



INTERNAL AUDIT DIVISION

REPORT 2018/015

Audit of phasing out of human resources in the United Nations Mission in Liberia during the drawdown period

As the Mission draws down, there is a need to improve procedures for phasing out human resources

22 March 2018
Assignment No. AP2017/626/04

Audit of phasing out of human resources in the United Nations Mission in Liberia during the drawdown period

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the phasing out of human resources in the United Nations Mission in Liberia (UNMIL) during the drawdown period. The objective of the audit was to assess whether UNMIL had implemented adequate procedures for phasing out human resources as the Mission draws down and prepares to end operations. The audit covered the period from January to October 2017 and included adequacy and implementation of personnel drawdown plans, the human resources comparative review process, personnel check-out procedures, and assistance given to staff in anticipation of retrenchment.

The Mission established adequate procedures in planning for the drawdown of international and national civilian personnel and a fair and transparent process was implemented to retrench staff. The Mission undertook a comprehensive support programme for national staff in anticipation of retrenchment and facilitated reassignment of international staff members. Nevertheless, there was a need to: review and re-design checkout and separation procedures; improve filing of personnel records during the check-out process; and provide necessary documentation to expedite the processing of overdue pension payments owing to separated staff.

OIOS made five recommendations. To address issues identified in the audit, UNMIL needed to:

- Strengthen dialogue mechanisms with the new officials of the Field Staff Union to restore trust and improve the relationship with the international staff representatives;
- Establish a one-stop administrative check-out process especially during high-volume check-out periods by physically co-locating representatives from all sections involved in the check-out process;
- Follow up with stakeholders to clarify and agree on the roles and responsibilities of the Regional Service Centre in Entebbe in the later stages of the liquidation of the Mission;
- Implement effective procedures to ensure that personnel files for all separated staff are complete; and
- Address outstanding queries holding up the payment of pension entitlements to separated staff members and ensure that pension documentation is complete and accurate for staff currently separating from the Organization.

UNMIL accepted the recommendations, implemented one of them, and has initiated action to implement the remaining four.

CONTENTS

	<i>Page</i>
I. BACKGROUND	1
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	1-2
III. AUDIT RESULTS	2-9
A. Adequacy and implementation of personnel drawdown plans	2-3
B. Human resources comparative review process	3-4
C. Personnel check-out procedures	5-7
D. Assistance given to staff in anticipation of retrenchment	8-9
IV. ACKNOWLEDGEMENT	9
 ANNEX I Status of audit recommendations	
 APPENDIX I Management response	

Audit of phasing out of human resources in the United Nations Mission in Liberia during the drawdown period

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of phasing out of human resources in the United Nations Mission in Liberia (UNMIL) during the drawdown period.
2. UNMIL is drawing down operations in preparation for liquidation and closure of the Mission. The United Nations Security Council passed resolution 2333 on 23 December 2016 requesting UNMIL to complete by 30 April 2018, the withdrawal of all uniformed (military and police) and civilian components, other than those required to complete the Mission's liquidation.
3. The Mission has been handing over office and camp sites to the Government of Liberia and private owners and phasing out its human resources as part of the drawdown and liquidation process. Thirty-three sites were closed and handed over in the 2015/16 financial year, while 22 sites were closed and handed over in 2016/17.
4. Comparative human resources data for selected dates in 2017 are presented in Table 1.

Table 1: Actual staff levels for selected dates in 2017

Staff category	As at 31 January 2017	As at 30 June 2017	As at 31 July 2017	As at 31 October 2017
International civilian	256	236	221	190
National staff	496	487	413	394
United Nations Volunteers (UNVs)	113	119	105	114
Total	865	842	739	698

Source: UNMIL Finance and Budget Section records

5. Comments provided by UNMIL are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

6. The objective of the audit was to assess whether UNMIL implemented adequate procedures for phasing out human resources as the Mission draws down and prepares to end operations.
7. This audit was included in the 2017 risk-based work plan of OIOS due to the risks related to the phasing out of staff.
8. OIOS conducted this audit from October to December 2017. The audit covered the period from January to October 2017. Based on an activity-level risk assessment, the audit covered higher and medium risks areas in phasing out of human resources, which included: adequacy and implementation of personnel drawdown plans, human resources comparative review process, personnel check-out procedures, and assistance given to staff in anticipation of retrenchment.
9. The audit methodology included: (a) interviews of key personnel, (b) reviews of drawdown plans, staffing tables and other related documentation, (c) analytical reviews of relevant data, and (d) testing of case files and other relevant control activities for a sample of staff separations.

10. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Adequacy and implementation of personnel drawdown plans

Adequate planning was carried out for the drawdown of international and national civilian personnel

11. The Department of Field Support (DFS) Liquidation Manual (The Manual) requires UNMIL to: (a) plan for the downsizing of internationally recruited staff as early as possible, but no later than six months before the anticipated end of the mandate; and (b) consult with the Field Personnel Division (FPD) in DFS to coordinate a downsizing planning exercise for civilian staff.

12. UNMIL developed a drawdown plan to reduce the number of international staff, national staff and UNVs in a phased manner. This was reflected in the budget for the 2016/17 financial year and led to the abolishment of 58 international, 139 national and 35 UNVs posts on 30 June 2017.

13. The proposed budget for 2017/18 also reflected the phased drawdown plan for all civilian personnel and full closure of the Mission by 30 June 2018. However, the budget was approved with a cut of \$12 million and an increase in the Mission's projected vacancy rates to 16 per cent for international staff, 10 per cent for national staff and 15 per cent for UNVs. Therefore, the personnel drawdown rate needed to be accelerated to operate within the budget and comply with the imposed vacancy rates.

14. To implement the accelerated plan, UNMIL conducted a comparative review (which is dealt with later in the report) to determine which staff members should be separated and when. At the end of the exercise, the Mission determined the end of assignment date for each personnel and sent out formal notifications. A total of 421 national, 235 international and 114 UNV posts were scheduled to be retrenched in a phased manner effective 30 November 2017, with departures occurring each month through to June 2018.

15. OIOS therefore concluded that the Mission had carried out adequate planning for phasing out civilian personnel.

The Mission properly issued staff with notices of termination

16. The United Nations Staff Regulations and Rules require UNMIL to give not less than 90, 30 and 15 calendar-day notice of termination to staff on continuing, fixed-term, or temporary appointments, respectively. In lieu of the notice period, compensation corresponding to the relevant notice period is payable.

17. OIOS review confirmed that a minimum of 30-days' notice was given to all staff holding fixed term and temporary appointments. From the retrenchment exercise conducted in September 2017, there were 46 staff members holding continuing or permanent appointments to be terminated. Six of them had end of assignment dates between 31 December 2017 and 28 February 2018 and there was insufficient time to give them the requisite notice because of a delay in receiving authorization for their termination from the Department of Management. UNMIL would therefore have to pay the staff members up to three months' compensation in lieu of the notice period, without benefitting from the staff members' services during this period, at a time when the Mission has very limited resources to work with. UNMIL has since made

arrangements to extend the end of assignment dates for four of the six staff members. The remaining two staff members were paid in lieu of notice before separation. In view of the actions taken by the Mission, OIOS did not make a recommendation on this issue.

UNMIL took action to finalize the liquidation plan related to staff drawdown

18. The Manual requires UNMIL to plan for the downsizing of internationally recruited staff as early as possible, but no later than six months before the anticipated end of the mandate. It therefore follows that UNMIL should have had an approved plan for downsizing its personnel no later than 30 September 2017.

19. The Mission established a Steering Committee on 8 August 2017 to provide overall guidance in the drawdown of Mission personnel among other activities. A Technical Working Group was established to draft and update the liquidation plan as well as to implement the plan in accordance with applicable standards and guidance documents. The Steering Committee had representation from various personnel components including military and police forces.

20. As at 31 December 2017, three months to the end of the Mission's mandate, the liquidation plan, which included pre-liquidation planning activities such as drawdown of personnel, was in draft, had not been approved by the Steering Committee and the timelines therein were inconsistent. For example, one section of the plan indicated that one of its Formed Police Unit (FPU) would be repatriated by 31 December 2017 while another planned that the same FPU would be repatriated by 31 January 2018. According to the minutes of the meeting held by the Steering Committee on 27 October 2017, the same FPU would be repatriated by 28 January 2018, while a code cable dated 20 October 2017 seeking concurrence with the Department of Peacekeeping Operations on the repatriation, put the repatriation date for the FPU as 31 January 2018. No timeline had been set for updating and approval of the plan.

21. After the fieldwork, UNMIL provided evidence that the liquidation plan was approved by the Liquidation Steering Committee on 26 January 2018, with concurrence by United Nations Headquarters on 29 January 2018. Based on the action taken, no recommendation is made on this issue.

B. Human resources comparative review process

A fair and transparent process was implemented to retrench staff

22. The United Nations Staff Regulations and Rules require termination of staff appointments arising from abolition of a post or reduction of staff to be made taking into consideration competencies, integrity and length of service of the staff. To comply with this requirement and ensure that the retrenchment process was fair and transparent, UNMIL set up a Comparative Review Process (CRP) composed of a Steering Committee and a Comparative Review Panel. The Steering Committee was to oversee the CRP. Both the Steering Committee and the Comparative Review Panel had representation from all the Mission pillars as well as the two staff representative bodies.

23. In 2017, UNMIL undertook the retrenchment exercise in two phases. Phase one was conducted to review and determine personnel to depart by 30 June 2017 and phase two was conducted in September 2017 to determine the end of assignment dates for the 656 remaining Mission personnel. The evaluation criteria included the length of service with the United Nations, years of experience in the relevant field, and staff performance reports.

24. OIOS reviewed the minutes of the Panel's sittings, agreed a sample of signed-off score sheets with underlying documents and also interviewed four out of the seven Panel members to assess the fairness and transparency of the exercise.

25. OIOS ascertained that panel members used properly established criteria, agreed on the outcome of their review, and submitted their recommendations to the Steering Committee which, in turn, submitted the Panel's recommendation to the Special Representative to the Secretary General (SRSG) for endorsement. UNMIL subsequently submitted the CRP results for staff to FPD and for UNVs to the UNV Headquarters in Bonn. The results were approved by FPD.

26. In both phases, UNMIL adopted a communication strategy to keep personnel informed on the retrenchment exercise. This was done through regular e-mail broadcasts, information circulars, section/unit meetings, town hall meetings in all the regions and maintenance of an intranet page on Frequently Asked Questions regarding retrenchment in general and the CRP in particular.

27. OIOS concluded that a fair and transparent process was implemented to retrench staff.

The Field Staff Union withdrew its participation during the September 2017 CRP

28. According to United Nations Staff Regulations and Rules, staff representative bodies are entitled to participate in identifying, examining and resolving issues relating to staff welfare, including conditions of work and other human resources policies. The Field Staff Union (FSU) (representing international staff members) and the National Staff Association (NASA) (representing national staff) were invited to be members of the Comparative Review Panel and the Steering Committee.

29. FSU participated in the first five Panel meetings and signed off the cases decided on during these meetings together with the other Panel members. They however did not participate in the remaining seven Panel meetings and two Steering Committee meetings that they were required to attend, expressing concerns about high vacancy rates being maintained by the Mission, timeframe available to the Panel to complete deliberations, and the workforce planning exercise being carried out by senior Mission management and programme managers. The Mission responded to the questions raised and urged the FSU to resume participation. Both the SRSG and the Office of the Ombudsman and Mediation Services also tried to mediate but FSU did not resume participation in the CRP. However, NASA representation was present in all meetings and agreed with the CRP results. New FSU committee officials will be assuming office in 2018.

(1) UNMIL should take action to strengthen dialogue mechanisms with the new Field Staff Union committee officials to restore trust and improve the relationship with the international staff representatives.

UNMIL accepted recommendation 1 and stated that UNMIL would strengthen the dialogue mechanisms with the FSU as soon as they elect their new committee members, replacing those who departed the Mission in December 2017. FSU had advised the Mission that the new committee will be formed by mid-May. Recommendation 1 remains open pending receipt of evidence of the first meeting held to commence dialogue between the two parties.

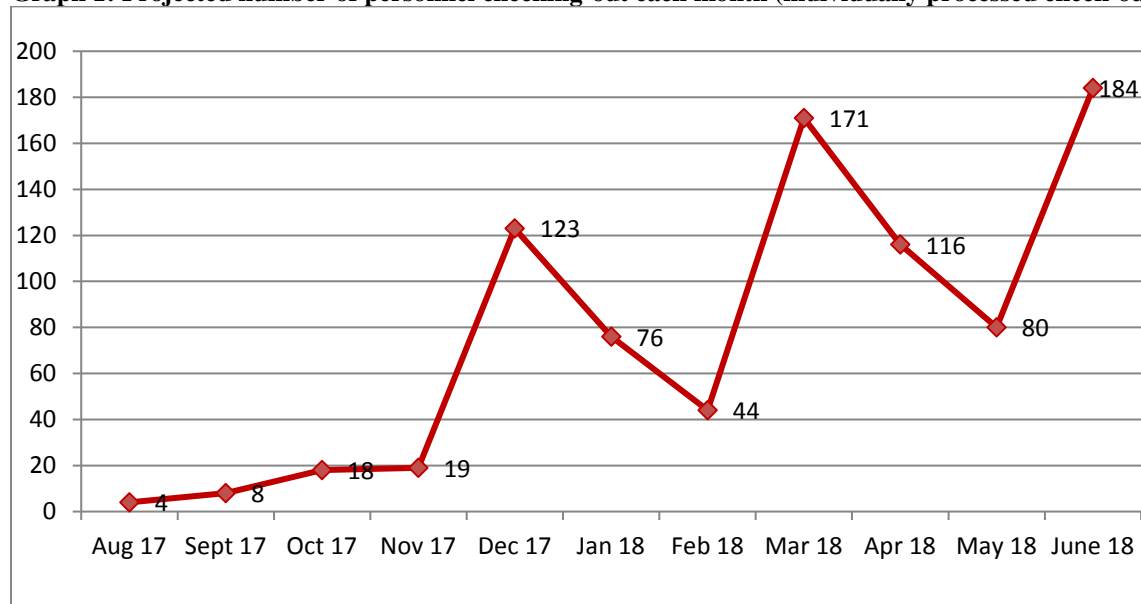
C. Personnel check-out procedures

There was need to review and re-design checkout and separation procedures

30. The Manual requires establishment of an orderly check-out system for all categories of Mission personnel and in as much as possible, a one-stop checkout centre to facilitate the respective procedures for departing personnel.

31. The number of staff checking out of the Mission was expected to increase sharply from December 2017. The highest anticipated check-out numbers will occur in March 2018 (171 personnel) and June 2018 (184 personnel). The number of personnel that actually checked out in December 2017 was 54, against the planned 123. The projected number of personnel checking out each month is illustrated in Graph 1.

Graph 1: Projected number of personnel checking-out each month (individually processed check-outs)



*Source: UNMIL October 2017 Pre-liquidation report

32. Check-out is currently done centrally in the Field Support Suite system but the personnel checking out need to physically move from one self-accounting unit and office to the other to have their identity cards and driving permits cancelled, any United Nations assets handed over and check-out forms completed among other requirements.

33. Until the close of the Mission, there will be a high volume of personnel checking out at the same time, including staff responsible for the check-out procedures. This could negatively impact on the effectiveness of the check-out process at the close of the Mission. The Mission explained that there were plans for the Regional Service Centre in Entebbe (RSCE) to take over residual liquidation tasks in the later stages of UNMIL liquidation. This could include assistance in separation activities but the specific roles and responsibilities as well as timelines had not yet been agreed upon.

(2) UNMIL should establish a one-stop administrative check-out point especially during high-volume check-out periods, by physically co-locating representatives from all sections involved in the check-out process.

UNMIL accepted recommendation 2 and established a centralized one-stop check-out centre for mass check-outs. The centre started operations on 5 March 2018 and broadcasts were made to advise staff members. Based on the action taken by UNMIL, recommendation 2 has been closed.

(3) UNMIL should follow up with stakeholders to clarify and agree on the roles and responsibilities of the Regional Service Centre in Entebbe in the later stages of the liquidation of the Mission.

UNMIL accepted recommendation 3 and stated that the RSCE assessment team visited UNMIL from 5 to 9 February 2018 and undertook a complete review of relevant transactions. Further discussions were held in RSCE on 1 and 2 March 2018. A service level agreement had been prepared for signature and approval. Recommendation 3 remains open pending receipt of a copy of the signed service level agreement between UNMIL and RSCE.

There was need to improve filing of personnel records during the check-out process

34. The Manual requires UNMIL to implement effective check-out procedures to ensure that: specific disciplinary or rebuttal cases related to staff are addressed timely; pension benefits forms are completed; accurate forwarding addresses and bank account details of staff are obtained; assets assigned to staff are returned; and claims such as those resulting from property survey board cases and personal telephone bills are settled by staff.

35. OIOS review of personnel files for 17 out of 92 personnel who were retrenched and separated in June 2017 indicated that UNMIL established a check-out unit that facilitated the check-out process as follows:

- The Security and Human Resources Sections cancelled identification cards of all staff prior to their final clearance;
- The Property Control and Inventory Unit ensured that United Nations-owned assets assigned to departing staff were returned;
- The Chief Human Resources Officer sent copies of staff check-out forms, separation personnel action, instruction for payment of benefits and bank information of separated staff to the Chief Finance Officer for onward transmission to the United Nations Joint Staff Pension Fund;
- The Human Resource Section verified and certified attendance records for all staff through Umoja and forwarded them to FPD;
- Two outstanding rebuttal cases were deliberated and finalized by rebuttal panels and the outcome was communicated to FPD;
- The four disability claims received from staff members in the period were referred to the Special Pension Committee, which reviewed and finalized the cases in November 2017; and
- The Board of Inquiry had an ongoing death case whose report submission was planned for February 2018.

36. However, copies of important documents were not maintained in the personnel files as follows: (a) completed appraisal documents were missing in 10 out of the 17 personnel files; (b) notices of non-renewal

of appointment or termination of contract were not filed in any of the files; (c) signed check-out forms were not found in 8 out of the 17 reviewed files; and (d) one separation personnel action was not on file.

37. This occurred because the Human Resources Section had not implemented effective procedures to ensure that relevant documents of separated staff members were collated and filed properly. Inadequate records could limit the Organization's ability to provide assurance that all required processes and recovery actions, if needed, have been completed prior to separation of staff.

(4) UNMIL should implement effective procedures to ensure that personnel files for all separated staff are complete.

UNMIL accepted recommendation 4 and stated that the Human Resources Section was updating the personnel files, which would be finalized by 31 March 2018. Recommendation 4 remains open pending receipt of evidence that all personnel files have been updated.

There were delays in submitting documents for the processing of pension payments for separated staff

38. According to the Manual, UNMIL is expected to submit complete documentation to the United Nations Joint Staff Pension Fund to facilitate the processing of pension entitlements.

39. As at 17 October 2017, there were 16 former UNMIL staff members who separated from the Organization between 2007 and 2015 who had not yet received their pension payments. This was due to failure by the Mission, in liaison with staff members, to submit the necessary documentation of the concerned staff members and surviving dependents at the time of separation. As a result, a lot of time was spent by both the separated staff as well as the Human Resources Section's staff in the follow-up process. This could lead to disgruntlement among former staff members and pose a reputation risk to the Organization. The Mission now has a dedicated staff member who serves as the focal point for pension related matters but needed to redouble efforts as the Mission closes.

(5) UNMIL should take action to address outstanding queries holding up the payment of pension entitlements to separated staff members and ensure that pension documentation is complete and accurate for staff members currently separating from the Organization.

UNMIL accepted recommendation 5 and stated that nine staff members who were separated in previous years but had not been paid pension due to missing documents have been contacted to provide the required information. UNMIL was focusing on obtaining missing information so that pending payments could be made, and that staff members checking out currently would not have delays due to incomplete files. An expert from the Pension Fund will visit UNMIL in March 2018 to review and process all staff pension forms of separating staff to 30 June 2018 to ensure 100 per cent accuracy and expedite the process. After 30 June 2018, RSCE would continue processing pension transactions. Recommendation 5 remains open pending receipt of evidence of implementation of these actions.

D. Assistance given to staff in anticipation of retrenchment

The Mission undertook a comprehensive support programme for national staff in anticipation of retrenchment

40. The Manual requires that every effort should be made to assist staff recruited locally in obtaining other employment at the duty station. Missions should organize job fairs for the national staff to explore other employment opportunities, where their skills and experience could be matched to the needs of potential employers from the private sector, other United Nations entities, embassies, non-governmental organizations and donor organizations in the mission area. In that regard, missions are encouraged to provide training in the preparation of employment applications and curriculum vitae to locally-recruited staff members.

41. A programme for capacity building of national staff was implemented and it included trainings on writing curriculum vitae, personal history profile and cover letters as well as competency based interviewing skills. Additionally, 353 national staff benefitted from trainings delivered in other areas such as administrative management, monitoring and evaluation, procurement, project management, health and safety in construction management, development studies and conflict management. The Mission also facilitated certification programmes in vocational skills such as masonry, vehicle mechanics and plumbing.

42. Other initiatives included rebroadcasting vacancies for both national and international jobs. The Mission also rebroadcasted opportunities for fellowships, scholarships and grants and shared a list of rostered national staff with United Nations Headquarters for possible placement as Liberia is an under-represented country. National staff profiles were also shared with United Nations Country Team, the government of Liberia and other international organizations for consideration for recruitment into available vacant positions.

43. Ninety-six national staff participated in an UNMIL-organized 'Entrepreneurs Fair' in April 2017 with a view to introducing the staff to successful business owners and relevant government officials so that they could receive advice on how to start up, manage and/or partner in various types of businesses. The Mission conducted a job fair on 22 April 2016 in which 115 national staff took part. No job fair was organized in 2017 and none was planned before Mission closure even though there were more than 400 national staff still working with the Mission and who would be retrenched by the time the Mission liquidates in June 2018. The Mission explained that after discussion with NASA and a review of the potential effectiveness of another job fair, it may not be fruitful to conduct one due to scarcity of potential employers. Therefore, OIOS did not make a recommendation on this issue.

The Mission facilitated reassignment of international staff members

44. Administrative instructions ST/AI/2010/3 and ST/AI/2016/1 on staff selection and managed mobility system provide for placement of eligible staff members who are affected by abolition of posts, funding cutbacks or reduction of staff outside the normal process.

45. Where possible, UNMIL liaised with FPD to assist in the placement of internationally-recruited staff members whose appointments were not limited to service in UNMIL to other field missions. This was done using a United Nations Headquarters managed database (COSMOS). Between 1 July and 15 December 2017, United Nations Headquarters successfully placed or were in the process of placing 41 UNMIL staff members. The Mission also sent a list of all international staff members who did not meet the COSMOS criteria to the Career Development Unit in United Nations Headquarters with a request for assistance in finding suitable positions in other missions before the staff members' separation dates.

46. The UNV Field Unit was working with UNV Headquarters in Bonn to identify opportunities outside UNMIL for those UNVs who had served for less than four years as UNVs. In addition, a list of UNVs eligible for reassignment was shared with the United Nations Country Team.

47. OIOS concluded that UNMIL had made adequate efforts to assist personnel in anticipation of retrenchment.

IV. ACKNOWLEDGEMENT

48. OIOS wishes to express its appreciation to the management and staff of UNMIL for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns
Director, Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of phasing out of human resources in the United Nations Mission in Liberia during the drawdown period

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNMIL should take action to strengthen dialogue mechanisms with the new Field Staff Union committee officials to restore trust and improve the relationship with the international staff representatives.	Important	O	Submission of evidence of the first meeting held between UNMIL and FSU to kick start dialogue.	15 May 2018
2	UNMIL should establish a one-stop administrative check-out point especially during the high-volume check-out periods, by physically co-locating representatives from all sections involved in the check-out process.	Important	C	Action completed	Implemented
3	UNMIL should follow up with concerned stakeholders to clarify and agree on the roles and responsibilities of the Regional Service Centre in Entebbe in the later stages of the liquidation of the Mission.	Important	O	Submission of a copy of duly signed service level agreement between RSCE and UNMIL.	31 March 2018
4	UNMIL should implement effective procedures to ensure that personnel files for all separated staff are complete.	Important	O	Submission of evidence of completion of updating of all personnel files.	31 March 2018
5	UNMIL should take action to address outstanding queries holding up the payment of pension entitlements to separated staff members and ensure that pension documentation is complete and accurate for staff members currently separating from the Organization.	Important	O	Submission of evidence of implementation of the various measures to ensure that submitted pension documentation is complete and accurate.	24 March 2018

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

³ C = closed, O = open

⁴ Date provided by UNMIL in response to recommendations.

APPENDIX I

Management Response

United Nations
MISSION IN LIBERIA

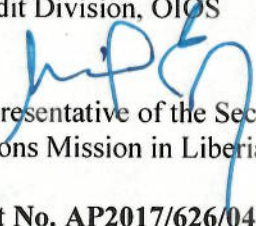


Nations Unies
MISSION AU LIBERIA

U N M I L

Date: 07 March 2018

To: Ms. Muriette Lawrence-Hume
Chief, New York Audit Service
Internal Audit Division, OIOS

From: Farid Zarif 
Special Representative of the Secretary-General
United Nations Mission in Liberia

Subject: **Assignment No. AP2017/626/04 – UNMIL’s response to the draft report on the audit of phasing out of human resources in the United Nations Mission in Liberia**

Thank you for providing us with the opportunity to comment on the above-referenced audit.

Our comments on the draft report are contained in Annex I.

Regards

Cc: Ms. Cynthia Avena-Castillo, Professional Practices Section, Internal Audit Division, OIOS
Mr. David Penklis, Director of Mission Support, UNMIL
Mr. Elizabeth Muchai, Chief, Human Resources Officer, UNMIL
Mr. Paul McNeill, Senior Administrative Officer, UNMIL

AUDIT RECOMMENDATIONS

Audit of phasing out of human resources in the United Nations Mission in Liberia

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments ³
1	UNMIL should take action to strengthen dialogue mechanisms with the new Field Staff Union committee officials to restore trust and improve the relationship with the international staff representatives.	Important	Yes	Mission Support	15 May 2018	UNMIL has been in contact with the FSU. Once the new FSU members are elected to replace those who departed the mission in December 2017, UNMIL will strengthen the dialogue mechanisms with them. We have been advised by FSU that target of the newly elected committee will be formed around mid of May 2018. Once established a meeting will be held.
2	UNMIL should establish a one-stop administrative check-out point especially during the high-volume check-out periods, by physically co-locating representatives from all sections involved in the check-out process.	Important	Yes	HRMS	Implemented	UNMIL has established a one-stop-shop for mass check out and is fully operational since 05 March 2018. The TOR for the check-out process has been circulated. Broadcasts have been sent to advise staff members. Focal points from the respective SAUs have been identified. UNMIL respectfully submits that this recommendation has been implemented and requests that the recommendation be closed.
3	UNMIL should follow-up with concerned stakeholders to clarify and agree on the roles and responsibilities of the Regional Service	Important	Yes	HRMS	31 March 2018	UNMIL has this in process. The RSCE assessment team visited UNMIL between the periods of 5 – 9 February 2018 and undertook a complete review of relevant transactions. The RSCE has prepared a service level agreement for UNMIL. Further discussions were held in the RSCE on 1 and 2 March 2018. The Service level agreement between

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

³ Please indicate feasibility and realistic timelines for implementation of the recommendation.

Rec. no.	Recommendation	Critical¹/ Important²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments³
	Centre in Entebbe in the later stages of the liquidation of the Mission.					UNMIL and RSCE will be shared as soon as it is approved and signed.
4	UNMIL should implement effective procedures to ensure that personnel files for all separated staff are complete.	Important	Yes	HRMS	31 March 2018	The UNMIL Human Resources has undertaken the updating of personnel files. However, this is planned to be finalized by 31 March 2018.
5	UNMIL should take action to address queries holding up the payment of pension entitlements to separated staff members and ensure that pension documentation is complete and accurate for staff members currently separating from the Organization.	Important	Yes	HRMS	24 March 2018	UNMIL is working on the list of staff members who have not received their pensions and following up on any inquiry made by staff members. UNMIL is also focusing on obtaining missing information so that pending payments can be made, and that staff members checking out currently will not have delays due to incomplete files. Nine staff members who were separated in previous years but had not been paid pension due to missing documents have been contacted to provide the required information. After 30 June 2018, the RSCE will continue the work of processing pension transactions. An expert from the Pension Fund will visit UNMIL in March 2018 to review and process all staff pension forms of separating staff to 30 June 2018 to ensure 100% accuracy and expedite the process.