

**Republic of the Sudan**  
**Data Collection Survey for**  
**Export Promotion System**  
**Final Report**

**October 2021**

**Japan International Cooperation Agency**

**Asia Engineering Consultant Co., Ltd.**  
**O.P.C. Corporation**

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## Photos



Visit to Ministry of Trade



Visit to Union of Chambers of Commerce



Visit to Faisal Islamic Bank



Visit to SAY Group Gum Arabic Plant



SWOT Analysis Discussion with STP



Workshop with STP Staff



Visit to Atbara Trade Point in River Nile State



Visit to an Association of Fruit and Vegetable Production in River Nile State



Visit to Gezira Trade Point in Gezira State



Visit to a leather factory in Gezira State



Visit to a textile factory in Gezira State



Presentation of the Survey Results

# Map



Medani, Gezira state

## Abbreviations

COMESA	Common Market for Eastern and Southern Africa
EPA	Economic Partnership Agreement
EU	European Union
FAO	The Food and Agriculture Organization
FTA	Free Trade Agreement
GATT	General Agreement on Tariffs and Trade
GSP	Generalized System of Preference
IMF	International Monetary Fund
ISO	International Organization for Standardization
ITC	International Trade Center
JICA	Japan International Cooperation Agency
JETRO	Japan External Trade Organization
OEM	Original Equipment Manufacturing
SMEs	Small and Medium Enterprises
SSMO	Sudanese Standard and Metrology Organization
STP	Sudan Trade Point
TICAD	Tokyo International Conference on African Development
TRIPS	Agreement on Trade-Related Aspects of Intellectual Property Rights
UNCTAD	United Nations Conference on Trade and Development
UNIDO	United Nations Industrial Development Organization
WB	World Bank
WIPO	World Intellectual Property Organization
WTO	World Trade Organization
WTPF	World Trade Point Federation

# 1. Outline of Survey

## 1-1 Background and Objective of the Survey

Since South Sudan's independence in 2011, Republic of the Sudan (hereinafter, "Sudan") has lost oil-related revenue, which was responsible for about 30% of exports and 50% of state revenue. Sudan has significant trade and budget deficits, as well as extreme foreign currency shortages and inflation. These economic downturns have become serious. Since December 2018, the anti-government movement by citizens triggered by the price increase of bread and a staple food, has expanded to a nationwide scale. As a result, the 30-year Bashir dictatorship collapsed in April 2019.

The transitional government, which was inaugurated in August of the same year, has held up economic recovery and economic growth through creation of employment opportunities for young people and diversification of industry focusing on agriculture as most important policies, along with peace stability and democracy.

In a program announced in December of the same year, the transitional government gives the priority to economic development aiming at adding value to agricultural products and promoting exports. The Ministry of Industry and Trade's Plan for the Year (2020) also sets out export growth through development of infrastructure and related services for exports, strengthening competitiveness, diversification of the export structure, strengthening partnerships with the private sector as strategic goals.

In addition, the United States' designation as a state sponsor of terrorism was lifted on 14 December 2020, and the US dollar exchange rate was unified on 14 February 2021. This is expected to improve the international remittance problem and increase the price competitiveness of exports.

In Sudan, the main organization responsible for export promotion is the Sudan Trade Point (hereinafter, "STP"). STP, established in 2002 with the support of UNCTAD, is an export promotion organization under the direct control of the Minister of Trade, with headquarters in the capital Khartoum and 13 branches (State-level Trade Points) in the country, among which 5 State-level Trade Points are fully operated.

STP carries out activities such as collecting and analyzing national and international market information, providing trade-related information, assisting with trade procedures. STP supports export promotion of the private sector (especially SMEs), producers and entrepreneurs (especially women and youth).

However, at present, these export support services are not functioning well due to inadequate implementation systems and lack of expertise. For this reason, the Government of Sudan has submitted to the FY2020 ODA Request Survey of the Japanese Government an application of a technical cooperation project to strengthen the export promotion system through capacity building of STP.

## 1-2 Outline of Survey

Survey was initiated in February 2021 by collecting and analyzing existing materials in Japan. From April 2021 onwards, information was collected through online meetings between Japan and Sudan.

As this survey is also part of the STP's capacity building, the survey was conducted jointly with counterparts from STP staff (hereinafter, "C/P"). C/P members were selected from both senior and junior level staff from STP also who could communicate well in English. The survey was carried out in collaboration with members of the group in sub-teams on the following topics shown in the table 1.

The sub-teams are A: Export Promotion, B: Finance and Organization, C: Export Procedures and State-

level Tradepoint cases, and D: IT/Marketing. The research was carried out weekly as online meetings for each sub-team, with applying the PDCA cycle in each phase for information collection planning - information collection - confirmation and analysis of collected information - collection of additional information. In addition, weekly online meetings were held for the whole team to monitor progress and promote intercommunication. The C/P list is shown in the table below.

The original plan was to conduct the field survey in Sudan in May/June, after Ramadan, however due to the spread of COVID-19 infection, it was decided to postpone field survey to mid-June to late July. The site visits outside Khartoum were carried out in two states; River Nile and Gezira, as originally planned.

### 1-3 Survey Team and Survey Process

**Table 1:List of Counterparts (Name/Affiliation) according to Sub Team**

[A] Export Promotion	[B] Organizational Analysis	[C] Export Promotion System	[D] Market Research, Marketing/IT
Hideo Horiguchi	Mitsuo TAMADA Satoko KURATA-KINUGAWA	Mitsuo TAMADA	Masakazu HIRAKAWA
Mrs. Wisal Mirghani*	Mr.Mohamed Badawi*	Ms.Omima Ahmed*	Mr. Mohamed Mahgoub*
Promotion Dept.	Trade Facilitation Dept.	Trade Facilitation Dept.	CIS Unit
Mr. Altigany Qurash	Mr. Ahmed Gorashi*	Mrs. Sara Elfatih	Mr. AHMED khamis
Promotion Dept.	(1)Follow up Section, Sub Trade Point Affairs Dept. (2) HR & Finance Dept.	Trade Facilitation Dept.	CIS Unit
Ms. Hanan Ahmed*	Mrs. Fadawa	Mr. Osama*	Ms. Hanan Ahmed*
Planning, Research and Development Dept.	Executive Office and Training Administration	Sub Trade Points Affairs Dept.	Planning, Research and Development Dept.
Mrs. Amna Ibrahim*	Mr.ABUBAKER	Ms.Dania	Ms. Somia Ali
*Director General	Sub Trade Point Affairs Dept.	Sub Trade Point Affairs Dept.	Planning, Research and Development Dept.

\* Manager

«Survey Team» The survey was conducted by a total of five people, including the following four members of the survey team and one local coordinator.

-Chief / Export Promotion: Mr. Hideo Horiguchi

-Assistant Chief / Organizational Analysis / Export Promotion System: Mr. Mitsuo Tamada

-Market Research / Marketing / IT: Mr. Masakazu Hirakawa

-Organizational Analysis: Ms. Satoko Kinugawa (maiden name Kurata) (assigned with own expense)

«Survey process» Domestic survey in Japan was started in February 2021, and field survey in Sudan was conducted from the middle of June to the end of July 2021. The field survey schedule is as shown in Appendix 1.

Year	2021								
Month	February	March	April	May	June	July	August	September	October
Domestic Survey									
Field Survey									
Report			Inception Report 		Draft Final Report Progress Report 			Final Report 	

## 2. Analysis of the Current State of Export Promotion in Sudan

### 2-1 Government Policies and Measures Related to Export Promotion, Major Laws and Regulations

#### 2-1-1 Arrangement of Policies, Major Legal Systems, Support for Exporting Companies

The measure for export promotion in Sudan is the Sudan Trade Point Act (Provisional Cabinet Order 2001, Appendix 2), which governs the agency that controls export promotion. The scope of STP's business stipulated in the Act is 1) a function to collect information on trade, 2) to provide various services related to facilitating trade, and 3) to establish relevant systems and organizing information regarding the process for foreign trade. In particular, STP prepares information on domestic and overseas markets related to traded goods and services, information on international standards related to exports of goods, and responds to a wide range of interested companies. On the other hand, because of its public nature, STP has widely guaranteed its discretionary powers for collecting information when it is needed.

The national budget for 2021 is approved based on the initial budget proposal (Cabinet Order No. 504, Cabinet decision on November 8, 2020, Appendix 3), in consultation with experts in various fields. However, the budget for 2020 fell sharply due to the global economic downturn caused by the spread of COVID-19 problem, which made the budget for 2021 for 998.9 billion Sudanese pounds (US\$ 18.162 billion<sup>1</sup>) in revenue and 889.0 billion (US\$ 16.164 billion) Sudanese pounds in expenditure (in general account only), incorporating the recession. The budget includes economic reformation (e.g., improvement of economic indicators, establishment of financial system and export promotion, etc.), revenue expansion (increased tax collection rate), and expenditure review (administrational reform and thorough decentralization etc., however, the new salary system for public employees and the expansion of the welfare budget are not covered).

On the other hand, in order to enhance the effectiveness of the budget, it is urgent to establish a basic economic legal system. In terms of export promotion, the Foreign Exchange Law as well as the Import and Export Control Ordinance, and the Investment Law should be improved. In addition, it is considered to formulate an export promotion policy with setting the target export amount should also be established.

The STP budget is described in '3-3-2 Finance of STP'.

#### 2-1-2 Confirmation of the Current Status of Policies, Major Legal Systems, Export Company Support Measures

Regarding the Foreign Exchange Law, the Import and Export Control Ordinance and the Investment Law, there are the 2014 Foreign Exchange Law, the 2010 Customs Law and the National Investment Encouragement Act 2013, respectively. However, the stability of Sudanese pound and the correction of complicated import / export related processes and the establishment of the general investment incentives are required urgently.

In particular, under the Foreign Exchange Law, the business of foreign banks are extremely limited in Sudan (except for Gulf countries banks), which would hinder trade operations and investment activities. The barriers for export promotion are thick, such as cash flow burning due to the limitation of financial lending to the export companies, making the export only available for licensed import/exporters and firms registered with

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<sup>1</sup> Conversion rate at the time of budget approval: 1 US dollar = 55 Sudanese pound



the Chamber of Commerce. Having these situations, some firms would make their payments in foreign countries to avoid trouble, which is showing the trading environment being abnormal.

On the other hand, the National Investment Encouragement Act 2013 applies indiscriminately to both Sudanese and foreign companies, roughly dividing investment projects into national projects, state projects and strategic projects. The National Investment Encouragement Act 2013 mentions a single window (One Stop System: OSS) of the application in addition to the protection clause for those investments.

The National Investment Encouragement Act 2013 stipulates investment incentives for the above-mentioned strategical projects that are deemed to be indispensable for large-scale national development. This incentive provision is limited to strategic projects, and there is no general provision for national / state investment projects. As mentioned above, the government monitors each project individually, possible to make individual incentives at that time. However general provisions regarding incentives are an indispensable element for investors. In particular, the incentive system based on the amount of investment (eg, corporate tax exemption period) and the provisions regarding land use are unclear. The budget for 2021 has indicated the plan for amendment of the National Investment Encouragement Act 2013.

While 33 countries have bilateral investment agreements (BITs) with Sudan currently, the only 14 countries are in effect. In the European region; Germany, Netherlands, France and Switzerland, in the Middle East; Egypt, Morocco, Iran, Oman, Syria, Lebanon and Jordan, in Africa; Ethiopia, and in the Asian region; China and India. (Source: UNCTAD research). The 2013 National Investment Promotion Law was approved by the Cabinet in April 2021 as the 2021 New Investment Promotion Law (draft, hereinafter "the new law"), but it is not yet set as a formal law at this time (as of the end of June 2021).

According to interviews and reports with Ministry of Justice officials, the new law is a preferential treatment for general investment (nation / state), which was ambiguous in the 2013 National Investment Promotion Law (five-year grace period for corporate tax, and the import duty exemption for goods, etc.) is clearly stated. Until now, the Ministry of Investment and International Cooperation has played a role as a policy institution for attracting investment, but an investment agency under the direct control of the Prime Minister has been newly established under the new law as an investment incentive management institution.

In attracting investment, it is planned to work on infrastructure projects with a public-private partnership method (PPP method). In any case, the new law gives consideration to preferential treatment for investment sources, therefore the enactment as a formal law is awaited.

## 2-2 Collection and Analysis of Trade Statistics Data

### 2-2-1 Collection of Basic Data such as Trade Statistics

Trade statistics are usually published as official statistics by the custom statistics of Ministry of Finance, Central Bank and statistics bureaus. In the case of Sudan, although there are Arabic statistics under the provisional transition administration, it is difficult to obtain the statistical data in English. Therefore, we have to rely on dollar-based data published by international organizations.

Regarding trade-related data, detailed data on import and export statistics, such as the World Bank database of World Integrated Trade Solution (WITS) and the United Nations database of UN Comtrade, have record of country and product statistics. As for agricultural products, there is FAOSTAT of the United Nations Food and Agriculture Organization.

Regarding Sudan, the main products are agricultural products, and it is necessary to identify the export value of each item and the main export destination. In that case, it is possible to identify by the HS code at UN

Comtrade of the United Nations and create major exporting countries in order to fully meet the item / country. In addition, FAOSTAT mentioned above is highly effective to search for production and export volume by product at the same time. Although it is common in developing countries to utilize international organization data to obtain statistics, it is obvious that the development of statistics as a national institution is an urgent issue.

## 2-2-2 Analysis of Trade Statistics and Transaction Prices

Regarding the tariff rate in Sudan, according to WTO statistics (2017), the tariff rate in the import value of agricultural products is; tax-free: 8.7%, 0-5%: 38.3%, 5-10%: 4.8%, 15-25%: 30.3%, 25-50%: 17.9%, and the central tariff rate is 15-25%, which is the highest overall.

On the other hand, for non-agricultural products, import tariffs are also high, with tax-free: 19.3%, 0-5%: 10.3%, 5-10%: 34.8%, 15-25%: 8.3%, and 25-50%: 27.3%. The central tariff rate is the highest of 5-10% and 25-50% being the second highest.

Regarding the ratio of tax-free to the import value, the transportation equipment which has the largest import value accounts for 14.5%, but the tax-free portion is only 1.7%. The machinery is the second largest import value of 13.3%, and the tax-free portion accounts for 39.1%. Chemicals, which have the third highest import value of 12.9 %, also show a relatively high value of 19.1% . The assumption for the tax-free treatment on Machinery and Chemicals are referred from import substitution measures and tax-free measures for importing equipment and raw materials for projects by foreign capital.

Sudan

**Part A.1 Tariffs and imports: Summary and duty ranges**

Summary		Total	Ag	Non-Ag	Non-WTO member				
Simple average final bound					Binding coverage:				
Simple average MFN applied	2017	21.5	30.3	20.1	Total				
Trade weighted average	2017	16.0	14.9	16.4	Non-Ag				
Imports in billion US\$	2017	9.8	2.2	7.7	Ag: Tariff quotas (in %)				
					Ag: Special safeguards (in %)				

Frequency distribution		Duty-free	0 <= 5	5 <= 10	10 <= 15	15 <= 25	25 <= 50	50 <= 100	> 100	NAV in %
		Tariff lines and import values (in %)								
Agricultural products										
	Final bound									
	MFN applied	2017	3.8	5.0	6.6	0	29.1	55.4	0	0
	Imports	2017	8.7	38.3	4.8	0	30.3	17.9	0	0
Non-agricultural products										
	Final bound									
	MFN applied	2017	8.3	21.5	21.7	0	14.3	34.2	0	0
	Imports	2017	19.3	10.3	34.8	0	8.3	27.3	0	0

**Part A.2 Tariffs and imports by product groups**

Product groups	Final bound duties				MFN applied duties			Imports	
	AVG	Duty-free in %	Max	Binding in %	AVG	Duty-free in %	Max	Share in %	Duty-free in %
Animal products					34.7	4.5	40	0.1	22.2
Dairy products					38.7	0	40	0.9	0
Fruit, vegetables, plants					36.2	1.9	40	1.9	38.3
Coffee, tea					28.8	0	40	1.3	0
Cereals & preparations					24.0	8.5	40	9.3	6.7
Oilseeds, fats & oils					23.6	0	40	3.4	0
Sugars and confectionery					24.5	0	40	4.2	0
Beverages & tobacco					40.0	0	40	0.3	0
Cotton					3.0	0	3	0.0	0
Other agricultural products					22.8	8.8	40	0.8	63.9
Fish & fish products					39.6	0	40	0.1	0
Minerals & metals					23.3	2.7	40	8.1	12.9
Petroleum					8.4	4.8	10	8.7	50.7
Chemicals					7.7	4.4	40	12.9	19.1
Wood, paper, etc.					25.3	0.5	40	3.4	0.0
Textiles					27.2	0.7	40	4.3	1.9
Clothing					40.0	0	40	1.8	0
Leather, footwear, etc.					26.4	0	40	2.3	0
Non-electrical machinery					7.7	47.8	40	13.3	39.1
Electrical machinery					16.0	2.0	40	6.0	15.8
Transport equipment					17.3	13.4	40	14.5	1.7
Manufactures, n.e.s.					21.3	10.4	40	2.5	24.8

**Part B Exports to major trading partners and duties faced**

Major markets	Bilateral imports		Diversification		MFN AVG of traded TL		Pref. margin Weighted	Duty-free imports		
	in million US\$		95% trade in no. of		Simple	Weighted		TL in %	Value in %	
			HS 2-digit	HS 6-digit						
Agricultural products										
1. Saudi Arabia, Kingdom of	2017	630	2	4	15.3	0.4	0.4	100.0	100.0	
2. China	2017	288	4	4	10.3	10.3	7.0	93.8	79.5	
3. European Union	2017	176	7	9	14.2	12.2	12.2	100.0	100.0	
4. Egypt	2017	103	4	4	7.9	0.0	0.0	100.0	100.0	
5. United Arab Emirates	2016	87	5	11	16.6	1.2	1.2	100.0	100.0	
Non-agricultural products										
1. United Arab Emirates	2016	1,776	1	1	4.3	0.0	0.0	100.0	100.0	
2. China	2017	303	1	1	5.8	0.2	0.2	98.9	100.0	
3. Indonesia	2017	32	1	1	13.8	0.0	0.0	7.7	99.9	
4. Korea, Republic of	2017	21	2	2	5.1	1.0	1.0	100.0	100.0	
5. European Union	2017	18	13	24	4.2	1.6	1.6	100.0	100.0	

Figure 1: Sudan Tariffs and Import

Source: WTO

However, when turning to export promotion, it can be said that not only the investment incentives for foreign capital but also tariff preferential treatment for imported materials intended to reduce the production cost of local export companies is an issue. On the other hand, in Sudan, the Ministry of Trade has applied the minimum export value system for exports (Export Commodities Indicative Price) with an export regulation with the granting of licensed exporter (export rights) by the Ministry. Under the transitional government, export promotion is a major pillar of economic development in the country, and revising regulations will be a task for the future. Sudan is currently applying for WTO accession, and if Sudan has joined, these export regulations are likely to be abolished from the past member state cases. As for the Export Commodities Indicative Price, they are usually set as a workaround to solve the dumping problem on the exporting country side. In addition, the granting of exporter licenses is also commonly referred to as a regulation on export rights. The purpose is said to avoid the disorderly exporters. Although the content is different, the Authorized Exporter system introduced in EU (the certification system as a good exporter and preferential treatment in certificate of origin rule) is the similar system.

However, the introduction of export licenses still excludes motivated exporters from the international market. Thus, it is necessary to take measures such as making export license application costs free for small and medium-sized enterprises through stages.

As for the above-mentioned Export Commodities Indicative Price, STP provides the international market price to the following government's 11-item Council (including private companies) on a daily basis report (including processing into weekly and monthly reports).

Oil Seeds Council, Gold and Metal Council, Gum Arabic Council, Industrial Commodities Council, Cattle and Meat Council, Vegetables and Fruits Council, Hibiscus, Melon seeds, Medicinal and Aromatic herbs Council, Leather Council, Wildlife Council, Cotton Council, Maize and Fodder Council.

Although STP provides this international market price to individual companies, the spread of the Internet has made it easier for individual companies to acquire global trade related data. Therefore, it seems that STP's main business, the data provision service, is ultimately weighted in the process of determining the minimum export price by the Ministry of Trade through the above-mentioned item-specific council. Data on Sudan's trade statistics and changes in Japan's sesame imports are provided in Appendix 4.

## 2-3 Export Procedures for Major Export Products and the Role of Export-related Organizations

### 2-3-1 Confirmation of Institutions related to Export Promotion Targets, Their Roles, and Their Mutual Relationship

Export promotion organizations include the government-affiliated STP, the above-mentioned 11 item Councils and industry groups, the Union of Chambers of Commerce-Sudan and the National Chamber for Exporters under its affiliation (the Union of Chambers of Commerce-Sudan) and the Sudanese Chambers of Industries Association are in the list. The Gum Arabic Council is a special council under the direct control of the Minister of Trade (same as STP) in the 11-item Council, and is budgeted at the federal level. The Gum Arabic Council is responsible for production control, export promotion, participation in international trade fairs, and acceptance and dispatch of overseas missions. The Sudan Federation of Chambers of Commerce and Industry is a national-level organization, but it serves as a contact point for corporate registration regarding the import and export of companies. It conducts awareness programs. Furthermore, as with STP, data on international market prices are also provided to members as a reference (refer to Table 2 : National Chamber of Exporters).

On the other hand, the activities provided by State-level Trade Points, Chambers of Commerce and industry groups to exporters in the region is to support the acquisition of various federal-level export certificates and to respond to various inquiries. A future task is to strengthen cooperation between the STP itself and State-level Trade Points (currently, there is no budgetary connection, and staff exchanges are extremely limited). For example, if exporters can share various requests for State-level Trade Points with STP in terms of the acquisition of the above-mentioned various certificates, the procedure would become much more accelerated.

As a communication system between STP and the State level Trade Points, it is possible to function without spending much budget. The survey team suggested the possibility of using the Internet and STP and the State level Trade Points is planning to hold a liaison meeting in this way.

Table 2 below summarizes the export promotion organizations that cooperate with STP.

**Table 2: Export Promotion Organizations cooperating with STP**

Organizations	Activities
<p><b>Gum Arabic Board</b> Operating under the supervision of the Ministry of Trade and the direct control of the Cabinet Office.</p>	<p>1.Support for gum arabic collecting farmers            ➤ Infrastructure development such as water supply facilities and provision of equipment mainly in rural areas            2.Financial support for farmers            ➤ When farmers collect gum arabic, they visit the habitat of gum arabic, which is far away from the rural areas, damage the trees (Acacia Senegal, Acasia Seyal), then return to the rural areas, revisit the habitat again 7-10 days later and collect gum arabic. The whole harvest process will take about 40-50 days, GAB provides financial support for travel expenses and accommodation expenses from rural areas to gum arabic habitat. GAB is contributing to increase export volume through financial support for gum arabic collecting farmers.            3. Future plan</p>

	<ul style="list-style-type: none"> <li>➤ GAB plans to issue Organic Certificates and Quality Certificates in the future.</li> </ul>
<p><b>The Sudan Cotton Company</b></p> <p>Under the association of the Ministry of Agriculture and Mineral Resources, there are currently 713 staff members. The Sudan Cotton Company is a member of the following international organizations on cotton. ICAC<sup>2</sup>, ACA<sup>3</sup>, ICA<sup>4</sup> Survey team have recommended joining the ACF<sup>5</sup> this time.</p>	<ol style="list-style-type: none"> <li>1. Financial support for cotton farmers <ul style="list-style-type: none"> <li>➤ Financial support from the preparation period for cultivation in the cotton field to the harvesting of cotton.</li> </ul> </li> <li>2. Owning a ginning<sup>6</sup> factory <ul style="list-style-type: none"> <li>➤ They operate 9 ginning factories in Sudan. The ginning capacity of all nine factories is 20 tons / day (based on 8 hours a day). It contributes to the export of ginned raw cotton.</li> </ul> </li> <li>3. Storage warehouse for export <ul style="list-style-type: none"> <li>➤ The company has a storage warehouse for export in Port Sudan. The storage warehouse has 32 warehouses (total area 4,000 m<sup>2</sup>) and 8 Open storage<sup>7</sup>.</li> </ul> </li> <li>4. Quality inspection facility <ul style="list-style-type: none"> <li>➤ Port Sudan has a quality inspection facility and issues Certificates.</li> </ul> </li> </ol>
<p><b>National Chamber of Exporters</b></p>	<ol style="list-style-type: none"> <li>1. Holding an international conference on export products such as Oil seeds</li> <li>2. Holding workshops for new product development, productivity improvement, export procedure training, etc.</li> <li>3. Issuance of certificates to exporters and importers</li> <li>4. Support in case of trouble in collecting export price</li> <li>5. Providing domestic and international price information on primary products</li> <li>6. Advice in negotiations on bilateral trade agreements</li> <li>7. Quality inspection of export items Issue a Certificate in collaboration with Sudanese standards and measurement organizations. (Since the Sudanese standards and measurement organizations do not have the technical background to issue a quality certificate, the Chamber of Commerce provides technical support.)</li> <li>8. Providing support for the construction and operation of schools and hospitals in rural areas of gum arabic collecting farmers as a CSR activity.</li> </ol>

### 2-3-2 Confirmation of the Current Status of the Export Procedure Flow for Exported Products

According to the Sudan Customs Law 2010, the export procedure is as follows. In the case of ordinary export products, 1) Export declaration issued by a commercial bank: Submission of EX form (invoice price linked to quantity, export purpose and minimum export price issued by the Ministry of Trade), 2) An export license and a sales contract between the exporter and the importer issued by the Ministry of Trade, 3) the Exporter's tax payment number, and 4) the Chamber of Commerce registration number are obligatory.

<sup>2</sup> ICAC: International Cotton Advisory Committee

<sup>3</sup> ACA: African Cotton Association

<sup>4</sup> ICA: International Cotton Association

<sup>5</sup> ACF: African Cotton Foundation (An organization established to support cotton farmers)

<sup>6</sup> Ginning: The process of removing seeds from cotton

<sup>7</sup> Open storage is a facility that has a foundation for storing cotton but does not have a roof

For vegetables and fruits, in addition to the above 1) and 2), 3) Certificate of plant conservation of the Ministry of Agriculture, Quarantine certificate of the same ministry, 4) Certificate of the Sudanese Standards and Metrology Organization (hereinafter, SSMO), 5) Tax payment number and 6) Chamber of Commerce registration number are required.

Furthermore, regarding exports of live animals (including lambs), in addition to the above-mentioned export declarations, etc., as it is assumed that they will be used for tanned leather, leather certificates for each animal, animal quarantine documents, Sudanese Standards and Measurement Organization (SSMO) Certificate, tax number and commercial chamber registration number are required. Also, regarding the export of camels (female), the documents related to 1), 2), 3), 5) and 6) mentioned above are obligatory. The following table provides a summary of list of certificates issued by related organizations regarding export quarantine and international standards for the exported products.

**Table 3: Certificate of export quarantine and international standards for export items**

Export items	Certificates	Issuing authority
Fruits, vegetables, sesame seeds, hibiscus	• Plant protection (Prove that the product has been inspected according to formal procedures that does not contain the quarantined pests specified by the importer)	Ministry of Agriculture and Natural Resources (Plant Protection Bureau, Plant Quarantine Service)
	• Quality certificate	Sudanese Standards and Metrology Organization(SSMO)
	• Fumigation certificate (Prove that the packaging material has been fumigated and sterilized. The certificate states the purpose of processing, related items, operating temperature, chemicals used and their concentration, etc.)	Ministry of Agriculture and Natural Resources (Plant Protection Bureau, Plant Quarantine Service)
Mammals (live animals)	• Export Mammal Health Certificate (Veterinary Quarantine)	Ministry of Animal Resources (Quarantine, Meat Hygiene Bureau)
	• Quality certificate	Sudanese Standards and Metrology Organization (SSMO)
Fish	• Health Certificate	Ministry of Animal Resources (Quarantine, Meat Hygiene Bureau)
	• Inspection certificate	Ministry of Animal Resources (Fisheries Bureau)
Leather	• Quality Certificate	Sudanese Standards and Metrology Organization (SSMO)
	• Certificate of grade and selection by tanning factory • Health Certificate	Ministry of Animal Resources (Quarantine, Meat Hygiene Bureau)

Metal scrap	• Quality Certificate	Sudanese Standards and Metrology Organization (SSMO)
	• Inspection Certificate	Ministry of Mining (Geology Bureau)

## 2-4 Extraction of Promising Export Products and Market Analysis

### 2-4-1 Extraction and Analysis of Agricultural and Livestock Products that can be Targeted for Export Promotion

Due to its flat land area (the third largest area of the African continent even after the north-south division), Sudan has 68.19 million hectares of agricultural land, making it the third largest agricultural land area on the African continent after South Africa and Nigeria (World Bank Data 2018). In addition to cash crops such as cotton, gum arabic, and peanuts, the production and export of vegetables, fruits, and grains are thriving.

However, mango, which is in high demand including the Japanese market, has a limited export volume compared to its production (16th in the world, 2019), and it is not in the top 20. In addition, dates are not linked to exports compared to production (7th place). In particular, there are cases where dates are used as a sauce for Japanese okonomiyaki(savory pancake), and exports are expected to increase in the future.

**Table 4: Sudan Agricultural Production (\*) Top20(2019)**

Product	Production, Unit: tons (World ranking)
1.Sugar cane	5,449,000
2.Sorghum	3,714,000(5)
3.Milk, whole fresh cow	2,988,000
4.Groundnuts, with shell	2,828,000(4)
5.Onions, dry	1,919,308(7)
6.Sesame seed	1,210,000(1)
7.Milk, whole fresh goat	1,158,000
8.Millet	1,133,000(6)
9.Bananas	918,562
10.Wheat	726,000
11.Tomatoes	676,623
12.Mangoes, mangosteens, guavas	663,037(16)
13.Dates	438,700(7)
14.Fruit	425,000
15.Lemons and limes	324,440
16.Cucumbers and gherkins	293,001
17.Potatoes	253,628
18.Grapefruit (inc. pomelos)	252,361
19.Seed cotton	186,711
20.Oranges	166,357

(\*) except live animals and meats

Source:FAOSTAT



**Table 5: Sudan Agricultural Products (\* ) Export Top20(2019)**

Product	Export Quantity,Unit:tons (World ranking)
1.Sesame seed	421,441 (1)
2.Cotton lint	204,550 (9)
3.Forage products	148,984 (5)
4.Sugar Raw Centrifugal	134,000
5.Groundnuts, shelled	130,886 (8)
6.Cake, groundnuts	112,329 (1)
7.Sorghum	91,192 (5)
8.Bran, wheat	58,307
9.Chick peas	40,979 (12)
10.Alfalfa meal and pellets	35,594 (11)
11.Oil, groundnut	20,100
12.Maize	13,306
13.Straw husks	6,125
14.Flour, wheat	6,013
15.Bananas	4,195
16.Vegetables, fresh or dried products	3,465
17.Cereal preparations	2,264
18.Food wastes	1,955
19.Watermelons	1,807
20.Cake, sunflower	1,246
Mangoes, mangosteens, guavas	1,093
Dates	215

(\* )except live animals and meats

Source: FAOSTAT

Although strong demand for sesame is expected in countries such as Japan and China, it is necessary to take measures in terms of quality control such as treatment of residual pesticides. In addition, Sudan's export value of sesame seeds to Japan was 1.9 billion yen in 1998, which was second to China at that time. However, 20 years later, it dropped sharply to 42 million yen in 2018 (Reference: Appendix 4). Economic sanctions are a major factor, but at the same time, Japanese importers have diversified their suppliers (Nigeria, Burkina Faso and other African countries) over the last 20 years.

In order to recover the level, it is necessary to further develop sales channels in Japan and to promote its superiority in terms of quality and price. In the case of Sudan, there is an urgent need to further introduce irrigation facilities in arid areas, improve agricultural productivity, and establish a timely shipping system considering global market trends and the seasons of consumption areas. It has been pointed out that there is a large amount of harvest loss due to inadequate storage and shipping systems for agricultural products, and the establishment of a processed food industry (canned foods, cut vegetables & fruits) to reduce harvest loss has become an issue.

In developing countries such as Sudan, there is a growing movement toward the protection of intellectual property rights for traditional and agricultural products arising from FAO's International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGR) in 1983 and the framework of Geographical Indications (GIs) on WTO's Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) in 1995. Regarding gum arabic in Sudan, which accounts for 80% of the world's production, raw material suppliers should further strengthen their efforts to protect geographical indications from the perspective of profit sharing in final products and brand retention.

### 3. Analysis of Current Situation of Trade Promotion Organization in Sudan

#### 3-1 Outline of Sudan Trade Point (STP)

STP was established in 2002 by Sudan Trade Point Act, as described in 2-1, Chapter 2. It is an electronic trade facilitation center under the supervision of the Minister of Trade. It is a member of World Trade Point Federation (WTPF) in Geneva, which is a largest trade facilitation networks<sup>8</sup>.

There are State-level Trade Points in 13 states, while only five are active. More details are described in "3-5 Analysis of State Level Trade Points' Activities". In STP, the trade point at state level is called "Sub Trade Point". However, it is under the state government with the budget allocated by the states. Since the role of STP is to support them technically, it cannot be considered as "Sub" Trade Point. Therefore, "Sub Trade Point" is referred to as "State Trade Point" in this report.

Vision, Mission and Mandates of STP is designed as shown in the table below:

**Table 6: Vision, Mission and Mandates of STP**

<b>Vision</b>	<ul style="list-style-type: none"> <li>• STP vision is to enlarge the country's economic value from exports, raise the public awareness about E-commerce and E-trade practices.</li> </ul>
<b>Mission</b>	<ul style="list-style-type: none"> <li>• To build bridge from idea to success through helping Sudanese Small &amp; Medium Size Enterprises (SMEs) and capacitate them with necessary tools to penetrate international markets. Find reliable business partners through Trade Point Networks worldwide and encourage them to become more digitally active in trade transactions.</li> </ul>
<b>Mandate</b>	<ul style="list-style-type: none"> <li>• Providing trade-related information</li> <li>• Finding new markets to Sudanese products</li> <li>• Simplify business activities</li> <li>• Raising producers and traders awareness to easy access new markets</li> </ul>

#### 3-2 Organizational Structure

##### 3-2-1 Structure

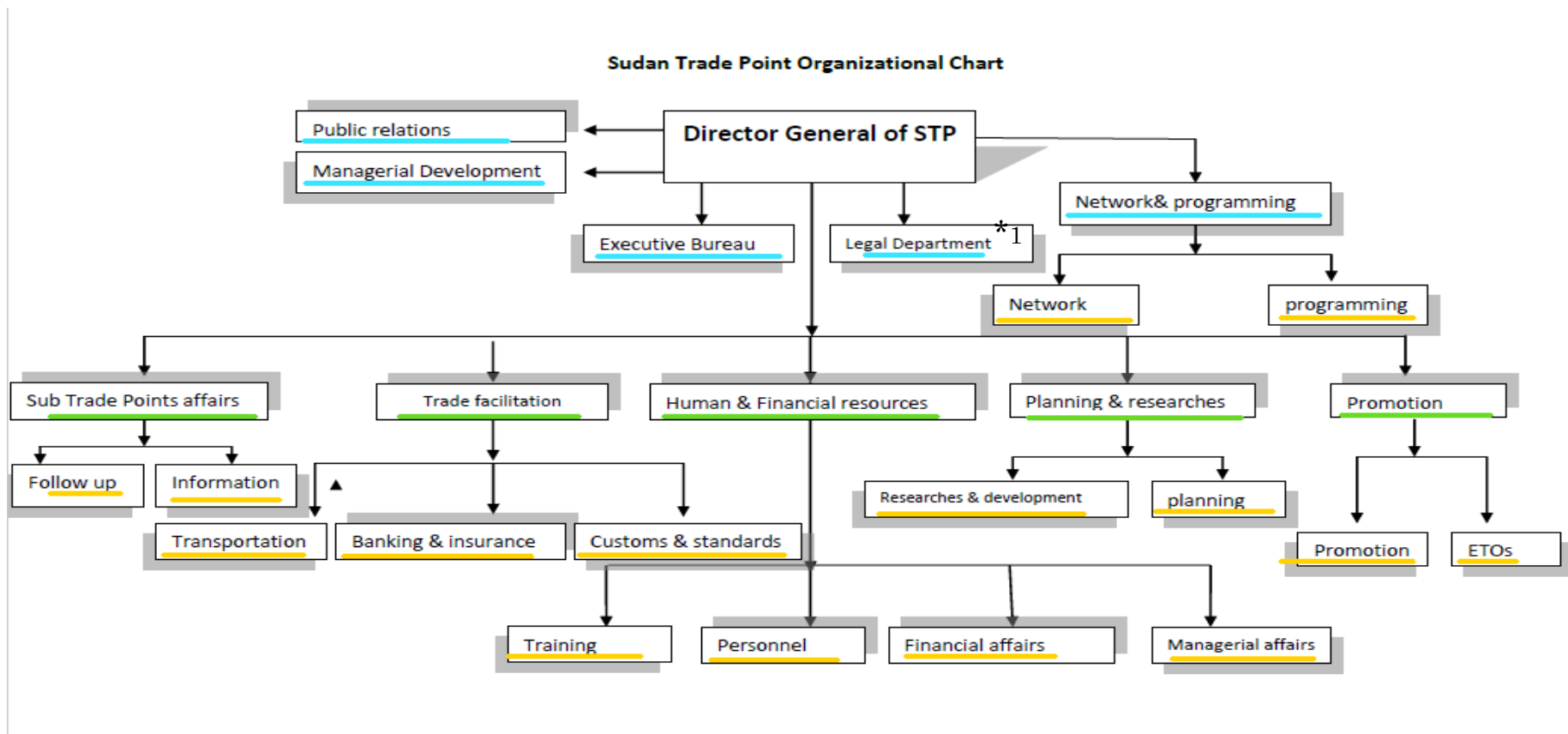
STP is headed by Director General, and composed of Departments, Sections and Units. Sections are under Departments. Units are smaller than Departments.

On the other hand, staff of Human & Financial Resources Departments are seconded from the federal government similarly to other government institutions. The staff of personnel section are from National Civil Service Bureau of the Ministry of Labor, Public Services and Human Resources Development. The Staff of Financial Section are from national Accounting Bureau of the Ministry of Finance. They are mandated to manage personnel and finance of STP according to the laws and regulations of the federal government.

The organogram of STP is shown as below. The elaborated duties are described in "3-2-3 Duties of Each Department".

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<sup>8</sup> WTPF is the largest trade facilitating network founded in 1992 by UNCTAD. The headquarters is in Geneva. <http://tradepoint.org/>



**Figure 2: Organigram of STP**

Remarks: Departments are underlined in Yellow, Sections are in Green, and Units are in Blue.

\*1: “Legal Department” is called “Legal Uni” in reality.

\*2: “Managerial Development” currently serves as “Managerial Affairs Section” under Human & Financial Resources Department.

Source : STP, edited by Survey Team

The Board of Directors is the supreme decision-making body of STP, according to Article six, Chapter three of Sudan Trade Point Act. It is organized by the decision of the Cabinet based on the recommendation of the Minister of Trade. The current Board of Directors consists of 17 members as shown below:

**Table 7: Structure of Board of Directors**

<b>Public Sector</b>	<b>Private Sector</b>
Undersecretary, Department of Trade (Chair)	Representative of Sudanese Free Zones & Markets Co. Ltd)
Representative of the Ministry of Finance and Economic Planning	President of the Business Federation
Representative of the Ministry of Foreign Affairs	Representative of the Chamber of Commerce
Representative of the Ministry of Higher Education	Representative of the Transport and Traffic Federation
Representative of the Ministry of Industry	Representative of the Banking Federation
Representative of the Customs Authority	Representative of the Insurance Federation
Representative of the Khartoum State Ministry of Finance	Representative of livestock associations
President of the STP	Representative of agricultural producers' organizations
	Representative of the National Union Federation

Currently, Director General of STP has proposed additional 9 members to the Board of Directors, reflecting the needs of broader beneficiaries and important organizations. The proposal has been accepted by the Trade Minister and submitted to the Cabinet. If it is approved, the Board of Directors will consist of 26 members in total, which is quite large. Although it intends to meet the broader needs, the efficiency and effectiveness of decision making within a larger organization is concerned.

**Table 8: Proposed Additional Members of STP Board of Directors**

<b>Public Sector</b>	<b>Private Sector</b>
Representative of the Ministry of Agriculture	President of the Federation of Chambers of Industry
Representative of the Ministry of Livestock	Head of Entrepreneurship Sector
Representative of the Bank of Sudan	
Representative of the Ministry of Social Welfare	
President of the Industrial Research and Consulting Centre	
Representative of the National Information Centre	
Representative of the National Electronic Authentication Authority	

### 3-2-2 Relationship with Other Organizations

STP is a part of trade related organizations shown below:

- Sudan Commodity Board (See 2-2-2)
- National Committee on Trade Facilitation (NCTF) (a part of UNCTAD)

### 3-2-3 Duties of Each Department

The duty of each department is shown in the table below. Though CIS (Computer and Information Systems) is regarded as a Unit, its mandates are as explicit and important as Department.

**Table 9: Duties of Department and Unit of STP**

<b>Name of Department</b> * ( ) <b>Number of Staff</b>	<b>Duty</b>
<b>Department</b>	
Planning & Researches Department (7)	<ul style="list-style-type: none"> <li>• Preparing strategic and annual plan of STP</li> <li>• Providing domestic and international commodity prices</li> <li>• Raising Sudanese products' competitiveness</li> <li>• Finding huge and accurate trade database</li> </ul>

Promotion Department (5, including one in leave of absence)	<ul style="list-style-type: none"> <li>• Exploring markets to Sudanese products</li> <li>• Identifying Sudanese products for export</li> <li>• Supporting SMEs to access international and local markets</li> </ul>
Trade Facilitation (4, including one in leave of absence)	<ul style="list-style-type: none"> <li>• Raise awareness of the concept of trade facilitation</li> <li>• Facilitating trade transactions by providing trade-related information including laws, procedures, agreements, and service providers</li> <li>• Cooperating with other trade-related authorities to develop trade systems and procedures in Sudan</li> </ul>
Sub Trade Points Affairs (4)	<ul style="list-style-type: none"> <li>• Forming existence to Sudan trade activities in states</li> <li>• Capacity building of the staff at State Trade Points</li> <li>• Identifying local products for the international markets</li> </ul>
Human & Financial Resources Department  Personnel Section (1) Financial Section (4 and internal auditor 1)	<p>&lt;Personnel Section&gt;</p> <ul style="list-style-type: none"> <li>• Follow up appointment of employees and workers</li> <li>• Applying civil service publications, laws and regulations</li> <li>• Managing confidential and regular files</li> </ul> <p>&lt;Financial Section&gt;</p> <ul style="list-style-type: none"> <li>• Preparing the annual budget in coordination with other departments</li> <li>• National Account Office</li> <li>• Allocate financial resources in accordance with the approved budget</li> <li>• Follow up monthly budget feedings</li> <li>• Follow up and reporting actual expenditures</li> </ul> <p>&lt;Managerial Affairs&gt;</p> <ul style="list-style-type: none"> <li>• Evaluating managerial aspects in STP</li> <li>• Follow up the applicable regulations at work, provide suggestions for their development and simplification of work procedures</li> <li>• Management of facilities and equipment</li> </ul>
<b>Name of Department</b> * ( ) <b>Number of Staff</b>	<b>Duty</b>
<b>Unit</b>	
Executive Bureau Unit (1)	<ul style="list-style-type: none"> <li>• Managing day to day work in the Director General's office</li> <li>• Drafting letters addressed from Director General to other institutions</li> </ul>

	<ul style="list-style-type: none"> <li>• Drafting orders and decisions issued by Director General</li> <li>• Coordination with Managers of Departments in all daily work</li> <li>• Communication with Managers and senior officials inside and outside STP</li> </ul>
Legal Unit (Currently 0)	<ul style="list-style-type: none"> <li>• Follow up legal aspects in STP</li> </ul> <p>* However, the needs are less frequent; the legal aspects are followed up by consultation with the legal affairs department of Ministry of Trade.</p>
Computer & Information System (CIS) Unit (3)	<ul style="list-style-type: none"> <li>• Using latest technology to develop STP service</li> <li>• Secure and protect STP database services</li> <li>• Training employees to be compatible with modern IT technologies</li> </ul>
Public Relations Unit (1)	<ul style="list-style-type: none"> <li>• Providing news through different media as STP website, newspapers and other mass media</li> <li>• Developing PR strategies and campaigns</li> <li>• Building positive relationships with stakeholder, media and clients of STP</li> <li>• Preparing press releases, keynote speeches and promotional material for STP</li> </ul> <p>* Currently, the designated staff for the Unit is under On-the-Job training for the newly recruited at Promotion Department.</p>

### 3-2-4 Current Activities and Challenges of Each Department

#### (1) Planning and Researches Department

##### 1) Current Activities

##### ① Provision of Domestic and International Commodity Prices

Sending commodity prices obtained from websites of FAO, World Bank, IMF, ITC and State Trade Points to about 450 beneficiaries of STP by email. Responsibility is shared by the staff within the Department as shown below:

Officer 1	Cattle and livestock, gum arabic, cotton, industrial products
Officer 2	Minerals, fruits and vegetables, fertilizers, oil seeds (sesame, etc.), sorghum, rice
Officer 3	Hibiscus, chickpeas, herbal products, medicines



STP, a member of the Commodity Board of the Ministry of Trade, makes suggestions to the Minister of Trade on the revision of the final price at the monthly meeting. The committees of eleven commodities are shown below:

• Oil Seeds Council	• Cattle and Meat Council	• Wildlife Committee	• Gold and Metal Council
• Gum Arabic Council	• Leather Council	• Cotton Council	• Industrial Commodities Council
• Vegetable and Fruit Council	• Maize and Fodder Council	• Hibiscus, Melon Seeds, Medicinal and Aromatic Herbs Council	

### ② Responding to Inquires

The Department responds to the inquiries by emails, telephone calls, and visits. There are about 10 cases of inquiry about local auction market during the harvesting season (November – May). There is zero to five cases in other seasons. The Department also takes care of consultations about ministerial procedures and academic research. Mainly the inquiries come by emails and phone calls, while direct visit counts five to ten cases per a month. In 2020, the total numbers of inquiries are more than 200.

### ③ Compilation of Official Reports

The Department edits the reports including Sudanese commodities, market share and statistics every month. It also issues quarterly, biannual, and annual STP reports by compiling drafts from other departments.

## 2) The Roles and Challenges of the Department

The Planning and Researches Department plays an important role in assisting decision making of stakeholders in both public and private stakeholders with information provision. It obtains and stores huge information. It responds to the inquiries not only of the clients but also of the researchers. It is considered as a brain of STP.

However, it suffers from limited capacity of website that cannot contain huge amount of data, inefficiency of email information provision, and lack of budget for subscription fee of paid website. It also implies that their heavy dependency on the secondary data (mainly other open websites) shows a lack of original data source of STP.

### 3) Needs of the Department

The Department has the following needs:

- Establishment of the system for easy access and storage of huge domestic and international data
- Acquisition of new methodology of market research/analysis of market needs
- Budget for reliable international website subscription

## (2) Promotion Department

### 1) Current Activities

#### ① Assist to SMEs to Local and International Markets

Promotion Department is a gatekeeper for STP clients. It accepts STP client's registration, and distribute the clients' inquiries and comments to other relevant departments. The clients are registered by commodity-wise. The registration form and inquiry form are shown on the Appendix 5. It was possible to send information to the registered clients by one-click when the number of registration is still small. However the increase of client registration has caused suspension of the function since 2020. Therefore, the Department transmit only the email address to Planning and Researches Department where the actual information is sent. The example of inquiry by email is shown below:

(Left: Inquiry from Sri Lanka, June 2021; Right: Inquiry from Tanzania, in May 2021.)

Name : B\*\*\*\* A\*\* K\*\*\*\*

Phone : 0097\*\*\*\*\*

We are XXX Quartz, multinational silica quartz export company we Export to Japan, Korea and Vietnam. We need more silica quartz for the production . Are we able to get any silica mine companies from Sudan

Thanks Best Regards B\*\*\*\*

Name : I\*\*\*\* B\*\*\*\*

Phone : +255\*\*\*\*\*

I want to buying sesame white seeds to 100 tm to Turkey Mesrine port

### Figure 3: Examples of Email Inquiry to STP

The Department produces 20 brochures, leaflets of STP along with e-catalogues<sup>9</sup>. The companies' links of websites are sometimes included in the e-catalog. The examples are shown below:

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<sup>9</sup> The e-catalogues of sesame, dates, sorghum, green beans, sun flower, melon seeds, chickpeas, hibiscus was produced in 2020.



**Figure 4: Making e-catalogue with PowerPoint (Left), Leaflet (Center), Booklet (Right)**

## ②Promoting Export Market for Sudanese Products

The Department is in charge of participation in local and international trade fairs. STP participates Khartoum International Fair every year, including the 38<sup>th</sup> Fair in January 2021. It also provides business matching information all the time in addition to assist B to B matching.

The Department is making Sudanese Trade Company Directory that contains about 1,000 companies. It collects information by direct phone calls to the companies in addition to the information collection from related organizations such as the Trade Ministry, Chamber of Commerce, etc. The information collection will be complete in October 2021. Less numbers of staff have to work due to the shiftwork under COVID-19 pandemic.

## 2) Roles and Challenges of the Department

Promotion Department takes care of marketing, being the gatekeeper of STP that has the most frequent interaction with the clients. The Department acknowledges such issues of outdated STP website that cannot meet the international standards, and lack of innovative approaches while most of the activities have become stereotyped.

Moreover, the Department is aware of decreasing interaction with the clients under lack of budget and COVID-19 pandemic. There would be no sufficient attractive service given by STP in such a situation. The number of inquiries, therefore, is not many, causing less motivation of international marketing among the clients, particularly SMEs. The Department perceives that the clients' lack of awareness about the strengths of the Sudanese products symbolizes the weak intervention of STP.

In addition, the number of staff is only five, which cannot capacitate the diverse duties of the Department. Two of them do not use English well. Therefore, the current personnel capacity of the Department is not enough in quantity and quality. Nevertheless, the Department is continuously

making day-to-day efforts as seen in making 1,000 traders' directory that will be the first traders' directory in Sudan.

### 3) The Needs of the Department

The Department has the following needs:

- Improvement of the website, adopting appropriate software/application for clients' convenience
- Updating communication tool with the clients (website, email, phone calls, direct visit to STP, brochures, or SNS)
- Capacity building of the staff (IT tools, language, know-how of event management )
- Increase numbers of staff

### (3) Trade Facilitation Department

#### 1) Current Activities

#### ① Trade Facilitation by Information Provision of Laws, Procedures, Contracts, and Transactions

The Department provides information of various standards, specifications, customers, packing and packaging, logistics and storage. The Department extracts and process the information from such sources as websites, seminars (including online seminars) <sup>10</sup> and inquires of Ministry of Trade. The information sources are shown below:

Public Organizations	Ministry of Trade, Ministry of Justice, Central Bank of Sudan, other Arabic websites
International Organizations	WTO, UNCTAD, ITC, EU, COMESA, WIPO, etc.
Private Sector	The database of packing and packaging companies of Small Industry Union, websites of logistics companies and transportation division of Chamber of Commerce

The Department uploads daily bulletin of foreign exchange rates obtained from the Central Bank of Sudan in the STP website. The copies are sent to Planning and Researches Department in order to provide to the registered clients.

#### ② Awareness Raising of Trade Facilitation

While the seminars and training in and outside STP were actively organized before, it is now

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<sup>10</sup> After attending the UNCTAD Webinars on duty-free quota-free market access and rules of origin for LDCs online seminar from March to May this year, form a group with members of the Ministry of Trade and share the information obtained at the Chamber of Commerce.

difficult to do due to lack of the budget. Currently the Department is applying National Committee on Trade Facilitation under UNCTAD the certificate of "the approved and trusted source of trade information" for STP website.

## **2) Roles and Challenges of the Department**

Facilitation Department provides information on trade and necessary laws and regulations by catching the latest and diverse information, meeting the clients' needs. Particularly, the Department has been aware of increasing interest in entrepreneurship or conditions of market entry among Sudanese business community since US Government had removed from the list of State Sponsors of Terrorism (the "SST List") in December 2020.

The Department is willing to organize seminars for both public and private sectors, as well as in-house trainings, on such latest needs or legal issues caused by digitalization (e.g, digitalization of contracts).

While the Department intends to meet the growing needs, the largest challenge is the lack of financial resources. The Department is aware of the issues on a few programs of training/awareness raising, inconvenient storage of huge information, insufficiency of personnel, and lack of capacity/experiences of staff due to less chance of participation in training/information acquisition opportunities. Moreover, the Department thinks that the government authority's response is less active although STP is willing to strengthen networking among related organizations.

## **3) The Needs of the Department**

The Department has the following needs:

- Improvement of the website, adopting appropriate software/application for clients' convenience
- Increase in number of staff, training opportunities for staff
- Allocation of budget that avails seminars and training for the clients
- Commitment of government authorities for development of STP

## **(4) Sub Trade Point Affairs Department**

### **1) Current Activities**

- Forming existence of Sudan Trade Point activities in states
- Capacity building of the staff of State Trade Points
- Identifying local products for international markets

### ① Forming existence of Sudan Trade Point activities in states

There are 13 State Trade Points in Sudan. The activeness of each State Trade Point is shown in the table below (Line in red shows active Trade Point, while lines in blue show inactive Trade Point)<sup>11</sup>.

**Table 10: Activeness of State Trade Point**

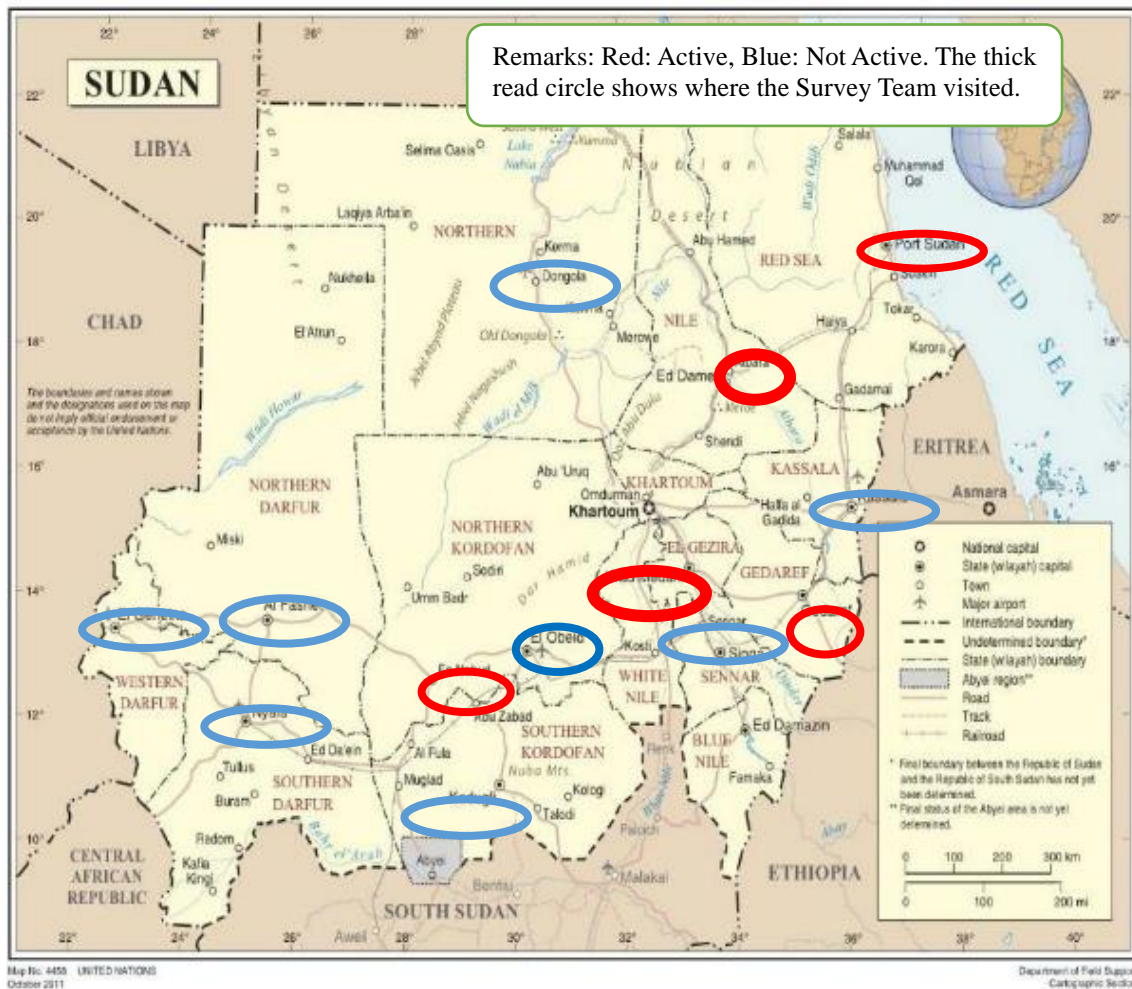
No.	State	Sub Trade Point	Location	Situation
1	El Gezira	El Gezira	Wad Medani	Active
2	Sinar	Sinar	Sinar	Not active
3	Blue Nile	Damazien	Damazien	Not active
4	River Nile	Atbara	Atbara	Active
5	Red Sea	Port Sudan	Port Sudan	Active
6	Kassala	Kassala	Kassala	Not active
7	El Gadarif	El Gadarif	El Gadarif	Active
8	Northern	Dongla	Dongla	Not active
9	West Kordufan	El Nohood	El Nohood	Active
10	North Kordufan	El Obied	El Obied	Not active
11	South Darfur	Niyala	Niyala	Not active
12	North Darfur	El Fashir	El Fashir	Not active
13	West Darfur	Geneina	Geneina	Not active

Source : STP

The geographical location of each Trade Point is shown in the map on the next page. The concrete activities of the State Trade Point is described in "3-5 Analysis of State Level Trade Points' Activities".

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<sup>11</sup> According to STP, the states of Blue Nile, Northern State and West Darfur are in preparation for opening, but have not yet been realized due to the situation on the state side.



**Figure 5: Geographical Location of State Trade Points**

Source : Map cited below edited by Survey Team<sup>12</sup>

The current activity of the Department is mainly investigating commodity prices from State Trade Points and sharing it with the Planning and Researches Department. The inquiry to State Trade Points is made every day during the harvesting season (November to March), while every week during the other seasons of the year. The Department respond to the State Trade Points' inquiry on commodity prices in other states.

<sup>12</sup> Source of the map : <https://ja.maps-sudan.com/%E3%82%B9%E3%83%BC%E3%83%80%E3%83%B3%E5%9B%BD%E3%81%AE%E5%9C%B0%E5%9B%B3#&gid=1&pid=1>

The approval of the new State Trade Point is done by STP with final permission of the Ministry of Trade. Some states are not positive to open a State Trade Point due to lack of budget or little interest of the state government.

### **②Capacity building of the staff of State Trade Points**

STP is supposed to provide technical assistance, while the State Trade Point is under the Ministry of Finance of the state government.<sup>13</sup> The Department organizes training for the staff of State Trade Point (in states and in STP headquarters). However it has been very difficult to organize trainings and field visits since 2017, particularly since the economic crises in 2019 associated by the political transition.

On the other hand, until 2017, the State Trade Points were active. There were some State Trade Points that sent daily report of trade of commodity with variety, quantity, and prices. The Department was actively provided information.

### **③Identifying Local Products for International Market**

Awareness raising of local producers about electrical trading, identification of local products for international market are also mandated other than technical assistance to State Trade Points. However, due to the lack of budget, it is very difficult to carry out those activities.

## **2) Roles and Challenges of the Department**

The role of the Department is to assist trade promotion organization in the state government to promote local products to be exported, as well as facilitate participation of the local producers and traders in international trade. However, the Department has been facing difficulties to playing the role for these several years.

It is not caused by the lack of budget of STP itself, but by some reasons of the state side; fragile internet infrastructure, lack of equipment and facilities such as PC, frequent turnover of state staff, which hinders strengthening relationship between local companies and State Trade Points.

Moreover, the lack of motivation in establishing/activating State Trade Points among state governments results in only five State Trade Points are active among of all 13 State Trade Point.

## **3) The Needs of the Department**

The Department has the following needs:

- Allocation of budget for field visits and capacity building of State Trade Points staff
- Increase of understandings among stakeholders about trade promotion, sustained allocation of

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<sup>13</sup>The latest local training was conducted in 2017 in Geneina of West Darfur State Trade Point, and the latest headquarter-training was in 2019 for two Trade Point officers of El Fasher in North Darfur State.



budget and staff

- Improvement of infrastructure for State Trade Point offices (e.g., PC, internet access, etc.)

## (5) CIS (Computer and Information Systems) Unit

### 1) Current Activities

CIS Unit is composed of Programming Section and Network Section. It takes care of connection with the intra government system and its maintenance, technical support, and hardware trouble shooting. The Department wishes to strengthen security of information systems. Management of internet access, application development (e.g., STP client registration system), and management and maintenance of information of STP are also their task.

The current official website of STP was developed by outsourcing. However its maintenance, uploading of information of each Department, and email system maintenance within the website are also done by CIS Unit. However, currently the construction of database comprising the data from the Departments, the progress is slow due to the frequent interruption caused by the trouble shooting. The Unit takes care of the IT consultation for State Trade Points.



Figure 6: Part of STP website

## **2) Roles and Challenges of the Department**

The Unit makes the indispensable basis that supports all the services of STP behind the scenes. The staff are trying to struggle to cover up the insufficiency of manpower and budget with their own efforts. The official website has quite a difficulty, for example; un-updated information or information without English translation are easily found; or there is also a lack of functions to meet the needs of the clients. The challenge is attributed to lack of budget, mobility of IT engineers, and unstable power supply<sup>14</sup>. STP has been requesting the finance for new website construction for these three years. However it has not yet been approved. It is considered that the priority of upgrading STP website is not high when other websites of the government institutions are also waiting to be improved.

In addition, various expenses have been doubled or even more, since economic crises. Rapid expansion of the fees of paid website subscription, internet access, electricity, as well as unstable power supply (frequent power outages) are the obstacles as well. The concrete situation of IT system of STP is shown in the Appendix 6.

On the other hand, CIS Unit tries to overcome these challenges with their various self-help efforts. For example, they recruit interns among free-lance IT engineer for three to four months in the Unit, or the manager of the Unit provides professional IT consultation to the related organization for income generation. The Manager of the Unit has made an outstanding commitment, by exploring cooperation of JICA after obtaining Master's Degree in Japan under ABE Initiative (African Business Education Initiative for Youth) Program of JICA.

## **3) The Needs of the Unit**

The Unit has the following needs:

- Updating and improvement of the official website of STP  
(the website that can be easily found by the foreign business and investors with rich local information in Sudan so that it can facilitate trade and investment)
- Necessary license software, equipment and facilities for strengthened security
- Allocation/increase of technically competent staff
- Securing budget for internet subscription and electricity bills

In the present situation, one can perceive that the huge information of STP would be in the dead storage. However, it will be very helpful for the foreign investors if the local information is easily found though the official website.

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<sup>14</sup> In 2018, five people were enrolled, but due to the low salary, two people left their jobs in search of a job overseas. The director thinks that it is not easy to retain people with technical skills under the current treatment, because those who have skills change jobs in search of favorable treatment.

### 3-2-5 Annual Events of STP

Major activities of a year is shown in the Figure 7 below:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Outside STP</b>												
International Meeting			COMESA Business Council	Trade Development Body Meeting								
Trade Fair	Khartoum International Trade Fair		Agricultural Fair	Information Technology Fair								
<b>Inside STP</b>												
Board of Directors meeting			•			•			•			•
Management meeting	D.G meeting with Managers of Department every 2 weeks											
Budget proposal										Prepare Budget Proposal and submit to Min. of Finance	Discussed proposal with Ministry of Finance	

**Figure 7: Event Calendar of STP**

### 3-3 Personnel and Finance of STP

#### 3-3-1 Personnel

##### (1) Total Number of Positions and Staffing

The total number of positions is 70, but the number of staff currently enrolled is 28, including those who are seconded from National Civil Service Bureau and National Accounting Bureau. Since 20 positions need to be kept vacant for internal promotion, and the actual number of vacant positions is 22. Thus, the staffing ratio is 56%, which is very low. In particular, the lack of staff in CIS Unit, which is central to the maintenance and development of the communication infrastructure, is directly related to the weakness of the STP function.

**Table 11: Total Number of Appointment and Staffing**

Category	Number
Total Positions	70
Occupied	28
Vacant	42
Kept Vacant for Internal Promotion	20
Actually Vacant	22

## **(2) Recruitment Plan**

As mentioned above, the hiring of government employees is done by the National Civil Service Bureau under the Ministry of Labor and Administrative Reform. In STP, each Department submits its request to the Director General, who then draws up a recruitment plan. Requests for new hires are submitted to the National Committee for Selection. Although they can be present at the interview, they do not have the right to make the final decision. In addition, it is almost impossible for STP staff to be seconded or transferred to an external organization.

New hires were 1 in 2016, 6 in 2018, and 3 in 2021; there are no regular hires every year. In the last five years, the number of staff has remained around 25, maintaining a constant size.

The current STP staff, with the exception of those on secondment, are all university graduates, with a high percentage of highly specialized staff, including many with master's degrees. Most of them majored in Business Administration and Master of Business Administration. Most of the staff can understand English, but there are some who are not good at it.

## **(3) Personnel Transfer, Evaluation, and Promotion**

Transfers within the STP are made based on the final decision of the Director General in consultation with each Department Manager and the Director General. Overall transfers are made once every two to three years.

Promotions are discussed by the "Promotion Committee" when there are vacancies. Applications are submitted by the Director General to the Ministry of Trade and then to the National Civil Service Bureau. The application must be signed by the Minister in the case of senior staff and by the Director General in the case of middle to lower level staff. Promotion is determined by the evaluation criteria in the table below. In addition, the "performance report" has specific evaluation items. In the case of mid- to senior-level staff, it is based on (1) leadership, (2) experience, (3) communication with others, and (4) other factors (training experience, last promotion, etc.).

Indicators	Weight
Evaluation of performance reports by Department Managers	70%
Qualifications	20%
Period of enrollment	7%
Tenure in Position	3%

## **(4) Profiles of the Staff**

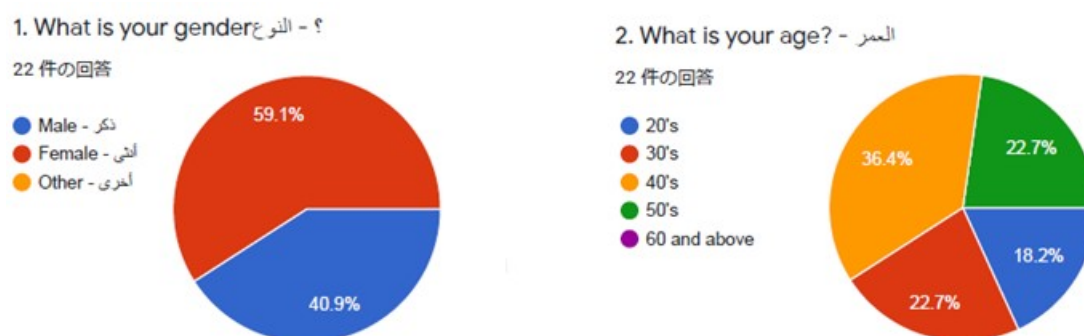
### **1) Demographic Factors**

About 60% of the staff are female. The average tenure is 11.25 years, and the maximum is 19

years. There are many staff who have been with STP since its inception, mainly now serves as the Department Managers. Overall, about 40% of the staff are in their 20s and 30s and about 60% are in their 40s and 50s who are veterans working for STP throughout its history. Since there are few transfers outside the organization and few new hires, staff mobility is low and the organization can be said to be stable (see Figure 8).

The fact that there are many women in the organization and that many of the Department Managers, including the Director General, can be perceived STP is an organization where women can play an active role.

However, the fact that there are few young employees while the senior staff dominates the majority, as well as the fact that there is no personnel exchange with external organizations, means that the organization may stuck in a rut and lacks new ideas. In order to overcome these challenges, it would be effective to actively utilize younger staff, strengthen their abilities, and have personnel exchanges with external organizations.



**Figure 8: Demography of STP Staff**

Source: Survey Team

## 2) Capacity of the Staff

According to the staff questionnaire, the top three knowledge and skills perceived to be most important were as follows:

In terms of knowledge, these were (1) e-commerce, (2) trade practices, and (3) marketing; In terms of skills, these were (1) computer skills, (2) English skills, and (3) communication skills. Since the digitalization of business transactions is also currently underway and the marketing support function of STP is currently weak, the need for this knowledge is likely to be high. As for trade practices, a more detailed needs analysis is expected as it involves a wide range of matters.

On the other hand, regarding the skills for the job, where the main task of the STP is to collect and provide information using IT, it is essential to improve those skills. With regard to English

proficiency, about half of the staff members who were designated as counterparts of the survey team had no problems. On the other hand, some of the remaining staff members are not good at English. If STP wishes to strengthen marketing to the international markets other than the Arab area in the future, it is highly necessary to learn English as well as other foreign languages. In this regard, it is necessary to formulate a medium- to long-term plan for human resource development, referring to the efforts of Japan's Trade Promotion Organization (JETRO) to improve language skills (e.g., long-term local assignment of young people).

**Table 12: The Perceived Most Important Knowledge/Skills for the Job**

## Perceived Three Most Important Knowledge/Skills

Knowledge	Skill
1. e-commerce	1. Computer skill
2. Trade practice	2. English skill
3. Marketing	3. Communication skill

Source: Survey Team

### (5) Staff Training

Staff training will be based on the conditions set by the National Training Council (the federal government's umbrella organization responsible for capacity building of government employees), and plans will be discussed and finalized by the "Training Committee" within STP. As for the training plans for 2021, two participants are scheduled to attend JICA training in Japan; and other two participants are scheduled to attend the online IPO seminar. The training plan, along with the staff recruitment plan, is not a decision that can be made solely at the discretion of the STP itself but is largely under the control of the federal government, which is also common among government agencies in Sudan.

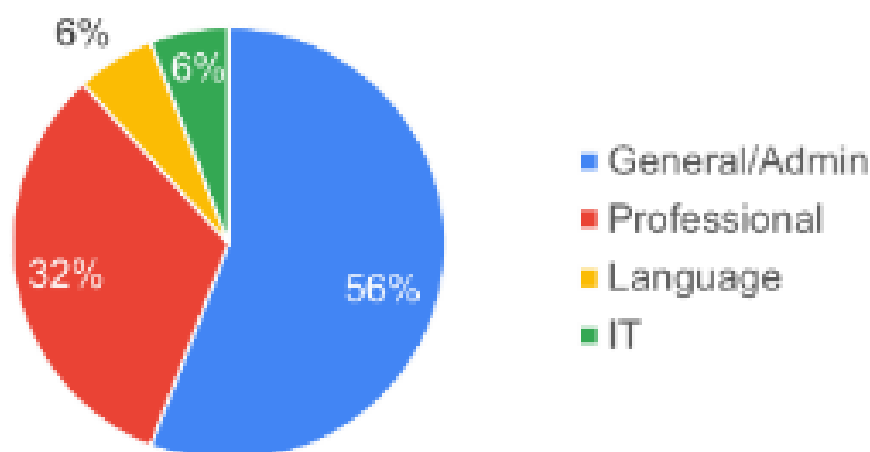
According to the staff questionnaire, 72% of the staff have received less than two training opportunities in the last three years. The opportunities for capacity building have been very limited in recent years. The breakdown of training content is shown in the figure below. The majority of

general and administrative training is provided by the transitional government's comprehensive capacity building training program, which covers basic capacity building for a total of 800,000 officers in 153 government agencies. In STP, mid- to lower-level staff were also eligible for this training.<sup>15</sup>

In addition, the opportunity for online training due to the expansion of COVID-19 infections will help reduce the cost burden. It is hoped that such opportunities will be utilized in the future. It is desirable to seek opportunities to participate in online training and capacity building opportunities provided by donors such as JICA.

Since most of the staff members have master's degrees, there is little need for long-term study leave to obtain higher degrees. On the other hand, it is desirable to promote training at the practical level and language acquisition (English and other foreign languages).

Areas of Training Participation  
in Recent Years (about 2016~)



**Figure 9: Percentage of areas of training opportunities in the last two training sessions**

Source: Survey Team

Appendix 7 shows the list of domestic and international training courses attended by staff for the last three years. Of these, the results for 2020 are as follows.

<sup>15</sup>"Basic Competency" training covers elements such as planning, effective communication, customer relations, self-development and time management, problem solving, decision making, and teamwork.

International Training	<ul style="list-style-type: none"> <li>• Participation in the seminar on WTO multilateral trade negotiations (in India)</li> <li>• Participation in a program on intellectual property protection for the least developed countries (scheduled for February 2021)</li> <li>• Participation in the virtual workshop on electronic commerce organized by WTO (November and December 2020)</li> <li>• Participation in job competencies program in Cairo</li> <li>• Nomination of the participants in an export promotion program organized by JICA (scheduled for February 2021)</li> </ul>
Domestic Training	<ul style="list-style-type: none"> <li>• Implementation of the job competencies program in cooperation and coordination with National Training Council</li> <li>• Participation in the training of trainers program organized by National Training Council</li> <li>• Participation in a program on the value of entrepreneurship</li> <li>• Participation in programs related to computing and information systems</li> </ul>

Source: STP Annual Report 2020.

Attendance in international conferences in 2020 are shown below:

<ul style="list-style-type: none"> <li>• Prepared a paper for participation in the UNIDO workshop on the role of the STP in upgrading Sesame value chain, workshop has been postponed due to COVID-19 pandemic</li> <li>• Participation in (2) training workshops for entrepreneurs which has been organized in collaboration between (African Bank, Ahfad University) within the framework of the existing partnership between STP and organizations concerned with entrepreneurs</li> <li>• Participation in the number of 33 commodity councils' meetings</li> <li>• Participation in export and import procedures control committee (14 meetings)</li> <li>• Participation in the meetings of the Board of Directors of Single Window</li> <li>• Participation in the meetings of the Preparatory Committee for the Sudanese-Egyptian technical Commercial Committee</li> <li>• Participation in a workshop introducing the activities and programs of (UNIDO)</li> <li>• Organized a series of meetings with the Japanese International Cooperation Agency (JICA) within the framework of the existing joint cooperation, where the project (2022-2026) will be implemented to develop the system of facilitating and promoting Sudanese exports managed by STP through development of the services provided by the STP</li> </ul>
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Source: STP Annual Report 2020.



### 3-3-2 Finance of STP

#### (1) Budget Request and Execution

##### 1) Budget Request

STP's budget is allocated directly from the Ministry of Finance and Economic Planning, not from the Ministry of Trade. STP's expenditures from January to September are reviewed by the Finance Section and used as a reference for planning the next fiscal year's budget. Each Department submits a draft budget for the next fiscal year in October, and the budget is prepared by the STP Director General and all Department Managers in the Budget Committee. After checking by the Finance Section, the budget is submitted to the National Accounts Office under the Ministry of Finance, and the approved budget becomes the source of funding for STP activities. The Ministry of Finance executes the budget on a monthly basis. The government agencies manage their income and expenditure through the TSA (Treasure Single Account System), an online system linking the Ministry of Finance and the Bank of Sudan.

##### 2) Budget of 2021

The budget for 2021 (January-December) is shown in the table below. However, this budget was going to be reconsidered in July 2021, as it was approved before the Ministry of Finance and the Central Bank of Sudan unified the exchange rate of the Sudanese Pound against the U.S. dollar from the parallel rate (February 21, 2021). Unification was due to the supervision and guidance of international organizations such as the IMF, which aims to improve Sudan's fiscal soundness. In addition to the budget below, SDG 13,992,270 for the personnel costs have been allocated.

**Table 13: STP Budget of 2021**

	<b>Items</b>	<b>Budget</b>
	<b>Procurement of Goods and Services</b>	<b>(SDG)</b>
1. Obligatory Expenses	1) Services of experts and consultants	1,500,000.00
	2) Administrative bonus	160,000.00
	3) Rent of real estate	5,400,000.00
	Rent of machines and equipment	
	4) Office Expenses	
	-fuel	1,218,292.00
	-Maintenance of fixed assets	502,800.00
	-VAT	200,000.00
	-Other Service (Health Expenses,etc)	320,800.00
	-Internal Training	16,000.00

	-Hospitality	100,000.00
	-Social activity	3,570,000.00
2. Service Expenses	1) Travel Transportation Insurance	1,065,464.00
	2) Wired and Wireless Communications	924,400.00
	3) Advertising and Publishing	210,000.00
<b>Sub-Total (A)</b>		<b>15,500,297.00</b>
3. Centralized items	1) Delegations and conferences	5,184,250.00
	2) Official Hospitality	773,750.00
	3) Organization's subscription	624,800.00
<b>Sub-Total (B)</b>		<b>6,582,800.00</b>
<b>Grand-Total (A + B)</b>		<b>22,083,097.00</b>

Source: STP Data

\*This table created based on the data.

### 3) Budget Execution Status for This Year

The execution status of the above 2021 budget is as follows:

The budget, which had been executed monthly since January, has been stopped since May. However, due to the inflation (annual inflation rate of 340%) caused by the significant devaluation of the Sudanese Pound due to the unification of parallel exchange rates, as mentioned in the previous page, the cost of fuel and electricity skyrocketed<sup>16</sup>. STP lost 80,000 SDG of its annual budget to payments from January to March. In addition to this, the STPs also complained about the budget shortfall in fuel and other expenses, so they were provided with an extra budget for the electricity bills. The rent for the building has also gone up, reaching 34.8% of the annual activity budget of STP. The expenses for major activities, such as exhibitions, business trips, and events, have been cancelled. Although the salary level was raised in May 2020, the higher inflation rate has made the situation very difficult for the staff. In addition, the payment of bonus (one month salary) for 2021 has been postponed. In particular, the rising cost of fuel is weighing heavily on the cost of commuting: if it

<sup>16</sup> On February 21, 2021, the Sudanese Ministry of Finance and the Central Bank unified the exchange rate against the US dollar from the coexistence and divergence of parallel rates and official rates, and the major local banks set \$ 1 = 375 Sudanese pounds. , The official rate of 55 Sudanese pounds has been significantly reduced to 375 Sudanese pounds per dollar (JETRO Business Brief Sudan, Egypt February 24, 2021. <https://www.jetro.go.jp/biznews/2021/02/bd6bbe54a157c13a.html>). As a result, the annual inflation rate reached 340% in March (Reuters, April 13, 2021. <https://www.reuters.com/world/africa/sudans-annual-inflation-rate-rises-341-march-2021-04-13/>)

costs 800 SDG per day, the total cost for 22 days would be 17,600 SDG, which is about 60% of the average monthly income of 29,400 SDG for a Section Head-level staff<sup>17</sup>. The burden is even greater for mid- to lower-level staff. The STP also has a shuttle service for commuting, but only about 50% of the staff can benefit from it. Currently, as a countermeasure against the spread of COVID-19 infections, staff members are required to work in shifts, which also helps to reduce the burden.

**Table 14: State of Budget Execution January to June 2021**

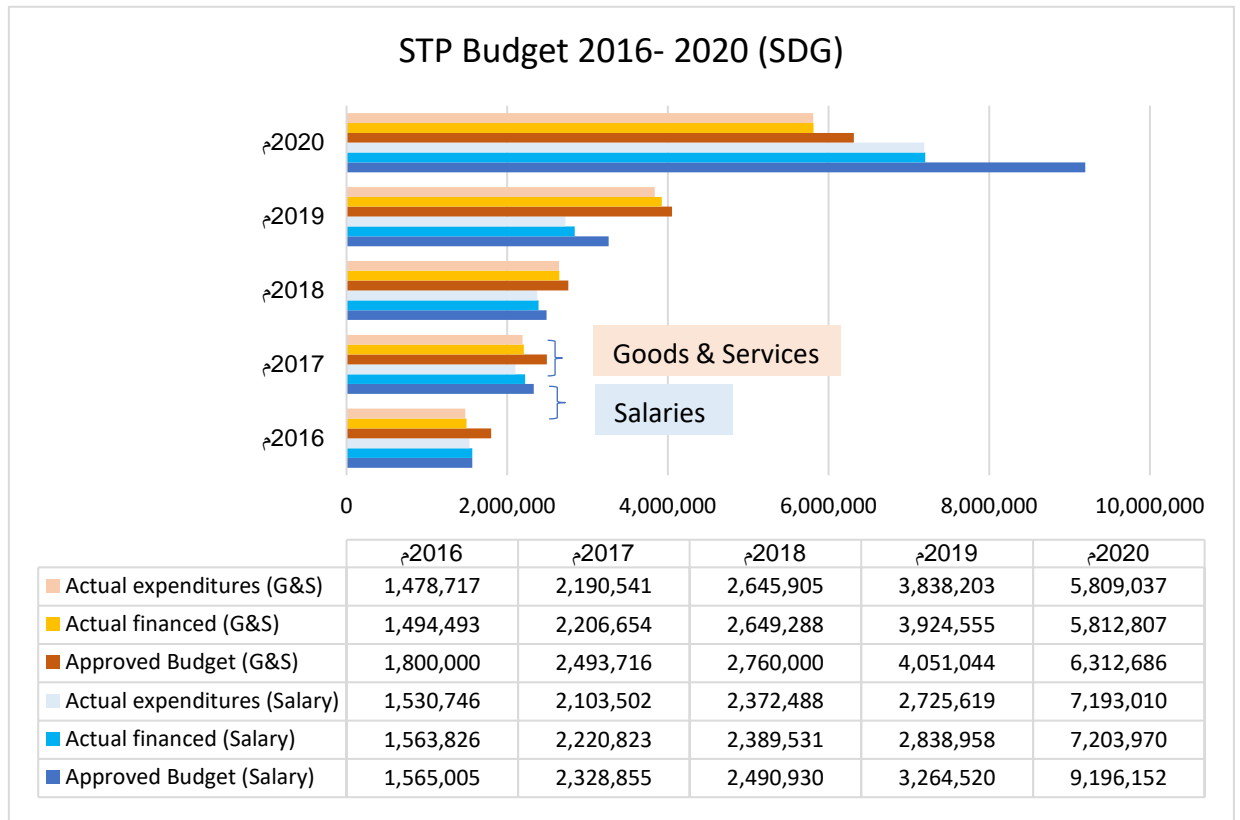
	Month	Actual finance SDG //	/Expenditures SDG
1	January	645,846.70	0
2	February	645,846.70	353,337.20
3	March	645,846.70	701,300.00
4	Grant for Eid Ramadan	370,000.00	0
5	April	1,291,691.38	801,704.00
6	Build Rent	5,400,000.00	0
7	Electricity support	324,000.00	0
8	May	0	5,807,056.82
9	June	0	333,711.00
<b>Total</b>		<b>9,323,231.48</b>	<b>7,997,109.02</b>
<b>Approved budget</b>		<b>15,500,297.00</b>	
<b>Electricity support</b>		<b>324,000.00</b>	
<b>Total</b>		<b>15,824,297.00</b>	

Source : STP

## (2) Budget Status for the Last Five Years

Since 2016, the size of the budget has been increasing, with particularly rapid nominal growth in 2020. However, due to inflation and the depreciation of the Sudanese Pound, the real budget size has not only remained about the same, but has been severely constrained, especially at the field level. According to the interviews in the Survey, there was a sufficient budgetary base ("full budget") for STP activities in the period 2010-2017.

<sup>17</sup> Group 3 monthly salary 19,600 SDG + various allowances for 6 months /12 = 29,400 SDG



**Figure 10: STP Budget Execution in the Last 5 years**

Source : STP

### 3-3-3 Capacity Assessment of STP

Based on the premise of strengthening the capacity of STPs, the organization's potential, challenges, and needs for strengthening were analyzed. An anonymous questionnaire was designed in participation of STP counterparts and administered to all the staff members. A SWOT analysis was also conducted in each Department.

The questionnaire for all the staff included 31 questions to cover following aspects of STP:

1. STP organization;
2. STP's vision, goals and work plan;
3. Job qualification and performance;
4. Work environment;
5. Human resources;
6. Financial situation and procedures for necessary payment.

The result is shown in the Appendix 8. The summary is described as follows:

### **(1) Organizational Trends**

Based on Chester Barnard's theory of organization, which is common organizational management theory, the factors for improving the sustainability of an organization are (1) common purpose, (2) communication, and (3) a sense of contribution. Furthermore, (4) inducement (=incentives) are indispensable as factors directly related to the sense of contribution. Analyzing from this perspective, the STP has:

- ① Common purpose: Most staff are moderately to clearly aware of the purpose, and the percentage of staff with low awareness is small.
- ② Communication: Fairly good, both between departments and between management and the subordinates.
- ③ Awareness of contribution: Inward awareness is higher than awareness of external users. On the other hand, environmental factors that increase frustration are significant.
- ④ Incentives for fostering a sense of contribution = Very strict treatment and work environment with many restrictions.

This can be explained in the following sections:

#### **1) Common Goals**

When asked how often they are aware of the vision, mission, and mandate of STP, 54% said frequently and 27% said occasionally, indicating that more than 80% of the staff are engaged in their work with an almost daily awareness of the mission and role of STP. Thus, awareness of the common purpose is perceived high.

#### **2) Communication**

The communication within and between departments in STP is shown in Figure 11. It can be seen that there is active collaboration between departments due to the nature of their work, such as providing market prices to clients or responding to clients' inquiries. In addition, due to the small size of the organization, there is good communication both within the department and between departments. Since the staff have been with STP for a long time, they know each other well and a family-like relationship seems to have been established.

On the other hand, as for the bottom-up proposal, which was used as an indicator of the smoothness of communication between upper and lower levels, as shown in the results in Figure 12. Although it was "not difficult," the degree of realization was not high. This is thought to be largely due to budgetary constraints.

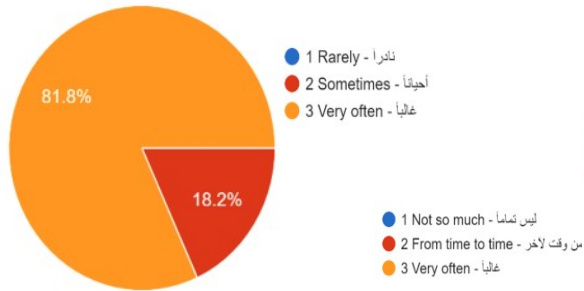
As a decision-making process within STP, the committee system of collective consultation within the management is noteworthy. There are five committees: "Annual Budget" "Training" "Khartoum

International Trade Fair" "Purchasing" and "Website" Each topic is discussed with the participation of the department managers based on the needs of each Department, and it appears that collective decision-making is made rather than arbitrary or unilateral. Although the annual budget and training cannot be decided at the discretion of the STP alone, it can be seen that STP does not leave it to the federal government, but proactively expresses its intentions based on sufficient internal review.

## Internal Communication

- Collaborate with other departments/units: Very Often
- Sharing information with colleagues within the department: Very Often

12. How often does your department/ unit collaborate with other departments/units?  
هل من المعتاد أن تتعاون إدارتك/ وحدتك مع الإدارات/ الوحدات الأخرى؟



24. How often do you share information with your colleagues in you department/unit?  
هل تشارك المعلومات مع زملائك في الإدارة/ الوحدة

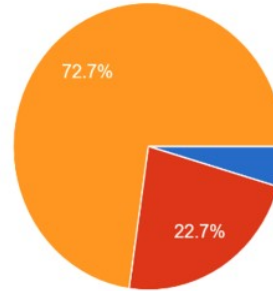


Figure 11: Communication in/between the Departments

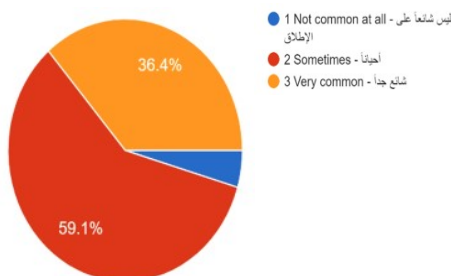
Source: Survey Team

## Leader-Subordinate Communication

It is not difficult for making suggestions to upper level.

However, those are not always taken into action because of the financial constraints.

10. In your department, how common is it for the subordinates to make suggestions to the managers or top management?  
بين تقديم اقتراحات إلى المدراء أو الإدارة العليا...



11. How much of your suggestions are taken into action?  
إلى أي مدى يتم تنفيذ مقترحاتك - 22件の回答

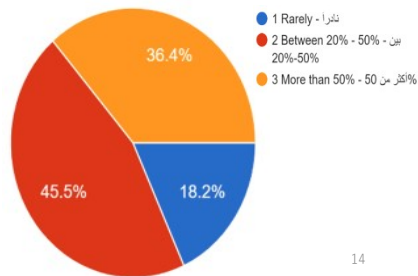


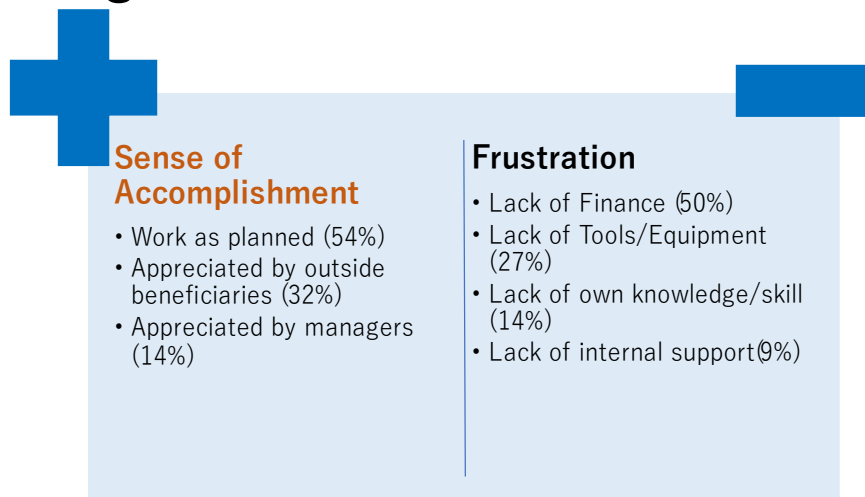
Figure 12: Communication between Managers and Subordinates

Source: Survey Team

### 3) Sense of Contribution

As for the sense of contribution, as shown in Figure 13, about 70% of the respondents cited internal situations ("When the work went as planned (54%)" and "When the boss appreciated me (14%)") as times when they felt a sense of accomplishment, which is higher than the percentage of respondents who cited internal situations ("When external clients thanked me (32%)"). This is an unavoidable tendency now that there are many restrictions on external activities, but it is expected that more staff will feel a sense of accomplishment when they are appreciated by external clients in the future. On the other hand, about 80% of the staff reported frustration due to lack of financial resources and equipment (electricity, computers, printers, etc.).

## Willingness to Contribute



**Sense of accomplishment can be more beneficiaries-driven.  
Major source of frustration is the lack of financial resources.**

**Figure 13: Occasions that Brings Sense of Accomplishment and Frustration**

Source: Survey Team

### 4) Working Environment

There are three "inducements (incentives)" that affect the sense of contribution: compensation, training, and work environment.

#### ① Compensation

As shown in Figure 14, 95% of the employees are not satisfied with their current treatment, and 80% of the employees are not satisfied with their promotion and salary increase either.

Although being a government official is lower in terms of salary compared to the private sector, there are advantages such as job security, more time to spare, and less pressure from employers, which is why some people choose to become government officials. However, even with these advantages,

under the current hyperinflationary economic conditions, life is still very difficult, especially for mid-level employees with families. However, since the personnel costs are secured separately from the activity costs, there has been no delay in the payment of salaries.

### ②Capacity Building

Opportunities for capacity building are as described in the section "3-3-1 Personnel (5) Staff Training", and the opportunities are also constrained by the lack of budget for the government as a whole and for STP.

(1) "Inducement (Incentives)" in (2), i.e., the situation where incentives are very limited, is a disincentive for fostering a sense of contribution. At the very least, it would be desirable to actively provide low-cost training opportunities in the future.

### ③Office Environment

The three items that needed the most improvement were: (1) electricity supply, (2) internet connection, and (3) official vehicles. Due to the aforementioned devaluation of the Sudanese pound, the cost of electricity has skyrocketed and power outages are frequent, which means that offices remain dark without electricity. The work productivity is hampered by the inability to use computers and the internet. The budget shortage has also affected the payment of internet connection fees, securing fuel for official vehicles, and office facility maintenance.

When field activities have been the most affected by the budget shortfall, the Promotion Department and Trade Facilitation Department have been the most severely affected. In addition to organizing exhibitions and seminars, both departments are also at the forefront of dealing with STP clients. It is clear that the services for the STP clients have been affected.

## Working Conditions

**Great majority of the staff are not happy with the compensation package.  
It is assumed to affect the sense of contribution to the organization.**



Figure 14: Satisfaction with treatment, promotion, and salary increase

Source: Survey Team



### 3-3-4 Directions of STP based on SWOT Analysis

#### (1) SWOT Analysis

Based on the SWOT analysis of each Department, the strengths, weaknesses, opportunity, and threats of the entire STP were summarized as follows.

**Table 15: SWOT Analysis of STP**

Category	Elements	Reasons
Strength	<b>Personnel</b>	<ul style="list-style-type: none"> <li>Highly educated and professional staff</li> <li>Many highly educated and professional staff who know the history of the school since its establishment.</li> <li>Majority female, especially in senior management positions, including the President.</li> </ul>
	<b>Attitude</b>	<ul style="list-style-type: none"> <li>Quick response to users</li> <li>High sense of responsibility</li> </ul>
	<b>Communication</b>	<ul style="list-style-type: none"> <li>Smooth internal communication and family-like relationships</li> <li>Institutionalized collective decision-making process, autonomous organizational management</li> </ul>
	<b>Uniqueness</b>	<ul style="list-style-type: none"> <li>The only organization in Sudan that has all trade-related information</li> <li>Has a huge amount of data and information</li> </ul>
	<b>Appropriate Tools</b>	<ul style="list-style-type: none"> <li>Have tools for communication with the clients</li> <li>Not the latest model, but appropriate IT tools are available to all staff</li> </ul>
	<b>Relationship with Chamber of Commerce</b>	<ul style="list-style-type: none"> <li>Good relationship with Chamber of Commerce</li> </ul>
	<b>Self-help</b>	<ul style="list-style-type: none"> <li>Development of a system to appointing IT engineers as interns.</li> <li>Income generation efforts (IT consulting for other institutions, etc.)</li> <li>Obtain donor support</li> </ul>
Weakness	<b>Finance</b>	<ul style="list-style-type: none"> <li>Low salary</li> <li>Reduction of field activities</li> </ul>
	<b>Lack of staff</b>	<ul style="list-style-type: none"> <li>Lack of staff</li> <li>Recruiting system with less autonomy</li> </ul>
	<b>Lack of Capacity Building Opportunities</b>	<ul style="list-style-type: none"> <li>Lack of Capacity building opportunities</li> <li>Training system with less autonomy</li> </ul>
	<b>Senior-dominated</b>	<ul style="list-style-type: none"> <li>Organizations with more veterans and managers than younger staff</li> <li>It becomes difficult to incorporate new ideas and perspectives from young people.</li> </ul>
	<b>Less Mobility</b>	<ul style="list-style-type: none"> <li>While it is stable with low mobility of human resources, there is a risk of getting stuck in a rut</li> <li>Is the lack of inquiries from outside the company a sign of low awareness?</li> </ul>
Opportunities	<b>Sudanese Products</b>	<ul style="list-style-type: none"> <li>A wide range of products from a rich natural environment</li> <li>Unique products such as gum arabic, organic product</li> </ul>
	<b>Historical Transition</b>	<ul style="list-style-type: none"> <li>Lifting of US economic sanctions &amp; SSTL List</li> <li>The political system is in the process of democratization.</li> </ul>
	<b>Digitalization</b>	<ul style="list-style-type: none"> <li>E-commerce and e-trade are becoming more and more popular</li> <li>Digitalization and online can overcome the barriers created by the spread of COVID-19 pandemic</li> </ul>
	<b>Networking</b>	<ul style="list-style-type: none"> <li>Participation in international networks such as the Arab Trade point Federation COMESA Business Council, World Trade Point Federation, etc.</li> </ul>
	<b>Foreign Assistance</b>	<ul style="list-style-type: none"> <li>Request for JICA technical cooperation project</li> <li>Information Collection Survey by JICA</li> </ul>

	STP Act	<ul style="list-style-type: none"> <li>• Generation of own financial resources is possible</li> </ul>
Threat (STP Level)	Historical Transition	<ul style="list-style-type: none"> <li>• In the process of governmental reform by the interim government.</li> <li>• Lack of mid-term /long-term national plan</li> </ul>
	Economic Situation	<ul style="list-style-type: none"> <li>• Significant devaluation of the Sudanese Pound and hyperinflation</li> <li>• The limits of government budgets</li> <li>• Difficult to pay utility and maintenance costs, which are fundamental to the operation of the STP</li> </ul>
	Power Supply	<ul style="list-style-type: none"> <li>• Loss of productivity due to frequent power cuts</li> <li>• Sharp increase in electricity prices</li> </ul>
	COVID-19 Pandemic	<ul style="list-style-type: none"> <li>• Reduced interaction with people and business dealings, shift work</li> <li>• Health threats</li> </ul>
Threat (State Level)	Personnel	<ul style="list-style-type: none"> <li>• Frequent turnover at State Trade Points</li> <li>• Lack of motivation</li> </ul>
	Lack of Infrastructure	<ul style="list-style-type: none"> <li>• Lack of computers, other materials and equipment</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>• Lack of communication with clients</li> <li>• False preconception of Trade point from clients (i.g. "Trade Point may be taxing")</li> </ul>
Threat (government level)	Response	<ul style="list-style-type: none"> <li>• A slower response from trade related authorities than before</li> </ul>
	Standpoint of the Ministry	<ul style="list-style-type: none"> <li>• Relatively weak position compared to other strong ministries</li> </ul>
	Recognition	<ul style="list-style-type: none"> <li>• Lack of awareness of the importance of STP</li> </ul>

## (2) Suggestions for Organizational Strengthening of STP

Given the discussion and analysis above, the following proposals can be made to strengthen the organization of STP. Moreover, in the table, ● is proposed as actions that can be initiated when the technical cooperation project by JICA is implemented.

**Table 16: Suggestions for Strengthening STP Based on the Organizational Analysis of This Survey**

Issues to Overcome	Suggestion	Explanation
Threat (Government Level) *Application of Strength and Opportunities	<b>Initiate medium- and long-term planning for STP</b>	<ul style="list-style-type: none"> <li>• While waiting for the full-fledged formulation of the government's medium- to long-term plan, STP itself will begin to formulate a medium- to long-term plan for the STP in bottom-up approach and identify its own direction.</li> </ul>
	<b>Ensuring negotiating capacity</b>	<ul style="list-style-type: none"> <li>● Emphasize the importance of STP not only to the Ministry of Trade but also to the Ministry of Finance and Planning and Economy.</li> </ul>
Threat, Weakness *Application of	<b>Income generation</b>	<ul style="list-style-type: none"> <li>• Set a price for the provision of services to the private sector and secure independent financial</li> </ul>

Opportunities		resources <sup>18</sup> .
Weakness *Application of Opportunities	<b>Developing strategic human resource development plans</b>	<ul style="list-style-type: none"> <li>● Analysis of required professional skills and training needs based on Competence Analysis</li> <li>● Developing medium- and long-term staff development plan</li> <li>● Identifying and forming new human resource development and training opportunities</li> </ul>
Weakness *Application of Opportunities	<b>Expansion of personnel exchanges</b>	<ul style="list-style-type: none"> <li>• Secondment to Sudanese diplomatic mission abroad as Commercial Officer</li> <li>• Secondment to other relevant ministries and government agencies</li> <li>• Personnel exchange between STP headquarters and state trade points</li> <li>• Internships for young staff at Chambers of Commerce and Industry or in the private sector (exporters, etc.)</li> </ul>
Weakness *Application of Opportunities	<b>Utilization of ICT</b>	<ul style="list-style-type: none"> <li>● Updating or construction of official website</li> <li>● Utilizing SNS or YouTube as a PR media</li> <li>● Training of simple survey method and practical application of Excel</li> </ul>
Weakness *Application of Opportunities	<b>Utilizing the potential young people</b>	<ul style="list-style-type: none"> <li>● KAIZEN (productivity improvement) group activities by young staff</li> <li>• Internship program for students</li> </ul>

### 3-4 Analysis on STP's Current Export Support Service

STP's export support services are summarized and analyzed based on "level of support services to be" from the users' viewpoint in the following table.

<sup>18</sup> According to the STP Act, commissioned income and donations through STP's own services can be accepted by the Board of Directors. Other income can also be accepted with the approval of the Minister of Trade.

**Table 17: Analysis on STP's current export support services**

Expected support service details (by each department)	Level of support services to be
<b>(1) Trade opportunity services (Promotion Dept., ETO<sup>19</sup> Section)</b>	
1. Disseminate trade leads 2. Find new partners and buyers 3. Discover promising markets 4. Export promotion (ETO's source : WTPF <sup>20</sup> website)	<ul style="list-style-type: none"> <li>• In case these supports are possible, the exporting companies or companies who are planning to launch export business in the future able to establish export strategy and as a result, increase export business.</li> <li>• However, due to the below mentioned bottleneck, no enough supports are being extended to the companies currently.</li> </ul>
Bottleneck/ Countermeasure	<ul style="list-style-type: none"> <li>• Only part of the function of the trade lead website can be utilized due to non-payment of subscription to WTPF at the moment.</li> </ul>
<b>(2) Trade directory (Promotion Dept., ETO Section)</b>	
Services available for STP's registered companies: 1. Online (STP website) <ul style="list-style-type: none"> <li>• Free membership : STP website</li> <li>• Paid membership: available Trade Point Global Trade Directory (GTDS) with which WTPF website is accessible.</li> </ul> 2. Offline (STP customer system) Sudan Trade Point Directory (STDs)	<ul style="list-style-type: none"> <li>• STP's registered company list should be categorized in accordance with industry and company size. If categorized, it becomes clear whether the industry is export oriented or not and STP is able to make suggestion on export promotion policy making to the government of Sudan.</li> <li>• First of all, the list of 450 companies to whom commodity price information is provided should be sorted out.</li> <li>• The services which the registered companies are eligible to receive in principle should be delivered without delay.</li> <li>• Updated information which meet with the requirements of registered companies should</li> </ul>

<sup>19</sup> ETO: Electronic Trade Opportunities Section (one of the sections in Promotion Dept)

<sup>20</sup> WTPF: World Trade Point Federation

	be easily available.
Bottleneck/ Countermeasure	<ul style="list-style-type: none"> <li>• Information provided on website does not meet with information needs from the users. The current website and contents making and providing system were established more than 10 years ago. Due to lack of budget, the system has not been updated and thus, ineffective work is obliged to be undertaken in the process of information collection, analysis/evaluation and provision.</li> <li>• Only 49 companies are currently listed on STP's Online Business Directory.</li> <li>• Due to the bottleneck pointed out in above (1), WTPF's website to which paid member can access is not accessible.</li> <li>• STP has made a list for STP's support service users, but it includes Federal government, governmental organizations, bank, association, private companies etc. in disorganized way. STP is now sorting out the list by industry.</li> <li>• STP is now editing the latest directory covering 1,000 trade related companies.</li> </ul>
<b>Expected support service details (by each department)</b>	<b>Level of support services to be</b>
<b>(3) Export promotion (Promotion Dept., Promotion Section)</b>	
1. Prepare and disseminate e-catalogue of products: Including product information, major exporters, production area, product specifications etc. 2. Prepare and disseminate e-catalogue of export companies: Company profile, products, contact information, company trade leads 3. Prepare and disseminate e-bulletin ( International fairs, Economic events, Joint venture request, Factory building request, etc.) 4. Promote domestic and international fairs	<ul style="list-style-type: none"> <li>• After e-catalogue of product is prepared, international buyers are able to find out promising export companies and start business with them.</li> <li>• Particularly, the international buyers are able to procure seasonal products such as fruits and vegetables and e-catalogue is expected to contribute to export promotion a lot in this way.</li> <li>• Introduction of international fairs with international donors to registered companies contribute to entering to international markets for Sudanese products.</li> <li>• STP can inform COMESA member countries and Gulf States of the event of Khartoum International Fairs which is held every year and a lot of buyers from these countries are expected to visit the trade fairs.</li> </ul>
Bottleneck/ Countermeasure	<ul style="list-style-type: none"> <li>• There are only 20 e-catalogue available at the moment and one staff is working to prepare more e-catalogue.</li> <li>• It is expected that the e-catalogue for export companies are being prepared in collaboration with STP and export companies.</li> </ul>

	STP may charge export companies for their e-catalogue in the future.	
<b>(4) Trade information services (Studies, Statistics, Domestic and International prices) (Planning &amp; Researches Dept.)</b>		
1. Prepare and disseminate <ul style="list-style-type: none"> <li>• Market survey and reports: Analyzing domestic and international market information</li> <li>• Domestic and international commodity price e-bulletin</li> </ul> 2. Domestic and international trade statistics 3. Provide production and productivity information in Sudan	<ul style="list-style-type: none"> <li>• The information on domestic market survey and commodity prices are not enough since these information are collected from very few state level trade points. It is desirable that STP will be able to collect the information from more state level trade points.</li> <li>• WTPF is the main source for international market information . It is also required that STP obtains such information from the Sudanese diplomatic missions abroad.</li> </ul>	
Bottleneck/ Countermeasure	<ul style="list-style-type: none"> <li>• The request for budget approval for system strengthening of the website has been turned down several times in recent years.</li> <li>• STP collects commodity price information daily basis since it has to report to the governmental organizations concerned , but has difficulty to update other information due to lack of manpower.</li> <li>• It is imperative that STP officials visit state level trade points periodically to collect production and productivity in Sudan. Due to lack of budget, however, it is the fact that they rarely visit the state level trade points.</li> </ul>	
<b>Expected support service details (by each department)</b>		<b>Level of support services to be</b>
<b>(5) Provide trade-related information (Trade Facilitation Dept.)</b>		
1. Export/import procedures 2. Standards & certification required for export/import procedures 3. Service providers directory: All sectors related to trade transaction, banks, transportation, insurance, packing & packaging, and tourism	<ul style="list-style-type: none"> <li>• The training on simplification of export/import procedures, application procedures for standards and certification by STP is very beneficial to export companies leading to their office work simplification and elimination of export business entry barrier for the companies who has not yet started, but will start export business soon.</li> <li>• Single Window System at STP makes export/import procedures simplified and avoid the loss of documents while in proceeding and inform the companies of the expected approval date of their application.</li> </ul>	

<p>4. Trade agreement 5. Trade laws &amp; export/import regulations</p>	<ul style="list-style-type: none"> <li>• Service providers directory makes exporters/importers identify and select the appropriate companies for each service.</li> <li>• It is recommended that both STP and National Chamber of Commerce take place trade training for trade agreement.</li> </ul>
<p>Bottleneck/ Countermeasure</p>	<ul style="list-style-type: none"> <li>• The flow of export/import procedures should be diagramed including details of documents and approval process at each organization and department in order to identify the bottleneck process where the process takes a lot of time. The survey team learned that the application documents have been misplaced while in process through the interview the export companies.</li> </ul>
<p><b>(6) Training and business development program (All departments)</b></p>	
<p>1. Organize training program and workshops targeting SMEs, Government officials, Researchers and Traders. 2. Training program covering Trade Points program, E-marketing, Export Documents and Trade Agreements</p>	<ul style="list-style-type: none"> <li>• Through trade training and workshops, the benefits which the trade brings to the country and companies can be recognized, and procedures on trouble prevention and problem solving can be disseminated to the companies.</li> </ul>
<p>Bottleneck/ Countermeasure</p>	<ul style="list-style-type: none"> <li>• It is the fact that the training and workshop cannot be held due to lack of budget.</li> <li>• It is necessary that the trade training and workshop are taken place with financial supports from outsiders.</li> </ul>
<p><b>(7) Business counselling</b></p>	
<p>1. How to start business 2. Provide advice at all stages of export process</p>	<ul style="list-style-type: none"> <li>• The establishment of system which provides either online or offline consultation to the person in charge of export business at the companies by setting export business point at STP expects to eliminate entry barriers for SMEs in particular.</li> </ul>
<p>Bottleneck/ Countermeasure</p>	<ul style="list-style-type: none"> <li>• The survey team learned from one of its visiting export companies that they started export business with the guidance from STP officials. This kind of services should be systematized in the future.</li> </ul>
<p><b>Expected support service details (Sub Trade Point)</b></p>	<p><b>Level of support services to be</b></p>
<p><b>(8) Provide services to state level trade points</b></p>	
<p>1. Provide to state level trade points all services which Sub</p>	<ul style="list-style-type: none"> <li>• It is important that representatives at state level trade points be invited to STP periodically</li> </ul>

<p>Trade Point in the headquarters provide such as trade promotion and trade information services.</p> <p>2. Raise awareness of business community in production areas</p> <p>3. Collect and disseminate market information in production area</p>	<p>and exchange ideas on the current level of services and how to improve in the future.</p> <ul style="list-style-type: none"> <li>• It is also recommended that STP officials visit companies with the officials of state level trade points to collect information on their current export business or any challenges they face.</li> </ul>
<p>Bottleneck/ Countermeasure</p>	<ul style="list-style-type: none"> <li>• It is the fact that the state level trade points cannot communicate with STP enough due to lack of budget, infrastructure of PC and internet.</li> <li>• The state level trade points play a key role for decision making at each state level by providing both domestic and international commodity prices weekly basis.</li> </ul>

As per the above Table 17, the gap analysis between the expected support service from STP and the current one is summarized as follows.



### **(1) Points evaluated**

STP's major service is to collect both domestic and international commodity prices and disseminate them to registered companies. The companies can utilize such information to set the competitive prices in line with international prices and thus, this service is considered very beneficial to the export companies.

STP is now compiling e-catalogue for both export companies and products. The e-catalogues are expected to enhance export business with current major export countries such as Saudi Arabia, UAE, Qatar, other Gulf states, Egypt, Turkey, EU, China etc. and provide information on Sudanese products to the other export potential countries such as Japan from which the business travel to Sudan seems difficult under the current COVID-19 pandemic and create new export business opportunities.

### **(2) Challenge**

Due to lack of budget, STP cannot make enough arrangement for the support to the companies at the moment. The budget provided from Federal government are mostly spent for staff salaries and therefore, there is very little budget available for STP's activities. It is necessary that STP raise funds by collecting registration fees from the registered companies and training fee, and seek any financial assistance from international donors, so that STP can fully undertake its export support services to the companies,

Meanwhile, it is also imperative that the export support system be streamlined, such as export procedures, export license system, minimum export price system, documents required for export business and the challenges which the export companies are facing such as taking time to obtain the approved documents. In order to cope with these challenges, STP is discussing with the other related organizations to establish Single Window System in the future.

### **(3) Support service to be expected in the future**

The large corporations seem to be already familiarized with export business and procedures.

Meanwhile, SMEs who are planning to start export business from now on can visit STP to collect enough support services such as international market prices, export market identification, business matching with international buyers, export procedures, and all necessary export-related information and guidance. These services make export business entry barrier for SMEs eliminated.

In the future, STP is expected to organize and take place in collaboration with National Chamber of Exporters trade trainings targeting for large enterprises who have not yet started export business and SMEs, and such trainings are expected to provide a momentum to their export business commencement. The trade trainings include exhibition practices such as preparation of sample products, catalogue, business card, company profile video, negotiation point, follow-up after exhibition resulting in export business realization.

It is also desirable that potential export companies and products are being identified by both STP and state level trade points officials and listed on STP's export support service. The workshop is recommended to be jointly held by both STP and state level trade points for this purpose.

### 3-5 Analysis of State Level Trade Points' Activities

There are 13 state level trade points existed in the country. However, only 5 state level trade points are in operation at the moment. Three more state level trade points are now under preparatory stage for opening.

#### 3-5-1 Identification of Export Support Systems and Activities at State Level Trade Point

In principle, the details of support services provided by state level trade points are the same as those by STP. The survey team traveled to Atbara in River Nile state from June 26 to June 29 and Medani in Gezira state from July 3 to July 5 with STP officials to visit the trade points in these two states, and confirmed the office situation and their activities as follows. Gezira state and River Nile state were recommended to the survey team with below mentioned reasons by STP.

**Table 18: Summary of Trade Point offices in River Nile and Gezira state**

<b>Survey points</b>	<b>Atbara Trade Point (River Nile State)</b>	<b>Gezira Trade Point (Gezira State)</b>
<b>Belonging organization</b>	Department for State Ministry of Finance, Economic division	Under State Ministry of Finance
<b>Organizational structure</b>	1 Acting Manager, 4 staff, 5 in total.	1 Manager, 5 staff, 6 in total
<b>Office opening hours</b>	08:00- 15:00	07:00-15:00
<b>Office facility</b>	1 PC,1 printer, Internet available with router	3 PC,1 printer, 1 copier, Internet available (refer to graph 15)
<b>Annual event activities</b>	Participation to Khartoum International Fairs	Participation to Khartoum International Fairs. Used to participate Economic and commercial Fairs which was suspended for the last 2 years due to COVID-19.
<b>Main activities</b>	Information collection of commodity prices in the state and report to STP,	Provision of trade transactions and domestic and international commodity

	State Governor and State Minister of Finance.	prices to SMEs. Information collection of commodity price in the state.
<b>Budget</b>	No independent budget available and request State Ministry of Finance for payment for expenses on each case.	No independent budget available and request State Ministry of Finance for payment for expenses on each case.
<b>Challenge</b>	<ul style="list-style-type: none"> <li>• No office vehicle available</li> <li>• Lack of office equipment</li> <li>• Need English training for the staff</li> </ul>	<ul style="list-style-type: none"> <li>• No office vehicle available</li> <li>• Lack of office equipment</li> <li>• Need English training for the staff</li> </ul>

The office of Gezira trade point is well organized and office equipment is well set in order. Meanwhile, the office of Atbara trade point is not so well organized and the office equipment is not set in order.



**Figure 15: Office equipment at Gezira trade point**

### 3-5-2 Identification of State Level Trade Points as the model area for technical cooperation project

Gezira state and River Nile state were recommended to the survey team with below mentioned reasons by STP.

#### **(1) Atbara trade point (River Nile state)**

Atbara city is a transportation hub to connect Khartoum and Port Sudan, a major port city in Sudan. The major agricultural produce are dates, mangoes, oranges, grapefruits, beans such as peanuts, sorghum, sesame seeds and vegetables such as tomatoes. Large cement factory and food processing factories are located in the area where industry development projects under foreign direct investment are expected to be implemented in the future.

JICA is currently undertaking technical cooperation project on market oriented irrigated agriculture for the irrigation schemes, as well as verification survey with the private sector for disseminating Japanese technologies of food drying machines.

As for transportation, the agricultural produce is first delivered to Khartoum for export packaging and to Port Sudan from Khartoum via Atbara. The agricultural produce is grown and harvested by large scale cooperatives in the state and exported through traders in Khartoum.

It is recommended that the cold storage and export packaging facility to be built in Atbara and

the agricultural produce to be directly delivered to Port Sudan for export. This will allow the local transportation cost to be reduced and keep the freshness of the products.

## **(2) Gezira trade point (Gezira state)**

Gezira state followed by Khartoum in terms of market size and population of about 5 million. The large scale agricultural irrigation project (Gezira Scheme) has traditionally been developed and made efforts for diversified agriculture and improvement of productivity. Besides, JICA's project on capacity building for promotion of rice cultivation and SATREPS (Science and Technology Research Partnership for Sustainable Development) wheat project are also being implemented in the area.

The major products in Gezira state are cotton, peanuts, oils seeds, mango, grapefruits, banana, etc. In addition to agricultural produce, the state is also known to have light industry infrastructure including leather tannery, textile, food processing (biscuit, edible oil), plastic package production. Furthermore, a Sudanese entrepreneur constructed a cold storage facility with the capacity of 3,000 tons and stored agricultural produce such as orange, mango, potato when the survey team visited. The owner is planning to export these agricultural products to Libya and Gulf states

In August 2021, there are 13 state level trade points in Sudan, however, 5 state level trade points are in full operation. The survey team visited two state level trade points which are Atbara and Gezira trade points. The agricultural products are the main products at Atbara trade point in general. Meanwhile, cotton processing textile industry, food processing (edible oil, flour making), and tannery industry are available in Gezira state and there are more exporters available for value added products in Gezira state compared to River Nile state.

The trade point in these two states belong to the State Ministry of Finance and operate as one department of the Ministry. STP is not providing any budget to the trade points, but giving them guidance. The core activity between STP and state level trade points is to share commodity prices collected in each state.

Depending upon the duration of the project in the future, Gezira state is expected to have outcome in the early stage through the technical cooperation project due to the following reasons.

- There are some companies which are already engaged in the food processing business utilizing the agricultural produce harvested in the state, and these are strategic products in Sudan.
- These industries will become model case as export promotion of value added products which Sudanese government strongly recommends.
- Gezira trade point office is well organized and managed.
- The relationships between Gezira trade point and the local chamber of commerce are close and cordial, and expects to contribute to the success for the future project.
- Medani, capital city of Gezira state, is located in 3 to 4 hours by car from Khartoum, while Atbara is 6 to 7 hours by car from Khartoum.

### 3-6 Export Support System and the Current Activities at State Level Trade Points

#### 3-6-1 Information Collection of STP Export Support Service

The service in relation to international and domestic commodity prices are provided to the Federal Ministries such as Ministry of Trade, Ministry of Industry, Ministry of Finance and Economic Planning, Ministry of Agriculture and National Resources, State Ministries, governmental organizations such as Sudan Customs Office, Central Statistics Bureau, Financial institutions, Union of Chambers of Commerce and private companies. The number of registered users totals 1,475. However, STP delivers international and domestic commodity prices to 450 users by email. The survey team found out that STP is now in sorting out these 450 users by each industry category.

During this survey, the survey team visited some large companies and SMEs in Khartoum which are utilizing STP services and describe their overall and export business activities as follows.



#### (1) Large company group

**Table 19: Example of large company using STP export support service**

<b>Company name</b>	<b>DAL Food Co. (under DAL group as largest in Sudan)</b>
Business	<ul style="list-style-type: none"> <li>• Sales and production of dairy products(milk, yogurt, cheese),drinking water with Safia brand and having more than 80% market share in Sudan.</li> <li>• Having gum arabic powder factory</li> </ul>
Current export business	<ul style="list-style-type: none"> <li>• Export products with relatively longer expiry date such as low-fat dairy products to Ethiopia, Chad, UAE, Saudi Arabia and Qatar, Gulf states.</li> <li>• Export gum arabic powder to Germany and China which also re-export to various countries.</li> </ul> <p>(gum arabic is one of the ingredients of Coca Cola and was exported even under economic sanction by the Unite States.)</p>
Future export business	<ul style="list-style-type: none"> <li>• Various types of dairy products to neighboring countries such as Chad, Ethiopia, etc.</li> <li>• Direct export of gum arabic powder to the final consuming countries.</li> </ul>
Potential products to Japanese market	<ul style="list-style-type: none"> <li>• gum arabic powder</li> </ul>

<b>Company</b>	<b>Bawadi Al Dain</b>
Business	<ul style="list-style-type: none"> <li>• Peanut, Sesame edible oil processing, gum arabic processing</li> </ul>

	<ul style="list-style-type: none"> <li>• Domestic and export sales of livestock animal and meat</li> </ul>
Current export business	<ul style="list-style-type: none"> <li>• Export of peanut oil and peanut cakes after oil extraction for animal feeds mainly exported to China.</li> <li>• Export of gum arabic after removing dust and stones mainly exported to France (gum arabic would be powdered in France and exported to the United States and other EU countries.)</li> </ul>
Future export business	<ul style="list-style-type: none"> <li>• Gum arabic will be processed into powder and exported directly to the final consuming countries.</li> </ul>
Potential products to Japanese market	<ul style="list-style-type: none"> <li>• Powdered gum arabic and sesame oil.</li> </ul>

Company	Salih Abdelrahman Yagoub Co.,Ltd. (SAY Group)
Business	<ul style="list-style-type: none"> <li>• Trading and processing of peanut, soy bean, sunflower seeds, senna pod (herb)<sup>21</sup>, gum arabic</li> </ul>
Current export business	<ul style="list-style-type: none"> <li>• Receive orders for peanut processed goods from WFP (World Food Program)</li> <li>• Export of gum arabic after cleaning and crushing to EU countries.</li> </ul>
Future export business	<ul style="list-style-type: none"> <li>• Gum arabic is processed to become powder and exported to the final consuming countries.</li> <li>• Export of senna pod to EU countries</li> </ul>
Potential products to Japanese market	<ul style="list-style-type: none"> <li>• Gum arabic powder and senna pod</li> <li>①senna pod photo<sup>22</sup></li> <li>②senna pod pharmaceutical formulation example<sup>23</sup></li> </ul> <div style="display: flex; align-items: center; justify-content: center;">   </div>

Company	Henlie Industries Co. Ltd. (Elie Industries の傘下)
Business	<ul style="list-style-type: none"> <li>• Processing and export of gum arabic powder</li> <li>• Obtained ISO 22000: 2018</li> </ul>
Current export business	<ul style="list-style-type: none"> <li>• Export of gum arabic powder to Germany, China.</li> </ul>
Future export business	<ul style="list-style-type: none"> <li>• Export of gum arabic powder to France, Italy and Brazil ( They already have inquiries from Brazil.)</li> </ul>
Potential products to Japanese market	<ul style="list-style-type: none"> <li>• Resuming export of gum arabic powder to Japan. (They used to export the products to Japan 10 year ago.)</li> </ul>

<sup>21</sup>Japanese name "Senna", Arabic "Senna". It is used as a laxative for constipation.

<sup>22</sup>photo : <https://yakusoutohana.shop-pro.jp/?pid=133703682>

<sup>23</sup>photo : <https://www.kanpo-yamamoto.com/senna/>

(2) SMEs group

**Table 20: Example of SMEs using STP export support service**

Company	Haoweya Trading Co.
Business	• They are called Agaile Transformation Company for civil engineering and started export business for powders of garlic, hibiscus , chili, baobab under this company name in December, 2020.
Current export business	• Egypt, UAE.
Future export business	• Export of powder of baobab, chili, dried okra to EU, Germany, the United States.
Potential products to Japanese market	• Powder of baobab, chili, hibiscus. (Figure16 <sup>24</sup> )、 (Figure17 <sup>25</sup> ) etc



**Figure 16: Powder of baobab**



**Figure 17: Hibiscus**

Company	Sudanese Center
Business	• Vegetables (green bean, okra), Fruits(mango, banana) • Fumigation facility is available. ISO22000: 2015、 HACCP certificate obtained
Current export business	Saudi Arabia, Egypt, UAE., EU
Future export business	• Increase of export volume by improvement of quality and productivity
Potential products to Japanese market	• Mango

Company	Smartway Investment Co. Ltd.
Business	• Sesame paste, Peanut snacks • Gum arabic
Current export business	Indonesia, China, Saudi Arabia, France, Germany, etc.
Future export business	• Increase of export volume by improvement of Port Sudan facility

<sup>24</sup>photo : <https://www.newfoodmagazine.com/news/25110/baofood-project-baobab/>

<sup>25</sup>photo : <https://www.waymadi.nl/2015/07/19/sudanese-karkade-hibiscus-limonade/>

Potential products to Japanese market	<ul style="list-style-type: none"> <li>• Sesame</li> </ul>
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<b>Company name</b>	<b>Octagon Factory Co, Ltd.</b>
Business summary	<ul style="list-style-type: none"> <li>• Export of powdered agricultural products, such as peanuts, gum arabic, baobab, hibiscus, and spices.</li> </ul>
Current export business	<ul style="list-style-type: none"> <li>• Export products to Qatar, Morocco, Turkey, Iran, France, Swiss, Belgium, Canada, and USA.</li> <li>• Acquired new customers by running a booth at international trade fair in Geneva and other places.</li> </ul>
Future business plan in export	<ul style="list-style-type: none"> <li>• The current selling price for the products are low prices due to not certified in international certifications. As for spice products, the selling prices of certified products are three times higher than the products with no certification. The target for future business plan is to increase the selling prices by obtaining international certifications for the products.</li> </ul>
Japan market entry opportunities	<ul style="list-style-type: none"> <li>• Powdered products such as gum arabic, baobab, and hibiscus</li> </ul>

<b>Company name</b>	<b>Mai Trading Co, Ltd.</b>
Business summary	<ul style="list-style-type: none"> <li>• Export of hibiscus, senna pod, and sesame.</li> </ul>
Current export business	<ul style="list-style-type: none"> <li>• Selling senna pod directly to Novartis Pharmaceutical Company.</li> <li>• The Company used to sell products to Japan.</li> <li>• Export hibiscus to Egypt. Export other agricultural products to Arab countries and Philippines.</li> <li>• Export sesame to Middle East countries and China.</li> </ul>
Future business plan in export	<ul style="list-style-type: none"> <li>• Planning to promote the products to overseas including Asian markets when banking system is normalized.</li> </ul>
Japan market entry opportunities	<ul style="list-style-type: none"> <li>• Senna pods</li> <li>• Sesame</li> </ul>

<b>Company name</b>	<b>Teberal Multiactivities Co., Ltd.</b>
Business summary	<ul style="list-style-type: none"> <li>• Export of peanuts, hibiscus, gum arabic, and dates.</li> <li>• Consignment for cleaning and packaging of agricultural products from other exporters.</li> </ul>



Current export business	<ul style="list-style-type: none"> <li>• Export products mainly to Gulf countries. Export small number of products to European market.</li> </ul>
Future business plan in export	<ul style="list-style-type: none"> <li>• Current production machines for cleaning and packaging are made in Turkey and China and its production efficiency is low. In addition, the quality of films and plastic boxes are bad, and costs are high due to imported products. Aiming to improve quality and decrease costs by introducing Japanese systems and technologies.</li> </ul>
Japan market entry opportunities	<ul style="list-style-type: none"> <li>• Gum arabic and other powdered agricultural products.</li> <li>• Having strong intention to hold an exhibition in Food Expo in Makuhari, Japan in March 2022.</li> </ul>

<b>Company name</b>	<b>Arcadia Trading Co., Ltd.</b>
Business summary	<ul style="list-style-type: none"> <li>• Buy agricultural products, such as sorghum, peanuts, alfalfa, and sesame, from contracted farmers and sell it to exporters.</li> </ul>
Current export business	<ul style="list-style-type: none"> <li>• The Company used to export products to other countries but currently stopped due to business conditions, such as negative impact of economic sanction, and restriction on banking system. Therefore, currently focusing on selling products to exporters.</li> <li>• The exporters the sell products are exporting to India, Myanmar, and other countries.</li> </ul>
Future business plan in export	<ul style="list-style-type: none"> <li>• Since the business conditions for export has been improved, currently seeking the opportunity to restart export.</li> </ul>
Japan market entry opportunities	<ul style="list-style-type: none"> <li>• Interested in exporting sesame since the market potential are high, currently planning to conduct market research.</li> </ul>

The survey team found out that many companies have been exporting gum arabic products during the survey and there are several gum arabic forms as follows.<sup>26</sup>

- Dust and stones removed (Price: aboutUS\$1,000/ton)
- Dust and stones removed, and crushed (Price : aboutUS\$3,000/ton)
- Cleaned (Price: aboutUS\$3,500/ton)
- Powdered (depending on the processing technique, there are



**Figure 18: Gum arabic**

<sup>26</sup> photo : <https://shokulab.unitecfoods.co.jp/article/detail28/>

two types of powder quality: Instant powder, Spray Dried Powder)

Spray Dried Powder is the highest value of gum arabic products and used as ingredients of Coca Cola and medicines, priced at about US\$12,000 to US\$20,000 /ton.)<sup>27</sup>. The more export of gum arabic in Spray Dried Powder, the more export proceeds Sudan receives. Henelie Industries Co., Ltd. is able to produce Spray Dried Powder of gum arabic.



**Figure 19: Sorting of gum arabic manually**

### 3-7 The Challenges that STP Export Support Service is Currently Facing at, and Action Plan Recommended

#### 3-7-1 Fact-finding Survey on Export Activities by Corporations

It is necessary to properly understand the needs and demands for export by corporations in order to evaluate and analyze the required tasks for STP's export support service. Survey team conducted a fact-finding survey on export in Khartoum, Gezira and River Nile states, conducted interviews to business owners, based on the questionnaire on current their engagements in export (Appendix 9), and visited factories and plantations of agricultural products.

Survey team conducted 1 on 1 meetings in total of 30 companies and received a response to our questionnaire from 20 companies, excluding the companies focusing on domestic demands and cold-warehouse management company from 30 companies visited, in total. In addition, we aimed to understand the challenges for corporations from multifaced points by interviewing to government institutions, chamber of commerce, and commercial and central banks.

The following is the survey results from 1 on 1 meeting and responses to the questionnaire.

#### **1) Overview of the companies interviewed**

##### 1. Breakdown by company size:

Large corporations- 14, Medium- 10, Small- 2, Agricultural corporative- 4, 30 companies in total<sup>28</sup>

##### 2. Breakdown by industry:

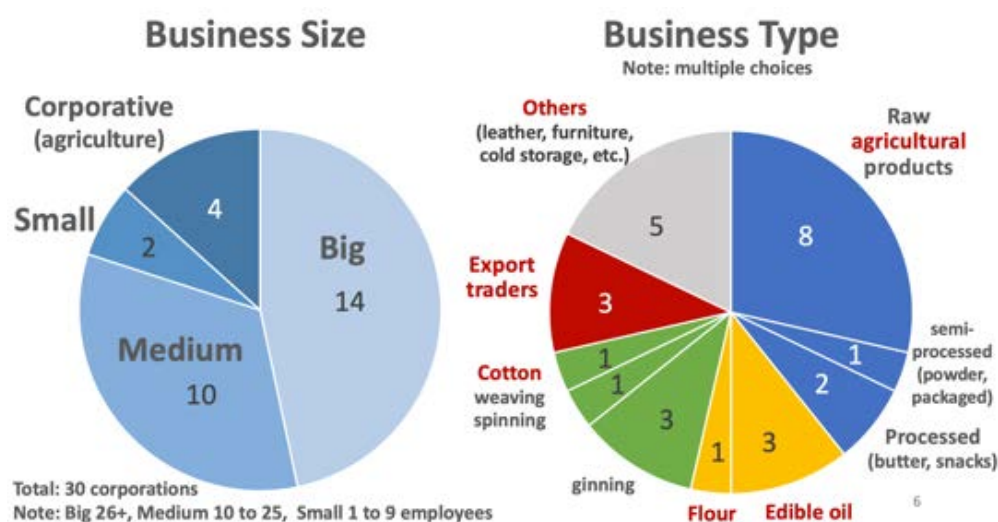
Multiple choices were found since several companies were engaged in multiple business. 28 responses in total.

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<sup>27</sup> price from Gum Arabic Board

<sup>28</sup> The definition of company size is explained by the person in charge of the Ministry of Industry. Large companies have 26 or more full-time employees, medium-sized companies have 10 to 25 employees, and small companies have 1 to 9 employees. All exclude part-time workers including non-regular workers

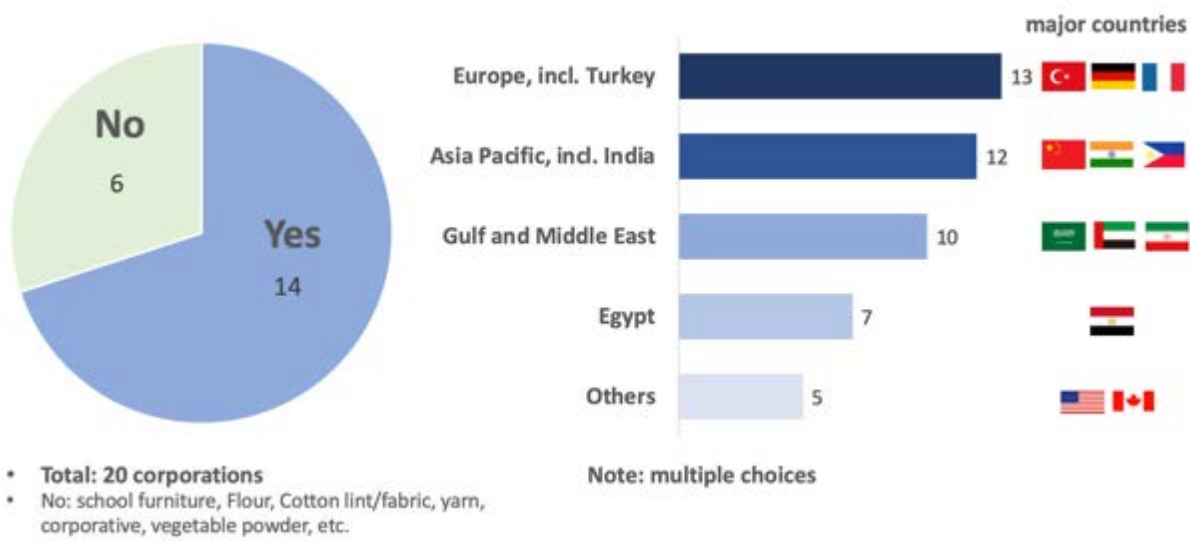
- Producing and semi-processing agricultural products- 11 companies (producing raw commodities 8, semi-processing, such as powdered and packaged, 1), Processing 2 (peanuts butter and snacks)
- Edible oil (peanuts, sunflower, cotton seeds, and others)- 1
- Cotton and Textile- 5 in total (raw cotton 3, spinning 1, weaving 1)
- Exporters- 3
- Others- 5 in total (leather production, cold warehouse management, manufacturing of school furniture, etc.)



**Figure 20: Breakdown of the companies responded to the questionnaire**

## 2) Experience of export and export partner countries

- Experienced in export- 14 companies, no experience (but most companies plan to do it in future)- 4 companies
- Export partner countries and regions (note: multiple choices, total 47 responses)
- Europe, incl. Turkey- 13 companies, Asia Pacific, incl. India- 12, Gulf and Middle East regions- 10, Egypt- 7, others (USA, Canada, etc.)- 5.



**Figure 21: Experience in exports and export partner countries and regions**

### 3) The reasons for engaging in exports

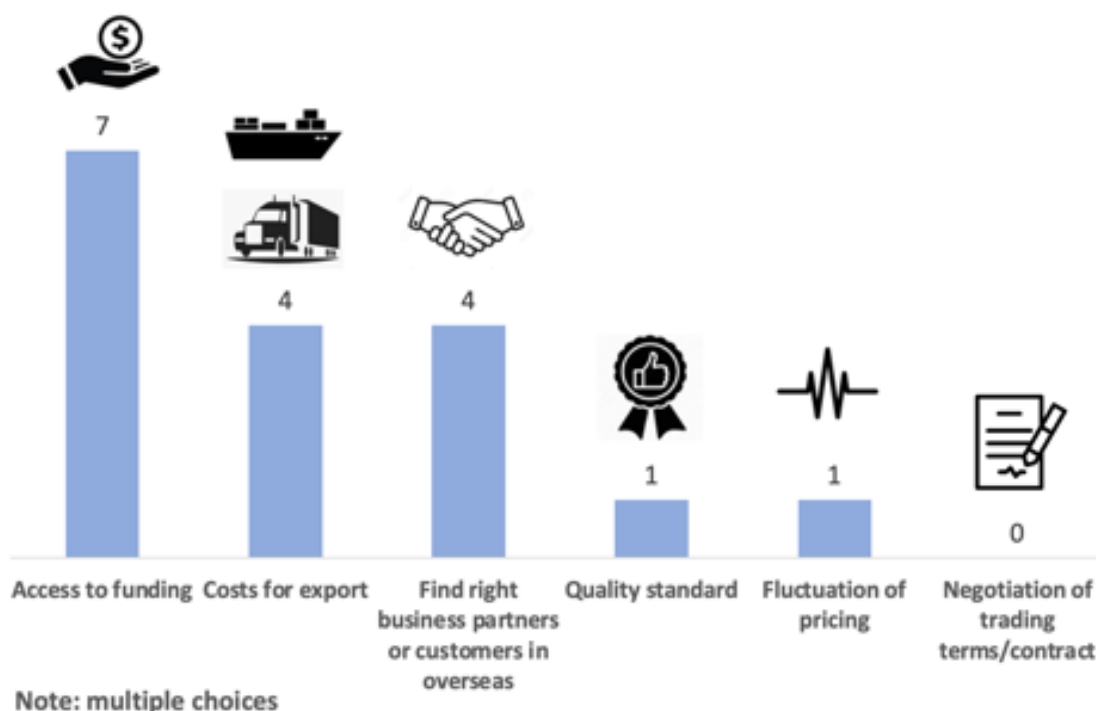
- International demands are high- 15 companies, Unique products- 9, Good product quality- 5, Domestic market is not enough- 3, Enough production capacity- 2 (note: multiple choices, 39 responses in total)



**Figure 22: The reasons for engaging in exports**

**4) Challenges and difficulties currently you are facing at**

- Access to funding- 7 companies, Costs for export- 4, Find right business partners or customers in overseas- 4, Quality standard- 1, Fluctuation of pricing- 1, Negotiation of trading terms or contracts- 0.



**Figure 23: Challenges and difficulties currently companies are facing**

**5) Information needs for the contents provided from STP**

	Very High	High	Nice to Have	No Need	Not Relevant
a. Local Prices	10	6	3	0	1
b. Global Prices	13	4	0	1	2
c. Trade Leads	12	7	0	0	1
d. Agricultural Product Map	1	8	8	2	1
e. Industrial Product Map	2	9	4	2	3
f. Analytical report and Studies	8	9	3	0	0
g. Foreign Trade Procedures Manual	7	7	4	2	0
h. Online Business Directory	9	5	3	3	0
i. Domestic and International Tradeshow Calendar	13	2	3	2	0

10+   
 5 to 9

Note: multiple choices

**Figure 24: Information needs for the contents provided from STP**

## 6) The export support services which expect to STP

- Provision of export business opportunity- 14 corporations, Training on export marketing- 14, Training on protection management- 8, Training on export procedures, Quality control- 10, Information on any export incentive measures from the government- 3. (note: multiple choices, 53 in total responses)

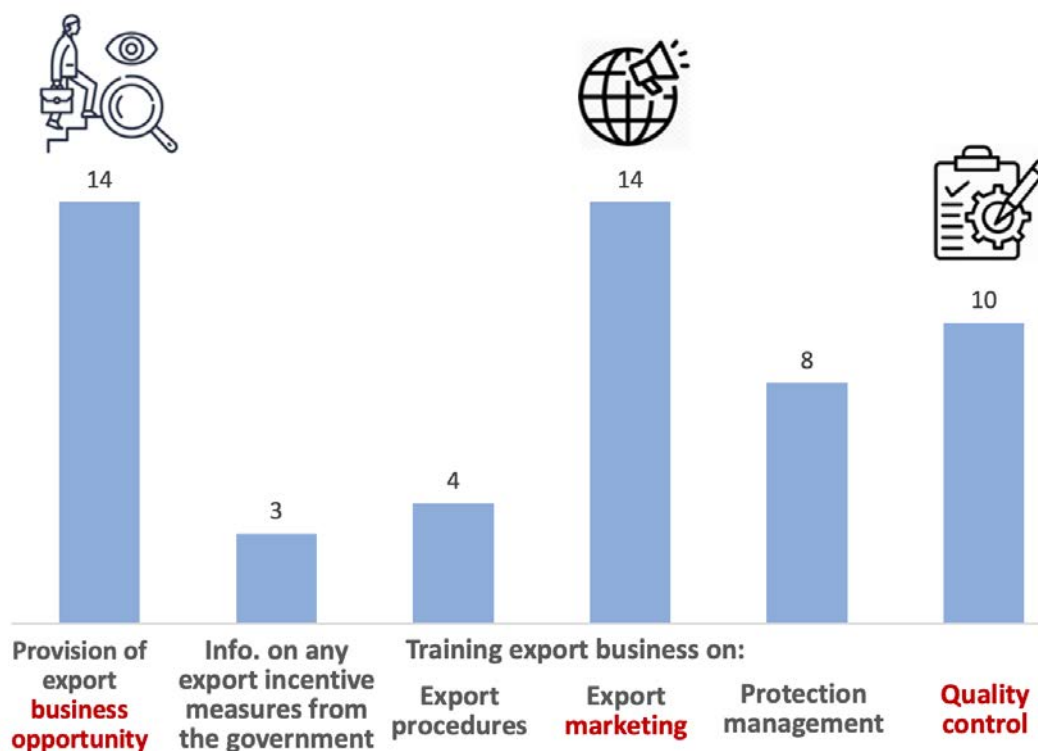


Figure 25: The export support services which expect to STP

### 3-7-2 Evaluation and Analysis of Current Engagements in Exports by Sudanese Corporations

There are three major challenges and difficulties that Sudanese corporations are currently facing at exports.

#### 1) Exports of raw materials and semi-processed products with low profit margins

Currently the main export products of Sudanese corporations are raw materials or semi-processed products, thus the revenues and profit margins are low. Export raw materials in agricultural field, such as onions, peanuts, and baobab, or semi-processed, ie., process to powder and package, which is not highly value added. Cotton is also exported raw with seeds removed, and very rare to exported as highly value-added product such as yarn or fabric.

## **2) Export products via intermediary countries**

Currently the main channel is to export Sudanese products to intermediary countries, such as UAE and Turkey, then re-exported to other countries. Due to the negative impact of long lasted economic sanctions and declining credibility of Sudan and Sudanese corporations, it seemed that many trading partners in overseas have been avoiding direct trading with Sudanese corporations. As for trading with Japanese corporations, several companies in the interview commented that they had business negotiations on exporting gum arabic and senna pod with large trading houses and pharmaceutical company before economic sanction but it completely terminated negotiations over last several years. It is observed in here that the Sudanese companies are facing difficulties to generate revenues from export. The problem is the lack of opportunities of having direct communication between final customers for Sudanese companies, which makes difficult to understand customer needs and variations correctly and difficult to take right actions promptly. Sudanese companies have been losing business opportunities for long time.

## **3) Fragility of transportation infrastructure**

Problems are piling up over exporting products in Sudan. In addition to vulnerability of power supply and IT network infrastructure, we have observed the difficulties for exporters on transportation of products and it leads to increasing costs and put pressure on their profit margins. Specifically, the provision of long-distance transportation of roads is not satisfactory, due to the lack of enough warehouses especially in outside of Khartoum, inefficient management operations at Port Sudan, etc. As a consequence, a large number of food waste is generated. Although the issue of lifting economic sanctions and the financial policy implemented for the unification of the price of currency put positive impacts over exports, there are still a lot of issues need to be solved, such as more favorable financial trading terms for exporters and speed-up the process for giving approval for exporters.

### **3-7-3 The Future Direction of Adding Value to STP's Export Support Services**

As stated in 3-4, it is evaluated that the current content service provided by STP does not satisfy the information needs of beneficiaries when they practice export. There are several reasons behind that; not enough budget leads in under staffing issue, deterioration of content creation/management system, vulnerability of power supply and IT network systems, etc. Given these conditions, several managers interviewed expressed disappointment for not updated content provided from STP and said that it is not useful.

However, as we stated in 3-7-1 (5), we can evaluate that current content coverage by STP is in right way and beneficiary's potential information needs are high. The key issue is how STP provides the

useful contents for beneficiaries in timely manner under the condition of limited budget.

On the other hand, several managers appreciated the advice and consultation from STP staff members on practicing export. Specifically, the advice for start-up business owner on building a business model which target export in near future, and practical advice for having a booth in overseas trade shows, etc. are much appreciated. The executive member of Chamber of Commerce also expects STP provide practical information about the process of export, changes in regulations, and advanced cases. This is an area potentially where STP could add more value on their services.



## 4. Arrangement of Export Promotion Related Information

### 4-1 Trends in Support for Trade and Investment Promotion and Export Promotion by Other Organizations and Donors in Sudan, Possibility of Cooperation

#### 1) Confirmation of support trends in the fields of trade / investment promotion and export promotion by other donors and organizations

Sudan has been sanctioned for nearly 20 years, was lifted from the U.S. in 2017 and excluded from the SSTL in December 2020. Economic support by the United States, EU, etc. is limited. Most of their support is from a humanitarian point of view. The EU provides support through the European Development Fund under the Cotonou Agreement (economic cooperation agreement between the EU and 79 African and Caribbean countries) that came into effect in 2002. However, Sudan has not ratified the agreement, and the EU has set up the EU Emergency Trust Fund for Africa (2016-19, totaling 160 billion euros) as an urgent effort for humanitarian assistance. For Sudan, we are focusing on the following points. ① Establishment of human rights and a law-abiding country for peacebuilding, ② Sustainable development of agricultural production and stable domestic food, ③ Creation of opportunities for further social participation by women and young people.

In addition, after 2020, as part of the measures against the COVID-19, the European Commission decided to provide emergency assistance of 100 million euros to Africa as a unique support measure (increased vaccination), of which 14 million euros is earmarked for East African countries including Sudan. On the other hand, from 2021, as part of the economic support for Sudan's provisional transition administration, efforts will be undertaken for financial system management in the public sector, stabilization of the banking sector, and cooperation of various types of support. In addition, in collaboration with the French Development Agency (AFD) and the EU, they plan to support the improvement of productivity and quality of traditional Sudanese product, gum arabic.

### 4-2 Possibility of Cooperation with Other JICA Projects Underway in Sudan

We confirmed other research projects related to agricultural projects (market oriented irrigated agriculture, disseminating Japanese technologies of food drying machines) and trade facilitation (logistics, etc.) from the perspective of seeking cooperation.

In particular, regarding the agriculture-related projects in River Nile state, we conducted a reconnaissance of the project site and exchanged opinions with the project experts. Regarding agricultural related project, it is expected that information will be provided to Japanese companies that may be interested in importing agricultural products (including food processing) in the area.

In this regard, it will be necessary for STP to promote the coordination of storage and logistics-

related information, including the above-mentioned logistics survey. For example, in the Japanese market, there are companies that import cut vegetables, fruits and processed foods from the viewpoint of labor shortage in Japan, and they have already imported these products from Southeast Asia. In the case of Sudan, there are some disadvantages due to geographical distance. It will be necessary to further provide information to Japanese companies regarding quality (sugar content, etc.) and price.

With regard to logistics, from the perspective of export promotion (facilitation of trade), the detailed information on the current situation and future trends of Port Sudan (including those related to investment attraction such as special economic zones) should be collected in cooperation with the above-mentioned survey.

#### 4-3 Good Examples of Export Promotion Organizations in Third Countries

##### 1) Confirmation of good practices of export promotion organizations in other countries

As an example of a third country, the export promotion projects in the 1980s and current export promotion measures centered on agricultural products by Japan External Trade Organization (hereinafter referred to as JETRO), which was established in 1958, is considered to be helpful for the current Sudan. JETRO's efforts include ① market trend development (market trend survey, arrangement of product entry possibilities for each market, confirmation of market entry barriers, etc.), ② promotion of participation in overseas trade fairs, ③ product introduction at overseas bases (installation of showcases). In addition, in recent agricultural product exports, we introduced to STP the implementation of campaigns for high value-added product exports (brand image strategy, development of product exhibitions in collaboration with industry groups, etc.) (Reference: Appendix 10).

#### 4-4 Restructuring the Business Relationship between Sudan & Japan

##### 1) Information exchange with Japanese companies developing business in Sudan.

Regarding business development in Sudan, although business development by the private sector is extremely limited due to the effects of economic sanctions, new movements have been seen since the SSTL was lifted in December 2020.

In JETRO, the Cairo office in Egypt which covers mainly Sudan, and the Addis Ababa office in Ethiopia which borders Sudan serve as a contact point by the Japanese companies.

In Sudan, under the initiative of His Excellency, Mr. Takashi HATTORI, Ambassador of Japan in Sudan, the "Japan-Sudan Business Cooperation Committee" was established in May 2021 with the cooperation of the JETRO Cairo office and JICA Sudan Office for the future economic relations between the two countries. In addition, there is a plan to dispatch a business mission from Sudan to

Japan early next year, led by the Ministry of Industry.

On the other hand, on the Japanese business side, there is no bilateral economic committee for Sudan as of now. Basically, in the African region, there is a place for economic exchange under the framework of the Tokyo International Conference on African Development (TICAD), in which the Japanese government takes the initiative. It is expected that the public and private sectors will work together toward TICAD 8 to be held in 2022.

In addition, there are many Japanese companies in Dubai, which has regular flights to Sudan, and has regional headquarters in the Middle East and Africa region. There are high expectations for business exchanges not only from Japan but also from Dubai.

## 5. Issues Found in the Data Collection Survey Results and Recommendations for the Future

### 5-1 Issues Found in the Results of the Data Collection Survey for Export Promotion System in Sudan

Although the provisional transitional administration by Prime Minister Dr. Hamdok (scheduled to end in 2022) which was launched in 2019, has made export promotion as one of the important pillars of economic development, it does not post specific strategies related to export promotion, such as the setting of a target year for export value and strategic export items.

In addition, the biggest issue in promoting exports is the need to practice export promotion under export restrictions. For example, setting the minimum export price, issuing export licenses by regulatory agencies and an export company registration system by the Chamber of Commerce can be pointed out. From the perspective of export regulatory system, it seems to be effective to grasp export companies. However, there is a fact that the limitation of export companies is preventing non-export companies from entering the export market.

Due to the effects of economic sanctions, banks in Europe, the United States and Japan have not entered the market except for banks in the Gulf region. Thus the Sudanese exporters have missed opportunities in the global market and JVs with the business partners. Furthermore, there are no English documents of the foreign exchange law, import / export control ordinance, trade statistics, and tariff schedule, which are the basic economic legal systems required to deepen cooperation with business partners in Europe, the United States, and Japan. That is also a big issue.

In addition, the export promotion budget in the national budget is extremely limited, and the current general account efforts do not raise the "flag" of export promotion. In that case, a kind of "special account" system for export promotion is assumed as one idea apart from the general account.

Regarding the budget for STP, which controls export promotion (transition of the budget for 2016-2020), although it is nominally increasing by degrees, the expenses called the project cost portion are actually the office rent fee and other office expenses. It can be said that the situation is flat because it is greatly affected by the inflationary part. Furthermore, due to the impact of the COVID-19 after 2020, the National budget was spent on responding to the global economic downturn and the COVID-19 problem in Sudan, and the business development budget will be reviewed. Most of the National budget is obligatory expense, e.g. administrative expenses.

The export promotion budget is extremely limited. There is a lack of budget related to participation in overseas trade fairs and there is almost no business cooperation with State-level Trade Points. Securing other financial resources is an urgent issue, such as the examination of the special account for export promotion mentioned above.

## 5-2 Recommendations for Sudanese Export Promotion Measures (Roadmap for Case Studies of Market Development in Japan)

The following is a summary of future export promotion path in Sudan over the next five years from the current provisional transition administration (export promotion under export restrictions). This is a proposal made by the survey team, taking into account of various current export policies and expected future domestic and international trends.

The point of this proposal is as follows.

- (1) Policy proposals with reference to Japan's export promotion measures  
(See 5-3 "Policy Recommendations")
- (2) Sudan's export expansion model;
  - ① Rebuilding relationships with Japanese companies that had business relationships in the past through increasing added value of products,
  - ② Rebuilding VCs in the textile industry and breaking away from raw material exports,
  - ③ Digital marketing Development of sales channels by utilization,
  - ④ One Village One Product Approach),
  - ⑤ Response to agricultural harvest loss in Sudan  
(See 5-4 " The Model of Export Expansion in Sudan ")
- (3) Support for STP value-added services (support for participation in trade fairs in Japan and establishment of high value-added services for export companies)  
(See 5-5 "Support for Value-Added Services in STP")

In 5-2-1, we will explain the external factors (WTO accession effect) regarding the future export promotion of Sudan. In 5-2-2, we will outline the above mentioned three recommendations. The details of each proposal will be described in the following 5-3, 5-4, and 5-5. In this proposal, it is assumed that export promotion measures will be gradually developed to other markets through the formation of a model for developing the market for Japan.

### 5-2-1 WTO Accession Effect

The current export restrictions in Sudan (licensing to exporters) are a shackle for all Sudanese companies that are motivated to export, and it can be said that it is a factor that hinders export promotion.

In the future, external factors may remove the export restrictions (licensing of exporters) that are a hindrance to all Sudanese companies that are willing to export. In other words, it is to become a

member of the WTO. Sudan once had applied for WTO membership in 1994 and reapplied in 2017. If Sudan becomes the member of the WTO, the current export license (export rights, GATT Article 11 entry into the country) and the minimum export price system will be abolished. As a result, it is expected that new companies willing to export will appear, and Sudan's exports will increase. In addition, the ongoing amendments to the Foreign Exchange Law and new Investment encouragement Act mean the expansion of business relation between Sudanese companies and foreign companies.

## 5-2-2 Outline of Sudan's Future Export Promotion Measures

### (1) Policy recommendations

As Japan's export promotion, SME promotion measures such as SME Basic Law and Japanese design promotion and public testing and research institutions that support SMEs technically in rural areas are indispensable. The case of JETRO, which has a history of 60-years is also essential. It is possible to cooperate and make recommendations for future export promotion measures in Sudan by utilizing these resources. Furthermore, for valuable products such as gum arabic, the efforts by the relevant ministries and agencies in Sudan should be made and accelerated to follow-up with global movements of protecting the intellectual property rights of traditional products or genetic resources as well as the protection of the geographical indications of the products.

In addition, as a recent export promotion measure, the need for export-oriented investment has been called for, and the fusion of investment promotion and export promotion has become an important policy issue in Sudan.

Based on recent interests of global companies including Japanese companies and trends in investment incentives in other countries, we will make recommendations to the relevant government agencies and STP. Furthermore, various regulations (customs measures, quarantine, product standards, and environmental standards, etc.) that have supported Japan's export promotion should be provided to the Sudanese side as reference cases. In the future, it may help to enact relevant legislation in Sudan. TICAD 8 will be held in 2022, and it would be a good idea to consider it as a Japan-Sudan dialogue as a follow-up.

### (2) Export expansion model

We will make recommendations focusing on the following five points.

#### 1) Response to rebuilding relationships with Japanese trading companies and customers regarding high value-added products

Conducting a market, survey of sesame, gum arabic, and senna pod on its competitiveness, and transaction condition. Especially sesame, since Sudan was the second largest importing country after

China about 20 years ago for Japan, it is required to carefully catch its trends in the Japanese market to rebuild the trading relationship.

2) Rebuilding the value chain of the textile industry and promoting exports of value-added products

We propose a cooperation system that includes the know-how cultivated in the former textile industry, such as scrutinizing the situation of the former heavy-duty and large factories (currently dormant) and support from Japan, and add more value from the current raw material exports. Consideration should be given to the realization of export of high-value products (cotton to apparel).

3) Utilization of digital marketing

The development on the EC site by utilizing the latest digital marketing for unique products of Sudan should be carried out in parallel with the traditional public relations of Sudanese products or business matching methods.

4) Promotion of export promotion policy by One Village, One Product approach, which was proposed by the former governor of Oita Prefecture

We are seeking business cooperation such as between a leather tanning factory in Gezira and a leather processing manufacturer in the capital Khartoum. We recommend STP to provide these companies the creation of training opportunities for entering into overseas markets. JETRO is currently managed “One Village One Product” shops at Narita Airport and Kansai Airport, and we should seek to exhibit Sudanese Products at those shops.

5) Response to agricultural harvest loss in Sudan

The harvest of agricultural products is concentrated and there are some situations where they have to be discarded. As a measure to avoid the harvest loss of agricultural products, it can be said that the examination including the entry into the food processing field is also an important issue. There is a need for efforts, including the attracting of Japanese companies such as the food processing industry, can manufacturing, and logistics.

**(3) Support for STP value-added services**

Regarding this item, we propose the future response of value-added services from the viewpoint of analysis of the current situation of STP in 5-5-1, and the approach to new export promotion measures as 5-5-2.

First, as a response to value-added services in STP, the enhancement of the STP website is an urgent issue, and it is necessary to update the content and significantly expand the number of recorded data (corporate directory, etc.). In addition, we have complete data on major export destinations for tariff

information, and effectively utilize data from international organizations for trade statistics, and process it as STP for Sudanese exporters and foreign companies interested in business transactions with Sudan. However, the latest information should be posted.

In addition, for Sudanese exporters, the STP website should include information on how to use GSP (preferential tariffs) and how to write certificates of origin for FTAs, as well as grasping tariff rates. Next, as an export promotion measure, the urgent issue is to strengthen promotion and marketing of Sudanese products for overseas markets.

On the other hand, from the perspective of strengthening marketing, including the above-mentioned cooperation on information with the commercial section of Sudan's diplomatic missions abroad, a showcase of Sudanese products should be set up in the public hall at Sudan's diplomatic missions abroad to introduce Sudanese products and search for business partners.

In strengthening cooperation between STP and State-level Trade Points, e.g. Gezira Trade Point (Gezira state) and Atbara Trade Point (River Nile state), which are currently fully engaged in business activities should consider their collaboration including personnel exchanges.

As a collaborative project between the STP headquarters and the state level, there is the realization of product development and export utilizing raw materials to the state level (One Village One Product approach).

For example, in business matching between leather tanning companies and leather product processing / exporters, STP may provide the export promotion training, product exhibitions, and website creation. The challenge is the enhancement of various support related to export promotion to state-level trade points, state government officials, and export-related organizations in the states. Another challenge is the enhancement of various support for export promotion, especially to State-level Trade Points, government officials, and export-related organizations. In addition, training opportunities on export promotion should be enhanced from the perspective of improving the capacity building of STP and State-level Trade Point staff.

On the other hand, as 5-3-2, we propose new export promotion measures that respond quickly to changes in the environment surrounding STP in the future. The latest export promotion measures are the fusion of investment and export promotion policy, so-called STP service provision for export-oriented investment. Regarding this service, it is expected that the acceptance of foreign business missions (export-oriented investment) will become more active, and the involvement of STP will continue to increase in terms of the export-related information.

For this reason, in STP, a centralized window function (One Stop System: OSS) become more important for export-oriented investment, including cooperation with the window in charge of investment-related institutions (Investment Agency). For future development of STP, it is necessary to consider measures to secure other financial resources in addition to the current budget. It can be suggested that a part of the tariff income paid by the exporter for importing materials may be used for



export promotion and used as the STP export promotion budget.

### 5-3 Policy Recommendations

As an approach to issues related to export promotion in Sudan, this report presents past cases from other countries, including Japan, as references when formulating future export promotion measures for Sudan.

#### 5-3-1 Sudan's Export Structure

Most of the export value is concentrated on agricultural products and some mineral resources, and export destinations are also affected by economic sanctions and rapidly changing global market trends. Sudan's access to Western countries and the Japanese market is limited. However, with the lifting of economic sanctions and the lifting of the designation of the state sponsor of terrorism in the United States, changes in the external environment surrounding Sudan have led to a gradual resumption of business with Sudan, mainly in Europe and the United States.

At first, an establishment of foreign banks and a generalization of payment and clearance will be promoted. It is said that the possibility of investment by foreign capital will increase along with the Foreign Exchange Law. As the Investment Law (2013) has been amended, so called Investment Encouragement Act 2021, it is expected that foreign direct investment (FDI) will increase in the future. At this time, the measures for investment promotion are the transparency of investment incentives and the continuation of simplified procedures.

As for the export promotion measures, there are three possible measures: (1) measures to increase export-related companies, (2) understanding how Sudanese exports are accepted in the global market, and (3) the need for export promotion by accepting export-oriented investment.

Regarding the first measure to increase the number of export-related companies, it is expected that the current export license provision, which is an export right regulation, shall be abolished. There is a high possibility that this export restriction will be abolished when they join the WTO. For exporters, access to information on the global market and the ease of taking export finance scheme are important. In this export finance, one key is how commercial bank facilitate the lending funds to the exporting company. It is assumed that the central bank will lend to commercial banks at a fixed rate, the commercial bank will record a profit margin, and then lend to the exporting company again at the rate set by the central bank. It is conceivable that a difference in the rate set by the central bank between the general enterprise and the SME can facilitate the financing for the SME.

Regarding the second point on Sudan's exports and the global market, Sudan's main export items are agricultural products. Except gum arabic, other items are equally competing among developing countries and do not have strong competitiveness. Therefore, it is necessary to differentiate the

characteristics of Sudanese products and items from other countries. It has been a long time since food security has been called for, but there are cases where it leads to purchasing behavior with the production environment of pesticide-free and organic in mind, but it is also necessary to evaluate the original quality (taste, etc.) of the product first. In addition, selecting the shipping time in consideration of the season of the consumption area is also an important marketing strategy.

The third point, as a recent trend, one of the measures to promote exports in developing countries is to attract export-oriented investment. The idea is to accept foreign investment, utilize the labor force of the investee, produce the final product at the investee, and re-export to the investor. Foreign capital is basically an export type, such as reducing production costs and at the customs office of the re-export destination (investor country), whether the country of origin is a developing country or enjoying customs benefits from GSP (special offer duty). There are cases such as single investment and JV with local companies. In addition to the benefits to the investors, this export-oriented investment is said to have a great effect on the developing countries as well, such as the impact of creating jobs and increasing the export value.

Furthermore, it is said that there are high expectations for technology transfer through collaboration with local companies from foreign investor. Basically, foreign investor may withdraw from production activities at investees due to changes such as the above-mentioned rise in production costs (rise in labor wages) and changes in import market access (graduation from GSP). As a result of trying to become a local company, the internationalization of this local companies that enable technology transfer and production of high value-added products will progress.

Therefore, the government needs to take various incentives to encourage export-oriented investment. Specifically, there are measures such as corporate tax exemption and duty exemption for imported materials and equipment goods. There have been various cases of this export-oriented investment in the past, and the following cases of Sri Lanka (200 Garment Factories concept) and the current status of the investment promotion measures (Board of Investment of Sri Lanka, BOI's main investment recommended areas) are described. Please refer to (Appendix 12: Investment Promotion Measures in Sri Lanka (200 Garment Factories Concept)).

### 5-3-2 Direction of Cooperation with Sudan's Export Promotion Measures as Seen in Japan's Export Promotion Measures

#### **(1) SME Basic Law in Japan**

The Basic Law for Small and Medium-sized Enterprises in Japan (significantly revised in 1999) enacted in 1963 is a comprehensive framework for technology transfer, overseas information gathering capacity and financing, which are problems of small and medium-sized enterprises. The role of small and medium-sized enterprises given to Japan is large, and in the 21st century, they are shifting from traditional domestic transactions to developing sales channels for the global market.

On the other hand, regarding SME policy, the definition of a company is ambiguous in Western countries, and in the EU, policy to promote SMEs have been established with reference to Japanese policy since the 1990s.

Therefore, in Sudan, where export restrictions are expected to be lifted sooner or later (GATT Article 11 entering the country), it is desirable to establish a comprehensive SME policy from the perspective of export promotion. At that time, the basic principles and policies of Japan's Basic Law for Small and Medium Enterprises (the Basic Law for Promotion of Small Businesses with 5 or Less Employees was enacted in 2014), which has undergone a long history and twists and turns, will be an important measure for the country. (Reference: URL Small and Medium Enterprise Agency: Small and Medium Enterprise Basic Law ([meti.go.jp](http://meti.go.jp)))

In Sudan, it is said that there are about 30,000 agricultural cooperatives, and it is necessary to take measures for modernization in the cooperative law from the viewpoint of productivity and income improvement of farmers (Reference: URL Agricultural Cooperative Law | e-Gov Law Search).

In addition, along with the enactment of the Basic Law for Small and Medium-sized Enterprises, there are some local-level public testing and research institutes such as in mining, industrial and agricultural that have a history of more than 100 years in Japan, which aim to improve the technology of products of small and medium-sized enterprises. It should be considered at the state level in Sudan as well. Public testing laboratory include technical consultations with local SMEs, request tests for equipment use and component analysis in public testing laboratory, and joint research with researchers in public testing laboratory, and development costs for small and medium-sized enterprises who are users.

In addition, there are National College of Technology that has been a national higher education organization with 55 schools locate nationwide in Japan since 1962. Not to mention its achievements such as technological innovation and training of engineers, but recently, it has also been actively engaged in overseas projects (eg, JICA commissioned project in Turkey: Turkey's automatic control technology education dissemination plan strengthening project, etc.). In addition, Nagano College of Technology plans to establish technical college education in Thailand, which is a center of Japanese manufacturing industry.

## **(2) Design promotion measures: Industrial design promotion and training of designers by design vocational schools**

For export promotion, the design of industrial products is also an important item for adding value to products. In Japan, from the viewpoint of measures against imitation of the design of overseas products, the Design Law was first enacted in 1959, then the Design Promotion Encouragement Council was established, and the design promotion policy was started. In particular, Japan Design

House has been set up within JETRO as a base for transmitting Japanese industrial design, including design education, design training institutions and comprehensive design exhibitions. In 1969, the Japan Industrial Design Promotion Organization (currently the Japan Institute of Design Promotion) was established, and since then, it has been striving to develop Japanese industrial design.

In Japan, education on clothing is traditionally popular. The efforts to develop unique designers found at Bunka Fashion College, which was established in 1923, are also areas that we have been focusing on along with the promotion of industrial design. From the 1980s to the present, it is fresh in our memory that Kenzo Takada (deceased) and Yohji Yamamoto introduced Japanese fashion culture to the fashion world in Paris and received a great response. Both are graduates of this school. In addition, many design schools, including clothing, have been built in Japan and play a role in promoting Japanese design. Regarding design promotion, there is also a response to invite world-class designers to handle only production, but domestic industrial design promotion policy has a considerable effect on adding value to products in future.

Therefore, in addition to the export of agricultural products, Sudan shall also carry out the manufacturing process designed by Sudanese designers to the apparel products using cotton and leather products, and export the products to foreign markets. Although it is a policy that takes time to realize, establishment of a design-related school in Sudan shall be considered.

### **(3) Initiatives for strategic export products**

In the past, with the development of the silk-reeling industry, Japan has subject to export restrictions on silk moth growth methods (producing cocoons without variation based on a growth technology for equal quality of silkworm, which ultimately leads to high value-added raw silk production) and has thoroughly protected the raw silk sector in Japan. Furthermore, although it is not a national level export regulation, there are many cases including Japan as measures to prevent the outflow of product technology overseas.

On the other hand, recently, Japanese black beef (Tajima beef, Kobe beef, etc.) has been registered for geographical indication protection (\* hereinafter referred to as "GI") in the WTO TRIPS agreement, and efforts are being made to brand and protect products<sup>29</sup>. Since Sudan have about 80% share of the production of gum arabic in the world market, it is necessary to take immediate measures to protect geographical indication. EU and France, which is currently a major importer of gum arabic, are planning to provide various support for the production of full-scale gum arabic in Sudan.

The realization of protection (to avoid competition with other gum arabic producing countries)

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<sup>29</sup> \* GI:Protection of Geographical Indications of TRIPS Agreement, Article 22 1.1 For the purposes of this Agreement, a "geographical indication" is the territory of a Member State where, for a product, its established quality, social reputation and other characteristics are primarily attributed to the geographical origin of the product. Or, it means a display that identifies the area or region within the area as the place of origin.

and various preparations for registration after joining the WTO (specific ministries and agencies: assuming the Ministry of Agriculture) should be urgently promoted. On the other hand, apart from the WTO TRIPS Agreement GI, rules for protecting intellectual property rights related to agricultural products are being created on various channels. The background to this is that most intellectual property rights mostly cover industrial products, which is basically a disadvantage for developing countries.

Therefore, it is necessary to establish a mechanism to protect agricultural products from the viewpoint of tradition and genetic resources, and to pay a certain amount of royalties to the country of origin when the raw materials are used overseas. For example, the United Nations WIPO, which is a global framework for intellectual property rights, established an intergovernmental committee (IGC) in 2010 to create international rules as protection provisions for the world's genetic resources, traditional products, and traditional knowledge. WIPO has started to work toward this, but it does not reached an agreement after various discussions. Prior to this, there were discussions on the use of genetic resources and the reallocation of profits under the Convention on Biological Diversity in 1992. In any case, the treatment of intellectual property rights of traditional products differs in each country, and countries that have genetic resources and traditional products and companies that utilize those products (in countries that produce final products). First of all, it is important to have a forum for discussions between countries and companies (handling of intellectual property rights of raw materials). In Sudan, it is desirable to establish a system for responding to global consultations, including the extraction of the products and traditional techniques.

#### **(4) Using JETRO's history as a reference example**

Since 1958, JETRO has mainly played a role as a project implementation organization for services such as regular collection and provision of overseas information, participation in overseas trade fairs, and the overseas tone of interest in Japanese products. In Sudan, where export promotion measures are an important policy, JETRO's history can be introduced as a meaningful reference example as follows.

Japan's main export items in the 1960s were textiles and light industrial products, and the automobile industry, which is the current core industry, was extremely limited. However, it is well known that the industrial structure has changed significantly in 60 years.

On the other hand, in the case of Japan, the raw materials are scarce and the dependence on imports has increased. Since the export-oriented nation has been adopted as the national policy, it is inevitable to strive to improve the technical level and reduce the production cost at the same time.

First, the reduction of import costs can be said to be characterized by the reduction of production costs through the efficient use of fossil fuels (e.g, the efficiency of coal use for iron production). This is still a Co2 reduction effect as a resource-poor Japanese energy-saving technology.

On the other hand, for export promotion, a public export promotion organization was established (established in 1958 by the merger of the current JETRO, overseas market research, overseas trade fairs, and agricultural and fishery exports). As a result, a thorough analysis of promising overseas markets, introduction of Japanese products to overseas markets (permanent exhibition halls at JETRO Offices, trade fairs, Expo etc.) was conducted.

Regarding the possibility of Japanese products entering promising overseas markets, JETRO first focused on the import restrictions of Japanese products as the overseas market trends, and grasped the facts (analysis of import regulation related laws and problems with the Japanese government, etc. and information sharing), consumer interest surveys in the market (understanding of interests and problems regarding Japanese products), and the tone of overseas media regarding Japanese products also endeavored to collect information.

Next, in addition to participating in an overseas trade fair where Japanese products were introduced, and the small permanent exhibition hall was set up at JETRO's main overseas offices outside the trade fair period. The exhibition hall is currently abolished. This small permanent exhibition hall is a venue where buyers and consumers in overseas markets can come into contact with Japanese products on a daily basis, and it is also an important base for grasping the degree of interest in Japanese products mentioned above.

From the perspective of improving design and quality, it was also an opportunity to feed back these reactions to the Japanese companies that produce the products. Based on these experiences of JETRO in Japan, as mentioned above, STP, which is an export promotion organization in Sudan, also set up a small showcase at a diplomatic mission abroad instead of an overseas office. STP should try to grasp it. On the other hand, since there are various means of publicizing export items, including the use of the Internet, it will be necessary to seek various measures in addition to the above-mentioned installation of showcases.

##### **(5) Areas of cooperation for the promotion of Sudanese exports in terms of policy**

The following are fields of cooperation related to expected export promotion, but as a method of doing so, there are many cases in Japan where discussions are held with the target countries by taking up the items of FTA (EPA) negotiations. However, discussions on FTAs (EPAs) with Sudan are probably somewhat unrealistic.

Therefore, for the time being, it seems that the governments of both countries or the public and private sectors should establish a cooperative system and take measures. In Sudan, the Japan-Sudan Business Cooperation Committee was established in May 2021, but it is also possible to propose the cooperation of Japan and Sudan through a follow-up after TICAD 8 that is to be held in 2022, including this framework. As reference material, Appendix 11: New Provisional Transition Government Ministerial Ministries and Ministerial List is attached.

**Table 21: Japanese cooperation for Sudan & related Sudanese Authorities (draft)**

Cooperation Items	In Charge of Sudanese Authorities
Trade facilitation: digitization of customs clearance, certificate of origin, Advance Rulings, Tariff Schedule	<ul style="list-style-type: none"> <li>• Ministry of Finance and Economic Planning</li> <li>• Custom Authority</li> </ul>
Standard (ex: JIS standard, JAS standard, etc.)	<ul style="list-style-type: none"> <li>• Ministry of Industry,</li> <li>• Sudanese Standards and Metrology (SSMO)</li> </ul>
Quarantine and Product Quality Improvement	<ul style="list-style-type: none"> <li>• Ministry of Agriculture and Natural Resources</li> <li>• Ministry of Trade and Supply</li> </ul>
Intellectual Property Rights (geographical indications of genetic resources and traditional products: protection provisions regarding the TRIPS Agreement)	<ul style="list-style-type: none"> <li>• Ministry of Industry</li> <li>• Ministry of Trade and Supply</li> </ul>
Environmental Policy: Renewable Energy Promotion (Solar Power Generation Project), etc.	<ul style="list-style-type: none"> <li>• Ministry of Energy and Oil</li> </ul>

#### 5-4 The Model of Export Expansion in Sudan

##### 5-4-1 Rebuilding relationships between Japanese large trading houses and clients on value added and differentiated products

Sudanese corporations used to deal unique products, such as gum arabic and senna pod, with Japanese large trading houses and clients before economic sanctions, but there are very limited communication channels exist at this moment. It seems that direct trading volume between Sudan and Japan were sharply decreased, on the other hand, the volume of in-direct trading, via intermediate countries, has increased instead. It is very important for Sudanese corporations having a direct relationship with end-customers in order to understand the changes of their needs and pain-points and take right actions promptly. Japanese trading houses and clients also get benefits from direct trading between Sudan. They can request their needs precisely and expected that profit margin will improve.

It is recommended that Sudanese corporations approach Japanese trading houses and start business communication on sesame. If you look at the trade statistics in Japan in 1998, Japan imported sesame from Sudan at 1,982 million Japanese yen, which was second largest trading partner next to China. However, the trading volume was sharply declined to only 42 million Japanese yen in 2008. If you look at the market trend for last 20 years, Japan drastically shifted its trading partners from China to African countries. Because of the rise in domestic demands and labor costs, the sesame price was

rising in China. Given this condition, Japan expanded the trading volume between Nigeria, Burkina Faso and Mozambique. Now, Nigeria is a largest trading partner for Japan, imported sesame at 6,920 million Japanese yen which is 2.8 times more if it is compared with 20 years ago. It is the time for Sudanese corporations, at the stage of lifting economic sanctions, to start business communication with Japanese trading houses and clients, conduct market and competitive research, and improve product qualities, in order to regaining market share in Japan.

#### 5-4-2 Restructuring of Value Chain of Textile Industry and Export Promotion of Value Added Products

Sudan is known as a cotton growing country and Gezira state where the survey team visited this time is one of the major cotton growing areas in Sudan. The survey team visited the following textile industry related companies and describe the summary of business activities of each company and its consideration as follows.

##### **(1) Nourtex Tex International For Spinning & Weaving**

- The company is having the large scale of production facility of ginning (removing cotton seeds from raw cotton) , spinning and weaving. The company is currently operating both ginning and weaving processes, and installing second-hand spinning machine in its factory premise.
- Their ginning machines are two types: Roller and Sew types, and their ginning facility is the most modernized in Gezira state with the ginning capacity of about 682 tons/month.
- The installation of spinning machines are scheduled to be completed by the end of August 2021 and they are made by the European leading manufactures such as Rieter and Schlafhorst. According to their production plan, they will start producing 20s to 30s cotton carded yarn at 50% of its installed production capacity level and produce combed yarn which is more refined yarn from carded yarn in the future. With 30s cotton combed yarns, T-shirts and underwear can be manufactured to meet with quality level in the international market.
- The company is also having circular knitting machines and able to produce single jersey knitted fabrics with which T-shirts can be made.
- Although the company is not exporting their products, the company has a plan to export bed sheets with their own cotton yarns to neighboring countries such as Chad, Ethiopia, Uganda and knitted fabrics and T-shirts to European market in the future.

##### **(2) T-Company**

- The company is operating two ginning factories with total production capacity of 1,300 tons/month. The machines are both Chinese and Turkish make and all of them are Sew system. All ginning machine in their new factory are Turkish make and installed in the factory under financial assistance such as loan from Turkish government.



### **(3) Sur Textile**

- The company which was established as a joint venture factory with Sudan, Turkey and Qatar, three countries is the largest textile factory in Sudan with the production capacity of spinning, weaving, knitted fabric making, dyeing/finishing in the company premise and sewing factory in Khartoum.
- The main products are uniforms for army, police and private manufacturers' worker. The company receives orders for army uniforms from four African countries including Sudan.
- The company also produces bed sheets, trousers, T-shirts and school uniforms and jersey for training wear.
- The company's entire production facility is controlled by computer and the company has its own power generating facility in the company production premise.
- The company has already acquired certificates of both ISO QMS (Quality Management System) and EMS (Environment Management System).
- The company is now operating in three shifts with 1,200 employees.

### **(4) Ishraga Ginning Factory**

- The company is a ginning factory with its production capacity of 2,400 tons/month.
- 100% of raw cottons after ginning are exported to Pakistan, Turkey, China, Egypt, Dubai, etc.
- The company has a plan to install spinning production facility in the future.
- The status of production facility at each company the survey team visited is summarized as follow.

**Table 22: Production status of Gezira state textile industry**

<b>Company</b>	<b>Ginning</b>	<b>Spinning</b>	<b>Weaving, Knitted fabric production</b>	<b>Dyeing</b>	<b>Sewing</b>
Nourtex	Operation	Installation	Operation	No plan	No plan
T-Company	Operation	No plan	No plan	No plan	No plan
Sur Textile	No plan	Operation	Operation	Operation	Operation
Ishraga	Operation	Planning	No plan	No plan	No plan

Since T-Company delivers raw cotton after ginning to Sur Textile, the value chain from ginning to sewing processes is completed. Meanwhile, Nourtex is currently installing spinning production facility and will complete value chain from ginning up to manufacturing of woven and knitted fabrics after its completion of spinning facility, lacking dyeing/sewing facilities. Ishraga Ginning Factory currently has a ginning facility and a plan to install spinning production facility in the future. In case the three companies except Sur Textile will be able to complete value chain from ginning, spinning, weaving, knitting, dyeing up to sewing processes, the export of value-added products in textile industry in Gezira state will be feasible.

Once this value chain is established, the export of apparel products to international market is considered feasible and it is expected that the apparel goods may be exported to the United States market under AGOA (African Growth Opportunity Act) after Sudan will become member countries of WTO and AGOA in the future.

There is no import quota and no import duty for the products imported from AGOA member countries, orders of OEM will be greatly expected from the large fashion houses in the United States.

Being a major supplier for army uniforms for Sudan and its neighboring countries and police uniforms for Sudan, it is considered that Sur Textile may have a difficulty in receiving orders from buyers in the United States. Therefore, the establishment of textile industry value chain with Nourtex as a key player is very significant and expected to contribute a lot for export promotion businesses of value-added textile products in the future.

#### 5-4-3 Selling Unique Products in Sudan on EC Sites in Japan with Solid Web Marketing Strategy

We would like to propose that offering unique Sudanese products for Japanese customers on major EC sites with using the latest digital marketing approach and technologies. The benefit of this approach

is that you can start the project quickly with relatively low budget and reach out to end customers. One idea is that offering powdered baobab for soft drink together with powdered gum arabic, which prevents precipitation. For Japanese potential customers, baobab is not familiar at this moment but it will meet their taste. This idea focuses on the point that Japanese customers and large beverage corporations are always looking for something new products. The unique story and unfamiliar factor of baobab and gum arabic is likely to get customer's interests.

One of the key success factors is building an effective web marketing model, strategy, and workflow. In addition to "selling" products, the idea of "producing" business is important and essential. The product quality and taste are important but increasing awareness of products and strengthen branding are also very important. In this sense, the idea is pitching unique value of Sudanese products together with very attractive story of "Made in Sudan". Of course, it needs to build a system and channels on cyber world that the customers who are interested in your products will seamlessly lead to paying money for it. The success of this project is largely depending on the team building who are very experienced and capable in web marketing field.

In addition to selling products on EC sites, it is recommended offering products to large beverage companies. The large beverage companies in Japan launches new soft and low alcohol drinks every year. It is identified that the new products development team members are always looking for something new and good for health and beauties. Sudan's unique products, baobab and gum arabic, is able to get attention from those people and ready to start business discussions.

#### 5-4-4 Export Promotion by Applying One Village One Product Approach

One Village One Product Approach began in every city and village in Oita prefecture in 1980 as a regional promotion project with the concept of "Act Locally Think Globally." Thereafter, Japanese government announced this movement as "Development Initiative" for the support to developing countries in December 2005 at WTO ministerial conference in Hong Kong and this movement has been implemented in Asia and African countries.

The basic concept of this movement is to add values to the locally available raw materials and sell them in the regional and international markets resulting in promotion of job opportunities and income generation. There are lots of raw hides available in Sudan, since Sudan has been exporting a lot of livestock (cow, sheep, goat, camel, poultry, etc.) in either live or meat mainly to the Gulf States.

The survey mission visited tannery in Gezira state. This tannery, which was established in 2015, has a large scale production capacity of 6,000 raw hides in a day and exports to EU, China and Saudi Arabia. Due to the minimum export price policy regulated by the Sudanese government, the company cannot export the finished leather and keep about 6,000 tons as an inventory at the moment.

Afterwards, the survey team visited a leather processing company producing leather bags and

learned that the company delivered about 4,000 pcs. of leather backpack to international donor by order basis. The company started export business in January 2021 for their leather products including leather bags to Bahrain and Dubai by hand-carry by acquaintances and friends as a mean of major transportation. The company owner had obtained business knowledge in Uganda in 2010's and commenced this business in Sudan as a start-up company. The company purchased leather materials from the above-mentioned tannery in Gezira state. It is expected that the export business of leather products can be promoted by strengthening the linkage between the tannery in Gezira state and the leather processing companies in Khartoum.

Under One Village One Product approach, new leather processing companies can be established in Gezira state through the production guidance for leather products by the company in Khartoum and STP's role will be to provide training on product development, IT, marketing, production management. The antenna shop for sales and marketing of leather products can also be established in Khartoum in the future to provide more business matching opportunities for export promotion. STP is expected to promote e-marketing/e-commerce by introducing the leather products on its website.

#### 5-4-5 Response to Agricultural Product Harvest Loss

In the state of River Nile, which we visited this time, agricultural products are harvested intensively for a certain period of time and are harvested in a form that greatly exceeds demand, so some of them are in a state of disposal. The state government also consulted with us regarding measures to avoid this harvest loss (For example, tomato). To avoid harvest loss, survey team explained that efforts to increase exports are expected by improving logistics and storage facilities, introducing that it is important to export processed products, such as canned foods, instead of fresh tomatoes, as a response to long-distance regions such as Japan. Currently in Japan, canned tomatoes are mainly imported from Italy and Turkey, but if logistics are improved, it may be possible that they will be imported from Sudan, which is closer to Japan. In Japan, there are an increasing number of cases where vegetables and fruits are imported from foreign countries as frozen foods after semi processing.

Japanese companies not only import, but also buy vegetables and fruits in other countries, build food processing factories, and import them into Japan. Not only the quality but also the costs, especially interest in Japan's import tariffs, are higher than investment incentives (incentives such as corporate tax exemption). Due to the large amount of imports, import tariffs in Japan are an indispensable factor for cost reduction nowadays. In the case of Sudan, import tariffs on Japan are advantageous because they are preferential countries among developing countries (most products have zero tariffs). In any case, it seems necessary to introduce Sudanese vegetables and fruits to Japanese companies.

## 5-5 Support for Value-Added Services in STP

### 5-5-1 Support for Value-Added Services in STP

First of all, regarding the establishment of services that meet the needs of STP users, it can be said that the enhancement of the STP website is an urgent issue for foreign companies seeking transactions with Sudanese companies. In particular, the recorded content has not been updated, such as the number of data such as survey-related materials (10 years ago) and Sudanese exportable companies directory (only 50). Regarding the STP website, it is expected that (1) Tariff information, (2) Trade Statistics, and (3) Statistically Processed Data will be posted.

As domestic and foreign trade-related information, (1) Tariff information (Import tariff rate in Sudan, Import tariff rate of major export destinations: Import tariff rate of Gulf countries, EU integrated tariff rate (TARIC system) and Japanese Tariff Schedule). In the future, it would be a good idea to consider World Tariff contract (paid), such as FEDEX, which covers import tariff rates worldwide.

As for (2) Trade Statistics, first specify the URL of trade statistics by international organizations could be posted. Among the databases of international organizations, the World Bank database World Integrated Trade Solution (WITS), the United Nations database UN Comtrade, and FAOSTAT of the Food and Agriculture Organization of the United Nations for agricultural production statistics are also useful.

Furthermore, as (3), not only the URLs of these organizations, but also the statistics should be clearly stated as data partially processed (extract major destinations and export products) for domestic and foreign companies by STP. Is desirable, but in that case, it must be written in Arabic and English. In addition to the above tariff rates, GSP (Preferential Tariffs) and how to obtain FTA certificates of origin will also be useful information for companies (mainly FTA texts are in English, but the Arabic contracting parties is also available).

In order to increase the data of STP registered Sudanese Exportable Companies directory, it is necessary to cooperate with the Sudanese Chamber of Commerce to increase the company information. For Survey information on major products in Sudan should cover the tariff rates and import control information of the major export destinations mentioned above, in addition to the quarantine methods and international standards. Furthermore, in addition to the Sudanese Exportable Companies directory, the chambers of commerce, industry groups, and the competent authorities is required to notify. This is because they can be used as important tools in businesses such as export product promotion, participation in overseas trade fairs, and business matching.

The latest information such as tariff rates and import restrictions at export destinations should be obtained in collaboration with the diplomatic missions abroad in Sudan, processed by STP, and covered as survey materials in Arabic and English. It is undeniable that a certain budget is required to update the survey materials, but in addition, a method of contract surveys from export-related

organizations such as the Chamber of Commerce and government agencies may be considered.

Next, as an export promotion measure, the urgent issue is to strengthen promotion and marketing of Sudanese products for overseas markets. Especially for overseas trade fairs. In the future, it is necessary to formulate a strategy for entering new markets for Sudanese products, analyze what kind of trade fairs are more effective (such as evaluation of importers' acceptance of Sudanese products), and decide on such trade fairs.

In addition, it is important to establish a support system that immediately responds to the needs of exhibiting companies, including the selection of exhibitors. From the viewpoint of strengthening marketing, it is necessary to set up a Showcase of Sudanese products in the diplomatic mission abroad to facilitate access of business partners such as importers from other countries. Regarding business matching, the recent use of the Internet has made it possible to introduce Sudanese products and search for business partners more quickly, and active utilization of these functions should also be undertaken as an export promotion business for STP. Furthermore, as part of the above-mentioned public relations of Sudanese products, the creation of catalogs for each product (English) is also a conventional type.

Regarding strengthening cooperation between STP headquarters and state-level trade points, business cooperation including personnel exchanges should be implemented focusing on Gezira Trade points (Gezira) and Atbara Trade points (River Nile). One of the possible business collaborations at present is the implementation of telework-type annual meetings. In the future, for federal-level permits that state-level exporters must obtain, cooperation support between state-level trade points and STP headquarters should also be considered.

As a collaborative project between the STP headquarters and the state level, there is the realization of product development and export (One village One Product Approach). Specifically, business collaboration between leather tanners at the state level and leather product processors / exporters in Khartoum is envisioned. In the collaboration between the trade points at the state level and STP headquarters, information sharing shall be promoted. Also, STP headquarters will provide support for export promotion training, product exhibition, public relations and marketing for a leather product processing trader and exporters.

In addition, for state-level trade points, state government officials, export-related organizations, etc., various support related to export promotion is a major issue, and it is necessary to strengthen the area such as management strategy, marketing and production control. For this reason, we would like to propose, for example, to provide opportunities for trade practice courses, export seminars, and training.

Furthermore, from the perspective of improving the capacity building of STP headquarters and state-level trade point staff, enhancing and expanding training opportunities on export promotion is the greatest challenge for a small number of elite staff. In particular, the accumulation of knowledge about the latest trade transactions and marketing due to the spread of the Internet should also be considered.

## 5-5-2 New Export Promotion Measures (Export-Oriented Investment, OSS, New Financial Resources)

As the latest export promotion measures, in addition to the above-mentioned efforts utilizing the Internet, the fusion of investment promotion and export promotion, which has been established as separate policies in the past, so-called "export-oriented investment" (inviting foreign capital, producing and exporting by investors) has also become a hot topic as a means of increasing the export value. As mentioned above, Sudan has also amended the Investment Promotion Law, introduced foreign capital, and has begun to implement policies aimed at increasing exports of high-value-added products.

In the future, STP should strengthen cooperation with investment-related institutions (Investment Agency) and consider production and export by foreign capital and JV basis with local companies as an important new business. Generally, the investment environment is the sole responsibility of investment-related institutions (Investment Agency). However, if a local Sudanese company conducts production activities in JV basis with foreign capital and engages in exports, eventually export-related information will be contacted by STP. However, it goes without saying that a centralized contact point for investment and export information is desirable for foreign capital and local companies, and STP should also consider these new services in mind.

Therefore, it is expected that STP to be involved in accepting foreign company missions, and to provide investment environment information in addition to export-related information. For this reason, the centralized window function (OSS) for export and export-oriented investment, including cooperation with the window in charge of investment-related institutions (Investment Agency), has already been discussed within the government. There is also possibility that foreign capital will access necessary information to state-level trade points, and it would be more effective if efforts of cooperation with the state's investment bureau could be made.

In this way, with the change in the quality of export promotion services, it is necessary to establish cooperation with other organizations and build an immediate response system for the information needs of users. In other words, it will be necessary for STP to recognize the information needs in all processes from production to processing and export for their activity. STP's main activity is to promote exports and provide information on investment for foreign investors. Also, it would be effective to offer services on identifying the appropriate authorities and providing those information to the investors. It will be considered effective for STP to work on the Japanese market and gradually disseminate the knowledge cultivated in that market to other regions.

For future STP service, it is necessary to consider measures to secure other financial resources in addition to the current budget. As an example, Sudanese exporters import raw materials for domestic production. In this importing process, the tariffs and import value-added tax are posed to importers. In

this regard, STP could use the tariffs and tax as the financial resources to promote the export (for international public relations and exhibition events of Sudanese products). This is expected to be resisted by the Ministry of Finance and Economic Planning regarding tariff revenues. Nevertheless, in other country where export promotion is the most important policy, a cross-ministerial export promotion measures team led by the Prime Minister has been established. It is necessary to consider measures such as constructing budgeting as a special account for export promotion instead of a general account.

Regarding the current management council of STP (composed of the Ministry of Trade, related ministries, industry groups, etc.), it needs to secure a stable budget, including the formulation of export promotion measures that respond quickly to future changes in the domestic and overseas environment.

It seems necessary to consider it as a framework that further contributes to the strengthening of STP functions, such as the allocation of personnel. In addition, as mentioned above, the STP side will strengthen cooperation with the diplomatic mission abroad (information sharing, considering personnel exchanges in the future), and will provide information to Sudanese exporters even under the current tight budget situation. Public relations of Sudanese products in overseas markets should be further strengthened.



## Appendices

## Appendix 1 : Survey Schedule

Week	Day	Staying at	Survey Target	Survey Contents (tentative)
	6/12(Sat)	Departing Japan		Kurata departs Japan : EK319
1	6/13(Sun)	Arriving Sudan		Horiguchi departs Japan : ET673 Kurata arrives at Sudan : EK733) 16:35
	14(Mon)	Khartoum	STP	●Preparation of field survey at STP Horiguchi arrives at Sudan : ET344) 12:25
	15(Tue)	Khartoum	STP	●Preparation of the field survey ●info collection about STP ●Revision of the questionnaire for the personnel ●JICA Sudan Office at 13:30-14:30 (Tamada departs Japan : EK317) (Hirakawa departs Japan : EK319)
	16(Wed)	Khartoum	STP	●Info collection at STP Tamada and Hirakawa arrives at Sudan : EK733) 16:35
	17(Thu)	Khartoum	STP, Ministry	●10:00 Ministry of Trade ●PM Mr. Horiguchi visits Golden Arrow ●13:00 Questionnaire pretest (Team B&C)
	18(Fri)	Khartoum		
	19(Sat)	Khartoum	Exporter	●10:00 Visit to Mr. Hishan of Salih Abdulrahman Yagoub Co.,Ltd., Large exporter
	2	20(Sun)	Khartoum	STP
21(Mon)		Khartoum	STP	●Info collection at STP / ●9:00 Meeting with Mr. Bashir (resource person)(can be flexible but reminder needed) ●13:30 Chamber of Commerce HQ ●SWOT Discussion 9:00 Planning and Research Dept., 12:00 Promotion Dept.
22(Tue)		Khartoum	STP	●7:00 Visit to private companies (Gum Arabic, Peanuts) at Al Bagir (one-day trip) ●SWOT Discussion 9:00 Trade Facilitation Dept.
23(Wed)		Khartoum	Min. of Finance	●Ministry of Finance
			STP	●9:00 SWOT Discussion HR & Finance Dept.
24 (Thur)		Khartoum	Large Agribusiness	●DAL Company (under arrangement by Mohamed)
25(Fri)		Khartoum	STP	●13:00 Presentation of the staff questionnaire / SWOT analysis quick report
25(Fri)		Khartoum	Hotel	Kurata departs Sudan :EK734) 18:05
26(Sat)	Khartoum	Atbara or Ad Damir	Travel to Atbara / Kurata arrival at Japan : EK318	
3	27(Sun)	Atbara	Atbara	●Atbara Trade Point, see the C/P of Atbara Trade point ●Visit stakeholders in Atbara (private sector & cooperative)
	28(Mon)	Ad Damir	Ad Damir	●Ministries of Finance, Agriculture, etc. ●Visit cooperatives
	29(Tue)	Khartoum	Trip/STP	●Visit to JICA agricultural project ●Wrap up of the field trip
	30(Wed)	Khartoum	Hotel	●Summary of the survey ●Meeting with Japanese experts for Agricultural project in River Nile state
	7/ 1(Thur)	Khartoum	STP	Courtesy call to Embassy of Japan
	2(Fri)	Khartoum	Hotel	
	3(Sat)	Medani	Private sector	AM: Trip to Medani PM: Private sector
4	4(sun)	Medani	Gov't sector	●Gezira Trade point, Ministries (Finance, Agri) ●Visit to private sector
	5(Mon)	Medani	Private sector?	●Private sector, Agricultural cooperative ●14:00- Travel back to Khartoum
	6 (Tue)	Khartoum	Commercial Bank	● 11:00- Commercial bank (1) ●13:00- Commercial bank (2) ● 14:30 Central Bank of Sudan
	7(Wed)	Khartoum	STP Clients	●Interview with STP Clients : 6 companies
	8 (Thu)	Khartoum	STP Clients	●Interview with STP Clients : 6 companies
	9(Fri)	Khartoum	Hotel	
	10(Sat)	Khartoum	Hotel	
5	11(sun)	Khartoum	STP	●JICA Sudan office ●visit to private sector with Ms Nagano
	12(Mon)	Khartoum	STP	●preparation of Presentaion ●Union of Chamber of Commerce, National Chamber of Exporters
	13(Tue)	Khartoum	STP	●preparation of Presentaion ●The Sudan Cotton Company ● Gum Arabic Board
	14(Wed)	Khartoum	STP	●preparation of Presentaion
	15 (Thu)	Khartoum	STP	●Presentation of the survey result (at Chamber of Commerce HQ ) 11:00-15:00
	16 (Fri)	Khartoum	Hotel	
	17 (Sat)	Khartoum	Hotel	
6	18 (Sun)	Khartoum		● Preparing materials for report to JICA
	19 (Mon)	Khartoum		● Report to JICA Sudan office
	20 (Tue)	Khartoum		●Meeting with members for Draft Final Report (Tamada and Hirakawa depart Sudan : EK734) 18:05
	21 (Wed)	Khartoum		●Finalization of the Report (Tamada and Hirakawa arrives at Japan : EK318)
	22 (Thu)	Khartoum		●Finalization of the Report
	23 (Fri)	Khartoum	Hotel	
	24 (Sat)	Departing Sudan		Horiguchi departs Sudan : ET347) 17:45
	25 (Sun)	Arriving Japan		Horiguchi arrives at japan : ET672)

## Appendix 2 : STP Act “the Sudanese Trade Points” Provisional Order 2001 (Summary)

The "Sudanese Trade Points" (hereinafter referred to as STP) consists of the following five chapters. Chapter 1 (Date of enforcement), Chapter 2 (Establishment, functions and powers), Chapter 3 (STP operation, Governing Council), Chapter 4 (STP financial basis) and Chapter 5 (Final provisions, development of legal powers).

In terms of its functions and powers in Chapter 2, the STP is a national agency, but it has the appearance of an independent administrative agency. The STP is an agency under the current Ministry of Trade, but its organization and operations are directly vested in the Minister of Trade. It also functions as a public good and has a Governing Council as its highest decision-making body.

On the other hand, the scope of work of the STP is: ① information gathering functions related to trade; ② provision of various services related to trade facilitation; and ③ development of information on various systems and processes of foreign trade. In particular, ④ the development of information on the domestic and foreign markets regarding information on goods and services related to trade, and ⑤ the development of information on international standards for the export of goods. ⑥ As a public good, it is also strictly regulated to be responsive to a wide range of interested companies, without favoring the interests of any one company. ⑦ On the other hand, Discretionary powers such as carrying out information gathering where the STP is required to do so because of its public nature is broadly guaranteed by the STP. The STP's powers include the ownership of the main headquarters building and the purchase of other related equipment, the securing of employment to maintain the organization, and the management of the Headquarters and its branches.

The Governing Council, the highest decision-making body of the STP in Chapter 3, has as its members, in addition to government representatives on trade promotion, companies involved in customs, banking and insurance, as well as industry associations (such as the Chamber of Commerce). The powers of the Governing Council include the adoption of budget requests by the STP's secretariat and consultation on proposed measures related to various trade promotion measures and The Governing Council is in effect the highest decision-making body of the STP.

The financial basis for the STP, written in Chapter 4, is essentially a grant from the national budget. At the same time, income from commission through STP's own services, or donations are acceptable, subject to the approval of the Governing Council as mentioned above.

Appendix 3 : Outline of the national budget for 2021 (General account only)

(Unit: 1 million Sudanese pounds; SDG)

	<b>Federal government</b>	<b>Governmen ts of the states</b>	<b>Social Security funds</b>	<b>Settlements</b>	<b>National government</b>
<b>Revenues</b>	938,214	213,416	23,000	(175,816)	998,813
<b>Taxes</b>	254,672	27,436			282,108
<b>Grants</b>	206,848	175,816		(175,816)	206,848
<b>Other revenues</b>	476,694	10,164			486,858
<b>Expenditures</b>	908,129	133,728	23,000	(175,816)	889,041
<b>Employee compensation</b>	251,986	69,937			321,923
<b>Purchase of goods and services</b>	101,776	45,547			147,323
<b>Subsidies</b>	207,802	8,120			215,922
<b>Grants</b>	192,655	3,569		(175,816)	20,408
<b>Social benefits</b>	137,923	3,065	23,000		163,988

Source: Draft Budget 2021, Ministry of Finance and Economic Planning, Sudan  
Sudan-2021-MOF-FinalBudgetEnglish\_-February22021.pdf

\* Exchange rate: 1USD = 55SDG

## Appendix 4 : Sudan's Trade Statistics and Changes in Japan's Sesame Imports

### 1. Major Sudanese export partners in 2018 (Unit: USD 1,000)

Country	Amount
UAE	993,830.96
China	736,691.70
Saudi Arabia	588,486.88
Egypt	580,354.20
India	97,294.03
Ethiopia	89,586.98
Turkey	72,045.53
Pakistan	60,624.33
France	52,235.25
Qatar	34,317.91
<b>Japan</b>	<b>2,202.20</b>
Worldwide	3,609,251.50

Source: World Integrated Trade Solution

### 2. Major Sudanese import partners in 2018 (Unit: USD 1000)

Country	Amount
China	1,822,619.80
Russia	1,582,164.43
Saudi Arabia	1,071,240.08
India	873,660.24
UAE	787,203.08
<b>Japan</b>	<b>548,126.23</b>
Egypt	460,039.57
Turkey	382,334.87
Germany	283,413.65
South Korea	277,154.93
Worldwide	10,483,740

Source: World Integrated Trade Solution

3. Major items imported and exported from Sudan in 2018 (Unit: US\$1000)

Export items	Amount	Imported items	Amount
Gold	911,147.71	Durum wheat	1,688,890.96
Sesame seeds	680,106.96	Oil	1,203,798.89
Sheep	466,078.15	Sugar	616,552.46
Oil	430,280.55	Tractors	219,116.77
Animals other than sheep	217,118.48	Cars	193,534.79

Source: World Integrated Trade Solution

4. Major exporters of Sudanese "sesame seeds" in 2018 (Unit: 1000 USD)

Country	Amount
Egypt	217,705
China	211,894
Saudi Arabia	42,131
Turkey	37,732
UAE	18,215
<b>Japan</b>	<b>55</b>
Worldwide	680,107

Source : UN Data base, UN Comtrade

5. Japan "Sesame seeds" main import partners comparison (Year of 2018, 2008, 1998)

(Unit: Yen)

	2018	(2008)	(1998)
<b>The 1st</b>	Nigeria 6,909 million	Paraguay 9,289 million	China 4,481 million
<b>The 2nd</b>	Burkina Faso 4.58 billion	Nigeria 7,998 million	<b>Sudan</b> <b>1,989 million</b>
<b>The 3rd</b>	Tanzania 1,836 million	Tanzania 4,237 million	Nigeria 1,829 million
<b>The 4th</b>	Paraguay 1,523 million	Burkina Faso 3,382 million	Ethiopia 1.2 billion
<b>The 5th</b>	Myanmar 1,442 million	<b>Sudan</b> <b>2,697 million</b>	Myanmar 1,190 million
<b>The 6th</b>	Ethiopia 1,356 million	China 2.29 billion	Tanzania 1,035 million
<b>The 7th</b>	Mozambique 1,351 million	Myanmar 2,066 million	Paraguay 910 million
<b>The 8th</b>	<b>Sudan</b> <b>42 million</b>	Mozambique 1,568 million	Burkina Faso 550 million
<b>The 9th</b>	China 270 million	Ethiopia -	Mozambique -
<b>Worldwide</b>	23,629 million	38,735 million	14,915 million

Source: Trade Statistics, Ministry of Finance of Japan



## استمارة تسجيل Registration Form

نقطة التجارة السودانية  
Sudan Trade Point

Date : / / التاريخ :

Org. Name (Arabic) ..... اسم الشركة (عربي)  
Org. Name (English) ..... اسم الشركة (انجليزي)  
..... الوظيفة ..... اسم المسئول

### Company Address

عنوان الشركة

Fax ..... فاكس Tel ..... هاتف

Email ..... البريد الالكتروني

Website ..... موقع الانترنت

Address ..... العنوان

### Company Activity

نشاط الشركة

Investment استثماري [ ]

Industrial صناعي [ ]

Agricultural زراعي [ ]

Import استيراد [ ]

Export تصدير [ ]

Commercial تجاري [ ]

..... Other اخري [ ]

Service خدمي [ ]

### Commodity group

المجموعات السلعية

الالات و المعدات [ ]

السلع الصناعية [ ]

الحيوانات الحية و منتجاتها [ ]

وسائل النقل [ ]

المواد الغذائية [ ]

الحبوب الزيتية [ ]

الخشب و منتجاته [ ]

مواد البناء [ ]

الجلود و المنتجات الجلدية [ ]

البلاستيك و المطاط [ ]

الزيوت [ ]

المنتجات المعدنية [ ]

المنتجات الكيماوية [ ]

الخضر والفاكهة [ ]

صمغ عربي [ ]

الخدمات [ ]

الكركدي و النباتات الطبية و العطرية [ ]

القطن [ ]

اخري [ ]

الذرة و الاعلاف [ ]

..... (2) ..... (1) : Specific Products سلع محددة

..... (5) ..... (4) ..... (3)

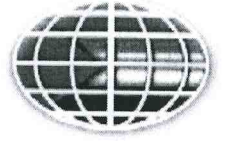
We would like to be a member of the Sudan Trade Point , و نرغب في الحصول علي عضوية نقطة التجارة السودانية و  
hereby we declare that the above information are correct نشهد ان المعلومات المذكورة اعلاه صحيحة

Stamp

الختم

Signature ..... التوقيع





## طلب معلومة

### Information request Form

نقطة التجارة السودانية  
Sudan Trade Point

Date : / / التاريخ :

Org. Name (Arabic) ..... اسم الشركة (عربي)

Org. Name (English) ..... اسم الشركة (انجليزي)

..... الوظيفة ..... اسم المسئول

Business Activity ..... نوع النشاط

Company Address

عنوان الشركة

Fax..... فاكس Tel..... هاتف

Email ..... البريد الالكتروني

Website ..... موقع الانترنت

Address ..... العنوان

The requested Information

المعلومات المطلوبة

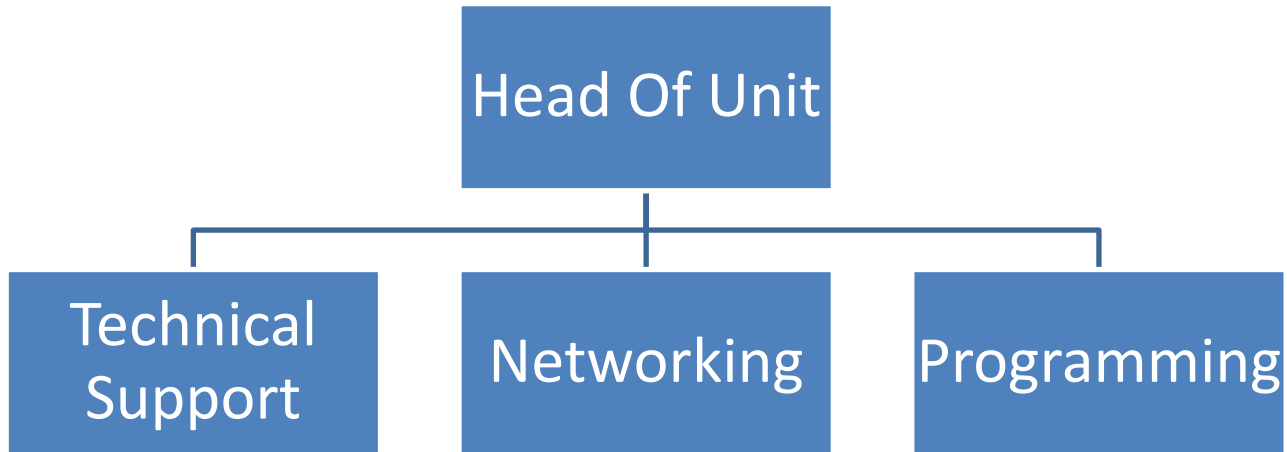
.....  
.....  
.....  
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Signature..... التوقيع

## Sudan Trade Point

# Computing and Information Technology Unit (CIT)

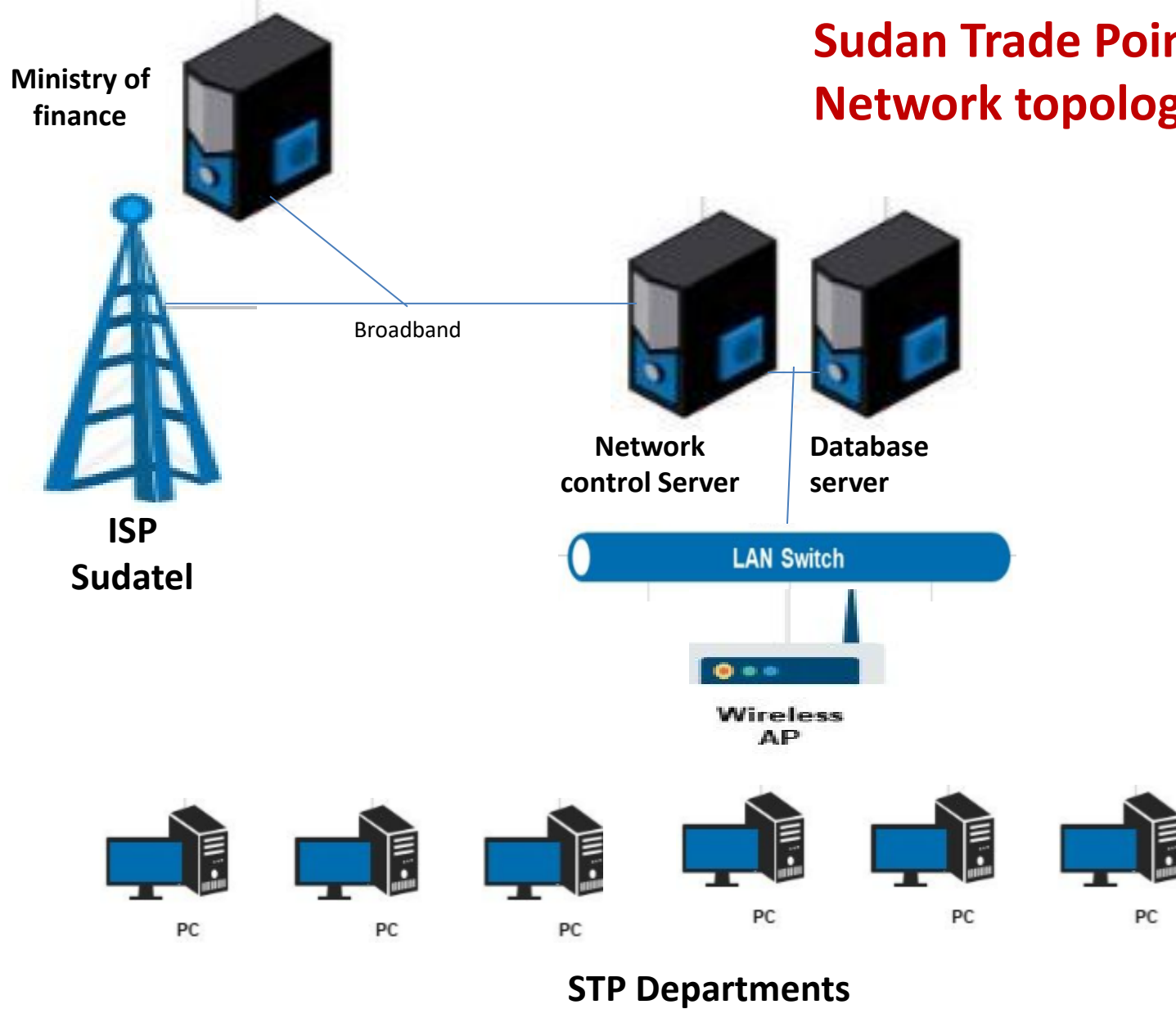
# Unit Structure



CIT Unit Staff capacity : **9**

Available Staff : **3**

# Sudan Trade Point Network topology



# Website

- **Current website developed 2013 (Old technology)**
- **Difficulties in updating information by ordinary users**
- **Low security and protection ... Hacked several times**

## **Looking to have new website**

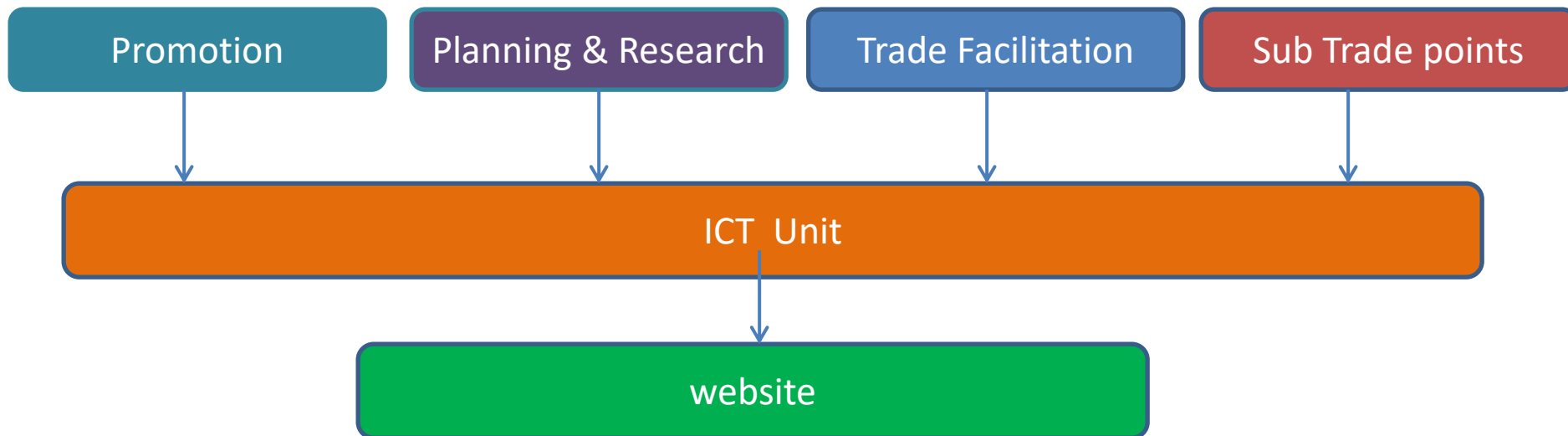
- **same scope with**
  - **User friendly interface**
  - **Attractable information presentation**
  - **Advance searchable database attached**
  - **Easy to manage and update**
  - **SEO (search engine optimization)**

# Website site map / contents

- Main
- About STP
- Our Services (Exporters training –consultation –business matching)
- Studies and information (Report –Studies –agreements –laws- bulletins )
- Export from Sudan (products catalog –exports procedures – regulations)
- Database ( Statistics (trade – agriculture –Trade directory (companies))
- Services sectors (Transport – Insurance- customs-...)
- Media Center (News – Events -Fairs)
- Invest in Sudan (Investors gate way)
- Sub TP in the states (contact list)
- call us

# Data flow and Data format

- Currently information flow from all departments to the ICT unit to be uploaded in website in (word / pdf /JPG) format



# Future vision (What needed )

Software		
New Clients registration system	Electronic trade opportunities system	Centralize Sub trade point system
<b>High priority</b>	<b>High priority</b>	<b>Nice to have</b>
Hardware		
2 New rack Servers	Firewall	Storage device
<b>High priority</b>	<b>High priority</b>	<b>Nice to have</b>
Cloud servers		
<b>High priority</b>		
website		
New dynamic Multilanguage web site		
<b>High priority</b>		



# Web Site Future plan

- **Contents**

- Home - About STP – Sub \_STP – services-Studies and information – Export from Sudan - Media Center - Invest in Sudan.

## Services

- Exporters Training and Development
- Exports Consultation
- How to export
- global market studies
- e-commerce
- prices

## Export from Sudan

- Product Catalogs
- Trade procedures guide
- Service Providers
- Export opportunities

## Studies & Information

- Trade publications
- Studies - Reports
- Regulations
- Agreements
- Ministerial resolutions

# Outcome of IT required action

Activity	Benefits
Developing its ICT environment	<ul style="list-style-type: none"><li>-Better staff performance .</li><li>-Facilitating paperless communication.</li><li>-Fast &amp; easy information sharing .</li></ul>
Build rich Trade Information database	<ul style="list-style-type: none"><li>-Simple data trade Access</li><li>- Advance tool for information analysis</li><li>-Easy to add and modify trade data.</li></ul>
Recruitment	<ul style="list-style-type: none"><li>-Have the required staff to implement and IT future project.</li></ul>

Appendix 7 : List of training courses (in and outside Sudan) attended by staff in the last three years and number of participants

Training Providers in Sudan	Area	Number of Respondents	Training Topic
National Training Council	General/Admin	15	Basic Competence 8, TOT 2, Change management, time management and English 1, Communication Skills 1, Basic Networking 1, Public Relations and Media 1, Publid Administration 1
Khartoum Training Academy	Admin	3	Change Management 1, Time Management 1, Communication Skills 1
Aptech Institute	IT	1	ASP Net Technical 1
Hakim Language Center	Language	1	English 1
IMF -Middle East Center for Economics and finance and (WTO)	Professional	1	E-commerce for Arab and Middle-east Countries (Online) 1
JICA	Professional	1	Export and Promotion Strategy 1
Sida(prv)	Professional	1	Intellectual Property 1
Sudacad Institute	IT	1	Linux Essential 1
Translation Eng/Arabic	Language	1	(blank) 1
UNCTAD	Professional	1	Duty-Free Quota-Free Market Access and Rules of Origin for LDCs (Online) 1
Subtotal		25	
Training Providers in Foreign Country			Training Topic
WIPO / SIDA	Professional	3	Intellectual Property Rights 2, Intellectual Property Rights in the Global Economy for Least Developed Countries 1
JICA	Professional	2	Export and Promotion Strategy 1, m strategic marketing agencies 1
The Arab Planning Institute in Kuwait	Admin	2	Competitiveness 1, Local Development 1
IMF - Middle Esat center for Economics and finance and (WTO)	Professional	1	Trade Facilitation Agreement 1
ITEC _ WTO training center	Professional	1	Emergen issue on WTO and International Trade 1
Subtotal		9	



## Questionnaire for STP Staff\_Final

質問 回答 22

## 22 件の回答



回答を受け付けていません



回答者へのメッセージ

このフォームは回答の受け付けを終了しました

概要

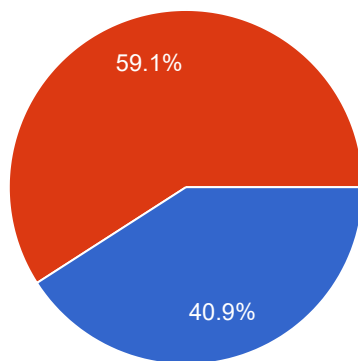
質問

個別

## Basic information of the respondent - المعلومات الأساسية

## 1. What is your gender? - النوع ؟

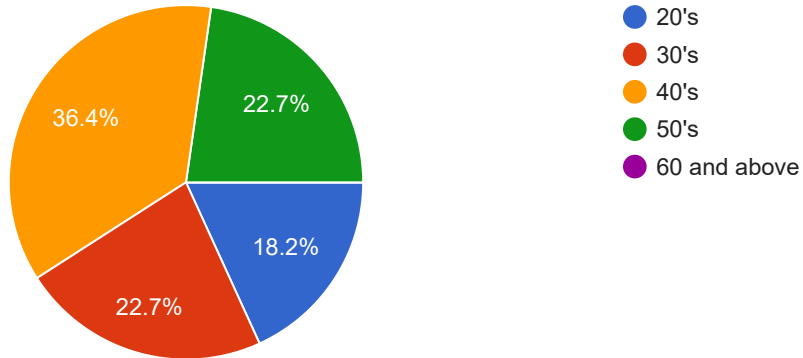
22 件の回答



- Male - ذكر
- Female - أنثى
- Other - أخرى

## 2. What is your age? - العمر

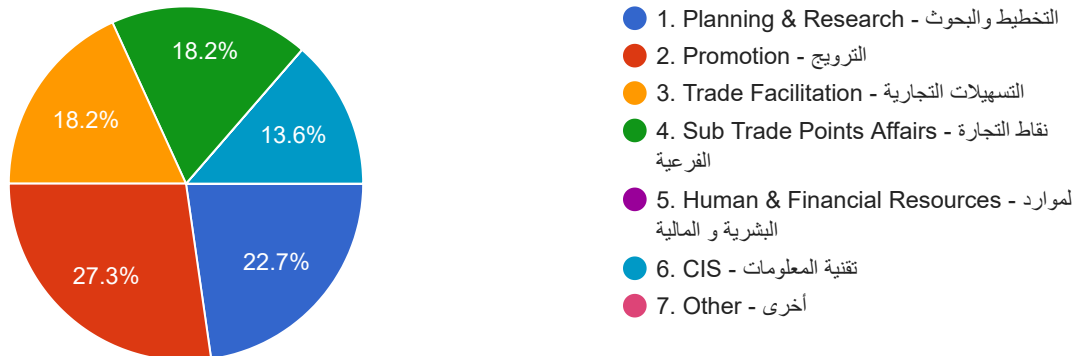
22 件の回答



## 3. What department/unit of STP do you belong to now? - ماهي الإدارة / الوحدة الذي تتبع لها في نقطة -

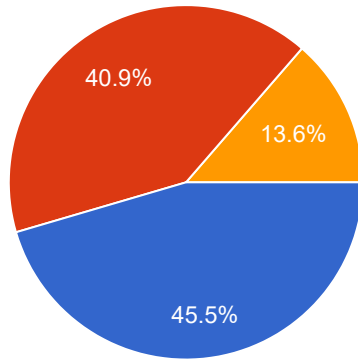
التجارة السودانية؟

22 件の回答



4. What is your Position?- ما هو المنصب الذي تشغله؟

22 件の回答

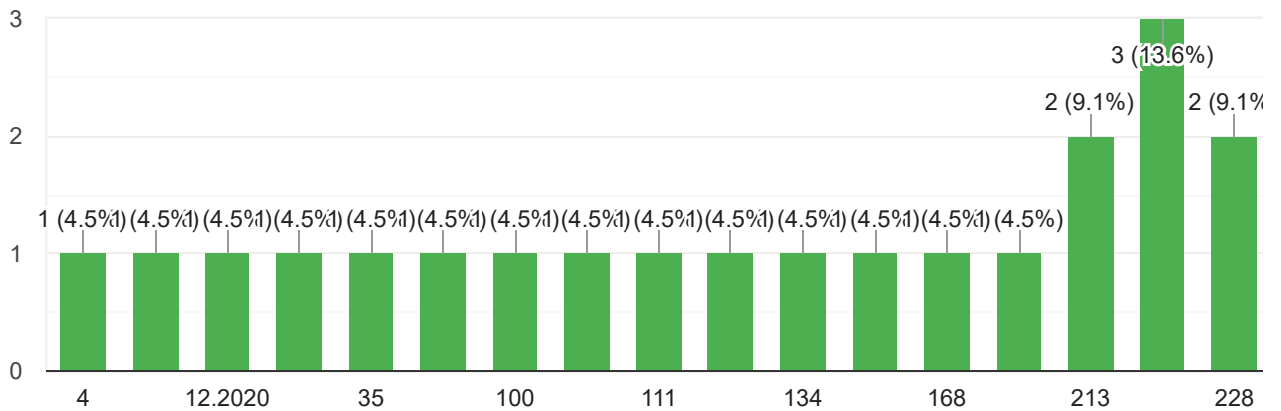


- 1 General Staff - موظف
- 2 Middle Manager (Assistant Manager, Deputy Manager, Section Head) - الإدارة (الوسيلة) (مساعد مدير، نائب مدير، رئيس قسم)
- 3 Department Manager - مدير إدارة
- 4 Seconded from another ministry - نتدب

5. How many MONTHS have you been working fo STP? - منذ متى تعمل بنقطة التجارة السودانية - ((بالأشهر))

((بالأشهر))

22 件の回答



Job Profile - الملف الوظيفي

## 6. Describe your job responsibility - ما هي مهامك ومسؤولياتك الوظيفية

22 件の回答

Collecting data (crop price) by E.mailing or phone and send it to other sub trade points , translate the information if need , transfer the data to planning and development Dept

Preparing daily bulletin

Collected data and information about international trade

Participating in exporting commodity board (representer of tow part) providing information for other exporting commodity board

Market analysis

Make daily schedules global prices industry and agricultural commodities .. and send this to customer by email.

\*Gathering information about commodities to researchers .

\*Provide information statistics to stp ..

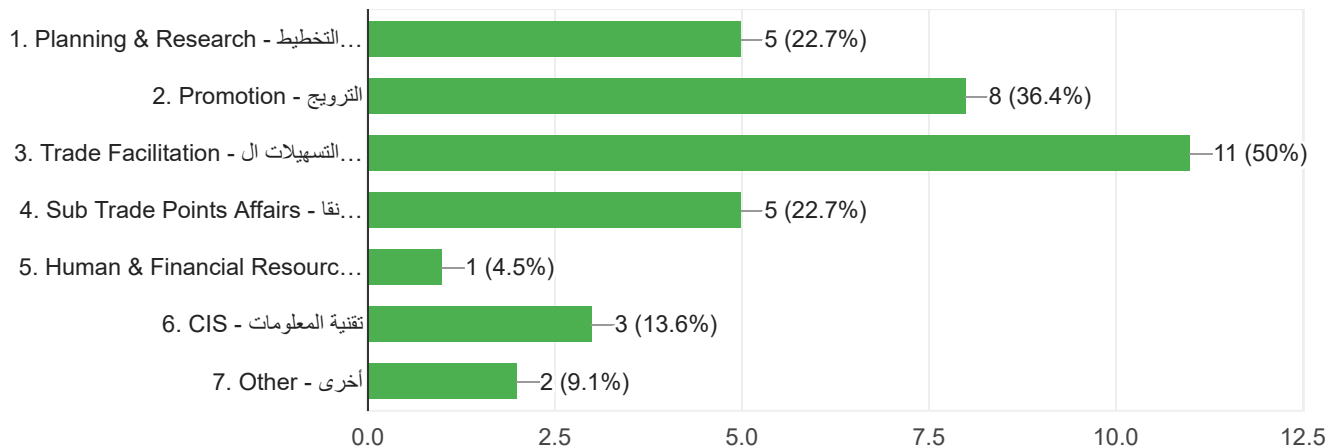
Follow and communication

Preparing Research and reports of Global markets and Sudanese promising commodities to access global markets Products (exports and).

Preparing Bulletin (on daily basis) and reports on monthly basis about international prices of

## 7. What other departments and units have you worked before ? You can check as many as it applies. - حدد الإدارات والوحدات التي عملت بها مسبقاً

22 件の回答

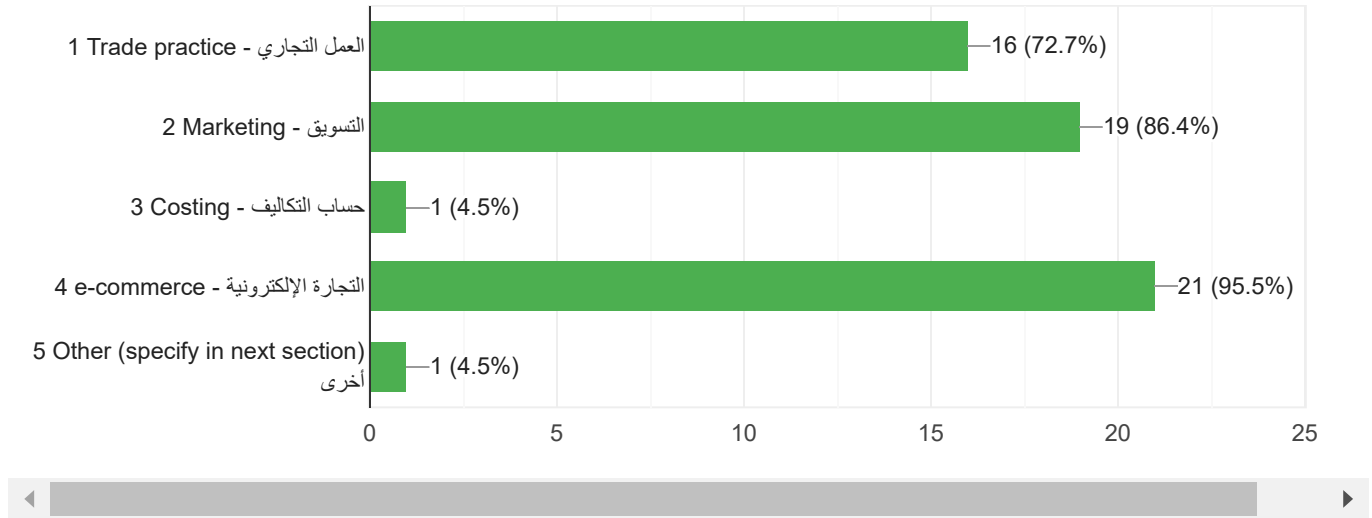


## Knowledge and Skills in your current job - المعارف والمهارات في وظيفتك الحالية

## 8-1. What are the THREE most important KNOWLEDGE in your current job? - ما هي أهم

ثلاث معارف في وظيفتك الحالية

22 件の回答



## 8-2. If you chose "Other", please specify - إذا كان خيارك (أخرى) ، الرجاء التوضيح أدناه

2 件の回答

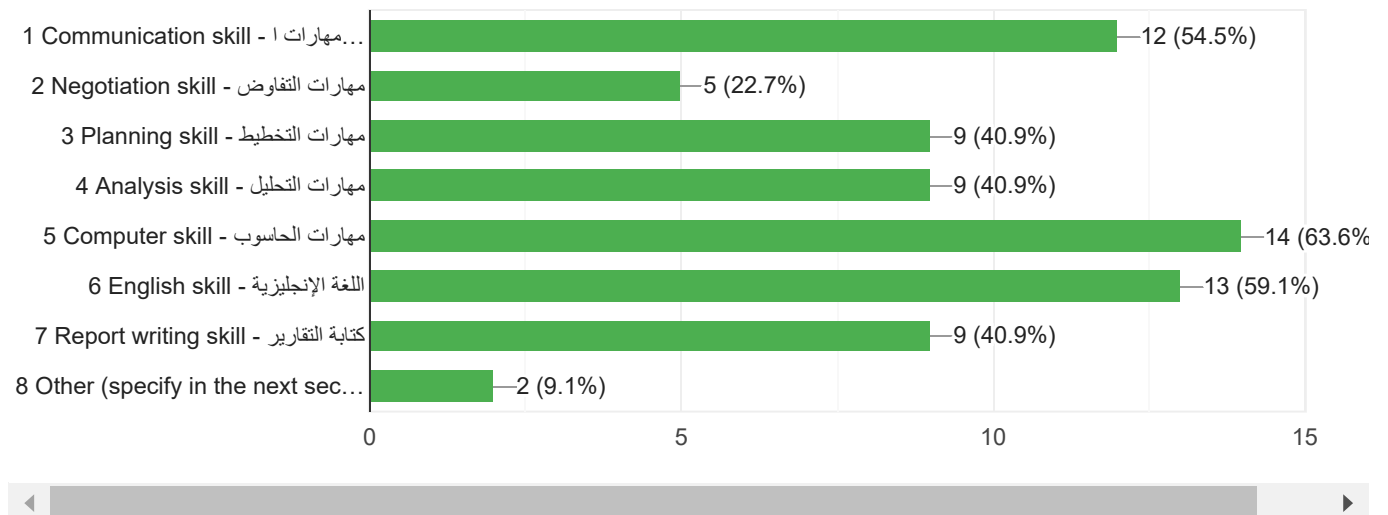
اهمية الحاسب استخدام الحاسب الالى

business analysis

## 9-1. What are the THREE most important SKILLS in your current job ? - ما هي أهم ثلاث مهارات

في وظيفتك الحالية؟

22 件の回答





9-2. If you chose "Other", please specify. إذا كان خيارك (أخرى)، الرجاء التوضيح أدناه.

2 件の回答

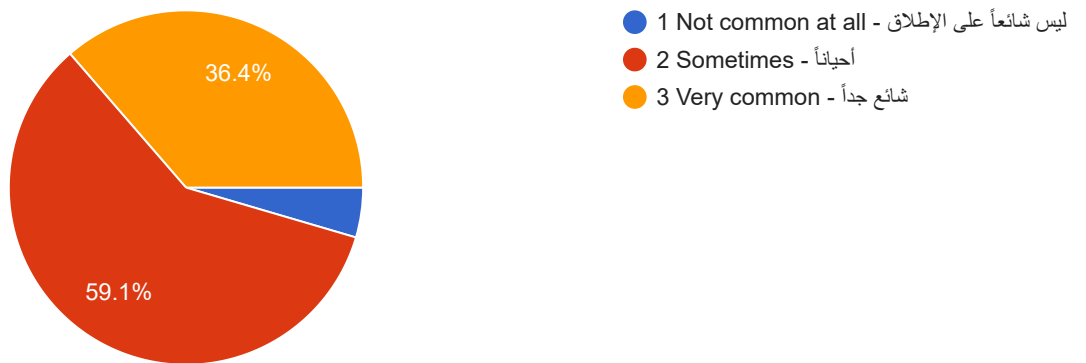
Training of Trainers

Training

### STP Organization - نقطة التجارة السودانية -

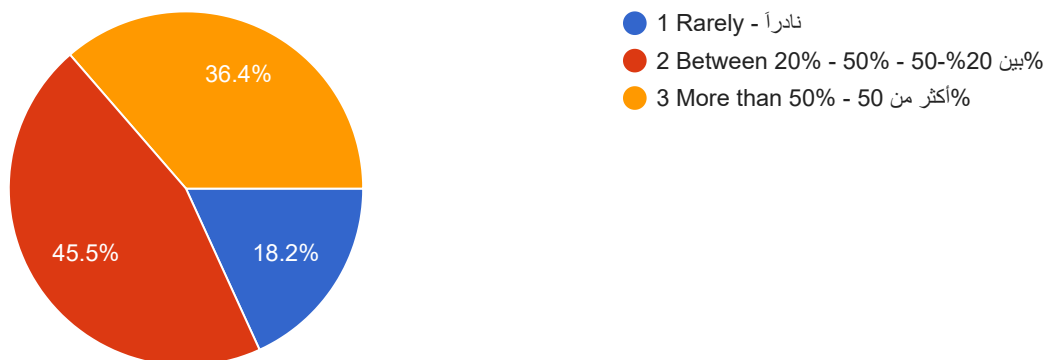
10. In your department, how common is it for the subordinates to make suggestions to the managers or top management? - هل من الشائع أن يقوم الموظفين بتقديم اقتراحات إلى المدراء أو الإدارة العليا

22 件の回答



11. How much of your suggestions are taken into action? - إلى أي مدى يتم تنفيذ مقترحاتك

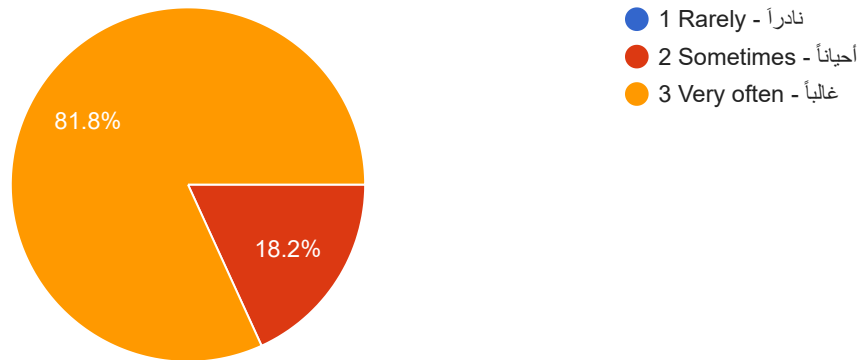
22 件の回答



12. How often does your department/ unit collaborate with other departments/ units?

هل من المعتاد أن تتعاون إدارتك/ وحدتك مع الإدارات/ الوحدات الأخرى؟ -

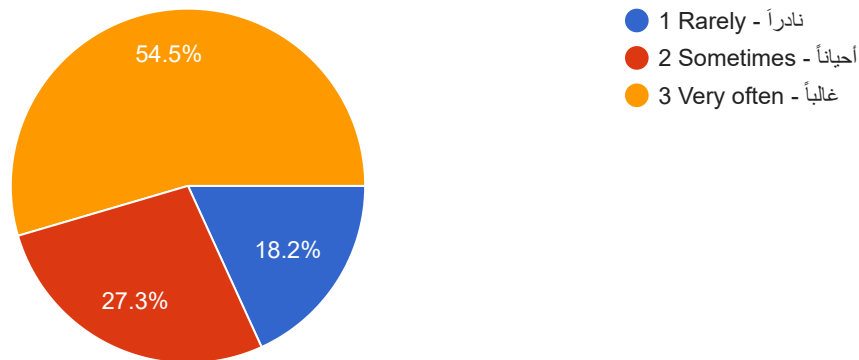
22 件の回答



13. How often do you pay attention to the vision, mission and mandates of STP when you undertake your work?

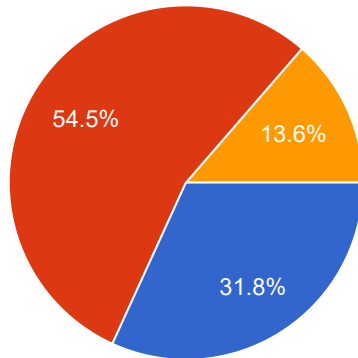
هل تستصحب معك رؤية ورسالة نقطة التجارة السودانية عند أداء عملك؟

22 件の回答



## 14. When do you feel sense of accomplishment in your work MOST? - متى تشعر بالإنجاز - عند أداء عملك ؟

22 件の回答



- 1 When my work was appreciated by the beneficiaries outside STP - عندما يقوم المستفيدين بتقدير عملي
- 2 When I achieved the work as planned - عندما اقوم بتحقيق عملي كما هو مخطط -
- 3 When my work was appreciated by the management - عندما تقوم الإدارة بتقدير عملي -
- 4 Other (specify in next question) - أخرى

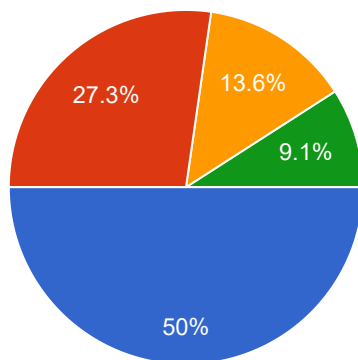
## 14-2. If you chose "Other", please specify - (الرجاء التوضيح إذا قمت باختيار) أخرى

0 件の回答

この質問にはまだ回答がありません。

## 15-1. When do you feel MOST frustrated to pursue your task? - متى تشعر بالإحباط عندما تقوم - بتنفيذ مهامك ؟

22 件の回答



- 1 When there is lack of financial resources شح الموارد المالية
- 2 When there is lack of necessary tools and equipment - نقص المعدات والأدوات اللازمة -
- 3 When there is lack of your own skills and knowledges - شح المهارات والمعارف -
- 4 When there is lack of support from colleagues or superiors - عند عدم توفر الد...
- 5 When there is lack of cooperation fr...
- 6 Other (specify in next questoin) - أخرى

## 15-2. If you chose "Other", please specify. - (الرجاء التوضيح إذا قمت باختيار) أخرى

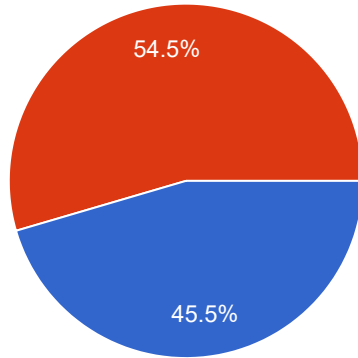
0 件の回答

この質問にはまだ回答がありません。

## Job Qualification and Performance- المؤهلات والأداء الوظيفي

16. How challenging do you think is your assigned task? - ما مدى صعوبة المهام الموكلة إليك -

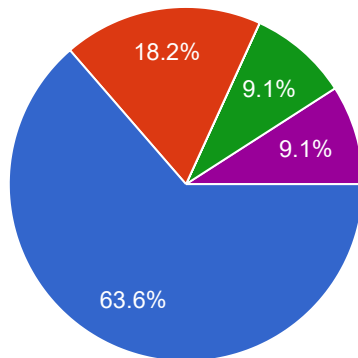
22 件の回答



- 1 Not challenging - ليست صعبة
- 2 Challenging, but I can manage. صعبة ولكنني أستطيع تدبير الأمر
- 3 Challenging, and requires too much effort - صعبة وتحتاج الى الكثير من المجهود

17. Generally speaking, which factor do you think is weighed much for evaluation of STP staff? - بصورة عامة ، ما هو العامل الذي تعتقد أنه الأكثر أهمية في تقييم موظفي نقطة التجارة السودانية -

22 件の回答

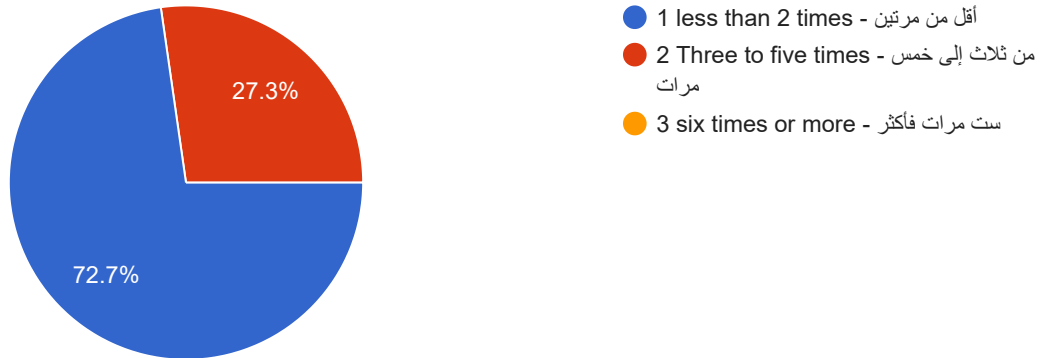


- 1 Job performance - الأداء الوظيفي
- 2 Creativity - الإبداع
- 3 Gender (ذكر - أنثى)
- 4 Seniority - الأقدمية
- 5 Academic background - لمؤهلات الأكاديمية
- 6 Relation with supervisor - العلاقات مع الرؤساء

Trainings - التدريب

18. How often have you had training programs for the last three years in STP? - كم عدد المرات التي تلقيت فيها تدريباً في السنوات الأخيرة الثلاث؟

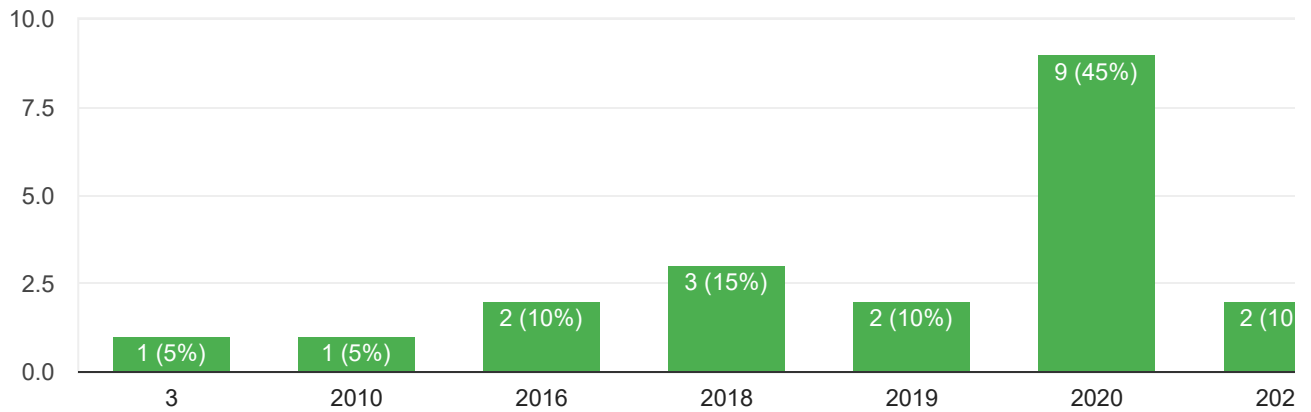
22 件の回答



Contents of the most recent trainings - برامج التدريب الأخيرة

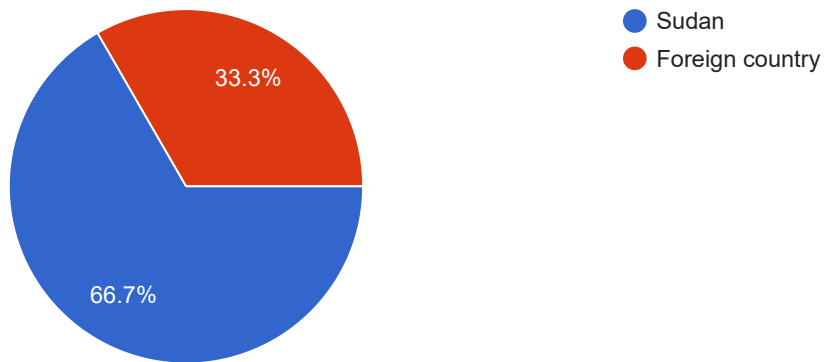
19-1. Most recent training (1): What year was it held? - ما هي السنة التي تلقيت فيها التدريب (التدريب - (رقم 1))

20 件の回答



19-2. Most recent training (1) Where was the training held? - 1) ((أين تلقيت التدريب (التدريب رقم 1))

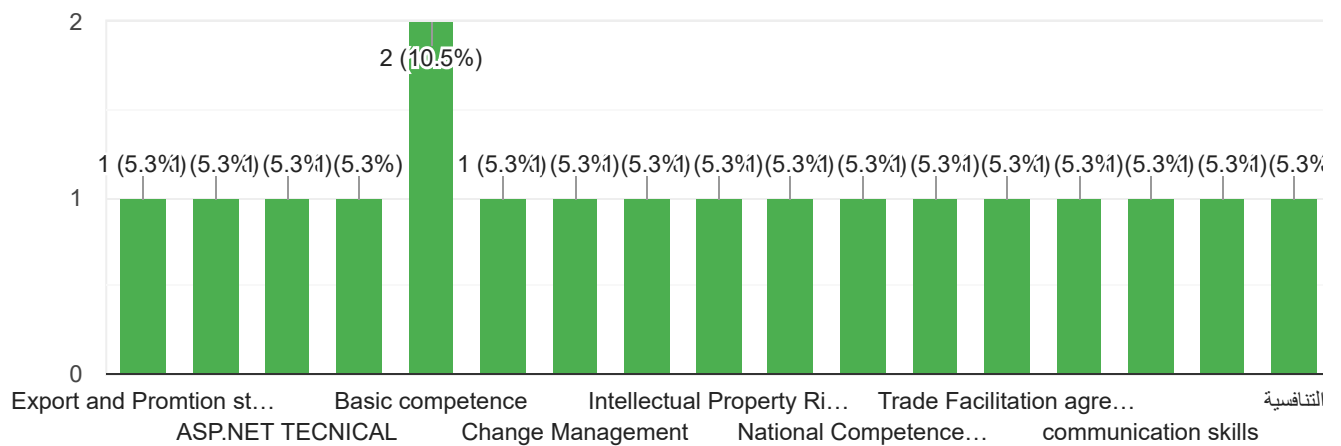
21 件の回答



19-3. Most recent training (1): What was the topic of the training? - 1) ((ما هو موضوع التدريب (التدريب رقم 1))

1) ((التدريب رقم 1))

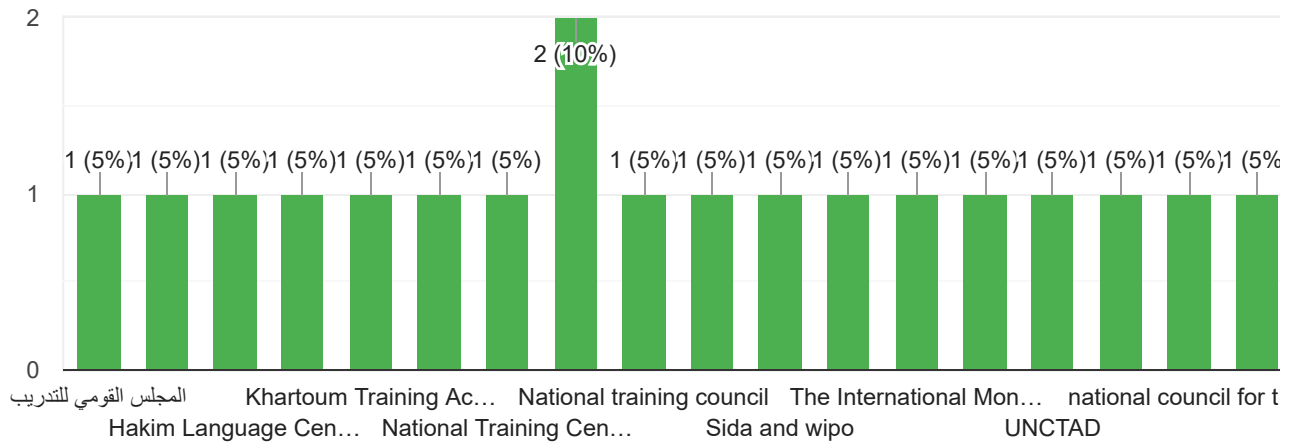
19 件の回答



19-4. Most recent training (1) What was the training provider (training organizer) ? ما هي

((الجهة التي قدمت / نظمت التدريب (التدريب رقم 1))

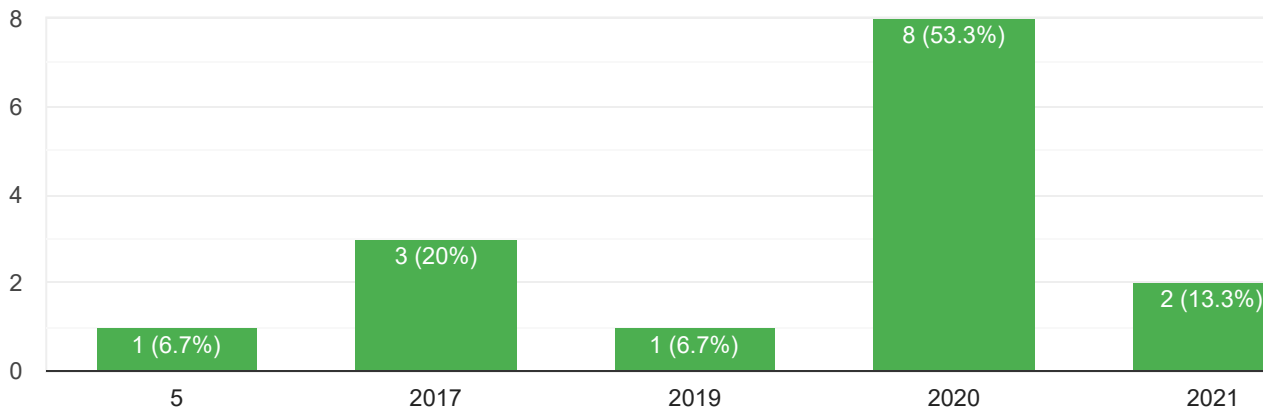
20 件の回答



20-1. Most recent training (2): What year was it held? - ما هي السنة التي تلقيت فيها التدريب (التدريب

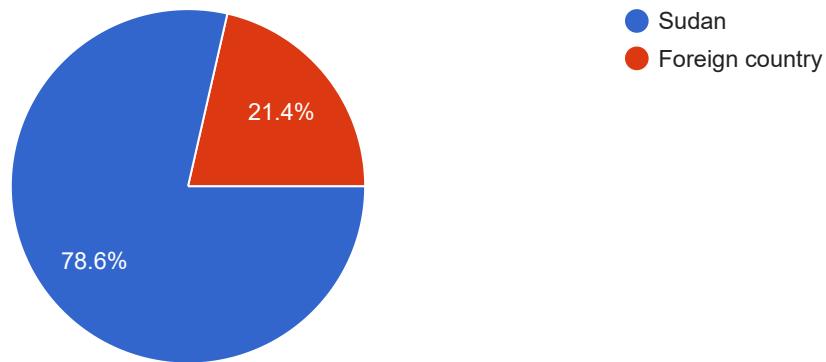
رقم 2))

15 件の回答



## 20-2. Most recent training (2) Where was the training held? - 2) ((أين تلقيت التدريب (التدريب رقم 2))

14 件の回答



## 20-3. Most recent training (2): What was the topic of the training? - ما هو موضوع التدريب (التدريب رقم 2)))

15 件の回答

Emergen issue on WTO and international trade

Intellactual property

time mangement

virtual course on E-Commerce for Arab and Middle East Countries

basic competencies

Merits

الإدارة العامة

Developed Market Oriented Export Promotion Strategy/ Marketing Strategy(B) (Online Program)"

on Intellectual Property Rights In the Global Economy For Least Developed Countries



20-4. Most recent training (2): What was the training provider (training organizer)? ما هي الجهة (التي قدمت / نظمت التدريب (التدريب رقم 2))

16 件の回答

ITEC \_ wto training center

Sida(prv)

khartoum acadamic

IMF -Middle East Center for Economics and finance and (WTO)

National Training Council

National Training Center

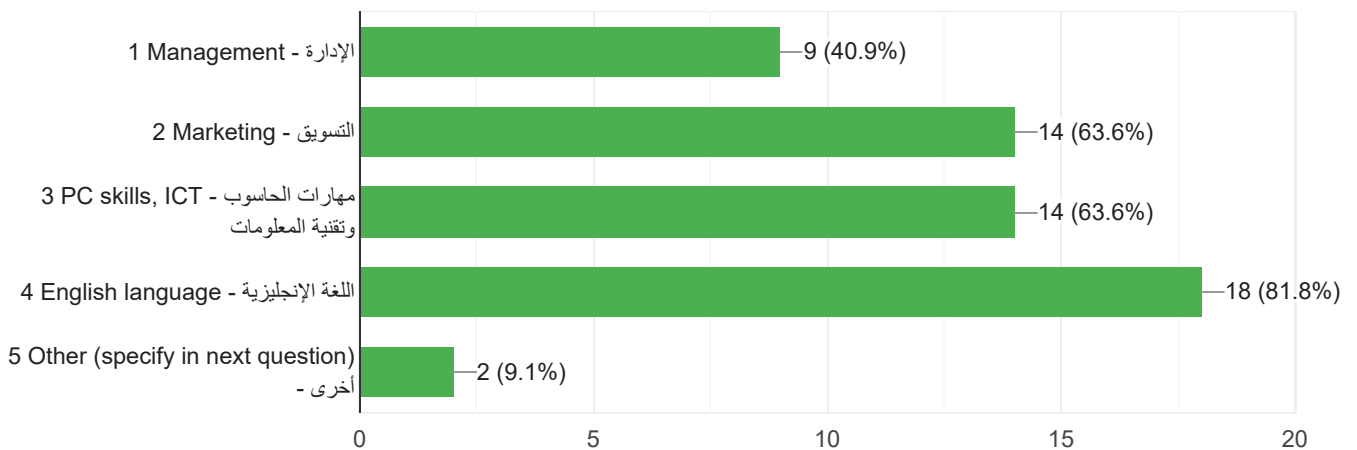
مجلس الولايات

Japan International Cooperation Agency

WIPO , SIDA and PRV in Sweden

21-1. What kind of training do you need further? - ما هي احتياجاتك التدريبية ؟

22 件の回答



21-2. If you chose "Other", please specify. - (الرجاء التوضيح إذا قمت بإختيار (أخرى -

2 件の回答

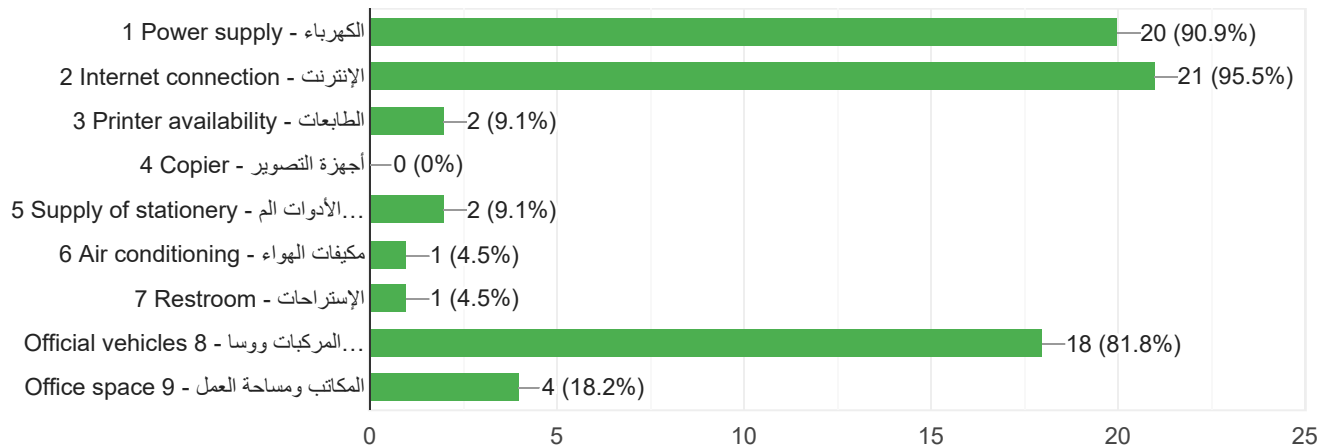
العلاقات العامة والإعلام

Analysis skills

### Working environment - بيئة العمل

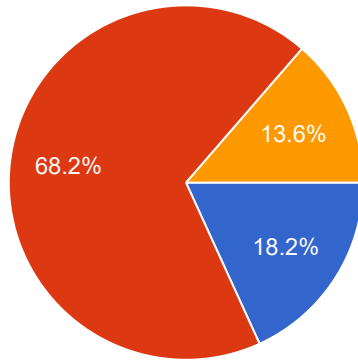
22. What office environment (facility and equipemnt) do you think is necessary to be improved? Choose THREE most important issues. - ما هي الوسائل أو المرافق التي تعتقد أنها الأكثر ( احتياجا للتحسين والتطوير ) الرجاء تحديد أهم ثلاثة خيارات

22 件の回答



23. How much access to information is available for you to carry out your assigned task? - هل المعلومات التي تحتاجها لأداء مهامك متوفرة ويمكنك الوصول إليها بسهولة؟ -

22 件の回答

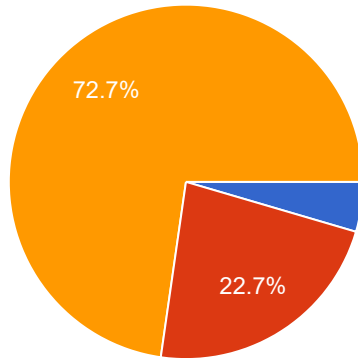


- 1 Not so available - ليست متوفرة
- 2 Fairly available - متوفرة إلى حد ما
- 3 Much access available - متوفرة وأستطيع الوصول إليها

24. How often do you share information with your colleagues in your department/unit? - هل تشارك المعلومات مع زملائك في الإدارة/ الوحدة -

هل تشارك المعلومات مع زملائك في الإدارة/ الوحدة -

22 件の回答

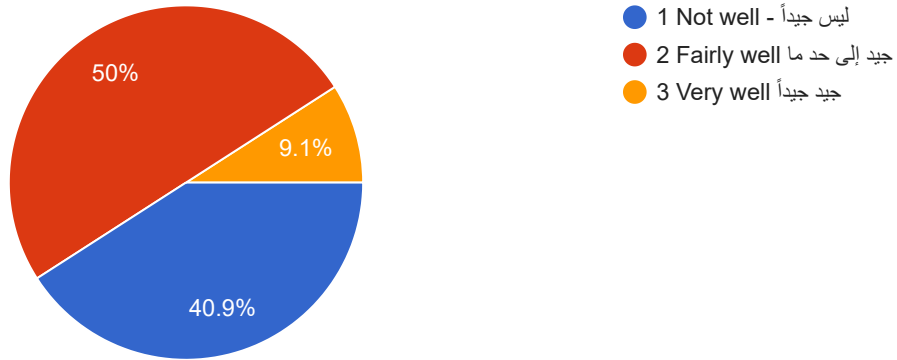


- 1 Not so much - ليس تماماً
- 2 From time to time - من وقت لآخر
- 3 Very often - غالباً

25. How well do you think you are being evaluated in human resource management? -

هل تعتقد أنه يتم تقييمك بصورة جيدة من قبل إدارة الموارد البشرية

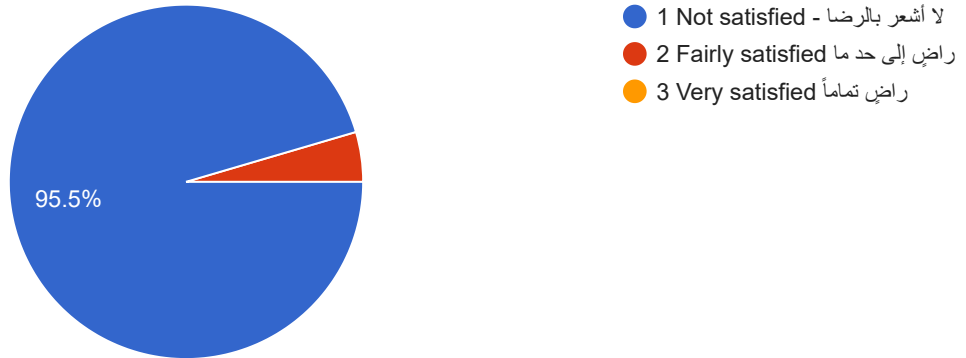
22 件の回答



26. How satisfied are you with the treatment of remunerataion and allowance in STP? -

إلى أي حد تشعر بالرضا فيما يخص العلاوات والأجور في نقطة التجارة السودانية

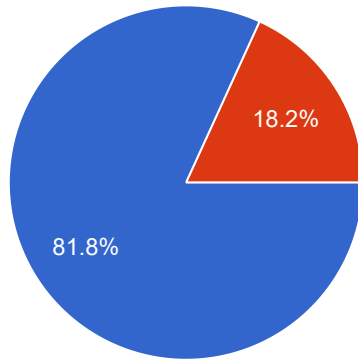
22 件の回答



## 27. How satisfied are you with the treatment of salary increase and promotion in STP? -

إلى أي مدى تشعر بالرضا فيما يخص زيادة المرتبات والترقيات في نقطة التجارة السودانية

22 件の回答

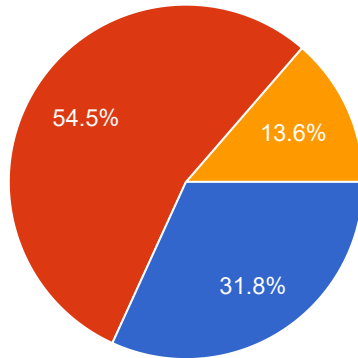


- 1 Not satisfied - لا أشعر بالرضا
- 2 Fairly satisfied - راضٍ إلى حد ما
- 3 Very satisfied - راضٍ تماماً

## 28. How satisfied are you with the Job rotation and reassignment in STP? - إلى أي مدى تشعر

بالرضا عن التناوب وإعادة التعيين في الإدارات المختلفة في نقطة التجارة السودانية

22 件の回答

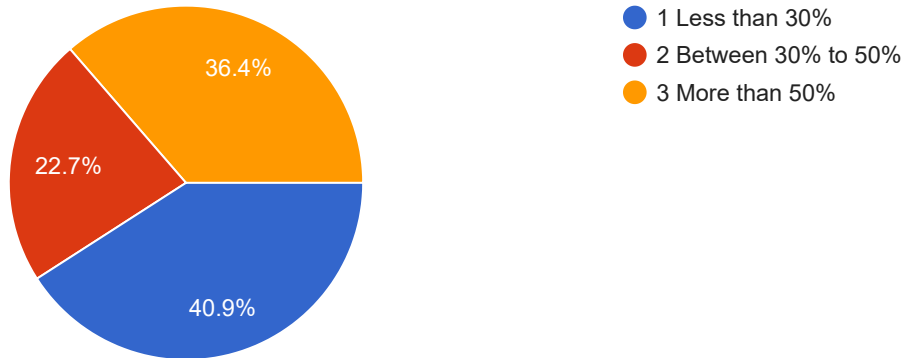


- 1 Not satisfied - لا أشعر بالرضا
- 2 Fairly satisfied - راضٍ إلى حد ما
- 3 Very satisfied - راضٍ تماماً

الوضع المالي - Financial situation

29. How many percentage do you think that your planned activities such as field survey or workshop, etc. cannot be undertaken due to lack of finance? - ما هي نسبة إلغاء أو عدم التمكن من تنفيذ الأنشطة المخطط لها (مثل المسح الميداني وورش العمل) بسبب نقص التمويل؟

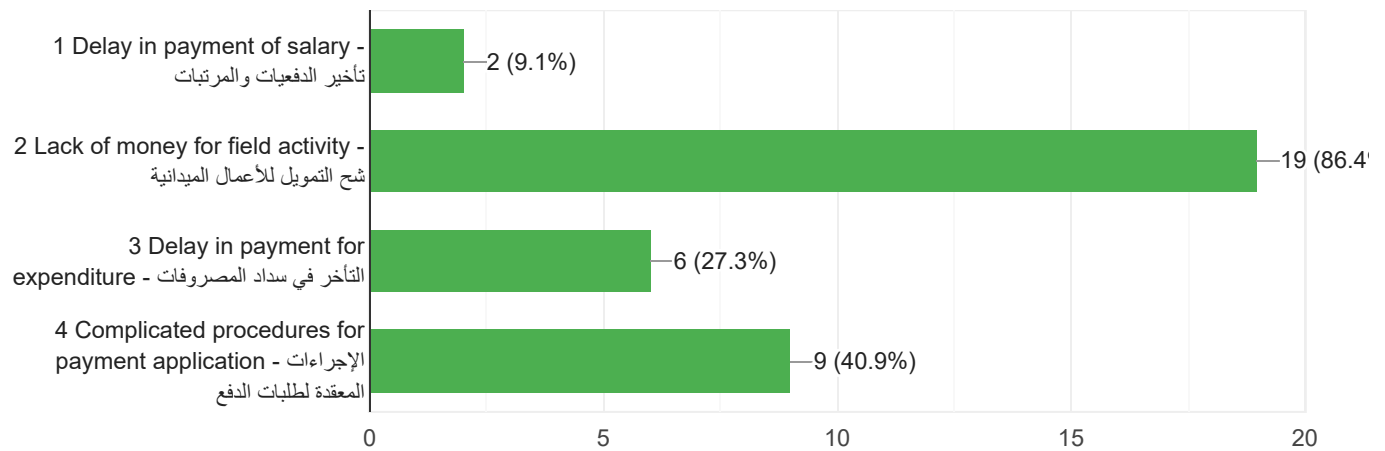
22 件の回答



30. In which situation do you feel the financial constraints at STP? (Two MOST serious)

- ما هي أكثر العوامل المقيدة من الناحية المالية في نقطة التجارة السودانية

22 件の回答



31. If you have any comments, please feel free to write here. - هذه المساحة لإضافة أي تعليقات أو توصيات أخرى

9 件の回答

Thank you, all the team work to visiting the Sudan Trade Point

This questionnaire is comprehensive and focused on important topics

I recommend providing modern equipment to perform the tasks, providing and creating the appropriate atmosphere for work, providing transportation to and from the workplace, and improving salaries

The questionnaire is good, comprehensive and is happening for the first time for STP Staff . Thank you for preparing it

salary is not enough

Improving work comes with job satisfaction in terms of moral and material motivation

Thank you

- STP needs the conviction of the decision makers at the highest level by the role that STP can play

# Appendix 9 : Company Survey Questionnaire

## Description of respondent

1	Name of company							
2	Address, Tel. no. Email address							
3	Web site-URL (if available)							
4	Scale of company	small	medium	large				
5	Industry	Agriculture	Food & Beverage	Textile	Machinery	Chemical	Metal products	Other [ ]
6	Name of products and annual quantity produced	Name of Product(s)			Annual quantity			
		1	2	3	1	2	3	
7	Current main market and Export destination	Sudan	Other [ ]					

## Questionnaire

1	Are you exporting your products to other countries?	Yes	Not yet							
2	If <u>yes</u> , which countries are you exporting to?	Please specify [ ]								
3	Why are you planning to export to other countries? (* <u>multiple answers allowed</u> )	Unique product	Product quality	Enough production capacity	International demands are high	Domestic market is not enough	Other [ ]			
4	What kind of challenges and/or difficulties you are/were facing at? (* <u>multiple answers allowed</u> )	Find right business partners or customers in overseas	Negotiation of trading terms/contract	Fluctuation of pricing	Costs for export	Access to funding	Quality standard	Other [ ]		
5	If <u>no</u> , are you planning to export in the near future?	Yes	No							
6	If <u>no</u> , why you are NOT planning to export? (* <u>multiple answers allowed</u> )	Financial issue	Lack of product value	Lack of information and knowledge	Other [ ]					
7	Are you aware of STP's export support service?	Yes	No							
8	If <u>yes</u> , have you ever received export support service from STP?	Yes	No							
9	If <u>yes</u> , what kind of service you ever received from STP? (* <u>multiple answers allowed</u> )	Information on:			Advice on:					
		International price for the relevant products	Demands in targeted market	Inquiries on the relevant products	International or regional trade affairs	How to prepare to participate in the trade affairs	How to export (export procedures)	Contract issues	How to settle disputes with the buyers after shipment	Other [ ]
10	Have you been satisfied with the services from STP?	Very much satisfied	Fairly satisfied	Not satisfied at all						



11 If you are not satisfied at all, what are the reasons behind this?

I have not received sufficient information/service [ ]  
 I have not received information/service when I needed [ ]  
 Their information is not updated one [ ]  
 Their attitude is not so cordial [ ]  
 Other [ ]

--	--	--	--	--

12 Please rate your information needs for the following information provided from STP:

	very high	high	nice to have	no need	not relevant
a. Local Prices					
b. Global Prices					
c. Trade Leads					
d. Agricultural Product Map					
e. Industrial Product Map					
f. Analytical report and Studies					
g. Foreign Trade Procedures Manual					
h. Online Business Directly					
i. Domestic and International Tradeshow Calendar					

13 What kind of export support service do you require from STP?  
 (\* multiple answers allowed)

Provision of export business opportunity [ ]  
 Training on export business on:  
 Export procedures [ ]  
 Export marketing [ ]  
 Protection management [ ]  
 Quality control [ ]  
 Other [ ]  
 Information on any export incentive measures from the government [ ]  
 Other [ ]

--	--	--	--	--	--	--	--

Thanks your filling in this questionnaire and please describe your comment to STP in general.

# Reference: JETRO



\*Japan External Trade Organization Incorporated Administrative Agency Act  
(December 13, 2002, Law No. 172)

\*Established October 1, 2003 (Originally established in 1958)

Offices	Domestic: JETRO Headquarters Tokyo, JETRO Osaka, Institute of Developing Economies, JFOODO and 47 regional offices <b>Overseas: 74 offices (54 countries)</b> (as of November 2018)
Employees	1,730people (998 domestic & 732 overseas) (as of April 2019)

## <Main Activities >

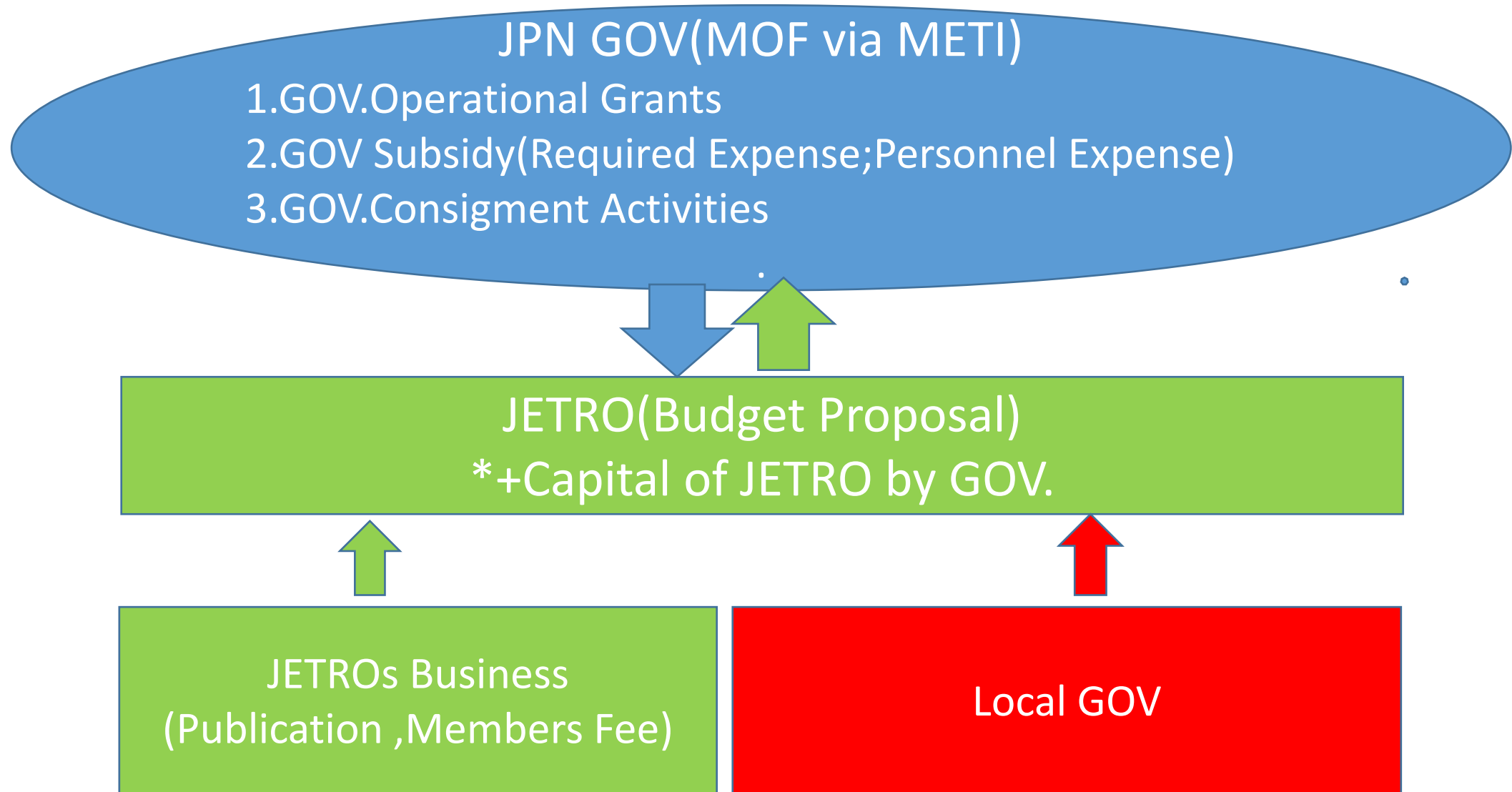
**1.Facilitating Innovations Through Inward Foreign Direct Investment (FDI) in Japan and Supporting Overseas Expansions of Startups**

**2.Supporting Exports of Japanese Agricultural, Forestry, and Fishery Products and Food**

**3.Assisting Japanese Companies with Their Overseas Businesses**

**4.Contributing to the Activities and Trade Policies of Japanese Companies Through Surveys and Research**      **Source: JETRO**

# I.JETRO Annual Budget



MOF:Ministry of Finance,METI:Ministry of Economy,Trade & Industry

# JETRO Budget Proposal & Annual Report/Performance Review

1. Mid-Term Plan (5 years-Plan)  
belonging with Budget Proposal



METI

2. Annual Report  
3. Performance Review



METI

## **Scope of Activities**

JETRO shall execute the following activities to attain the objectives stated in Article 3:

- (1) Conduct research on international trade and publicize the results.
- (2) Render services to introduce and publicize Japanese industries and merchandise.
- (3) Render services to assist international business activities.
- (4) Publish and disseminate publications concerning international trade and matters related to international trade, and disseminate other information related to international trade.
- (5) Hold or participate in exhibitions, trade fairs and the like, and render services to support the holding of or participation in such undertakings.
- (6) Collect research materials on the economies, and related matters, of Asia and other regions.
- (7) Conduct studies (using documents and other research materials, or field surveys) of the economies, and related matters, in Asia and other regions.
- (8) Disseminate the results of activities set forth in the immediately preceding two Subparagraphs on a periodic basis, upon request or when otherwise deemed necessary.
- (9) Provide facilities for the activities described in the immediately preceding three Subparagraphs for use by individuals conducting studies on the economies, and related matters, in Asia and other regions.
- (10) Conduct incidental matters related to the activities stated in the preceding Subparagraphs.

# II. JETROS Activities (Trade Promotion)

## 1. Supporting Exports of Japanese Agricultural, Forestry, and Fishery Products and Food

\*The Japan Food Overseas Promotion Center (JFOODO)

\*International & Domestic Exhibitions Database

[Online Trade Fair Database \(J-messe\) | Business Opportunities](#)

[- Japan External Trade Organization - JETRO](#)

## 2. Assisting Japanese Companies (SMEs) with the Overseas Business

\* **TTTP International Business Matching Site**  
TTTP (Trade Tie-up Promotion Program) helps you find partners for Int'l Biz.  
Register now for **all-free** TTTP services!

[Business Matching Site \(Database\) TTTP – JETRO](#)

## 3. Contributing to the Activities and the Trade Policies of Japanese Companies through the Surveys and Research

\*World Tariff and World FTAs Data

Source: JETRO HP



JAPAN PAVILION arranged by JETRO at an international food exhibition in Hong Kong

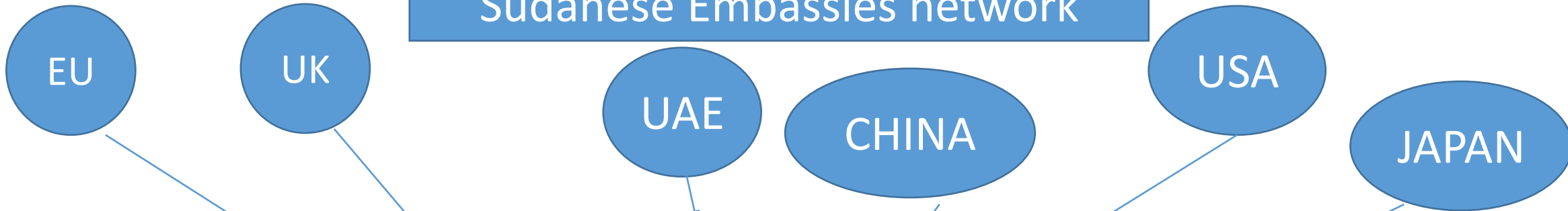


Business-matching event on exporting to Asia



Seminar in the US

Sudanese Embassies network



Change of the  
Tariff Schedule



Sudanese Exporters

# 1. Custom Duty

## [Japan Customs](#)

Reference Information

Tariff Schedule

## 2. Japan's Tariff Schedule ( Statistical Code for Import )

- [Apr 1, 2021](#) latest edition
- [Jan 1, 2021](#)
- [Oct 1, 2020](#)
- [June 27, 2020](#)
- [April 1, 2020](#)
- [January 1, 2020](#)
- [April 1, 2019](#)



## Example

<Tariff Schedule Japan Custom, 1<sup>st</sup> April 2021>

\*HS Code 1207.40 000 Sesamum seeds

General rate:Free

(WTO):Free

[輸入統計品目表（12類）\(customs.go.jp\)](#)

\*Related law:Food Sanitation Law& Plant Quarantine Law

<European Commission:TARIC 18<sup>th</sup> May 2021>

EU tariff Database:TARIC

\*goods code:HS CODE

\*Origin/Destination:Country +Retireve measures

[TARIC Consultation \(europa.eu\)](#)

## SECTION II VEGETABLE PRODUCTS

Example: HS code 1207.40000 Sesamum Seeds & 1301.20000 Gum Arabic

Statistical code		Description	Tariff rate				
H.S. code			General	Temporary	WTO	GSP	LDC
1207.40	000	Sesamum Seeds	Free		(Free)		
1301.20	000	Gum Arabic	Free		(Free)		

**Tariff rate for Sudan LDC Rate**

**HS code 1207.40000 Sesamum Seeds & 1301.20000 Gum Arabic**

**General Rate: FREE**

		Description	Unit		Law
H.S. code			I	II	
1207.40	000	Sesamum seeds		MT	<u>FD</u> <u>PL</u>
1301.20	000	Gum Arabic		KG	<u>CA</u> <u>PA</u> <u>FD</u>

CA:Cannabis Control Law

PA:Act on Securing Quality,Efficacy and Safety of Pharmaceuticals, Medical Devices, Regenerative and Cellular Therapy Products, Gene Therapy Products, and Cosmetic Law

FD:Food Sanitation Law

PL; Plant Quarantine Law

# GSP Form A

Outline of Rules of Origin for GSP Scheme in Japan

How to Fill Certificate of Origin

Page 35

(1) Checking whether a C/O is issued properly or not

(2) Matching the imported goods with the Matching the imported goods with the goods certified by a C/O

(3) Checking whether the goods satisfy origin criteria or not origin criteria or not

**Form A  
(Certificate  
of Origin for  
GSP)**

1. Goods consigned from (Exporter's business name, address, country) ZAIMU INTERNATIONAL CO.,LTD. 1111 RAJEKUMAR, CHITTAGONG, BANGLADESH		Reference No. 00000000 GENERALISED SYSTEM OF PREFERENCES CERTIFICATE OF ORIGIN (Combined declaration and CERTIFICATE) FORM A	
2. Goods consigned to (Consignee's name, address, country) ZEIKAN SHOJI CO.,LTD. 2-56 AOMI, KOTO-KU, TOKYO, JAPAN		Issued in BANGLADESH (country) <small>See Notes overleaf</small>	
3. Means of transport and route (as far as known) FROM CHITTAGONG TO TOKYO JAPAN BY SEA VESSEL : ZEIKANMARU		4. For official use "DUPLICATE"	
5. Item number 1.	6. Marks and numbers of packages CARTON NO: MADE IN BANGLADESH	7. Number and kind of packages; description of goods EIGHT HUNDRED (800) CTNS OF MEN'S PANTS	8. Origin criterion (See Notes overleaf) "W" 62.03
			9. Gross weight or other quantity 16,000 kg
			10. Number and date of invoices 95125Y MAY 14, 2010
11. Certification It is hereby certified, on the basis of control carried out, that the declaration by Exporter is correct.		12. Declaration by the Exporter The undersigned hereby declares that the above details and statements are correct: that all the goods were produced in BANGLADESH (country) and that they comply with the origin requirements specified for those goods in the Generalised System of Preferences for goods exported to JAPAN (importing country)	
CHITTAGONG, JUNE 14, 2010 <small>Place and date</small>		CHITTAGONG, JUNE 14, 2010 <small>Place and date signature of authorized signatory</small>	

**III. Procedural Provision 2.**

- (1) Checking whether a C/O is issued properly or not
- (2) Matching the imported goods with the goods certified by a C/O
- (3) Checking whether the goods satisfy origin criteria or not

## III.The One Village, One Product campaign is:

- 1.An initiative started by the Japanese government, including the Ministry of Economy, Trade and Industry, in December 2005 to support emerging nations in response to the Development Initiative announced at the WTO meeting in Hong Kong.
- 2.The goal is to discover special products in emerging nations, such as countries in Asia and Africa that people there take pride in manufacturing, and enable them to autonomously and dynamically produce them as a community for use worldwide.
- 3.This initiative was based on the successful One Village, One Product movement in Oita Prefecture, and applied for use with emerging nations.

Source:JETRO

JETRO, in cooperation with the Ministry of Economy, Trade and Industry, has developed One Village, One Product Markets at both Narita International Airport and Kansai International Airport, based on the One Village, One Product campaign(2003)

**Shop at Narita International Airport**



**Shop at Kansai International Airport**



## TICAD IV(2008) follow-up mechanism

Promote "One Village One Product" initiative, based on the "Development Initiative for Trade", by establishing a new comprehensive framework to improve African products' market access to Japan by

- (i) providing consultation on African products,
  - (ii) dispatching experts from Japan to Africa,
  - (iii) inviting African people for marketing research,
  - (iv) holding business seminars,
  - (v) supporting African companies participation in trade fairs in Japan,
  - (vi) implementing Development and Import Schemes to assist Japanese companies in commercializing African products
- Source:MOFA

# **IV. Manual for International Trade Fair**

**(ex. Trade Fair in Japan, STP Support the Exhibitors)**

**Step 1 :Picking up Exhibitions in Japan,Finalizing STP Trade Fair Schedule**

**Step 2 :Booths Booking**

**Step 3:Selection & Finalizing Exhibitors List**

**Step 4: Budget Allocation**

**Step 5:Market Information**

**Step 6:Visa Support**

**Step 7:BtoB Support- On Line Pre-appointment System**

**Step 8:Preparing Sudan Export Promotional Materials**

**Step 9:Trade Fair Period**

**Step 10:After Trade Fair,Review**



# V.Export Promotion Materials

Promotion Materials  
Brochures&Video

Sudanese Exporters  
Arabic Ver.

- 1.World Tariff
- 2.Certification:Quality Standard&RelatedAgencies
- 3.Market Trend
- 4.STP personnel in charge of items

International  
Importers&Buyers  
English,French Ver.,etc

- 1.Data:Production,Export value &Destination
- 2.Certification(same)
- 3.Associations&Exporters list
- 4.STP personnel in charge of items

# VI. Certificate of Origin( for EU Market)

## 1. List of GSP beneficiary countries (as of 01 January 2019)

[general Scheme of preferences \(GSP\) - List of beneficiary countries as from 1 January 2019 \(europa.eu\)](#)

Sudan:GSP EBA

## 2. GSP EBA for Sudan in term of the EU Market

1).Tariff Elimination: TARIC system [TARIC Consultation \(europa.eu\)](#)

2).Origin Criteria (Product Specific Rule)

[A Guide for users on GSP rules of origin | Taxation and Customs Union \(europa.eu\)](#)

3).Direct Consignment(Sudan→EU)

4).Certificate of Origin Form A(Standard Form)

[Commission Implementing Regulation \(EU\) 2015/ of 24 November 2015 laying down detailed rules for implementing certain provisions of Regulation \(EU\) No 952/2013 of the European Parliament and of the Council laying down the Union Customs Code \(europa.eu\)](#)

5).Registered Exporters(EU documents)

[Commission Implementing Regulation \(EU\) 2015/ of 24 November 2015 laying down detailed rules for implementing certain provisions of Regulation \(EU\) No 952/2013 of the European Parliament and of the Council laying down the Union Customs Code \(europa.eu\)](#)

# VI. Certificate of Origin( for EU Market) Cont'd

## 2.GSP EBA for Sudan in term of the EU Market

Example:HS 6109:T-shirts, singlets and other vests, knitted or crocheted

1).Tariff Elimination: TARIC system [TARIC Consultation \(europa.eu\)](https://ec.europa.eu/taric/)



Goods Code:HS 4digits:6109 →Origin/Destination :SUDAN-SD→Retrieve Measures

6109 10 0010 T-Shirts of Cotton → **GSP-EBA Tariff preference (12-08-2020 - ) 0%**  
excluding Cambodia



**From Sudan 0%**

# VI. Certificate of Origin( for EU Market) Cont'd

## 2.GSP EBA for Sudan in term of the EU Market

Example:HS 6109:T-shirts, singlets and other vests, knitted or crocheted

1).Tariff Elimination: TARIC system [TARIC Consultation \(europa.eu\)](https://ec.europa.eu/taric/)



Goods Code:HS 4digits:6109 →Origin/Destination :SUDAN-SD→Retrieve Measures

6109 10 0010 T-Shirts of Cotton → **GSP-EBA Tariff preference (12-08-2020 - ) 0%**  
excluding Cambodia



**From Sudan 0%**

# VII.Prevention for Covid-19

(Export Promotion in term of the Tremendous international & domestic Demand)

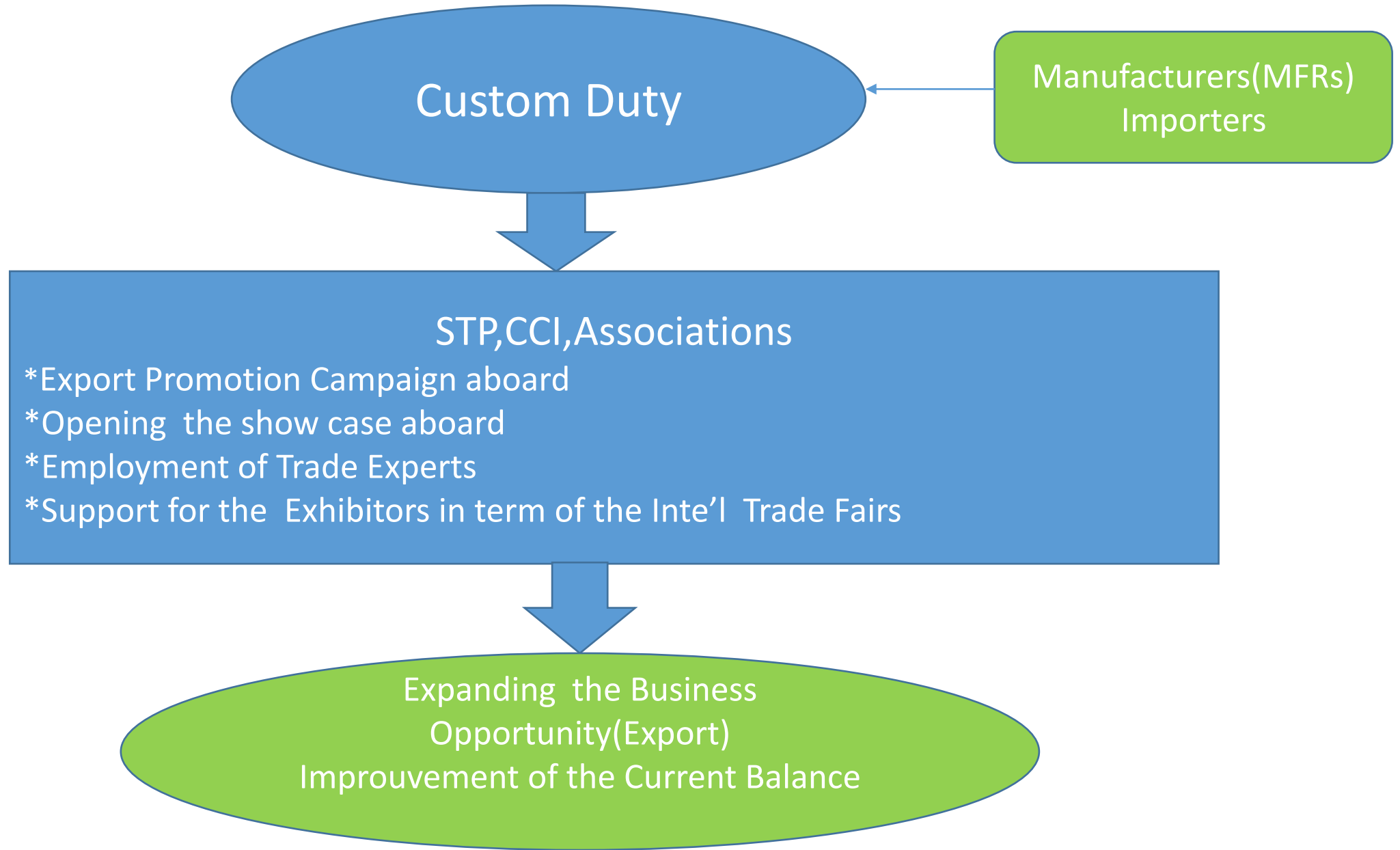
## 1.Production&Export <Medical Instruments>

- ① Tyvet Suits (Dupont)
- ② Disposal Gowns
- ③ Disposal Gloves
- ④ Face Shields
- ⑤ Surgical Masks
- ⑥ N 95 Masks (3M)
- ⑦ Goggles
- ⑧ Shoe Cover

2.ITC Database: Covid-19 Temporary trade Measures by ITC(updated 25<sup>th</sup> May 2021)

[Market Access Map \(macmap.org\)](http://macmap.org)

# VIII.Export Fund(2<sup>nd</sup> resource for STP)



## Appendix 11 : List of Ministries and Ministers of the Interim Government

8 February, 2021 Prime Minister Hamdok

List of Ministers and Ministries of the new Transitional Government

(Excluding the Minister of Education)

	<b>Ministry name</b>	<b>Responsible Ministry: Minister</b>
1	Ministry of Cabinet Affairs	Cabinet Affairs: Khalid Omer Yousif
2	Ministry of Defense	Defense: Maj. Gen. Yasin Ibrahim
3	Ministry of Interior	Interior: Maj. Gen. (Police) Izz Aldeen Ali Alshiekh
4	Ministry of Foreign Affairs	Foreign Affairs: Dr. Mariam Alsadig Almahti
5	Ministry of Higher Education	Higher Education: Dr. Intsar Al-Zain Sagairon
6	Ministry of Justice	Justice: Dr. Nasr-Eddin Abdul-Bari
7	Ministry of Finance and Economic Planning	Finance: Dr. Jibrail Ibrahim
8	Ministry of Energy and Oil	Energy and Oil: Jadain Ali
9	Ministry of Mining	Mining: Dr. Mohamed Bashir Abu Numo
10	Ministry of Irrigation and Water Resources	Irrigation and Water Resources: Prof. Yasser Abbas
11	Ministry of Agriculture and Forest	Agriculture and Forests: Dr. Altahir Ismaeil Harbi
12	Ministry of Animal Resources	Animal Resources: Hafiz Ibrahim Abd Alnabi
13	Ministry of Communication	Communication: Hashim Hasab Alrasoul
14	Ministry of Investment and International Cooperation	Investment and International Cooperation: Dr. Alhadi Mohamed Ibrahim

15	Ministry of labor and Administrative Reform	Labor and Administrative Reform: Tayseer Alnourani
16	Ministry of Transport	Transport: Mirghani Musa Hamad
17	Ministry of Federal Government	Federal Government: Dr. Buthaina Ibrahim Dainar
18	Ministry of Religious Affairs	Religious Affairs: Nasr-Eddin Mofarah
19	Ministry of Youth and Sports	Youth and Sports: Yousif Ibrahim Aldai
20	Ministry of Social Development	Social Development: Mutasim Ahmed Salih
21	Ministry of industry	Industry: Ibrahim Alshiekh
22	Ministry of Culture and Information	Culture and Information: Hamza Baloul
23	Ministry of Health	Health: Dr. Omer Ahmed Alnajeeb
24	Ministry of Trade	Trade: Dr. Ali Jido Adam
25	Ministry of Education	Elected some day after

Source: Arabic text, English translation by SUDANOW magazine, 8 February 2021



## Appendix 12: Investment Promotion Measures in Sri Lanka (200 Garment Factories Initiative)

- ① The Greater Colombo Economic Commission (GCEC) was established in 1978 to deal centrally with the introduction of foreign investment and the operation of export processing zones, as well as employment promotion. The name was changed to BOI (Board of Investment) in 1992 (from Colombo Metropolitan Area to the whole of Sri Lanka). The company operates 13 export processing zones (bonded zones, duty-free zones for equipment and imported materials) in and around Colombo and the provinces, with a staff of approximately 1,400 people, mainly at the Colombo headquarters.
- ② BOI has been involved in the "200 Garment Factories" initiative since the 80's and has promoted (actually attracted 165) US apparel manufacturers (GAP etc.) and is now focusing on the development of the apparel industry which is one of the main industries in Sri Lanka.
- ③ In January 2016, we set up the One Stop Shop (OSS), which could be said a single window for attracting foreign investment, and we are also working on investment permits and business facilitation, such as VR approval.
- ④ The BOI's current main areas of investment recommendation
  - \* IT & IT Enabled Services
    - \* About 300 ITC/BPM companies, 85,000 jobs, future prospects for Sri Lankan exports
    - Promising sectors for Sri Lankan exports (current export value 1 billion USD)
    - \* Tax reform allows for zero corporate tax rate (standard rate: 28%)
  - \* Logistics
    - \* 323 freight forwarders and 174 bulk shipping agents
    - \* Direct employment of 40,000 to 50,000 people, 7% of the output, light reduction in corporate tax rate applicable: 14%
    - \* 7 million TEU container handling capacity at the Port of Colombo (transit function for major routes such as Japan and Europe)
  - \* Tourism & Leisure
    - \* Efforts to become a tourism nation (7 million tourists in 2030: current figure about 2 million, GDP contribution (current \$360 million)
    - \* Total number of employees: approx. 400,000, corporate tax light reduction rate: 14%
    - \* Hotel management by Japanese companies has also started.

\* Food Processing

- \* 44.5% of the country's land is used for agriculture, producing around 1,000 agricultural students every year.
- \* Potential for the processing of vegetables, fruit, and seafood (including aquaculture), with reduced corporate tax rate: 14%.