Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

REPORT 2025/051

Audit of phasing out of human resources in the United Nations Assistance Mission for Iraq

UNAMI made progress in preparing for the drawdown of civilian staff, but it needed to address some gaps in staff support arrangements

20 October 2025
Assignment No. AP2025-812-01

Audit of phasing out of human resources in the United Nations Assistance Mission for Iraq

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of phasing out of human resources in the United Nations Assistance Mission for Iraq (UNAMI). The objective of the audit was to assess the effectiveness and efficiency of UNAMI's procedures for ensuring the orderly phasing out of human resources during the drawdown period. The audit covered the period from 1 July 2024 to 30 June 2025 and included: staff drawdown planning and implementation; human resources administration and support; human resources records management; and separation and exit procedures.

UNAMI made progress in preparing for the drawdown of civilian staff by developing a functional review plan, conducting comparative reviews, implementing a communication strategy, and processing check-outs effectively. However, OIOS identified gaps, including the absence of a formal job fair for national staff, inadequate monitoring of staff queries, and the lack of a one-stop check-out center to manage the high volume of separations.

OIOS made three recommendations. To address issues identified in the audit, UNAMI needed to:

- Organize a formal job fair before the Mission's closure to provide locally recruited staff with structured and timely access to potential employment opportunities.

- Establish a formalized tracking mechanism to ensure timely responses to staff complaints and queries and proper documentation.

- Establish a one-stop checkout center to ensure efficient processing and readiness for the high volume of staff separations at the end of 2025.

UNAMI accepted all recommendations and has initiated action to implement them. Actions required to close the recommendation are indicated in Annex I.

CONTENTS

Audit of phasing out of human resources in the United Nations Assistance Mission for Iraq

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of phasing out of human resources in the United Nations Assistance Mission for Iraq (UNAMI).

2. Security Council Resolution 2732 (2024), adopted on 31 May 2024, extended the Mission's mandate until 31 December 2025, after which it will cease all work and operations, except for any remaining liquidation activities. The resolution also mandated the Mission to complete a transition and liquidation plan (TLP) by 31 December 2024, initiate the transfer of its tasks, and begin the orderly and safe drawdown and withdrawal of its personnel and assets, including identifying an end date for liquidation activities in Iraq. UNAMI submitted its TLP (S/2024/966) on 24 December 2024. The plan outlines a phased drawdown, prioritizing the transfer of mandated tasks to the United Nations Country Team (UNCT) and Iraqi institutions while maintaining support for electoral processes, internally displaced persons, and accountability mechanisms.

3. As of 31 March 2025, the Mission had 624 civilian staff in Iraq, comprising 209 international and 415 national personnel. In accordance with the UNAMI TLP, the drawdown would be implemented in two phases: Phase 1, from January to July 2025, would involve the departure of approximately 6 per cent of staff members, while Phase 2, from August to December 2025, would account for the remaining 94 per cent leaving the Mission, except for those who would be retained as part of the liquidationg team. Pursuant to Resolution 2732 (2024), the complete withdrawal of all international and national staff must be finalized by 31 December 2025. Table 1 presents the UNAMI staffing table by type of posts as of 31 March 2025.

Table 1: **UNAMI staffing table by type of post as of 31 March 2025**

Type of Post	Continuing	Fixed Term	Permanent	Temporary	Total
International	125	67	5	12	209
National	–	408	–	7	415
Total	**125**	**475**	**5**	**19**	**624**

Source: UNAMI staffing list from Umoja as of 31 March 2025

4. The UNAMI Human Resources Section (HRS) is responsible for planning and coordinating the phased drawdown of civilian personnel. It is headed by a Chief at the P-4 level and supported by six staff members, comprising three field service staff members and three national staff members. Additionally, UNAMI HRS is supported by the Kuwait Joint Support Office (KJSO) HRS.

5. The phasing out of human resources during the drawdown process in UNAMI is governed by the human resources operational guide for entity closures issued by the Department of Operational Support (DOS). Furthermore, on 1 August 2023, the Office of Human Resources in the Department of Management Strategy, Policy and Compliance issued policy guidelines to guide and facilitate the work of the UNAMI Special Representative of the Secretary-General (SRSG) and the HRS in implementing the administrative instruction (ST/AI/2023/1) on downsizing or restructuring resulting in termination of appointments. The guidelines cover key issues relating to human resources, including appointment renewals, terminations, leave administration, entitlement administration, retirement, and other matters during the drawdown and liquidation phases.

6. The Mission recorded separating staff's personal information, entitlements, travel arrangements, and time and attendance data in Umoja. The Field Support Suite (FSS) was also used to capture check-out and separation details.

7. Comments provided by UNAMI are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

8. The objective of the audit was to assess the effectiveness and efficiency of UNAMI's procedures for ensuring the orderly phasing out of human resources during the drawdown period.

9. This audit was included in the OIOS 2025 risk-based work plan due to the operational and reputational risks associated with UNAMI's phasing out of human resources during the drawdown period.

10. OIOS conducted this audit from March to August 2025. The audit covered the period from 1 July 2024 to 30 June 2025 and included: staff drawdown planning and implementation; human resources administration and support; human resources records management; and separation and exit procedures.

11. The audit methodology included: (a) interviews with key personnel, (b) review of relevant documentation, including minutes of oversight mechanism meetings, such as the Staff Management Group (SMG), (c) assessment of the client's data management systems, such as Umoja and FSS used for staff drawdown planning and decision-making, and (d) analytical review of data from the comparative review process (CRP) and staffing list, covering termination, reassignment, retirements, agreed terminations, and check-out status.

12. To assess the reliability of data pertaining to the phasing out of human resources during the drawdown period, OIOS reviewed staffing data extracted from Umoja and FSS and consulted with relevant UNAMI and KJSO staff members. Based on the assessment, OIOS determined that the data were sufficiently reliable for the purpose of this audit despite some issues presented in this report.

13. The audit was conducted in accordance with the Global Internal Audit Standards.

III. AUDIT RESULTS

A. Staff drawdown planning and implementation

UNAMI effectively planned the civilian staff drawdown

14. The DOS human resources operational guide for entity closures requires missions to undertake comprehensive and effective human resources planning that ensures orderly, timely, and secure staff drawdowns. Effective planning includes the preparation of a drawdown plan, phased separations, functional reviews, and staff support measures.

15. In September 2024, UNAMI developed a human resources drawdown concept paper that outlined its approach to managing staff reductions. The paper outlined a phased separation process (March, July, and December 2025) aligned with office closures and operational requirements, supported by comparative reviews, mitigation measures, and the establishment of a dedicated liquidation team. It emphasized the integration of substantive and support components, timely contract management, accurate staff data updates, compliance with downsizing procedures, and staff support measures, including transparent communication, counseling, training, career development, and job fairs. The concept paper further called

for systematic human resources processes, robust records management, and effective coordination with stakeholders to ensure an orderly and secure transition to liquidation.

16. Building on this framework, on 16 December 2024, UNAMI HRS, in consultation with all functional managers, conducted a functional review of all posts to determine which positions would be required until 31 December 2025 and which could be terminated earlier. The resulting drawdown-functional review plan identified 74 staff members: 39 were scheduled for termination between March and August 2025, 7 from the Kirkuk and Mosul offices were to continue working from a Government facility until 31 December 2025, and 8 were to be reassigned from Kirkuk and Mosul to other Mission locations. The plan also recorded 14 retirements, 3 agreed terminations, 2 resignations, and 1 death.

17. The plan provided detailed information for each staff member, including name, organizational unit, functional title, index number, type of appointment, and appointment end date. Figure 1 further presents the breakdown of the 39 staff members in various posts scheduled for termination between March and August 2025.

Figure 1: **Staff positions identified to be terminated through a functional review**

Source: UNAMI Human Resources Section

18. Additionally, UNAMI prepared a staff-drawdown table and chart illustrating the phased reduction of personnel across leadership, substantive, security, and support categories from 31 December 2024 to 30 September 2026. The Mission began with approximately 633 staff (3 leadership, 180 substantive, 180 security, and 270 support) on 31 December 2024, with drawdowns scheduled in stages. According to the drawdown table, the most significant reductions were planned for 31 December 2025, when nearly all substantive staff (149), most security staff (141), and a large portion of support staff (141) were expected to separate, leaving only small residual numbers to manage transition activities. Security reductions would continue through 31 March 2026, followed by further separations by 30 June 2026, including the last major cut of 62 support staff. The final phase-out would take place between 31 July and 30 September 2026, when the remaining substantive staff, security staff, and support staff depart, bringing UNAMI staffing to zero.

UNAMI made progress in conducting the comparative review process

19. The human resources operational guide for entity closures requires that during a drawdown, one or more CRPs be conducted when the number of posts in a section or functional group is fewer than the number of incumbents to ensure fair and transparent retention decisions. Additionally, ST/AI/2023/1 requires

entities to flag[1] staff members in Inspira for priority consideration by other United Nations entities, based on competence, integrity, and length of service[2].

20. On 28 January 2025, the UNAMI SRSG established an SMG to advise on implementing the downsizing policy outlined in ST/AI/2023/1 and to conduct comparative reviews of staff based on competence, integrity, and length of service. The SMG was also responsible for assigning staff into retention groups and subgroups in accordance with ST/AI/2023/1 and notifying staff of their placement, scores, and ranking within their respective groups. The SMG comprised eight members: four Mission management representatives nominated by the SRSG, two representatives from the Field Staff Union, and two representatives from the National Staff Union. One member was designated as chairperson, while the Chief Human Resources Officer served as an ex officio member, providing guidance and ensuring compliance with human resources policies and applicable rules.

21. UNAMI planned five CRPs for the following categories: (a) staff to be retained following the closure of the Kirkuk and Mosul field offices; (b) staff holding continuing appointments; (c) fixed-term international staff; (d) fixed-term national staff; and (e) staff to be retained as part of the liquidation team. The SMG conducted the first CRP from 24 to 26 February 2025 to determine which staff members would be retained to perform essential functions following the closure of the Kirkuk and Mosul field offices and the downsizing of functions. Ahead of the CRP, concerned staff members were allowed to validate their Umoja records, including appointment type, length of service, performance ratings, disciplinary history, nationality, gender, and mobility count.

22. The results, communicated to affected staff on 28 February 2025, showed that 37 staff members were reviewed, comprising 15 from the Mosul and Kirkuk duty stations, scheduled for closure in March and April 2025, respectively, and 22 from other duty stations where their functions were no longer required following the drawdown functional review on 16 December 2024. All staff were placed into retention groups[3] based on competence, integrity, and continuous service, with sub-grouping according to appointment type (continuing or fixed term). Ranking was determined by performance, service length, nationality, gender, and mobility. The minutes of the SMG meeting on 26 February 2025 confirmed that no staff member contested the results. Interviews with four SMG members, including the National Staff Union representative, indicated that the process was conducted smoothly without any challenges.

23. In compliance with ST/AI/2023/1, UNAMI flagged 20 of the 37 staff members (3 with continuing appointments and 17 with fixed-term appointments) for priority consideration by other United Nations entities. Continuing appointment holders were flagged for three months, while fixed-term appointees were flagged for one month. This process ensured that staff were appropriately prioritized based on competence, integrity, and length of service.

24. UNAMI continued to advance the CRP process in 2025. The comparative review for staff with continuing appointments was completed on 25 August 2025. The results showed 85 staff members were

[1] Flag means to mark a staff member in Inspira for priority consideration by other United Nations entities recruiters.

[2] *Competence* is met when a staff member has received an overall rating of "successfully meets performance expectations" or higher in each of the five latest performance evaluation cycles. *Integrity* is met when the staff member has had no disciplinary measures imposed in the five years before the establishment of the SMG. *The length of service* is deemed continuous from the start of the initial appointment in the United Nations common system, provided the staff member has not been separated from service.

[3] Retention groups are based on three criteria: competence, integrity, and continuous service. Staff members who meet all three criteria fall under group 1; staff members who meet only the criteria for integrity and continuous service fall under group 2; staff members who meet only the criteria for competence and continuous service fall under Group 3; and staff members who meet only the criteria for continuous service fall under Group 4

assessed. All staff were placed into Retention Group 1, which was further classified into subgroups based on appointment and eligibility criteria.

25. The remaining reviews for fixed-term international and national staff were scheduled for 28 and 30 September 2025 and were ongoing. The comparative review for the liquidation team had not yet been scheduled due to uncertainties regarding the team's budget, scope, and pending decisions by the Advisory Committee on Administrative and Budgetary Questions and the General Assembly's approval of the UNAMI's 2026 budget.

B. Human resources administration and support

UNAMI implemented an effective human resource communication strategy to support staff during the drawdown process

26. The DOS human resources operational guide for entity closures requires UNAMI to establish a communication strategy to keep all staff consistently informed throughout the drawdown process. The strategy should utilize multiple communication channels, including town hall meetings, broadcast messages, and bulletins, and ensure that updates are also provided in the local language.

27. In line with this requirement, UNAMI's HRS developed and implemented a human resources communication strategy to provide staff with information and guidance on the drawdown process, administrative issues, and options for separation or reassignment. The strategy employed a range of methods, including town hall meetings, broadcast messages, briefing sessions, human resources clinics, technical support for staff, and direct communications with the DOS and the United Nations Joint Staff Pension Fund.

28. To reinforce these efforts, the Mission also launched a series of information campaigns covering a broad range of topics, including the downsizing policy, SMG processes, CRP, validation of personal data in Umoja, available staff support services, education grants, transition planning, time and attendance certification, performance management, pension fund matters for both international and national staff, After-Service Health Insurance, separation terms and conditions, and pension fund documentation. The campaigns included 14 planned briefing sessions (four of which were completed by March 2025), two town hall meetings (one held in January 2025, and another scheduled for July 2025, but not held as of August 2025), 13 broadcast messages (five of which were issued), and four human resources clinics (all of which were completed).

The job fair for locally recruited staff members was yet to be organized

29. The human resources operational guide for entity closures requires entities to provide comprehensive staff support during drawdown and closure by delivering career counselling, capacity-building training, and skills development initiatives to enhance staff employability. It also requires organizing formal job fairs at the duty station to connect national staff with potential employers, including United Nations entities, embassies, non-governmental organizations, and donor organizations.

30. OIOS noted that between 13 January and 9 August 2025, the UNAMI Training Unit completed 53 of the targeted 56 capacity-building sessions, with 743 staff members participating, as shown in table 2.

Table 2: **Capacity-building training sessions completed**

Type of capacity-building training	No. of planned sessions	No. completed
Digital literacy and technical skills session	9	8
Induction and orientation sessions	3	3
Career development and job search training sessions	24	24
Financial and business acumen session	2	2
Human resources skills session	1	1
Sustainable development and green career pathways	2	0
Communication and soft skills	15	15
Total	**56**	**53**

Source: UNAMI Training Unit

31. However, UNAMI did not organize any job fair events in Baghdad or other regional offices to connect national staff with potential employers offering post-separation opportunities. In March and April 2025, 18 national staff members whose posts were terminated had already departed without benefiting from job fair sessions.

32. UNAMI explained that it had undertaken a range of initiatives to support locally recruited staff in identifying alternative employment opportunities. These included outreach to embassies, webinars with international recruitment companies, training sessions in collaboration with the International Labor Organization, and targeted workshops on employment opportunities. While management described these initiatives as "mini job fairs" and valuable, they did not substitute for formal job fairs, which provide direct access to potential employers and immediate post-separation opportunities. The absence of such events limited staff exposure to external job markets and weakened the Mission's ability to demonstrate tangible support for national staff, as required under the DOS human resources operational guide for entity closure.

(1) UNAMI should organize a formal job fair before the Mission's closure to provide locally recruited staff with structured and timely access to potential employment opportunities.

UNAMI accepted recommendation 1 and stated that it would organize a formal job fair, scheduled for 27 October 2025, to provide locally recruited staff with structured and timely access to potential employment opportunities.

The UNAMI's client support email inbox was not adequately monitored

33. As part of its drawdown responsibilities, UNAMI HRS is required to provide guidance, advice, and timely responses to staff queries and complaints. To manage this process, HRS operates a Client Support Unit (CSU) that oversees a generic client support email account, accessible to all HRS staff members, for receiving and responding to human resources-related queries. Staff were informed through broadcast messages to use this dedicated email to address their inquiries.

34. On 2 July 2025, OIOS reviewed the CSU email inbox and found 2,070 staff queries that appeared unopened, unread, or unanswered. The review revealed that CSU had no dedicated staff assigned to monitor the inbox. Instead, the responsibility was informally shared among CSU staff alongside their regular duties, leaving them with limited time to review and respond to staff emails. As a result, there was no systematic mechanism in place to track, document, or resolve queries. The emails primarily concerned sensitive matters, including danger pay, check-out status, and pension entitlements. Delays in addressing these queries risked staff dissatisfaction, as well as administrative and financial repercussions for the Mission.

35. UNAMI explained that two human resources staff members had been assigned to monitor and track staff queries, noting that more than 60 staff members had completed the check-out process during the year without complaints or delays. However, OIOS found no evidence of a formalized system to ensure the timely and consistent handling of queries. Specifically, there was no documented assignment of responsibilities for monitoring, reviewing, and analyzing incoming messages, nor any mechanism to record and track responses provided. Without such a system, UNAMI cannot demonstrate that it is effectively addressing staff concerns and maintaining accountability during a critical phase of the drawdown.

(2) UNAMI should establish a formalized tracking mechanism to ensure timely responses to staff complaints and queries and proper documentation.

UNAMI accepted recommendation 2 and stated that it would establish a formal tracking mechanism to ensure timely responses to staff complaints and queries, as well as proper documentation of all related actions.

C. Human resources records management

Progress was made in classifying the UNAMI human resources paper records maintained at KJSO

36. ST/SGB/2007/5 and ST/SGB/2007/6 provide UNAMI with guidance on record-keeping and the management of United Nations archives, including information sensitivity, classification, and handling.

37. In September 2024, the UNAMI Information Management Unit (IMU) developed a records management plan to support the Mission's liquidation. The plan outlined activities to be performed, their locations, statuses, time frames, and responsible owners. It was divided into four phases: (i) preparation, (ii) records identification and inventory, (iii) records disposition, and (iv) transfer. In December 2024, IMU requested that all sections nominate focal points and begin classifying paper records, including estimating their volume. In November and December 2024, IMU trained 65 staff members (57 from UNAMI and 8 from KJSO) on the paper archiving process, with a deadline of 28 February 2025 for all sections to complete the classification.

38. KJSO HRS stored all paper records on behalf of UNAMI HRS in Kuwait. However, a review of email correspondence between IMU and the Chief KJSO HRS showed that, as of May 2025, two months after the 28 February 2025 deadline, KJSO HRS had about 3,520 UNAMI personnel files for both active and inactive international and local staff members in paper format that had not been inventoried and classified despite four follow-up emails from IMU. Following OIOS enquiries, KJSO HRS and IMU began collaborating on classification, and IMU trained eight focal points on 12 May 2025. By 10 July 2025, IMU confirmed that KJSO HRS had completed the classification of its paper records.

D. Separation and exit procedures

There was effective check-out processing, but delays in establishing a one-stop checkout center

39. As part of the check-out process, staff members were required to return all mission-issued equipment and property to the appropriate sections or units and to report lost, damaged, or accident-related items to the Security Section to obtain a security incident report before checking out. Additionally, the human resources operational guide for entity closures also requires UNAMI to establish a one-stop check-out center early in the drawdown process at a location accessible to all staff and with adequate physical space. The Center should provide streamlined and effective support by centralizing check-out procedures and assisting staff in navigating complex administrative requirements.

40. UNAMI developed and issued a checklist to guide staff members through the check-out process. OIOS reviewed the FSS check-out report for the period from 1 June 2024 to 26 June 2025 and found that UNAMI HRS initiated the check-out process for 125 staff members during this period. Of these, 123 staff members were fully cleared by all relevant sections/units, confirming that they had returned all Mission equipment or property in their possession, provided all required personal information, such as banking details, and completed their time and attendance records with UNAMI HRS. The remaining two staff members departed from UNAMI in 2024 and 2025 without being fully cleared of liabilities, such as unpaid telephone bills and pending clearances from several self-accounting units. UNAMI explained that these were internal moves rather than separations and confirmed that both cases have since been completed.

41. While UNAMI was able to process the check-out effectively, OIOS also noted that UNAMI had not yet established the required one-stop check-out center. A review of the closure and liquidation operational dashboard revealed that the establishment of a one-stop check-out process, scheduled for completion by 16 February 2025, was still ongoing as of 31 August 2025. Delays in establishing the center could reduce preparedness to handle the anticipated high volume of staff check-outs in December 2025, increasing the risk of congestion and processing inefficiencies.

(3) UNAMI should establish a one-stop checkout center to ensure efficient processing and readiness for the high volume of staff separations at the end of 2025.

UNAMI accepted recommendation 3 and stated that it would establish a one-stop checkout center, scheduled to commence operations on 1 November 2025, to ensure efficient processing and readiness for the anticipated high volume of staff separations.

IV. ACKNOWLEDGEMENT

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

Internal Audit Division
Office of Internal Oversight Services

ANNEX I

STATUS OF AUDIT RECOMMENDATIONS

Audit of phasing out of human resources in the United Nations Assistance Mission for Iraq

Rec. no.	Recommendation	Critical[4]/ Important[5]	C/ O[6]	Actions needed to close recommendation	Implementation date[7]
1	UNAMI should organize a formal job fair before the Mission's closure to provide locally recruited staff with structured and timely access to potential employment opportunities.	Important	O	Receipt of evidence that the Mission has conducted at least one formal job fair before closure.	31 October 2025
2	UNAMI should establish a formalized tracking mechanism to ensure timely responses to staff complaints and queries and proper documentation.	Important	O	Receipt of evidence that UNAMI has assigned dedicated staff and implemented a documented tracking system that records, monitors, and ensures timely resolution of staff queries and complaints.	30 November 2025
3	UNAMI should establish a one-stop checkout center to ensure efficient processing and readiness for the high volume of staff separations at the end of 2025.	Important	O	Receipt of evidence of the establishment of the one-stop center.	30 November 2025

[4] Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.
[5] Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.
[6] Please note that the value C denotes closed recommendations, whereas O refers to open recommendations.
[7] Date provided by UNAMI in response to recommendations.

APPENDIX I

Management Response

United Nations Assistance Mission for Iraq (UNAMI)
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To: Mr. Byung-Kun Min
Director
Internal Audit Division, OIOS

Date: 15 October 2025
Ref.: CMS-025/038

From: Mamraj Sharma
Chief Mission Support
UNAMI

Subject: Response to Draft Audit Report of an Audit of Phasing Out of Human Resources during the Drawdown Period in the United Nations Assistance Mission for Iraq (Assignment No. AP2025-812-01)

With reference to your letter OIOS-2025-01987 dated 08 October 2025 on the draft audit report on phasing out of human resources during the drawdown period in the United Nations Assistance Mission for Iraq (Assignment No. AP2025-812-01), kindly find attached UNAMI's Management Response:

- Appendix I - Audit Recommendations

cc: Mr. Saidu Adam-Samura, Chief Resident Auditor, KJSO
Ms. Elizabeth Rolando, Chief of Staff, UNAMI
Mr. Slavisa Vidakovic, Chief Supply Chain Management & Service Delivery, UNAMI
Mr. Asim Chughtai, Chief Operations & Resource Management, UNAMI
Mr. Zewdu Tegen, Chief KJSO
Ms. Modupe Adebanjo, Audit Focal Point, KJSO

APPENDIX I

Management Response

Audit of phasing out of human resources during the drawdown period in the United Nations Assistance Mission for Iraq

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNAMI should organize a formal job fair before the Mission's closure to provide locally recruited staff with structured and timely access to potential employment opportunities.	Important	Yes	Chief Training Officer	31 Oct-25	UNAMI will organize a formal job fair (scheduled for 27 October 2025) to provide locally recruited staff with structured and timely access to potential employment opportunities.
2	UNAMI should establish a formalized tracking mechanism to ensure timely responses to staff complaints and queries and proper documentation.	Important	Yes	Chief Human Resources Officer	30 Nov-25	UNAMI will establish a formalized tracking mechanism to ensure timely responses to staff complaints and queries and proper documentation.
3	UNAMI should establish a one-stop checkout center to ensure efficient processing and readiness for the high volume of staff separations at the end of 2025.	Important	Yes	Chief Human Resources Officer	30 Nov-25	UNAMI will establish a one-stop checkout center (scheduled for 01 November 2025) to ensure efficient processing and readiness for the high volume of staff separations.

[1] Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

[2] Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.