

Policy guidelines: closure of entity

**For the administration of staff members in response to the closure of the United Nations
Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) by 31 December
2023**

OHR/PG/2023/4/Rev.2 – 21 August 2023

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I. Introduction

1. On 30 June 2023, the Security Council, in its resolution [2690 \(2023\)](#) decided to terminate the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) under resolution [2640 \(2022\)](#) as of that date. In addition, it requested MINUSMA to immediately start, on 1 July 2023, the cessation of its operations and the transfer of its tasks, as well as the orderly and safe drawdown and withdrawal of its personnel, with the objective of completing this process by 31 December 2023. It further decided to begin the liquidation on 1 January 2024.
2. In view of the unexpected and sudden cessation of operations of the Mission, the Office of Human Resources (OHR) of the Department of Management Strategy, Policy and Compliance (DMSPC) has prepared the present document to provide authoritative interpretation and policy advice to support local management to proceed with the drawdown and the separation of the Mission's staff members.
3. These OHR policy guidelines address the application of the recently promulgated administrative instruction on downsizing or restructuring resulting in termination of appointments ([ST/AI/2023/1](#)) in the current context of a full closure and cover various human resources matters such as the renewals, terminations, leave, retirement and other matters.
4. These guidelines are intended to guide the work of the Special Representative of the Secretary-General for Mali and Head of MINUSMA and administrative staff, including human resources staff, and have been prepared so as to facilitate their work on the most important aspects of supporting staff members of the Mission and administering their entitlements during the drawdown and liquidation phases.
5. The guidelines do not take the place of the applicable Staff Regulations and Rules, including provisional Staff Rules, of the United Nations and the relevant administrative issuances which, in case of conflict with the provisions in these guidelines, shall prevail.
6. The guidelines do not address issues related to non-staff personnel. The management of contracts of non-staff personnel should be managed under the Organization's regulatory framework applicable to each type of personnel (e.g. individual contractors, consultants, volunteers).
7. For policy guidance on any specific case (for both staff and non-staff personnel), the Mission should follow the usual tier system workflow, i.e. reach out to the Department of Operational Support (DOS), as tier 2, at DOS-HR-Advice (dos-hr-advice@un.org). DOS will escalate to DMSPC/OHR, as tier 3, at DMSPC-OHR-GSPD-Policy Support ([Page | 4](mailto:ohr-</div><div data-bbox=)

polycysupport@un.org) those queries requiring further authoritative interpretation and policy advice.

8. These guidelines will remain under continuous review and be revised as necessary during the drawdown phase (1 July to 31 December 2023) and subsequently during the liquidation phase of the Mission (from 1 January 2024), including, but not limited to, as a result of feedback received from the Mission, concerns raised by the staff representatives of both internationally and locally recruited staff and queries submitted through the tier system.

Summary of changes contained in the present revised guidelines (OHR/PG/2023/4/Rev.2) dated 21 August 2023

<i>Section/paragraph</i>	<i>Description of the revision</i>
IV. Salary and allowances	
Paragraph 48	To reflect the text of staff rule 3.15 (b) instead of paraphrasing the rule
V. Leave and flexible working arrangements	
Paragraphs 62 and 63	Paragraphs 62 and 63 merged into paragraph 62, including a reference to staff rule 4.18 (c)
VI. Official travel	
New paragraph 80	To reflect special conditions for the use of home leave and family visit travel
VII. Separation	
Paragraphs 93 and 94	To clarify the terms and conditions of agreed terminations in the MINUSMA context
Annex G	To clarify the terms and conditions of agreed terminations in the MINUSMA context (see para. 94)

II. Application of ST/AI/2023/1 on downsizing or restructuring resulting in termination of appointments

9. The closure of the Mission will result in the termination of appointments as a result of the abolition of posts and the terms of [ST/AI/2023/1](#) are applicable. In the specific context of the closure of MINUSMA, the policy and its corresponding [policy guidelines](#) should be applied as described below.

Staff-Management Group (SMG)

10. **Establishment of SMG.** The Head of Mission should inform staff and staff representatives that the provisions of [ST/AI/2023/1](#) are applicable and establish SMG without delay.
11. **Composition of SMG.** Given that the context for MINUSMA is a termination of mandate and that all staff in the Mission are affected, DMSPC and DOS will work together to provide support to the Mission. DOS will act as the secretariat of SMG and DMSPC will retrieve the required staff data and information from the Organization's systems (e.g. Inspira, Umoja) in order to provide the information SMG needs to make decisions on the retention groups and retention subgroups. Further, while the Head of Mission may chair SMG, DMSPC may nominate management representatives from outside the Mission, and may ask the United Nations Field Staff Union to similarly nominate staff representatives from outside the Mission. These measures are aimed at alleviating the burden of the work on the staff of the Mission who must focus at this time on the phased drawdown activities.
12. **Role of SMG. The role of SMG is to conduct a comparative review to determine in which retention group and retention subgroup** all staff members who do not have appointment limitations fall. Internationally recruited staff members who have received notice of termination and fall in retention group 1 will be flagged in the Inspira system as "downsized staff members" for priority consideration for vacant positions outside MINUSMA at their current grade level or one level below within their category. Locally recruited staff members will be separated upon appointment expiration or upon termination of appointment, by the end of the drawdown phase or by the end of the liquidation phase, as applicable.
13. In order to support staff members of the Mission and expedite the work of SMG, the Business Transformation and Accountability Division (BTAD) and Enterprise Resource Planning Solution Division (ERPSD) of DMSPC will generate centrally the required information, which will then be shared with the staff members for their verification, i.e. to confirm accuracy or flag any errors, if applicable, so that it may be rectified. The type of information that individual staff members will be asked to verify is displayed for information purposes in annex A. The broadcast message addressed to all MINUSMA staff by the

Mission Support Division of MINUSMA on this subject matter, dated 1 August 2023, is contained in annex B.

Priority consideration flag

Provided they meet the conditions for flagging, staff members will be flagged as follows:

14. **Continuing and permanent appointments.** Staff holding a continuing or permanent appointment will be given termination notices that coincide with the separation date and will be flagged for priority consideration for three months, starting from the date of notification of termination.
15. **Fixed-term appointments.** In accordance with [ST/AI/2023/1](#), staff members holding a fixed-term appointment are normally separated upon expiration of their appointment unless their appointments are terminated prior to the expiration date specified in their letter of appointment. Staff members on fixed-term appointments whose appointments are terminated will be flagged and benefit from priority consideration for one month, starting from the date of notification of termination.
16. **Priority consideration after end of notice period or after separation.** The priority consideration for positions applied for during the one-month or three-month period, as applicable, will remain active for all vacant positions to which staff members have applied during that period, even after the staff member separates and is no longer in active service.
17. **If a staff member is selected for a temporary job opening (TJO), the downsizing priority consideration flag will be extended for the duration of the temporary assignment or until the staff member is selected for a job opening, whichever comes first.**

Additional measures to support the staff of the Mission

18. **Extension of closing date of job openings.** In order to increase the pool of vacancies for which the staff of the Mission may be considered on a priority basis, **all job openings (JOs) and temporary job openings (TJOs) that are still open for applications between 10 July and 9 August have been extended, at this time, by 30 and 15 additional days, respectively.** Additional measures may be considered in due course as needed.
19. **Communication to all heads of entity.** The Under-Secretary-General for Operational Support and the Under-Secretary-General for Management Strategy, Policy and Compliance sent a joint communication to all heads of entity, on 7 July, requesting support for the selection of all affected staff members during recruitment exercises (see annex C).

They sent a second joint communication to all heads of entity, on 19 July, to emphasize, clarify and expand upon the action requested and the appeal to support all affected staff members (see annex D).

20. **Communication with Directors or Chiefs of Administration and of Human Resources, to Executive Officers and to Business Partners.** On 27 and 28 July, the Global Strategy and Policy Division/OHR delivered two dedicated briefings on the downsizing policy implementation in the context of the MINUSMA closure, including on the above-mentioned measures to support all affected staff members. On 2 August, DMSPC will brief the management and staff representatives of the Staff-Management Committee on the MINUSMA situation. On 3 August, DOS and DMSPC will hold an ad hoc global meeting of the Secretariat-wide human resources community to further brief, update and appeal for support to affected staff members.
21. **Communication with all organizations of the United Nations common system** to appeal for their solidarity in favourably considering and recruiting affected staff members from MINUSMA, through a dedicated message from the Assistant Secretary-General for Human Resources to the Human Resources Network and the staff federations (see annex E).
22. **Coordination with the United Nations Field Staff Union and the United Nations Staff Union in New York:** meetings will be scheduled between July and December 2023, as needed.
23. **Communication to the President of the locally recruited staff Association of MINUSMA** was sent in response to his letter to the Secretary-General (see annex F).

Performance evaluation reports

24. First and second reporting officers **need to be reminded to finalize any performance evaluation reports from prior cycles that may be pending before SMG starts its work.** As part of the comparative review, SMG will have to ensure that the criterion of competence is met and for this purpose they must review the five most recent reports prior to the date of the establishment of SMG, i.e. up to the cycle for the period from 1 April 2022 to 31 March 2023. While the absence of a performance report will not negatively affect the inclusion of a staff member in retention group 1, given that staff members will be applying for positions outside the Mission, it is important to document performance, as this could be a deciding factor in selection decisions.
25. Staff and managers should ensure that there is a valid workplan in Inspira for the current performance cycle, which started on 1 April 2023, and performance evaluations should be completed prior to the date of separation.

Personal history profiles and applications

26. In order to maximize possibilities of retention, staff members should be advised to update their Inspira application information, including their personal history profile (PHP), and start applying for suitable available positions at their current grade level immediately. Staff members should be reminded that, even if they have not received notice of termination, priority consideration will still apply if the downsizing flag is subsequently turned on before the posting period of the job opening closes. Staff members should also be reminded that under the provisions of [ST/AI/2023/1](#), priority consideration can also be given for vacant positions one level below within their category. This is to ensure that those with the downsizing priority consideration flag maximize their chances of selection under the principle of priority and on a non-competitive basis. Staff members should further be reminded that should they be selected for a vacant position, be it at their level or one level below, priority consideration flags for other vacant positions to which they may have applied will be removed. If selected for a position at a lower level than the position that they held before the downsizing, the staff member will, to the extent possible, be assigned at the step that provides a net salary that is at least equal to the net salary received at the higher level. When that is not possible, the step at the lower level for which the net salary is the closest to the net salary received at the higher level will be assigned.
27. The downsizing priority consideration flags will be activated for applications submitted to vacant positions at the current level and one level below and in the same category only, and at their current official duty station for locally recruited staff members.
28. Staff members are also encouraged to apply for positions under the staff selection system for positions for which they will not receive priority consideration, i.e., those positions which are at a higher level than their current level, or in different categories, or in other organizations of the common system.
29. The provisions of paragraph 28 also apply to those who are not eligible for a priority flag because they have appointments limited to the Mission or did not belong to retention group 1.

Retention outside the Mission

30. Staff members should be requested to communicate to SMG secretariat when notified that they have been selected for a position outside the Mission, so that SMG can effectively monitor the timing and effectiveness of the process of retention outside the Mission.

Communication campaign

31. The Head of Mission should launch an internal communication campaign, with a regular schedule of events, so as to ensure a smooth flow of information and keep all personnel updated. The communication campaign should include the following activities:¹
 - (a) Information sessions to share the applicable policy provisions of the downsizing policy and explain the criteria that determine whether or not a staff member will receive priority consideration, in order to avoid misunderstandings;
 - (b) Convening of a meeting to inform staff of the timelines, date of creation of SMG and the criteria of the comparative review, before it starts;
 - (c) Circulation of information and reminders to all personnel regarding the need to settle all open obligations and return all assets;
 - (d) Holding of staff clinics on entitlements upon separation and actions to be completed;
 - (e) Dissemination of information pertaining to non-staff personnel.
32. All communications to staff and with staff representatives (e.g. minutes, recordings, memorandums, circulars, broadcast messages and presentations at town hall meetings) and a schedule of these communications should be kept by the Mission, for instance through a dedicated Intranet page.

Staff support

33. The Head of Mission should also ensure that the Staff Counsellor and other relevant offices, such as the Office of the United Nations Ombudsman and Mediation Services, are available to provide support to staff during the drawdown and subsequent liquidation phases.
34. In addition, local human resources functions may need to be repurposed and reprioritized in order to provide additional career support to staff throughout the period ending 31 December 2023 and during the liquidation phase in 2024 (for instance, career support sessions, mock interviews and guidance for the preparation of PHPs). DMSPC and DOS will provide additional career support services to the Mission, if needed.

¹ As a general principle, staff members should be advised that there is no obligation on the part of the Organization to inform staff members of the conditions governing all their entitlements. It is the staff member's responsibility to be familiar with the Staff Regulations and Rules of the United Nations and administrative issuances. Failure to inform staff of deadlines or conditions cannot be used as the basis for staff to request exceptions to the applicable staff regulations and rules and relevant administrative issuances or waivers of overpayments at a later date.

III. Appointment renewals and conversions

35. All elements, including the Organization's fiduciary responsibilities to Member States and operational on-the-ground realities, must be carefully weighed before granting renewals of temporary or fixed-term appointments.

Temporary appointments expiring on or before 31 December 2023

36. Internationally and locally recruited staff holding temporary appointments may have their appointments renewed if there is a need for their services to execute functions that cannot be covered by existing staff members on other types of appointments. In such situations, the appointments may be renewed **up to 31 December 2023, or up to a later date if it is determined that they will be part of the liquidation team.**

Fixed-term appointments expiring on or before 31 December 2023

37. If the Mission requires the services of internationally and locally recruited staff members holding a fixed-term appointment beyond their current expiration date, their appointments may be renewed **up to 31 December 2023, or up to a later date if it is determined that they will be part of the liquidation team.**

2016–2021 Combined Continuing Appointment Exercise

38. The ongoing review for staff members potentially eligible for consideration for conversion to a continuing appointment is expected to conclude in a phased manner for each year from 2016 to 2021. The number of potentially eligible staff from the Mission currently under consideration is 267.
39. **The Mission staff members who are potentially eligible for a continuing appointment will remain under consideration in the ongoing 2016-2021 combined continuing appointment exercise.**
40. The criteria for the review and granting of continuing appointments are set out in:
- (a) General Assembly resolution [65/247](#), paragraphs 51 to 59;
 - (b) Secretary-General's bulletin [ST/SGB/2011/9](#) on continuing appointments, concerning the implementation of the provisions defined by the General Assembly in its resolution [65/247](#); and

- (c) Administrative instruction [ST/AI/2012/3](#) on the administration of continuing appointments, which sets out the procedures for the review.
41. More specifically, [ST/AI/2012/3](#) specifies that candidates considered for continuing appointments must satisfy the criteria set out in section 2.1 of [ST/SGB/2011/9](#) by the eligibility date indicated in the announcement of the review exercise. **Eligibility dates for the current exercise were reached well before the adoption of Security Council resolution 2690 (2023) on the closure of the Mission; thus, the closure has no bearing on the eligibility of the staff now under consideration.** Furthermore, the administrative instruction clearly provides that: “As the review is conducted on a global basis, there shall be no relation between the number of posts in the envelope per department or office and the number of staff members who could be granted a continuing appointment in that same department or office;” ([ST/AI/2012/3](#), sect. 4.2 (i)).
42. There are two phases in the continuing appointment review. The first phase is the review of staff member information to determine whether individual staff members have become eligible for a continuing appointment, and in which year they became eligible. **Phase 1 of the current review is expected to conclude in August 2023. Staff members under review will receive a notification when the eligibility phase is complete.**
43. Even if staff members satisfy all of the eligibility requirements, they may not receive a continuing appointment as there are only a certain number of continuing appointments that will be available and awarded for each year.
44. **The second phase of the exercise is expected to be conducted from August to November 2023** and will consider the number of available appointments for each year as calculated in accordance with [ST/SGB/2011/9](#). If there are more eligible staff members than available continuing appointments for a given year (2016 to 2021), staff members will be allocated points in accordance with the factors set out in the annex to [ST/SGB/2011/9](#) and will be ranked accordingly.
45. Conversion to a continuing appointment is not retroactive to the eligibility date for consideration (see [ST/AI/2012/3](#), sect. 4.2 (n)), however if staff members are awarded a continuing appointment with the Organization prior to their separation, they may subsequently benefit from an extended priority consideration period and flag for their applications to vacant positions in their category and at their current level or one level below. Such period would be adjusted from one month to three months (i.e. providing for two additional months) to reflect the new conditions of service in accordance with their new type of appointment (i.e. continuing), pursuant to section 5 of [ST/AI/2023/1](#).

46. If a decision is made not to renew the fixed-term appointment of a staff member, and the fixed-term appointment expires during the review period, the staff member's fixed-term appointment will not be extended to cover the full duration of the review period. The staff member's fixed-term appointment will end on the expiration date of their appointment ([ST/AI/2013/1](#), sect. 4.2 (l)).

IV. Salary and allowances

47. At the time of separation, the human resources partner **must** conduct a comprehensive review of all entitlements. **No separation or recoveries can be processed without ensuring that all entitlements have been settled and have been processed in accordance with the applicable policy and procedural requirements.** As part of the communication campaign mentioned in paragraph 31 above, **specific sessions should be devoted to ensuring that staff members understand their entitlements so as to give them sufficient time to start gathering the requisite documentation; and to remind them to settle any outstanding obligations before their separation date or these amounts will be deducted from their final emoluments.** Staff members should be reminded of the key elements set out below. DMSPC/OHR and DOS will support the Mission in this endeavour.

Retroactivity of payments

48. Under the terms of [staff rule 3.15 \(b\)](#), staff members who have not been receiving an allowance, grant or other payment to which they are entitled may make a written claim within one year following the date on which they would have been entitled to the initial payment. Staff members may not make a claim for retroactive payment beyond a period of one year. Therefore, staff members should be advised to submit any pending or outstanding claims as soon as possible and not wait until the separation date. The absence of such a communication can nevertheless not be the basis of a retroactive claim beyond the period of retroactivity provided by the staff rule.

Rental subsidy

49. Staff members who are renting accommodation should be informed that they must be prepared to present the lease and proof of payment, upon request, for the purposes of processing rental subsidy, as appropriate.

Education grant and special education grant

50. Given the uncertainty regarding separation dates, the Mission **may not be able to grant advances for the full 2023-24 school year, in order to prevent significant recoveries from staff upon their separation.** As a general rule, advances are normally prorated to the end date of the staff member's appointment, but should staff members be terminated prior to that date, the prorated advance can only cover up to the termination date. Likewise, no

entitlement to education grant travel will be approved if the staff member's eligibility does not cover at least two thirds of the academic year.

51. Staff members should be informed of the need to approach schools in order to have them certify the relevant P.41 forms and to obtain all other proof of payment necessary to enable them to settle education grant and special education grant claims in advance of their separation. Please see annex H for additional references relating to education grant and special education grants.

Salary advances

52. Any advance payments should be administered in accordance with the provisions contained in administrative instruction [ST/AI/2018/12](#), as applicable. The current schedule of recovery of salary advances should be reviewed to ensure completion before 31 December 2023 or the expected separation date, whichever comes first.

Deductions from salary

53. Staff members are reminded that under [staff rule 3.16](#), the Organization may make deductions for indebtedness to third parties and that under [staff rule 1.2 \(b\)](#) staff members must comply with local laws and **honour their private legal obligations**.
54. The Mission should ensure that deductions for accommodation provided by the Organization have been made in accordance with the applicable policy.

V. Leave and flexible working arrangements

55. Normally, staff members are expected to be separated upon travel out of the duty station, unless authorized to avail of annual leave between the initiation of their departure travel date and the effective date of their separation, in line with the additional measure providing flexibility set out in paragraph 64 below.

Flexible working arrangements (FWA)

56. Should it be deemed necessary (for instance for local operational or security reasons) during either the drawdown or the liquidation phase, **the Head of Mission, under his delegated authority, may decide** that internationally recruited staff members should leave the duty station before the effective date of their separation (see para. 84 below). In such cases, should their services still be required, **such staff members would continue to work from an alternative location under alternate working arrangements (AWA)**, so as to ensure business continuity in accordance with section 1.3 of Secretary-General's bulletin [ST/SGB/2019/3](#) on flexible working arrangements. **Since such travel will be considered "early repatriation travel", daily subsistence allowance (DSA) will not be payable.**

Special leave with full pay (SLWFP)

57. Under his delegated authority, the Head of Mission should be mindful of [staff rule 5.5 \(a\) \(iii\)](#) on special leave, which provides that: "In exceptional cases, the Secretary-General may place a staff member on special leave with full or partial pay or without pay if such leave is considered to be in the interest of the Organization".

Special leave without pay (SLWOP)

58. [Staff rule 5.5 \(c\)](#) provides that: "The Secretary-General may authorize special leave without pay for pension purposes to protect the pension benefits of staff who are within 2 years of reaching the applicable qualifying age for an early retirement benefit under article 29 of the Regulations of the United Nations Joint Staff Pension Fund and 25 years of contributory service, or who are over that age and within 2 years of 25 years of contributory service."
59. Accordingly, under his delegated authority and pursuant to [staff rule 9.8 \(d\) to \(f\)](#), the Head of Mission, upon application by an eligible staff member, may proceed to place the staff members who are in this situation on SLWOP for pension bridging purposes. Part or all of

the termination indemnity due to the staff member will be withheld and used by the Organization to pay both the staff member's and the Organization's contribution to the United Nations Joint Staff Pension Fund (UNJSPF) covering the full period of SLWOP. In these instances, it must be ensured that the funds for these purposes are properly committed and set aside, as the liquidation budget will not have the funds for such commitments. The staff member is to acknowledge that effective from the date they commence SLWOP, they have severed all ties with the Organization, except for the status of being on SLWOP for pension purposes, and that all their entitlements from the Organization, will be fixed and finally settled on the basis of their status as of the date they commence SLWOP (see annex G).

Annual leave

60. **The Mission should immediately audit all monthly and annual time statements for all staff members. All staff members are to update any prior leave and certify any pending statements.** In order to expedite the payment of separation entitlements, staff should review and self-certify any forthcoming monthly statement **by the 5th of the following month** to ensure that there is no delay at the time of separation. The Mission should also request all time managers to approve any prior request for annual leave currently pending in Umoja and to approve any forthcoming leave request from their staff in a timely manner and prior to the start of such leave.
61. Commutation of any accrued unused annual leave balance upon separation and termination will not be possible unless staff members are up to date with the certification of all monthly and annual statements at the time of separation. Further, payment of accrued unused annual leave at the time of separation is governed by [staff rule 9.10](#), which provides that it cannot exceed:
 - (a) 18 days for staff members holding a temporary appointment; and
 - (b) 60 days for staff members holding a fixed term, continuing or permanent appointment.
62. Staff members should also be reminded of the above maximum number of days for commutation, including the provision of [staff rule 4.18 \(c\)](#), and encouraged to avail of any annual leave accrued beyond such maximum, as there cannot be any exception to the number of days commuted. The Mission should remind managers to exercise flexibility in approving staff members' annual leave requests for the remainder of the year, subject to exigencies of service and operational needs in relation to the drawdown activities. Annual leave may be approved when a staff member has been authorized to work at a remote location outside the duty station (see para. 56 above).

63. **As an additional flexibility measure, staff members may be allowed to initiate travel on separation** (see para. 84 on “Early repatriation travel”) **and to use annual leave days between the departure date and the expiration date of their appointment.** Failure to inform staff members of this flexibility measure should not be the basis for a subsequent claim.
64. Upon separation from service, staff members who have taken advance annual leave shall make monetary payment to the Organization or an offset against any payments due from the Organization in respect to the advance leave taken pursuant to [staff rule 9.11](#), unless the authorized official (Head of Mission for staff up to and including the D-2 level) decides to waive the payment or recovery. **The Mission should immediately review such cases and analyse whether staff members will be in such a situation at the date of expiration of their appointments or as of 31 December 2023, or as of a later date** (i.e. if the staff member concerned is retained as part of the liquidation team during 2024), **as applicable; and if so, inform them without further delay.** Failure to inform staff promptly should not be used as the basis for a claim to waive the recovery.
65. Further, the Mission must inform managers that they may no longer approve any advanced annual leave for any staff member above the number of annual leave days that the staff member may be able to accrue by their anticipated separation date, as applicable, based on their type of appointment.

Parental leave

66. The new parental leave entitlements are governed by new provisional [staff rule 6.3](#) and the recently promulgated administrative instruction [ST/AI/2023/2](#).
67. In the case of staff members who become parents by giving birth and whose parental leave has started prior to the expiration of the fixed-term or temporary appointment but has not been completed during the appointment, the appointment shall be extended to cover the full duration of the 26-week parental leave entitlement, to be taken in one continuous period.
68. In the case of staff members who become parents without giving birth and whose fixed-term appointment is due to expire during the first eight weeks following the birth or adoption of the child, the appointment will be extended to cover a maximum period of eight weeks of parental leave, to be taken in one continuous period from the date of the child’s birth or adoption.
69. In the case of staff members who become parents without giving birth and whose temporary appointment is due to expire prior to the completion of parental leave, the

temporary appointment **shall not** be extended solely for the purpose of taking parental leave.

70. In the case of staff members whose appointment is **terminated**, there will be no extension of appointment beyond the effective date of termination for the purpose of availing of unused parental leave (see purpose of termination indemnity provided in para. 88 below).
71. **The Mission should immediately advise all staff members who are or will become eligible for parental leave before their anticipated separation date, that they may need to avail of their entitlements in a continuous manner or otherwise risk losing part of their entitlements, as provided in the paragraphs above. Failure to inform staff should not be used as the basis for a claim for exception at a later date.**

Sick leave

72. Staff members holding a fixed-term appointment who are unable to perform their duties by reason of health, including illness or injury, that continues beyond the date of expiration of the appointment shall be granted an extension of the appointment, after consultation with the designated medical officer, for the continuous period of certified illness up to the maximum entitlement to sick leave at full pay and half pay under [staff rule 6.2](#). Such extension shall not give rise to any further entitlement to salary increment, annual leave, sick leave, parental leave or home leave, although credit towards repatriation grant may continue to accrue if the staff member has not returned to the home country. When the staff member is being considered for a disability benefit, and paid leave entitlements have been exhausted because of a delay in the medical determination of the staff member's incapacity for further service or in the decision by the United Nations Staff Pension Committee as to whether to award a disability benefit, the staff member shall be placed on special leave with half pay until the date of such decision.
73. Staff members holding a temporary appointment who are on certified sick leave at the date of expiration of their temporary appointment shall be exceptionally granted an extension of their appointment for the purpose of allowing the staff member to utilize the balance of accrued sick leave days as at the date of expiration of the appointment. No further extension of sick leave shall be provided, nor does the extension give rise to any further accrual of leave days, other benefits or entitlements.
74. For those staff members who have exhausted their sick leave entitlements and are eligible for consideration for a disability benefit from the United Nations Staff Pension Committee, please see paragraph 102 below.

75. Upon separation from service, staff members who have taken advance sick leave shall make monetary payment to the Organization or an offset against any payments due from the Organization in respect of the advance leave taken pursuant to [staff rule 9.11](#), unless the authorized official (Head of Mission for staff up to and including the D-2 level) decides to waive the payment or recovery. **The Mission should immediately review such cases and analyse whether any staff member will be in such a situation at the date of expiration of their appointments and if so, inform them without further delay.**

VI. Official travel

United Nations laissez-passer (UNLP)

76. In accordance with the standard operating procedure on the issuance of United Nations travel documents (December 2021), each entity will be held responsible for ensuring the return of all laissez-passer issued to its officials. **When internationally recruited staff are being repatriated, the staff member may be allowed to return home with their United Nations-issued laissez-passer if necessary, and the staff member should be given instructions for returning the document within 30 days of returning to their home country.** The document will be officially cancelled and then returned to the staff member if they so wish. **It is strongly recommended that final payment/remuneration be withheld from separating staff until all of their laissez-passer are returned for formal cancellation. It is the obligation of the requesting office to submit an incident report to the issuance office for any laissez-passer not surrendered by separating officials within 30 days of their separation.**
77. The loss or theft of a laissez-passer must be reported immediately. All laissez-passer that are reported lost, missing or stolen will be declared invalid for travel, deactivated in the database and reported to the International Criminal Police Organization (INTERPOL) to prevent unauthorized use. It is the responsibility of the Mission to inform the affected staff member or former staff member that their documents are being reported as lost to INTERPOL and that holders should never attempt to use a laissez-passer that was found after it was reported as lost, missing, or stolen. Individuals travelling on a laissez-passer that was previously reported lost or stolen risk delays and possible detention at border crossings. Any further questions on this matter can be addressed to the United Nations travel documents programme by email: untraveldocsprogrammeadmin@un.org.

Home leave and family visit

78. All the conditions for family visit travel as contained in administrative instruction [ST/AI/2000/15](#) and [ST/AI/2000/15/Amend.1](#) should be met prior to authorizing such travel, including the requirement that the staff member's service with the Organization in a location other than the place of travel is expected to continue for at least six months beyond the date of return from the family visit travel.
79. Similarly, all the conditions for home leave as reflected in [staff rule 5.4](#) and administrative instruction [ST/AI/2015/2/Rev.1](#) must be met prior to authorizing home leave travel, including the requirement that the staff member's service with the Organization or in

another United Nations common system organization is expected to continue for at least six months beyond the date of return from the home leave travel and observance of the interval between home leave travel and other types of travel namely: family visit; education grant and rest and recuperation travel.

80. Home leave and family visit travel will be relevant only in limited circumstances, such as for those staff who will be part of the liquidation team or those who will continue to serve within the United Nations common system beyond the expected closure date of December 2023.

Rest and recuperation

81. There is no change to the administration of the rest and recuperation entitlement, which continues to be governed by administrative instruction [ST/AI/2018/10](#) and [ST/AI/2018/10/Corr.1](#). In particular, in line with section 3.2 of the administrative instruction:

Rest and recuperation shall not be granted during the last 30 calendar days of a staff member's service. Staff members are required to reimburse the full cost of the most recent rest and recuperation travel unless they serve at their duty stations for a minimum of 30 calendar days upon return from rest and recuperation. Staff members shall not be required to reimburse the Organization if:

- (a) They are transferred to another duty station that is approved for rest and recuperation;
- (b) The non-observance of the 30-day requirement is at the request of the Organization, as determined by the head of office or director/chief of mission support.

Repatriation travel upon separation

82. Upon separation from service, eligible internationally recruited staff members will be repatriated at the expense of the Organization in accordance with [staff rule 7.2 \(a\) \(viii\)](#) and are entitled to unaccompanied shipment of personal effects and household goods pursuant to [staff rule 7.12](#) and administrative instruction [ST/AI/2016/4](#), or relocation grant in lieu thereof.
83. Staff members who are due for repatriation to a country where such travel is not possible, may be repatriated to an alternate country in accordance with the above-mentioned rules and administrative instruction.

84. **“Early repatriation travel”**. As a flexibility measure, internationally recruited staff members eligible for separation travel at the expense of the Organization and whose physical presence at the duty station is not required may travel on separation prior to the effective date of their separation.

Repatriation grant

85. Upon separation from service, eligible internationally recruited staff members holding fixed-term, continuing or permanent appointments may be eligible for payment of a repatriation grant subject to meeting the requirements of [staff rule 9.12](#) and the provisions of administrative instruction [ST/AI/2016/2](#). Eligible staff members should submit their claim for payment of repatriation grant in a timely manner in accordance with the provisions of [ST/AI/2016/2](#) **but no later than the allowable two years** after the effective date of separation.

VII. Separation

Separation upon expiration of appointments

86. There are no additional entitlements such as termination indemnity for separations upon appointment expiration. The Mission should follow the standard procedure for such separations.
87. The Organization's current conditions of service do not provide for the payment of an end-of-service grant. While the International Civil Service Commission (ICSC) has recommended, on several occasions, the introduction of an end-of-service grant, under certain conditions, to be paid to staff members separating from the Organization upon appointment expiration, **the General Assembly has not approved such an allowance. Accordingly, the Secretary-General has no authority to make such payment to any staff separating from the Organization upon expiration of their appointment.**

Termination of appointments

88. The termination of appointments as a result of the cessation of the Mission's mandate will be a termination for abolition of post and reduction of staff under [staff rule 9.6 \(c\)](#). Payment of the termination indemnity should be factored into the separation personnel action. If the notice period cannot be served, then compensation in lieu of notice is payable under [staff rule 9.7 \(b\)](#). **It is recalled that the purpose of the termination indemnity is to compensate staff for the loss of expectation of continued employment due to premature separation from service at the initiative of the Organization, including loss of any employer-provided medical insurance coverage.**

Agreed terminations

89. The Head of Mission, under his delegated authority, may decide to approve requests for agreed terminations received from staff members when the interest of the Organization can be demonstrated, including any applicable enhancement (additional termination indemnity), in accordance with [staff regulation 9.3 \(d\)](#). There is no right or entitlement to agreed termination. Each request must be considered individually and appropriately documented in line with the Organization's regulatory framework.
90. Pursuant to [staff rules 4.12](#) and [4.13](#), temporary and fixed-term appointments have an expiration date specified in the letter of appointment, on which date staff members would normally be separated. However, the appointments of such staff members may also be terminated if their services are no longer required prior to such date. Temporary and fixed-

term appointments cannot be extended for the sole purpose of paying termination indemnities.² Staff members separating upon expiration of appointment are not entitled to payment of a termination indemnity under the Staff Regulations and Rules.

91. Staff [regulation 9.3](#) applies to all types of appointments, except for subparagraph (b), which is applicable only to continuing appointments. Staff members whose appointments are terminated will be paid a termination indemnity in line with the calculations set out in [staff rule 9.8](#) and [annex III to the Staff Regulations](#).
92. The decision to grant an enhancement is separate from the decision to approve an agreed termination.
93. While it is within the authority of the Head of Mission to determine to whom and whether to pay an enhancement (if any), the offer of enhancement must comply with the principle that the total amount to be paid to the staff member on account of the termination of their employment, including the notice period, if applicable, cannot exceed the total amount that would have been payable had the staff member been retained until the end of their appointment, unless the Head of Mission determines that it is in the interest of the Organization to do so.
94. **The Head of Mission may wish to consider the following time-limited programme for offering enhanced agreed terminations to internationally recruited staff members**, subject to ensuring compliance with the regulatory framework and confirming that the financial requirements for such enhanced payments are contained in the revised budget for the Mission's closure and liquidation:
 - (a) **For requests received on or before 15 August 2023, an enhancement of up to 50 per cent may be considered** as long as the memorandum of understanding is signed by both parties by 22 August 2023 (i.e. before SMG concludes the comparative review and the letters of termination notice are sent). The signing of the memorandum of understanding would result in the staff members not being included in the comparative review undertaken by SMG under the terms of the downsizing policy and, accordingly, those staff members will not be flagged for priority consideration; and
 - (b) **For requests received between 16 August and 15 September 2023, an enhancement of up to 25 per cent may be considered** as long as the memorandum of understanding is signed by both parties by 22 September 2023 (i.e. after SMG has concluded its comparative review and the letters of termination notice have been sent). For staff members entitled to priority consideration under the terms of the downsizing policy following receipt of their termination notice, the signing of the memorandum of

² General Assembly resolution 66/264.

understanding would result in removal of the downsizing priority consideration flag for those vacant positions to which they may have applied or will apply during the period of the priority consideration.

95. For staff members who are identified as being required to serve as part of the liquidation team from 1 January 2024 onward, an agreed termination, including with a possible enhancement, may be considered provided that the staff members continue to serve for the full duration of the liquidation period.
96. Please see annex G for a sample memorandum of understanding, to be issued on official United Nations letterhead, for agreed terminations in accordance with the policy.

VIII. Pension, after-service health insurance and after-service life insurance

97. **To ensure prompt settlement of final emoluments upon separation of staff members and subsequent payment of pension benefits by the United Nations Joint Staff Pension Fund (UNJSPF), the complete and timely processing of necessary actions by all responsible parties, including staff members, as appropriate, is required.**

Full retirement benefit

98. Pursuant to article 28 of the Regulations, Rules and Pension Adjustment System of the United Nations Joint Pension Fund, staff members who have reached their normal retirement age and have at least five years of contributory service at the date of separation will be entitled to a retirement benefit. For staff whose participation in the pension scheme commenced:
- (a) On or after 1 January 2014, the normal retirement age is 65;
 - (b) From 1 January 1990 through 31 December 2013, the normal retirement age is 62; and
 - (c) On or prior to 31 December 1989, the normal retirement age is 60.
99. Should the Mission be unable to obtain the necessary report from Umoja, the DMSPC-DOS Umoja joint team can assist with the provision of the list (DOS-HR-Advice dos-hr-advice@un.org).

Reduced retirement benefit (early retirement)

100. Pursuant to article 29 of the Regulations and Rules and Pension Adjustment System of UNJSPF, staff members who have reached their early retirement age and have at least five years of contributory service at the date of separation will be entitled to a reduced retirement benefit. For staff whose participation in the pension scheme commenced:
- (a) On or after 1 January 2014, the earliest date to avail of early retirement is upon reaching age 58;
 - (b) Prior to 1 January 2014, the earliest date to avail of early retirement is upon reaching age 55.
101. Please see annex H for additional references related to retirement benefits.

Disability cases

102. The next meeting of the United Nations Staff Pension Committee to review disability cases will be held in November 2023 and **22 August 2023 is the deadline** for submitting cases to the Division of Health-Care Management and Occupational Safety and Health (DHMOSH) of **staff who have already exhausted entitlements to sick leave with full pay, and/or are projected to exhaust all paid leave entitlements before 30 April 2024.**

After-service health insurance (ASHI)

103. The requirements to be eligible for ASHI, which are contained in administrative instruction [ST/AI/2007/3](#), have been established by the General Assembly (see resolution [61/264](#) and other relevant resolutions) as outlined below. The staff member must:
- (a) Be a staff member whose entitlements are administered by the United Nations Secretariat or an affiliated United Nations common system entity and hold a fixed-term, continuing or permanent appointment at the time of separation;
 - (b) Be at least 55 years old or over at the time of retirement;
 - (c) Be enrolled in a contributory health insurance plan of the United Nations at the time of retirement;
 - (d) Elect to receive a monthly pension benefit; and
 - (e) Have at least 10 years of participation in a contributory health insurance plan of the United Nations under a type of appointment that is eligible for subsidized ASHI participation, **if recruited on or after 1 July 2007**; or **at least 5 years** of participation in a contributory health insurance plan of the United Nations under a type of appointment that is eligible appointment for subsidized ASHI participation **if recruited before 1 July 2007.**

After-service life insurance (ASLI)

104. The requirements to be eligible for ASLI are contained in the administrative instruction [ST/AI/2002/6](#) and [ST/AI/2002/6/Amend.1](#). The staff member must:
- (a) Be a staff member whose entitlements are administered by the United Nations Secretariat or an affiliated United Nations common system entity;
 - (b) Be at least 55 years old or over at the time of retirement;
 - (c) Be enrolled in the group life insurance plan of the United Nations at the time of retirement;
 - (d) Have at least 10 years of enrolment in the group life insurance plan at the time of retirement.

IX. Delegation of authority in the administration of the Staff Regulations and Rules, including provisional Staff Rules, of the United Nations and the Financial Regulations and Rules of the United Nations

105. The Mission should ensure that Umoja roles are deprovisioned and delegations of authority are expired as of the date on which staff members are being transferred or separated from the Mission. The ongoing administrative tasks relating to the deprovisioning of roles in Umoja and the ending of delegations of authority will require that the Mission's Security Liaison Officer (SLO) function is maintained until the end of the liquidation phase, or that a Security Liaison Officer from another Mission takes over that responsibility.

X. Resources

Department of Operational Support

- For HR policy queries, local HR tier 1 please follow the tier system workflow and reach out to tier 2: DOS-HR-Advice dos-hr-advice@un.org with copy to Sandra Kisielski kisielski@un.org.
- For HR operational support to MINUSMA (surge support, staff communication, comparative reviews, etc.), please contact Yndira Gonzalez: gonzalez@un.org and Sandra Kisielski kisielski@un.org.

Department of Management Strategy, Policy and Compliance

Office of Human Resources

- For staffing and career development support, please contact Leslie Cleland cleland@un.org and Kathleen Doyle doyle3@un.org.
- For learning support, please contact Zurab Elzarov elzarov@un.org and Juliana De Araujo Ribeiro ribeiro@un.org.
- For OHR Policy: please contact DMSPC-OHR-GSPD-Policy Support ohr-policysupport@un.org with copy to Geraldine Gourves-Fromigue gourves-fromigue@un.org and Ana Parrondo-Rodriguez parrondo@un.org.
- For appeals and conduct and discipline matters: please contact Matthew Sanidas sanidas@un.org and Adele Grant grant@un.org.

Annex A

For information purposes: Staff member data

Name		Last name:	
Index Number		Dept./Div./Section:	
Nationality:		Gender:	
Contract:			
Check type of contract you hold: Permanent <input type="checkbox"/> Continuing <input type="checkbox"/> Fixed term <input type="checkbox"/>		If Fixed-term, circle if appropriate: After competitive exam/with appointment limitation	
Date of initial appointment within common system or last reappointment (if separated after initial appointment):			
Expiration date of current appointment:			
For SMG use only.			
Integrity:			
Have you had any disciplinary measures imposed in the last five years? No <input type="checkbox"/> Yes <input type="checkbox"/> If Yes, please provide details:			
Performance Evaluation: Please attach the reports and provide a summary below:			
Year	Rating		
SMG Comments:			
For SMG Use: Retention Group 1 / 2 / 3 (circle as appropriate)			
Reviewed By:		Date:	

Annex B

Broadcast message addressed to all MINUSMA staff on 1 August 2023

From: MINUSMA-BROADCAST <minusma-broadcast@un.org>

Sent: Tuesday, August 1, 2023 12:29 PM

To: MINUSMA-Staff-All <allminusmastaff@un.org>

Subject: HR Info : For your action! Comparative Review Process and Validation of UMOJA Personal Data
| Pour votre action ! Processus d'examen comparatif et validation des données personnelles des fonctionnaires dans UMOJA

IMPORTANT HUMAN RESOURCES ACTIVITY FOR STAFF ACTION

ACTIVITÉ IMPORTANTE DES RESSOURCES HUMAINES POUR L'ACTION DU PERSONNEL

<p>IN SHORT: Start of comparative review of staff Establishment of Staff-Management Group (SMG) Review limited to fixed term, continuing or permanent appointments. Request to validate personal data in Umoja (you will receive an email)</p>	<p>EN BREF : Début de l'examen comparatif du personnel. Mise en place du Groupe de gestion du personnel (SMG) Examen limité aux engagements à durée déterminée, continus ou permanents. Demande de validation des données personnelles dans Umoja (vous recevrez un courriel)</p>
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Comparative Review Process and Validation of Staff Personal Data



Processus d'examen comparatif et validation des données personnelles des fonctionnaires

Dear Colleagues,

As you are aware, the Security Council with UN Security Council Resolution 2690 (2023) mandated the termination of MINUSMA's mandate under resolution 2640 (2022) as of 30 June 2023 and requested MINUSMA to immediately start on 1 July 2023 the cessation of its operations, transfer of its tasks, as well as the orderly and safe drawdown and withdrawal of its personnel, with the objective of completing this process by 31 December 2023. It further decided that MINUSMA's liquidation would begin on 1 January 2024.

Cher(e)s collègues,

Comme vous le savez, le Conseil de sécurité, par sa résolution 2690 (2023), a décidé de mettre fin au mandat de la MINUSMA au titre de la résolution 2640 (2022) à compter du 30 juin 2023 et a demandé à la MINUSMA d'entamer immédiatement, le 1^{er} juillet 2023, la cessation de ses opérations, le transfert de ses tâches, ainsi que la réduction et le retrait ordonnés et sûrs de son personnel, l'objectif étant d'achever ce processus d'ici au 31 décembre 2023. Il a également décidé que la liquidation de la MINUSMA commencerait le 1^{er} janvier 2024.

Since MINUSMA's withdrawal will result in termination of appointments, the human resources aspects of the withdrawal process will be managed in accordance with the provisions of the Administrative Instruction on Downsizing or restructuring resulting in termination of appointments (ST/AI/2023/1).

Étant donné que le retrait de la MINUSMA entraînera la résiliation des contrats, les aspects du processus de retrait relatifs aux ressources humaines seront gérés conformément aux dispositions de l'instruction administrative sur la réduction des effectifs ou la restructuration entraînant la fin des contrats (ST/AI/2023/1).

In this regard, and as announced by MINUSMA's Special Representative of the Secretary-General, a Staff-Management Group (SMG) is being established to advise on the scope and carry out the comparative review of staff as per the criteria reflected in ST/AI/2023/1.



À cet égard, et comme annoncé par le Représentant spécial du Secrétaire général de la MINUSMA, un groupe de gestion du personnel (Staff-Management Group - SMG) est en train d'être mis en place pour prodiguer des conseils sur la portée et effectuer l'examen comparatif du personnel selon les critères reflétés dans la ST/AI/2023/1.

As per the above policy, the Staff-Management Group shall undertake a staff comparative review between 1 and 15 August 2023 to present recommendations to the Head of MINUSMA. Kindly note that ONLY staff members on fixed term, continuing or permanent appointments are eligible for this review.

Conformément à la politique susmentionnée, le groupe de gestion du personnel procèdera à un examen comparatif du personnel qui aura lieu entre le 1^{er} et le 15 août 2023 afin de soumettre des recommandations au Chef de la MINUSMA. Veuillez noter que SEULS les fonctionnaires ayant des contrats de durée déterminée, continue ou permanente sont pris en compte dans cette revue.

To facilitate the review of the SMG, these staff members will receive an email message in the coming days asking to validate their personal data via Umoja (more information and instructions will be provided).



Afin de faciliter la revue du SMG, les membres du personnel recevront dans les prochains jours un message électronique leur demandant de valider leurs données personnelles via Umoja (plus d'informations et d'instructions seront fournies).

Considering the importance of the data validation in ensuring the adequacy and accuracy of SMG recommendations, we ask you to take the necessary action to validate your personal data as soon as possible.

Compte tenu de l'importance de la validation des données pour garantir l'adéquation et l'exactitude des recommandations du SMG, nous vous demandons de prendre les mesures nécessaires pour valider vos données personnelles dès que possible.

If you encounter difficulties to act on the request for validation of personnel data, please reach out to your respective HR Focal Points for assistance.



Si vous rencontrez des difficultés pour donner suite à la demande de validation des données personnelles, veuillez contacter vos points focaux RH respectifs pour obtenir de l'aide.

Please remember that if you fail to validate your data contained in the systems of record (Inspira and UMOJA), the available data will be reproduced as is and made available to the SMG.

We appreciate your understanding during these challenging times and thank you for your cooperation in advance.

Human Resources Section (HR)
Operations and Resource Management (ORM)
Mission Support Division (MSD)



N'oubliez pas que si vous ne validez pas vos données contenues dans les systèmes d'archive (Inspira et UMOJA), les données disponibles seront reproduites telles quelles et mises à la disposition du SMG.

Nous apprécions votre compréhension en ces temps difficiles et vous remercions d'avance pour votre coopération.


Section des ressources humaines (RH)
Gestion des opérations et des ressources
Division de l'appui à la Mission


Annex C
Communication to heads of entity, 7 July 2023

To: Heads of Entity

DATE: 07 July 2023

A: UN Secretariat

FROM: Catherine Pollard 
Under-Secretary-General, Department for
Management Strategy, Policy and Compliance

FOR: Atul Khare, 
Under-Secretary-General, Department for
Operational Support

SUBJECT: Closure of MINUSMA and impact on head of entity

OBJET: responsibilities under ST/AI/2023/1 on Downsizing or restructuring resulting in termination of appointments

1. On 30 June 2023, the Security Council decided to terminate MINUSMA's mandate under resolution 2640 (2022) as of 30 June 2023. Additionally, it requested MINUSMA to immediately start on 1 July 2023 the cessation of its operations, transfer of its tasks, as well as the orderly and safe drawdown and withdrawal of its personnel, with the objective of completing this process by 31 December 2023. It further decided to begin the liquidation on 1 January 2024.
2. In view of the unexpected and sudden cessation of operations in MINUSMA, the Organization is preparing for implementation of the provisions of the recently promulgated policy on Downsizing or restructuring resulting in termination of appointments ([ST/AI/2023/1 \(English\)](#) or [ST/AI/2023/1 \(French\)](#)). The purpose of this memorandum is to remind you of your new roles and responsibilities as head of entity under this policy as communicated to you in the [memorandum dated 11 April 2023 from the Under-Secretary-General for DMSPC, attached for ease of reference](#).
3. As previously communicated, heads of entity now have shared organizational responsibility to ensure that the procedure for consideration and selection

outlined in the administrative instruction on downsizing is strictly followed. More specifically, any downsized candidates flagged for priority consideration in Inspira who apply for available positions must be reviewed on a priority and non-competitive basis before any other applicant and if suitable, they must be selected in accordance with the criteria stated in ST/AI/2023/1. Heads of entity are also reminded that failure to proceed with the selection as stated in the administrative instruction is likely to result in litigation and that any compensation that the Tribunals award as a result of lack of compliance with the procedure for consideration and selection for positions outside the downsizing entity will have to be borne by the entity who makes the decision that leads to litigation and results in the payment of damages and/or compensation.

4. Heads of entity are also reminded that when the selection of a downsized male candidate is made by an entity which is below parity, this selection will not have to be sent to the Executive Office of the Secretary-General for review under the provisions of ST/AI/2020/5 on *Temporary Special Measures for the Achievement of Gender Parity*.
5. Furthermore, when entities select downsized candidates and the selection negatively impacts their geography or gender targets in their compact, this will not be viewed negatively; and on the contrary, selection from downsized candidates, regardless of their gender or nationality, will be taken into consideration when assessing their compact for the applicable year.
6. In addition, we request that you consider favourably applications from all staff members who are affected by downsizing or restructuring leading to either separation or termination, regardless of whether they are flagged for priority consideration in Inspira.
7. In order to increase chances of selection for all affected MINUSMA staff, and to limit the financial cost that the closure of the mission will have on the Organization's finances, a special measure has

- also been decided to extend the posting period for all job openings (JOs) and temporary job openings
8. (TJOs) that are currently closing between 10 July to 9 August 2023 by 30 and 15 additional days, respectively.
 9. Finally, in order to support all entities to exercise their new roles and responsibilities in adherence with the policy on downsizing, the Office of Human Resources will be scheduling shortly additional dedicated policy briefings for all entities. Please ensure that staff from your Executive Office and/or local HR team attend the briefings to ensure that they are fully aware and knowledgeable about the policy requirements and are able to advise you adequately prior to any selection decision.
 10. The diligent and prudent use of financial and human resources is a shared organizational responsibility so we count on your support for the implementation of the policy and we thank you for your cooperation.

Cc: Lisa Buttenheim, ASG/OSO, DOS
Martha Helena Lopez, ASG/OHR, DMSPC
Chandramouli Ramanathan, ASG/Controller,
DMSPC Christophe Monier, Director/BTAD,
DMSPC

Annex D
Second communication to heads of entity, 19 July 2023

TO: Heads of Entity
A:UN Secretariat

DATE: 19 July 2023

THROUGH:
S/C DE:
Unclassified

REFERENCE: DOS-2023-02866

CLASSIFICATION:

FROM: Atul Khare, Under-Secretary-General
DE: for Operational Support

Catherine Pollard, Under-Secretary-General for Management Strategy, Policy and Compliance

SUBJECT: **Closure of MINUSMA and impact on head of entity responsibilities under ST/AI/2023/1 on Downsizing or restructuring resulting in termination of appointments**

1. This communication is further to our memorandum of 7 July 2023 on the same subject (attached for ease of reference).
2. In order to increase chances of selection for all affected MINUSMA staff, and to limit the financial cost that the closure of the Mission will have on the Organization's finances, we request that:
 - a) All vacant and temporarily vacant positions subject to international recruitment be advertised immediately **no later than 15 August 2023** unless the positions are being abolished in 2023;
 - b) All positions subject to international recruitment encumbered by staff members who will be reaching mandatory age of separation on or before 31 December 2023, which have not yet been advertised, be advertised immediately **no later than 15 August 2023**;
 - c) All positions subject to international recruitment encumbered by staff members who are projected to exhaust

all their sick leave with full pay entitlements by 31 December 2023, and for which the Division of Health-Care Management and Occupational Safety and Health (DHMOSH) in the Department of Operational Support (DOS) has notified the Office of Human Resources that the staff members cases will be recommended for disability benefit, be advertised **by no later than 29 September 2023**. The next meeting of the United Nations Joint Staff Pension Committee (UNJSPC) will be held in

November 2023, and therefore, no selections may be made until the outcome of the cases is known. If a staff member's case is not approved, the job opening will be cancelled afterwards; and

- d) When it is necessary to classify or reclassify the positions prior to their advertisement, this should be done without delay in order to meet the deadlines under 2 a), b) and c) above.

3. We would like to remind you of your organizational responsibility in the implementation of the downsizing policy, and more specifically of your obligations to: (i) review any downsized candidates flagged for priority consideration in Inspira on a priority and non-competitive basis before any other applicant; and (ii) if suitable to select them (see paragraph 3 of memorandum dated 7 July 2023)
4. We also reiterate our request that you consider favourably applications from all staff members who are affected by the MINUSMA closure leading to either separation or termination, **regardless of whether they are flagged for priority consideration in Inspira** (see Paragraph 6 of the abovementioned memorandum dated 7 July 2023). To facilitate this, all Directors/Chiefs of Administration and Human Resources, Executive Officers, Business Partners and Chiefs of Staff, will receive a password protected list with the names and index numbers of all MINUSMA staff members.
5. Accordingly, we request that:
 - a) For Job Openings (JOs) and Temporary Job Openings (TJOs) whose advertisement periods have closed, and the case has not reached the selection stage, your entity immediately identifies if any MINUSMA staff members applied, and if so, ensure that they are reviewed within two weeks; and
 - b) For JOs and TJOs whose advertisement periods are currently open, your entity immediately reviews all MINUSMA

applicants, and complete such review no later than within two weeks of the closing date.

6. Furthermore, at the SMC XI held from 24 to 29 April 2023, it was agreed that when a staff member is selected for a position through a TJO, they may be granted release and a lien to the parent post for up to two years. Such release and lien to a post would be granted at the discretion of the entity, and subject to operational needs. It was further agreed that **liens will no longer be granted for selections through JOs**, except in cases of secondment or loan to another United Nations common system organization and assignment to and return from mission detail pursuant to ST/SGB/277 and ST/AI/404. **This agreement was endorsed by the Secretary-General and is applicable with immediate effect as follows:**

- a) Staff members selected through JOs (except in cases of selection in another United Nations common system organization and released on secondment or loan and assignment to and return from mission detail pursuant to ST/SGB/277 and ST/AI/404) will not be granted liens and the posts they vacated will be advertised within one month following their acceptance of the offer for the JOs for which they were selected if within the same duty station, or within two months if it involves a change of duty station; and
- b) The liens of staff members who were previously selected through JOs will be honoured. However they cannot be further extended beyond their current end date (except in cases of secondment or loans to another United Nations common system organization and assignment to and return from mission detail pursuant to ST/SGB/277 and ST/AI/404). Accordingly, all such staff members shall be requested to inform their parent entities **no later than 15 August 2023** whether they wish to return to their parent entities. If they inform that they do not wish to return, their posts must be advertised **no later than 15 September 2023**. If they inform that they will return, the posts they currently encumber in the receiving entity must be advertised **no later than 15 September 2023**.

7. The current hiring suspension for positions funded from the regular budget will not be applicable if the selected candidate is a downsized staff i.e. if a suitable downsized staff is identified, the selection will be exceptionally allowed. Requests for authority to exceptionally select in this specific

instance should be addressed and submitted directly to Mr. Chandramouli Ramanathan, Controller and Ms. Martha Helena Lopez, Assistant Secretary-General for Human Resources with copy to the Under-Secretary-General for Management Strategy, Policy and Compliance.

8. We count on your full support and leading by example demonstrating solidarity and humanity to the colleagues affected by the sudden and unexpected closure of the Mission.
9. Thank you for your cooperation.

CC: Lisa Buttenheim Martha Helena Lopez
Chandramouli Ramanathan
Christophe Monier

Annex E

Message on behalf of the Secretariat to Human Resources Network members

Dear colleagues,

On 30 June 2023, the Security Council decided to terminate MINUSMA's mandate under resolution [2640 \(2022\)](#), as of that date. Additionally, it requested MINUSMA to immediately start on 1 July 2023 the cessation of its operations, transfer of its tasks, as well as the orderly and safe drawdown and withdrawal of its personnel, with the objective of completing the process by 31 December 2023. It further decided to begin the liquidation on 1 January 2024.

The closure of the Mission will result in the separation and termination of appointments of over 700 international and 800 local staff who will be separating between September and December 2023 (except for the liquidation team remaining beyond 1 January 2024).

The Secretariat is fully committed to establishing special measures to support all staff members and is actively working with MINUSMA, as well as with all other entities of the Secretariat, to retain as many staff as we possibly can within our Organization. However, we are also mindful of the fact that it would be unrealistic to believe that we might be able to absorb such a large number of staff just within our Organization. We are further concerned that locally recruited staff members in the General Service and related categories, including National Professional Officers, will be particularly affected.

Many of our staff members have served in mission and field environments for many years, making their profiles diverse and suitable for other common system organizations that work in the areas of peace and security, economic and social development, human rights, logistics support, and the provision and coordination of humanitarian assistance, to name just a few.

The Secretary-General is committed to supporting all affected staff members at this difficult transition and to demonstrate the principle of One United Nations with tangible results. As co-chair of the Human Resources Network and in response to the Secretary-General's appeal, I would like to call on your solidarity to favourably consider all MINUSMA applicants in your respective organizations. In the spirit of the Secretary-General's call for all organizations to accelerate their efforts to operate according to the principles of mutual recognition, we hope that some staff members will benefit from this initiative and will receive special consideration when you are recruiting, including recruitment from rosters. We would also appreciate it if you could focus special attention when reviewing applications from MINUSMA staff members in general in recognition of the skills and competencies of this dedicated group of staff.



We count on your full support and your leading by example in demonstrating solidarity and humanity to the colleagues affected by the sudden and unexpected closure of the Mission. Thank you in advance for your cooperation.

Warmest regards. Martha Helena

Martha Helena Lopez

Assistant Secretary-General for Human Resources
Department of Management Strategy, Policy and Compliance

Annex F

Response to the letter from the local staff representatives of MINUSMA addressed to the Secretary-General

REFERENCE: DMSPC-2023

28 July 2023

Dear colleagues,

I would like to thank you, on behalf of the Secretary-General, for sharing with him the challenges and concerns of MINUSMA locally recruited staff members in your letter dated 10 July 2023. The Secretary-General has requested me to respond on his behalf and to convey his message of thanks and appreciation for your dedicated service, as well as his personal solidarity with you.

The decision by the Malian Government to request MINUSMA to withdraw without delay and the subsequent decision by the Security Council on 30 June 2023 to complete withdrawal by 31 December 2023 have caused anguish and anxiety for colleagues in MINUSMA. I am grateful for the contributions of all locally recruited staff members during the life of the Mission. Your contributions remain critical to now ensure an orderly and safe drawdown of the Mission.

I would further like to assure you that the Secretary-General, as supported by the Under-Secretary-General for Operational Support (DOS) and myself as the Under-Secretary-General for Management, Policy, Strategy and Compliance (DMSPC) will be doing everything within our powers to support you during this unexpected and sudden transition.

Having carefully reviewed the requests you have put forward in your letter and coordinated with the USG for DOS, I would like to bring to your attention the new OHR Policy Guidelines: closure of entity – in response to MINUSMA closure (OHR/PG/2023/4 – 14 July 2023) received by the Mission and shared with the staff representatives, which address most of the issues you have raised. I wish to highlight the following topics in this letter and hope that together with the above-mentioned Guidelines it will bring the necessary clarity to allow you to adequately advise all locally recruited colleagues in the Mission, so they can plan and take action accordingly.

1. Extension of appointments

I am pleased to confirm that the appointments of all locally recruited staff member will be extended through 31 December 2023 as their services will be needed to support drawdown activities. I hope this will provide some relief to the colleagues grappling with the reality of the sudden Mission closure. The appointments of staff members serving in the liquidation team will of course be further extended for a limited duration beyond 31 December 2023 in line with the timeline established in the liquidation plan.

2. Discontinuation/reversal of staff assessment

The Secretary-General does not have the authority to discontinue the deduction of staff assessment from salaries, which is a mechanism instituted by the General Assembly and which is governed by staff regulation 3.3.

3. Termination indemnity

Staff members whose appointments are terminated prior to their expiration date are entitled to payment of a termination indemnity, irrespective of their status as internationally or locally recruited staff members. The amount of such termination indemnity depends on the number of completed years of service and for staff members in the General Service and related categories, including the National Professional Officers, is calculated on the basis of gross salary less staff assessment plus language allowance, as per staff regulation 9.8 (a) and annex III to the Staff Regulations.

4. Payment of precariousness allowance (indemnité de précarité) and payment of 12 month special benefit (indemnité spéciale)

The conditions of service of staff members are decided by the General Assembly and unfortunately there is currently no provision for the payment of an end-of-service grant.

5. Prioritization of MINUSMA locally recruited staff member as the Mission is handing over tasks to the country team and other United Nations entities

MINUSMA locally recruited staff members have acquired extensive experience supporting the Mission in the implementation of its mandate and are uniquely placed to contribute to the operations of other UN common system organizations in Mali. I would like to assure you that the Secretary-General and I are personally advocating with these organizations which have a presence in Mali to consider favourably the applications from MINUSMA locally recruited staff members for their vacancies, both those that may arise from the transfer of MINUSMA tasks as well as any other vacancies. Further, the ASG/OHR, as Chair of the CEB-HR Network, has reached out to all UN common system organizations earlier this week to request that they give special consideration and attention when recruiting (including recruitment from rosters) to MINUSMA staff members' applications in general, and in particular to those of locally recruited staff members, in recognition of the skills and competencies of this dedicated group of staff members.

6. Consideration of MINUSMA locally recruited staff member for positions with the Organization outside Mali


The Organization's regulatory framework requires that locally recruited staff members be given consideration for suitable posts available within the duty station. In order to be considered for international positions in other Secretariat entities outside Mali or positions in UN common system organizations in or outside of Mali, locally recruited staff members would need to apply, and they would be given due consideration if they meet the requirements of the positions. I therefore encourage all interested locally recruited staff members to apply for positions for which they deem to be qualified.

7. Retention of staff members in the transition and liquidation teams.

The liquidation of MINUSMA will only proceed successfully if it is staffed with an appropriate number of qualified staff members. As the technical and subject matter expertise of locally recruited staff members will undoubtedly be indispensable in this effort, I can thus assure you that locally recruited staff members will form an integral part of the liquidation team and that the Mission's leadership will rely heavily on the locally recruited staff members talent pool as it determines the composition of the liquidation team.

On behalf of the Secretary-General, I would like to reiterate our full support and to affirm that we stand with you as we navigate this difficult situation and that the entire senior leadership team, whether at Headquarters or in all other entities of the UN Secretariat, will continue to work together closely to address your concerns and questions and provide you with all the support that is possible.

Yours sincerely,



Martha Helena Lopez
Assistant Secretary-General
for Human Resources

Enclosure:
OHR/PG/2023/4 – 14 July 2023

Mr. Mohamed A. Idrissa MAÏGA
President of Association du Staff Local de la MINUSMA

Annex G
Sample memorandum of understanding - agreed termination
(to be issued on official United Nations letterhead)

MEMORANDUM OF UNDERSTANDING

In accepting an agreed termination, I agree to the following:

- a) I will not contest the Secretary-General's decision to terminate my [fixed term/continuing/permanent] appointment under the provisions of Staff Regulation 9.3 (a)(vi), effective _____ c.o.b, or any decision related to this action;
- b) I will be paid termination indemnity for (specify number) months as provided in annex III (a) to the Staff Regulations, (specify enhancement if any) increased by an additional termination indemnity of not more than 50 per cent;
- c) I will [not receive payment for compensation in lieu of notice] OR I will receive [specify number of months] months as payment for compensation in lieu of notice;
- d) I agree to comply with the effective date of termination and to separate from the Organization no later than _____, and that the Organization has no further obligations, financial or otherwise, upon separation. The rights of the United Nations to require a staff member to settle his/her indebtedness to the United Nations is not extinguished on separation;
- e) I agree to withdraw any and all claims and appeals I may have pending against the Organization related to my separation and to refrain from filing any further claims or appeals against the Organization arising from my separation;
- f) **Following my separation, I am not eligible for employment with any Organization of the United Nations common system for the period corresponding to the termination indemnity payment, including enhanced termination indemnity if any, and payment of compensation in lieu of notice, if applicable.**

Additional paragraph g) to be added only in cases of up to 50% enhancement approved **before** the SMG concluded its comparative review and the letters of termination notices were issued

g) In consideration of the enhancement received, I agree to be excluded from the comparative review conducted by the Staff Management Group under the terms of the downsizing policy; and as a result of such exclusion I will not be flagged for priority consideration for suitable vacant positions in the UN Secretariat that I have applied for or will apply for outside of MINUSMA.

Additional paragraph h) to be added only in cases of up to 25% enhancement approved **after** the SMG concluded its comparative review and the letters of termination notices were issued

h) In consideration of the enhancement received, I agree not to be considered on a priority consideration basis under the terms of the downsizing policy and following receipt of the termination notice for suitable vacant positions that I have applied for or will apply for outside of MINUSMA during the period of priority consideration.

Optional additional clauses where SLWOP is granted for pension purposes pursuant to staff rule 5.5(c) – to be included/ revised as applicable

() I understand that in consideration of the Organization placing me on special leave for pension purposes from [date range not to exceed two years], I acknowledge that I will cease performing official functions for the United Nations as of [DD Month YYYY];

() I understand that the Organization shall report to the Host government that I have ceased to perform official functions for the Organization as of [DD Month YYYY] and that I will have to take steps to adjust my visa status if I wish to remain in the duty station after [DD Month YYYY];

() I understand that I am separated except for pension purpose as of [DD Month YYYY] and that my entitlements from the Organization are settled finally on that date, with the exception of any adjustments in relation to pension contributions and insurance premiums owed by me, or to be refunded to me. I understand that I may not modify or add to my health or life insurance coverage(s) after the date on which I commence special leave for pension purposes;

() I understand that the entire cost of the pension contribution for both myself and the Organization, which would have been paid by the Organization had I remained in service, will be deducted from my termination indemnity;

() I understand that during the period of special leave for pension purposes, my pensionable remuneration and contributions may increase. I, therefore, permit the Organization to retain, for the period of my leave, from the termination indemnity otherwise payable to me:

i) A sum equivalent to 10% of the total pension contributions payable at the relevant gross pensionable rate and during the period of special leave for pension and insurance purposes. Should an increase in pensionable remuneration occur during the period of my special leave for pension purposes, that sum will be applied to pay for the increased contributions. If the amount is insufficient, the Organization will send me written notice to the address specified in the separation form and I will either pay within 21 days for the increased cost or my period of special leave for pension purposes will be reduced accordingly;

ii) At the end of the period of special leave for pension and insurance purposes, the Organization will account to me for the sum retained and pay any balance to me.

I have decided to accept termination of my (fixed term/continuing/permanent) appointment under the above terms and conditions.

Name of Staff member

Date

Signature

Annex H References

The regulatory framework references, including all staff regulations and rules, administrative issuances (Secretary-General’s bulletins and administrative instructions), information circulars and OHR Policy guidelines are accessible through the United Nations Regulatory Framework Policy Portal (policy.un.org) (available in English and French).

Staff Regulations and Staff Rules, including provisional Staff Rules, of the United Nations
[ST/SGB/2023/1/Rev.1](#)

Financial Regulations and Rules of the United Nations [ST/SGB/2013/4](#) and
[ST/SGB/2013/4/Amend.1](#)

Downsizing or restructuring resulting in termination of appointments

- Downsizing or restructuring resulting in termination of appointments [ST/AI/2023/1](#)
- [Policy guideline on downsizing or restructuring resulting in termination of appointments \(OHR/PG/2023/1\)](#)
- Temporary special measures for the achievement of gender parity [ST/AI/2020/5](#)

Appointment renewals and conversions

- Administration of temporary appointments [ST/AI/2010/4/Rev.2](#)
- Secretary-General’s bulletin on continuing appointments [ST/SGB/2011/9](#)
- Administration of continuing appointments [ST/AI/2012/3](#)
- Administration of fixed-term appointment [ST/AI/2013/1](#) and [ST/AI/2013/1/Corr.1](#)

Salary and allowances

- Rental subsidies and deductions [ST/AI/2018/3](#) and [ST/IC/2023/9](#)
- Education grant [ST/AI/2018/1/Rev.1](#) and [ST/AI/2018/1/Rev.1/Amend.1](#) and [ST/AI/2018/1/Rev.1/Amend.2](#)
- Special education grant [ST/AI/2018/2](#) and [ST/AI/2018/2/Amend.1](#)
- Education grant and special education grant for children with a disability [ST/IC/2022/8](#) and [ST/IC/2022/8/Corr.1](#)
- Dependency status and dependency benefits [ST/AI/2018/6/Rev.1](#) and [ST/IC/2023/10](#)
- Salary advances [ST/AI/2018/12](#)

Leave and flexible working arrangements

- Flexible working arrangements [ST/SGB/2019/3](#)
- Parental leave and family leave [ST/AI/2023/2](#)

Official travel

- Family visit travel [ST/AI/2000/15](#) and [ST/AI/2000/15/Amend.1](#)
- Home leave [ST/AI/2015/2/Rev.1](#)
- Rest and recuperation [ST/AI/2018/10](#) and [ST/AI/2018/10/Corr.1](#)
- Repatriation grant [ST/AI/2016/2](#)
- Excess baggage, shipments and insurance [ST/AI/2016/4](#)

Health insurance, pension, after-service health insurance (ASHI) and after-service life insurance (ASLI)

- Renewal of the United Nations Headquarters-administered health insurance programme, effective 1 July 2023 [ST/IC/2023/11](#)
- [UNJSPF-Benefit-Comparison-Chart_25-June-2019.pdf](#)
- [Guidance-Document_UNJSPF-Benefit-Eligibility-Comparison-Chart_-Years-of-CS-and-Age-at-Separation-Date.pdf](#)
- After-service health insurance [ST/AI/2007/3](#)
- Life insurance [ST/AI/2002/6](#) and [ST/AI/2002/6/Amend.1](#)

Separation, including termination and agreed termination

- Article IX of the Staff Regulations and Chapter IX of the Staff Rules ([ST/SGB/2023/1/Rev.1](#))
-