



**ANNEXES**

# Annex 1 – Lessons Learned Mission Terms of Reference

## Logistics Cluster Lessons Learned Mission – South Sudan

### Terms of Reference

**Date:** 17 March – 26 March 2019

**Location:** South Sudan

**Team Members:** Arthur Kawino, Supply Chain Coordinator, IRC  
Pieter Bakker, Deputy International Logistics Manager, Tearfund  
Julie Vanderwiel, Supply Chain Officer, World Food Programme  
Dorte Friis, Partnership and Lessons Learned Officer, Global Logistics Cluster

### Background for Logistics Cluster Operation in South Sudan

The Logistics Cluster operation in South Sudan dates back from before the creation of the Republic of South Sudan in 2011 and has remnants back to the UNJLC in Sudan – the United Nations Joint Logistics Centre –, a predecessor to the Cluster mechanism. As such, while South Sudan is the newest country in the world established in 2011, the Logistics Cluster has been part of the humanitarian set-up responding to the needs from the beginning and supported before as well.

Since 2013, there has been an ongoing civil war in South Sudan with occasional periods with agreements on peace or new power-sharing agreements between the government and the opposition. In September 2018, a new peace agreement (the Revitalized Agreement on the Resolution of the Conflict in South Sudan) was signed, which offers hope for progress in 2019. However, the years of conflict has taken its toll and it is thus a protracted humanitarian emergency characterised by:

- Substantial and consistent humanitarian needs (7.1 million in need in 2019)<sup>1</sup>,
- A country which assets are depleted after years of conflict, with limited economic activity, and a population which vulnerability is exceptional after many years of conflict, displacement, and occasional natural hazards as well.<sup>2</sup> In 2017, South Sudan was positioned as country number 187 out of 189 on the Human Development Index<sup>3</sup>.
- A large and long-term humanitarian set-up with 183 partners in the Humanitarian Response Plan for 2019 and a large local NGO base<sup>4</sup>,
- Extreme lack of access both due to insecurity but also due to lack of infrastructure and a terrain, which is heavily influenced by changes in the weather seasons.

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<sup>1</sup>[https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/south\\_sudan\\_humanitarian\\_response\\_plan\\_2019\\_final.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/south_sudan_humanitarian_response_plan_2019_final.pdf)

<sup>2</sup> Ibid.

<sup>3</sup> [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/SSD.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/SSD.pdf)

<sup>4</sup> <http://southsudanngoforum.org/>

The current Cluster operation in South Sudan is one of the largest Logistics Cluster operation ongoing in terms of both budget and humanitarian needs - only Yemen is larger. It is also unique having all modes of transport operating in an active conflict. The challenges are many – continuing to be able to raise funds for the protracted emergency, the insecure operating environment, the need for flexibility in the operational set-up to continue to be able to support organisations accessing people in need with relief assistance, and applying long term planning in a context characterised by continuous disruption.

### **Background for Lessons Learned Exercise for South Sudan**

The Global Logistics Cluster puts strong emphasis on capturing Lessons Learned as a tool for learning, improving humanitarian logistics operations, and for sharing best practices among humanitarian actors. In the current Global Logistics Cluster Strategy (2016-2018, extended to 2020), this falls under Goal 4, ‘Learn and Drive Best Practices’.

The Global Logistics Cluster commenced systematic Lessons Learned exercises in 2013, following key recommendations made by an external independent joint evaluation on the Global Logistics Cluster. The overall objective of the Lessons Learned exercises is to enhance transparency and accountability through documentation of performance, as well as to learn from the operations to be able to inform action across operations.

### **South Sudan Mission Objective:**

Following the above, the overall objectives of the Lessons Learned exercise for the Logistics Cluster operation in South Sudan are therefore:

- 1) To assess the performance and the activities undertaken by the Logistics Cluster in South Sudan to support the humanitarian community in reaching people in need of assistance. The operation will be reviewed in terms of the degree to which it was relevant, effective and efficient in the coordination process (identifying and prioritising the main logistics gaps), and design of solutions for addressing the gaps in support of the overall response’s strategic objectives.
  
- 2) To draw lessons and recommendations from the South Sudan Logistics Cluster operation for improved performance in the future and to support the development of the Global Logistics Cluster strategy through the identification of best practices across operations. One particular focus area here is to draw lessons for Logistics Cluster activities in a setting, where the humanitarian situation is rapidly changing and the scale of needs is extensive and protracted.

The exercise will cover the Logistics Cluster operation from January 2017 to end of December 2018. This period has been selected to cover changes in the operation due to escalation in humanitarian needs end of 2016, which is still informing the set-up of the operation end of 2018.

### **Scope of the mission:**

To assess the performance of the Logistics Cluster operation and draw lessons and recommendations, the Lessons Learned mission will focus on the Logistics Cluster’s core functions for the country-wide operation, the sectoral coordination, the information management, and the facilitation of access to logistics services.

Specifically, the mission will look at:

- 1) The relevance and appropriateness of the Logistics Cluster response – in recent humanitarian needs changes, how were logistics gaps identified and prioritized, and solutions subsequently designed, implemented and monitored?
- 2) How effective was the Logistics Cluster response? What were the challenges to effectiveness?
- 3) How efficient was the Logistics Cluster response (within the limitations of an emergency operation) – what were challenges to efficiency and specific characteristics in terms of it being a protracted emergency?
- 4) The need of support of the Logistics Cluster in South Sudan from the Global level – what can be learned in terms of the role of the Global Logistics Cluster.

**Methodology:**

The Lessons Learned Exercise will be conducted in three phases:

**Phase 1:**

Extensive desk review of key documents such as project documents, performance reports, meeting minutes, quantitative data related to the Logistics Cluster services, review of existing surveys and background information on the humanitarian situation.

In addition, a 'Quality Assurance' (QA) group will be consulted on the terms of reference of the exercise and selection of key stakeholders to interview. The QA group consists of representatives from two partner organisations:

- Jaimon Thomas, Senior Logistics Advisor, Action Against Hunger (ACF) and
- Chuck Woolgar, Humanitarian Supply Chain Manager for Africa, Save the Children
- Mansoor Anwar, Head of Supply Chain and Administration, South Sudan, Save the Children (*provided significant input during and after the mission*)

**Phase 2:**

Mission to South Sudan to visit operations and conduct single or group interviews with key stakeholders in Juba and depending on feasibility one field location (Bor or Bentiu TBC). Key stakeholders include Cluster partners, implementing partners, donors, coordinating mechanisms such as other Clusters, UN Peacekeeping Mission UNMISS, OCHA, Humanitarian Coordinator, and others as relevant. Some interviews may be conducted remotely. A debrief will be done at the end of the mission to present and discuss preliminary findings. A similar presentation will take place for Global Logistics Cluster staff after the mission.

**Phase 3:**

This phase consists of analysis of the collected data and drafting of the report documenting key findings. When a draft report is ready, it will be shared for comments and discussion with the Logistics Cluster team in South Sudan, the Global Logistics Cluster, and the Quality Assurance group.

**Output:**

The Lessons Learned Team will produce a Lessons Learned report summarising the key findings and recommendations. The report will be published on the Logistics Cluster website. The recommendations will be discussed at local and/or global level as relevant and action and timeline assigned to them if required.

## Annex 2 – People Consulted

Organisation	Name	Function	Location	Date
ACF	Sulaiman Sesay	Head of Logistics Department, South Sudan	Juba	20/03/19
CMD	Thomas Tut	Executive Director	Juba	20/03/19
DFID	Alexandros Yiannopoulos	Humanitarian Advisor	Juba	20/03/19
DRC	Zaman Kamruzzaman	Procurement Coordinator	Juba	19/03/19
ECHO	Bart Witteveen	Humanitarian Aid Expert, ECHO	Juba	19/03/19
WVI	Ntando Mlobane	Food Security Cluster and Livelihoods Coordinator	Juba	22/03/19
ICRC	Jean-Luc Castell	Logistics Country Manager	Juba	25/03/19
IMC	John Mbusa	Logistics and Supply Chain Director	Juba	21/03/19
IOM	William Ukon	Shelter and NFI Assistant	Juba	20/03/19
IOM	Sukhwant Kaur	Pipeline Coordinator (Shelter/NFI & WASH)	Juba	20/03/19
IOM	Kristina De Armas	Warehouse Officer	Juba	20/03/19
IRC	Chiyedza Siamena	Supply Chain Coordinator	Juba	22/03/19
IRC	Garang Bul John	National Logistics Manager	Juba	22/03/19
MSF	Martin Malual Dut	Supply Chain Manager, Juba	Juba	22/03/19
MSF	Alessandro Piro	Mission Supply Chain Manager	Juba	22/03/19
Nile Hope	James Matgai	Programme Director	Juba	21/03/19
NRC	Christina Mena Lander	WASH Cluster Co-Coordinator	Juba	19/03/19
OCHA	Esteban Sacco	Access working group and coordination. Deputy Head of OCHA	Juba	19/03/19
OCHA	Stephen O'Malley	Head of OCHA	Juba	19/03/19
OFDA	Tina Yu	DART Team Leader-South Sudan	Juba	19/03/19
Oxfam	Dominic Orina	a.g. Country Logistics Manager	Juba	18/03/19
Oxfam	Khumbulani Ndlovu	Roving Logistics Manager	Juba	18/03/19
Save the Children	Mansoor Anwar	Head of Supply Chain and Administration	Juba	22/03/19
UNIDOR	Malakai Gatluak	Logistics and Procurement Manager	Juba	25/03/19
UNICEF	Francois Bellet	WASH Cluster Co-Coordinator	Juba	19/03/19
UNMISS	Niels Kjaergaard	Commander, Civil- Military Coordination	Juba	22/03/19
UNOPS	Debora Tolentino Grossi	Operations Officer	Juba	25/03/19
WFP, GLC Support Team	Bruno Vandemeulebroecke	Global Logistics Cluster Deputy Coordinator and South Sudan Desk Officer	Rome (skype)	09/05/19
WFP, South Sudan	Adham Effendi	Head of Logistics	Juba	21/03/19
WFP, South Sudan	Alistair Short	Food Security and Livelihoods Cluster Coordinator	Juba	22/03/19
WFP South Sudan	Simon Cammelbeeck	Deputy CD Operations	Juba	18/03/19
WFP, South Sudan, UNHAS	Bernadette Muutu	Aviation Officer	Juba	18/03/19
WFP, South Sudan, UNHAS	Mario Sibrian	Head, UNHAS South Sudan	Juba	18/03/19

WFP, South Sudan Logistics Cluster	Fiona Lithgow	Logistics Cluster Coordinator	Juba	18/03/19
WFP, South Sudan Logistics Cluster	Issam Abdo	Logistics Officer	Bor	22/03/19
WFP, South Sudan Logistics Cluster	Jessica Cochran	Logistics Cluster Operations	Juba	18/03/19
WFP, South Sudan Logistics Cluster	Lemi John	Logistics Associate, Juba Logistics Cluster Hub	Juba	20/03/19
WFP, South Sudan Logistics Cluster	Simon Gai	Logistics Associate, Bentiu	Juba	21/03/19
World Vision	Elizabeth Mayer	National Shelter/NFI co-coordinator	Juba	25/03/19

## Annex 3 – Documents Consulted

The documents consulted for the desk review were as follows:

- ACAPS, Food Insecurity, Thematic Report February 2018, [26 February 2018](#)
- ACAPS, Humanitarian Overview, An Analysis of Key Crises into 2018, [30 November 2017](#)
- ALNAP, Evaluation of Humanitarian Action Guide, [10 October 2016](#)
- ALNAP, Evaluating Humanitarian Action Using the OECD-DAC criteria, An ALNAP guide for humanitarian agencies, [1 March 2006](#)
- Humanitarian Outcomes, [Aid Worker Security Database](#)
- IFRC, Emergency Plan of Action Operation Update, South Sudan: Ebola Virus Disease Preparedness, [24 December 2018](#)
- IOM, UNHCR, CCCM Cluster, Camp Coordination and Camp Management Strategy, South Sudan 2018-2019, [28 March 2018](#)
- IOM, South Sudan Appeal January-December 2019, [5 February 2019](#)
- IOM, South Sudan Update, January 2019, [31 January 2019](#)
- Logistics Cluster, **all relevant documents** from the Logistics Cluster South Sudan [webpage](#) for 2017-2018, including Meeting Minutes, Operation Overview, Standard Operating Procedures, Logistics Capacity Assessment, Maps etc.
- Logistics Cluster Partner Satisfaction Surveys 2017 and 2018 (summary and Logistics Cluster response available [here](#) for 2017 and [here](#) for 2018)
- Logistics Cluster South Sudan, Annual Report to DFID on DFID HARISS funds, covering activities funded in 2018.
- Logistics Cluster Information Management statistics from South Sudan operation covering 1 January 2017 to 31 December 2018, Online Analytics report compiled by the Global Logistics Cluster Support Team.
- Logistics Cluster South Sudan, Operational data related to air, river, road transport from spreadsheets (January-October 2017) and RITA (October 2017- December 2018). In addition, MSU loan tracking table.
- OCHA, South Sudan Consolidated Appeal [2013](#)
- OCHA, Response Plan, South Sudan Crisis, January to June 2014, [3 February 2014](#)
- OCHA, South Sudan Humanitarian Response Plan 2015, [2 December 2014](#)
- OCHA, Humanitarian Response Plan 2016, South Sudan, [31 December 2016](#)
- OCHA, Humanitarian Needs Overview 2017, South Sudan, [13 February 2017](#)
- OCHA, Humanitarian Response Plan 2017, South Sudan, [13 February 2017](#)
- OCHA, Humanitarian Needs Overview 2018, South Sudan, [5 December 2017](#)
- OCHA; 2018 South Sudan Humanitarian Response in Review, [1 March 2019](#)
- OCHA, Humanitarian Response Plan 2018, South Sudan, [12 December 2017](#)
- OCHA, 2019 South Sudan Humanitarian Response Plan, Cluster Objectives and Indicators, [29 November 2018](#)
- OCHA, Humanitarian Needs Overview 2019, South Sudan, [13 December 2018](#)
- OCHA, Humanitarian Response Plan 2019, South Sudan, [13 December 2018](#)
- OCHA, South Sudan Situation Report, [25 February 2019](#)
- South Sudan NGO Forum [website](#)

- UNDP, Human Development Indices and Indicators: 2018 Statistical Update, South Sudan, [2018](#)
- UNDP, Human Development Reports – Annual reports can be found [here](#),
- UNICEF, South Sudan, National Budget Brief, [Fiscal Year 2017/2018](#)
- World Bank [Blog 23 April 2019](#), How conflict and economic crises exacerbate poverty in South Sudan



## Annex 4 – Air Cargo Transport 2018, User Overview

Number	Organisation	MT	% of total MT
1	Nile Hope Development Forum	670	13%
2	United Nations Children's Fund	564	11%
3	International Organisation for Migration	515	10%
4	Welthungerhilfe / German Agro Action	387	8%
5	Oxfam UK	291	6%
6	United Nations Food and Agriculture Organisation	255	5%
7	Save the Children International	236	5%
8	Christian Mission for Development	225	4%
9	International Rescue Committee	213	4%
10	Relief International	139	3%
11	World Vision International	128	2%
12	Food for the Hungry	127	2%
13	Community Aid for Fisheries and Agriculture Development	120	2%
14	Médecins Sans Frontières Hollande	113	2%
15	Catholic Relief Services	106	2%
16	Africa Development Aid	96	2%
17	Mercy Corps	85	2%
18	Medici con l' Africa	76	1%
19	World Relief	65	1%
20	Samaritan's Purse	63	1%
21	International Medical Corps	63	1%
22	African Humanitarian Corps	59	1%
23	Rural Community Action for Peace and Development	53	1%
24	Universal Network for Knowledge & Empowerment Agency	52	1%
25	Solidarites International	48	1%

Number	Organisation	MT	% of total MT
26	Catholic Organisation for Relief and Development Aid	43	1%
27	GOAL	31	1%
28	Tearfund	29	1%
29	Joint Aid Management	29	1%
30	Smile Again Africa Development Organization	25	0%
31	CARE International	24	0%
32	Polish Humanitarian Action	24	0%
33	Danish Refugee Council	20	0%
34	Medair	19	0%
35	Veterinaires Sans Frontieres	19	0%
36	Médecins Sans Frontières Spain	16	0%
37	Norwegian Refugee Council	15	0%
38	Oxfam International	15	0%
39	United Nations Mine Action Service	15	0%
40	INTERSOS	13	0%
41	United Nations World Food Programme	13	0%
42	Médecins Sans Frontières Suisse	11	0%
43	Universal Intervention and Development Organization	5	0%
44	United Nations High Commissioner for Refugees	5	0%
45	Live Well South Sudan	4	0%
46	United Nations Office for Project Services	2	0%
47	Action Africa Help International	2	0%
48	American Refugee Committee	1	0%
49	Norwegian People's Aid	1	0%
50	Mission Trust Aid	1	0%
51	Peace Corps Organization	1	0%
52	South Sudan Development Agency	1	0%
53	DanChurchAid	0	0%
	<b>Total</b>	<b>5.132</b>	<b>100%</b>

## Annex 5 – Overview of Road Convoys

In 2017, there were in total 25 convoys organised with 46 users and 485 trucks or vehicles, which went to approximately 27 different destinations via five main routes. The routes were: Western Corridor up to Bentiu; Juba to Kapoeta via Torit; Juba to Yei; Juba to Jonglei; and Juba to Yambio. The top five users if measured by number of trucks or vehicles sent were predominately UN agencies (IOM, UNICEF, Oxfam, UNHCR and WHO) and accounted for 76 percent of the total trucks or vehicles in the convoys. The top ten users in terms of the number of trucks or vehicles sent with the convoys stood for 84 percent of the total trucks or vehicles. IOM and UNICEF were by far the largest users in terms of number of trucks or vehicles sent with the convoys: combined, they accounted for 67 percent of the total.

In 2018, there were in total 51 convoys organisations with 43 users and 495 trucks or vehicles, which went to approximately 30 destinations. In 2018, there were eight main routes three of which were in addition to the five from 2017: Juba to Pibor; Juba to Yuai; and Juba to Yambio. There were several additional convoys to Bor. The top five users were UN agencies and accounted for 84 percent of the total number of trucks or vehicles. The top ten users accounted for 89 percent of the total number of trucks or vehicles in the convoys.

## Annex 6 – Overview of River Transport

In 2018, nine organisations used the Logistics Cluster-facilitated river transport and sent a total of 1,726 mt of relief materials. The largest user was an international NGO. A breakdown of users can be seen below.

Organisation	MT	Percentage of total MT sent
Danish Refugee Council	1.009	58%
International Organisation for Migration	352	20%
United Nations Children's Fund	289	17%
World Vision International	44	3%
International Medical Corps	24	1%
United Nations High Commissioner for Refugees	4	0%
Padang Relief Society	2	0%
Médecins Sans Frontières Spain	1	0%
DanChurchAid	0	0%
<b>Total</b>	<b>1.726</b>	<b>100%</b>

## Annex 7 – Overview of Road Transport

In 2018, 23 organisations transported relief materials through the Logistics Cluster-facilitated road transport services. A total of 528 mt was transported. A breakdown can be seen below. The top five users accounted for 58 percent of the total cargo transported, and the top ten for 84 percent of the total.

Organisation	MT transported	Percentage of total MT
Vétérinaires sans Frontières - Germany	81	15%
Polish Humanitarian Action	69	13%
Catholic Organisation for Relief and Development Aid	60	11%
The Carter Center	48	9%
United Nations Food and Agriculture Organisation	46	9%
United Nations Children's Fund	40	8%
Mercy Corps	31	6%
Malteser International	26	5%
United Nations High Commissioner for Refugees	21	4%
Hope Restoration	20	4%
Child's Destiny and Development Organization	14	3%
Community Health and Development Agency	14	3%
Danish Refugee Council	10	2%
International Organisation for Migration	9	2%
Concern Worldwide	9	2%
Community Initiative for Sustainable Development Agency	8	1%
Community Organization for Emergency and Rehabilitation	6	1%
Don Bosco International	3	1%
Islamic Relief	3	1%
Oxfam UK	3	1%
Solidarites International	3	0%
Veterinaires Sans Frontieres	2	0%
Johanniter International	1	0%
<b>Total</b>	<b>528</b>	<b>100%</b>

## Annex 8 – Overview of Surveys 2017 and 2018

As the surveys are quite detailed, below is a short summary of key data from the surveys.

### 1. Responses from organisations completing the survey

#### 2017: 73 answers

Organisation Type	National NGO	INGO	UN	Donor	Other
Number of responses	5	48	17	1	2
In % of total responses	6%	66%	23%	1%	3%

#### 2018: 78 answers

Organisation Type	National NGO	INGO	UN	Donor	Other
Number of responses	13	44	19	0	2
In % of total responses	17%	56%	24%	0%	3%

### 2. Breakdown of Respondent Sector Areas

#### 2017: 71 answers, 2018: 78 answers

Sector	Number of replies 2017	Percentage 2017	Number of replies 2018	Percentage 2018
Health	33	46%	41	53%
WASH	37	52%	33	42%
Shelter	23	32%	19	24%
Food Security	35	49%	28	36%
Nutrition	35	49%	26	33%
Logistics	19	27%	32	41%
Camp Management	13	18%	11	14%
Protection	23	32%	32	41%
Education	19	27%	23	29%
Early recovery	9	13%	6	8%
Other	16	23%	3	4%

### 3. Organisations familiar with the Logistics Cluster mandate:

#### 2017: 68 replies, 2018: 76 replies

Replies	Number 2017	Percentage 2017	Number 2018	Percentage 2018
Yes	60	88%	69	91%
No	8	12%	7	9%

#### 4. Organisations familiar with the Logistics Cluster strategy (ConOps and HRP):

2017: 68 replies, 2018: 76 replies

Replies	Number 2017	Percentage 2017	Number 2018	Percentage 2018
Yes	45	66%	63	83%
No	23	34%	13	17%

#### 5. Organisations finding the Logistics Cluster strategy appropriate:

2017: 64 replies, 2018: 76 replies

Replies	Number 2017	Percentage 2017	Number 2018	Percentage 2018
Yes	41	64%	52	70%
No	4	6%	5	7%
Don't Know	19	30%	17	23%

#### 6. Satisfaction level with Logistics Cluster key functions:

2017: 52 replies, 2018: Between 57 and 59 replies

Year	Satisfaction	Very good	Good	Poor	Very poor	NA
2017	Encouraging collaboration among Partners	54%/28	35%/18	4%/2	0%	8%/4
2018		53%/31	41%/24	7%/4	0%	0%
2017	Listening and responding to the needs of the Partners	54%/28	40%/21	4%/2	0%	2%/1
2018		55%/32	43%/25	2%/1	0%	0%
2017	Liaising with key actors	48%/25	44%/23	2%/1	0%	2%/1
2018		60%/34	37%/21	2%/1	2%/1	0%
2017	Coordinating logistics activities among agencies	54%/28	38%/20	2%/1	0%	6%/3
2018		55%/32	40%/23	3%/2	2%/1	0%
2017	Providing logistics information	63%/33	33%/17	0%	0%	4%/2
2018		59%/34	40%/23	2%/1	0%	0%
2017	Facilitating the logistics services, which are needed most	58%/30	37%/19	2%/1	0%	4%/2
2018		48%/28	48%/28	3%/2	0%	0%
2017	Overall planning of Logistics Cluster activities	52%/27	40%/21	4%/2	0%	4%/2
2018		47%/27	47%/27	5%/3	0%	0%

## Annex 9 – Acronyms

ACRONYM	
<b>ACF</b>	Action Contre la Faim
<b>ConOps</b>	Logistics Cluster Concept of Operations
<b>CTS</b>	Common Transport Service
<b>DRC</b>	Democratic Republic of Congo
<b>EVD</b>	Ebola Virus Disease
<b>GIS</b>	Geographic Information System
<b>GLC</b>	Global Logistics Cluster
<b>GLCST</b>	Global Logistics Cluster Support Team
<b>HRP</b>	Humanitarian Response Plan
<b>ICWG</b>	Inter-Cluster Working Group
<b>IDPs</b>	Internally Displaced Persons
<b>ICRC</b>	International Committee of the Red Cross
<b>IM</b>	Information Management
<b>IMO</b>	Information Management Officer
<b>IOM</b>	International Organization for Migration
<b>JBVMM</b>	Joint Border Verification and Monitoring Mechanism
<b>JVMM</b>	Joint Verification and Monitoring Mechanism
<b>LCA</b>	Logistics Capacity Assessment
<b>MCDA</b>	Military and Civil Defence Assets
<b>Mt</b>	Metric Tons
<b>MSU</b>	Mobile Storage Unit
<b>NCA</b>	National Communications Authority
<b>NFIs</b>	Non-Food-Items
<b>NGO</b>	Non-Governmental Organisation
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>PoC</b>	Protection of Civilians site
<b>RCC</b>	South Sudan Relief and Rehabilitation Committee
<b>RITA</b>	Relief Item Tracking Application
<b>SOP</b>	Logistics Cluster Standard Operation Procedure
<b>SPLA</b>	Sudan People’s Liberation Army
<b>SPLM-IO/SPLA-IO</b>	Sudan People’s Liberation Movement
<b>SRF</b>	Service Request Form
<b>TMEA</b>	TradeMark East Africa
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNHAS</b>	United Nations Humanitarian Air Service
<b>UNICEF</b>	United Nations Childrens Fund
<b>UNJLC</b>	United Nations Joint Logistics Centre
<b>UNMISS</b>	United Nations Mission in South Sudan
<b>UNOPS</b>	United Nations Office for Project Services
<b>WFP</b>	World Food Programme