Sudan

GAPS AND NEEDS ANALYSIS (GNA)

Assessment and recommendations report

August 2022
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## 1. BACKGROUND

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## 2. PRELIMINARY FINDINGS

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Task and Methodology

In the current context of the post-COVID-19 pandemic, the continuous arrival of refugees from neighbouring countries and the complex national political situation, the Sudan Logistics Cluster performed a remote Gaps and Needs Analysis (GNA) for Sudan to assess the current logistics constraints faced by in-country humanitarian responders. This initiative was the product of a decision between the Global Logistics Cluster and the WFP Sudan Country Office in order to redefine and readjust the support brought by the still activated Sudan Logistics Cluster to the humanitarian partners providing humanitarian assistance to the most vulnerable people and populations affected by recurrent natural and man-made disasters throughout the country.

1-1 Definition of the Gaps and Needs Analysis (GNA) Exercise

A Gaps and Needs Analysis is a consultation of partners conducted by the Logistics Cluster to examine common logistics gaps for the delivery of humanitarian aid in a given country or context. In this exercise referent to the cluster in Sudan, three of the five possible objectives noted in guidance for carrying out a GNA are applicable and form the objective and scope of the study. These are:

- Assess/review existing and potential in-country logistics gaps based on partner feedback through participatory consultations at both global and country-level.
- Facilitate the development and adaptation of the Logistics Cluster’s/Sector’s strategy to meet evolving gaps and needs in countries with active operations.
- Monitor Logistics Cluster performance and pertinence.

1-2 Methodology

The undertaken exercise is to focus on identifying existing and potential partners’ logistics gaps and clarifying potential needs of the wider humanitarian logistics community existing within the respective government agencies, international and national NGOs, in the areas of:

- Coordination: coordination mechanisms, strategic planning, standards and guidance, advocacy, etc.
- Operational information: monitoring and reporting, communication flow, logistics-related information sharing mechanisms and products, etc.
- Access to logistics services within the core mandate of the Logistics Cluster with WFP as lead agency and provider of last resort through the cluster system: storage, transportation, other services and support when applicable.

The Sudan Logistics Cluster coordinator, with the support of the Global Logistics Cluster (GLC) referent, was tasked with the following:

- Interviews with key stakeholders participating in the Sudan Logistics Cluster activities: remote calls with partners located in the Country. Collection of partners’ information regarding:
  i. Their Humanitarian Response Plan activities
  ii. Their operational supply chain / logistics strategy / needs and challenges

1 https://logcluster.org/gaps-and-needs-analysis
iii. Their bottlenecks and gaps faced while implementing their supply chain strategy

- Identify common logistics gaps and bottlenecks
- Provide common solutions -if possible– to address –if identified– common logistics gaps and bottlenecks

Due to the restrictions affecting movements of staff and the time constraint, the GNA was conducted remotely in 2 months (16 June – 8 August). It is worth noting that the exercise also coincided with the Eid Festival, which is an important event in Sudan, delaying somewhat its planning and execution.

Information on the exercise was shared during the Cluster coordination meetings on several occasions. Contacts were established with 36 active humanitarian actors participating on a regular basis with the Sudan Logistics Cluster activities (Coordination meetings and instant messaging platform). A total of 22 expressions of interest were received and online meetings were then organised and held. An email invitation² with more information on the process was sent to these partners. This email included a link to a questionnaire form³ giving the respondent the possibility of filling it in beforehand. The same questionnaire was used during the discussions as a guideline for the conversation.

We were very encouraged to find that the overall response rate, interest and participation from actors was extremely high.

### GNA Sudan Participation

<table>
<thead>
<tr>
<th>List of respondents</th>
<th>MedGlobal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Against Hunger (ACF)</td>
<td>Médecins Sans Frontière (MSF) Belgium</td>
</tr>
<tr>
<td>ALIGHT</td>
<td>Norwegian Refugee Council (NRC)</td>
</tr>
<tr>
<td>Alliance for International Medical Action (ALIMA)</td>
<td>Première Urgence Internationale (PUI)</td>
</tr>
<tr>
<td>Catholic Agency for Overseas Development (CAFOD)</td>
<td>Secours Islamique France (SIF)</td>
</tr>
<tr>
<td>CARE</td>
<td>Triangle Génération Humanitaire (TGH) Sudan</td>
</tr>
<tr>
<td>Catholic Relief Services (CRS)</td>
<td>United Nations Fund for Population Activities (UNFPA)</td>
</tr>
<tr>
<td>CONCERN</td>
<td>United Nations High Commissioner for Refugees (UNHCR)</td>
</tr>
<tr>
<td>Emergency</td>
<td>Welthungerhilfe</td>
</tr>
<tr>
<td>International Aid Services</td>
<td>World Health Organisation (WHO)</td>
</tr>
<tr>
<td>International Medical Corps</td>
<td>World Vision</td>
</tr>
</tbody>
</table>

² Annexe 1 Invitation email
³ Annexe 2 Microsoft Forms questionnaire
Based on the feedback from the interviews and key information on humanitarian activities in-country, the analysis formulates recommendations on the way forward to continue strengthening humanitarian logistics responses in Sudan.

The expected results of this exercise are to:

- Identify existing and potential logistics gaps and bottlenecks in the area of logistics coordination, information sharing and logistics services
- Propose solutions, if possible, to solve any crucial operational gaps identified.
- Make recommendations regarding the relevance of maintaining or developing an active humanitarian logistics cluster/platform in the country
- Make recommendations regarding the way forward for the logistics cluster strategy and activities in the country.

This GNA report summarising the key findings from all actors consulted will be shared with the humanitarian community in-country.

### GNA Sudan Participation

![GNA Sudan Participation Chart]

1-3 Information Reliability

As with any research type, there are several aspects of the information that need to be kept in mind when considering the findings and analysis. The most important in this exercise are:

Methodology application. The standard GNA scope and methodology is comprehensive. It has been contextualised in this case by reducing the scope and forgoing some data collection elements, in respect of the scope of Cluster activities, the stability of the situation, and the availability and quality of information – so ensuring that outputs produced are as relevant, reliable and accurate as possible.

Data quality and availability. Cluster partners inputs have been collected through a relatively large number of in-depth partner interviews (22) to ensure reliability of data, and reasonable representation of the main
groups. The inductive approach to consolidation of this data means that whilst the main characteristics and views of each group are well represented, when applied to individual agencies some of the findings may be less applicable, or more exclusive inputs may not be included.

Profile of respondents and their experience in emergency logistics management

Profile of respondents according to their position

Level of respondents’ experience of the Sudanese context

It is worth noting that a large proportion of the respondents are at a high level of responsibility in their respective organisations and departments. Although a majority of the interlocutors have recent experience of the Sudanese context, a sizeable core group, active members of the Logistics Cluster, have a deep knowledge of the context, culture and way of functioning of the country. We can assert that the held discussions allowed us to have an accurate and extensive overview of the challenges faced when implementing logistically humanitarian programmes in Sudan.
General Logistics Planning Map
1. BACKGROUND

1.1. HUMANITARIAN CONTEXT

In 2022, Sudan’s humanitarian needs have continued to grow\(^4\). Humanitarian crises including protracted conflict and displacement, natural disasters, epidemics, malnutrition and food insecurity remain. Socio-political instability and the ongoing economic crisis have exacerbated needs while deepening poverty in areas in the central and eastern parts of Sudan, where humanitarian partners have a limited presence. In addition, environmental factors, such as erratic climate shocks, exacerbate the humanitarian crisis, contributing to displacement and food insecurity. UNHCR also estimates that Sudan will host 915,000 refugees by the end of the year, the second-largest refugee population in Africa. The largest group are from South Sudan with significant populations from Eritrea, Ethiopia, Syria, the Central African Republic and Chad.

Overall, the 2022 Sudan Humanitarian Response Plan (HRP) identified 14.3 million people – nearly one in three - in need of humanitarian assistance (all sectors). The political vacuum, following the coup d’état removing the civilian government from power, at subnational level has seen an increase in violence throughout the country, more displacements and an intensifying fight for resources/livelihoods as the economic hardships are negatively impacting everyone. Humanitarian access is becoming more and more challenging and communities are increasingly demanding assistance.

1.2. HUMANITARIAN OPERATIONAL RESPONSE

In 2022, 79 partners (11 UN, 40 INGOs, 27 NNGOs and 1 RC) are implementing humanitarian programmes in the 18 states and Abyei area through the Humanitarian Response Plan. Other partners and government departments are also providing assistance. In addition, MSF, IFRC, Red Cross organisations and countries offering bilateral support are engaging with the HRP.

Out of all these partners, the ones who participated in the Logistics Cluster GNA exercise are covering geographical areas matching the regions with greater humanitarian needs and the activity mapping also confirms the prime importance of Khartoum as a logistical hub.

Despite the strengthening of multi-purpose cash-based transfer support (including vouchers), most of the interventions of the partners involve in-kind deliveries or provision of services. This implies a need to have a strong logistical capacity including transportation and storage.

### Sectors and projects of the interviewed partners

<table>
<thead>
<tr>
<th>Sector</th>
<th># of projects by sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>WASH</td>
<td>53</td>
</tr>
<tr>
<td>Food Security/Nutrition</td>
<td>49</td>
</tr>
<tr>
<td>Health</td>
<td>48</td>
</tr>
<tr>
<td>Shelter/Camps management</td>
<td>34</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>31</td>
</tr>
<tr>
<td>Protection/GBV</td>
<td>29</td>
</tr>
<tr>
<td>Multisectoral</td>
<td>27</td>
</tr>
<tr>
<td>Livelihood</td>
<td>23</td>
</tr>
<tr>
<td>Education</td>
<td>19</td>
</tr>
</tbody>
</table>
1.3. THE LOGISTICS CLUSTER RESPONSE

**Activation of the Logistics Cluster**

In April 2020, in view of the impact COVID-19 movement constraints across the world had on the ability of partners to deliver life-saving assistance to people in need, the Humanitarian Coordinator (HC) / Humanitarian Country Team (HCT) recommended the immediate establishment of a Logistics Cluster for an initial period of one year. In accordance with IASC-agreed procedures, the Logistics cluster was activated in Sudan to strengthen the emergency response and, at the same time, ensure appropriate linkages with the Government of Sudan.

Under the leadership of WFP, the Logistics Cluster is charged with building inter-agency interoperability and collaboration, to enhance predictability, timeliness and efficiency of the logistics response to meet affected people’s needs.

The Logistics Cluster joined Sudan’s cluster coordination structure as established in 2008.

**Current Cluster Activities**

After the activation of the Logistics Cluster in 2020, the GLC undertook a rapid GNA exercise, conducting remote interviews with 15 partners, to define the priorities and set up the strategy.

Common logistics services in the country were generally not perceived as a gap as the organisations had, on one hand, access to storage, even if the conditions of the facilities were sometimes not ideal, especially in remote areas. On the other hand, transport issues were mainly linked to difficulties accessing fuel and poor road conditions.

In addition to the private sector offer, other partners, more specifically WFP, continue to make available to the humanitarian implementers Bilateral Service Provision using its usual SOPs, on a cost-recovery basis. These services include importation of fuel to support partners, including its storage and distribution and also availability of storage and transportation of NFIs across the country.

The preliminary findings resulting from these interviews indicated that the Cluster should focus on reinforcing the logistics coordination forum and develop information sharing within the existing logistics-working group.

Since then, the Logistics Cluster held regular coordination meetings as well as developing communication platforms among the humanitarian partners. The temporary deployment of an Information Manager supported this process in 2020. The coordination of the Cluster was mostly done remotely to overcome the restrictions due to the pandemic.

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5 IASC: Inter-Agency Standing Committee
Coordination meetings have been organised on a biweekly basis, monthly basis or ad hoc basis depending on the humanitarian situation in the country. In 2022, an average of 20 organisations participated regularly in the coordination meetings.

The Logistics Cluster aims to provide coordination and information management to support operational decision-making and improve the predictability, timeliness and efficiency of the humanitarian emergency response. The Logistics Cluster acts as a liaison between humanitarian actors, ensures coordination with other Clusters, agencies and organisations and liaises with authorities to raise logistics issues of common concern.

In an effort to address common logistics gaps, minimise duplication of effort, address bottlenecks and enhance operational decision-making, the following activities are also undertaken by the Logistics Cluster in collaboration with partner organisations and key stakeholders across Sudan:

- Gather and share logistics capacity information/assessments among Cluster participants, including contact details.
- Facilitate knowledge transfer through consolidation and dissemination of agreed best practices.
- Identify and address gaps, bottlenecks or duplication in operations as well as provide advice and troubleshooting assistance to its partners.

To inform operational decision-making and improve the effectiveness of the logistics response, the Logistics Cluster is also:

- Collecting, managing and disseminating logistical information to support operational decision-making and improve the efficiency of the logistics response.
- Consolidating and sharing updated operational information, including Operational Overviews, Meeting Minutes, UNHAS flight schedules, forms and Standard Operating Procedures (SOPs) and a Logistics Capacity Assessment (LCA).
- Maintaining information sharing platforms including a common mailing list and a dedicated operations webpage on the Logistics Cluster website to disseminate relevant and up-to-date logistical information to the humanitarian community. It includes a Logistics Operational Guide (LOG) containing technical relevant information. The Logistics Cluster is also administrating a messaging app group allowing exchanges of practical technical logistics information.

The cluster has maintained since then a GIS mapping capacity to support partners, consolidating the access constraint information shared by the group.

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6 Annexe 3: Draft Concept of Operations, September 2020
Defining cluster and emergency sectoral coordination
Among all the respondents who participated in this GNA exercise, over 60% were very experienced in emergency logistics and supply chain but with half of them having less than one year of experience of the Sudanese context. This emphasises the importance and need for information sharing among the participants of the Logistics Cluster forum. As shown in the graph below, the Cluster Coordination needs to share more widely the cluster-and sector-coordination mechanisms as defined by the IASC, created to improve the humanitarian response and the inherent six core functions of a cluster at country level\(^7\). Information about the role and scope of the Logistics Cluster mandate needs to be better disseminated.

Knowledge of Inter-Agency Standing Committee (IASC) guidance

<p>| % of respondents according to their knowledge of IASC cluster guidance |
|-------------------------|------------------|------------------|------------------|</p>
<table>
<thead>
<tr>
<th></th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of respondents</td>
<td>5%</td>
<td>23%</td>
<td>32%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Transport resources
A large majority of the partners reported that access to commercial transport suppliers is relatively easy and reliable and that gaps are mainly related to external factors (administrative constraints, fuel scarcity and security issues in some states). The implementers have a preference for using the private sector in order to overcome these constraints (especially using direct delivery by suppliers). The transportation offer is sizeable and mostly accessible between the capital cities. Challenges are, however, encountered in areas facing security issues and for the last miles deliveries in remote projects. Access difficulties can be caused or

exacerbated by seasonal conditions (mainly floods). Specialised transportation such as temperature controlled can be challenging to find.

Air transport services remain limited and are viewed as expensive and complicated by the logistics managers interviewed. Most of them are considering it only for very specific transportation such as cold chain freights. It is worth noting that access to fuel was not mentioned as an impediment or bottleneck for programme implementation as WFP Service Provision is supporting the partners with fuel supply in all the States where they are working.

**Respondents’ logistics transport capacity**

<table>
<thead>
<tr>
<th>Transport Resource</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial transportation</td>
<td>22%</td>
</tr>
<tr>
<td>Rental cars</td>
<td>21%</td>
</tr>
<tr>
<td>Own cars</td>
<td>19%</td>
</tr>
<tr>
<td>Supplier delivery</td>
<td>18%</td>
</tr>
<tr>
<td>Rental trucks</td>
<td>12%</td>
</tr>
<tr>
<td>Bilateral Service Provision (WFP)</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
<tr>
<td>Implementing partners</td>
<td>1%</td>
</tr>
<tr>
<td>Own trucks</td>
<td>1%</td>
</tr>
</tbody>
</table>

**Storage resources**
The availability of storage facilities in the capital cities especially in Khartoum was described as good by most of the partners. Many of the structures need to be adapted to suit the needs of the humanitarian implementers but this has been found to be achievable. The major gaps and issues regarding lack of storage reported by many organisations are in the remote areas where structures are simply not available. Security was mentioned as an ever-increasing problem in many areas.
Logistics storage capacity by region and type

Note: The size of the circle indicates the number of partners with storage capacity in the region

Availability of supplies and resources
Organisations have developed, and currently maintain reliable and flexible supply chains as most of them have been present in the country for many years. The majority rely on the local market for most of their supplies, except those implementing medical programs and services. Many donors require these agencies to import medicines and medical materials in order to ensure quality standards. Technical and IT equipment is also routinely imported.
The blockage of Port Soudan or the road from the Red Sea State have affected market conditions in the recent past but favouring local purchases over imports has reduced supply chain disruption for these organisations.
The main challenges mentioned by partners are the effects of the rampant inflation, making reliable quotations difficult to get and only with very short validity.

Administrative constraints on importation of goods, customs clearance and tax exemptions are recurrent bottlenecks mentioned by organisations who need to import humanitarian supplies. These administrative impediments mean that they often face extremely high demurrage fees when importing, with knock-on negative effects on operational budgets.
The complexity and the recurrent changes within the importation procedures also mean the interviewed organisation are very much interested in receiving regular information on processes and regulations.
Training
The majority of the respondents felt that the level of training of their logistical staff was good and that access to training material was adequate as most organisations maintain their own training platforms. Nevertheless, after 2 years of restrictions due to the Covid 19 pandemic, many organisations cited a need for technical and face-to-face training (areas suggested included warehouse management, fleet management and procurement).

In summary, the respondents were asked to identify their single greatest need and the responses are presented in the graph below:
3. CONCLUSION AND RECOMMENDATIONS

The GNA exercise has been an opportunity to examine the activities developed by the Logistics cluster since its activation in 2020 and to reflect on the approach for the Logistics Cluster/Sector coordination mechanism that best supports the implementation of the humanitarian programmes of all the partners.

**Participant’s recommended approach for the Logistics Cluster/Sectorial Coordination Mechanisms**

<table>
<thead>
<tr>
<th>% of organisations</th>
<th>recommended approach for the Logistics Cluster/Sectorial Coordination Mechanisms</th>
</tr>
</thead>
<tbody>
<tr>
<td>55%</td>
<td>IASC Cluster Activation (Coordination and IM [Information Management] only)</td>
</tr>
<tr>
<td>14%</td>
<td>IASC Cluster Activation (Coordination, IM and Log services)</td>
</tr>
<tr>
<td>9%</td>
<td>IASC Cluster Deactivation and move to Sectorial Coordination Mechanism</td>
</tr>
<tr>
<td>5%</td>
<td>Operational support to a LWS (deployment of a GLC coordinator)</td>
</tr>
<tr>
<td>5%</td>
<td>Reorientation to Capacity building and Preparedness</td>
</tr>
<tr>
<td>9%</td>
<td>Strategic support to a LWS (Logistics Working Group) (remote advisory role)</td>
</tr>
</tbody>
</table>

**Coordination**

Logistics coordination needs to be continued and improved as there is currently only a limited mechanism offering an inter-agency forum for logistics/supply chain managers to gather and exchange information, on a monthly or ad hoc basis. The existing coordination mechanism was deemed useful but an increased focus on preparedness and capacity building is desirable. An in-country based dedicated coordinator, under the lead agency for Logistics Cluster, remains a necessity to ensure continuity and follow-up of the actions already undertaken.

The vastness of the Sudanese territory, coupled with geographical disparity and specific humanitarian crises occurring in different areas, has resulted in different coordination needs depending on the local situation.

Holding decentralised coordination meetings when needed and having focal points in affected States could improve the coordination and facilitate the implementation of humanitarian programmes.

The activated Logistics Cluster coordination mechanism in Sudan can strengthen and enhance the coordination between the partners with other relevant groups such as the technical supply chain working group, the access group and other relevant coordination mechanisms (ICC, INGO forum, HAC).
Supply / Administrative constraints
While the organisations interviewed generally have a detailed knowledge of the country’s commercial capacities due to their long experience in Sudan, they expressed a need for support on information sharing regarding customs procedures and tax exemptions, especially on the confirmation and update of requirements due to the frequent changes.
A number of organisations hope that logistics coordination and information sharing and lobbying could help in reducing importation delays, obtaining of tax exemption and/or fast-tracking of customs procedures (notably through a one-stop window for processing). The Logistics Cluster could complement OCHA’s information management expertise in these areas with also the support of the IMPACCT group, which is working on cross-border movement of humanitarian relief consignments.

Logistics Services
The logistics Cluster should continue supporting partners offering bilateral service provision, making them known by sharing opportunities with the group. Among these services, the ones actually in place under the WFP portfolio (Service Market Place – BSP) are continuing to be made available to partners and managed by WFP using its usual SOPs, on a cost-recovery basis.
Storage and transportation across the country as well as access to workshop facilities for their fleet are services offered by WFP.

The distribution of fuel managed by WFP has been mentioned by almost all the respondents as crucial for the implementation of their humanitarian program. It includes importation of fuel to support partners, storage and distribution.

No major gaps or bottlenecks have been highlighted by the respondents during this exercise regarding access to services. In the future, the Logistics Cluster will continue to monitor potential partners’ logistics challenges and related gaps and needs. Especially how it would be possible to reinforce the WFP storage offer for NFIs in the capital cities and more importantly in other remote locations where different partners are intervening and access to proper adequate storage is not available.

With the support of WFP – lead agency for the Logistics Cluster and when clearly identified the Logistics Cluster could facilitate partner’s access to ad hoc temporary common services. This would be subject to availability of funds and management support from WFP and also partners.

As “provider of last resort” (PoLR) WFP, through the Logistics Cluster, is responsible only for providing logistics services that fill identified gaps in logistics capacity, where access and funding permit and where these gaps limit the ability of the humanitarian community to meet the needs of the affected population.

Geographic Information System Mapping
While no GIS needs have been clearly expressed during the interviews, a large number of partners have mentioned it as a gap. Support to the organisations on mapping their activities,

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8 IMPACCT: https://vosocc.unocha.org/GetFile.aspx?xml=5033i2la_l1.html&tid=5033&laid=1
or regions where they intervene, including physical access constraints is appreciated and should continue to be offered.

**Information sharing management**
The logistics Cluster should continue to consolidate and share updated information, including operational overviews, meeting minutes, forms, standard operating procedures and technical information through the LCA9 and LOG10 platforms.
Maintaining information sharing including a common mailing list, a dedicated operation webpage to disseminate relevant and up-to-date information to the humanitarian community and administrating a social group exchange platform is necessary to allow the free-flowing information sharing process among the organisations.
A local information management officer would facilitate steering of the Logistics Cluster group. This could require a mentoring process by an IM manager for a three-month period.

**Training**
As mentioned above, the reinforcement of the capacity of the national logistics officers is considered as essential by the partners and could be organised using the know-how developed by the GLC11. These face-to-face trainings could focus on management of logistics working groups, preparedness for emergencies (LRT) and specific technical trainings.

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9 [https://dlca.logcluster.org/display/public/DLCA/Sudan](https://dlca.logcluster.org/display/public/DLCA/Sudan)
10 [https://log.logcluster.org/](https://log.logcluster.org/)
11 [https://logcluster.org/trainings](https://logcluster.org/trainings)
ANNEX I – Invitation and confirmation email

Subject: Sudan Logistics Cluster gaps and needs analysis exercise

Dear (Partner),

As mentioned previously during a logistics coordination meeting, the Global Logistics Cluster is supporting a quick consultation regarding the Sudan operation and Logistics Cluster 2022 strategy.

The overall objective of the exercise is to review existing and potential logistics gaps, constraints and needs for which the Logistics Cluster support might be requested by partners who are actively involved in the complex response in Sudan.

This will aim to make sure that no critical logistics needs requested by partners are left behind, in line with the core mandate of the Logistics Cluster.

The topics or issues for which the Logistics Cluster would like to get your direct feedback are:

- Overview of your (organisation) humanitarian operational logistics plans and challenges/gaps in regard to the Sudan response for 2022 and beyond.
- Get an overview of your existing supply chain mechanism and challenges including plans, requirements, limitations/restrictions, etc.
- What would be your suggestions to improve the content/quality of the current logistics coordination, information sharing, and services facilitated by the Logistics Cluster, provision of operational information and access facilitation to logistics services, if required.
- Ascertaining gaps and needs, as potential solutions will need such analysis. This entails a clear statement of partners’ needs in terms of requirements.

The expected results of this consultation with partners at country level are:

- Update existing and potential logistics gaps and bottlenecks that partners are facing in the area of logistics coordination, information sharing and logistics services in Sudan.
- Identify possible solutions to address specific logistics gaps and make recommendations, based on the findings of the consultation.
- Make recommendations regarding the way forward and update the Logistics Cluster’s strategy and activities in Sudan for 2022 and beyond.

As an active member of the logistics Cluster in Khartoum, your suggestions and inputs are essential for this exercise. In order to collect them, we would like to convey a quick conference call (1 H maximum) (day, at hour Khartoum time). We will forward you a TEAMS invitation. Should the proposed date and time not suit you; we would greatly appreciate if you could communicate what would suit you best.

I also put here a link for a brief video from the GLC, which explains the purpose of the exercise.

Thank you in advance for your kind support and availability,

Warm regards,
Gaps and Needs Analysis - 0622 - Questionnaire (SUD template)

This questionnaire is in 3 parts and should take about 60 minutes

1. Introduction
2. Internal to the organisation
3. Sectorial context

Part 1 - Introduction

PURPOSE:
1. The GNA is a preliminary activity to any (IASC)* Logistics Cluster (LC) activation/deactivation or, to a yearly strategy revision. Activating/deactivating a LC, supporting a Sectorial Coordination Mechanism or establishing a Logistics Working Group (LWG) is a strategic decision that must be based on verified gaps and confirmed needs. The GNA is therefore used to define and recommend the best Cluster approach at country level.

2. The exercise consists in a series of interviews (45-60 min) with the partners to:
   - Create and/or reinforce a network of logisticians (to identify individuals and initiate personal relations)
   - Evaluate the logistics gaps and needs with rated and qualified estimations
   - Reinforce recommendations (e.g.: activation, strategy deactivation)

3. The GNA is therefore designed to evaluate the actual/potential logistics gaps and needs for which support may be required by humanitarian organizations (i.e.: the “partners”).

Note: A gap is considered when commercial services are unavailable (i.e.: inexistent or discontinued) or when no collaboration between partners is possible.

OUTPUTS:
- An official report
- A comprehension of the partners’ expertise and perception
- Quantitative and qualitative estimations of needs and capacities coming from the partners
- Preliminary findings and recommendations from the GLC (Global Logistics Cluster) (on the approaches to adopt and the solutions to implement)
- The partners’ review and endorsement of the proposed strategies
- A primary tool to inform the Humanitarian Coordinator / Humanitarian Coordination Team on the actions required and the priorities to be considered

*Inter-Agency Standing Committee
**Part 2 - Internal to the organisation**

1. Name of organisation *

2. Name of the interlocutor (6) *

3. About: What best defines the position of the interlocutor *
   - Country Director / Head of Mission
   - Emergency Coordinator / Head of Operations
   - Head/Coordinator of Sappe Crisis logistics
   - Logistics Officer / Logistics
   - Head of personnel / Administrator
   - Program Officer
   - Other

4. About: Estimation of the total years of experience of the interlocutor in the Sudanese context (in specific)
   - 0 years
   - 1-5 years
   - 6-10 years
   - >10 years

5. About: Estimation of the total years of experience of the interlocutor in emergency logistics management (in specific)
   - 0 years
   - 1-5 years
   - 6-10 years
   - >10 years

6. About: Knowledge of IASC guidelines (Member Agency Standing Committee)
   - Yes
   - Average
   - Little
   - No

7. About: (Current) Projects and activities supported by the organisation's logistic infrastructure (in country or in area of response)
   Please indicate the number in which the organisation is involved (mainly in country or in area of response and if possible, indicate the number of projects per sector).

8. About: Internal - Overview of the organisation's logistic infrastructures and personnel (per State, as planned in their current country/area of response)
   Please indicate existing logistic resources (not main office or sub-office).
   - Karamoja
   - North Darfur
   - West Darfur
   - Central Darfur
   - South Darfur
   - East Darfur
   - North Kordofan
   - West Kordofan
   - South Kordofan
   - Blue Nile
   - ---

9. About: External - Overview of the organisation's logistic infrastructures (per region, as planned in their current country/area of response)
Background

Before COVID-19, about 9.3 million people were already in need of humanitarian support across Sudan. Years of conflict, recurrent climatic shocks and disease outbreaks continue to affect the lives and livelihoods of many Sudanese. Hundreds of thousands are food insecure and the country has high malnutrition rates. Because of the fragile economy, more and more people are unable to meet their basic needs, as high inflation continues to erode families’ purchasing power. An average local food basket takes up at least 65 per cent of household income.

In response to the COVID-19 pandemic, which has spread throughout the country, the Government has adopted containment measures, which will inevitably also exacerbate the existing humanitarian and economic crises. More than 9.8 million Sudanese, almost a quarter of the entire population, are now severely food insecure, an increase of 65 per cent compared with the same period (June to September 2019) last year. The restrictions imposed due to COVID-19 are also expected to further worsen the impact of the 2020 lean season (June to September) when the food security situation of the most vulnerable households is at its lowest.

In order to address the critical challenges caused by COVID-19, the Humanitarian Country Team and the United Nations Country Team have developed a Country Preparedness and Response Plan (CPRP) to support the Government of Sudan’s efforts in preparing and responding to the pandemic. In alignment with the 2020 Sudan Humanitarian Response Plan and the Global Humanitarian Response Plan for COVID-19, the CPRP provides a shared framework for action structured around eight pillars. One the pillars focuses exclusively on operational support and logistics, highlighting the need to streamline the delivery of COVID-19 related material and other essential supplies in country.

In May 2019, the UN Humanitarian Coordinator for Sudan and the HCT recommended the formal activation of the Logistics Cluster, which was granted in accordance with IASC procedures.

Logistics Gaps and Bottlenecks

During the current situation in Sudan, one of the major constraints for the humanitarian community in its support for the government’s response to COVID-19 is fuel availability. There has been an acute fuel shortage within Sudan for the past 2 years and this has impacted on the capacity of the commercial transport sector within the country.

As a result of the Gaps and Needs Exercise that was conducted by the Global Logistics Cluster in May and June 2020 with 16 in-country humanitarian organisations, the following logistics gaps have been identified and outlined in the Gaps and Needs Analysis (GNA) report:

- Lack of consolidated logistics coordination and dissemination of related information that could, if in place, help streamline the efficiency of logistics operations in country.
- Custom clearance and tax exemption constraints that weigh negatively on the importation of goods.
- Difficulties with access to fuel and related negative impact on in-country transporters.

This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.