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Guidelines

Guide for Senior Leadership on Field Entity Closure

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DPKO/DFS GUIDE FOR SENIOR LEADERSHIP ON FIELD ENTITY CLOSURE

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A. INTRODUCTION

1. Field entities should always be prepared to liquidate on short notice. A decision by the Security Council or Host Government to abruptly discontinue a field entity mandate is not without precedent, and field entities have been thrown into some degree of disarray as they rush to prepare liquidation plans and undertake activities.
2. A field entity¹ closure is a complex, high volume and time sensitive activity. The period approved by the Security Council to undertake a final field entity closure is becoming shorter, down from six to three months. As a result, the shorter closure period intensifies the activities and requires the field entity and all stakeholders to plan and diligently complete the lean, clean and responsible resource management activities well in advance.
3. Realistic and well-structured closure plans are required to ensure a successful closure. A field entity facing closure must identify the full scope, level of effort and activities to be completed as early as possible. As each field entity is unique in its scope and activities, each closure will differ. However, there are good practices developed by prior closing field entities to assist.
4. Missions should seek to conduct downsizing and closure as effectively and efficiently as possible, represented by the maxim “Lean, Clean and Responsible”. “Lean” refers to the need to minimise resources throughout closure and liquidation; “Clean” refers to the need to ensure that administrative issues both before and during closure and liquidation are fully addressed and not allowed to build up a backlog; and “Responsible” refers to

¹ The term “field entity” used in this guide refers to a peacekeeping field entity, special political field entity, peacebuilding field entity or large field-based office.

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the importance of the closure and liquidation to UN legacy, particularly concerning stewardship of the mandate and its environmental impact.

5. This guide was developed to assist the Directors/Chiefs of Mission Support (D/CMS-CAO-CEO)/Chief Administrative Office (CAO)/Chief Executive Officer (CEO) to prepare and plan for field entity closure, building on established procedures and best practices from recent closures in Ivory Coast (UNOCI), Liberia (UNMIL), and Haiti (MINUSTAH), and the lessons learned as identified by the Secretariat. In addition to this guide, attached Annexes provide more detailed technical guidance, as well as applicable key activities checklists for each phase of the liquidation process including environmental clean-up and site closure.
6. This guide highlights issues and practices captured from various liquidation activities commonly faced by closing field entities. This guide assists by providing a checklist of potential issues, challenges and risks that have been encountered in previous liquidation efforts so that a closing field entity can address them. This guide should be read in conjunction with the accompanying detailed technical guides on key activities and other guidance on technical areas such as the Procurement Manual, Property Management Manual and DPKO/DFS Environmental Policy and DPKO/DFS Waste Management Policy, as well as Annex A of this guide on Environmental Considerations in Mission Closure. These technical guides, in addition to further detailed guidance, will be available on the Peacekeeping Policy and Practice Database (ppdb.un.org). This guide replaces the DPKO/DFS Liquidation Manual (2013).

7. Outline

This guide uses four field entity phases, arranged in a sequential field entity closing order:

- a. Pre-closure – starting when there is a strong indication the field entity will close, usually when there is a proposed reduction in the field entity size, scope or mandate.
- b. Mandate completion – starting when the field entity receives formal notification of the end of mandate by the Security Council.
- c. Liquidation – the post-mandate period, when the field entity undertakes activities necessary for the field closure.
- d. Post-liquidation – the period after the field entity has closed its field presence and UNHQ, United Nations Global Service Centre (UNGSC) and Regional Service Centre Entebbe (RSCE) are finalising transactions and reports.

B. Pre-closure

8. Pre-closure involves the preparatory activities undertaken by the field entity to reduce the work during the final closure of the field entity. Experience from prior field entity closures has shown that the sooner a field entity proactively starts addressing liquidation matters, the higher the probability of a successful closure. During this period the field entity can lighten its footprint by disposing of excess assets and inventory, obsolete documents and records, consolidating sites and bringing all administrative transactions up-to-date.

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9. The field entity should closely assess the sequencing and capacity required to undertake the closure. D/CMS-CAO-CEO should seek to ensure the senior field entity leadership team, together with the UNCT (United Nations Country Team) and other key actors on the ground, develops a transition strategy that (1) prioritizes critical remaining peacebuilding needs where continued international support is required beyond field entity withdrawal; (2) identifies which actors are best placed to provide such support; and (3) capacitates those actors to play a more prominent role as the field entity draws down and closes. This strategy needs to be closely linked to and inform the closing plan. D/CMS-CAO-CEO should also seek to ensure the senior field entity leadership team prepares a downsizing plan for the repatriation of uniformed personnel and the separation or transfer of substantive personnel. Special attention should be paid to the planning and timing of the repatriation and work of the contingent enabling units (medical, air, transport, engineering) as their capacity, departure and final work can be paramount. Most importantly, the scope and timing of the activities to be completed during the final closure must be realistic and achievable within the planned field entity support capacity.
10. Mission Support must deliver the closure, so it is critical that the D/CMS-CAO-CEO is fully engaged in the planning and preparations for transition and closure. The closure process is deadline-driven and requires intensive work from the support component. Strong support from the field entity senior leadership and managers can greatly assist by preparing exit strategies, reducing the field entity footprint and activities as early as possible. Establishing senior leadership and working level field entity closure teams can address implementation, support and cross function issues.
11. Headquarters, UNGSC and RSCE. Early engagement with UNHQ is critical to ensure the field entity receives coordinated, crosscutting support to successfully transition and close. UNGSC has a central role in liquidation and can provide detailed advice on environment issues, asset management and disposal and Umoja processing. As the back-office of many field entities, the RSCE will be involved in the planning process during the pre-closure to better understand the Mission processes and risks associated. The RSCE will also process transactions during the closure period and continue to process residual transactions after the field entity closure. The RSCE can review, provide guidance and assist processing. UNHQ, UNGSC and RSCE have all assisted with closing field entities and can provide guidance on many issues.
12. In instances where there is a follow-on presence (i.e. political, peacekeeping or peacebuilding), field entity's closure and handover must be without transferring any residual administrative backlogs. Early engagement with the planning team for the follow-on presence is crucial to achieving smooth transition.

Key activities checklist

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| Contact HQ to initiate collaboration and working sessions on transition and liquidation [DOS/DSA]. | <input type="checkbox"/> |
| Contact UNGSC to initiate support to transition and liquidation. | <input type="checkbox"/> |
| Contact RSCE to initiate support and to undertake an assessment. | <input type="checkbox"/> |
| Contact DPET for Lessons Learned and Best Practices reports on field entity closure and training. | <input type="checkbox"/> |

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13. Within the field entity. Raising field entity wide awareness of the closure, likely challenges and timelines of the transition and closure activities is important to keep all personnel informed and mitigate problems. D/CMS-CAO-CEO should seek to ensure the field entity senior leadership agrees on the drawdown and timelines and that the whole field entity is informed of the pending closure process and key dates. An internal human resources (HR) communication strategy supported by the head of the field entity² is important for establishing legitimacy and delivering the message “the field entity will close”, through regular and timely engagement with all field entity personnel categories, staff union representatives, and other relevant stakeholders. The D/CMS-CAO-CEO should champion a field entity-wide approach to transition by raising awareness of timelines around such issues as staff separations, the repatriation of uniformed personnel, the closure and handover of sites and the transfer or cessation of mandated tasks. As the D/CMS-CAO-CEO will be primarily responsible for final liquidation, outlining the need for preparation, field entity-wide planning, broad stakeholder engagement, development of internal and external strategic communications and formulation of an operational withdrawal plan, the field entity closure & liquidation plan, is important as the failures of these could impact the closure.

Key activities checklist

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| Assist the head of the field entity (SRSG, SESG, SASG...), together with the field entity senior leadership in the development of timelines for liquidation activities, including staff drawdown, uniformed repatriation, cessation of mandated tasks and projects (QIPs, Programmatic Funding), property disposal, environmental clean-up and return of sites. | <input type="checkbox"/> |
| Establish a senior leadership and a working level cross-function field entity closure team to discuss, review prepare and assist plans and activities. | <input type="checkbox"/> |
| Develop an internal Human Resources communications strategy and begin advising all personnel. | <input type="checkbox"/> |
| Initiate the field entity closure plan. | <input type="checkbox"/> |
| Prepare the downsizing and resource plan for the final budget subfield entity. | <input type="checkbox"/> |

14. UNCT. In peace operation settings, early engagement with the United Nations Country Team (UNCT) through the DSRSG/RC is important to identify sites and assets they may require and support they can provide during the final months of closure. While it is likely that the primary interest of the UNCT will be the transfer and cessation of mandated tasks, many will also be interested in the impact of the withdrawal of the field entity’s infrastructure on their operations and the opportunities presented by the departing field entity, including the transfer of skilled and knowledgeable staff, national and United Nations Volunteers (UNVs).

Key activities checklist

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| Regularly engage with D/SRSG/RC and the UNCT to brief them on the potential impact and opportunities of the field entity or field entity’s withdrawal. | <input type="checkbox"/> |
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² Such as Special Representative of the Secretary-General (SRSG), Special Envoy (SESG), High Representative (HRSG), Special Adviser(SASG), Special Coordinator, Envoy, ...

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| Work with the UNCT on potential activity, asset or site transfer to the UNCT members and to prepare them for the field entity withdrawal. | <input type="checkbox"/> |
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15. With the Government. The dynamics with Host Nation authorities shifts as the key field entity interlocutors depart. Therefore, D/CMS-CAO-CEO should seek to address any support-related issues with the government before the departure of the head and senior field entity staff. D/CMS-CAO-CEO should seek to ensure the leadership fully briefs the government on the field entity's transition and closure, as they will be concerned about the impact of the transition and closure of mandated tasks, asset disposal and key timelines. The Mission Support components will also require close engagement with the government on a wide range of issues, such as asset disposal, site closure, environmental issues, customs issues, documents & audio-visual records envisaged for the host government, and the impact of any other government regulatory regime on the closure of the field entity. Establishing a good relationship and having field entity personnel through to closure who understand and can work with the government is critical to resolving any issues. Having a government appointed focal point for the issues related to the liquidation is highly desirable.

Key activities checklist

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| Ensure the Government is engaged in transition planning, appoints a focal point and is aware of the field entity changes. | <input type="checkbox"/> |
| Identify key government interlocutors/partners for asset disposal, site handover (including environmental clearance, for those properties provided by the Government and not leased) and customs clearance, particularly for assets to be disposed of by sale. | <input type="checkbox"/> |
| Resolve any matters with the government before the departure of the head of the field entity, such as site ownership and reimbursement of costs. | <input type="checkbox"/> |
| Identify specialist substantive field entity personnel (political, legal, conduct, public information) who can work through to the final closure. | <input type="checkbox"/> |

16. Within Mission Support. The Mission Support component will be where the largest impact is with regard to preparation for drawdown and liquidation. Planning should start as early as possible and based on a sound and accurate picture of the status of the field entity's situation. Once a field entity enters the final liquidation phase it will be too late to establish an accurate picture of outstanding issues as the tempo of work during liquidation makes 'catching up' extremely challenging. The pre-liquidation period is when there is sufficient capacity and time to address issues such as archiving, accuracy of staffing table, level of inventory, accuracy of inventory records, environmental clean-up requirements (including treatment and disposal of hazardous materials and waste) and accuracy/comprehensiveness of site records. Also, as the field entity moves toward closure staff will depart increasingly, and that will seriously reduce the field entity's expertise, institutional knowledge and capacity.

Key activities checklist

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| Establish Mission Support planning team, incorporating all major components of field entity support, with a brief to examine the field entity's preparation for drawdown or closure. | <input type="checkbox"/> |
| Ensure training and briefing staff on liquidation best practices and unique tasks. | <input type="checkbox"/> |

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| Assess field entity's state of readiness for transition and liquidation, with focus on staffing tables, assets records, site records (including any potential environmental or ERW issues), administrative backlog (audit observations, Finance, Procurement, Claims/Board of Inquiry (BOI), administration of justice, investigations, etc) and the current state of the field entity's paper records in offices and in all records storage facilities; as well as digital records stored online and off-line. | <input type="checkbox"/> |
| Consult with OIOS on their audit programme in the pre-liquidation period – focusing on key risk areas to assist in mitigating risk, such as fuel and contract management, safety & security, assets disposal, wastewater and waste management, environmental clean-up and site closures, HR, liquidation planning, accounts receivable and payable, archiving and record management (sensitive information, transfer of records by separating staff). | <input type="checkbox"/> |
| Establish accurate and comprehensive records of field entity sites, including assessment of environmental risks and action required to resolve them before liquidation. Ensure HQ Environment Section, GSC/ETSU and UNMAS are engaged to advise and assist. Resolve any site ownership matters. Ensure full documentation of every site and photographs of the sites' condition before being occupied by the UN if available. | <input type="checkbox"/> |
| Commence asset disposal, informed by engagement with Government and UNCT, and in turn informing acquisition planning, minimizing inventory to be disposed of during the formal liquidation period. | <input type="checkbox"/> |
| Identify and address potential issues with asset holdings (i.e. excessive holdings of inventory, disposal of assets with end-user restrictions and assets that may be difficult to dispose of due to safety and environmental concerns such as explosives and protective equipment) before liquidation. Seek to dispose all assets and inventory not in use as soon as possible. | <input type="checkbox"/> |
| Develop and implement a risk-based plan for the field entity digital and paper records and archives, with support from UNHQ Archives and Records Management Section (ARMS). | <input type="checkbox"/> |
| Put in place Integrated Mission Training Center (IMTC) training for National staff, deliver skills certificates as well as organize job fairs and/or entrepreneur fairs to facilitate their career development. | <input type="checkbox"/> |
| Plan structure and staffing of liquidation team to ensure their retention throughout the liquidation period (including Engineering, Public Information, Legal, Political Affairs, Quick Impact Projects (QIPs), Environment, Archives, Conduct and Discipline). | <input type="checkbox"/> |
| Ensure HR staff are familiar with managing a large-scale staffing drawdown and separation exercise and deliver sessions to inform staff about separation processes and entitlements. | <input type="checkbox"/> |
| Engage and brief staff unions to ensure they know what will take place and solicit their support. | <input type="checkbox"/> |
| Review all contracts and Memorandum of Understanding (MOUs) for the timeframe and closure. | <input type="checkbox"/> |
| Ensure Procurement staff are familiar with procurement during liquidation, commercial sales. | <input type="checkbox"/> |
| Clear all outstanding audit observations, Claims and BOI... | <input type="checkbox"/> |
| Ensure RSCE/GSC/UNHQ have the required access rights to Mission's various accounts to facilitate the processing of transactions including residual transactional activities after Mission closure. | <input type="checkbox"/> |
| Clear all long-standing transactions (such as a/c payable and receivables, pension payments, write-offs). | <input type="checkbox"/> |

C. Mandate completion

17. Completion of the mandate is an extremely challenging time for Missions. In addition to the Mission's normal operations, staff are asked to cope with managing drawdown and closure while dealing with the uncertainty surrounding their future, which inevitably causes increased stress levels, lack of motivation and absenteeism. Mission closures are often near to major events such as national elections and therefore can also occur under an environment of heightened security concerns.
18. The mandate completion will have an impact on the legacy of the Mission and can damage the standing of the UN in the country or region if not handled well. Fully integrated and detailed field entity-wide planning with close supervision of implementation is critical. Mandate completion is a field entity-wide responsibility and D/CMS-CAO-CEO should seek to ensure that it is led and championed by the Head of Mission/Office. A clearly defined transition and exit strategy is needed from each function of the field entity. This strategy should include their closing and, where required, handover of mandated responsibilities, drawdown of personnel and withdrawal from sites. The timelines of these activities are critical to the sequencing and timing of Mission Support activities.
19. The field entity should engage with ARMS/UNHQ about the archiving and shipping of records. ARMS can send staff to assist with the surge requirements and assess the field entity archives. The shipment of records to UNHQ can be staggered over a period of field entity drawdown and closure. Shipment must be in freight forwarding company-owned sea containers as UNHQ does not keep sea containers. Any records at UNGSC or RSCE to be sent to ARMS once completed. Also refer to more in-depth details in this guide, as well as ARMS annexes.

Key activities checklist

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| Prepare exit strategies for all field entity functions – closure and, where required, handover of mandated responsibilities, downsizing of personnel and site departures. | <input type="checkbox"/> |
| Conduct briefings and send notifications to the field entity personnel, government, embassies and other key actors about the planned field entity closure and activities. | <input type="checkbox"/> |
| Begin drafting key reports (End-of-Mission Report, Budget Performance Report, SG report to the Security Council, Final Disposition of Assets Report, etc.). | <input type="checkbox"/> |
| Ensure all substantive records are handed over to the Archives & Records Management staff in field entity. | <input type="checkbox"/> |
| Review capacity, volume and process for mass check-out and establish a suitable framework such as centralized or regional checkout. | <input type="checkbox"/> |
| Forward plan and book movement of uniformed and civilian personnel well in advance of travel (within field entity and airline tickets). | <input type="checkbox"/> |
| Review the internal (UNDSS and field entity) security framework to ensure maximum protection of personnel, sites and assets and to deter theft. | <input type="checkbox"/> |

D. Liquidation and closure

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20. The final liquidation and closure period is likely to be short (2-3 months) and extremely high tempo for remaining field entity staff on the Liquidation Team. Most of the issues started in Pre-Liquidation and through mandate completion will continue into the formal liquidation period, with all possible in-field entity liquidation activities to be complete by the end of the liquidation period, aiming to reduce the residual workload to the extent possible. The field entity should seek to complete all administrative matters such as outstanding claims or payments before the end of the liquidation with only a small volume of transactions that cannot be processed by the field entity (e.g. invoices not received) being transferred to UNHQ or the RSCE for their conclusion.
21. Mission Support is often but not always the only part of the field entity remaining, although some other staff such as the Legal Officer and a few other substantive staff members (Political Affairs, Public Information, QIPs) may remain to resolve residual substantive activities, provide specialist support or facilitate transition with the UN country team and/or the Government. At this stage, the D/CMS-CAO-CEO is likely to become the primary point of contact between the Mission and the Government.

Key activities checklist

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| Finalize all field entity in-country activities, except those to be undertaken by UNHQ, UNGSC or RSCE. | <input type="checkbox"/> |
| Coordinate final date and final withdrawal of the field entity with the Government. | <input type="checkbox"/> |
| Plan in detail the final two months of field entity support activities and cease of operations (i.e. last working day, site departure date, systems shutdown, close of finance and HR, personnel transport, etc.). | <input type="checkbox"/> |
| Complete and submit to UNHQ the End of Mission Report on the field entity closure in accordance with the guidelines. | <input type="checkbox"/> |
| Conduct After Actions Reviews (AAR) on the following closure activities: staff check-out and separation; assets disposal; sites closures; and archiving and record management. | <input type="checkbox"/> |

E. Post-Liquidation

22. The liquidation of the field entity is not complete until all the assets are accounted and physically disposed, all claims settled, and a final budget performance report submitted to the General Assembly. Depending on the field entity support structure this can be carried out by a combination of the RSCE, UNGSC, and UNHQ, after the physical in-country field entity closure is complete. These offices prepare the closing accounts, finalise transactions, reimburse all troop and police contributing countries (T/PCCs), prepare the budget performance and other reports to the Security Council and General Assembly. For this period to be successful those offices finalising the field entity activities must be engaged as early as possible and clearly understand the work they will be required to complete.
23. RSCE. The RSCE will take over residual transactional functions at the end of liquidation for further follow up and resolution of the items. However, once items are handed to the RSCE, particularly older ones, the chances of resolution in a way favourable to the

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Organization reduce. As much as possible, open items should not be left for the RSCE to address and clear.

24. Vendors. It is important the field entity contacts all key vendors to obtain clearance or confirmation letter of any pending invoices. Furthermore, it is important to ensure liquidation of any obligations not required and ensuring that the current obligations will be sufficient to cater for unpaid obligations. If goods are received but payments are not made, the RSCE will take this over. The RSCE will need to advise the D/CMS-CAO-CEO/CAO/CEO which records they require for this purpose. It is good practice for the field entity to notify local vendors, through local press, of the field entity's closure and the requirement for them to submit all pending invoices, so that any obligations are settled before closure of the field entity.
25. Prior Periods. The Mission should finalise its payments, before the end of the liquidation period, for periods that are closed, e.g. prior Financial Years. This may inflate the requirement for the current budget and should be part of pre-liquidation budget planning and activities.
26. Payment of Pension entitlements. The field entity HR and RSCE should closely coordinate with NY Payroll to ensure the timely processing of final payments and subfield entity of pension documents to the Pension Fund. The RSCE Team and the UNCT where mutually acceptable, should establish points of contact for post-liquidation. For example, staff must be provided with contact information in the pre-liquidation and liquidation communications strategies. UNHQ can provide support on pension form processing and they should visit the field entity to advise staff and review forms.
27. Non-insured 3rd Party Claims. This is likely to be a UNHQ item to resolve. The D/CMS-CAO-CEO should discuss this with the RSCE and UNHQ before the end of liquidation. Special arrangements may need to be made to send relevant information to UNHQ at the end of liquidation.
28. Asset Disposal. The UNGSC will require an in-depth understanding of how complete the Assets Disposal Records are both at the end of liquidation and progressively after that. The D/CMS-CAO-CEO and UNGSC should establish mechanisms for the post liquidation period. The UNGSC team will take back to the UNGSC any records not finalised during liquidation. This finalisation will not include physical assets, except in the case mentioned under 'Shipping' below. Assets should be recorded in Umoja and funds should be received and recorded.
29. Focal Point and Project Leadership in the RSCE. The RSCE must appoint someone to this role in the initial discussions with the Mission in Pre-Liquidation and Liquidation. This appointee will ensure that the RSCE team understands the deliverables and timeframes. The field entity must develop a simple framework of what tasks are to be handed over at the end of liquidation, which will form the basis of the RSCE work in post-liquidation. The package of activities should be under one project leader at the RSCE, although the RSCE may not need to do all of it. Some might be in the hands of the UNGSC or UNHQ. This must be determined before the end of liquidation. The RSCE needs to identify early how they complete transactions and deal with the issues. This will focus both the field entity and the RSCE on ensuring that the correct records are transferred to the RSCE at the end of liquidation.

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30. HR Issues. HR issues will revolve around payments to ex-staff members. Annual leave audits should be completed at least two months before separation of staff. It is also important that pending transactions in Umoja self-service travel portals and pending actions in other systems (e.g. FSS) are closely monitored for timely completion. Points of contact should have been identified during the pre-liquidation phase and promulgated as part of the field entity's internal communication process. The need for GTA posts (e.g. maternity cases, leave on medical grounds) should also be identified. GTA posts should also be included in the planning for the RSCE to continue to handle residual transactions for up to six months after the Mission closure.
31. UNCT. The UNCT will continue to operate, in accordance with their plans and procedures, after the departure of the field entity. There are three possible areas in which their involvement with the field entity may continue: post-liquidation final shipping (see paragraph on 'Shipping' below); acting as a point of contact for ex-field entity staff members, claimants or contractors; and, payments due to them or by them for services rendered, including asset sales. Similarly, when there is a follow-in presence (political, peacekeeping or peacebuilding) such arrangements can also be put in place, keeping in mind that majority of the administrative transactions/processes need to be closed by the field entity exiting the area of responsibility.
32. Shipping. Ideally, there will be no shipping to be done post-liquidation. It is common however for the final shipments out of a field entity, often the last week of a liquidation, to run into difficulties. This can be due to a range of factors including a delayed shipment, equipment breakdown, customs clearance issues, for weapons in particular, or some other problem. It is best for the field entity to clear such shipping issues during liquidation if possible. However, in case this is not possible, the field entity should have an alternate plan in place. The field entity could discuss with UNDP the taking over of this responsibility, against pre-paid contracts with a reliable shipping agent. Thus, if a significant shipping delay occurs, there will be a UN mechanism in place to deal with this. The D/CMS-CAO-CEO will also need to comment on this in the EMR and may establish an office, perhaps the UNGSC since the items to be shipped will be assets, to check with the local UNCT office when this has all been completed.
33. Audits. The field entity can expect to have pre, during and post-liquidation audits. These audits will review many aspects of the liquidation. To create a better outcome, it is important that the field entity finalizes as many liquidation activities as possible and implement audit observations. Doing this will reduce the number of open observations or activities to be completed by other actors such as the RSCE, UNGSC and UNHQ, as well as enable it to respond accurately to the further member states inquiries about the field entity closure and liquidation.
34. Budget/Finance. Budget and Finance are key actors in the finalisation of field entity records. RSCE will take on many of the field entity closure activities post-liquidation, in conjunction with UNHQ. It is important that RSCE send representative(s) to the closing field entity prior to the field entity closes, to develop an understanding of what work will be outstanding and to ensure that the relevant records are transferred to RSCE.
35. Umoja. Umoja activities will continue during the post-liquidation phase until all financial management, disposal of assets, human resources and travel related transactions are

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fully settled. The UNGSC (Assets) and the RSCE (Finance, Travel and HR) will be the primary users of the field entity records in these areas. It is important that all of these offices are involved in discussions during the last month of the field entity, so that any records they require to complete their work can be provided to them. Additionally, the D/CMS-CAO-CEO will need to identify in their EMR, all unfinished administrative activities that have been handed over to these or any other entities for completion post-liquidation. The EMR should also include the timelines for completion agreed with these offices. This will allow smoother handover and completion of the administration.

36. Records and Archives Management. The field entity should engage as early as possible, preferably during the pre-liquidation phase, with ARMS/UNHQ about the archiving and shipping of records. Any records of residual transactions at UNGSC or RSCE processed/generated in post-liquidation period are to be sent to ARMS once completed.
37. Claims. There is likely to be a problem with claims that extends past the end of liquidation. This is the purpose of establishing a point of contact in the UNCT, often with UNDP, during the liquidation phase, and of having someone maintain a website. This will allow ex-staff members, claimants or contractors to determine which office to contact to resolve claims.

G. REFERENCES

Normative or superior references

- 2013 United Nations Procurement Manual (Revision 7)
- ST/SGB/2013/4-Financial Regulations & Rules of the United Nations

Related procedures or guidelines

- 2012. 18 Property Management Manual
- 2018. 09 Guidelines on the Completion of End of Mission Report
- 2018. 10 Guidelines for the Transition Process Map
- 2018. 11 Guidelines for MSD Liquidation Process Map
- 2018. 23 Guidelines for Liquidation Task Force
- 2018. 24 Guidelines for Liquidation Team Composition
- 2018. 25 Sample Checklist Hand Over to DOS/Finance and Budget
- 2018. 26 Guidelines on the Preparation of the MSD Field Entity Closure Plan
- 2018. 27 Guidelines on the Submission of Field Entity Closure Updates
- 2018. 28 Guidelines for Environmental Clearance and Handover of Mission Sites
- 2018 SOP on Mission Closure: Records and Archives

I. CONTACT

1. The Chief of Operational Planning Service, Division of Special Activities, Department of Operational Support is the primary point of contact for all matters relating to this Guide, including its review, and can be contacted at departmental e-mail address: dfs-ost-distrib-unhq@un.org.

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J. HISTORY

2. This document supersedes the 2012 Liquidation Manual (Ref. 2012.18).
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APPROVAL SIGNATURE:



Mr. Atul Khare
Under-Secretary-General for Operational
Support
Department of Operational Support (DOS)

DATE OF APPROVAL: 2 January 2019

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ANNEX A – ENVIRONMENTAL CONSIDERATIONS IN MISSION FIELD ENTITY CLOSURE

1. Environmental management should be woven throughout the mission's activities from inception, but legacy problems can develop over time. Such problems, particularly soil contamination and hazardous waste disposal, can take many months to resolve. It is therefore critical that missions approaching liquidation conduct an environmental review early in the pre-liquidation process, especially if existing environmental inspection reports are not sufficient and/or no baseline studies exist. These activities should be fully integrated in the wider mission closure process. Detailed technical guidelines are available at PPDB.un.org.
2. The successful management of environmental issues during liquidation depends on the establishment of environmental management during the early stages of the operation. These include the mission-wide environmental action plan (MEAP), linked with the standard operating procedures (SOP) of the mission, and applied throughout the mission's lifecycle. UN field missions must take due care of the environment they operate in and remove or properly dispose of all residual waste on an ongoing basis, which is part of their environmental performance management through the MEAP and reported to Member States annually through the budget performance reports, including the indicator on the environmental scorecard.
3. All respective provisions of local laws, and/or UN regulations and rules must be observed. For the latter, the DPKO/DFS Environmental Policy, DPKO/DFS Waste Management Policy and draft environmental guidelines are the main reference documents. In those cases where the disposal of certain types of waste is guided by provisions of Multilateral Environment Agreements (e.g. Basel Convention, Montreal Protocol), those provisions apply regardless of whether the host country is a signatory to the respective instrument.
4. The UNCT, especially UNDP, UNEP and UNIDO, may have expertise on relevant local environmental issues that the mission should build on.
5. It is important to work in close cooperation with TCCs and to share with them from the early stages all of the mission's plans regarding environmental management, including its plan for the liquidation phase. Waste from explosive ordinance dumps or sites likely to contain similar waste (e.g. disarmament sites or firing ranges) will be disposed of by qualified military explosive ordinance disposal (EOD) personnel or a properly qualified contractor. Weapons collected during the disarmament, demobilization and reintegration (DDR) operations also fall under this category.
6. Especially where prior environmental management has faced challenges, the mission may need consider the use of contractors due to the lack of equipment and/or capacity in-house. During the early stages of the liquidation planning process, the Engineering and Facilities Management Section should develop a statement of work (SOW), to dispose of all solid, hazardous and liquid waste accumulated by the mission, as per the international standards of disposal for particular types of waste and with appropriate monitoring controls to ensure contractor compliance. The

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Procurement Section will then follow the appropriate process for contracting these services, in accordance with the procurement manual.

7. Environmental Risks. There are several major risks associated with environmental management. These risks will differ in degree from mission to mission and will vary over time within any one mission. Major risk areas include:
 - a. Wastewater Management. Contamination of local groundwater sources or surface water is a major risk vector for various diseases. It is crucial that this is managed as an utmost priority.
 - b. Hazardous Waste. Hazardous waste comes in many forms which includes, but is not limited to, medical waste, computer and IT waste, poisonous or corrosive chemicals, fuel, expired pharmaceutical drugs, incinerator ash, bitumen drums. Even non-poisonous materials, such as water cleaning chemicals, can be toxic in large quantities (e.g. chlorine). The mission's Environment Officer, and where available the mission's Waste Management Officer, should be involved in the planning for any and all planning activities and should conduct regular inspections as defined by their priorities with the aim to prevent accumulation of hazardous materials or waste that will have to be dealt with in the final liquidation phase.
 - c. Soil and groundwater contamination. Improper protection below generators and fuel tanks could lead to long lasting pollution and high environmental remediation costs.
 - d. Legacy issues. Environmental issues can extend to assets left behind. If, for example, a camp is transferred to the Host Government but is not then well guarded by said government, the camp can become unusable and be dangerous to people entering. Missions must endeavor to get all possible assurances from the Host Government that such locations will be properly managed. If this does not occur with such handed over camps, then the mission should re-consider the idea of gifting or donating such camps. Similarly, particular care should be taken with assets such as Wastewater Treatment Plants, Incinerators, Solar Panels or other expensive items. Oxidation Ponds and other wastewater treatment facilities should only be handed over to local authorities if there is a demonstrated capacity to properly operate and maintain the facility. If the local government does not have the resources – trained personnel, support equipment, budget – to look after such assets then they will become expensive waste and may create hazards. If not capable of being confidentially handed over at the standards set out in policy (and especially for oxidations ponds), such facilities are to be closed, dismantled and the sites rehabilitated.
8. Environmental Close Out Assessment (ECO A). This assessment should be performed at all mission sites, with the purpose of evaluating the state of the environment and identifying all environmental issues which will have to be addressed

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during the liquidation. Ideally, if an Environmental Baseline Study (EBS) was performed when the mission was established, as laid out in the DPKO/DFS Environmental Policy, the ECOA will document what were the pre-existing environmental conditions and what environmental alterations were caused by the mission during its lifespan. Also, the periodic environmental site inspection reports and tracking of recommendations' implementation will be important documentation for the ECOA process. The findings of the ECOA will guide the development of the wider liquidation plan. The Environmental Officer should coordinate these efforts with all relevant sections, noting this assessment and the recommendations will be cross-cutting. Further details and guidance, including checklists and templates, can be found online at PPDB.un.org. Environmental aspects to be evaluated during the ECOA include but are not limited to:

- a. Clearing of natural vegetation to prepare the sites for construction;
 - b. Excavations for defense trenches around the camps;
 - c. Construction of excreta disposal facilities such as pit latrines, septic tanks, soak away pits and wastewater treatment plants;
 - d. Construction and operation of vehicle washing, servicing and repair workshops;
 - e. Installation and operation of health care facilities, such as hospitals and clinics;
 - f. Disease vector (rodents, mosquitoes and cockroaches) and plant control programs using insecticides, herbicides and poisons;
 - g. Operation of large food preparation facilities;
 - h. Operation of chemical-based water purification plants;
 - i. Hazardous substances (e.g. chemicals, expired pharmaceuticals, used batteries, fluorescent lamps, ozone-depleting substances) storage facilities;
 - j. Operation of diesel generators and their associated fuel leaks;
 - k. Petroleum, Oil and Lubricants (POL) storage and distribution facilities;
 - l. Waste disposal facilities (ash piles, landfills, incinerators, composting);
 - m. Communication and Information Technology equipment installations and operation;
 - n. Destruction of ammunition and closure of firing ranges.
9. Handover Certificate. All missions must coordinate with the host country authorities (or private landowner) the handover of the sites occupied by the mission, noting that for each camp or site closed, a Handover Certificate must be obtained from the relevant entity to be co-signed by both the UN and the entities. Further details and guidance, including a sample handover certificate, can be found online at PPDB.un.org. In essence, the following procedure should be undertaken:
- a. Inform well in advance the host government authorities of the dates scheduled for vacating these sites;
 - b. Ensure that the vacated sites are clean. This can be done through the ECOA process outlined above;

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- c. Carry out a joint inspection of the sites with the owner/host government officials for any observations, with the government representative ideally being from the Ministry of Environment;
 - d. Obtain a signed handover certificate for each vacated site, countersigned by the UN;
 - e. The handover certificates in their originals, with the ECOA documentation, should be archived for records and copies attached with the end of mission report and any other overall archiving.
10. Assistance Mechanisms. Various mechanisms exist for providing technical assistance to liquidating missions. Missions should contactⁱ the GSC Environmental Technical Support Unit, who will coordinate with HQ (OUSG Environment Section and Logistics Division) and deploy assistance, including expertise from partners such as UNEP.

ⁱ Request to support to be made to lscustomerservice@un.org and in accordance with GSC/SOP/165.00

Annex B - Detailed Working guides on Asset Disposal; Site Closure; Administration, Records & Archiving, Human Resources
Asset Disposal

1. Asset Disposal, together with Site Closures are the key activities of liquidation, both of which are time consuming and time sensitive. The order of priorities and sequencing for the site closures and asset disposal, needs to be closely coordinated and linked with the drawing down of mission support/forces/police/substantive units.
2. ST/SGB/2013/4 governs disposal of Property – Financial Regulations and Rules of the United Nations, Regulation 5.14 and Rules 105.23 and 105.24.

Key activities checklist

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| Review and adjust mission's supply chain activities (purchase vs. utilisation rates/disposal) to ensure minimal inventory holdings for the remainder of the mission and to avoid purchasing additional unnecessary stocks of assets/expendables. | <input type="checkbox"/> |
| Identify potential issues with asset holdings (i.e., excessive holdings of inventory, disposal of assets with end-user restrictions; assets that may be difficult to dispose of due to environmental concerns such as explosives; derecognised assets backlog in Property Disposal Unit holding, etc.) that should be addressed before liquidation. | <input type="checkbox"/> |
| Have a dedicated team to work on derecognising assets, preparing them for the chosen disposal method (scrap, sale as is, donation, etc.), noting that it involves technical sections, integrated warehouse, property management, local property survey board, engineering and facilities management, environment, procurement and disposal unit. | <input type="checkbox"/> |
| Commence asset disposal, informed by the prior engagement with Government and UNCT, and in turn informing asset holdings, to minimising inventory to be disposed of during the formal liquidation period. | <input type="checkbox"/> |
| Ensure adequate security measures are in place for the assets pending disposal, to prevent theft and pilferage. Similarly, ensure security of the sites pending handover to lessors or UNCT. | <input type="checkbox"/> |
| Completion of all asset sales, including the final disposal of assets sold but which are not picked up by the new owner | <input type="checkbox"/> |
| Handover of any assets to be donated or that were gifted and held under temporary ownership provisions pending final disposal | <input type="checkbox"/> |
| Complete handover of assets purchased by UNCT | <input type="checkbox"/> |
| Transfer of any assets identified for other missions under the Asset Disposal Plan, including ensuring the condition of those assets. | <input type="checkbox"/> |
| Ensure retention of staff with applicable Umoja skillsets during this period, or support from UNGSC in the final disposition of assets. | <input type="checkbox"/> |

Site Closures

3. The Liquidation Team will assess the office (and accommodation where applicable) space requirements in consideration of phase-out plan of personnel and ensure that suitable office/accommodation sites are retained for the duration of the liquidation process.

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Engineering & Facilities Management Sections with Environmental Management Unit (EMU), in cooperation with the Liquidation Team, will establish a schedule for dismantling, cleaning, sorting, and packing of major equipment (generators, water treatment plants, wastewater treatment plants) and prefabricated facilities and installations, in accordance with the asset disposal and site draw down plan.

4. Continually consolidate staff in conjunction with the draw down plan and the number of occupied premises is to be progressively limited to the absolute minimum. A notice will be issued to lessors, in writing, of termination of lease contract, in accordance with the termination clause of the lease contract.

5. In the instances where the premises are being handed over to the UNCT, a notification to lessors and UNCT, as well as a joint inspection of premises with the aim of ascertaining the conditions and any repairs, clean up or refurbishment necessary prior to handing the premises to the UNCT.

6. EMU will conduct periodic pre-closure environmental inspections/assessments and follow up on the recommendations to monitor the progress after submitting the reports to the concerned parties. Mission Engineering, Environmental and Procurement staff will arrange a joint inspection of the premises with the landlord before hand over and agree on any repairs, clean up, remediation or refurbishment necessary taking into consideration any upgrades to the premises carried out by the United Nations. Repairs/refurbishment and cleaning, as appropriate will be executed on a self-help basis where applicable. Alternatively, the work should be contracted out, or payment in lieu of contractual repair should be considered.

7. Mission Engineering staff will ensure the collection and destruction of mission identification signs or insignia and related paraphernalia. The supply of utility services will be terminated. Members of the team will arrange joint final reading of meters and ensure that all utility bills are paid. Following that, a hand over inspection with the landlord will be arranged and a release certificate indemnifying the United Nations against future claims will be obtained.

8. Environmental issues are central to the site closure task. Detailed guidance on the management of environmental issues is attached as Annex A to this Guide and should be reviewed in full.

Key activities checklist

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| Establish timelines for phased drawdown of military, police and civilian staff of all mission components, and the timetable for joint inspection, repairs, clean-up and refurbishments. | <input type="checkbox"/> |
| Progressively consolidate UN presence with a view of minimising the footprint to absolute minimum. | <input type="checkbox"/> |
| Ensure accuracy of site and property management data in advance – perform full verification and adjustments of all assets and inventory to establish the volume of draw down operations. | <input type="checkbox"/> |
| Issue notifications of the termination of lease in accordance with lease contracts. | <input type="checkbox"/> |

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| Liaise and coordinate with the lessors and/or UNCT where applicable and implement joint inspections of all premises to establish the repair, clean-up, refurbishment requirements before the handover. | <input type="checkbox"/> |
| In conjunction with technical Sections, refurbish, clean up or repair the premises and withdraw all the assets that are not earmarked for possible handover to the lessor or UNCT. | <input type="checkbox"/> |
| Ensure all UN insignia is removed from sites or assets earmarked for handover to lessors. | <input type="checkbox"/> |
| Ensure utilities service meters are recorded, service contracts are cancelled as necessary, and all the invoices paid before the handover of the premises to lessor or UNCT. | <input type="checkbox"/> |
| Ensure adequate security is in place pending the handover of the premises. | <input type="checkbox"/> |
| Endeavor to keep the number of potential disputes and claims to a minimum. | <input type="checkbox"/> |
| Remember to obtain a signed handover certificate for the site being handed over, inclusive of environmental certificate, indemnifying the UN against all future claims. | <input type="checkbox"/> |
| Transfer all the pending claim files to UNHQ for further processing. | <input type="checkbox"/> |
| Finalise handover of all remaining sites to owner or Government, including signed handover certificates. | <input type="checkbox"/> |
| Resolution of any outstanding environmental issues or ERW issues including any remediation required, as part of handover process and recording it in handover certificate. | <input type="checkbox"/> |
| Ensure complete and signed handover certificates, including environmental, are retained. | <input type="checkbox"/> |

Administration, Records and Archiving

9. HQ will give critical attention to the mission's records in safeguarding the storage of mission records of archival value and transfer of records (electronic and hard copy) to the custody of the United Nations Archives and Records Management Section (ARMS). It will take an inordinate amount of time to safely, expeditiously and definitively destroy those records not deemed of value in-situ.

10. Contact ARMS at UNHQ as soon as the draw-down or closure is evident to arrange for an on-site comprehensive assessment of the management of the mission's records and archives and for the development of a risk-based liquidation workplan for the mission to complete all tasks relating to records and archives. ARMS will also train the IMU and the Records Management Focal Points in all procedures for identifying, disposing and transferring paper and digital records and archives to UNHQ in accordance with the SOP on Mission Closure: Records and Archives.

11. As liquidation draws close, staff numbers will decrease, focal points will leave the mission at various drawdown dates and workload will increase for those remaining. IMRA will most likely not be given the priority if the staff have not already been sensitised to its importance in prior years. Your workforce planning needs to include a P or senior FS level to lead all records management and archiving processes; ICs can be recruited for the physical handling of the boxes for transfer or disposal. All activities in areas of the mission which tend

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to create sensitive content such as human rights, rule of law, human resources must be led by the Chief IMU/ Archives Unit.

12. The Chief IMU/ Archives Unit will plan a programme which will provide a framework for training of business unit focal points to identify and mitigate risk to sensitive records in their custody, identify records for secure disposal and/or transfer to UNHQ and prepare the adequate documentation before packing the boxes.

13. Ensure that vital records, which will be needed in an unforeseen crisis or disaster scenario during a drawdown are readily accessible to you.

14. Consider inviting an audit of record management be undertaken once mandate changes indicate the mission's closure and liquidation countdown is set into motion. This could be part of an overall audit on Mission Support or a standalone one. In this vein, it is advisable that accountability for record keeping, in any medium, be tied to individual work plans; if this can be implemented from the Head of Mission downwards, even better for accountability purposes.

15. Archiving completion during liquidation will rely on Procurement to ensure certain goods and services contracts are not terminated, such as purchase of cardboard boxes and shipping contract. Equally, CITS must closely work with the Chief IMU/Archiving to complete the digital records inventory and ensure that all repositories are identified and provisions can be made for the deletion of obsolete information and transfer of the records to UNHQ.

16. As mission locations are vacated and cleaning process begins, it is critical to identify in advance, in your liquidation plan where the records will be stored while awaiting shipment to UNHQ. The Facilities and Site Management unit must identify a secure, monitored room. Access to secure archives storage areas should be limited to the IMU team (or equivalent), the Head of the liquidation team, and named individuals from security and facilities who should only access the room during emergencies. ICs need to be accompanied by UN staff.

Key activities checklist

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| Identify a Lead for all records management and archiving activities (Chief IMU or Archives Unit). Ensure that the archiving plan for the mission closure is submitted to ARMS for review and coordinated with the Liquidation Team In consultation with the Mission's transition lead, develop and implement a plan to ensure that information required by the Host Country and other stakeholders to sustain the mission's programmes and achievements is identified and, if appropriate, duplicated and provided to the entities. | |
| Assign budget for ARMS risk-based records and information management. Assign budget for a surge capacity TDYs (SME, P-3 or P-4) if records activities are not completed at the beginning of the liquidation phase. | |
| Procure boxes, shredders and freight contract | |
| Nominate records and archives Focal Points in each Office (mission site and Team Sites). Schedule series of VTCs with ARMS for training on records transfer and other records management guidance | |
| Identify records to be shipped to UNHQ and records most at risk (e.g. human rights records, personnel records) and identify secure bulk records disposal site and storage site to be used throughout the closure | |

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| Pack boxes and prepare transfer documentation for all boxes in accordance with the SOP Mission Closure: Records and Archives | |
| Conduct a digital records inventory (IMU/CITS/ARMS/OICT) to identify valuable and unique digital records to be transferred to UNHQ and plan for shared drive clean up in the Mandate Completion phase | |
| Ensure RSCE also nominates a focal point early on for records which will be transferred to Entebbe to be used for the closing of accounts during the liquidation phase and inform HQ finance colleagues in DOS/DMSPC for follow up post liquidation and mission closure. | <input type="checkbox"/> |
| Missions who use local vendor to destroy/recycle should aim to follow sound environmental policies and where possible recycle the mission's paper files into daily local supplies (e.g. UNOCI vendor turned non-sensitive paper waste from the archiving liquidation exercise into egg cartons). Same applies to cases where UNOE is used, such as incinerators. | <input type="checkbox"/> |
| Finalise all Claims, BOI, audit observations and any residual legal matters to the maximum extent possible, including records of all handover certificates (inclusive of environmental clearance) | <input type="checkbox"/> |
| Ensure contracts are terminated appropriately, including through ensuring final payments are made | <input type="checkbox"/> |
| Ensure Archiving Plan is fully completed, including through ensuring that archiving of sensitive documents is completed in accordance with current guidance | <input type="checkbox"/> |
| Arrange visit of RSCE team to the mission one month prior to ensure handover of all issues, including institutional knowledge and relevant historical documentation related to the residual HR and financial transactions, unable to be resolved by the time of mission closure. | <input type="checkbox"/> |

Human Resources

17. The mission's senior leadership may take convincing on the merits of a progressive and sustained reduction of staff during the phases before liquidation. The C/DMS can face resistance from Senior Mission Leadership to initiate drawdown early on; regardless the drawdown approach must be an integrated approach from the outset and not led by Mission Support.

18. Administrative tasks related to separation of staff are data labour-intensive and time consuming. There should be a systematic and controlled drawdown of staff that allows time for correct notification of end of contract or related notifications, compilation of open claims, payroll adjustments, pension issues, leave and entitlement record updating, and a myriad of HR tasks will benefit from a staggered departure schedule. Pushback should be anticipated from mission leadership to keep high numbers of substantive civilian and military presence as close to the cease of operations date as possible.

19. Workforce planning for the drawdown phases and a civilian comparative review process should be carried out closely with input from the mission's Senior management team and the National and Field Staff unions; a Steering Committee or similar joint forum is beneficial with Human Resources Services (HRS)/DOS or Special Activities Division (SAD)/DOS as HQ participants. 'Buy-in' from staff who feel included in the process, understanding the realities of mission closure and the potential end of their employment can facilitate a smoother

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operation when jointly tackled. The sensitivities of this exercise require that HQ/FPD guidance be sought at all stages of the CR process.

20. The Special Activities Division of the Department of Operational Support (DOS) will reach out to you early on and establish a coordinated information sharing forum with UNHQ focal points through regular VTCs. Engage early with HQ to find solutions to staff departures and to think outside the box, such as temporary recruitment of retired former staff and seek HQ' sustained formal and informal efforts to identify vacancies in other missions early on; the USG's authority to move staff laterally should be an option readily available to your mission during liquidation.

21. In theory, it is less challenging to find placements for staff on continuing and permanent contracts as they are prioritised for placement by UNHQ. The liquidation period will see your best staff begin to look for work in other missions as soon as the notice of closure of the mission becomes common knowledge. As such, a staffing challenge will remain to maintain the requisite capabilities and capacities to execute the established timelines of the liquidation plan. A common solution for local capacity is the use of Independent Contractors. However, their contractual terms can lead to administrative complications if used as a flexible stop-gap solution for surge requirements, the practice should be to use ICs stringently in the final months as they may also require training in technical areas taking up scarce time and resources from an already skeleton staff.

22. The National and International staff need to be sensitized to feel they have been well informed and fairly considered for future opportunities. For National staff local engagement can assist their employment prospects with UN partners or implementing partners and Host Government. This should be part of the communications strategy supported by the mission's Senior Leadership.

23. Staff support, and moral is important and investing through engagement will address their concerns and assist keeping them motivated. Mission Support should participate in the country level integrated forums, which exist between the mission and the UNCT, such as the Operational Management Team, to address issues and seek staff employment opportunities. Many local staff issues can be mitigated if they feel their concerns have been addressed and they feel the Organization has invested in their training and offered them the skills they can take to the local or international employment market.

24. While planning entrepreneurial skills training and job fairs, work with substantive components, such as Civil Affairs and PIO to reach out to the maximum potential employers. If present, approach International Financial Institutions to identify more specific business-orientated workshops. It is critical for HRS & SAD divisions to regularly visit the mission, such as the HRS Careers Team. These visits have a marked difference on staff morale. Just as useful and critical is arranging for a visit by the Joint Pensions Fund to speak with mission staff to de-mystify perceived complex rules and regulations upon separation.

25. RSCE will have tasks to undertake in support of the closure and post-liquidation. Scarce resources in RSCE in handling liquidation activities of client and non-client missions remains a reality; mitigate this to the extent possible by engaging with counterparts in RSCE early in the drawdown timeline. DOS/DSA/OPS will ensure that partners such as RSCE and GSC are participants in their coordination VTCs with your mission. Ensure that one of the first

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agenda items to discuss with RSCE is identifying your focal points for HR in RSCE and include them in establishing timelines to achieve milestones in your liquidation plan.

26. Above all, a critical review of the support processes in the pre-liquidation phase will allow for time to address and correct inefficient and time-consuming check out processes. Consider requesting an audit of Mission Support at least one year before liquidation to have a 'health check' of the readiness of the components in preparing for liquidation. Such attention can, for example, lead to a streamlined check out process with creative solutions using your ICTD capacity and physical locations to ensure information is readily available and user friendly. Lunchtime informal HR briefings and scheduled regular thematic presentations for example are a simple way to open communication channels with staff during this sensitive period of the mission's life. Efforts in implementing an effective communication strategy will provide dividends in more than one area and promote a smoother departure process for all affected staff.

Key activities checklist

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| Actively manage timely communication to staff to address stress, lack of motivation, absenteeism. | <input type="checkbox"/> |
| Time and attendance records are up-to-date; data consolidation needs to be regularly reported on as part of the maintenance phase of the mission to avoid out of date personnel records when the drawdown of the mission is announced through a SC mandate. | <input type="checkbox"/> |
| Pension fund claims up to date and all recent claimants paid | <input type="checkbox"/> |
| Medical board claims up to date and resolved | <input type="checkbox"/> |
| Payroll discrepancies and timelines | <input type="checkbox"/> |
| Conduct comparative review with HQ dedicated support; additionally, invite representatives of Administration of Justice, such as OSLA and Ombudsman person to minimise risk of potential complaints by downsized | <input type="checkbox"/> |
| Engage with National Staff Union and Field Staff Union in preparing the comparative civilian review | <input type="checkbox"/> |
| Request career team visit from HRS & SAD/DOS | <input type="checkbox"/> |
| Review training gaps for ay staff remaining for liquidation | <input type="checkbox"/> |
| Organize job or entrepreneurial fair (liaise with Procurement for local vendor lists, PIO and Civil Affairs for national organisations as prospective employers) and language courses for national staff | <input type="checkbox"/> |
| Verify contract duration of any relevant travel and shipment vendors | <input type="checkbox"/> |
| Initiate HQ support for lateral transfer of staff to vacant posts in other missions | <input type="checkbox"/> |
| Engage with DOS divisions early to identify liquidation experienced staff in the field to anticipate surge requirement as critical staff depart | <input type="checkbox"/> |
| Establish working relationship with UNCT; use Operational Management Team as advocacy for recruitment of mission's national staff | <input type="checkbox"/> |
| Establish One-stop checkout process and location with other units | <input type="checkbox"/> |
| Invite Regional Ombudsman and Staff Counsellor (if mission doesn't have its own) to visit | <input type="checkbox"/> |

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| Finalize processing of separation paperwork for all staff separated from the UN, including for members of the Liquidation Team | <input type="checkbox"/> |
| Continue to follow up on pension entitlements, particularly for national staff | <input type="checkbox"/> |
| Consider using welfare funds to organize farewell and social events for staff | <input type="checkbox"/> |
| Address outstanding administrative justice issues where possible, or prepare them for handover to RSC-E | <input type="checkbox"/> |
| Finalize archiving of all HR records | <input type="checkbox"/> |