasters. However, ministries differ in their capabilities and approaches in delivering such assistance. Luckily, DDRA is entrusted with an immense level of accumulated knowledge and expertise and is ready to share it or put it to good use by its partners, particularly the government line ministries. Therefore, DDRA commitment is to build the capacity of these institutions in order to help them to play prime roles in delivering proper support to the needy people. Fortunately, DDRA with its current level of expertise is available for provision of support to state line ministries, CBOS and organizations to plan for implementing and monitoring humanitarian projects.

Market Monitoring and Trade Analysis Project MMTA:

The Market Monitoring and Trade Analysis project came as a result of Tufts and UNEP sponsored research report title *The Impact of the Conflict on Trade and Markets in Darfur*, published June 2008, which recommended that markets and trade should be subjected to deeper monitoring and broader analysis to understand how markets have been affected by the conflict and how peace and stability can be attained through trade. Thus, agreement between Tufts and the Darfur Development and Reconstruction Agency was developed and signed to implement environment and livelihoods projects, including market monitoring and trade analysis, starting in October 2009.

Project implementation approach:

DDRA adopts the community participation; consolation and community involvement in implementing all projects with the aim to building local CBOs capacity to better participate in gathering data from the main markets across the Darfur region through establishing community-based market monitoring networks.

Project activities:

- Identify local NGOs and CBOs to be involved in the network through stakeholders' analysis and consultative process.
- Develop market monitoring protocols and methodologies, complemented by an information database
- Conduct initial training workshops for the CVO networks with analysis and follow up workshops
- Publish pilot bulletins and final monitoring bulletins presented at regular livelihoods coordination forums at state and federal levels
- Disseminate the workshop findings to promote dialogue and influence on livelihood programming planning
- To undertake regular d-briefing to the international community through coordination meetings and to donors and relevant government departments (i.e. HAC)

MMTA overall goals and objectives:

The purpose of the markets and trade component is to improve detailed monitoring and analysis of trade and markets and the impact of the conflict on the key commodities in Darfur, and to identify how livelihoods, economy, recovery, and peace building can be supported through trade.

MMTA specific objectives:

1. To deepen analysis and understanding of how the conflict is impacting on trade and markets in Darfur, and therefore on livelihoods and the economy.
2. To provide policy and programming advice to state, national and international actors on how livelihoods can be supported through supporting trade and market infrastructure whilst the conflict continues and in preparation for eventual recovery.
3. Where trade provides social bridges it identifies opportunities for peace building through trade. This will help to lay the foundation for the eventual recovery of Darfur's economy when peace and stability are restored.

MOU Terms and Conditions

A. Community-Based Organization (CBO)

1. [CBO] shall work as a custodian (host) of the MMTA work and endeavor together with DDRA to implement the project as presented and explained by the project document;
2. [CBO] shall provide a list of potential communities and community volunteers to carry out actual data collection and monitoring of market and trade information
3. [CBO] will manage the selection of communities and individuals and make them available for training by DDRA project staff on data collection, information management and presentation;
4. [CBO] shall commit themselves to the work for facilitating and enhancing the performance of the MMTA work. To that end, they accept to maintain agreements with DDRA through the whole period of project implementation.
5. Representatives nominated by the CBOs/NGOs are clients of [CBO] and shall claim no financial support from DDRA unless otherwise suggested by DDRA and in this case it shall bilaterally be discussed in advance with DDRA with the respective organizations. No financial commitments shall be made in the name of or on behalf of DDRA without DDRA's prior consent.
6. [CBO] shall clear all official and legal requirements to legitimize relationship with DDRA, i.e. registration, constituency prove, right to access selected (claimed) communities, etc. DDRA shall by no means find itself obliged to obtain [CBO] legal documents, etc.
7. DDRA provides assistance (equipment, finance, technical support) to [CBO] to be used for MMTA purposes; DDRA shall not be redirected to support other activities of no direct link with the purposes of the MMTA project. Equipment thus entrusted by DDRA to [CBO] shall be put to a relevant and 'clean' morally viable use.
8. The MMTA's activities shall be deemed as an important contribution to the capacity development of the [CBO]. Accordingly, these activities should not be primarily viewed as additional sources of income to [CBO]; its main purpose is a capacity building window for the [CBO] to support its organizational development in the field of livelihoods, food security and community strengthening.

B. Darfur Development and Reconstruction Agency (DDRA)

DDRA shall commit itself to the following terms and conditions:

1. To ensure appropriate project implementation processes by [CBO]. DDRA MMTA project team should provide technical support to [CBO]
2. DDRA will provide to [CBO] appropriate equipment for the MMTA, i.e., computer(s), printer(s), mobile phones for enumerators and phone credit
3. As the MMTA teams main responsibilities include training, guidance and support of the partner, DDRA shall bear all costs related to project activities. [CBO] is not liable to meet any costs thus incurred;
4. DDRA shall also provide assistance to individuals nominated by [CBO] for training. The costs are allocated to meet travel and accommodation expenses during training.
5. DDRA shall also meet costs incurred for planned training for [CBO] staff or their representatives
6. The project activities equipment, i.e. digital cameras, data show projectors, and computers shall remain as DDRA property, although this equipment can be used to further enhance [CBO] capacity

Expected Outputs:

At the end of the pilot study the following outputs will be expected:

MOU between DDRA and CBO signed and takes effect

Enumerators are selected and trained for gathering market data

At least one pilot bulletin is published, disseminated and shared with stakeholders and people of concern.

Results of pilot analysis report will be produced highlighting key findings and recommendations

The recommendations are expected to influence actors' options and strategies of future programming in livelihoods and food security

A short report that summarizes the findings and recommendations will be presented in livelihood and food security coordination forums

CBO capability improved in the areas of gathering, managing, and using information.

Terms and termination

This termination will come be in effect once it is signed by both DDRA and [CBO]. It will continue to be in effect until the date identified for completion of the contract tasks, unless terminated by either party.

If either party fails to meet its obligations under the MOU, such an act would endanger the validity of the contract, and the other party will have the right to terminate it. The two parties have the right to make attempts to amicably resolve any dispute before arbitration by a third party.

On behalf of DDRA

On behalf of CBO

Name

Name

Signature

Signature

Date

Date

Annex 8: Market Monitoring Ethics

Preamble to market monitoring ethics, presented to the enumerator group in plenary:

In all the work we do, normally, there are principles or a code of conduct that guide us to behave in a responsible manner and TODAY we want to discuss what are the principles or ethics we always need to keep in our mind when we conduct market monitoring and data collection.

We will give you examples of practical dilemmas that you might face when you are doing market monitoring or interviewing the traders, and based on these dilemmas:

- 1) Tell us what you will do if you are faced with this particular dilemma
- 2) What principle or ethics do you draw from the dilemma?

	Dilemma	Ethical Principle
1	When will you explain the purpose of your data collection to the respondent? Only if s/he asked me At the beginning when starting the interview At the end of the interview	We will always explain the purpose of the data collection in the beginning of the interview
2	Your brother comes and tells you the price of millet, and says you don't need to go to the market to ask traders? What will you do?	We will exercise honesty and accuracy in all our data collection
3	You have approached a trader for an interview, and s/he indicated that they don't want to talk in public, and asked you to interview him in his home which is 500 m away? What will you do?	Respect respondents privacy and time
4	You were requested to collect price data for oranges from three traders and calculate the average; two traders passed the information of orange price to you while the 3 rd one refused to speak to you? What will you do?	People have the right to say "No", We will always operate on the basis of an informed consent.
5	You are collecting data on prices of firewood, and there are women from	We will not discriminate according to gender, ethnicity, livelihood groups or

	one livelihood group and there are men from another livelihood group, all are selling firewood? Who will you interview?	political affiliation.
6	You are asked by a group that is political in nature, with objectives unknown to DDRA, or with principals that clash with those of DDRA to give information on trade routes; you suspect that they want to use this information for political purposes? Will you pass the information on?	We will remain neutral by choosing to answer in a way that causes no harm to anyone.
7	You speak one of the local languages used by women petty traders in the neighbouring market to the one that you are monitoring. But your colleague who is monitoring the neighbouring market does not speak this local language. What will you do?	We will work together as a unified network supporting each other for a common purpose.
8	You are supposed to supposed to deliver the trade information to DRA in few hours time, and It is getting late in the day, and there are tensions in the market, would you ask the traders to stay and respond to your questionnaire?	We will not put respondents at risk or ourselves at risk
9	You have collected market information from big traders and the tax authority asked for this information? Would you pass the information on?	Confidentiality is key: We will guarantee that names of key informants will remain confidential. DDRA can explain to the tax authorities that the organization maintains a commitment of 'non-disclosure' for its partners, as that is a prerequisite to the trust and good relations that are necessary for the MMTA to work.

Are there any other ethical dilemmas of concern to you? If there are, we can add additional principles