



## Policy Instruction

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# The Relationship Between Humanitarian Coordinators and Heads of OCHA Field Offices

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Under-Secretary-General for Humanitarian Affairs  
Approval date: 18 February 2009  
Contact: Director, Coordination and Response Division  
Review date: 18 February 2011

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**Policy Instruction**  
**The Relationship Between Humanitarian Coordinators and Heads of OCHA**  
**Field Offices**

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**A. PURPOSE**

1. The purpose of this policy instruction is to improve the coherence and effectiveness of country-level humanitarian coordination by clarifying the relationship between Humanitarian Coordinators (HCs) and Heads of OCHA Field Offices (HoO).
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**B. SCOPE**

2. This policy instruction applies in all situations where there is an HC and an OCHA Field Office, including all situations that may be characterized as an Integrated UN Presence.
  - 2.1. This instruction complements the provisions of the Terms of Reference for an HC, and the Terms of Reference for the Head of an OCHA Field Office.
  - 2.2. This instruction does not apply where OCHA supports an HC with a Field Presence instead of a Field Office.
  - 2.3. For definitions of Field Office, Field Presence and Integrated UN Presence, please see Section E -- Terms and Definition.

- 2.4. Compliance with this policy instruction is mandatory for all staff. HCs, Deputy HCs and Heads of OCHA Field Offices have a particular responsibility to familiarize themselves with its provisions.
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## **C. RATIONALE**

3. The principle that the Head of an OCHA Field Office reports to the HC is unambiguous and has been long-standing and clearly articulated policy. There has, nonetheless been a lack of consistency in its application in the field. Though there seems to be no doubt that HCs provide direction to Heads of OCHA Field Offices on the overall coordination of the humanitarian response, there has been a lack of a common understanding of what “reports to” entails.
    - 3.1. In particular, HCs have been concerned with the extent of their input into OCHA’s work and cost planning given the fact that the OCHA office is there to support their humanitarian coordination function. Heads of Offices have suggested that it may be unrealistic for HCs, who regularly hold additional functions, such as DSRSG, to be involved in day-to-day management of the OCHA office.
    - 3.2. This policy instruction is designed to clarify the meaning of “reports to,” particularly with regard to planning, budgeting, staffing and appraisal.
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## **D. POLICY**

### **4. Overarching Principles:**

- 4.1. The Head of Office reports to and supports the Humanitarian Coordinator.
- 4.2. The HC and HoO are expected to develop and maintain a close working relationship.
- 4.3. The HC provides regular strategic guidance to the OCHA office through the HoO.
- 4.4. The HoO, however, will be afforded, and is expected to exercise, a considerable degree of autonomy within the overall strategic framework set by the HC.
- 4.5. The HoO is a senior advisor to the HC on humanitarian and coordination issues, and is accountable to the HC for the smooth functioning of humanitarian coordination.
- 4.6. The HoO is accountable to the ERC<sup>1</sup> for the management of the OCHA Office.
- 4.7. Due to the nature of his or her responsibilities, the HoO should always be a full member of the UN Country Team, the Humanitarian Country Team, the UN Security Management Team and any other senior management fora. The HC should ensure that the HoO is afforded the opportunity to represent OCHA and participate in these fora. In the UN or Humanitarian Country Team, the HoO is a senior advisor to the team members on humanitarian and coordination issues.

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<sup>1</sup> United Nations General Assembly Resolution 46/182, adopted in December 1991, created the high-level position of Emergency Relief Coordinator (ERC). Soon after, the Secretary-General assigned the ERC the status of Under-Secretary-General for Humanitarian Affairs (USG). For the sake of simplicity, the term ERC will be used throughout this document.

## **5. Planning:**

- 5.1. The HC is responsible for initiating and coordinating, in a consultative fashion, the development of an overall strategy for the humanitarian response in a country. Typically he or she will develop this strategy through a Consolidated Appeals Process or an equivalent humanitarian planning process with support from OCHA. The overall humanitarian strategy is then reflected in the HC's Compact with the ERC, which guides, as part of the overall strategy, the day-to-day humanitarian work of the HC.
- 5.2. The HoO is responsible for leading the development of an annual work and cost plan for the OCHA Field Office. The work and cost plan should be based on i.) the overall strategy for the humanitarian response, (typically developed through a CAP / CHAP process), ii.) the HC's Compact with the ERC and iii.) OCHA's internal Strategic Framework.
- 5.3. The HC should be consulted early in the development of the work and cost plans and not simply be presented with final documents. While the HC does not formally approve the work and cost plans, the HC should concur with the broad direction of each and ensure that the work and cost plan for the OCHA Field Office is in broad alignment with i.) the overall in-country strategy (such as a UN-wide Strategic Framework), ii.) the overall strategy for the humanitarian response (such as a CHAP) and iii.) his or her Compact with the ERC.

## **6. Management of the OCHA Field Office:**

- 6.1. The HoO is responsible for the effective management of the OCHA Field Office and is accountable for this to the ERC through the Director of OCHA's Coordination and Response Division (CRD), supported by the relevant Section Chief and Desk Officer.
- 6.2. Management includes administration, budgeting and finance, human resources and all day-to-day operations needed to support humanitarian coordination.

## **7. Reporting and Public Information:**

- 7.1. The HoO is responsible for clearing all OCHA information products prepared by the OCHA Field Office including situation reports and press releases, except press releases issued in the name of the HC, which will be cleared by the HC through the HoO.
- 7.2. It is incumbent on the HoO to alert the HC, and seek his or her concurrence on publication if the information product addresses potentially controversial issues.

## **8. Hiring:**

- 8.1. The HC will be consulted by OCHA headquarters on the selection of the HoO on a no objection basis.

- 8.2. Other staff recruitment for the OCHA Field Office, including all national staff working for the OCHA Field Office, are within the purview of the HoO with support from OCHA New York and Geneva.

**9. Performance Appraisal:**

- 9.1. The HC is appraised by the ERC through the RC/HC/DO and UNCT Performance Appraisal System.
- 9.2. The HoO is appraised through e-PAS, the UN Secretariat's performance appraisal system. In e-PAS, the HC is the "First Reporting Officer" for the HoO, and the ERC is the "Second Reporting Officer." The Director of CRD, with support from a designated Section Chief, is the "Additional Supervisor" and provides additional official comments on the HoO's performance.
- 9.3. Currently, most HCs do not have on-line access to the e-PAS system. Until a technical solution is reached that provides full electronic access, HCs will provide their input using the instructions and forms attached to this Policy Instruction as Annexes B and C. HCs will fill out these forms and e-mail them to the Deputy Director of CRD who will ensure that they are transcribed into the e-PAS system. Once the information is entered and the e-PAS is complete, the Deputy Director will ensure that a .pdf version of the signature page is created and transmitted to the HC for his or her signature. Upon signature the HC will send this back to the Deputy Director.
- 9.4. The HC is not expected to exercise any line management of personnel within OCHA Field Offices and should not normally be involved in the performance appraisal of any staff member in the Field Office except the Head of Office. For staff reporting directly to the HoO, therefore, the following performance appraisal arrangements will be used. The HoO is the "First Reporting Officer." The Director of CRD, with support from a designated Section Chief, is the staff member's "Second Reporting Officer." Any exceptions to these provisions need to be cleared specifically with the Director of CRD.

**10. Other Administrative Issues:**

- 10.1. The HC is responsible for clearing HoO requests for annual leave, travel on mission and participation in trainings.

**11. Applicability in Cases of Integration:**

- 11.1. In situations where there is an integrated UN presence, OCHA will typically adopt one of three structural arrangements.<sup>2</sup> The preferred arrangement is referred to as "one foot in, one foot out." This constitutes limited structural integration. There is a combined DSRSG/RC/HC position and an identifiable OCHA presence outside the mission structure to support the HC in his humanitarian coordination functions. In such situations, all the provisions of this policy instruction apply.

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<sup>2</sup> Please see OCHA's Policy Instruction on OCHA's Structural Relationship within an Integrated UN Presence.

- 11.2. With the “two feet out” arrangement, structural and organizational integration is minimized. There is no combined DSRSG/RC/HC. Instead the RC and HC positions both remain outside the mission structure, supported by an OCHA presence that is also kept outside the mission. In such situations, all the provisions of this policy instruction apply.
- 11.3. With the “two feet in” arrangement, full structural and organizational integration has become feasible because the situation has become stable and there is a peace to keep. There may be a combined DSRSG/RC/HC or the HC position may be phased out completely leaving a DSRSG/RC. There will be no identifiable OCHA field office. OCHA may however, provide residual humanitarian capacity, if needed, through a field presence based in the Resident Coordinator’s office. In such situations, because there is no OCHA Field Office, this policy instruction **does not** apply.

## **12. Applicability to Deputy HCs:**

- 12.1. Heads of OCHA Field Offices should not use the title Deputy Humanitarian Coordinator. A Deputy HC is a separate position, typically appointed with the consent of the Inter-Agency Standing Committee.
- 12.2. When a Deputy HC has been appointed and has a substantively different portfolio from the OCHA Field Office, or is located in, or responsible for a different geographic area, the HoO will continue to report directly to the HC.
- 12.3. If a Deputy HC is in a different geographic area, and there is also an OCHA sub-office or offices operating there, the Deputy will provide the sub-offices with strategic guidance, and the sub-office(s) will report to him/her in the same way as a HoO reports to the HC, but the day-to-day management of operations of the sub-offices will be the responsibility of an OCHA staff-person designated by the HoO.
- 12.4. If a Deputy HC has the same portfolio as the OCHA Field Office, and is located in, and responsible for the same geographic area, then the HoO will report to the Deputy HC. In such cases, the relationship between a Deputy HC and the HoO will be the same as the relationship between an HC and HoO. The Deputy HC provides strategic guidance. The HoO manages the OCHA Field Office. When the HoO reports to a Deputy HC, the Deputy HC is the First Reporting Officer for performance appraisals. The Second Reporting Officer remains the ERC. The Director of CRD remains the Additional Supervising Officer.

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## **E. TERMS AND DEFINITIONS**

- **OCHA Field Presence**

A Field Presence is any small deployment of OCHA staff such as i.) a Regional Disaster Response Advisor not based in a Regional Office, ii.) a National Disaster Response Advisor, iii.) a Humanitarian Affairs Officer supporting a Resident Coordinator, iv.) a National Humanitarian Affairs Officer supporting a Resident Coordinator, or v.) a specialized OCHA professional supporting a Resident Coordinator. Field Presences do not have stand alone work and cost plans. Their costs and work are reflected in the cost and work plans of the Regional Office to which they report.

- OCHA Field Office
 

A Field Office is a large deployment of OCHA staff in support of a response to a humanitarian emergency. In most instances the office will also support a Humanitarian Coordinator. Field Offices typically have stand alone work and cost plans.
- Integrated UN Presence
 

In accordance with the United Nations Policy Committee meeting of 25 June 2008, the term integrated UN presence refers to any context in which the UN has a multidimensional peacekeeping operation or political mission in addition to a UN Country Team. Typically, an integrated UN presence is led by an SRSG. When it includes a multidimensional peacekeeping operation, DPKO is the lead department at headquarters. When it includes a political mission, either DPA or DPKO is in the lead. Please see Annex D for a list of countries and areas where the principle of integration should be applied.
- Multidimensional Peacekeeping Operation
 

The DPKO Handbook on United Nations Multidimensional Peacekeeping Operations includes the following description. A multidimensional peacekeeping operation is “composed of a range of components including military, civilian police, political, civil affairs, rule of law, human rights, humanitarian, reconstruction, public information and gender.”
- Traditional UN Peacekeeping Operation
 

The DPKO Capstone document, United Nations Peacekeeping Operations: Principles and Guidelines, includes the following definition in its glossary of terms. Traditional UN peacekeeping operations are “United Nations peacekeeping operations conducted with the consent of the parties to a conflict, usually States, in which “Blue Helmets” monitor a truce between warring sides while mediators seek a political solution to the underlying conflict.”

## **F. REFERENCES**

### **13. Normative or superior references**

- United Nations General Assembly Resolution 46/182

### **14. Related guidance**

- IASC Terms of Reference for Humanitarian Coordinators
- OCHA Terms of Reference for Head of OCHA Field Offices
- “Decision of the Secretary-General,” Decision No. 2008/24; 26 June 2008
- OCHA Policy Instruction on OCHA’s Structural Relationships within an Integrated UN Presence

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**G. MONITORING AND COMPLIANCE**

15. Compliance with this policy instruction will be monitored by the ERC with support from the Director of CRD and his or her desk officers and shall be reflected in the annual performance appraisals of the HC and HoO.

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**H. DATES**

16. This policy is effective on 18 February 2009. It will be reviewed and updated regularly to reflect major evolutions in United Nations and humanitarian practices. The next scheduled review shall be conducted no later than 18 February 2011. Per OCHA's Policy Instruction on OCHA Guidance Materials, however," the ERC / USG-HA may at any time recall or initiate a review of any OCHA official guidance."

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**I. CONTACT**

17. The contact for this policy is the Director of OCHA's Coordination and Response Division.

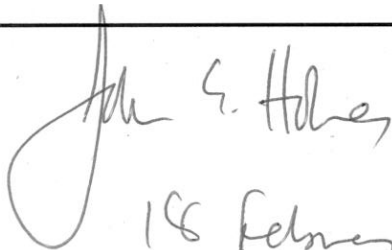
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**J. HISTORY**

18. This is a new policy instruction, approved on 18 February 2009. It has not been amended.

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SIGNED:

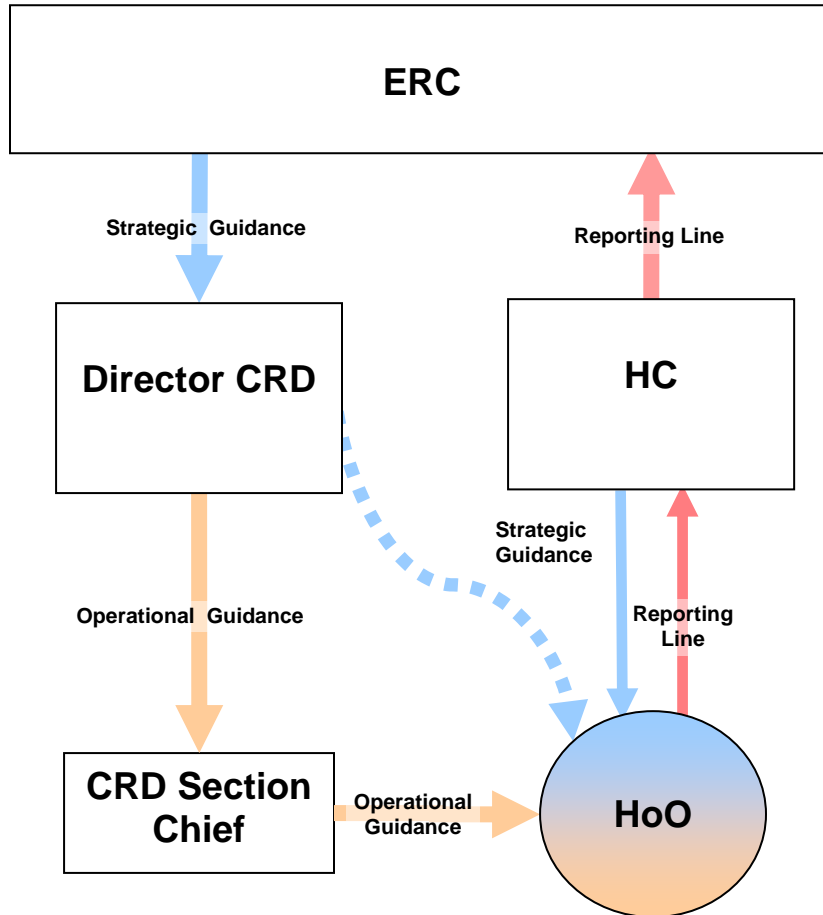


DATE:

18 February 2009.



**ANNEX A. SIMPLIFIED DIAGRAM OF THE HC / HoO RELATIONSHIP**



**ANNEX B. CHECKLIST FOR COMPLETING THE E-PAS for HOOs**

	WHO	WHAT
<b>Start Plan</b>		
1.	HoO	Go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in.
2.	HoO	Go to “File,” and select “Create New PAS.”
3.	HoO	Go to the “Staff Member” tab.
4.	HoO	For your “First Reporting Officer” put the Deputy Director of CRD. This is currently Rudolf Muller. Please note: this is only for technical purposes. See step 10 below.
5.	HoO	For your “Second Reporting Officer,” put the ERC. This is currently John Holmes.
6.	HoO	For your “Additional Supervisor 1,” put the Director of CRD. This is currently David Kaatrud.
7.	HoO	Leave “Additional Supervisor 2” blank.
8.	HoO	Fill in the Performance Period Section.
9.	HoO	Now go to the tab labelled “Plan.”
10.	HoO	For Goal One write the following:  <i>“For technical reasons, the Deputy Director of CRD, Mr. Muller, is listed as First Reporting Officer. Per OCHA’s Policy Instruction on the Relationship Between HCs and Heads of OCHA Field Offices, the First Reporting Officer is in fact the HC, Mr. _____. Wherever substantive input has been needed from a First Reporting Officer, this has been provided by the HC, who has also signed the final paper copy of this PAS.”</i>
11.	HoO	Complete the rest of the “Plan” section as required.
12.	HoO	When complete, click the icon next to “Staff Member Signoff.”
13.	HoO	Now click the “Submit to First Reporting Officer,” at the top of the page.
14.	HoO	Print a copy of your plan and submit it to your HC for review.
15.	HC	Review the plan. Notify the HoO by email, cc’d to the Deputy Director of CRD, if the plan is approved.
16.	DD CRD	Upon notification from the HC that the plan is approved, go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in. Go to the relevant e-PAS and click “Approve PAS Plan.”
<b>Mid-Year Review</b>		
1.	HoO	Initiate a discussion with the HC. Agree on any changes to your plan.
2.	HC	Send an email to Deputy Director of CRD, cc’d to the HoO. The email should i.) notify him that the discussion has been held, ii.) notify him of any changes to the plan so these can be entered and iii.) request that he sign off on mid year review in e-PAS.
3.	DD CRD	Go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in. Go to the relevant e-PAS, then go to the tab labelled “Midpoint Review.” Click “Submit to Staff Member.”
4.	HoO	Go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in. Go to the tab labelled “Midpoint Review.” Click “Submit to End Mid-Point Review.”

<b>End of Cycle Appraisal</b>		
1.	HoO	Initiate the End-of-Cycle Appraisal near the end of the PAS performance period. Go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in. Go to the tab labeled "End-of-Cycle Appraisal." Complete the "Self Appraisal" section and comments on supervision if desired.
2.	HoO	Submit the PAS to your supervisors by clicking the "Submit to Supervisors" button on the top right hand part of the page. The e-PAS now goes to Additional Supervisor 1.
3.	D CRD	Go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in. Go to the relevant e-PAS, then go to the tab labelled "End-of-Cycle Appraisal."
4.	D CRD	Fill in your comments, if any. Click the icon to sign off on your comments, then click "Submit Comments." The e-PAS now goes to the First Reporting Officer.
5.	HoO	Print a copy of your e-PAS and submit it to your HC along with the form in Annex C. He or she should use this form to complete their appraisal.
6.	HC	Using the form in Annex C, please complete your appraisal of the Head of Office.
7.	HC	Sign the form, scan it and email it the Deputy Director of CRD. Currently this is Rudolf Muller. Please cc the HoO on your email.
8.	DD CRD	Ensure that information from the forms is entered into the e-PAS of the HoO.
9.	DD CRD	Go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in. Go to the relevant e-PAS, then go to the tab labelled "End-of-Cycle Appraisal." Click the icon to sign off on the HC's comments, then click "Submit Comments." The e-PAS now goes to the Second Reporting Officer.
10.	ERC	Go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in. Go to the relevant e-PAS, then go to the tab labelled "End-of-Cycle Appraisal."
11.	ERC	Fill in your comments, if any. Click the icon to sign off on your comments, then click "Submit Comments." The e-PAS now goes to the HoO.
12.	HoO	Go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in. Go to the tab labelled "End-of-Cycle Appraisal." Complete the "Staff Member's Comments" section if desired.
13.	HoO	Click the icon to sign off on your comments, then click "Submit for Final Signature," at the top right side of the page.
<b>Finalize</b>		
1.	DD CRD	Go to <a href="http://www.epas.un.org">www.epas.un.org</a> and log in. Go to the relevant e-PAS, then click "Finalize Record" and print to create a pdf file.
2.	DD CRD	Email this pdf file to the HC, cc'ing the HoO.
3.	HC	Print the pdf file. Sign the first page then give the hard copy to the HoO.
4.	HoO	Sign the hard copy, scan it and send it to the Deputy Director of CRD, cc'ing the HC.
5.	DD CRD	Print the pdf file and the page with the signatures of the HC and HoO.
6.	DD CRD	Put these together and send to the ERC's office for signature.
7.	DD CRD	Upon receipt of the signed copy from the ERC's office, send the fully approved e-PAS to the EO for inclusion in the HoO personnel file.

**ANNEX C. FORM FOR HCs TO USE FOR END OF CYCLE APPRAISAL**

**Step 1. Comments**

Please provide comments on work plan accomplishments (goals / performance expectations):

**Step 2. UN Competencies**

**Core Values** *(Mandatory for all United Nations staff members.)*

Integrity Unsatisfactory Developing Fully Competent Outstanding

Professionalism Unsatisfactory Developing Fully Competent Outstanding

Respect for Diversity/Gender Unsatisfactory Developing Fully Competent Outstanding

**Core Competencies** *(Please put a check next to each Core Competency that appears in the Head of Office's e-PAS and provide your assessment.)*

Communication Unsatisfactory Developing Fully Competent Outstanding

Teamwork Unsatisfactory Developing Fully Competent Outstanding

Planning & Organization Unsatisfactory Developing Fully Competent Outstanding

Accountability Unsatisfactory Developing Fully Competent Outstanding

Creativity Unsatisfactory Developing Fully Competent Outstanding

Client Orientation Unsatisfactory Developing Fully Competent Outstanding

Technological Awareness Unsatisfactory Developing Fully Competent Outstanding

Commitment to Continuous Learning Unsatisfactory Developing Fully Competent Outstanding

**Managerial Competencies** *(Please put a check next to each Managerial Competency that appears in the Head of Office's e-PAS and provide your assessment.)*

Managing Performance Unsatisfactory Developing Fully Competent Outstanding

Vision Unsatisfactory Developing Fully Competent Outstanding

Leadership Unsatisfactory Developing Fully Competent Outstanding

<input type="checkbox"/> Building Trust	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Developing	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Outstanding
<input type="checkbox"/> Judgment / Decision-Making	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Developing	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Outstanding
<input type="checkbox"/> Empowering Others	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Developing	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Outstanding
<b>Job-related Competencies (optional)</b>	<b>(Please write each Job-Related Competency that appears in the Head of Office's e-PAS and provide your assessment.)</b>			
1. competency	assessment			
2. competency	assessment			
3. competency	assessment			
4. competency	assessment			
<b>Step 3. First Reporting Officer's Comments</b>				
Please comment on how the three core values, the core competencies, the managerial competencies, and the job related competencies selected were demonstrated during this reporting period. Comments are <b>required</b> for <i>Core Values</i> , <i>Core Competencies</i> , <i>Managerial Competencies</i> , and <i>Job-related Competencies</i> described as " <b>Outstanding</b> " or " <b>Unsatisfactory</b> ."				
Values and Competencies Comments				
Learning and Development Comments				
<b>Step 4. First Reporting Officer's Overall Rating and Comments.</b>				
<b>Rating</b>	<input type="checkbox"/> Consistently exceeds performance expectations <input type="checkbox"/> Frequently exceeds performance expectations <input type="checkbox"/> Fully successful performance <input type="checkbox"/> Partially meets performance expectations <input type="checkbox"/> Does not meet expectations			
<b>Overall Comments</b>				
<b>Step 5. First Reporting Officer's Signature (i.e. HC's Signature)</b>				
Date:				

Please scan the sign form and email it to the Deputy Director of CRD, cc'd to the Head of Office.

**ANNEX D. COUNTRIES AND AREAS WHERE THE PRINCIPLE OF INTEGRATION SHOULD BE APPLIED <sup>3</sup>**

COUNTRY	MISSIONS	NOTE
<b>Africa</b>		
Burundi	BINUB	
Central African Republic	BONUCA MINURCAT	
Chad	MINURCAT	
Cote d'Ivoire	UNOCI	
DRC	MONUC	
Guinea-Bissau	UNOGBIS	No HC present; not relevant to OCHA
Liberia	UNMIL	HC being phased out in 2009; not relevant to OCHA
Sierra Leone	UNIPSIL	No HC present; not relevant to OCHA
Somalia	UNPOS	
Sudan	UNMIS UNAMID	
Uganda	Office of the Special Envoy for LRA Affected Areas	
<b>Americas</b>		
Haiti	MINUSTAH	
<b>Asia</b>		
Afghanistan	UNAMA	
Nepal	UNMIN	
Timor-Leste	UNMIT	
<b>Europe</b>		
Kosovo	UNMIK	No HC present; not relevant to OCHA
<b>Middle East</b>		
Iraq	UNAMI	
Israel/oPt	UNSCO	
Lebanon	UNSCOL	No HC present; not relevant to OCHA

Note: The following countries and areas with UN peacekeeping missions are not included since the relevant missions are not multi-dimensional, as required by Decision 2008/24 of the Secretary-General:<sup>4</sup> Ethiopia and Eritrea (UNMEE), Georgia (UNOMIG), Cyprus (UNFICYP), Pakistan and India (UNMOGIP), and Western Sahara (MINURSO). Also not included are countries with Special Representatives or Envoys that do not have a presence at the country level, e.g. Myanmar, or countries where the UN has some political involvement but no formal political mission, office or envoy (e.g., Kenya). Lastly, political offices with a regional mandate are not included (e.g., Central Asia and West Africa).

<sup>3</sup> "Decision of the Secretary-General," Decision No. 2008/24, 26 June 2008, page 3

<sup>4</sup> Ibid, page 3

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## **ANNEX E. LIST OF ACRONYMS**

BINUB.....	United Nations Integrated Office in Burundi
BONUCA .....	United Nations Peacebuilding Office in the Central African Republic
CRD .....	Coordination and Response Division
DOCO .....	Development Operations Coordination Office
DPA .....	Department of Political Affairs
DPKO.....	Department of Peacekeeping Operations
DSRSG .....	Deputy Special Representative of the Secretary-General
ERC .....	Emergency Relief Coordinator
ERSG.....	Executive Representative of the Secretary-General
GA.....	General Assembly
HC.....	Humanitarian Coordinator
IASC .....	Inter-Agency Standing Committee
LRA.....	Lord's Resistance Army
MINURCAT .....	United Nations Mission in the Central African Republic and Chad
MINURSO.....	United Nations Mission for the Referendum in Western Sahara
MINUSTAH .....	United Nations Stabilization Mission in Haiti
MONUC .....	United Nations Organization Mission in the Democratic Republic of the Congo
NGO.....	Non-Governmental Organization
OCHA .....	Office for the Coordination of Humanitarian Affairs
RC.....	Resident Coordinator
SC.....	Security Council
SRSG.....	Special Representative of the Secretary-General
UNAMA .....	United Nations Assistance Mission in Afghanistan
UNAMI .....	United Nations Assistance Mission for Iraq
UNAMID.....	African Union/United Nations Hybrid operation in Darfur
UNDOF .....	United Nations Disengagement Observer Force
UNDP.....	United Nations Development Program
UNFICYP .....	United Nations Peacekeeping Force in Cyprus
UNHCR.....	United Nations High Commissioner for Refugees
UNICEF .....	United Nations Children's Fund
UNIFIL .....	United Nations Interim Force in Lebanon
UNIOSIL .....	United Nations Integrated Office in Sierra Leone
UNMEE .....	United Nations Mission in Ethiopia and Eritrea
UNMIK .....	United Nations Interim Administration Mission in Kosovo
UNMIL.....	United Nations Interim Force in Lebanon
UNMIN .....	United Nations Stabilization Mission in Haiti
UNMIS .....	United Nations Mission in the Sudan
UNMIT .....	United Nations Integrated Mission in Timor-Leste
UNMOGIP.....	United Nations Military Observer Group in India and Pakistan
UNOCI .....	United Nations Operation in Côte d'Ivoire
UNOGBIS .....	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG .....	United Nations Observer Mission in Georgia
UNOWA .....	United Nations Office for West Africa
UNPOS .....	United Nations Political Office for Somalia
UNSCO.....	Office of the United Nations Special Coordinator for the Middle East Peace Process
UNSCOL.....	Office of the United Nations Special Coordinator for Lebanon
UNTSO .....	United Nations Truce Supervision Organization
USG-HA.....	Under Secretary-General for Humanitarian Affairs
WFP.....	World Food Programme
WHO .....	World Health Organization