



WFP Republic of South Sudan SPECIAL OPERATION SO 200361

Country:	Republic of South Sudan
Type of project:	Special Operation
Title:	Logistics Cluster Activities in support of the Humanitarian Community in South Sudan
Total cost:	US\$1,539,642
Duration:	1 January 2012 to 31 December 2012

Executive Summary

North and South Sudan finalized their formal separation on 9 July 2011, following a referendum on secession as per the Comprehensive Peace Agreement signed in 2005. Under this Special Operation, the Logistics Cluster, active in southern Sudan since October 2010, will continue to provide essential logistical support functions to the humanitarian community in 2012. Identified logistics gaps will be addressed through the provision of coordination and information management platforms as well as common services for the transportation and storage of emergency relief items. The Logistics Cluster will also prioritize emergency road, bridge, airstrip and port repairs in order to ensure continued access to vulnerable communities and project sites.

Project Background

1. The newly independent Republic of South Sudan has a population of approximately 8.5 million and is comprised of ten states spread across a vast area of 650,000 square kilometers. It remains one of the least-developed areas in the world.
2. The need for humanitarian assistance increased during the referendum for independence and the declaration of the new state on 9 July 2011. Since October 2010, more than 330,000 returnees have arrived in the country from the North. Fighting in the contested regions of Abyei and South Kordofan has resulted in an additional 110,000 internally displaced persons internally displaced persons (IDPs)/ refugees. Returnees continue to require significant support from humanitarian partners. The majority of returnees have concentrated their temporary settlements in the fragile border-states of Unity, Northern Bahr el Ghazal, Upper Nile and Warrap.
3. Ongoing political uncertainty between the Republic of Sudan and the Republic of South Sudan highlights the need for information sharing and coordination of humanitarian logistics services as well as monitoring of relatively fluid issues such as border and customs policies and procedures as independent governments determine how they can work together in the future.

4. The delivery of humanitarian relief items in South Sudan poses significant logistical challenges for the humanitarian community; large quantities must be moved over vast distances in a country with a poorly developed infrastructure and limited commercial transport capacity. Furthermore, increasing tension and insecurity along the border between South Sudan and Sudan restricts movement of relief items through the northern corridors traditionally used by the humanitarian community.
5. In order to effectively respond to the increased logistical challenges noted above, the Logistics Cluster in Southern Sudan was activated in October 2010. The activation should also be seen in the light of the phase out of the United Nations Joint Logistics Centre (UNJLC) in Sudan, whereby the Logistics Cluster (2010-2011 SO 103422) took over several functions previously performed by the UNJLC.

Project Justification

6. There are over 342 non-government organizations (NGOs) – including 155 international and 187 national organizations – as well as 21 UN agencies and international organizations currently providing assistance across the ten states of South Sudan. In order to ensure the unimpeded flow of humanitarian relief items and efficient utilization of resources whilst avoiding competition for logistics services, a coordinated and informed response through the Logistics Cluster in South Sudan is needed.
7. Ensuring sufficient capacity to deliver humanitarian relief items throughout the year and in all weather conditions is crucial for the kind of frontline response required in South Sudan. As such, the following activities have been identified by the Logistics Cluster:
 - a) Provision of warehouse capacity through the deployment and redistribution of existing mobile storage units (MSUs) for the storage of humanitarian relief items managed by WFP – particularly in the northern part of the country – in order to accommodate the volume of relief items required for the increasing number of returnees, IDPs and refugees.
 - b) Augmentation of trucking capacity due to the very poor-quality roads; shortage of vehicle maintenance services; unreliable and insufficient private surface transportation companies; and extreme distances between ports of arrival and access points.
 - c) Consolidation of north-bound river services for humanitarian cargo through contracting of private vessels for humanitarian use.
 - d) Emergency repair of access roads, bridges and airstrips and ports in order to provide programming flexibility in the case of an emergency.
 - e) Facilitation of regular coordination meetings with humanitarian partners and government counterparts to share information on the logistics situation, bottlenecks and gaps.

Project Objective(s)

8. The main objective of this special operation is to ensure a coordinated logistics response and an efficient utilization of resources and logistic capacity through the cluster approach.

Project Implementation

9. WFP, in its role as the Logistic Cluster Lead, will continue to deploy dedicated staff for this project implementation, including a Logistics Cluster coordinator, Geographic Information System Officer, Information Management Officer, Logistic Assistants and support staff. The Logistics Cluster will hold regular monthly coordination meetings at Juba level and through designated cluster focal points at state level. The Logistics Cluster will provide essential information to the humanitarian community including lists of suppliers, customs information pertaining to cargo importation and other logistics information such as road access and other relevant maps. The Logistics Capacity Assessment for South Sudan will be regularly updated through the cluster. Bi-monthly meetings will be held with core pipeline-managing agencies and UN Office for the Coordination of Humanitarian Affairs (OCHA) to conduct centralized monitoring of pipeline procurement, transport and warehousing.
10. The Logistics Cluster will be responsible for the coordination, prioritization, booking and consolidation of a range of common services offered by a number of UN agencies and NGOs working as implementing partners of the Logistics Cluster. The following services will be offered to cluster participants on a free of charge basis following confirmation of funding to project implementing partners:
 - a) Common storage facilities available through WFP are currently located in seven locations, with a total of nine MSUs located primarily across the northern states. Additional mobile storage units are available for rapid deployment in response to requests received from humanitarian partners.
 - b) Common trucking services provided by International Organization for Migration (IOM) in order to facilitate transportation of humanitarian cargo from the requester's warehouses to final distribution points. In 2011, IOM received US\$2,500,000 via CHF for the operation of this project. Under the Consolidated Appeals process for 2012, IOM is seeking US\$6,635,855 to continue this service
 - c) River transportation services by boats and barges, provided by IOM, will mainly serve to transport humanitarian cargo from Juba to the river ports in the northern states of the country. Funding provisions for this service are accommodated under IOM's common transport service funding.
 - d) Emergency road and airstrip repairs carried out through agencies/NGOs after prioritization by the Logistics Cluster. Contributions being sought for US\$5,000,000 through different funding sources to undertake these activities.

Exit Strategy

11. In order to phase-out Logistics Cluster activities in South Sudan, the following will be completed:
 - a) Common Warehouses: Assessment of the required storage capacity will be made mid-year and at the end of the year with the objective to identify NGOs, government counterparts or organisations for hand-over of the warehouses. It is expected that further storage requests beyond 2012 will be addressed on bilateral basis with the concerned organisations on cost recovery basis.
 - b) Common Transport: A comprehensive review of the common transport service will be made mid-year and at the end of the year. It is expected that the common transport service, operated by IOM and prioritized by the Logistics Cluster, will be phased out by the end of 2012 while further transport requests are to be addressed on bilateral basis with IOM, WFP or other organisations on cost recovery basis.
 - c) Road & Airstrip Rehabilitation Projects: It is expected that at the end of 2012 the responsibilities for emergency road repairs will be fully covered by the Government (relevant Ministries).

Project Cost and Benefits

12. The estimated project cost is US\$1,539,642 include staffing and equipment, primarily warehousing equipment.
13. Key benefits will include:
 - a) Coordinated logistics response by the humanitarian community, improving the flow of humanitarian relief items to the affected population;
 - b) Optimized utilization of existing logistics capacities and avoidance of inflated market prices;
 - c) Coordinated provision of common services amongst cluster members.

Monitoring & Evaluation

14. The following key performance indicators have been identified in order to continuously monitor the activities to be carried out under this special operation:
 - a) Coordination:
 - Number of Coordination Meetings held on monthly basis in Juba and at state level as required (one per month per location)
 - b) Information Management
 - Number of maps produced upon request(ad hoc with regular map updates)
 - Number of logistics snapshots disseminated (upon request)
 - LCA updated (twice a year)
 - c) Emergency Road Repairs assessments
 - Assessments carried out (ad hoc, as is needed)
 - d) Common Warehouse

- Number of requests for common warehouse services fulfilled
- Tonnage/volume of emergency supplies stored in common warehouses

Risk Analysis and Contingency planning

15. A number of risks could impact the implementation of the SO. The main risks identified are presented through the three risk areas (contextual, programmatic and institutional). These risks and mitigation measures are outlined below.

16. Contextual Risks:

- a) Changing political theatre in Sudan affecting humanitarian access and operations in South Sudan;
- b) Political instability as the new South Sudan government establishes itself; and
- c) Unpredictable or unseasonable weather patterns that block access and affect government capacity

These risks will be mitigated by the following measures:

- a) Development of alternative supply lines;
- b) Work with the interim government bodies in an effort to build positive relationships; and
- c) Maximize the likelihood of reaching a region by offering multi-modal transport including road, river and air transport.

17. Programmatic Risks:

- a) Limited or no (active) participation from the Logistics Cluster partners;
- b) Organisations providing common services unable/unwilling to continue their services provided through the Logistics Cluster;
- c) Demand for Logistics Cluster services exceeds current forecasts; and
- d) Demand for services in areas not foreseen.

These risks will be mitigated by the following measures:

- a) Continual assessment of partner needs and prioritization of issues set forward by Cluster members;
- b) Provision of timely information products and ensuring that issues discussed during the meeting are relevant and beneficial to cluster members;
- c) Rigorous and efficient prioritization when allocating services provided to the partners to ensure that the entire humanitarian community are benefitting from common services;
- d) Ability to scale up common transport services operation through commercial contracts;
- e) Ability to modify warehousing location through use of mobile storage units;
- f) Ability to scale up staffing with support from the Global Logistics Cluster cell in Rome and those on temporary duty (TDY);
- g) Flexible common warehousing through the use of mobile storage units;
- h) Flexible common transport reaches possible through use of alternative commercial suppliers as identified in the LCA.

18. Institutional Risk:

- a) Politicization of UN humanitarian efforts affecting use of UN assets and access

This risk will be mitigated by the following measure:

- a) Ensuring possibility to use commercial common transport suppliers in order to reduce visibility of UN assets *en route*.

RECOMMENDATION

This Special Operation covering the period from 1 January 2012 to 31 December 2012 at a total cost to WFP of US\$1,539,642 is recommended for approval by the Executive Director, with the budget provided.

APPROVAL

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Mr. Ramiro Lopes Da Silva
Deputy Executive Director, OD