



UNCTAD EMPOWERMENT PROGRAMME *for National Trade Facilitation Committees*



Sudan National Trade Facilitation Roadmap

2017-2021

*When Sudan eases trade,
Sudanese trade*

NOTE

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LIST OF ACRONYMS

AEO	Authorised Economic Operation
ASYCUDA	Automated SYstem for CUstoms DAta
HMRC	Her Majesty's Revenue and Customs
OECD	Organisation for Economic Co-operation and Development
UNCTAD	United Nations Conference on Trade and Development
UNECE	United Nations Economic Commission for Europe
UNESCWA	United Nations Economic and Social Commission for Western Asia
WCO	World Customs Organization
WTO	World Trade Organization

EXECUTIVE SUMMARY

Effective trade facilitation requires efficient trade coordination across the entire supply chain. This broader approach warrants careful planning and collaboration across a wide number of government agencies as well as close cooperation with the private sector. UNECE and UNCTAD recommend that this be done under a strategic planning framework that includes the development of an agreed upon National Trade Facilitation Roadmap.

Subsequently, drafting such a Roadmap is one of the main outcomes of UNCTAD's Empowerment Program for National Trade Facilitation Committees¹, which was launched in early 2016.

Sudan was the first country in the world to complete this professional and comprehensive training programme with astonishing results. Current and potential members of the Sudan National Trade Facilitation Committee² were trained on international standards and recommendations for Trade Facilitation (March 2016), measuring and implementing trade facilitation (June 2016), successful engaging with Trade Facilitation stakeholders, and drafting a Trade Facilitation Implementation Roadmap (August 2016).

Thus, this trade facilitation strategy is the result of a consultative effort of the Sudan Working Group on Trade Facilitation under the guidance of UNCTAD. It provides the framework for a national trade facilitation reform programme over a five-year period (2017-2021) and includes a single vision supported by six main goals and 31 activities. A sum-up of those are included in the graphic below:

¹ <http://unctad.org/eptf>

² More information on Sudan Trade Facilitation Committee can be found here : <http://unctad.org/tfc>

Figure 1: Roadmap vision, goals and activities



Source: UNCTAD

Note: The colours establish a relationship between the goals and the activities. This relationship is further explained in the following chapters.

INTRODUCTION

Trade Facilitation plays an important role in a country's development as it enhances competitiveness, allowing it to trade goods and services in a timely and cost efficient manner. In other words, Trade Facilitation is considered very vital for the economic growth of developing, least developing and smaller developed countries. This is mainly due to the large increase in international trade and the advancement in IT-development which has led to faster, cheaper and more efficient transport systems such as *just in time management* and *e-business*. Trade Facilitation also includes a variety of activities at the borders: import and export procedures, transport formalities and insurance, and other financial requirements. The main goal of Trade Facilitation is to reduce the transaction costs and complexity of international trade and business, and improve the trading environment in the country. Delays have a great impact on exports of developing countries, especially on agricultural products. Trade Facilitation focuses on transport infrastructure, customs procedures, ports efficient and usage of IT solutions.

It is generally acknowledged that trade facilitation reforms benefit both the government and the trading community. For the former, they increase control of trade compliance, more effective and efficient deployment of resources, correct revenue yields, improved trade compliance, accelerated economic development, and encouragement of foreign direct investments. For traders, they bring reduced costs and delays, faster customs clearance and release, predictable official intervention and a simple framework for conducting both domestic and international trade.

I. SUDAN TRADE FACILITATION PROFILE

With regards to Trade Facilitation performance in Sudan, some studies show that trade in Sudan is characterized by high transaction costs due to high transport communication tolls, high charges, poor quality or insufficient infrastructure, delays at the numerous road blocks, long Customs and administrative delays at Port Sudan and border posts, inefficient payment systems, and stringent international trade standards. For example, according to the World Bank Doing Business reports, trading across borders in Sudan is particularly costly compared to other countries.

Customs in Sudan, like in many countries, represents a key Trade Facilitation player and its potential in facilitating international trade is quite evident. Many experts from international organization and institutions have reported that several elements constituting a strong base for customs modernization and trade facilitation, including the major initiative of implementing ASYCUDA World. Sudan Customs also enjoys the benefits of dedicated and competent personnel, reasonable infrastructure and maturity of an established organization.

The Customs training facility and laboratory are fairly up to date and well equipped. Four X-Ray scanners are operational at Port Sudan and smaller ones are available at Khartoum Airport for checking specific cargo and passengers. A tremendous shift in Customs policies is reflected in the adoption of risk management technique and through Bill of Lading which are underway. In addition, the draft amendment of the Customs Act has incorporated World Trade Organization (WTO) methods of valuation and all features of modern customs, international standards, and best practices based on the WCO Revised Kyoto Convention and Framework of Standards to Secure and Facilitate Supply Chain. Recently, Sudan Customs implemented electronic payment and is now preparing to implement Single Window with Technical Assistance from UNCTAD and the United Nations Economic and Social Commission for Western Asia (UNESCWA) as well as seeking financial assistance in this area.

Sudan launched its Trade Facilitation reforms in 2007, when the Council of Ministers recommended the creation of a committee to facilitate and simplify trade procedures. In July 2008, a Sudanese delegation first participated in a meeting of the WTO Negotiating Group on Trade Facilitation. Since then, Sudan has developed good relations with WTO, UNCTAD, UNESCWA and UNECE reaping the benefits of technical assistance and capacity building. In particular, these organizations improved the country's needs assessment, prioritization and implementation of trade facilitation measures, participation in workshops and conferences held regionally and internationally, and regular attendance of meetings of the Negotiating Group on Trade Facilitation. Sudan conducted its first Needs Assessment and Priorities Workshops in 2009 funded by WTO and subsequently joined the UNCTAD Project of National Plans for Implementation of the future WTO Trade Facilitation agreement in 2012.

The elaboration of Sudan's national trade facilitation implementation plan and its endorsement at the national validation conference demonstrate the country's strong political will and commitment to Trade Facilitation measures. The capacity building program funded by Her Majesty's Revenue and Customs (HMRC) of the Government of the United Kingdom of Great Britain and Northern Ireland and executed by the World Customs Organization (WCO) and UNCTAD will facilitate the successful implementation of some of the measures included in the Plan. Correspondingly, an update of the National Trade Facilitation Implementation Plan took place from 2 December 2015 to 30 January 2016.

II. A TRADE FACILITATION ROADMAP FOR SUDAN

Effective trade facilitation requires efficient trade coordination across the entire supply chain. This broader approach warrants careful planning and collaboration across a wide number of government agencies as well as close cooperation with the private sector. UNECE and UNCTAD recommend that this be done under a strategic planning framework that includes the development of an agreed upon National Trade Facilitation Roadmap.

Having a Roadmap is advantageous in many ways. It provides a common vision to make sure that Trade Facilitation Stakeholders (including public and private agencies) are all moving in the same direction. It also provides continuity to public agencies implementing reforms, shielding the reform programme from changes in the Government.

Moreover, international donors can use a Roadmap as a reference to provide financial and/or technical assistance to the different trade facilitation projects included in it.

For all these reasons, supporting countries in the process of drafting such a Roadmap is one of the main outcomes of UNCTAD's Empowerment Program for National Trade Facilitation Committees³, launched by UNCTAD in early 2016.

Sudan was the first country in the world to complete this professional and comprehensive training programme with astonishing results. Current and potential members of the Sudan National Trade Facilitation Committee⁴, which official name is Sudan Working Group on Trade Facilitation, were trained on international standards and recommendations for Trade Facilitation (March 2016), methodologies to measure and implement trade facilitation (June 2016), techniques to successfully engage with Trade Facilitation stakeholders, and drafting a Trade Facilitation Implementation Roadmap (August 2016).

Thus, this trade facilitation strategy is the result of a consultative effort of the Sudan Working Group on Trade Facilitation under the guidance of UNCTAD. It provides the framework for a national trade facilitation reform programme over a five-year period (2017-2021). The vision, goals and actions included in this

³ <http://unctad.org/eptf>

⁴ More information on Sudan Trade Facilitation Committee can be found here : <http://unctad.org/tfc>

Roadmap were agreed by the Sudan Trade Facilitation Working Group in August 2016. The latter presented the final Roadmap for endorsement to Mr. Elsadig Mohamed Ali, Minister of Trade and M.G/A.Hafeez Salih Ali, Director General of Customs in December 2016.

The Roadmap is a living document and, in the course of the five-year implementation period, modifications might be agreed by the Sudan Working Group on Trade Facilitation as deemed necessary.

SUDAN TRADE FACILITATION IMPLEMENTATION ROADMAP – 2017-2021

I. VISION STATEMENT

The Sudan Trade Facilitation Implementation Roadmap will help **mainstream trade facilitation in Sudan's development policy** and improve the security and well-being of Sudanese consumers.

Through the implementation of the actions included in this Trade Facilitation Roadmap, **by the end of 2021 Sudan will reduce the time of import and export by 40% and remove unnecessary costs for traders, thus, leading to at least a 25% increase of exports' volume.**

It is expected that the implementation of this Roadmap will have a **substantive positive impact on Sudan's Gross Domestic Product as well as on the country's position in international logistics rankings** such as the World Bank Trading Across Borders.

II. CURRENT SITUATION

As previously mentioned, the Republic of Sudan has embraced the path of trade facilitation reforms. However, international rankings and recently undertaken studies show that there is still much to be done in this area. This should be considered as an opportunity more than a challenge, meaning that there is remarkable room of improvement for Sudan.

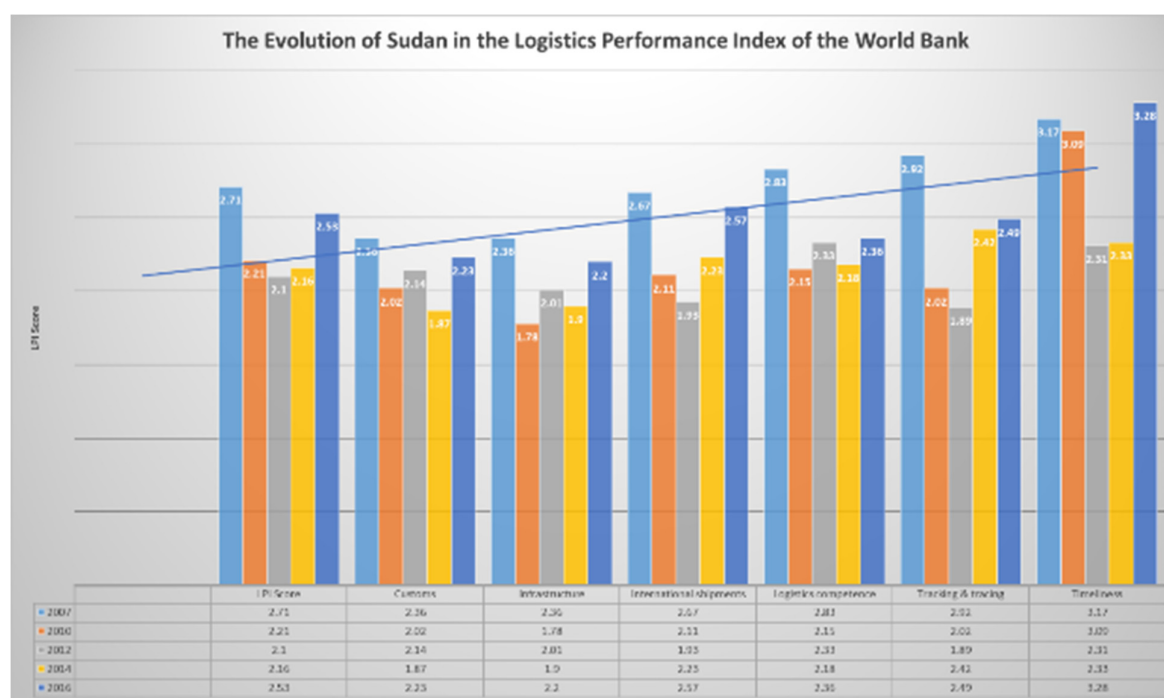
The following chapter analyses the current situation in order to outline a baseline for future reference.

In 2016 (and 2015), Sudan was in position 184 out of 189 countries ranked in the World Bank Doing Business – Trade Across Borders Ranking⁵. Regarding the World Bank's Logistics Performance Index⁶, which measures the performance of 160 countries, Sudan dropped from position 64 in 2007 to 153 in 2014 out of 160 countries. Much of this set-back has been recovered in the past couple of years and an upgrade of 50 positions was possible leaving Sudan with a ranking of 103 by 2016. This upgrade can be explained by significant improvements in timeliness, as shown in the table below:

⁵ <http://www.doingbusiness.org/data/exploreeconomies/sudan#trading-across-borders>, accessed in July 2016

⁶ The International LPI scores and ranks based on country assessments from outside the country being assessed (e.g. Sudan seen by freight forwarding and logistics professionals from other countries)

Figure 2: The Evolution of Sudan in the Logistics Performance Index of the World Bank



Source: UNCTAD adapted from data from World Bank

The following sub-chapters take a closer look at Sudan's current situation regarding time, cost and number of document required for import and export, the degree of implementation of the WTO Trade Facilitation Agreement, current challenges, and existing opportunities.

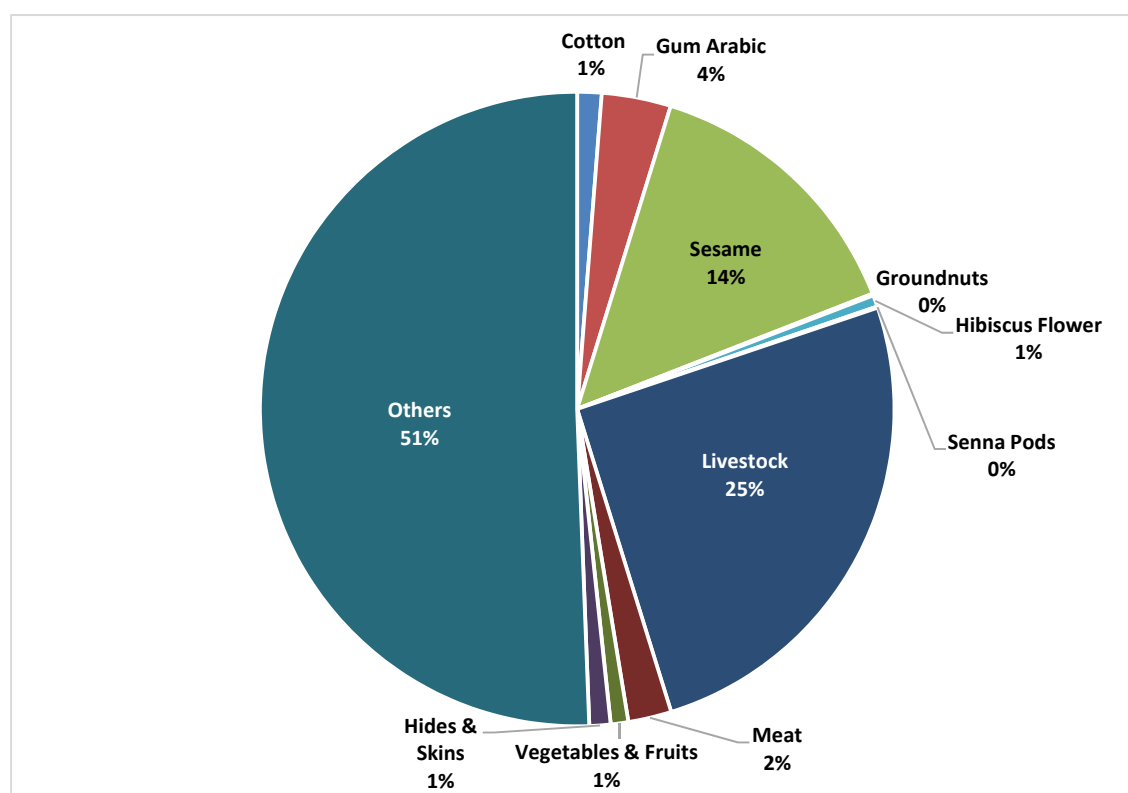
1. Export values for Sudan's TOP 10 products

The Sudan Trade Facilitation Roadmap focuses on facilitating trade for the 10 key products with the highest potential for improving exports in the country. These products are:

- Cotton
- Gum Arabic
- Sesame
- Groundnuts
- Hibiscus Flower
- Senna Pods
- Livestock
- Meat
- Vegetables & Fruits
- Hides & Skins

As shown in the figure below, these 10 products represent almost half of Sudanese exports in 2015.

Figure 3: Percentage of exports represented by the top 10 key products in 2015



Source: Central Bank of Sudan

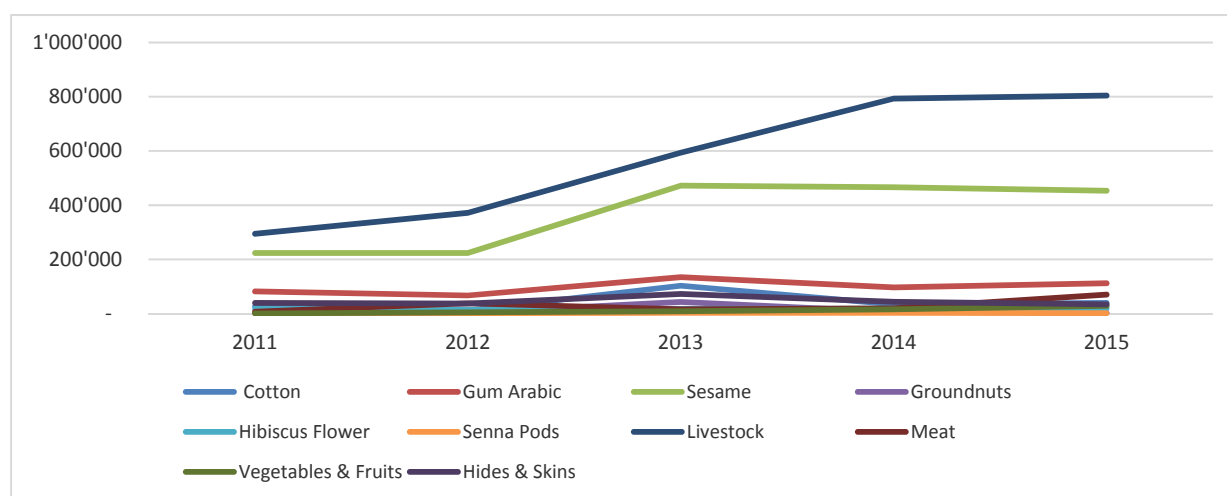
The table and graphic below show that, most exports have been increasing since 2011, in particular livestock and meat. However, this is not the case for other products, such as hides and skins.

Table 1: 10 Key Products of Sudanese Export - 2011 – 2015 (thousand USD)

Commodities	2011	2012	2013	2014	2015
Cotton	27'030	11'769	102'736	34'028	39'365
Gum Arabic	81'780	67'102	134'773	96'976	111'687
Sesame	223'270	223'540	472'363	466'338	453'478
Groundnuts	990	3'400	42'837	6'123	2'994
Hibiscus Flower	17'300	14'090	17'280	18'485	18'740
Senna Pods	3'475	2'070	3'040	3'226	2'013
Livestock	294'402	371'493	593'959	792'958	804'300
Meat	7'010	38'106	15'500	19'840	70'081
Vegetables & Fruits	860	4'704	8'538	15'943	28'365
Hides & Skins	39'670	37'029	72'602	43'510	34'197

Source: Central Bank of Sudan

Figure 4: 10 Key Products of Sudanese Export - 2011 - 2015



Source: Central Bank of Sudan

2. Time to import and export

According to the 2016 World Bank Doing Business – Trading Across Borders report, the **time to export** in Sudan (the time for border compliance which includes time for obtaining, preparing and submitting documents during port or border handling, customs clearance and inspection procedures) is **8 days and 18 hours**. The average in Sub-Saharan Africa is half of this: 4 days and 12 hours.

According to the Time Release Study undertaken by Sudan Customs in May 2015, the average **time to import** in Sudan is **10 days**. It is important to notice the differences existing between the different ports of entry, as shown in the table below:

Table 2: Results of Sudan Time Release Study 2015

Import entry point	Average release time
North Quay Port	14 days and 20 hours
South Quay Port	21 days
Swakin Port	11 days
Karthoum Airport	6 days, 15 hours and 35 min
Soba Container Depot (land port)	14 days, 16 hours and 8 min
Wadi Halafa (land port)	6 days, 15 hours, and 30 min
Awseif (land port)	2 days, 7 hours and 7 min
Galabat (land port)	6 hours

Source: Sudan Customs

This Time Release Study revealed that there are at least eight main causes of delay in Sudan's clearance processes, namely:

- Existence of repetitive and unproductive processes in the clearance system
- Documentary checks based on transaction rather than risk management
- Over control of transactions resulting in checking and rechecking of the same information by several different sections (valuation, assessment, etc)
- Poor quality of some declarations lodged by clearing agents resulting in rejection and queries
- Delay in the procedures of agencies like Standards and Quarantines
- Delayed payment of duties and taxes and other charges by importers and their clearing agents
- Lack of interconnectivity between customs and other agencies
- Lack of equipment for movement of goods, examination and off-loading areas

3. Cost to import and export

According to the 2016 World Bank Doing Business – Trading Across Borders report, the **cost to import** in Sudan (the cost for border compliance which includes costs for obtaining, preparing and submitting documents during port or border handling, customs clearance and inspection procedures) is **1128 USD**. The average in Sub-Saharan Africa is half of this: 643 USD (meaning 43% cheaper than in Sudan).

According to the 2016 World Bank Doing Business – Trading Across Borders report, **cost to export** in Sudan (the cost for border compliance include costs for obtaining, preparing and submitting documents during port or border handling, customs clearance and inspection procedures) is **1060 USD**. The average in Sub-Saharan Africa is half of this: 542 USD (meaning 49% cheaper than in Sudan).

In a survey launched by UNCTAD in July-August 2016, a total of 29 key Sudanese Trade Facilitation stakeholders, from the private and public sectors, gave their opinions on the main causes of high costs in export and import transactions in Sudan. The results (see table below) show that transport infrastructure and the lack of competitiveness between transport providers has the potential to reduce costs for traders in Sudan. A reduction in the number of documents requested for trade procedures is also critical.

Table 3: Why is the cost to export and import so high in Sudan?

Answer Choices	Responses
Too many documents are requested	55.17% 16
Existence of repetitive and unproductive processes in the clearance system	24.14% 7
Unnecessary checks at arrival and destination	27.59% 8
Existing road blocks	24.14% 7
Poor quality of declarations lodged by clearing agents	10.34% 3
Delay in the procedures of Customs	13.79% 4
Delay in the procedures of other public agencies like Standards and Quarantines	31.03% 9
Please specify which agencies cause the major delays	0.00% 0
Delayed in payment of duties and taxes and other charges by importers and their clearing agents	24.14% 7
Lack of interconnectivity between customs and other agencies	37.93% 11
Opening hours at port and public agencies are not convenient for exports and imports	13.79% 4
Road infrastructure	62.07% 18
Lack of maritime connection of Sudan with other countries	3.45% 1
Lack of competitiveness in the providers of transport services	48.28% 14
Price of fuel	55.17% 16
Total Respondents: 29	

Source: UNCTAD survey, July-August 2016

4. Number of documents necessary for import and export

According to the 2016 World Bank Doing Business – Trading Across Borders report, a total of nine documents are necessary to export and import:

Export documents

Bank of Sudan export form (EX)
 Bill of lading
 Certificate of Export
 Certificate of origin
 Commercial invoice
 Customs Export Declaration
 Export license
 Packing list
 Phytosanitary certificate

Import documents

Bank of Sudan import form (IM)
 Bill of lading
 Certificate of Import
 Certificate of origin
 Commercial invoice
 Exit Pass
 Import Declaration Form
 Packing list
 Technical Standard Certificate

However, the Sudan Working Group on TF informs that the Certificate of Export and Import as well as Exit Pass are not required per se, they are given by the organisation once the clearance is granted.

This number has not been reduced for more than a decade in Sudan. For import documents, other countries in the region are requiring at least one document less than Sudan, and only seven documents are requested in South Africa. Similarly, neighbouring country Egypt requests only seven documents to export, while the most simplified procedure is found in countries like Germany or Singapore where only four documents are requested for either import or export procedures.

5. Implementation status of the WTO Trade Facilitation Agreement

UNCTAD National Trade Facilitation Implementation Plan

In 2011, UNCTAD developed a national implementation plan in Sudan as part of the project funded by the European Union and Norway. The plan focused on mapping Sudan's trade facilitation environment vis-à-vis the measures proposed within the WTO negotiations. The project activities started in December 2011 and ended in November 2013.

In October 2015, Sudan was invited to participate in the capacity building program funded by Her Majesty's Revenue and Customs of the Government of the United Kingdom of Great Britain and Northern Ireland, and jointly implemented by the World Customs Organization and UNCTAD. In this framework, an update of the Sudan National Trade Facilitation Implementation Plan took place from 2 December 2015 to 30 January 2016. The results were also revisited in December 2016, during the last module of UNCTAD Empowerment Programme.

It was estimated that, if the necessary assistance is provided and the implementation starts at the same time for all the measures, Sudan could achieve full compliance with all measures (with the exception of freedom of transit) within a five-year period.

The table below summarizes the status of implementation (fully, partially and no implemented) and the categorisation for each of the modules (A, B and C)⁷

Table 4: Sudan status of implementation of the Trade Facilitation Agreement (as of December 2016)

Domain	Article	Name of the measure	Status of Implementation	Cat. A, B, C
Publication And Availability Of Information	Article 1	1. Publication	Partially	C
		2. Information available through Internet	Partially	C
		3. Enquiry Points	Partially	C

⁷ It is currently proposed in the WTO TFA that the country's commitment to each of these measures be classified into categories A, B and C as follows:

Category A Provisions that a Developing Country Member or Least Developed Country Member has designated for implementation upon entry into force of the agreement.

Category B Provisions that a Developing Country Member or Least Developed Country Member has designated for implementation on a date after a transitional period of time following the entry into force of the agreement.

Category C Provisions that a Developing Country Member or Least Developed Country Member has designated for implementation on a date as requiring a transitional period of time after the entry into force of the agreement and technical and/or financial assistance and support for capacity building.

Domain	Article	Name of the measure	Status of Implementation	Cat. A, B, C
		4. Notification	N/A	N/A
Opportunity to Comment and Information before Entry into Force, and Consultations	Article 2	5. Interval between Publication and Entry into Force	No	C
		6. Opportunity to Comment on New and Amended Rules	Partially	C
		7. Consultations	Partially	B
Advance Ruling	Article 3	8. Advance ruling	No	C
Procedures for Appeal and Review	Article 4	9. Procedures for Appeal and Review	Fully implemented	A
Other Measures To Enhance Impartiality, Non-Discrimination And Transparency	Article 5	10. Notifications for enhanced controls or inspections	Fully implemented	A
		11. Detention	Fully implemented	A
		12. Test Procedures	Partially	C
Disciplines On Fees And Charges Imposed On Or In Connection With Importation And Exportation	Article 6	13. Disciplines on fees and charges imposed on or in connection with importation and exportation	Partially	B
		14. Specific disciplines on Fees and Charges for Customs Processing Imposed on or in Connection with Importation and Exportation	Partially	B
		15. Penalty Disciplines	Fully implemented	A
Release And Clearance Of Goods	Article 7	16. Pre-arrival Processing	Fully implemented	A
		17: Electronic Payment	Partially	B
		18. Separation of Release from Final Determination and Payment of Customs Duties, Taxes, Fees and Charges	Fully implemented	A
		19. Risk Management	Partially	C

Domain	Article	Name of the measure	Status of Implementation	Cat. A, B, C
		20. Post-clearance Audit	No	C
		21. Establishment and Publication of Average Release Times	Partially	B
		22. Authorized Operators	No	C
		23. Expedited Shipments	Partially	B
		24. Perishable Goods	Fully implemented	A
Border Agency Cooperation	Article 8	25. Border Agency Cooperation	Partially	C
Movement of Goods intended for import under customs control	Article 9	26. Movement of Goods intended for import under customs control	Fully implemented	A
Formalities Connected With Importation And Exportation And Transit	Article 10	27. Review of Formalities and Documentation Requirements	Partially	C
		28. Acceptance of Copies	Partially	C
		29. Use of International Standards	Fully implemented	A
		30. Single Window	No	C
		31. Pre-shipment Inspections	Fully implemented	A
		32. Use of Customs Brokers	Fully implemented	A
		33. Common Border Procedures	Fully implemented	A
		34. Uniform Documentation Requirements	Fully implemented	A
		35. Rejected Goods	Fully implemented	A
		36. Temporary Admission of Goods	Fully implemented	A

Domain	Article	Name of the measure	Status of Implementation	Cat. A, B, C
		37. Inward and Outward Processing	Fully implemented	A
Freedom of Transit	Article 11	38. Freedom of Transit	Partially	C
Customs Cooperation	Article 12	39. Customs Cooperation	Partially	B
National Committee On Trade Facilitation	Article 23.2	40. National Committee on Trade Facilitation	Fully implemented	N/A

OECD Trade Facilitation Indicators

The Trade Facilitation Indicators of the Organisation for Economic Co-operation and Development (OECD) analyse a country's compliance with a series of Trade Facilitation indicators based on the different measures included in the WTO Trade Facilitation Agreement.

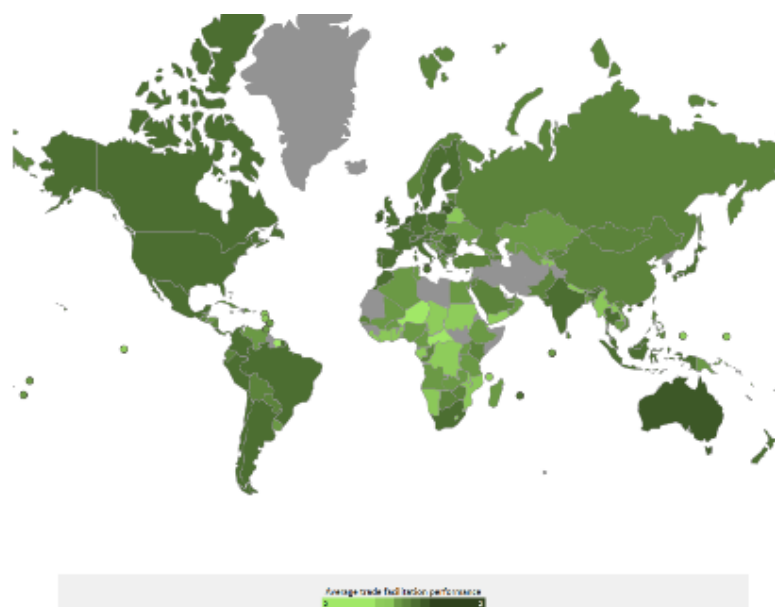
Table 5: Definitions of OECD Trade Facilitation Indicators

Definitions of OECD Trade Facilitation Indicators
<ul style="list-style-type: none"> • Information availability: Publication of trade information, including on internet; enquiry points • Involvement of the trade community: Consultations with traders • Advance rulings: Prior statements by the administration to requesting traders concerning the classification, origin, valuation method, etc., applied to specific goods at the time of importation; the rules and process applied to such statements • Appeal procedures: The possibility and modalities to appeal administrative decisions by border agencies • Fees & charges: Disciplines on the fees and charges imposed on imports and exports • Formalities (Documents): Electronic exchange of data; automated border procedures; use of risk management • Formalities (Automation): Simplification of trade documents; harmonisation in accordance with international standards; acceptance of copies • Formalities (Procedures): Streamlining of border controls; single submission points for all required documentation (single windows); post-clearance audits; authorised economic operators • Internal border agency cooperation: Co-operation between various border agencies of the country; control delegation to customs authorities • External border agency cooperation: Co-operation with neighbouring and third countries • Governance & impartiality: Customs structures and functions; accountability; ethics policy

Source: OECD Trade Facilitation Indicators

According to these indicators, Sudan reaches only 0.4 out of 2 compliance points. Considering the data available, only two other African countries perform lower than Sudan, namely Niger (with 0.2 points out of 2) and Central African Republic (with 0.3 points out of 2).

Figure 5: Map of countries' performance according to OECD Trade Facilitation Indicators



Source: OECD Trade Facilitation Indicators: <http://www2.compareyourcountry.org/trade-facilitation>

6. Other challenges affecting trade facilitation

In 1997, the United States of America imposed a comprehensive trade embargo on Sudan and blocked the government's assets (property and interests in property). The trade embargo further forbade:

- "The importation of goods or services of Sudanese origin;
- The exportation or re-exportation to Sudan of goods, technology, or services from the U.S. or by a U.S. person;
- The facilitation by a U.S. person of the exportation or re-exportation of goods, technology, or services from Sudan to any destination or to Sudan from any location;
- The performance by a U.S. person of any contract in support of an industrial, commercial, public utility, or governmental project in Sudan;
- The grant or extension of credits or loans by a U.S. person to the Government of Sudan;
- Certain transactions relating to cargo to or from Sudan; and
- All transactions by U.S. persons relating to the petroleum or petrochemical industries in Sudan, including, but not limited to, oilfield services and oil or gas pipelines"⁸

The European Commission also applied additional restrictions and sanctions on Sudan resulting in the freezing of funds and economic resources⁹, among other implications

This still has an enormous impact in Sudan's capacity to participate in the global supply chains or, for instance, to enjoy the benefits that e-Commerce can bring to a country's development¹⁰. Consequently, the impact of Trade Facilitation reforms might be moderate. However, the trade embargo should not be used as an excuse to refrain trade facilitation reforms. On the contrary, each improvement in trade

⁸ <https://www.treasury.gov/resource-center/sanctions/Programs/Documents/sudan.pdf>

⁹ https://eeas.europa.eu/cfsp/sanctions/docs/measures_en.pdf

¹⁰ http://unctad.org/en/PublicationsLibrary/ier2015_en.pdf

procedures represents a concrete relief for Sudanese traders and consumers, who suffer from a more challenging trading environment than their neighbouring countries.

III. GOALS

After intensive deliberation, members of the Sudan Trade Facilitation Working Group, agreed that the following six goals will contribute to achieve the agreed vision of the Roadmap.

Table 6: Roadmap Goals and Goal Performance Indicators

	Goals	Goal Performance Indicators	
		Means of verification	Source of verification
1	Mainstream trade facilitation into Sudan's development policy	Trade facilitation is mentioned in the next Sudan development policy	Sudan Development Policy Document
2	Reduce time of exports and imports by 40%	Time reduced by 40%	Time Release Study World Bank Doing Business Trading Across Borders
3	Reduce cost of import and export by 10%	Cost reduced by 10%	World Bank Doing Business Trading Across Borders
4	Reduce the average number of documents requested for import and export procedures of the 10 key products by 20%	Number of documents is reduced by 20% in 10 key products	Business process analysis undertaken by Sudan Working Group on Trade Facilitation
5	Implement at least 70% of the measures of the Trade Facilitation Agreement	50% of measures are implemented and categorised as A	Update UNCTAD Implementation Plan by Sudan Working Group on Trade Facilitation
6	Foster paperless trade by connecting electronically trade border agencies and by providing the possibility of using e-payment at all border posts	Border agencies are electronically connected e-payment is available at all main border posts	Sudan Working Group on Trade Facilitation to certify that this has been achieved

IV. ACTIVITIES

In order to achieved the above mentioned Goals, the members of the Sudan Trade Facilitation Working Group agreed that the following 31 activities should be implemented by end of 2021.

Table 7: Roadmap Activities and activity performance indicators

N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
1	Identification of resources and finding financing for activities of the Roadmap Sudan Working Group on TF will make a division of the Roadmap activities to determine the costs of each activity and whether they can be covered by domestic resources. For those activities that need the intervention of an international donor, the lead agency will draft a project proposal and start contacting donors to ensure that the available resources are granted.	Sudan Working Group on Trade Facilitation	The necessary resources for the implementation of the Roadmap are identified Resources for the implementation of the Roadmap are secured	All
2	Draft and endorse a Trade Facilitation Act as indicated in the legal action plan drafted for the accession of the WTO This activity aims at ensuring that all laws related to trade procedures are aligned with the Trade Facilitation Agreement	Ministry of Trade	The Trade Facilitation Act is drafted and adopted	G5
3	Organise awareness at least five raising meetings to inform key stakeholders of Sudan's development policy on the importance of trade facilitation This activity will include: - Organisation of at least one press conference to engage the media - Organisation of at least four workshops for key stakeholders of Sudan's development policy, including parliamentarians and Non-Governmental Organisations (in four different regions such as Port Sudan, Gadarriff, Blue Nile, and North State)	Ministry of Trade	Number of meetings that have taken place Mention of trade facilitation in documents defining Sudan's development policy	G1
4	Organise regular consultations with private sector (at least one every quarter) to inform them on ongoing trade facilitation reform	Ministry of Trade	Number of consultations organised	G5

N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
	This activity will include the organisation of at least one meeting per quarter with the private sector to discuss current and upcoming trade facilitation reforms and seek their feedback on those projects.			
5	Organise training sessions for traders on trade facilitation matters This activity will include: - Preparation of training material in Arabic - Prepare four yearly training sessions to inform traders on trade facilitation matters in a participative and interactive way.	Chamber of commerce	Number of training sessions organised Number of people trained	G5
6	Foster policies to facilitate the financing of guarantees for exporters Evaluate whether is possible to have a special policy insurance for the 10 key products as to facilitate the financing of guarantees for exporters and, if possible, launch the new policy.	Agency for Insurance and Finance of Exports	Study on new policy is undertaken New policy insurance is published Number of people using the policy	G2
7	Ensure that all laws, regulations, fees, charges and procedures from ALL border agencies are published on the Internet This activity includes: - Cabinet to issue a directive to the ministries, institutions and agencies to send softs and hard copies of this information to the Ministry of Trade and Sudan Trade Point. - Collection all laws, regulations, procedures, fees, charges related to import, export and transit as described in Article 1 of the WTO Trade Facilitation Agreement - Checking correctness of the information received - Published via internet on the website of the Sudan Trade Point as well as the website of the Ministry of Trade - Create a strategy for ensure that the information is updated periodically and continuously.	Ministry of Trade/ Sudan Trade Point	Sudan Working Group on Trade Facilitation to audit the Internet and make sure that a previously identified list of laws, regulations, fees, charges and procedures from ALL border agencies are to be found online Number of online visits received	G5

N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
8	Establish an enquiry point for traders in each border agency This activity requires: <ul style="list-style-type: none"> - Official establishment of an enquiry point for traders - Provision of a comprehensive training package on all laws and regulations to the officials selected as enquiry point - Promotion the use of the enquiry point among traders 	All border agencies	The enquiry point is established and running Number of enquiries answered yearly by the enquiry point	G5
9	Revise fees and taxes for 10 key products so as to identify unnecessary costs to traders This activity includes: <ul style="list-style-type: none"> - Conduct Business Process analysis of all procedures of 10 key products. - Identify all taxes and fees for the selected products - Organising a round of meeting with all the agencies that imposed fees and taxes in order to discuss proposals for reduction or elimination of unnecessary taxes and fees, since some of these fees and charges imposed by states and localities are, sometimes in contradiction with national laws and regulations - Draft a proposal based on the discussions and agreements reached during the round of meetings. - Present the proposal to Cabinet for its adoption. 	Ministry of Trade	Unnecessary costs of 10 key products are identified and a proposal for their elimination is drafted Percentage of reduction of fees and taxes of 10 key products	G3
10	Analyse trade procedures for 10 key products to identify unnecessary steps and simplify procedures according to international standards This activity has synergies with the previous activity 8. It includes: <ul style="list-style-type: none"> - Conduct Business Process analysis of all procedures of 10 key products. - Identify all unnecessary steps for the selected products - Draft a proposal of simplification after consultation with the relevant agencies. - Present the proposal to Cabinet for its adoption. 	Ministry of Trade	Review of procedures is published Proposal for simplification is presented and adopted by agencies	G4
11	Establish laboratories for Customs, Sudanese Standards and Metrology Organization, health, animal resources and agriculture at 3 entry points This activity includes: <ul style="list-style-type: none"> - Draft of a cooperation agreement between Sudanese Standards and Metrology Organization, health, animal resources and agriculture for the utilisation of laboratories resources " 	Customs, Sudanese Standards and Metrology Organization,	A cooperation agreement between Customs, Sudanese Standards and Metrology Organization, health,	G5

N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
	<ul style="list-style-type: none"> - Identification of selected entry points according to needs and potential benefits - Draft a plan for ensuring funding for the equipment of laboratories - Presentation of plan to Cabinet and approval 	Health, Animal Resources and Ministry of Agriculture	animal resources and agriculture for the utilisation of laboratories resources is in place Laboratories are in place and running	
12	<p>Review and update regulations and laws of Ministry of Environment, Health and Agriculture that could have an impact in trade facilitation</p> <p>This activity includes:</p> <ul style="list-style-type: none"> - Drafting a list of regulations and laws to be considered for the selected 10 key products - Identifying aspects that could be jeopardizing the facilitation of trade for 10 key products - Draft a proposal for revision and present it 	Ministry of Environment, Health, Animal Resources and Agriculture	Number of regulations and laws revised and updated	G2
13	<p>Evaluate whether the specific SPS requests for 10 key products are being implemented</p> <p>Agencies are supposed to implement SPS requests that have been adopted at national level. However, not all the agencies are indeed taking this into account.</p> <p>This activity includes:</p> <ul style="list-style-type: none"> - Identification of SPS requests for 10 key products - Evaluation of whether this SPS requests are being implemented by other agencies according to international standards - Sending information letters to warn institutions on the impact that the non-application of these measures is having on trade - Follow up to identify any changes by these institutions in these practices. 	Ministries of Agriculture, Health and Animal Resources	Analysis on SPS requests for 10 key products is undertaken Information letters to warn institutions on the impact that the non-application of these measures is having on trade are sent Number of institutions that changed their practices to align them with these international standards	G2
14	<p>Identify which veterinary procedures could have an impact on trade facilitation</p> <p>This activity includes:</p> <ul style="list-style-type: none"> - Identification of veterinary procedures that are slowing down the export of 10 key products - Analyse those procedure, including recommendations for improvement 	Ministry of Animal Resources	A study revising the impact of veterinary procedures in trade facilitation is undertaken	G2

N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
	- Presenting recommendations at higher level to ensure support.		Recommendations of the study are presented for action to higher authorities	
15	Roll-out of pre-arrival processing procedures for Sudanese Standards and Metrology Organization to five more countries The Sudanese Standards and Metrology Organisation has recently established pre-arrival processing for goods coming from China, Turkey and Egypt. This activity includes the negotiation and establishment of similar arrangements with five countries more.	Sudanese Standards and Metrology Organization	Pre-arrival procedures for Sudanese Standards and Metrology Organization is rolled out in five more countries	G5
16	Ensure that other agencies are implementing the national standards already established by Sudanese Standards and Metrology Organization for food, agriculture, engineering, chemical and general goods. Agencies are supposed to implement national standards that have been adopted at national level. However, not all the agencies are indeed taking this into account. This activity includes: <ul style="list-style-type: none"> - Identification of these national standards - Evaluation of whether these standards are being implemented by other agencies - Sending information letters to warn institutions on the impact that the non-application of these measures is having on trade - Follow up to identify any changes by these institutions in these practices.0020 	Sudanese Standards and Metrology Organization	A study is drafted and presented to Cabinet on the implementation by other agencies of national standards already established by Sudanese Standards and Metrology Organization for food, agriculture, engineering, chemical and general goods	G5
17	Implementing ISO standards that will support trade facilitation (22000, 9001, 17020) including ISO 17025¹¹ standard in laboratories of Customs and Sudanese Standards and Metrology Organization, Health, Agriculture, Animal Resources	Customs and Sudanese Standards and	Sudan Working Group on Trade Facilitation	G5

11 ISO/IEC 17025 is the global quality standard for testing and calibration laboratories. It is the basis for accreditation from an accreditation body. There are two main clauses in ISO/IEC 17025: Management Requirements and Technical Requirements. Management requirements are related to the operation and effectiveness of the quality management system within the laboratory, and this clause has similar requirements to ISO 9001. Technical requirements address the competence of staff; testing methodology; equipment and quality; and reporting of test and calibration results. Implementing ISO/IEC 17025 has benefits for laboratories, such as:

N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
	This activity includes: - Drafting a GAP analysis study to identify the activities needed for each laboratory to reach the above mentioned standards - Capacity building on those standards	Metrology Organization, Health, Agriculture, Animal Resources	certifies that ISO standards are in place	
18	Roll out e-payment at all border posts This activity includes drafting and implementing a plan for the roll-out e-payment to all main border posts	Customs	E-Payment is available at all border posts	G6
19	Improving internal border agency cooperation (i.e. cooperation at inspections and within all laboratories of different border agencies) This activity includes a study that will look into: -Alignment of procedures and formalities and simplification of trade documentation using international standards.	Customs	A study on how to improve internal cooperation is drafted At least some of the recommendations of the study are implemented Reduction of the average number of times a	G5

- Having access to more contracts for testing and/or calibration. Some public and private organizations only give contracts to accredited laboratories.
 - Improved national and global reputation and image of the laboratory.
 - Continually improving data quality and laboratory effectiveness.
 - Having a basis for most other quality systems related to laboratories, such as Good Manufacturing Practices and Good Laboratory Practices.
- This operation had been started in SSMO for the different laboratories .
All the above mentioned topics will enhance the trade, reducing time and cost

The goal of ISO 22000,9001 is to control, and reduce to an acceptable level, any safety hazards identified for the end products delivered to the next step of the food chain. The standard combines the following generally-recognized key elements to ensure food safety at all points of the food chain:

ISO 22000 is the only one to cover all organizations that produce, manufacture, handle, or supply food or feed, such as: agricultural producers, feed and food manufacturers, processors, food outlets and caterers, retailers, service providers, transportation operators, Storage providers, equipment manufacturers, biochemical manufacturers, packaging material manufacturers, requirements for good manufacturing practices or prerequisite programs, requirements for haccp according to the principles of the codex alimentations (an international commission established to develop food safety standards and guidelines), requirements for a management system interactive communication between suppliers, customers, and regulatory authorities.

ISO 22000:2005 is fully compatible with ISO 9001so it is suitable for the development of a fully integrated, risk-based management system.
So by providing all the documents and the requirements for food safety issues, stated above will enhance the trade among all partners.

N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
	<ul style="list-style-type: none"> -Promoting efficiency in product specific inspections -Establishing protocols for joint inspections 		container is opened for inspection	
20	Implementation of the Green Customs Strategy¹² This activity includes: <ul style="list-style-type: none"> - Training on multilateral environmental agreements that could have an impact on the Top 10 key products - Improvement of forms and methods of fight against illegal trade in environmentally harmful goods across the borders of Customs - Strengthening cooperation and information exchange between Customs and other agencies. 	Customs	Director General of Customs confirms that the Green Customs Strategy is implemented	G5
21	Come up with a plan to establish a single unified all border agencies fees and charges using a single payment receipt (single procedure) This activity includes: <ul style="list-style-type: none"> - Identification of all the channels imposing fees and charges, and organisation of a meeting to negotiate solutions to unify the fees and charges. - According to the outcome of the negotiation, a decision is taken regarding the channel which be responsible for collecting fees and charges - This organisation will come-up with a regulation for this new procedure and implement it accordingly. 	Customs	Customs presents a plan to unify all channels collecting fees and charges	G2

¹² The Green Customs Strategy aims at increasing the capacity of Customs to contribute effectively to national goals on trade-related environmental issues including international trade in environmentally-sensitive commodities such as ozone depleting substances, toxic chemicals, hazardous wastes and endangered species. The national and regional cooperation between Customs and "environment authorities" is crucial to facilitate legal trade, to prevent illegal trade and to improve the quality of reported export and import data.

The main Multilateral Environmental Agreements with international trade-related provisions are:

* Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal

*Cartagena Protocol on Biosafety

*Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)

*Montreal Protocol on Substances that Deplete the Ozone Layer

* Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade

*Stockholm Convention on Persistent Organic Pollutants

N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
22	Establish effective advance ruling This activity includes: <ul style="list-style-type: none"> - Capacity building on advance ruling - Establishment of a procedure for advance ruling in accordance with the WTO TFA (including changing of legislation if necessary) 	Customs	Advance ruling is established Number of advance rulings presented and processed by Customs	G5
23	Establish and promote electronic cargo manifest submissions This activity includes: <ul style="list-style-type: none"> - Establishing in ASYCUDA World the module that will enable to submit electronic cargo manifests - Promoting this new service among users. 	Customs	Electronic cargo manifest is implemented Number of electronic cargo manifest submissions	G2
24	Implement the Authorised Economic Operator Scheme and Post Clearance Audit This activity includes: <ul style="list-style-type: none"> - Implement an Authorised Economic Operation Scheme and create a plan for Post Clearance Audit - Considering new benefits for companies applying to the Authorised Economic Operator Scheme - Training Customs officials on how to deal with Authorised Operators - Promote those benefits among potential companies that might want to apply to this scheme - Train Customs officials on Post Clearance Audit, establish new procedures and tasks for Post Clearance Audit - Awareness raising activities to inform traders on the existence of Post Clearance Audit and the implications for their accounting 	Customs	Number of companies applying to the Authorised Economic Operator scheme Increase of the percentage of import and exports undertaken under the Authorised Economic Operator scheme	G5
25	Implement Time Release Studies every two years (mid-term and final review of Roadmap) to monitor progress and identify challenges Review the findings and implementation of the previous Time Release Studies that were conducted in the few years, based on that the new studies should be inclusive and broad in terms of engagement of all stakeholders and in term of including most of customs points in Sudan (Main Ports, air ports, dry ports). It is necessary to conduct at least two studies in the framework of this Roadmap (mid-term	Customs	At least two Time Release Studies undertaken and published	G5

N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
	review and final review), focusing on the Top 10 exports. It is necessary to train officials from related institutions (Customs, Ministries of Trade, Agriculture, Health, and Sudanese Standards and Metrology Organization) to assist in finalizing those studies. These studies should be published and distributed to all stakeholders.			
26	Roll-up of Customs automated risk management at all border posts This activity includes building on the Khartoum Airport automated risk management system and replicate the case to establish and implement risk management in Port Sudan, Suba and in the North State.	Customs	At least three more border posts are using Customs automated risk management	G5
27	Implementation of Customs Valuation Code as indicated in Article 7 of GATT	Customs	Directorate of Customs reports that Customs Valuation Code is implemented	G3
28	Harmonise documents and electronic systems to facilitate the interconnectivity of border agencies so as to start the creation of Single Window for Import, Export and Transit procedures This activity includes: - Identification of two agencies - Translate all documents into accepted and harmonized electronic formats - Creation of a single window strategy for Sudan	Customs/Ministry of Trade	Documents and electronic systems of border agencies are harmonised	G6
29	Create a plan to foster transshipment and transit in Sudan This plan should at least consider: - Identify complaints of shipping lines and shippers on transit cargo and address those complaints. - Identify a national strategy to rehabilitate, develop and upgrade the quality of infrastructure, including roads - Promoting integration and consistency of Customs procedures under one system, such as the single window for business transit. - Reconsider the storage and logistics arrangements within the port and its neighboring areas	Sea Port Corporation	The plan is drafted and presented to higher instances	G5

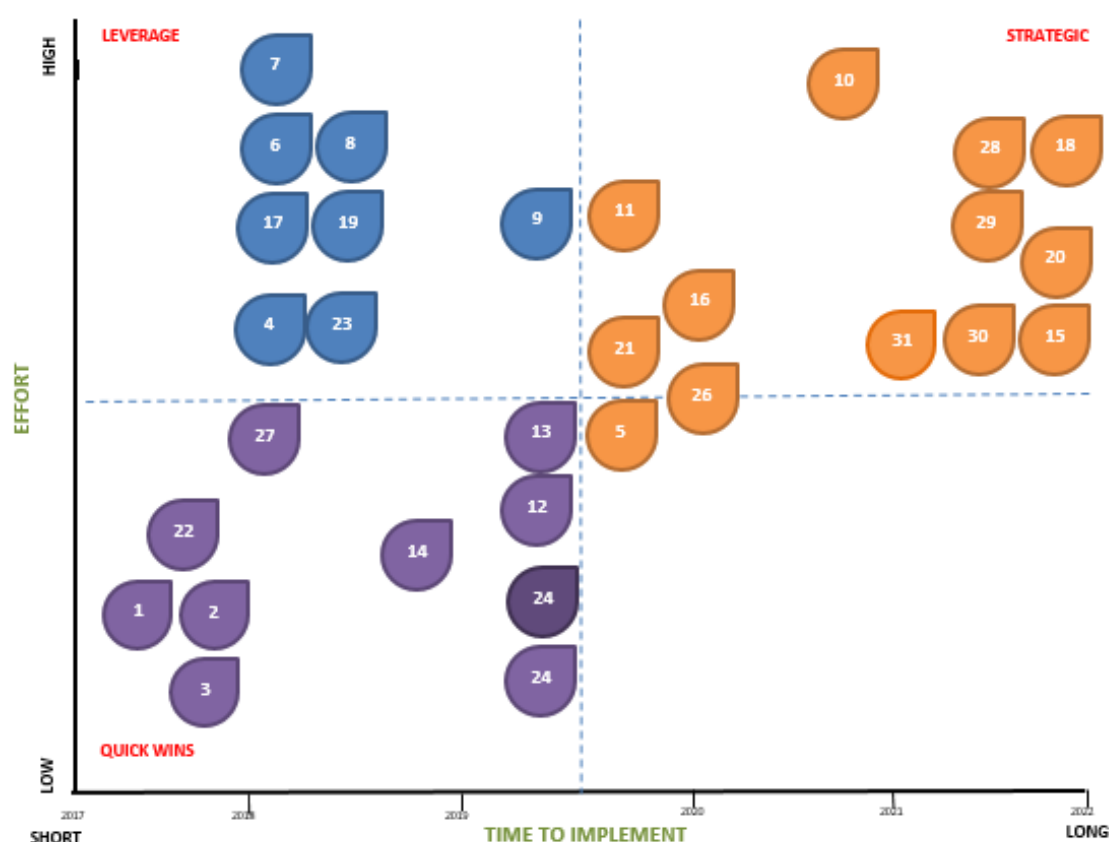
N°	Activities	Leading agency	Activity performance indicator	Contributing to mainly goal...
	to facilitate the flow of transit goods transit - Implement standards to increase levels of safety, quality and safety in the container terminal of Port Sudan.			
30	Create a specific plan to reduce delays in clearance at maritime ports This plan should at least consider: -Optimization of cargo handlings systems and equipment -Improve labour productivity -Establish round the clock port working -Strengthening the roads to and within the ports -Implementing port community system	Sea Port Corporation	The plan is drafted and presented to higher instances	G2
31	Evaluation of current Roadmap and drafting of new Roadmap The National Trade Facilitation Committee will assess the actual implementation activities so far versus planned ones to find the problems and challenges facing the implementation. The implementation of the activities, goals and vision will be measured against the by Key Performance Indictors identified. The evaluation will be in six-month basis for correcting the diversion and the New Roadmap draft should be realistic, achievable, flexible, and based on evaluation results. A new Roadmap after 2022 will be drafted, including the follow-up of activities and the identification of new activities.	Sudan Working Group on Trade Facilitation	Final evaluation of the Roadmap is undertaken A new Roadmap is drafted	All

1. PRIORITIZATION OF ACTIVITIES

As shown in the graphic below, 31 activities were prioritized by members of the Sudan Trade Facilitation Working Group based on three categories:

- **Quick wins:** Activities that require low to medium effort and can be realised in the short term. Their impact on Goal Performance Indicators is normally moderate.
- **Leverage:** Activities that require medium to high effort and can be realised in the mid-term. Their impact is considerable.
- **Strategic:** Activities that require greater effort and can be realised in the long term. They will usually have a high impact on Goals.

Figure 6: Prioritization of activities



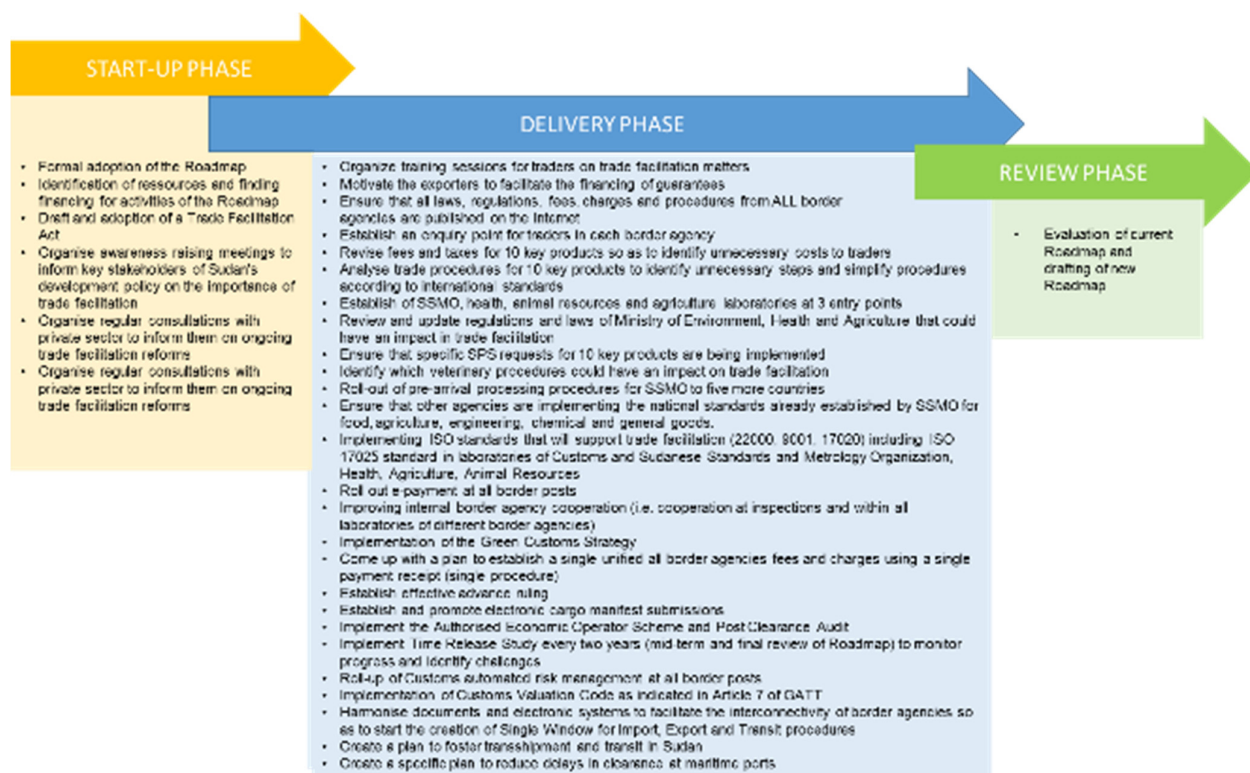
Source: UNCTAD based on inputs from Sudan Trade Facilitation Working Group

In this chart the abscissa represents the time required to implement the Activity while the ordinate represents the level of effort (in terms of cost and/or change of management) required for its implementation.

2. IMPLEMENTATION SCHEDULE

The Roadmap establishes a framework of Activities to be implemented over a five-year period. Three phases for the implementation of the Roadmap have been identified:

Figure 7: Implementation schedule of activities



Source: UNCTAD based on inputs from Sudan Trade Facilitation Working Group

V. GOVERNANCE STRUCTURE

The Sudan Trade Facilitation Roadmap will be governed by a three-layered structure. The tasks of each of the main groups is described in the table below:

Table 8: Governance structure of the Roadmap

Group	Tasks
Top Level Technical Committee of the Cabinet	1. Adopt the Roadmap to ensure political support of the trade facilitation reforms

Group	Tasks
High Level Sudan Trade Facilitation Working Group	<ul style="list-style-type: none"> • Mobilize resources for the implementation of the Roadmap • Supervise the creation of technical groups for the implementation of the activities • Review and monitor implementation of the Roadmap • Prepare and present midterm and final evaluations to the Technical Committee of the Cabinet • Draft a new Roadmap by the end of 2021.
Implementation Level Working Group(s)	<ul style="list-style-type: none"> • Implement the different activities of the Roadmap • Draft specific project plans • Liaise with technical experts and consultants • Report to top level management groups on implementation progress

A part from the Sudan Working Group on Trade Facilitation, there are other three groups reporting to the Technical Committee on the Cabinet. These related to the following topics: Single Window, Monitoring and Follow up, and Information and Media.

VI. RESOURCE MOBILIZATION

Resources need to be mobilized for the implementation of the Roadmap. For that purpose, Activity 1 (identification of resources and finding financing for activities of the Roadmap) has been included in the Start-up phase of the Roadmap and will be overseen by the Sudan Trade Facilitation Working Group.

The Sudan Trade Facilitation Working Group should try to find domestic financial resources. If resources are not available, it will need to attract external donors. It is also crucial to stress that Sudan should try to finance long-term activities with regular budget as to ensure the sustainability of the reforms.

VII. IMPLEMENTATION RISKS

In the context of drafting a Trade Facilitation Roadmap, a risk is defined as an uncertain threat that, if it occurs, could have a negative impact in the completion of the Goal or Activity.

General risks are either related to the overall implementation of the Roadmap or common to all Goals included in the Roadmap.

In a survey launched by UNCTAD in July-August 2016, key Sudanese Trade Facilitation stakeholders gave their opinion on the main general risks for implementing the trade facilitation Roadmap in Sudan. The results (see table below) show that the lack of political support and stability, together with the lack of financial resources and awareness on the importance of trade facilitation, constitute the main risks for Sudan.

Thus, to try to palliate these risks, the following has been foreseen:

- The Roadmap has been officially presented to the high authorities of the Ministry of Trade and Customs to ensure political support to the listed reforms.
- A Roadmap activity specifically for the Identification of resources and finding financing for activities of the Roadmap has been foreseen to ensure that financial resources are secured.
- Approximately 50 trade facilitation stakeholders have been trained and a total of 15 have undergone the Training of Trainers module of UNCTAD's Empowerment Programme for National Trade Facilitation Committees. Moreover, several aware raising activities have been included in the Roadmap.

Answer Choices	Responses
Lack of political commitment / support at highest level (Minister, Cabinet of Ministers)	64.29% 18
Lack of awareness on the importance of trade facilitation in border agencies other than Customs, thus lacking political support	67.86% 19
There is resistance to change in the administration	35.71% 10
Lack of necessary financial resources	85.71% 24
Lack of human resources	39.29% 11
Potential natural disasters (i.e. earthquake, bad weather)	3.57% 1
Lack of internet stability	28.57% 8
Lack of electricity stability	28.57% 8
Lack of participation of the private sector in the reform	39.29% 11
Lack of political stability (i.e. changes in the government lead to change in priorities)	50.00% 14
High turn-over of staff in the different administration (jeopardizing the stability and continuity of the projects)	25.00% 7

Specific risks are those related to each specific activity.

Below, a non-comprehensive list of specific list is included.

Table 9: Specific risks for activities

N°	Activities	Risks
1	Identification of ressources and finding financing for activities of the Roadmap	Not all the domestic ressources are identified causing delays in implementation
2	Draft and endorse a Trade Facilitation Act as indicated in the legal action plan drafted for the accession of the WTO	The Council of Ministers decides to wait until the WTO Accession to impliment this activity
3	Organise awareness at least five raising meetings to inform key stakeholders of Sudan's development policy on the importance of trade facilitation	Lack of response and interest from the stakeholders of development policy
4	Organise regular consultations with private sector (at least one every quarter) to inform them on ongoing trade facilitation reform	MoT does not manage to organize meetings quarterly Rotation of people that comes to the meeting
5	Organise at least three training sessions per year for traders on trade facilitation matters	Primary beneficiaries of training might not attend if they are busy or have other priorities
6	Foster policies to facilitate the financing of guarantees for exporters	The final approval of the policy cannot be reached
7	Ensure that all laws, regulations, fees, charges and procedures from ALL border agencies are published on the Internet	Cabinet delayed the issuance of the directive Border agencies are not providing the laws Contact points at border agencies cannot find the information
8	Establish an enquiry point for traders in each border agency	Delay in the publication of relevant information to be used by enquiry point
9	Revise fees and taxes for 10 key products so as to identify unnecessary costs to traders	Agencies do not comply with the elimination of unnecessary fees and charges

N°	Activities	Risks
10	Analyse trade procedures for 10 key products to identify unnecessary steps and simplify procedures according to international standards	Agencies do not comply with the simplification proposal
11	Establish of Customs, SSMO, health, animal resources and agriculture laboratories at 3 entry points	Not enough staff from different agencies present at a border to open the container all at the same time Lack of trust among agencies to enable delegation of tasks
12	Review and update regulations and laws of Ministry of Environment, Health and Agriculture that could have an impact in trade facilitation	Delays in the legislative system to adopt the proposed changes in laws Conflict between regulations from different agencies for the same key product
13	Evaluate whether the specific SPS requests for 10 key products are being implemented	Lack of collaboration of other agencies
14	Identify which veterinary procedures could have an impact on trade facilitation	Recommendations including hard infrastructure might lack financing for implementation
15	Roll-out of pre-arrival processing procedures for SSMO to five more countries	Lack of MoU with other countries
16	Ensure that other agencies are implementing the national standards already established by SSMO for food, agriculture, engineering, chemical and general goods.	Other agencies are not committed to implement the standards
17	Implementing ISO standards that will support trade facilitation (22000, 9001, 17020) including ISO 17025 standard in laboratories of Customs and SSMO, Health, Agriculture, Animal Resources	Lack of competence of employees in the specific standards Lack of awareness of the importance of these standards and their impact on trade facilitation
18	Roll out e-payment at all border posts	Lack of connectivity in all borders
19	Improving internal border agency cooperation (i.e. cooperation at inspections and within all laboratories of different border agencies)	Not enough staff from different agencies present at a border to open the container all at the same time Lack of trust among agencies to enable delegation of tasks
20	Implementation of the Green Customs Strategy	Lack of awareness about the importance of the Green Customs Strategy
21	Come up with a plan to establish a single unified all border agencies fees and charges using a single payment receipt (single procedure)	Delays caused by procedures to approve new laws and regulations
22	Establish effective advance ruling	Lack of competence on advance ruling
23	Establish and promote electronic cargo manifest submissions	Shipper agent are not submitting the manifest electronically
24	Establish the Authorised Economic Operation Scheme and Post Clearance Audit	Not enough companies can access AEO because of lack of compliance Risk management needs to be into place to be able to increase the number of AEOs
25	Implement Time Release Study every two years (mid-term and final review of Roadmap) to monitor progress and identify challenges	Doubts on the quality of the findings
26	Roll-up of Customs automated risk management at all border posts	Lack of understanding of risk management by traders Difficulties for setting the Gold List Difficulties handling a high number of risk criteria
27	Implementation of Customs Valuation Code as indicated in Article 7 of GATT	Conflicts of trust between Customs and traders
28	Harmonise documents and electronic systems to facilitate the interconnectivity of border agencies	Lack of coping with heavy work load

N°	Activities	Risks
	so as to start the creation of Single Window for Import, Export and Transit procedures	
29	Create a plan to foster transshipment and transit in Sudan	Lack of cooperation from the border agencies
30	Create a specific plan to reduce delays in clearance at maritime ports	Lack of cooperation from the border agencies
31	Evaluation of current Roadmap and drafting of new Roadmap	Agencies are not giving feedback on the different activities Agencies are not committed to draft a new Roadmap

Specific strategies for the contention of these risks need to be put into place in the different project documents developed for each activity.

VIII. SUMMARY TABLE

The overall summary table below recapitulates the components of the Roadmap. It contains the Goals, the Activities which will lead to those Goals, the leading agency for the implementation of each Activity, the time needed for the implementation of each Activity take, and the Activity compliance indicator which will measure the successful completion of each Activity.

Table 10: Roadmap summary table

Goals	N°	Activities	Leading agency	Activity performance indicators	Prioritization	Starting implementation by end of	Implemented by end of	Timing
All	1	Identification of resources and finding financing for activities of the Roadmap	Sudan Working Group on Trade Facilitation	The necessary resources for the implementation of the Roadmap are identified Resources for the implementation of the Roadmap are secured	Quick win	2017	2018	1 year
G5	2	Draft and endorse a Trade Facilitation Act as indicated in the legal action plan drafted for the accession of the WTO	Ministry of Trade	The Trade Facilitation Act is drafted and adopted	Quick win	2017	2018	1 year
G1	3	Organise awareness raising meetings to inform key stakeholders of Sudan's development policy on the importance of trade facilitation	Ministry of Trade	Number of meetings that have taken place Mention of trade facilitation in documents defining Sudan's development policy	Quick win	2017	2018	1 year
G5	4	Organise regular consultations with private sector to inform them on ongoing trade facilitation reforms	Ministry of Trade	Number of consultations organised	Quick win	2017	2018	1 year
G5	5	Organise training sessions for traders on trade facilitation matters	Chamber of commerce	Number of training sessions organised Number of people trained	Leverage	2017	2019	2 years
G2	6	Evaluate whether is possible to have a special policy insurance for the 10 key products as to facilitate the financing of guarantees for exporters and, if possible, launch the new policy.	Agency for Insurance and Finance of Exports	Increased in the number of guarantees financed	Strategic	2017	2021	5 years

Goals	N°	Activities	Leading agency	Activity performance indicators	Prioritization	Starting implementation by end of	Implemented by end of	Timing
G5	7	Ensure that all laws, regulations, fees, charges and procedures from ALL border agencies are published on the Internet	Ministry of Trade/ Sudan Trade Point	Sudan Working Group on Trade Facilitation to audit the Internet and make sure that a previously identified list of laws, regulations, fees, charges and procedures from ALL border agencies is to be found online	Leverage	2017	2019	2 years
G5	8	Establish an enquiry point for traders in each border agency	All border agencies	The enquiry point is established and running Number of enquiries answered yearly by the enquiry point	Leverage	2017	2019	2 years
G3	9	Revise fees and taxes for 10 key products so as to identify unnecessary costs to traders	Ministry of Trade	Reduction of fees and taxes of 10 key products	Leverage	2017	2019	2 years
G4	10	Analyse trade procedures for 10 key products to identify unnecessary steps and simplify procedures according to international standards	Ministry of Trade	Number of simplifications undertaken	Leverage	2017	2020	3 years
G5	11	Establish Customs, Sudanese Standards and Metrology Organization, health, animal resources and agriculture laboratories at 3 entry points	Customs, Sudanese Standards and Metrology Organization, Health, Animal Resources and Ministry of Agriculture	A cooperation agreement between Customs, Sudanese Standards and Metrology Organization, health, animal resources and agriculture for the utilisation of laboratories resources is in place Laboratories are in place and running	Strategic	2018	2021	3 years
G2	12	Review and update regulations and laws of Ministry of Environment, Health and Agriculture that could have an impact in trade facilitation	Ministry of Environment, Health, Animal Resources and Agriculture	Number of regulations and laws revised and updated	Strategic	2017	2020	3 years

Goals	N°	Activities	Leading agency	Activity performance indicators	Prioritization	Starting implementation by end of	Implemented by end of	Timing
G2	13	Ensure that specific SPS requests for 10 key products are being implemented	Ministry of Agriculture and Health	Analysis on SPS requests for 10 key products is undertaken Recommendations of the analysis are implemented	Quick win	2017	2020	3 years
G2	14	Identify which veterinary procedures could have an impact on trade facilitation	Ministry of Animal Resources	A study revising the impact of veterinary procedures in trade facilitation is undertaken Recommendations of the study are presented for action to higher authorities	Quick win	2017	2020	3 years
G5	15	Roll-out of pre-arrival processing procedures for Sudanese Standards and Metrology Organization to five more countries	Sudanese Standards and Metrology Organization	Pre-arrival procedures for Sudanese Standards and Metrology Organization is rolled out in five more countries	Quick win	2017	2019	2 years
G5	16	Ensure that other agencies are implementing the national standards already established by Sudanese Standards and Metrology Organization for food, agriculture, engineering, chemical and general goods.	Sudanese Standards and Metrology Organization	A study is drafted and presented to Cabinet on the implementation by other agencies of national standards already established by Sudanese Standards and Metrology Organization for food, agriculture, engineering, chemical and general goods	Strategic	2017	2021	5 years
G5	17	Implementing ISO standards that will support trade facilitation (22000, 9001, 17020) including ISO 17025 standard in laboratories of Customs and Sudanese Standards and Metrology Organization, Health, Agriculture, Animal Resources	Customs and Sudanese Standards and Metrology Organization, Health, Agriculture, Animal Resources	Sudan Working Group on Trade Facilitation certifies that ISO standards are in place	Strategic	2018	2021	4 years

Goals	N°	Activities	Leading agency	Activity performance indicators	Prioritization	Starting implementation by end of	Implemented by end of	Timing
G5	18	Roll out e-payment at all border posts	Customs	E-Payment is available at all border posts	Strategic	2017	2021	5 years
G5	19	Improving internal border agency cooperation (i.e. cooperation at inspections and within all laboratories of different border agencies)	Customs	A study on how to improve internal cooperation is drafted At least some of the recommendations of the study are implemented	Leverage	2017	2020	3 years
G5	20	Implementation of the Green Customs Strategy	Customs	Director General of Customs confirms that the Green Customs Strategy is implemented	Leverage	2017	2019	2 years
G2	21	Come up with a plan to establish a single unified all border agencies fees and charges using a single payment receipt (single procedure)	Customs	Customs presents a plan to unify all channels collecting fees and charges	Strategic	2017	2021	5 years
G5	22	Establish effective advance ruling	Customs	Advance ruling is established Number of advance rulings presented and processed by Customs	Strategic	2017	2021	5 years
G2	23	Establish and promote electronic cargo manifest submissions	Customs	Electronic cargo manifest is implemented Number of electronic cargo manifest submissions	Quick win	2017	2018	1 year
G5	24	Promote and foster the use and operationalization of the Authorised Economic Operation (AEO) Scheme	Customs	Number of companies applying to the AEO scheme Increase of the percentage of import and exports undertaken under the AEO scheme	Leverage	2017	2019	2 years
G5	25	Implement Time Release Studies every two years (mid-term and final review of Roadmap) to	Customs	At least two Time Release Studies undertaken and published	Quick win	2019	2020	6 months

Goals	N°	Activities	Leading agency	Activity performance indicators	Prioritization	Starting implementation by end of	Implemented by end of	Timing
		monitor progress and identify challenges						
G5	26	Roll-up of Customs automated risk management at all border posts	Customs	All border posts are using Customs automated risk management	Strategic	2017	2020	3 years
G3	27	Implementation of Customs Valuation Code as indicated in Article 7 of GATT	Customs	Directorate of Customs reports that Customs Valuation Code is implemented	Strategic	2017	2020	3 years
G6	28	Harmonise documents and electronic systems to facilitate the interconnectivity of border agencies so as to start the creation of Single Window for Import, Export and Transit procedures	Customs/Ministry of Trade	Documents and electronic systems of border agencies are harmonised	Quick win	2017	2018	1 year
G5	29	Create a plan to foster transshipment and transit in Sudan	Sea Port Corporation	The plan is drafted and presented to higher instances	Strategic	2017	2021	5 years
G2	30	Create a specific plan to reduce delays in clearance at maritime ports	Sea Port Corporation	The plan is drafted and presented to higher instances	Strategic	2017	2021	5 years
All	31	Evaluation of current Roadmap and drafting of new Roadmap	Sudan Working Group on Trade Facilitation	Final evaluation of the Roadmap is undertaken A new Roadmap is drafted	Strategic	2019	2021	6 months

IX. ANNEX: Contributors to Sudan National Trade Facilitation Roadmap

The process of drafting a Trade Facilitation Roadmap for Sudan was supported by Arantazu Sánchez Belastegui, UNCTAD, as part of Sudan's participation in UNCTAD Empowerment Programme for National Trade Facilitation Committees. The following Sudanese officials (in alphabetical order) contributing to the drafting of this document:

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