

**United Nations**  
**Department of Operational Support**  
**Ref. 2018.26**



## **Guidelines**

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# **Development of Mission / Field Entity Support Division Closure Plan**

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Approved by: USG DOS  
Effective date: 1 January 2019  
Contact: Operational Planning Service, Division of Special Activities/DOS  
Review date: 1 January 2022

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**GUIDELINES  
ON  
MISSION / FIELD ENTITY SUPPORT DIVISION CLOSURE PLAN**

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**A. PURPOSE**

1. These Guidelines provide a Planning Officer in Mission Support Centre (MSC) with a structured approach to Service and Section Chiefs with a logical request for planning input, to start the development of a Mission / Field Entity specific plan.
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**B. SCOPE**

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2. These Guidelines apply primarily to Mission / Field Entity Support Divisions (MSD) in peacekeeping missions / Field Entities preparing for closure. Other staff concerned with Mission / Field Entity closure (for example the Closure Task Force (CTF)) may be requested to provide input to different parts of the Closure Plan and should be aware of these Guidelines.
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### C. RATIONALE

3. Mission / Field Entity Closures are a resource intensive period in a Mission / Field Entity's life, demanding timely and thorough planning. MSD Closure Plan is a product of best practices based on previous closures, most notably United Nations Operation in Côte d'Ivoire, United Nations Stabilization Mission / Field Entity in Haiti and United Nations Mission / Field Entity in Liberia. Guidelines on preparing a closure plan streamline and facilitate planning and improve the quality of Mission / Field Entity Closure processes.
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### D. PROCEDURES

4. Principles and Format. The closure of each Mission / Field Entity is different in detail, as the circumstances of each Mission / Field Entity are different. Some Missions / Field Entities will have long warning of closure, with a long time to liquidate. Others will have little notice and little time, perhaps even be in a *force majeure* situation. Thus, the annexed template is meant as an outline only. It is designed to provide a starting point for thinking through the most common MSD problems in the closure of a Mission / Field Entity. It cannot be comprehensive, for the reasons outlined above, but it does use general principles and common experiences to provide a starting point for planning. It also provides a suggested format for the closure Plan, using a scenario, demonstrating many of the points that various elements in MSD will need to consider. The outline plan is illustrative, not prescriptive.
5. How to Use the Outline Plan. Sections should use the suggested plan as a starting point in developing their own plans, based on their own situation. At the same time Sections must co-ordinate their planning with that of other sections. Thus, for example, Transport Section cannot simply withdraw all vehicles in the first month, as other Sections will need access to vehicles throughout closure. This must all be coordinated; initially by the Section Chiefs talking to each other while developing their input, then by fine-tuning between the MSC Plans Unit and all stakeholders. It is suggested that once the plan has been fine-tuned by MSC Plans Unit, a one-day workshop be held with all Service and Section Chiefs to go through the plan and de-conflict cross-cutting issues.
6. Transition. It is important to note that the Mission / Field Entity closure occurs within the context of a national transition from a Mission / Field Entity presence to a post-Mission / Field Entity presence. There will be impacts on the UN Country Team (UNCT), the Host Government and other non-UN and non-Host Government actors. This will both affect and be affected by the MSD Closure Plan. It is critical to have the Special Representative of the Secretary-General (SRSG) and the UNCT involved in closure planning as early as possible in the pre-closure planning. At a working level, the most significant impact for MSD is likely to be in the area of asset disposal but this is by no means the only impact area.
7. Environment. Although not always specified in tasks outlined below, all closure activities must be considered through the lens of the Mission / Field Entity leaving the environment

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at least as clean as when the Mission / Field Entity moved in but, ideally, in a better condition. Failure to do so abrogates the UN's duty of care, creates unacceptable environmental issues and it also exposes the UN to significant reputation risk.

8. Closure Task Force, Team and Coordinator. CTF is a policy-making body of senior the Mission / Field Entity officials established up to two years before the end of the Mission / Field Entity. The CTF will function as a steering committee providing strategic guidance to the closure planning process, to ensure that planning for Closure is in line with the exit strategy developed as part of Transition planning. The Director/Chief of Mission / Field Entity Support (D/CMS), as part of the CTF, will be responsible for the administrative and technical closure of the Mission / Field Entity, assisted by a closure Team. The DMS may head that team personally or may appoint a closure Coordinator. The Closure Coordinator may be a particularly useful appointment for the pre-closure period, with the DMS possibly taking over that role once closure commences. In either case a MSD closure plan must be developed, which takes into account the requirements of the SRSG's Transition Plan.
9. Size of the Closure Team. The size of the closure team is determined by the scope and support requirements, however, should be as small as possible. The team size decreases rapidly during the initial draw-down at the start of closure and continues until the closure process is completed. Every effort must be made to establish, to the extent possible, alternative contractual or other suitable arrangements with a view to minimizing support staff requirements.
10. Need to Follow UN Regulations. The closure plan is a guideline for closure activities, it is not a regulation. The plan assists the Mission / Field Entity personnel with closure activities however all UN regulations and guidance must be followed to ensure a successful closure. Subject matter experts are required to ensure that proper procedures are followed for their respective areas. All members of the closure team are responsible to comply with their own technical, professional or delegated authority obligations.
11. Quick Impact Projects (QIPs) and Programmatic Funding. It is essential that projects, e.g. QIPs or Programmatic Funding projects, which were started because of a Mission / Field Entity's mandate, are only continued if they are of direct relevance to the closure process. All other projects must either be terminated or handed over to other entities (UN agencies, Inter-Governmental Organization or non-governmental organizations) as part of the pre-closure Transition process.
12. General Approach. The outline closure plan is summarized in the 6-month phased strategy outlined in this annex and must be adjusted as needed, to suit the Mission / Field Entity specific situation, once the order is given from DOS HQ. The below is not all inclusive and additional instructions can be found within the plan as well as UN guidance and regulations. All personnel involved in developing the closure plan must consult their appropriate technical guidance manuals and, if necessary, seek guidance on technical issues through their technical chain of command.
13. Generic Outline Plan Background. The generic closure plan annexed consists of a pre-closure period of indeterminate but ideally two-year length, six four-week phases during which specific closure procedures will be carried out and a post-closure phase to close out the final administrative aspects of a Mission / Field Entity. The plan outlines the timelines and events that must be met to ensure a timely and effective closure of the Mission / Field Entity. During the early stages of closure there is a requirement for many of the substantive components of a field Mission / Field Entity to continue to function concurrently. Therefore, closure planning incorporates support requirements to carry out ongoing substantive or

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other operational activities for a limited amount of time. For purposes of this document, the outline closure plan includes a HQ location, and three remote locations (A, B and C), with each location having several sites. Missions / Field Entities doing their own planning should modify the suggested plan based on the number of locations and sites that they have.

14. Timing within the Financial Year. It is not possible to state at what point within a Financial Year closure will occur, as that will depend on the specific Security Council mandate. This outline plan assumes that the Security Council allowed the normal Mission / Field Entity mandate to continue from June to December then allocated six months for closure. For purposes of this document, the text refers to a closure starting in 'December this year' and a closure date of 'June next year.' Missions / Field Entities should modify the plan to reflect their own circumstances. This assumption gives the greatest flexibility in planning as it provides a full year of budget funding. That is important, as the approved final budget often imposes high vacancy rates, or directly cuts the funding requested by the Mission / Field Entity for that final year. When such cuts occur, it will be critical that the D/CMS work closely with the Chief Budget Officer to advise the SRSG on the impact of such cuts on normal operations and the closure activities. If the final year is not a full one, the D/CMS will have a greater challenge in balancing the funding.
15. Basis of the Six-Month Format. The six-month phased format is based on the historical six-month period allocated to Missions / Field Entities for closure. If less time is allocated, e.g. two months for closure, then the activities listed in earlier months would become part of the pre-closure process. In such an event, more time will be taken for each of those activities, as the Mission / Field Entity will be carrying out operations in support of the mandate and transition, at the same that it is carrying out closure activities. This will require a great deal of co-ordination with the Substantive, Force and Police pillars of the Mission / Field Entity. The best way to deal with that situation is to work backwards from the closure date, calculating how long each task will take, in the necessary sequence, in order to advise at what point during pre-closure each activity must start in order to achieve the Security Council's and the General Assembly's requirements.

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### **E. ROLES AND RESPONSIBILITIES**

16. The Chief of MSD shall be responsible for following these Guidelines and producing the closure plan.

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### **F. TERMS AND DEFINITIONS**

17. For terms and definitions see DOS Guide for Senior Leadership on Field entity closure (2018.08).

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### **G. REFERENCES**

- DOS Guide for Senior Leadership on Field entity closure (2018.08).

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### **H. MONITORING AND COMPLIANCE**

18. Compliance with these Guidelines shall be monitored by DOS/DSA/OPS.

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**I. CONTACT**

19. The contact for these Guidelines shall be DOS/DSA/OPS.

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**J. HISTORY**

20. This is the first version of these Guidelines, they shall be revised in three years.

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**K. APPROVAL**



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

Date of approval 2 January 2019

**Annex “A”**

**(Insert Name of Mission / Field Entity) MSD Closure Plan**

**I. Overview and Planning Assumptions and Factors**

**Overview of Closure Plan**

1. **Purpose.** The MSD Closure Plan (henceforward ‘the plan’) will describe the plan for the MSD aspects of the closure of the Mission / Field Entity, based on a six-month schedule. It is possible that the Mission / Field Entity will be asked to liquidate in December this year, with a finish date of 30 June next year. The plan will give an overview of the activities to be carried out during pre-closure, closure and progressive closure of locations while ensuring concurrent withdrawal of all components, remnant COE and UNOE. Post-closure activities are also addressed. The plan provides the details for execution, including general timelines and tasking of Mission / Field Entity components for smooth execution of closure. It is important to note that unlike the Start-Up and Maintenance phases of the Mission / Field Entity, the closure phase must of necessity be driven by the administrative and logistic requirements of Mission / Field Entity closure, which are often dictated by UNHQ contractual arrangements, so other Mission / Field Entity components will have little flexibility in changing their timelines away from those outlined in the plan.
2. **Agreement of the SRSG.** Once this outline plan is written, the DMS will discuss timelines with the SRSG and SMT, to gain agreement for the plan and timelines as written, or to receive the SRSGs instructions on necessary changes. Those changes may necessitate a partial re-write of this plan to fully reflect the needs of the SRSG’s Transition Plan.
3. **Framework.** The plan takes into account the requirements of the Guide for Senior Leadership on Field entity closure (2018.08). (Reference A). There is as yet no Security Council Resolution (Reference B) and will likely not be until closer to an actual closure decision. Various assumptions have been made in the plan, as outlined below, including the six-month time frame. Once Reference B is received the plan will need to be revised to ensure it accords with the resolution. The closure will be organized under the auspices of the Closure Task Force and the Closure Team, with the composition of those outlined below and in Reference C. The six-month timeline is addressed in Annex D, which incorporates both the MSD timelines and the relevant issues from the planned timelines for the other Mission / Field Entity Pillars. Annex E, the Closure Security Plan, is a document that will need to be incorporated into the plan once received. Given the

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uncertainty of the date of receipt of Reference A and the changing nature of the security situation, the plan uses current security procedures. All components in the Mission / Field Entity will need to archive their documents, so this is addressed in Annex F for easy reference by all Mission / Field Entity components. Annex G and the subsequent Annexes relate more specifically to tasks required to be done within MSD, although some of those tasks will be affected by the timelines and plans of the other Mission / Field Entity components.

4. Overview of Closure Activities. The overview of closure activities with various tasks is:

- a. Closure of remote locations: Location A, Location B, Location C.
- b. Closure of camps in HQ Area and consolidation into the main Mission / Field Entity HQ building and the Log Base.
- c. Dismantling, if any and packing.
- d. Implementation of the PADP.
- e. Shipping of UNOE as per the PADP and balance of the COE.
- f. Closing / Restoration / Environmental Cleanup of sites.
- g. Settlement of Financial Obligations.
- h. Records Archiving.
- i. Final Repatriation / Reassignment of MSD Closure Team.
- j. End of Field closure activities / closing of the Mission / Field Entity.

### **Aim**

5. Within UN rules and regulations, MSD will conduct the closure of (insert name of Mission / Field Entity) in a cost effective, efficient, environmentally friendly and timely manner, with built in flexibility to adapt to changing objectives and guidance.

### **Planning Assumptions**

6. To allow planning to occur in advance the following assumptions have been made. Alteration of assumptions will perforce affect aspects of the plan.

19.1 Closure may start on 16 Dec this year, which will affect leave plans for Closure Team and other staff members.

19.2 The Mission / Field Entity is currently in a transition phase towards drawdown and eventual closure with no presence beyond 30 June next year. The closure phase lasts until the end of the Mission / Field Entity closure mandate (once issued).

19.3 Normal Political, Police and Military operations will cease 28 Feb next year.

19.4 Closure must be completed by 30 Jun next year, with all assets shipped out or disposed of and all personnel departing by that date. Other

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Mission / Field Entities or the UNGSC will accept most of our Group I assets.

19.5 We will have Tiger teams available for HR and Finance from UNHQ if we request them. Other Tiger teams can be requested.

19.6 We can expect all non-MSD personnel to be gone by 31 Mar next year, with the exception of one SRSG/DSRSG and their office.

19.7 Up to 50% of MSD staff will be gone by 30 Apr next year.

19.8 Another 30-40% of MSD staff will be gone by 31 May next year.

19.9 No extra funding will be available.

19.10 Expect to liquidate based on the structure: Location A, Location C, Location B, and the HQ Area, with the remote locations closing first and well before the HQ Area.

19.11 The Host Government will accept only good quality assets from us. We may need to run disposal sales for assets they don't want. Gifting can only be done during pre-closure. Once closure commences, donations are the mechanism for transfer to the host government. Certificates of Temporary Possession (COTPs) can be used but we will have pre-approval for donations from the General Assembly to the maximum extent possible.

19.12 Environmental cleanup considerations will be a high priority. The Mission / Field Entity will need to get a final Mission / Field Entity-wide Handover Certificates from the Host Government.

19.13 We can expect shipping delays at the ports so the last shipments out must be planned for early to mid-June next year at the latest.

19.14 The Security situation will remain calm and stable.

19.15 Post closure administration will take place primarily as a project at the designated Service Center, with some asset management support from the UNGSC and some support from DOS/DSA UNHQ.

### **Closure Planning Factors (Note: these are examples only – replace with those applicable)**

7. (Host Country) is a land locked/coastal/desert country (insert description of country) with limited ability to move assets on internal roads to other countries. It has a strategic sea port in HQ Area.

8. Transportation via air is very limited however there is an international airport in the HQ Area. Road transportation can be difficult in Northern and Southern counties due to poor road construction and rainy season.

9. (Host Country), outside a few urban centers, has poor infrastructure and uneven standards in the commercial sector. Transport contractors often use substandard

equipment. Material Handling Equipment (MHE) is scarce and often inadequate to do the job at hand. Safety standards are not practiced throughout (Host Country).

10. The rainy season may commence as early as May in any given year. The roads from Location A to the HQ Area may be cut by rains, those from Locations B and C to the HQ Area are unlikely to be cut, and rains may delay activities in various sites in and out of the HQ Area. Major movements, engineering tasks and most PDU sales should be complete by end April at the latest to avoid being affected by rainy season.

11. Election campaigning will start no later than August this year for the election in November this year, with investiture of the new Government in January next year. This is likely to cause a slowdown of activities at the various Ministries from August this year until February or March next year. There may also be delays at the port occasioned by delayed customs clearances, which could affect the shipment of (insert name of Mission / Field Entity) assets out of country.

### **Mission / Field Entity Closure Concept**

12. The Mission / Field Entity Closure Concept is based on the use of contracted inland transportation. Integral transport resources can only be used if UNDSS provides security clearance for unescorted UN convoys. The Mission / Field Entity will rely on local contracts for strategic movement of UNOE and repatriation of COE.

13. The concept of the closure of the Mission / Field Entity is a staged withdrawal from the outlying locations first, followed by the Main HQ in conjunction with the Log Base as soon as implementation of the PADP has been completed and environmental cleanup, site restoration and settlement of financial obligations have been carried out. These activities are to be synchronized with the physical withdrawal of assets from the Mission / Field Entity area and progressive repatriation/reassignment of the closure team members, in a manner to ensure safety of staff and assets.

14. All Group I UNOE as per the PADP will be sent to its destination from the HQ Area (Door to Door delivery). Wherever possible, Group II, III, IV or V assets will be disposed of in situ, through transfer, sale, disposal, gifting or donation.

15. The implementation of the PADP will commence during pre-closure activities and, once approved as an ADP by the GSC, will continue into the closure phase. The Government of (Host Country) has accepted their primary responsibility for security in (Host Country) in accordance with the Mission / Field Entity/Government Transition plan. Despite this UNPOL, UNDSS and UN military personnel will remain responsible for the safety of staff and equipment during the closure phase, in order to deter and prevent looting and robbery.

### **Closure Organization**

16. The execution of the Closure Plan will be achieved under the direction of the SRSGs Closure Task Force, by the Closure Team and generally within the existing Mission / Field Entity organization. If necessary UNHQ can be contacted to seek assistance in the form of surge capacity Tiger Teams for specific closure related projects.

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The Peacekeeping Capabilities Readiness System (PCRS) may also be accessed through UNHQ DOS/DSA/OPS to provide some surge capacity if needed.

17. Closure Task Force (CTF). The CTF has two main functions. The first is to ensure development of the various exit strategies and plans of all Mission / Field Entity components in preparation for Transition and Closure. The second is to ensure that the closure is carried out in correlation with the Mission / Field Entity's overall exit strategy. It is chaired by the SRSG/DSRSG, is composed of the principals or heads of all major Mission / Field Entity components and can include invitees.

18. Closure Team (LT). The LT is chaired by the DMS, supported by the Closure Coordinator (see next paragraph) and key members of MSD management together with special invitees. The LT is responsible for the detailed planning and implementation of the Closure Plan. The composition and terms of reference of the LT are shown in Annex D. The LT will initially meet on a monthly basis during pre-closure and later on a weekly basis as closure approaches, with the schedule to be at the discretion of the C/DMS and the Coordinator. The closure team reports directly to the DMS and has the following functions:

31.1 Consolidate the logistics functions required for reducing (insert Mission / Field Entity name) assets during the closure period;

31.2 Execute different policy decisions promulgated by the Closure Task Force;

31.3 Identify all tasks associated with the closure and attribute responsibility to relevant components, services and section;

31.4 Analyze different closure tasks to define their scope and magnitude, and identify essential activities and the different sequences of events;

31.5 Assess the relevant resource requirements in terms of personnel, time-frames, support services and financial implications, and

31.6 Prepare an overall programme of events for the closure based on operational plans, logistics and administrative instructions and the plans of accounts holder and Service/Section Chiefs with administrative closure responsibilities;

31.7 Maintain close consultation and coordination with DOS/DPO/UNHQ; and

31.8 Advise on practical aspects of the utilization or disposal of all UN-owned assets.

19. Closure Team Coordinator. The Closure Team Coordinator will be designated by the DMS, and with the assistance of the Closure Cell, will coordinate all aspects of the closure.

### **Tasks of the Closure Team**

20. The outline of the major tasks and target dates for completion that must be realized by the Technical Units as part of the closure team is provided in Annexes G onward.

## **II. Execution**

## **General Outline**

21. The Mission / Field Entity will disengage progressively from Political, Military and Police activities, ideally commencing with the remote locations but in sequence as determined by the CTF. MSD will concurrently close those camps and facilities. Non-closure team members of (insert Mission / Field Entity name) will depart between end Feb and end Mar next year, with the closure team members progressively departing until end Jun next year. The Mission / Field Entity assets, including Records and Archives, will be disposed of in accordance with the UN rules and regulations. Financial issues, including claims, will be finalized to the maximum extent possible by end Jun next year. Remaining issues in the HQ Area are to be dealt with subsequently with the assistance of the UNCT, UNHQ, UNGSC or the RSCE/designated Service Center as appropriate to the task.

22. The Mission / Field Entity's UNDSS staff members, in cooperation with UNPOL and the Force, will be requested to issue a security plan based on the timetable for withdrawal of civilian staff, removal of remnant COE and also on the removal or transfer of UNOE. The plan should include security arrangements to be made at HQ Area for the safe keeping of UNOE which will remain in situ until final disposition per the PADP.

23. All communication assets in place will be removed not earlier than one week before the final departure of closure team personnel. Before removal of the 'Very Small Aperture Terminal' (VSAT), alternative Minimum Operating Security Standard (MOSS) compliant communication will be established until the final withdrawal of all closure team personnel.

24. All Mission / Field Entity Closure Team personnel will ensure hand over of all UNOE, ID cards and driving licenses, prior to their departure from the Mission / Field Entity after completing the checkout process. Departure dates and travel arrangements for all Closure Team staff are to be coordinated by Section Chiefs with the Human Resources Section and Closure Coordinator.

25. Human Resources Section in consultation with the Closure Coordinator and DOS/DSA will make all efforts to arrange for pre-placement in a new Mission / Field Entity or HQ of all international staff in the Closure Team with mutually agreed release dates. This will assist in the availability of essential closure staff during the closure period.

## **Asset Disposal**

26. All Group-I UNOE as per the PADP will be sent to its destination (Door to Door delivery), Group II and III UNOE will be handed over to the recipients in situ in remote locations or the HQ Area, after receipt of payment for Group-III items, Group-IV UNOE will be sold from the existing Mission / Field Entity scrap yards. Most of the Group-V assets should be handed over to the Government of (Host Country) by gifting during pre-closure, subject to the decisions made by the SRSG with advice from the Gifting Committee. Assets in the HQ Area, the Log Base, and any other strategically important facilities will be handed over towards the end of the closure phase. They may then be subject to rules of donation, rather than gifting, so early advice from the Government will be needed as to whether they wish to accept donated assets. Alternative means of disposal should be

planned in any case, to cater for the contingency that at the last minute the assets cannot be donated to the Government.

### **Contingencies**

27. The closure mandate will be executed over a period of six months. Lack of sufficient surface transportation assets may lead to delays in timely extraction and shipment of UNOE and COE from the various camps. Similarly, a failure of arrangements for shipping and aircraft may affect the movement out of Military and Police formed units and their associated equipment, as well as of UNOE in later stages of closure. To the greatest extent possible, Group I UNOE and any COE will be moved out of the Mission / Field Entity area before the disruptions expected from August this year onwards during the pre-closure phase.

28. Safety and security of UN assets, personnel and facilitation of the Mission / Field Entity's closure activities including PADP, though guaranteed by the Government of (Host Country), may not be effectively supported by Government Officials and agencies on the ground, hence delaying and hampering the closure process. Again, as many as possible of the activities must be completed during pre-closure and before August this year.

### **Withdrawal, Dismantling and Asset Disposal**

29. **Ports of Embarkation.** There are two primary ports of embarkation.

42.1 Airport of Embarkation (APOE). The primary APOE is XXX. The airport can receive all common fixed and rotary wing aircraft.

42.2 Seaport of Embarkation (SPOE). The primary SPOE is XXXX in HQ Area.

### **Closure Timelines**

30. The closure timeline is located at Annex D.

### **Medical**

31. Concept of Medical Support. Medical services in the regions will remain operational until closure of regional sites in the draw down period. Medical Section will continue to provide medical support to all staff in the closing regional sites and until the last person departs. The Medical personnel are the last to depart the regional site upon closure.

32. The Medical Support Plan for the Mission / Field Entity closure Period is attached in Annex J. Note that surge medical capacity can be obtained from PCRS if needed.

### **Movements**

33. The bulk of the pressure on shipping during the first half of the closure period will come from moving out COE and contingent personnel. This will require early and frequent liaison with UNHQ for contracting necessary movement assets.

34. The Mission / Field Entity Sections which have major equipment to be shipped out are Engineering, GITTSGITTS, Transport, Life Support, and Medical. MovCon will deploy

additional staff to HQ Area as required, during the closure. Movement of all cargo will be done utilizing contractor resources supplemented by integral resources.

35. In conjunction with Procurement Section, maintain a freight/packing/shipping contract until the end of closure, particularly for Group I and Archives. This is a critical contract and there are always items to be shipped at the very end of closure, even if only the residual archives.

### **Air Operations**

36. Air operations in the region will be reduced to the basic minimum required for closure related activities and monitoring of engineering projects for dismantling of hard walled accommodation and wells. While normal component operations are active in a regional location, regular flight schedules will occur although that schedule will be progressively modified to cater for changing the Mission / Field Entity needs. Once non-MSD functions cease in any given location, all flights to that regional location will be through a special flight request. See Annex N for detailed plan.

### **Mission / Field Entity Locations and Facilities**

37. The main Mission / Field Entity locations and facilities during closure will be in the HQ Area although the Mission / Field Entity also has a presence in Location A, Location B and Location C. The schedule to hand over these facilities is as outlined in Annex D.

38. Environment. As early as possible during pre-closure, the Mission / Field Entity will arrange an inspection of all Mission / Field Entity locations and facilities to identify environmental hazards or damage in Mission / Field Entity locations. This inspection is not to be limited to problems created by the Mission / Field Entity, as that distinction will not be made by others after the Mission / Field Entity leaves the Mission / Field Entity location. UNEP can provide experts to visit the Mission / Field Entity and provide advice. During pre-closure and closure resolution of these problems will be a priority task for all Mission / Field Entity support and closure team staff. Problems and hazards identified are to be specifically reported to the Closure Coordinator so that they can be tracked and managed.

39. The Mission / Field Entity HQ and Logistics Bases in the HQ Area will be restored and handed over to Government representatives and landlords before 30 June next year. The details of the restoration work have to be agreed between the Mission / Field Entity and the concerned parties. It may include, among other things:

52.1 Removal of partitions and installations.

52.2 Damage repairs.

52.3 GITTS. Dismantle and disconnect all equipment, wind up cables and pack and ship all GITTS equipment, including hydraulic masts.

52.4 Engineering. Disconnect generator and main panel. Generators and main panels are to be either prepared for later shipment by contractor or handed over to the Government of (Host Country), if included in the 'Gift' or ' Donation' packages. Prefab office buildings will be disposed of/handed over when no longer required by the closure as per the PADP.

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52.5 Life Support. Dismantle satellite-TV systems. Retrieve supply items such as fridges, copy machines, shredders, safes, etc. and dispose of as per the PADP.

### **Security during closure**

40. The Security Section will be reporting to (*The Mission / Field Entity Security (there are both DSS and DPKO staff there) and leadership need to answer this question. Often at the late phase of closure the DMS is the highest-rank manager available*) and structure its organization to ensure that all sites are covered with security officers to give support to all Mission / Field Entity staff and activities at these locations. As the Forward and Main HQs are handed back to the local authorities or landlords, the security presence will decrease.

41. Access control and security inside Mission / Field Entity locations and facilities are performed by contracted security companies, under UN security control and guidance. Security will employ civilian guards from closed regions or hire additional security guards for safety or remaining COE and UNOE until proper shipment/disposal is completed. The Mission / Field Entity security officers will be requested to conduct regular inspections of the camps during this period and watch on the movement of local guards. External armed security will be required and will be coordinated under UNDSS control.

42. Criminality will usually increase during the closure period. This is expected to be primarily robberies against Mission / Field Entity staff and sites both in the Mission / Field Entity locations and residential accommodation. The Government of (Host Country) will be requested, through UNDSS or MOFA, to dedicate security units to ensure extra security.

43. Security Section and UNDSS will draft a detailed 'Closure Security Plan' for security during the Closure Phase. A copy of the Closure Security Plan will be enclosed as Annex E once it is released.

### **Minimum Operating Security Standards (MOSS)**

44. MOSS for UN Organizations in the Mission / Field Entity direct how the Mission / Field Entity should conform to security requirements during its mandate and the closure period. Specific advice on this can be obtained from the Security Section if in doubt.

45. Security officers must be equipped with the appropriate equipment to ensure that they are effective in managing security here in the Mission / Field Entity. Security Officers must remain mobile, affecting Transport Section planning, and will be contactable 24/7. Contact details will remain as current, unless advised of different arrangements separately.

### **Tasks**

46. The tasks necessary for a successful closure can be grouped into various areas.

59.1 Mission / Field Entity Pillar and Component Tasks. The detailed exit strategy for each pillar must be determined within each pillar but as part of SRSG led MLT discussions as part of CTF activities. The DMS will discuss this with the SRSG.

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- 59.2 MSD Driven Common Tasks. These would include but not be limited to:
- 59.3 The need for each pillar to determine its exit strategy at least six months before the actual closure, so that the MSD closure plan can be finalized; and,
- 59.4 The development of timelines for various activities and common activities, such as archiving.
- 59.5 MSD Tasks. There are common tasks such as guidelines for closing the camps as well as section specific tasks (Annex G onward).

### **Coordinating Instructions**

- 47. **Timelines**. See Annex D for detailed timelines.
- 61. **Meetings**: During pre-closure and even the early part of a full six-month closure period, meetings may be held less often than during the latter part of the Closure period. The CTF will determine its frequency of meetings and the DMS will determine the LT and other MSD meeting frequency. The following meetings will be required during the closure process, with a suggested frequency for the last six months of pre-closure:
  - 61.1 Closure Team (DMS) – bi-weekly;
  - 61.2 Closure Coordination Meetings – weekly; and,
  - 61.3 Weekly VTC with UNHQ DOS/LSD / FPD/FBFD to provide brief on Closure Progress and discuss ways forward.
- 62. Records and Archives Management. This is a key part of the pre-closure and closure activities. Support from ARMS in UNHQ should be sought early in the pre-closure period, ideally at least one year before closure commences. The DMS may approve funding for one or more visits by ARMS to the Mission / Field Entity for review of necessary activities. The Chief of the Mission / Field Entity's IMU must liaise closely with ARMS and advise the DMS as early as possible of the visits recommended as well as the plan to archive records. The IMU plan is to include pre-closure visits to all Mission / Field Entity locations to identify which records will be archived, to assist all pillars in archiving and to ship all historical archives that are not required for on-going work to UNHQ by no later than six months before the end of the closure period. The IMU Plan should also include; closure period plans to archive and ship all relevant records; and, how the records sent to or generated in the RSCE and other locations will be archived from there once the post-closure work is completed. Note that the plan must also address how Mission / Field Entity emails and shared drives will be archived and managed. (See Annex F)
- 63. Shared Drive. The Closure Team (GITTSGITTS) will establish a shared drive with controlled access to share relevant information. A list of users must be developed between GITTSGITTS, IMU and the relevant sections. Usage instructions must be promulgated by the DMS office with advice from GITTSGITTS.

### **Coordination with the UN Country Team**

- 64. The Closure team may look into ways to use certain UNCT services and contracts. Detailed discussions will be held with the UNCT early in the pre-closure period to discuss types of services and time lines. The common services may include the following:

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- 64.1 Common Premises.
- 64.2 Shared communications and IT facilities.
- 64.3 Common security arrangements under MOSS.
- 64.4 Coordinated air services.
- 64.5 Shared contracts for commodities and services.
- 64.6 Support during visits to locations with no the Mission / Field Entity presence for closure related tasks.

**Communications with UN Headquarters**

65. Video and Telephone Conferences. Telephone and video conferences will be held between the Mission / Field Entity and UNHQ as follows:

- 65.1 During the Planning Phase on a weekly basis, or as required.
- 65.2 During the closure period on a weekly basis.

**Weekly Closure Reports**

66. Weekly Closure Reports: Section Chiefs are to provide their input respectively to the Closure Coordinator and the Service Chiefs, for review every Wednesday. The DMS to submit a consolidated report to UNHQ/DOS/DSA/OPS every Friday.

**Command and Control**

67. Under authority of the DMS all MSD members are jointly responsible for implementation of this plan.

**This plan provides the authority to execute the above-mentioned tasks**

<b>Drafted by:</b>	
<b>Authenticated by:</b>	
<b>Approved by:</b>	

**Distribution:**

**ANNEXES:**

**Annex "B"**

**SECURITY COUNCIL RESOLUTION**

Insert Closure Resolution once received.

**Composition of the Mission / Field Entity Closure Team**

To be determined on a Mission / Field Entity to Mission / Field Entity basis. This will include, inter alia:

From MSD

- The DMS
- A Closure Coordinator – if appointed by the DMS
- Service Chiefs
- All Section Chiefs
- Chief IMU
- Chief Finance & Budget Officer
- SAO

Suggested from non-MSD Sections

- COS or a representative appointed by the SRSG
- Chief PIO

## **Activities Timeline Based on Six-Month Closure**

### **Closure Plan Management Spreadsheet**

Please click on the image below for a simple suggested Tracking Sheet. More complex versions may be developed by a Mission / Field Entity to improve task tracking. This could also be used as a Stoplight Report.



Liquidation Plan  
Management Spreads

### **Overall Mission / Field Entity Timeline**

1. Order of Pre-closure Activities.
  - 1.1. Develop Closure Plans for All Components as part of the Transition Planning Process. Note that this planning may be affected by the final budget approved for the closure period, which may either provide less funding than anticipated or higher vacancy rates for the Mission / Field Entity, thus redundancy must be built into plans. This may include, inter alia;
    - 1.1 Substantive sections developing outline and detailed plans for winding up programmes and either closing them or handing them over to UNCT, NGO or Government Actors;
    - 1.2 Identification of critical posts for various stages of the drawdown, in each pillar, in order to identify which posts can be left vacant in the lead-up to closure and which need to be filled (Vacancy announcement – VA, Temporary Job Opening – TJO, TDY, etc.) to ensure successful transition and closure;
    - 1.3 Identification of all other tasks – programmatic, physical, policy, planning – that will need to be completed prior to and during closure;
    - 1.4 Identification of personnel drawdown schedules for the Closure Team during closure; and,
    - 1.5 Planning of withdrawal sequences and timings from various locations during pre-closure and closure, including identification of tasks necessary for all components, e.g. sequence of repatriation of FPUs or TCCs.
    - 1.6 Discussions with UNHQ and other necessary non-Mission / Field Entity HQs and Offices to gain agreement of all tasks identified as well as advice on other necessary items.
    - 1.7 The closure starts and finish dates will be as per the resolution.

## MSD Timeline

2. To achieve successful Mission / Field Entity closure in a limited timeframe it is necessary to recognize that the normal order of 'Operations driving Logistics' is largely reversed vis-à-vis earlier phases of the Mission / Field Entity. The realities of what is possible, physically and contractually, drive certain timelines that the other components must achieve, even during the closure period. This is why it is critical that early and comprehensive MSD closure planning is carried out, together with pre-closure activities by all components to minimize the work to be done during closure itself. Timelines will need to be developed backwards from the 'End of Closure' date, so that the C/DMS can discuss with the SRSG and CTF how this may affect on-going operations during the pre-closure period. That will affect how the non-MSD components of the Mission / Field Entity do their downsizing planning, which may in turn lead to a revision of this plan in some details.

3. MSD will be driven by such realities as:

3.1. When ships and aircraft for contingents and their equipment are contracted by UNHQ;

3.2. How long it will take to physically close the various camps, move or dispose of assets, conduct environmental clean-up and so on;

3.3. Managing the separation of various staff, including arranging their various payments;

3.4. Paying vendors, terminating contracts, settling claims, etc.

4. Outline of Activity Timelines by MSD and the Dates for Other Components. Day 0 is the day on which the closure Instruction is received, assumed to be six months from the final date by which the Mission / Field Entity must liquidate.

4.1. **Day 0.** Closure Order Received.

4.2. **Weeks 1 to 4.**

4.2.1. UNHQ to be requested to book shipping and aircraft for contingent move out of (Host Country). All movements to be effected by end of Week 12 of closure – including COE.

4.2.2. All Mission / Field Entity components commence programme and activity closure in accordance with pre-planning.

4.2.3. All Mission / Field Entity staff members (all components) notified of the closure and that their contracts will be terminated within the next two to six months, with the actual date to be confirmed.

4.2.3.1. First tranche of separation letters to be issued, with at least one month and preferably at least two months of notice for all.

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- 4.2.3.2. UNHQ FPD and UNJSPF to be notified of upcoming HR surge.
- 4.2.4. All MSD sections commence pre-planned activities including:
  - 4.2.4.1. Finalizing any write-off actions (for Technical Units);
  - 4.2.4.2. Dismantling and moving goods;
  - 4.2.4.3. Arranging for the Mission / Field Entity assets to be shipped out or disposed of;
  - 4.2.4.4. Advising vendors of closure;
  - 4.2.4.5. Notifying all necessary contractors and the public of the various activities;
- 4.2.5. Coordination with the government on closing and handing over various camps.
- 4.2.6. Environmental clean-up to be continued and enhanced. Engineers to move assets as necessary to various locations.
- 4.2.7. Pre-identified Tiger Team movements and schedules to be arranged.
- 4.2.8. Other tasks as assigned
- 4.3. **Weeks 5-8.** Most Contingents and non-MSD staff expected to start departing this month. Up to 50% of both to be gone by end week 8.
  - 4.3.1. Check-out activities for departing staff to commence.
  - 4.3.2. Continue issuing other contract termination letters.
  - 4.3.3. Withdrawal of contingents to commence from all locations, with initial focus on remote locations.
  - 4.3.4. Withdrawal of programme staff from remote locations.
  - 4.3.5. Commence physical closure of identified camps, with a focus on Location A and Location B. Location C to be used as a staging post for the withdrawal from the other two remote locations so final physical closure will be later but the programme closure must occur simultaneously with the other two locations.
  - 4.3.6. To the extent possible and in concert with contingent withdrawal, commence closing camps in HQ Area and consolidating assets back to the port for onward shipment or to the Log Base for disposal.
  - 4.3.7. All other planned section activities to continue.
- 4.4. **Weeks 9-12.** Most remaining contingents and another 40% of non-MSD staff expected to be gone by end week 12.

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- 4.4.1. Continue checkout activities and issuing termination letters as necessary for staff.
  - 4.4.2. All MSD Sections continue planned activities.
  - 4.4.3. By end week 12 all contingents and COE to be gone. Security to be provided by UNDSS contractors in concert with the Host Government.
  - 4.4.4. Location A, Location B and Location C closed by end Week 12. All assets disposed of or moved back to the Log Base or Port.
- 4.5. **Weeks 13-16.** Only remaining contingent staff will be the rear-parties for any contingent equipment that has not moved to that time. All expected to be gone by end week 16. Only remaining non-MSD staff will be the SRSG or a DSRSG with a small staff liaising with the Host Government on finalizing programme handover. By end week 16 expect that 50% of MSD staff will have left the Mission / Field Entity.
- 4.5.1. All MSD Sections continue planned activities.
  - 4.5.2. All camps in HQ Area to commence closure. Last location to close will be the Log Base. The main Mission / Field Entity HQ building is likely to be handed back this month or moved to either the UNCT for management or some other entity.
- 4.6. **Weeks next 17-20.** By end week 20 expect all non-MSD staff except small DSRSG office to be gone. The main Mission / Field Entity HQ building will be closed. MSD staff will be at no more than 10-15% of pre-closure numbers.
- 4.6.1. Close and conduct environmental clean-up and handover of all remaining camps in HQ Area except the Log Base.
  - 4.6.2. Conduct final asset disposal sales.
  - 4.6.3. Ship assets out of (Host Country).
  - 4.6.4. Dispose of vehicle fleet. Consider moving to rented vehicles for the last few weeks.
  - 4.6.5. Close out contracts and finalize payments. All final termination letters to have been issued. All check-out procedures to have been completed.
  - 4.6.6. Expect visits from UNHQ, UNGSC or designated Service Center /RSCE staff members to discuss handover of tasks for post-closure.
- 4.7. **Weeks 21-24.** By end week 24 the Mission / Field Entity is closed and liquidated.
- 4.7.1. Close and complete environmental clean-up of the Log Base.
  - 4.7.2. Handover records and tasks to RSCE et al for post-closure.
  - 4.7.3. All check-outs completed.

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4.7.4. All assets disposed of and/or shipped.

4.7.5. All staff members depart.

### 4.8. **Post-Closure.**

4.8.1. UNHQ, UNGSC and designated Service Center / RSCE complete agreed tasks.

4.8.2. UNHQ, UNGSC and designated Service Center /RSCE send records to ARMS by prior agreed arrangements, as tasks completed.

4.8.3. Administrative Closure of the Mission / Field Entity once all these tasks complete.

### **Other Mission / Field Entity Components**

5. All other Mission / Field Entity components are requested to provide their final planned timelines to MSD at least 12 months before the end of closure date. These timelines must accord with the timelines outlined above and must specifically address the following.

5.1. Final dates for physical departure from the various locations occupied.

5.2. Personnel drawdown posts, names and dates.

5.3. Any specific support requirements needed until the final departure date from each location.

6. With a six-month closure timeline there will be no flexibility for components or contingents to remain past the planned dates.

**Closure Security Plan**

To Be Inserted Once the Final Closure Security Plan Has Been Produced by UNDSS.

## Archiving Instructions Applicable to All Components

### Archiving and Records Management

1. Information Management Unit is to fulfill its roles and responsibilities in respect of the following tasks:

1.1 Circulate Archiving Instructions to all components of the Mission / Field Entity.

1.2 Under directions of a Records Management Officer deliver training to all components of the Mission / Field Entity's focal points.

1.3 Liaise with the focal points from different Sections / Departments to ensure that archiving of identified documents is done in a timely manner and in accordance with ARMS guidelines. Advise focal points to prepare records for transfer and those for destruction. Obtain approval from Section Chiefs / OIC for the destruction of any records. Set up secure temporary storage / processing centers.

1.4 Ensure completion of the actions required by the Mission / Field Entity Records Retention Schedule.

1.5 Prepare records for shipment to UNHQ, taking particular care to follow disposition procedures.

1.6 Ensure all boxes containing records for shipment are properly labeled, sealed, destination address clearly readable and coordinate with MovCon for shipment to UNHQ, final destination as indicated by ARMS.

Timeline	Task	Location	Remarks
Week 0	<ol style="list-style-type: none"> <li>1. All Focal point trained.</li> <li>2. Physical verification of all the Mission / Field Entity Records</li> <li>3. Set up secure temporary storage and processing centers</li> </ol>	All the Mission / Field Entity Sections	<ol style="list-style-type: none"> <li>1. Liaison with focal point</li> </ol>
Week 5-8	<ol style="list-style-type: none"> <li>1. 25 % of all records nontransferable to be destroyed</li> <li>2. Repatriation all inactive records from Sectors</li> <li>3. 2* 20' Sea containers non-UN used prepared</li> <li>4. Start the transfer of electronics records in COSMOS</li> <li>5. Main the Mission / Field Entity HQ building storage to be closed</li> </ol>	HQ Area Sectors	<ol style="list-style-type: none"> <li>1. Ensure completion of PORS</li> <li>2. Liaison with GITTS</li> <li>3. Liaison with focal point</li> </ol>

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Week 9-12	<ol style="list-style-type: none"> <li>1. 50 % of all records nontransferable to be destroyed</li> <li>2. 25 %transferable records packed in the containers</li> </ol>	HQ Area – Main the Mission / Field Entity HQ building/Log base	<ol style="list-style-type: none"> <li>1. Ensure completion of PORS</li> </ol>
Week 13-16	<ol style="list-style-type: none"> <li>1. 75 % of all records nontransferable to be destroyed</li> <li>2. 50% transferable records packed in the containers</li> <li>3. All electronics records moved into COSMOS</li> </ol>		<ol style="list-style-type: none"> <li>1. Liaison with GITTS</li> <li>2. Ensure completion of PORS</li> </ol>
Week 17 – 20	<ol style="list-style-type: none"> <li>1. 100 % of all records nontransferable to be destroyed</li> <li>2. 50% transferable records packed in the containers</li> <li>3. Start Cleaning the Storages</li> <li>4. Organize Main The Mission / Field Entity HQ Building records, pack boxes, submit e-form to ARMS, and affix ARMS bar code labels to boxes</li> </ol>	HQ Area – Log base	<ol style="list-style-type: none"> <li>1. Ensure completion of PORS</li> </ol>
Week 21-24	<ol style="list-style-type: none"> <li>5. Containers ready to be shipped to ARMS</li> </ol>		<ol style="list-style-type: none"> <li>2. Liaison MovCon and ARMS</li> </ol>

Please click on the image below to view a Transfer and Disposition matrix for records. Use the tab at the bottom of the workbook to view Administration rules or Substantive Rules.



Matrix for the transfer and dispositc

**UNOE Operational Analysis**

*NB:*

- 1. This is based on a Umoja stock analysis exercise. The filters are useful for now but this will need to be modified to cater for Umoja activities.*
- 2. The Mission / Field Entity for which this was run was UNMIL, so dates, quantities and locations have been left in the attachment for illustrative purposes. The data no longer reflects the reality of the stock situation on the ground.*

1. To assist the Technical Units, Supply Chain Management ran a list of all Non-Expendable Property in Umoja as of Aug 2016. Filters in Excel were activated to exclude assets that (1) had been gifted, (2) were to be gifted, (3) were "Bad – Recommended for Write-Off" or (4) will surpass their Life Expectancy before 1 July 2018. Assets that are unserviceable but repairable and which may be fixed prior to shipment to another Mission / Field Entity have been included. The remaining assets were then sorted by life expectancy starting with those that have the longest remaining Life Expectancy (2028) to the shortest (2018).

Please click on the image below to view a sample operational analysis of UNOE.



Operational Analysis  
of UNOE with GIFTIN

**Guidelines During Closure of Sites Throughout the Mission / Field Entity Area.**

1. In order to execute the withdrawal of personnel and equipment (UNOE and COE) from the Mission / Field Entity, the following guidelines are to be followed:

1.1 Only the UNOE determined to be Group I or II will be removed from locations for shipment to final destinations. All UNOE grouped as Group III will be handed over to the receiving entity on an 'as is where is' basis. All UNOE grouped as Group IV is to be disposed of by commercial sale, dumping or destruction as appropriate. All UNOE grouped as Group V, including fixed structures included in the 'Gift' or 'Donation' packages, are to be handed over to Government Authorities at the end of the Closure process.

1.2 All Mission / Field Entity personnel in outlying locations will be withdrawn in accordance with the timetables for their specific sections, detailed in the separate Personnel Drawdown Plan, and either be relocated within the Mission / Field Entity or be shipped out the Mission / Field Entity as appropriate.

1.3 Joint Movement Control Centre (JMCC) / MovCon will coordinate the movement of UNOE and COE in close cooperation with MSC and all stakeholders.

1.4 All Technical and Administrative Sections will execute the tasks required to achieve the deadlines.

1.5 MovCon is responsible to ensure complete move out of COE, if any remains, as well as Groups I and II UNOE to their final destinations.

1.6 GITTS will ensure MOSS compliant communication until the final staff and equipment has been pulled out. Suitable means of MOSS compliant communications will be earmarked and kept available for visits or temporary deployment of staff to any location in the Mission / Field Entity area for closure, handover or asset disposal activities.

1.7 Engineering and Environmental Sections will carry out environmental assessments. Environmental and Engineering Section, in coordination with Property Management Section (PMS) / PDU, will obtain written environmental clearance from the local authorities for all the sites.

1.8 Technical Units (TUs), to keep property management informed about the location of their assets when the moves are being carried out and until completed.

1.9 The SRSG or designated Representative or the DMS or designated Representative is responsible to hand over Government sites to local authorities, including the 'Gift' or 'Donation' items. Procurement/Engineering section is to hand over private property to owners after restoration. Proper documentation of this hand over must be made – this is critical to avoid future problems.

1.10 Packing of UNOE, preparing the packing list, locking and sealing of containers and submitting Cargo Movement Requests (CMR) is the responsibility of respective Sections/TUs. CMRs must be made as soon as possible to allow MovCon to plan the move of containers/equipment. All packing must be completed a minimum of two working days before scheduled move of the equipment/stores to allow for handling and loading.

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1.11 All boxes and equipment to be moved by MovCon should be clearly marked to show the consignee, destination and contents as per the MovCon SOP.

1.12 Garbage disposal to allocated places is the responsibility of Engineering Section.

1.13 Archiving and records management is the responsibility of each Section under guidance of Information Management Unit, supervised by the deputy DMS. Documents not required must be shredded before disposal.

1.14 Contracted equipment will be moved by the respective contractor, according to contractual terms, after provision of the required support and until withdrawal of all components.

2. The following asset handover/relocation/movement procedures are to be adhered to:

### 2.1. Transport.

2.1.1. Personnel (vehicle custodians) checking out should hand over their vehicles to the Transport Section.

2.1.2. Vehicles assigned to contractors will be recovered by the Transport Section.

### 2.2. GITTS Equipment

2.2.1. GITTS technician should be available during the Closure phases at each location.

2.2.2. GITTS equipment located in the main camps should be dismantled one week in advance of the deadline for closure of the site.

2.2.3. Personnel checking out should hand over the equipment to GITTS representatives at their respective locations.

2.2.4. Other equipment such as IT networks, HF/VHF networks issued to GITTS personnel, will be the responsibility of GITTS representatives to collect.

### 2.3. Supply Equipment and Material

2.3.1. Each person is responsible for the equipment/material issued to them by Life Support.

2.3.2. Personnel relocating/checking out should collect the items issued to them and hand them over to the Life Support representatives.

2.3.3. Furniture will remain in the existing offices on Government land and will be removed from offices on private land and disposed of as per the disposal manual.

2.3.4. Final list of Life Support assets currently in use and to be moved from these locations towards the end of closure must be provided to MovCon no later than one month before closure starts.

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2.4. Engineering Equipment

2.4.1. All engineering equipment is issued to the Regional Engineering Representative who will be responsible for transfer to location or handover.

2.4.2. Dismantling of assets in locations on private land, if required, should be carried out in cooperation with landlords and PMS/PDU.

2.5. Life Support/Fuel Unit. Almost XX percent of fuel assets in the Mission / Field Entity have passed life expectancy and now have zero net value. PMS and Life Support Sections should review possible disposal methods in the Mission / Field Entity area.

2.6. Special Considerations

2.6.1. Rest & Recuperation (R&R)/leave during the closure is to be restricted and strictly controlled by the Section Chiefs. All staff members are requested to be present to facilitate the closure activities whenever required by exigencies of service.

2.6.2. All personnel should liaise with their respective sections/departments and with the Closure Coordinator for determining the date of leaving their deployment locations for reassignment/departure from the Mission / Field Entity.

## **MEDICAL SUPPORT PLAN AND TASKS**

### **Medical Section**

Medical Section is to fulfill its role and responsibilities in respect of the following tasks:

#### **Pre-closure**

1. General.
  - a. Work with COE Unit to identify any gaps in processing the TCC level 2 hospital retention up to 4 weeks before complete closure of the Mission / Field Entity.
  - b. The blood unit supply contractor (usually Sanquin) to be notified 6 months ahead of closure to stop supplying blood to the Mission / Field Entity on a specified date.
  - c. Medical cases for disability/compensation to be processed with assistance from HR section.
  - d. Cases on prolonged sick leave to be handed over to HR for future placement.
  - e. Asset identification, write off and disposal.
  - f. Archiving medical records in coordination with IMU.

#### **Closure**

2. Maintain Level I medical coverage for the Mission / Field Entity closure team staff in HQ Area until 2 weeks before closure of the Mission / Field Entity. An International Medical Officer will stay until closure to provide medical support and to facilitate medevac authorization from the Medical Support Division NY.
3. Maintain TCC hospital as the main Level 2 medical support. On this line, coordinate New MOU with the hospital. However, in the event the Level 2 repatriates earlier, the Mission / Field Entity will outsource local medical facilities as outlined in plan B of the Medical support plan.
4. To this effect, Medical Section is to review the requirement of medical staff and the requirements of medicines/material and medical coverage.
5. Participate in Closure Coordination meetings.
6. Review the Medevac/Casevac capacity based on the changing situation and fleet reduction. Update the SOP for Casevac/Medevac in consultation with Aviation Section.
7. In the event TCC Level 2 is not available, consider upgrading Level I Clinic to Level I + clinic, with an additional module of the following to provide surgical and lifesaving capabilities prior to evacuation to the Level 3 Hospital:
  - a. Internist.

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- b. Surgical module
  - c. Basic laboratory capacity
  - d. Liaise with aviation for Medevac flight capability.
8. Consider outsourcing medical care for National staff to a locally available clinic, which could also be used for Level 1 care:
- a. There are several local clinics in the country but with the assistance of MIP, there are few clinics that accept CIGNA.
  - b. (Commercial contractor – insert analysis if one is available, see sample below) in HQ Area, is basic clinic (Level 1) with no major surgical capability (e.g. has no Operation theater, anesthetist and blood bank).
  - c. Has organized basic diagnostic and laboratory equipment to carry out routine evaluation.
    - i. Clinic composed of Doctors (General Practitioner) and Paramedics who are trained in emergency response with certificates (Advanced Life Support, Basic Life Support - ALS/BLS).
    - ii. The facility has its own air ambulance on standby in case of evacuation, which will be charged separately as this is not included in the insurance plan of CIGNA.
    - iii. There is no need for any agreement to be established with the clinic as they recognize CIGNA for direct payment.

**Medical Support Plan in the absence of TCC Level II plus Hospital**

9. The Level I clinic serves as a primary care facility providing immediate life-saving and resuscitation capabilities, to include routine clinical care and further referral to the Level II Hospital as the need arises. Normally this is manned by:
- a. Two (2) Medical Officers
  - b. Six (6) Paramedics/Nurses
  - c. Three (3) support staff to include the ambulance driver
10. In the event the TCC Level II+ Hospital ceases operations due to drawdown of military troops, the following are options to continue timely and effective medical services delivery in the Mission / Field Entity:
- a. Option A. Upgrade of Level I Clinic to Level I + clinic, with the addition of the following to provide surgical and lifesaving capabilities prior to evacuation to the Level 3 Hospital:
    - i. Internist/Cardiologist
    - ii. Surgical team
    - iii. Basic laboratory capacity
    - iv. An aircraft should be on standby for cases that need urgent evacuation to higher center which is in (insert location).
  - b. Option B. Outsourcing medical care from local clinic:

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- i. There are several local clinics in the country but with the assistance of Medical Insurance Plan (MIP), there are a few clinics that accept our insurance provider, which is **CIGNA**.
- ii. The (local commercial provider) was been assessed by the Chief Medical Officer (CMO) on (insert date). S/he concluded that the facility has augmented the delivery of health care in the country.
- iii. The Hospital is organized with the basic diagnostic and laboratory equipment to carry out routine evaluations.
- iv. The Clinic is composed of Doctors (General Practitioners) and Paramedics who are trained in emergency response with certificates (ALS/BLS).
- v. The facility has its own air ambulance on standby in case of evacuation, which will be charged separately as this is not included in the insurance plan of CIGNA.
- vi. There is no need for any agreement to establish with the clinic as they recognize CIGNA on direct payment.

**11. Medical Section Tasks for 24 weeks**

**Weeks 1 to 4**

- a. Identify Medical staff to be retrenched (20%) in the upcoming reduction of 40% MSD.
- b. Military Medical/ Police level I clinic to pack medical documents for central archiving.
- c. Preparation to close regional clinics (Location A, Location B and Location C in that order) commences.
- d. Assets for write off and gifting to be determined and processed accordingly in coordination with Regional Administrative Officer (RAO).
- e. Assure medical coverage during closure till the last person moves out of the location.
- f. Assess (insert local commercial clinic name) or any other private medical support in HQ Area to support (insert Mission / Field Entity name) personnel.

**Weeks 5 to 8**

- g. Consolidate Medical records archiving from repatriating Military and Police level clinics.
- h. Consolidate closure of peripheral clinics with predetermined (week 1 to 4 as above) asset management.
- i. Consolidate Medical support in both the main Mission / Field Entity HQ Building and the Log Base, TCC to continue medical support up to week 20.

**Weeks 9 to 12**

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- j. Archive (Physical) and prepare for shipment of archived medical records from military medical units. Note that most UN medical records are maintained in Earth-Med, so will not need archiving.
- k. On further downsizing of MSD, prepare to close the main Mission / Field Entity HQ building clinic (assuming the Mission / Field Entity consolidates its offices in the Log Base).
- l. (insert local commercial clinic name) private clinic to be recognized as additional level I medical support.

### **Weeks 13 to 16**

- m. Remaining contingents to get medical support from level 2 TCC.
- n. Close the main HQ Area clinic (Asset disposal) at the same time as the closure of the main Mission / Field Entity HQ building.
- o. Prepare to close TCC.

### **Weeks 16 to 20**

- p. Identify remaining medical staff and support.
- q. Review of how to continue Medical support to the remaining Mission / Field Entity personnel.
- r. Medical support to the remaining Mission / Field Entity personnel to continue with few medical staff.
- s. TCC closed. Medical emergencies to be handed over to (insert local commercial clinic name) depending on capability.

### **Weeks 21 to 24**

- t. One international medical staff to remain to coordinate medical emergency and authorization for medevac out of theater.

## **12. HIV/AIDS Unit: Concept of Closure**

- a. **Operational:** HIV/AIDS: HIV and AIDS sensitization briefings will be conducted for formed units and staff in the sectors 6 weeks or less prior to departure from the Mission / Field Entity. HQ units will also be provided with the same sensitization briefings prior to departure. Voluntary HIV counseling and testing will also be provided to personnel under sensitization to enable them to know their status before leaving the Mission / Field Entity.
- b. **Supplies and Logistics:** Test reagents, Pre-exposure prophylaxis (PEP) Kits, Condoms (Male and Female) that have not expired and Information, Education, and Communication (IEC) Material may be shipped to another Mission / Field Entity if requested or gifted/donated to the National HIV/AIDS Control program. The list of assets is to be prepared no later than one month prior to start of Closure.
- c. **Staffing:** Staff will liquidate in phases to synchronize with the Mission / Field Entity general staff withdrawal:
  - i. 2xGS staff with closure of sectors
  - ii. 1xUNV and 1xNPO with the Mission / Field Entity substantive staff

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- iii. 1xP4 to liquidate with main Mission / Field Entity closure team.

## **Engineering Section Plan**

### **Extra Planning Assumptions**

1. The tasks are based on the following assumptions:
  - a. Location A & Location B are closing first and assets will be consolidated in Location C before final withdrawal to HQ Area.
  - b. MovCon offices at seaport and the international airport (both MovCon & rear party camps) along with the rear party of TCC1, securing the last posture of the Mission / Field Entity (in Camp 3), will close towards the end June next year.
  - c. The majority of the installed non–expendable assets will be gifted to the Host Government based on a Cost Benefit Analysis and HRDDP clearance. Exceptions will be rented compounds and assets nearing life expectancy, which will be considered for donation/ gifting to the Host Government before the final withdrawal.
  - d. Allowance for a one-month notice period has also been made while considering the closure of rented properties.

### **Specific Tasks**

2. Engineering Section is to fulfill its role and responsibilities in respect of the following tasks:
  - a. Conduct site inspections of Mission / Field Entity sites prior to their evacuation, to assess environmental and restoration requirements.
  - b. Ensure all sites are cleaned and prepared for hand over to (insert Host Country Government name) in accordance with the approved 'Gift' or Donation' arrangements.
  - c. Dismantle installations on private property in agreement with the owner, and restore it to its original condition, including environmental sanitation.
  - d. Prepare for handover of installations on Government land as per the approved 'Gift' or ' Donation'.
  - e. Ensure hand over of all engineering infrastructure works for the disposal to Government of (Host Country) or any other joint implementing partner prior to withdrawal from each location for sustainability of this force.
  - f. In conjunction with Environmental Section, draft a detailed Engineering Environmental Plan in coordination with PMS/PDU for closure based on this Closure Plan as well as UN policies and guidelines on Environmental issues.
  - g. Participate in Closure Coordination meetings.

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<b>SIX MONTHS CLOSURE PLAN</b>					
<b>Weeks</b>	<b>Sector</b>	<b>Name of Locations</b>	<b>Location Type</b>	<b>TASKS</b>	<b>Remarks</b>
1-4	Location A	<ul style="list-style-type: none"> <li>• Staff Welfare Center Location A</li> <li>• Airfield-Helipad Site-Location A</li> </ul>	Donated RTU Location	<ul style="list-style-type: none"> <li>• Conduct joint initial inspection on first week of first month, and address any restoration or repair works required by the Host Government counterpart; to be completed by the end of month.</li> <li>• Disconnect gen-sets, WWTPs, and other expendables, pack assets in containers and raise CMR for transportation to the Log Base-HQ Area, to be completed by the third week of the month.</li> <li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed. Followed by joint final inspection and close down of location on the last week of the first month.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of expendables &amp; non-expendables items for donation and retrieval (ongoing)</li> </ul>
1-4		<ul style="list-style-type: none"> <li>• Log base Location A</li> <li>• Sector B1 RHQ Location A</li> </ul>	Leased premises	<ul style="list-style-type: none"> <li>• Notify Procurement section to send letter of notification to the landlord for the termination lease agreement on the first week of first month.</li> <li>• Conduct initial inspection with landlord, occupants,</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of expendables &amp; non-expendables items for donation and/or</li> </ul>

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				<p>and PS prior to hand over of premises on the 2<sup>nd</sup>. Week of first month.</p> <ul style="list-style-type: none"><li>• Any deficiencies and potential problems jointly identified by ES and landlord will be repaired and documented before final handover of the premises; to be completed by third week of the first month.</li><li>• Except officially requested by landlord to leave in SITU, and approved by Senior management, ES will disconnect gen-sets, WWTPs, and dismantle all expendables and non-expendables, pack assets in containers and raised CMR for transportation to the Log Base-HQ Area; to be completed by the third week</li><li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed, and followed by joint final inspection and close down of location on the last week of the 1<sup>st</sup> month.</li></ul>	retrieval (ongoing)
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1-4	Location B	<ul style="list-style-type: none"> <li>• FPU 1 Camp</li> <li>• Sector B3 RHQ Location B</li> <li>• Airfield -Helipad Location B</li> </ul>	Donated RTU Location	<ul style="list-style-type: none"> <li>• Conduct joint initial inspection on first week, and address any restoration or repair works required by the Host Government counterpart; to be completed by the first week of second month.</li> <li>• Disconnect gen-sets, WWTPs, and other expendables, pack assets in containers and raised CMR for transportation to The Log Base-HQ Area, to be completed by the second week of the month.</li> <li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed, and followed by joint final inspection and close down of location on the end the month</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of expendables &amp; non-expendables items for donation and retrieval (ongoing)</li> </ul>
1-4		<ul style="list-style-type: none"> <li>• Log Base Location C</li> </ul>	Leased premises	<ul style="list-style-type: none"> <li>• Notify Procurement section to send letter of notification to the landlord for the termination lease agreement on the first week of the second month.</li> <li>• Conducts initial inspection with landlord, occupants, and PS prior to hand over of premises on the second week of the second month.</li> <li>• Any deficiencies and potential problems jointly identified by ES and landlord will be repaired and documented before</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of expendables &amp; non-expendables items for donation and retrieval (ongoing)</li> </ul>

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				<p>final handover of the premises; to be completed by third week of the second month.</p> <ul style="list-style-type: none"> <li>• Except officially requested by landlord to leave in SITU, and approved by Senior management, ES will disconnect gen-sets, WWTPs, and dismantle all expendables and non-expendables, pack assets in containers and raised CMR for transportation to the Log Base-HQ Area; to be completed by the third week.</li> <li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed, and followed by joint final inspection and close down of location on the last week of the 2<sup>nd</sup> month.</li> </ul>	
5-8	HQ AREA	<ul style="list-style-type: none"> <li>• Transit Camp 3</li> <li>• Transit Camp 2</li> <li>• International Airport</li> </ul>	Donated RTU Location	<ul style="list-style-type: none"> <li>• Conduct joint initial inspection on second week of second month, and address any restoration or repair works required by the Host Government counterpart; to be completed by the end of second month.</li> <li>• Disconnect gen-sets, WWTPs, and other expendables, pack assets in containers and raised CMR for transportation to the Log Base-HQ Area, to be completed by the</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of expendables &amp; non-expendables items for donation and retrieval (ongoing)</li> </ul>

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				<p>third week of the third month.</p> <ul style="list-style-type: none"> <li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed, and followed by joint final inspection and close down of location on the last week of the 3<sup>rd</sup> month.</li> </ul>	
9-12	Location C	<ul style="list-style-type: none"> <li>• Former QRF Camp, FPU Camp</li> <li>• Sector B2 RHQ</li> <li>• Airfield -Helipad/ Fuel Station</li> </ul>	RTU Location	<ul style="list-style-type: none"> <li>• Conduct joint initial inspection on first week of third month, and address any restoration or repair works required by the Host Government counterpart; to be completed by the end of month.</li> <li>• Disconnect gen-sets, WWTPs, and other expendables, pack assets in containers and raised CMR for transportation to the Log Base-HQ Area, to be completed by the third week of the month.</li> <li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed, and followed by joint final inspection and close down of location on the end of the 3<sup>rd</sup> month.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of expendables &amp; non-expendables items for donation and retrieval (ongoing)</li> </ul>
13-16	HQ AREA	<ul style="list-style-type: none"> <li>• BATT 1 Camp</li> <li>• UNPOL (Host</li> </ul>	Donated RTU Location	<ul style="list-style-type: none"> <li>• Conduct joint initial inspection on first week of the fourth month, and address any restoration or repair works required by the</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of expendables &amp; non-expendables</li> </ul>

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		<p>Country)/ Police HQ</p> <ul style="list-style-type: none"> <li>• QRF Camp</li> <li>• CFPU Camp/Sea port</li> <li>• BATT 2 Camp</li> <li>• TCC TPT Camp</li> </ul>		<p>Host Government counterpart; to be completed by the end of month.</p> <ul style="list-style-type: none"> <li>• Disconnect gen-sets, WWTPs, and other expendables, pack assets in containers and raised CMR for transportation to the Log Base-HQ Area, to be completed by the third week of the month.</li> <li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed, and followed by joint final inspection and close down of location on the 4<sup>th</sup> month.</li> </ul>	<p>es items for donation and retrieval (ongoing</p>
		<ul style="list-style-type: none"> <li>• UNV Transit house</li> </ul>	<p>Leased premises</p>	<ul style="list-style-type: none"> <li>• Notify Procurement section to send letter of notification to the landlord for the termination lease agreement on the first week</li> <li>• Conducts initial inspection with landlord, occupants, and PS prior to hand over of premises on the 2<sup>nd</sup> week.</li> <li>• Any deficiencies and potential problems jointly identified by ES and landlord will be repaired and documented before final handover of the premises; to be completed by third week.</li> <li>• Except as officially requested by landlord to leave in situ, and</li> </ul>	<ul style="list-style-type: none"> <li>• Identificati on of expendabl es &amp; non-expendabl es items for donation and retrieval (ongoing</li> </ul>

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				<p>approved by Senior management, ES will disconnect gen-sets, WWTPs, and dismantle all expendables and non-expendables, pack assets in containers and raised CMR for transportation to the Log Base-HQ Area; to be completed by the third week</p> <ul style="list-style-type: none"> <li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed, and followed by joint final inspection and close down of location on the last week of the 4<sup>th</sup> month.</li> </ul>	
17-20	HQ AREA	<ul style="list-style-type: none"> <li>• Main Mission / Field Entity HQ Building.</li> </ul>	Leased premises	<ul style="list-style-type: none"> <li>• Notify Procurement section to send letter of notification to the landlord for the termination lease agreement on the first week of fifth month.</li> <li>• Conduct initial inspection with landlord, occupants, and PS prior to hand over of premises in the 2<sup>nd</sup>. Week.</li> <li>• Any deficiencies and potential problems jointly identified by ES and landlord will be repaired and documented before final handover of the premises; to be completed by third week.</li> <li>• Except as officially requested by landlord to leave in situ, and approved by Senior</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of expendables &amp; non-expendables items for donation and/or retrieval (ongoing)</li> </ul>

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				<p>management, ES will disconnect gen-sets, WWTPs, and dismantle all expendables and non-expendables, pack assets in containers and raised CMR for transportation to the Log Base-HQ Area; to be completed by the third week</p> <ul style="list-style-type: none"> <li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed, and followed by joint final inspection and closing of location on the last week of the 5<sup>th</sup> month.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Log base</li> <li>• MovC on office Seaport</li> <li>• Camp 3</li> <li>• The Mission / Field Entity Secondary Airport</li> <li>• International Airport TCC Helo</li> <li>• International Airport (MovCon)</li> </ul>	Donated RTU Location	<ul style="list-style-type: none"> <li>• Conduct joint initial inspection on first week of the fifth month, and address any restoration or repair works required by the Host Government counterpart; to be completed by the end of month.</li> <li>• Disconnect gen-sets, WWTPs, and other expendables, pack assets in containers and organize transportation to the Log Base-HQ Area, to be completed by the third week of the month.</li> <li>• Environmental cleaning of camp, including septic tanks cleanup &amp; back filling of oil spillages and disposal of scraps to be completed, and followed by joint final inspection and close</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of expendables &amp; non-expendables items for donation and retrieval (ongoing)</li> </ul>

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				down of location on the end of the month. • Complete Closure of all assets from the Log Base through write-off to be completed by the end of 5 <sup>th</sup> month.	
21-24				Repatriation of remaining Staff Members.	

## Movements Planning Tasks

### General tasks

1. If not already done early in the Mission / Field Entity’s lifecycle, develop and maintain a container (and contents) tracking system, including the establishment of a specific container management cell, if appropriate. Ensure that containers are conditioned and certified to International Organization for Standardization (ISO) standards for maritime equipment.
2. Develop a detailed movement plan for all Mission / Field Entity personnel and assets (designating staging, accommodation, holding and warehousing areas, sea and air ports of embarkation in accordance with the drawdown schedule of the Mission / Field Entity components.
3. Determine the size and volume of shipments (COE, UN-owned assets and leased items). The value and utility of items shipped by airfreight must justify the associated additional costs. Repatriation of COE will be by sea, or other surface transport, unless transportation by other means is specifically authorized by UNHQ.
4. Assess the requirements for packing, crating and shipping of UNOE and COE and initiate procurement action if necessary. Special attention should be paid to planning transportation arrangements for hazardous materials, especially contingent-owned explosives and ammunition – Refer to the Transportation of Dangerous Goods Manual, and Ammunition Safety Manual for UN Peacekeeping Operations.
5. Determine the transportation requirements (air, land and sea) within the area of operation from staging areas to ports of departure from the Mission / Field Entity area, arrange appropriate transportation contracts and coordinate the movements.
6. Provide LSD/OMS with detailed schedule and load details for movements from points of departure out of the Mission / Field Entity area, and for all UN and contingent personnel and assets movements from the Mission / Field Entity area. The total number of sea containers required for transportation of COE (with a break down per contingent) and UNOE must be determined. MCU/Transport/LSD/OMS is responsible for providing the Mission / Field Entity with the appropriate formats for General Cargo Load Lists, Dangerous Goods Lists, etc.
7. Identify suitable staging areas and, in conjunction with procurement, initiate necessary contractual arrangements to establish and sustain the operation of these staging areas.
8. Prepare and submit a final shipping report with details of each consignment and mode of transportation and forward it to LSD/OMS.
9. Prepare a tasking order for each contingent move.

### Specific Tasks

#### (Suggested) MOVEMENT CONTROL SUPPORT INSTRUCTIONS

## **SITUATION**

### **1. General**

1.1. The closure of the Mission / Field Entity is expected to take place in the near future. In order to support the implementation of the Closure Plan, MovCon will assist through the Shipping/Closure Cell by providing support for the repatriation of military and police contingents as well as their Contingent Owned Equipment (COE). The Shipping/Closure Cell will also provide support for the UN-owned equipment (UNOE) to be shipped from the regions to HQ Area and from HQ Area to the GSC or other DPO/DOS Missions / Field Entities.

1.2. In this context the following support instructions provide detailed guidance and directions regarding the tasks to be undertaken during the Closure Phase of the Mission / Field Entity and regarding the handling of the repatriation of troops and Contingent Owned Equipment (COE) as well as the necessary tasks to deal with the transfer out of UN-owned equipment (UNOE).

### **2. Assumptions**

2.1. The security situation remains stable allowing for the extraction of the materiel and equipment from the regions to HQ Area.

2.2. Adverse weather conditions must be assumed in the planning considerations at all levels. Slow withdrawal times must be anticipated and contingency plans put in place for alternative means of extraction.

2.3. Materiel and equipment identified in each Sector are readied for transportation in accordance with the withdrawal plans.

### **3. Execution**

#### **3.1. Concept of Operations**

3.2. This task will build upon receiving specific instructions (Mandate) to begin the implementation of the Closure Phase of the Mission / Field Entity and will be conducted by the Joint Mission / Field Entity Coordination Center (JMCC) where applicable – Shipping/Closure Cell under the supervision of the Chief of the Movement Control Section in close coordination with the Mission / Field Entity Support Operations Center (MSC), Technical Units (TUs) and the Regional Administrative Officer (RAO) or other designated staff in each Sector/in situ.

#### **3.3. General Tasks**

3.4. MovCon Section will fulfill its role and responsibilities in respect of the following general tasks:

3.4.1. Coordinate and arrange movement of COE, Group I and II UNOE to their final destinations NLT C – XXX from Location A, Location C and Location B and C – XXX for HQ Area.

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- 3.4.2. Plan movement of UNOE and COE from Location A, Location C, Location B and HQ Area in consultation with MSC and Technical Units (TU).
- 3.4.3. Ensure positioning and move of MHE as per cargo withdrawal plan; MHE to be moved out in the last convoy after completing move of all required UNOE and COE in accordance with the deadlines for completion of the cargo movement from Location A, Location C and Location B.
- 3.4.4. Contact UNHQ Movement Control Section (MCS) regarding all matters related to movements.
- 3.4.5. Liaison with MCS and MSC to ensure smooth shipment of UNOE and COE.
- 3.4.6. Liaison with local airport and seaport authorities to ensure proper documentation is in place for shipment being repatriated or sent to a different destination.
- 3.4.7. Coordination of the reception and dispatch of personnel, baggage and cargo.
- 3.4.8. Overall supervision at the airport and seaport including customs clearances, immigration documentation and ground handling.
- 3.4.9. Ensure observance of airport/seaport security procedures by the repatriating staff.
- 3.4.10. Dissemination of cargo and passenger manifest to the authorities concerned.
- 3.4.11. Submitting movement completed reports to UNHQ/DOS and compiling carrier assessment report.
- 3.4.12. Participate in Closure Coordination meetings.

**4. Coordinating Instructions**

**4.1. Timings and Specific Tasks**

4.1.1. The following specific tasks will be undertaken by Movement Control –JMCC - Shipping/Closure Cell during the Closure Phase and will be carried out in accordance with the following timelines (C refers to close of Closure/Mission / Field Entity, thus C-180 is 180 days before closure):

<b>Date</b>	<b>Task</b>
C - 180	NYHQ/SCM/MCS informed to initiate procurement process for the repatriation of Military and Police contingents
C -180-160	Provision by Military and Police Contingent of the following documentation: <ul style="list-style-type: none"><li>- General Cargo Load List (L/L)</li><li>- Container List</li></ul>

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	<ul style="list-style-type: none"> <li>- Container Packing List</li> <li>- Vehicles Load List</li> <li>- Dangerous Goods List</li> <li>- Ammo Certification</li> <li>- Weapons Serial Numbers</li> </ul>
C – 120-100	Repatriation of Military and Police contingents (troops) by air
C – 100-80	Repatriation of Military and Police Contingent Owned Equipment (COE) by sea
C – 80-60	Repatriation of remaining contingent staff (rear-party) left behind for Contingent Owned Equipment (COE)
C – 180-160	<p>Identification of UNOE for transfer</p> <p>Identification of assets (UNOE) and provision of Load List (LL) for equipment to be shipped from regions to HQ Area</p>
C - 150-120	UNOE shipped from the regions to HQ Area
C – 180-120	Identification of assets (UNOE) and provision of Load List (LL) for equipment to be shipped out of the Mission / Field Entity area
C -180-120	<p>Group I UNOE - Provision of documentation by TUs for outbound shipments to other DPKO Mission / Field Entities as follow:</p> <ul style="list-style-type: none"> <li>- CMR with accurate shipping instructions (e.g. pick up point, place of delivery, contact at destination, # of containers/vehicles, dimensions, weight, etc.)</li> <li>- Release Voucher from Umoja</li> <li>- Packing List with the correct value of all UNOE (including the value of the UN-owned containers)</li> <li>- DG Certification</li> <li>- Container/vehicle Key</li> </ul>
C -180-120	<p>Group II UNOE – Provision of documentation by TUs for outbound shipments going to DPA Mission / Field Entities. The following is required in addition to the documents for above:</p> <ul style="list-style-type: none"> <li>- Approval of the Controller</li> </ul>
C -120-80	MovCon – Shipping/Closure Cell obtains shipping quotations from the freight forwarding contractors (if no contract is in place).

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C - 120-80	<p>MovCon – Shipping/Closure Cell raises the requisition for the necessary procurement action. The following details must be included in the Scope of Work (SOW) for the request for Quotation or Proposal (RFQ/RFP):</p> <ul style="list-style-type: none"> <li>- Shipping terms (port to port/door to door)</li> <li>- Port of discharge and inland transport (at origin and/or destination)</li> </ul>
C - 120-80	<p>MovCon Shipping/Closure Cell/Budget Unit – Shipping cost quotation tasks as follow:</p> <ul style="list-style-type: none"> <li>- Liaise with receiving the Mission / Field Entity for coordination of shipping terms</li> <li>- Obtain from receiving the Mission / Field Entity: Business Area, Fund, Cost Centre/Fund Center and GL Account</li> </ul>
C – 90-80	<p>MovCon Shipping/Closure Cell – Custom Clearance</p> <ul style="list-style-type: none"> <li>- Obtain custom clearance. Liaise with relevant custom clearance authorities to have the containers sealed prior to exportation</li> <li>- Packing List (P/L) must be handed over to MovCon ten (10) days prior to the shipment to enable MovCon Shipping Cell to carry out all necessaries formalities associated with export customs clearances</li> </ul>
C – 90-80	<p>MovCon Shipping/Closure Cell –Insurance</p> <ul style="list-style-type: none"> <li>- Formulate a formal request for insurance coverage with the Cargo Movement Team of NYHQ Procurement Service through Movement Control Section (MCS)</li> </ul>
C 90-60	<p>MovCon Shipping/Closure Cell – Handover of containers/Vehicles to the shipping Agent and Dispatch</p> <ul style="list-style-type: none"> <li>- Create UN Cargo Manifest and the Export Custom Declaration</li> <li>- Cargo together with copies of packing list handed over to the appointed freight forwarder or shipping agent</li> </ul>
C – 80-60	<p>UNOE shipped out from (Host Country)</p>
C – 60-50	<p>Shipment left the port. MovCon Shipping/Closure Cell will collect the shipping documents (bill of lading, air waybills from the shipping agent (including copies of the UN Cargo Manifest stamped by the shipping agent as proof of receipt).</p>

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	FCR (Forwarder's Certificate of Receipt) may substitute a way bill
C – 60-50	Provision of Shipping details to UNGSC/Recipient the Mission / Field Entity <ul style="list-style-type: none"> <li>- MovCon Shipping/Closure Cell informs the recipient the Mission / Field Entity (or UNGSC) and LSD/DOS/MCS about the actual departure of the shipment and estimated time of arrival at the destination if is known</li> </ul>
C – 60-50	Post-Dispatch Formalities: The following documents should be forwarded to the recipient Mission / Field Entity/UNGSC (by courier mail) at the earliest: <ul style="list-style-type: none"> <li>- Bill of Lading or Air Way Bill as appropriate</li> <li>- Copies of the UN Cargo Manifest and Packing Lists</li> <li>- Key of the containers or vehicles spare keys duly tagged with the container/vehicle registration/decal numbers</li> </ul>
C – 60-10	MovCon Shipping/Closure Cell will remain in continuous liaison with the shipping agent and keep all concerned informed of the progress of the shipment
C	Closing Day of the Mission / Field Entity

**5. COORDINATION**

5.1. JMCC – Shipping/Closure Cell will take the lead in coordinating the transportation of materials and equipment from the regions to HQ Area, and from HQ Area to UNGSC or other DPO/DOS Mission / Field Entities.

5.2. JMCC – Shipping/Closure Cell will remain engaged and responsible for the follow up of the shipments until they reach the final destination.

5.3. Close coordination with NYHQ/MCS and receiving the Mission / Field Entities in order to ensure the successful delivery of the equipment to UNGSC/other DPKO/DPA Mission / Field Entities.

5.4. MovCon – JMCC – Shipping/Closure Cell key personnel are as follows:

NAME	POSITION	EXT #	CELL PHONE	E-MAIL
	Chief MovCon			

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	Admin/Budget Unit			
	C/ Shipping/Closure Cell			
	JMCC			
	Shipping/Closure Cell			

## GITTS Equipment Withdrawal Plan

### General

1. GITTS Section to fulfil its role and responsibilities in respect of the following:
  - 1.1 Ensure that closure team staff members have MOSS compliant communication availability until departure from the location.
  - 1.2 Removal of communication installations and IT related equipment as per the Closure timelines. Inform Section Chiefs and closure staff of the date for the removal of the servers.
  - 1.3 Ensure all staff members are informed about pending telephone bills and the same are also cleared before their final check out with the GITTS/TUs.
  - 1.4 Suitable means of MOSS compliant communications will be earmarked and kept available for visits or temporary deployment of staff to these locations for closure, handover or asset disposal activities.
  - 1.5 Carry out gradual discontinuation of PO Box within the Mission / Field Entity area and at UNHQ and reduce diplomatic pouch services.
  - 1.6 Participate in Closure Coordination meetings.

### Specific Tasks

SL/ No.	Activities	Unit/Focal Point Name (s)	Number of days	Weeks	Remarks
1	Identify all GITTS assets in use and monitor on weekly basis	GITTS Governance and Asset Manager focal point		1-4	
2	Inventory Optimization - Retrieve extra assets, for example recover extra computers from staff members issued more than one laptop or desktop - Write-off non-expendable and /or obsolete/unserviceable equipment, or declare as surplus  Remove/reduce microwave links	All GITTS Units		1-4	If possible, Group I to IV ICT equipment is to be transferred, sold or gifted. If the EULA requires it, due to sensitivity of ICT equipment including modems, satellite transceivers, enterprise license provision/clauses - LPSB recommendation is environmentally friendly destruction or cannibalization of

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	supported from service. Analogue radios are old /obsolete recover and write-off these items.				IT and Telecommunication equipment and not sale. Towers shall be gifted/donated over to the Host Government if they satisfy write-off criteria and the mandate. Printers may be donated as is and computers and monitors gifted/donated as long as the hard drives are removed.
3	Raise requisition to procure Heavy Duty Scanners, packing material – bubble wrap, transportation trunks, Avery Labels, bar code readers, internet dongles; extend ISP, Mobile GSM contract up until end of the Mission / Field Entity mandate; Liaise with Procurement and PDU on disposal and scrap contract to take over used toners	GITTS Asset Manager focal point and Integrated Warehouse		1-4	
4	Reorganize GITTS units with aim to ensure effective closure activities			1-4	
5	Setup GITTS learning center to enable good knowledge transfer and ICT cross – training, career planning, eLearning.			1-4	
6	Send Records Management focal	Records Management focal point in liaison with		1-4	

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	<p>points for refresher training.</p> <p>Organize electronic files in GITTS shared drive in proper structure</p>	Information Management Team			
7	<p>Identify multi-skilled personnel, study staffing list and decide who to retain. Identify critical functions for Closure period and bring in/hire resources – Trigny, retirees on TJOs with correct skillset.</p>			1-4	
8	<p>Identify location to perform archiving and scanning, boxing of GITTS hard copy records. Sort and commence scanning or shredding/disposal actions as per retention policy</p>	CGITTS		1-4	<p>Archiving and Scanning is to be done only with advice from ARMS. Mission / Field Entities do not usually have the correct scanners to scan documents to the correct quality level, so this activity potentially wastes scarce closure resources.</p>
9	<p>Setup the Mission / Field Entity document electronic archive in SharePoint/COSMOS. Start by transferring Region share drives to SharePoint as per ARMS.</p>	<p>GITTS Digital Solution Team in liaison with Systems with Support and Information Management team</p>		1-4	
10	<p>Decide which services to stop, decide which enterprise deployment to complete, and prioritize and update GITTS SLA accordingly.</p>	<p>CGITTS in consultation with ICTRC and DMS</p>		1-4	

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11	Stop Wifi services provided to staff residences.			5-8	
12	Centralize all GITTS services.			9-12	
13	Liaise through the Closure Coordinator with UNDP on Group II assets that UNCT is interested in and decide on timing on hand over			9-12	
14	Decommission of the Mission / Field Entity wireless services in residences.			9-12	
15	After closure of regions - Centralize and consolidate data center. Close data center operations in the main Mission / Field Entity HQ building. Operate one data center in the Log Base.			13-16	
16	Move all GITTS operations to the Log Base			13-16	
17	Maintain minimum operations for voice and data services – Archiving activities in progress.			17-20	
18	Assist with handover of the Log Base to the Host Government.			21-24	
19	Assist with handover of the main Mission / Field Entity HQ			21-24	

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	building to UNDP/UNCT/Owner				
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### Aviation Closure Plan

1. Aviation Section is to fulfill its role and responsibilities with respect to the following tasks.

1.1 Plan and implement orderly reduction of aircraft fleet based on operational requirements while retaining sufficient air assets to meet both foreseen/unforeseen operational, contingency and drawdown tasks.

1.2 1 x MI-8 commercial and 1 x B-1900 aircraft will be made available in support of day and night emergency tasks until the Mission / Field Entity closes on 30 June next year (Week 21-24). In case of Fixed Wing unavailability for out of Mission / Field Entity emergency medical flights, (other Mission / Field Entity support) request will be initiated accordingly on cost reimbursable basis and pending aircraft availability.

1.3 Shuttle and Special flights related to closure, admin, operational, SAUs/TUs etc. will continue to be planned/flown until the camp closures or as when required. Applicable Aviation SOP will be implemented for Special flights request to regional destinations without the Mission / Field Entity presence.

1.4 All assets (regional and HQ Area) will either be transferred to other PKO Mission / Field Entities/UNGSC, written off and or gifted/donated to the Host Government if/as required during Week next year. Staffing will also be reduced and repatriated based on a 3-part timeline during Week 13-24 based on the attached Assets/Staffing closure plan for the period covering 30 April until 30 June 2016.

1.5 Specifics concerning UNOEs (Aviation equipment), Operations and Staffing with corresponding period covered are discussed in details as per attached and table above.

### Specific Tasks

Period	Tasks
Pre-closure	<ul style="list-style-type: none"> <li>• Upon receipt of UNHQ NY decision regarding the Mission / Field Entity Transition/Closure, submit fax to ATS UNHQ NY by (insert date) for LOA Termination of MI-8 military effective 10 Feb next year</li> <li>• Request GITSS/PS through a memo for the discontinuance of Satellite Tracking services for MI-8 military helicopters effective 10 Feb next year.</li> <li>• Continuous archiving process of Section documentations</li> </ul>
Week 1-4	<ul style="list-style-type: none"> <li>• MCS UNHQ NY to arrange for the repatriation of TCC Aviation Unit (UAU) personnel and MI-8 military aircraft</li> <li>• 1x MI-8 military based at (insert location) will be redeployed to HQ Area</li> </ul>

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Week 5-8	<ul style="list-style-type: none"> <li>• Cessation of military MI-8 aircraft utilization effective 01 Feb to prepare for repatriation (Aircraft disassembly, shipping UNOEs, personal effects etc)</li> <li>• All MI-8 military aircraft and TCC personnel to be repatriated effective 10 Feb next year using Short Term Commercial Charters (TBC) in anticipation for cessation of military and police operations by 28 Feb next year</li> <li>• Completion of archiving process of Section documentations</li> </ul>
Week 9-12	<ul style="list-style-type: none"> <li>• Consolidate and account all regional/HQ Area Aviation equipment /UNOEs</li> <li>• Request Procurement Section through a memo for the discontinuance of contract services at International airport &amp; Mission / Field Entity evacuation location effective 01 July next year.</li> </ul>
Week 13-16	<ul style="list-style-type: none"> <li>• Reduction &amp; Repatriation of Aviation staff based in HQ Area (Part 1)</li> </ul>
Week next year-20	<ul style="list-style-type: none"> <li>• Relocation of Regional Aviation assets (UNOEs) from Location A and Location B to HQ Area by road or by air as applicable</li> <li>• Reduction &amp; repatriation of Aviation staff based in HQ Area (Part 2)</li> <li>• Submit fax to UNHQ/DOS/ATS for the termination of Long Term Charter Contract of other aircraft by 01 May next year</li> </ul>
Week 21-24	<ul style="list-style-type: none"> <li>• All UNOEs to be disposed/ written off or transferred to PK Mission / Field Entities/GSC as applicable</li> <li>• Repatriation of remaining Aviation staff based in HQ Area and regions (Part 3)</li> <li>• Discontinuation of Shuttle flights. Special flights will be planned if/as required.</li> <li>• All air assets to be repatriated by 30 June next year or earlier if/as required</li> </ul>

Please click on images below to view the documents.



Copy of Aviation  
Asset Classification - Liquidation Plan FY 1



Aviation Section  
Liquidation Plan FY 1

**HR and Detailed Personnel Plan****Pre-closure**

2. The following major tasks are to occur during pre-closure. Others may be necessary.
  - 2.1. Develop information on total personnel in the Mission / Field Entity broken down by International, national, UNV, military etc.
  - 2.2. Correct the staffing table.
  - 2.3. Conduct Drawdown exercises as required during the pre-closure period, using Comparative Staff Review processes.
  - 2.4. All sections to be asked to provide a detailed workforce planning analysis to identify their needs for the period by MSC, that information then to be provided to HR Section.
  - 2.5. Discuss with UNHQ/DOS/DSA and UN Joint Staff Pension Fund (UNJSPF) the needs and requirements for completing necessary documentation accurately. Consider embedding a national staff member, on TDY, in UNHQ to work for three months on (insert Mission / Field Entity name) documentation for a drawdown exercise to learn how to do it properly and train (insert Mission / Field Entity name) HR staff for Closure.
  - 2.6. Agree with UNHQ a date and period of visit for a placement team for approximately one month about six months before the closure end date.

**Closure**

3. Personnel Section is to fulfill its role and responsibilities in respect to the following tasks:
  - 3.1. Review time and attendance and prepare the main Mission / Field Entity HQ Building work for any adjustment/payments of Mission / Field Entity Subsistence Allowance (MSA) / Daily Subsistence Allowance (DSA) for staff including staff on TDY and national staff payments, to be forwarded timely to Finance Section so that final payments are reviewed and processed before actual departure and should there be any receivables in their account, they are notified on time. Also ensure termination notices are sent to National/International staff on time and coordinate with UNHQ/DOS/DSA for the termination indemnity where applicable. Inform the receiving Mission / Field Entities on the arrival of staff being reassigned. Review documents for national staff pension to be forwarded to Finance and UNHQ.
  - 3.2. Review the manpower requirements according to the staff downsizing plan, which is developed from the Section workforce planning information, and monitor implementation of the staff drawdown plan during closure.
  - 3.3. Make travel arrangements for all Mission / Field Entity personnel for repatriation/reassignment in accordance with the rules and regulations, policies and procedures pertaining to official travel.
  - 3.4. Broadcast policy/guidelines on checking out procedures and ensure all personnel complete check out procedures prior to final departure.

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- 3.5. Complete all personal actions required for staff being re-assigned or separating from service as per the relevant provisions of the HR rules and guidelines.
- 3.6. Provide DOS/DSA weekly staffing status. Provide DSA with details of staff to be terminated.
- 3.7. Ensure all staff Attendance Record Card (ARC) is reconciled and forward the information to DOS/DSA and the receiving Mission / Field Entities. Inform the staff of their annual leave balance.
- 3.8. Completion of all other tasks pertaining to HR Section outlined in the Guide for Senior Leadership on Field entity closure (2018.08).
- 3.9. Participate in Closure Coordination meetings.
- 3.10. Bring to closure outstanding issues before the closing of the Mission / Field Entity and forward any remaining issues to UNHQ/DOS/DSA or designated Service Center/RSCE for follow-up action.
- 3.11. Ensure files are properly archived and transferred to the Mission / Field Entity's archive unit.

### **Travel**

4. Travel Unit to fulfill its role and responsibilities in respect of the following tasks:
  - 4.1. Assist the Closure Staff in all travel related matters.
  - 4.2. Assist the outgoing staff in bookings and in initiating their travel requests in the Umoja system.
  - 4.3. Counsel staff in itinerary and travel related rules and regulations.
  - 4.4. Assist staff to obtain transit visa where required during separation.
  - 4.5. Assist staff (civilians and Individual Uniformed Police – IUPs, MILADs, MILOBs, SO's) in arranging shipment of personal effects to their various destinations.
  - 4.6. Make travel arrangements for all Mission / Field Entity personnel for repatriation/reassignment in accordance with the rules and regulations, policies and procedures pertaining to official travel
  - 4.7. Ensure all pending travel requests and expense reports are cleared prior to departure.

### **Personnel**

5. In developing the Closure team, priority must be given to staff on-ground within the Mission / Field Entity first, then considerations for external specialized staff to fill gaps and provide specialized knowledge in terms of closure activities. To supplement the closure effort if and when required, Surge teams should be identified for specific projects. Due to the difficulties of recruitment for a liquidating Mission / Field Entity, the Mission / Field Entity will consider the use of TJO staff from HQ, other Mission / Field Entities or even retirees. The Closure team also includes a small Force Closure Command group to oversee the remaining Mission / Field Entity military forces until their final withdrawal.
6. A small number of substantive staff has been included as part of the closure team as follows:

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- 6.1. Three staff from PIO (1 international and 2 national staff) to conduct a public awareness campaign, and continue media monitoring until (insert date);
- 6.2. One executive staff, Assistance Secretary General (ASG) level with one political affairs office (until insert date) international assistant and one national staff driver to maintain political contact with the Host Government and address associated closure issues on a full-time basis;
- 6.3. Two international staff and two national staff (National Professional Officer - NPOs) from the Legal Office, until (insert date);
- 6.4. The OIOS Audit Team consisting of XXX persons (on HQ posts if possible);
- 6.5. The DSRSG for Peace Consolidation Support (PCS), administrative assistant, special assistant and one other international, until (insert date).
- 6.6. In order to supplement the closure team there is a need for the following persons on a temporary duty basis<sup>1</sup>:
  - 6.6.1. Closure Coordinator for the entire closure period;
  - 6.6.2. XXX COE supervisors to deploy immediately until the end of August;
  - 6.6.3. 1 X P3 Human Resource Office to support specific FPD driven closure activities for the entire closure period;
  - 6.6.4. XX Riggers to disassembly and recover communication towers for a one-month period;
  - 6.6.5. PDU supervisor (insert grade) to assist with sales in HQ Area until INSERT DATE;
  - 6.6.6. PCIU supervisor (insert grade) to assist in the overall management of the PADP; and
  - 6.6.7. MovCon officer (P3) with freight and planning experience.

### **Visa and International Staff Tracking**

7. During the closure phase, there will be close accounting of personnel on the ground for security tracking, ID card issuance, material utilization, human resource actions, and the processing of visas. All personnel assigned to the closure team and all visitors to the closure require a valid visa and an individual is not considered on the closure team until a visa has been obtained. In keeping with our commitments to MOFA the updated closure team list will be provided periodically. The Travel and Visa supervisor is tasked to maintain the closure team list (international civilians, staff officers, UNVs, TriGyn contractors and international contractors).
8. The Closure Coordinator approves all closure team membership and the permanent departure of international personnel before the end of their visa or anticipated employment period.
9. A tracking table and plan is required on the drawdown. Staff deployed on TDY are not included in the table.

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<sup>1</sup> This list includes temporarily duty assignment in excessive of 14 days only. It is anticipated that smaller assignment may be needed and will if possible be provided by regional Mission / Field Entities.

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Category	Feb next year	Mar next year	Apr next year	May next year	Jun next year
Total International Civilian <sup>2</sup>					
Total National Civilian					
Force HQ Command Group					
Staff Officers – ISS					
Total UNV					
TriGyn IT Contractors					
OIOS-Resident Auditor Office					
<b>Grand Total</b>					
Grand Total %					

**Leave**

10. The closure of any Mission / Field Entity is an intense time, where many actions need to conclude in a very compressed period. Every effort will be made to honor leave commitments made by prior supervisors, however moving forward the duration of leave will be highly dependent on the progress of the closure and ongoing activities, and therefore extended leave periods may not be possible. However, as a general rule, all closure team personnel will still be encouraged as a minimum to take their entitled R&R, within the provisions of the R&R policy. Important to note is that Section Supervisors or their designated Second in Command (2ICs) must be on the ground during the closure. Leave passes should be endorsed by the Office of the Closure Manager, or an appointed member of the closure team, to ensure adequate closure staff are on-ground at all times.

**Ex-National Staff and Individual Contractors (ICs)**

11. All Mission / Field Entity National Staff contracts have been extended through to (insert date), which will allow for the payment of termination indemnity. It is critical that documentation for national staff be correct before submission to UNHQ and the UNJSPF, so HR section will establish a checking function, to ensure that all documents are correct. This may involve setting up a workshop environment in which national staff members are talked through the process, in batches. It is also necessary to identify the point of contact for staff members to follow up, in this country, after the Mission / Field Entity has closed. HR will discuss this with UNDP, through the Closure Coordinator.

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<sup>2</sup> This figure does not include temporary duty assignment as detailed at paragraph xx below

**Procurement Section Tasks**

1. Procurement Section is to fulfill its role and responsibilities in respect of the following tasks:
  - 1.1 Participate in Closure Coordination meetings
  - 1.2 Disposal by sale of surplus assets under Group-IV in situ from the regions in accordance with procurement procedures.
  - 1.3 Ensure a valid contract is in place to out-ship surplus assets to other Mission / Field Entities.
  - 1.4 Establish extra scrap collection contracts to cater for the volume of scrap generated. Review the capacity of the garbage collection contract. Establish a freight forwarding contract for shipment of Group I assets to other Mission / Field Entities.
  - 1.5 For commercial leases, participate in Engineering Section's site inspections to Mission / Field Entity sites/premises prior to their closure to assess restoration requirements.
  - 1.6 In coordination with Engineering Section, review extension and cancellation of lease contracts.
  - 1.7 In coordination with ODMS, PMS, Engineering Section and Legal Advisor:
    - 1.7.1 Inform Landlords of the dates scheduled for vacating the sites and handover.
    - 1.7.2 Hand over all premises after joint inspection with Landlords and their acceptance of the site's condition.
    - 1.7.3 Execute the contract for solid and liquid waste disposal, including HAZMAT, as per international standards of disposal, and in conformity with host Governments Environmental policies and local laws.
  - 1.8 Ensure all files are archived and transferred to the Mission / Field Entity's Archive Unit.
  - 1.9 In coordination with TUs:
    - 1.9.1 Ensure closure of all service contracts;
    - 1.9.2 Ensure payment to contractors;
    - 1.9.3 Ensure Closure of any unutilized funds.
  - 1.10 Ensure performance of major contracts is completed and contracts closed.
  - 1.11 Ensure there is no outstanding claim and that disputes with Contractors are resolved prior to the closure of the Mission / Field Entity.
  - 1.12 Closure of Local Service Contracts;
  - 1.13 Settlement of all disputes and outstanding claims with the Mission / Field Entity's vendors;
  - 1.14 Review /settle un-liquidated obligations;

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1.15 Ensure that Umoja database is fully reconciled on commercially sold assets.

**2. Pre-closure timeline**

2.1 The Mission / Field Entity intends to outsource services that currently are provided within the Mission / Field Entity resources, such as but not limited to: commercial transportation, machinery heavy equipment, rental of vehicles, disposal of hazard waste etc. Procurement Section to be able to complete the procurement action and award of contract(s) must have SOWs and evaluation criteria by no later than 6 months prior to commencement of closure.

**3. Closure timeline**

3.1 Procurement will follow the below timeline in order to meet the Mission / Field Entity's closure plan:

<b>Task</b>	<b>Deadline per Month</b>	<b>Location</b>	<b>Remarks</b>
Commercial Leases: Termination/closure	1-4	HQ Area, Locations A and B	There might be instances involving contractual disputes and claims.
Commercial Sales of Assets under Group IV	5-8	HQ Area, The Log Base	Lots must be identified and approved prior to submission to the PS.
Service Contracts: Closure/Assignment	9-20	Several Locations	Status of each service contract must be provided to PS minimum 30 days prior to the expiration but not later than month 5
Archiving Procurement documents and send to Archives Unit	21-24	The Log Base	

**Budget and Finance Section Tasks**

1. Ensure that the Closure Budget is prepared and submitted to the Controller in time to be approved prior to commencement of the Closure Phase. Monitor implementation of the Closure Activities to see if they conform to the Closure Budget and advise the DMS periodically on closure budgetary issues. Prepare performance reports (RBB and financial). Ensure that budget documents are archived and forwarded to the Mission / Field Entity archive unit.

**Finance Section**

2. Finance Section is to fulfill its role and responsibilities in respect of the following tasks:

2.1. Review Accounts Receivable and Payable and ensure they are reduced to the minimum possible before the end of the Field Closure. Where all attempts have been exhausted to recover receivables, prepare write-off requests to the Head of Administration or the Controller depending on the amount involved and in accordance with the write-off guidelines and the Financial Delegation of authority. Prepare accurate files to be forwarded to designated Service Center/RSCE and DMSCPC/PFD with all the supporting documents for any pending receivables at the time of the closing of the Mission / Field Entity.

2.2. Ensure vendors are informed of the last day for the submission of invoices. Process all vendors' invoices received prior to the closing of end of the Mission / Field Entity field accounts. All invoices received after the closing will be forwarded to UNHQ DMSPC/PFD Closure Unit with all supporting related documents. Provide the vendors with the physical address and e-mail of the UNHQ Closure Unit for any follow-up.

2.3. Clear local utility and telephone bills.

2.4. Broadcast deadline for submission of expenses reimbursement claims and any other claims so that they are reviewed and processed prior to the end of closure.

2.5. Coordinate with TUs and Procurement and ensure field obligations that are no longer required are cancelled. Reserve funds for pending invoices.

2.6. Ensure there is no backlog in bank reconciliations. Receive the last bank statement before the closing of accounts.

2.7. Liaise with Claims and the Local Property Survey Board (LPSB) and take necessary action to collect assessed amounts from staff whose cases were recommended by the LPSB.

2.8. Reconcile and close Imprest and Petty cash accounts.

2.9. Recover all deposits made locally for goods or services.

2.10. IOV, IOB and bank accounts must be reconciled regularly.

2.11. Monitor implementation of FRR 5.14 for property management during the closure phase. Coordinate with GITTS to receive the updated telephone bills for the departing International staff and UNVs. Ensure funds are withheld for pending telephone bills and ensure accurate banking information is on file for refund

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purposes and forward this information to PFD Closure Unit. The staff is to be provided with the full address of FPD Closure Unit for any follow-up of the release of their withheld funds.

2.12. Ensure there are enough Certifying Officers., Approving officers and Bank signatories throughout the closure period.

2.13. Closure of 'DIS Trust Fund' and hand-over end of mandate obligations (EOM) to UNHQ.

2.14. Review and reissuance of outdated checks.

2.15. Reconcile and close Imprest and Petty cash accounts.

2.16. Review all accounts, closing of Field Accounts, and preparation of end of Mission / Field Entity Financial Statements and Bank reconciliations.

2.17. When accounts have been closed and there is no need for the remaining cheque stock, make an inventory and destroy the cheques in accordance with Rule 104.5 (c) using a shredding machine in the presence of an internal auditor. If there are no auditors available, the destruction will be done in the presence of two individuals as observers. The witnesses should sign a written record indicating the date and the sequence numbers of the destroyed cheques, a copy of which should be forwarded to Treasury.

2.18. In accordance with instructions from PFD, finalize itemized list of outstanding financial matters and other required documents and forward them by courier to PFD Closure Unit.

2.19. Liaise with the UN Treasurer's office for the closing of local bank accounts. Submit request through UNHQ PFD for the cancellation of all the delegations of authority (Certifying Officers, Approving Officers and Bank Signatories).

2.20. Participate in Closure Coordination meetings.

2.21. Ensure all financial documents are properly archived and handed over to the Mission / Field Entity Archiving unit for onward shipment to UNHQ.

**Timelines for Actions**

Action required	Benchmark
Procurement activities – vendors to be informed of contract extension or termination for (insert Mission / Field Entity name).	Insert date
Account reconciliation – all outstanding receivable or payable balances in (insert Mission / Field Entity name) financial statements, aged less than 6 months, have been reconciled and recovery/reimbursement process initiated. All relevant correspondence and forwarding addresses have been compiled for handover package.	Insert date

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Claims and litigation cases – all (insert Mission / Field Entity name) cases reviewed and submitted for approval.	Insert date
Trust Fund – submission of final financial and narrative reports and request to close the Trust Fund	Insert date
Obligations – all (insert Mission / Field Entity name) obligations have been reviewed for validity against incoming invoices and deliveries.	Insert date
Property Survey Board – all (insert Mission / Field Entity name) cases have been submitted to Headquarters Property Survey Board (HPSB) as needed, and outstanding LPSB minutes submitted as part of handover package.	Insert date
Invoices – all deposits have been cleared from Umoja.	Insert date
Account reconciliation – all outstanding receivable or payable balances in (insert Mission / Field Entity name) financial statements under \$500, aged 6 months or more on (insert date), have been written off.	Insert date
Account reconciliation – all outstanding receivable or payable balances in (insert Mission / Field Entity name) financial statements above \$500, aged 6 months or more on (insert date), have been transferred to miscellaneous income or submitted to Controller for write-off.	Insert date
Check out – all personnel checking out are to be confirmed by Finance Section with regard to any surcharges that must be recovered or withheld, and additional allowances withheld.	Insert date
Pension report – all pension fund reports have been reconciled, with confirmation from UNJSPF, and copies included in the handover package.	Insert date
Bank reconciliation – requests have been sent by (insert Mission / Field Entity name) to close all (insert Mission / Field Entity name) bank accounts.	Insert date
Invoices – all (insert Mission / Field Entity name) invoices received have been subjected to proper Receipt and Inspection procedures, and paid accordingly.	Insert date
Umoja – final field financial statements are completed, and Mission/Field Entity Umoja instance is shut down.	Insert date

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Delegations of authority – all delegations of authority are cancelled.	Insert date
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**Property Management Section Tasks**

1. Property Management Section (PMS) is to fulfill its role and responsibilities in respect of the following tasks:

1.1 PMS is to complete any outstanding receipt and inspections, assist TUs to identify surplus and unserviceable assets, guide and assist contingents in disposal of surplus and unserviceable COE and scrap.

1.2 Review implementation of PADP in coordination with TUs.

1.3 Guide and assist TUs to accelerate the write-off and disposal activities during the Closure period through the OMS, LPSB and HPSB as appropriate in accordance with the HoM's/DMS's Delegation of Authority for Property Management, Financial Rules and Regulations.

1.4 Process in a timely manner all write off cases initiated by TUs and follow up on the handover of written off assets. Initiate and dispatch disposal & write off reports showing the status of these processes.

1.5 Removal of written off assets and expendables and hazardous wastes from (insert Mission / Field Entity name) property to clients, suppliers or recipients and record the same.

1.6 Coordinate with TUs for collection and disposal of HAZMAT from all (insert Mission / Field Entity name) premises.

1.7 Finalize recommendation for sale at nominal value (Group-II and III), preparations for disposal by commercial sale (Group-IV) and actions for temporary possession of 'Donations' (Group-V), if any.

1.8 Receiving and Inspection (R&I) to carry out container inspection and sealing in coordination with TUs.

1.9 Final UNOE inventory check and taking over.

1.10 Confirmation of final check out.

1.11 Participate in Closure Coordination meetings.

1. Claims and Local Property Survey Unit. Claims and Property Survey Unit is to fulfill its role and responsibilities in respect of the following tasks:

1.12 Ensure the settlement of claims.

1.13 Follow up on submission of investigation reports by relevant investigation units, especially damage to local third-party properties and third-party vehicles traffic accidents, subject to claims and insurance settlement. Update all databases to provide current information of cases at closure phase. Processes insured third-party claims for personal injury or death and for property loss or damage arising from traffic accidents involving Mission / Field Entity vehicles.

1.14 Follow submission / Field Entity of investigation reports by relevant investigation units, especially damage to local third-party properties and third-party vehicles traffic accidents, subject to claims and insurance settlement.

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- 1.15 Forward claims documents to the UN Insurer, Zurich Insurance Company for settlement, follow-up on the decisions taken by the UN Insurer, Name, process and proceed with the closure of the cases.
  - 1.16 Finalize reimbursement to the Mission / Field Entity from the UN insurer.
  - 1.17 LCRB to advise Finance of any potential claims/reimbursements due to personnel or against personnel probable third-party uninsured claims.
  - 1.18 Refer to the DMS/Designated official and legal office any commercial claims (Contractor) outside of the Local Claims Review Board (LCRB).
  - 1.19 The LCRB should endeavor to review and recommend settlement of all claims (other than commercial claims) for loss or damage to personal effects prior to the final closing of the Mission / Field Entity.
  - 1.20 Any LCRB claim that is still under negotiation at the time of final closing of the Mission / Field Entity shall be reported and all necessary files legally reviewed documents must be forwarded to Closure Unit for further action.
  - 1.21 Every effort should be made to seek settlement of third party insured/Zurich Insurance Company claims in consultation with the Legal Officer to resolve/seek settlement on outstanding claims, with a view towards effecting settlement prior to the final closing of the Mission / Field Entity.
  - 1.22 Refer to the legal office the commercial claims (Contractor) outside of the LCRB.
2. Property Survey Unit (Write-Off). Property Survey Unit (Write-Off) is to fulfill its role and responsibilities in respect of the following tasks:
- 2.1 Ensure timely approval in the disposal module of assets recommended for write off.
  - 2.2 The Board of Survey inspections to be arranged for write-off of identified assets, and cases to be completed through AW case presentation and LPSB within first 2 months of Closure phase.
  - 2.3 Finalize write of cases with Board of Survey (BOS)/LPSB.
  - 2.4 The LPSB meetings to be arranged twice a weekly (and increase as the need arises) for write-off of identified assets.
  - 2.5 In order to give the HPSB time to react, all cases of property management outside of the delegated authority of the Mission / Field Entity must be submitted as expeditiously as possible.
  - 2.6 All Property Survey Board (PSB) cases to be processed: Self Accounting Units (TU) write-offs of AW, A, (for up to USS25,000); SB above US\$25,000 LPSB/HPSR approved cases.
  - 2.7 Initiate recommendations for sale at nominal value for PSB/Controller approval.
  - 2.8 Potential assessments against departing UN personnel to be liaised with Finance Section in a timely manner.
  - 2.9 Ensure files are properly archived and transferred to the Mission / Field Entity archive unit for onward shipment to UNHQ.

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- 2.10 Participate in the Weekly Closure coordination meetings.
- 2.11 1.11 See footnotes below for definitions of 'Cases' and delegated authority.<sup>3</sup>
- 3. COE/Memorandum of Understanding (MOU) Unit. The COE/MOU Management Unit is to fulfill its role and responsibilities in respect of the following tasks:
  - 3.1 Guide the Contingents to dispose unserviceable/beyond economical to repair (BER) COE (ongoing).
  - 3.2 Encourage and guide the TCCs to locally donate/dispose serviceable COE. Work with PDU and Procurement to facilitate the disposals, if TCCs request the Mission / Field Entity to dispose.
  - 3.3 Organize inspection of ammunition held by Contingents and coordinate with Force HQ and Contingents on the timely disposal of expired ammunition.
  - 3.4 Work with MSC and MovCon on repatriation plan of Contingents (provide list of COE to be repatriated; verify load lists).
  - 3.5 Brief Contingents on verification, reporting and claims procedures during Closure and environmental clean-up of camps.
  - 3.6 Ensure timely submission and review of final Disposed Ammunition (DA) and Reimbursement of Lost Ammunition (RLA) claims of Contingents.
  - 3.7 Ensure timely submission of troop strength analysis reports to UNHQ for final payment of troop costs.
  - 3.8 Review final operational ammunition expenditure claims and ensure submission / Field Entity to UNHQ for payment to TCCs.
  - 3.9 Based on UNHQ decision, coordinate with MovCon and COE units of other the Mission / Field Entities on transfer of COE to other the Mission / Field Entities, if applicable.
  - 3.10 Organize repatriation inspections.
  - 3.11 Draft final verification reports and ensure its submission to UNHQ/DOS for final reimbursements to TCCs.
  - 3.12 Work with UNHQ/DOS on issues related to MOU and final reimbursements.
  - 3.13 Ensure archiving of financial documents (Verification Report (VR), Claims, and Troop Strength Analysis Report (TSARs).

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<sup>3</sup> The DMS is authorized to act directly and finally, without LPSB's review or advice, on Category "AW" and "de minimis" cases; and to act directly and finally on category "A" cases based on LPSB's recommendations. "SB" cases together with LPSB recommendations must be reviewed by the Headquarters Property Survey Board (HPSB). "AW" cases involve expendable property with individual cost below \$3,000 (\$1,500 up to 27 March 2009). "De minimis" cases are those where the residual value of the asset or repair cost is less than \$500 and there is no evidence of gross negligence or repeated violation of administrative instructions. Category "A" cases involves non-expendable property with individual cost above \$3,000 (\$1,500 up to 27 March 2009) but not more than \$25,000. Category "SB" cases include property with individual value in excess of \$25,000; cases that may result in the assessment of Mission / Field Entity personnel; claims against member states providing contingent personnel; gifts, donations or other transfers at nominal price; and cases involving loss or damage by contractor personnel in excess of \$25,000.

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4. Integrated Asset Management Unit (IAMU). The IAMU is to fulfill its role and responsibilities in respect of the following tasks:

- 4.1 Track the Mission / Field Entity's assets and updates all transaction accurately in Umoja.
- 4.2 Coordinate with TUs in identifying assets meant for write off and shipment to other Mission / Field Entities, UN Agencies and UNGSC.
- 4.3 Initiate write off documentation for all assets relating to GITTS, Engineering and Life Support.
- 4.4 Prepare memos for write off and submit to Claims Unit
- 4.5 Participate in Board of Surveys and LPSB meetings on write offs.
- 4.6 Hand over approved write off assets to PDU and process all documentation.
- 4.7 Ensure relocation of assets are properly recorded and monitored.
- 4.8 Coordinate with other stakeholders on shipment of assets to other Mission / Field Entities.
- 4.9 Initiate write off for assets gifted to the Government of (Host Country) ensuring all relevant documentations are filed.
- 4.10 Ensure proper filing of documents for reference and audit purposes.
- 4.11 Ensure smooth check out of staff.
- 4.12 Participates in Closure Coordination meetings.

5. Property Disposal Unit (PDU). The PDU is to fulfill its role and responsibilities in respect of the following tasks:

- 5.1 PDU will receive approved written-off assets (non-expendables) and expendables from Technical Units (TUs) and Transport.
- 5.2 For disposal through "Commercial Sale" PDU will prepare "Lot" and provide memo and list of Lots to Procurement to organize commercial sale process.
- 5.3 For disposal through "Direct Disposal as scrap" PDU will arrange the items and issue Task Order to scrap contractor for proceed with payment.
- 5.4 Once the payment is made to 'THE MISSION / FIELD ENTITY' Finance through (Mission / Field Entity bank), the contractor will do collection and Gate Pass will be issued.
- 5.5 All transactions are in parallel with action in Umoja by PDU until PCIU will be the last office to archive these items in the inventory record. This situation will require review as Umoja is rolled out for Asset Management.

### **Specific Tasks**

6. Property Management Section (PMS) is expected to witness a surge in its' monitoring, verification, check-out, write-off and disposal activities during the drawdown and closure process. The tasks and responsibilities of the four Units of PMS, during the closure phase are discussed in this Annex.

- 6.1 Pre-closure Tasks:

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6.1.1 Guide and advise TUs on reduction of surplus UNOE assets with 'Net Book Value zero' or 'passed life expectancy' or 'condition bad' through write-off and disposal.

6.1.2 Ensure timely write-off and disposal of above UNOE assets in line with the new delegation of authority.

6.1.3 Guide and advise TUs on the preparation of preliminary asset disposal plan (PADP).

6.1.4 Guide and advise Commanding Officers of the formed military and police units to seek approvals from their respective national authorities on the disposal of expired ammunition and donation/disposal of COE.

6.1.5 Focus on cross-training of staff.

6.2 Upon receipt of the Closure orders, PMS will work with TUs to finalize the PADP and send it under a fax to UNGSC (Brindisi).

6.3 Tasks Week 1 - 4:

<b><u>AMU</u></b>	<ul style="list-style-type: none"> <li>• Conduct physical inspection of the Mission / Field Entity's assets and update the records in Umoja.</li> <li>• Coordinate with MSC and initiate write-off of assets at closing camps as approved.</li> <li>• Coordinate with the Warehouse and arrange for the Mission / Field Entity assets to be shipped as approved.</li> <li>• Participate in BOS and LPSB meetings.</li> <li>• Hand over written-off assets to PDU for disposal.</li> </ul>
<b><u>Claims/ Survey</u></b>	<ul style="list-style-type: none"> <li>• PSU will create and organize the BOS inspection for all write-off request received from AMU.</li> <li>• Accordingly, after BOS completed, Property Survey Unit (PSU) will create the case presentation either AW or A/SB case category.</li> <li>• AW cases will require DMS/Designated official approval.</li> <li>• A/SB cases will be presented to LPSB and/or HPSB for final recommendation.</li> <li>• Follow up on pending Third Party claims with the appropriate insurance agency.</li> </ul>
<b><u>PDU</u></b>	<ul style="list-style-type: none"> <li>• Receive and sign handover of approved written off assets/items;</li> <li>• Arrange written off assets according to approved disposal methods;</li> <li>• Commercial Sale will coordinate with Procurement;</li> <li>• Coordinate disposal with scrap vendor for disposal collection.</li> </ul>
<b><u>COE</u></b>	<ul style="list-style-type: none"> <li>• Facilitate completion of disposal of BER COE.</li> <li>• Facilitate completion of disposal/donation of serviceable COE, if any.</li> <li>• Final inspection of ammunition to confirm expiry. Plan disposals.</li> <li>• Verify COE load lists against actual holdings.</li> <li>• Seek dates of cessation of operations for each contingent (through MSC).</li> <li>• Brief contingents on repatriation procedures and camp clean-up.</li> <li>• Attend repatriation meetings organized by MSC.</li> <li>• Remind contingents for timely submission of DA and RLA claims.</li> </ul>

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6.4 Tasks Week 5 - 8:

6.4.1 Follow up with UNGSC on any Mission / Field Entities interested in Group I assets.

6.4.2 For the Group I assets not taken from other the Mission / Field Entities, approach UN agencies to dispose as Group II or III. Amend PADP accordingly and inform UNGSC, seeking approval of the change.

<b><u>AMU</u></b>	<ul style="list-style-type: none"> <li>• Track the Mission / Field Entities' assets and continues to keep updated records in Umoja.</li> <li>• Complete the write-off documentation for assets being gifted.</li> <li>• Ensure relocation of assets is properly recorded.</li> <li>• Facilitate shipping out or disposal of assets.</li> <li>• Participate in Board of Surveys and LPSB meetings.</li> <li>• Hand over written-off assets to PDU for disposal.</li> <li>• Support the check-out process.</li> </ul>
<b><u>Claims/ Survey</u></b>	<ul style="list-style-type: none"> <li>• Ongoing process – PSU action taken according to Closure master plan and upon closure of site locations.</li> <li>• PSU will create and organize the BOS inspection for all write-off request received from AMU/TPT.</li> <li>• Accordingly, after BOS completed, PSU will create the case presentation either AW or A/SB case category.             <ul style="list-style-type: none"> <li>• AW cases will require DMS/Designated official approval whereas A/SB cases will be presented to LPSB and/or HPSB for final recommendation.</li> </ul> </li> <li>• Follow up on pending Third Party claims with the appropriate insurance agency.</li> </ul>
<b><u>PDU</u></b>	<ul style="list-style-type: none"> <li>• PDU focus on written-off assets/items from closure site locations.</li> <li>• Receive and sign handover of approved written off assets/items.</li> <li>• Arrange written off assets according to approved disposal methods.</li> <li>• Present documents to Procurement on final Commercial Sales.</li> <li>• Coordinate disposal with scrap vendor for disposal collection.</li> </ul>
<b><u>COE</u></b>	<ul style="list-style-type: none"> <li>• Verify completion of disposal/donation of all applicable COE.</li> <li>• Facilitate completion of disposal of all expired COE.</li> <li>• Review final operational ammunition expenditure certificates (OAEC) and ensure submission to UNHQ for payment to TCCs.</li> <li>• Brief/remind contingents on repatriation procedures and camp clean-up.</li> <li>• Attend repatriation meetings organized by MSC.</li> <li>• Ensure timely review and payment of DA and RLA claims for repatriating units. Remind rest of the contingents on timely submission.</li> <li>• Conduct repatriation inspections and generate final verification reports on repatriating units for final COE reimbursements.</li> <li>• Capture actual date of repatriation of troops and generate troop strength reports for final troop cost payments by UNHQ.</li> </ul>

6.5 Tasks Week 9 - 12:

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6.5.1 Move the good condition assets under Groups I, II and III, which cannot be transferred to other the Mission / Field Entities or transferred to UNDSS/OHCHR or sold at nominal price to UN agencies or international organizations, to groups IV and V and start commercial sale process.

<b><u>AMU</u></b>	<ul style="list-style-type: none"> <li>• Track the Mission / Field Entities' assets and continues to keep updated records in Umoja.</li> <li>• Complete the write-off documentation for assets being gifted.</li> <li>• Facilitate shipping out or disposal of assets.</li> <li>• Monitor and record relocation of assets.</li> <li>• Hand over written-off assets to PDU for disposal.</li> <li>• Support the check-out process.</li> </ul>
<b><u>Claims/Survey</u></b>	<ul style="list-style-type: none"> <li>• Ongoing process – PSU action taken according to Closure master plan and upon closure of site locations.</li> <li>• PSU will create and organize the BOS inspection for all write-off requests received from AMU.</li> <li>• Accordingly, after BOS is completed, PSU will create the case presentation either AW or A/SB case category;</li> <li>• AW cases will require DMS/Designated official approval;</li> <li>• A/SB cases will be presented to LPSB and/or HPSB for final recommendation.</li> <li>• Follow up on pending Third Party claims with appropriate insurance agency.</li> </ul>
<b><u>PDU</u></b>	<ul style="list-style-type: none"> <li>• PDU focus on written-off assets/items from closure site locations.</li> <li>• Receive and sign handover of approved written off assets/items.</li> <li>• Arrange written off assets according to approved disposal methods.</li> <li>• Coordinate site visits with Procurement on commercial sales.</li> <li>• Coordinate disposal with scrap vendor for disposal collection.</li> <li>• Ensure the very minimal items/assets in the disposal yard to accommodate the closure of the Log Base compound and the yard is in compliance with the Environmental clearance.</li> </ul>
<b><u>COE</u></b>	<ul style="list-style-type: none"> <li>• Remind contingents on camp clean-up.</li> <li>• Attend repatriation meetings organized by MSC.</li> <li>• Ensure timely review and payment of DA and RLA claims for repatriating units.</li> <li>• Conduct repatriation inspections and generate final verification reports on repatriating units for final COE reimbursements.</li> <li>• Capture actual date of repatriation of troops and generate troop strength reports for final troop cost payments by UNHQ.</li> <li>• Review final OAECs and ensure submission to UNHQ for payment to TCCs.</li> <li>• Update eCOE database based on inspections conducted and departure of COE from the Mission / Field Entity.</li> </ul>

6.6 Tasks Week 13 - 16:

<b><u>AMU</u></b>	<ul style="list-style-type: none"> <li>• Track the Mission / Field Entities' assets and continue to update records in Umoja.</li> <li>• Increased write-off of assets continues.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Facilitate shipping out or disposal of assets.</li> <li>• BOS and LPSB meetings to increase.</li> <li>• Hand over write-off assets to PDU for disposal.</li> <li>• Check out of staff continues.</li> </ul>
<b><u>Claims/ Survey</u></b>	<ul style="list-style-type: none"> <li>• Ongoing process – PSU action taken according to Closure master plan and upon closure of site locations.</li> <li>• PSU will create and organize the BOS inspection for all write-off request received from AMU.</li> <li>• Accordingly, after the BOS is completed, PSU will create the case presentation either AW or A/SB case category.</li> <li>• AW cases will require DMS approval.</li> <li>• A/SB cases will be presented to LPSB and/or HPSB for final recommendation.</li> <li>• Follow up on pending Third Party claims with appropriate insurance agency.</li> </ul>
<b><u>PDU</u></b>	<ul style="list-style-type: none"> <li>• PDU will also focus on written-off assets/items from closure site locations.</li> <li>• Receive and sign handover of approved written assets/items.</li> <li>• Arrange written off assets according to approved disposal methods.</li> <li>• Finalize Commercial sale in coordination with Procurement.</li> <li>• Coordinate disposal with scrap vendor for disposal collection.</li> <li>• Ensure the very minimal items/assets in the disposal yard to accommodate the closure of The Log Base compound and the yard is in compliance with the Environmental clearance.</li> </ul>
<b><u>COE</u></b>	<ul style="list-style-type: none"> <li>• Ensure timely review and payment of DA and RLA claims for rear parties.</li> <li>• Conduct repatriation inspections and generate final verification reports on repatriating units for final COE reimbursements.</li> <li>• Capture actual date of repatriation of troops and generate troop strength reports for final troop cost payments by UNHQ.</li> <li>• Review final OAECs and ensure submission to UNHQ for payment to TCCs.</li> <li>• Work with UNHQ/DOS on issues related to MOU and final reimbursements.</li> <li>• Update eCOE database with inspection and reports of repatriating Units.</li> </ul>

6.7 Tasks Week next year - 20:

6.7.1 Finalize donation process for Group V assets under a temporary possession certificate, until PADP is approved.

<b><u>AMU</u></b>	<ul style="list-style-type: none"> <li>• AMU completes all transaction updates in Umoja.</li> <li>• Finalize all intermission / Field Entity shipments.</li> <li>• Finalize all write off activities.</li> <li>• Hand over all write off cases to PDU for disposal.</li> <li>• Finalize check out of staff.</li> </ul>
<b><u>Claims/ Survey</u></b>	<ul style="list-style-type: none"> <li>• Ongoing process – PSU action taken according to closure master plan and upon closure of site locations.</li> </ul>

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	<ul style="list-style-type: none"> <li>• PSU will create and organize the BOS inspection for all write-off request received from AMU.</li> <li>• Accordingly, after the BOS is completed, PSU will create the case presentation either AW or A/SB case category.</li> <li>• AW cases will require DMS/Designated official approval.</li> <li>• A/SB cases will be presented to LPSB and/or HPSB for final recommendation. <ul style="list-style-type: none"> <li>• Follow up on pending Third Party claims with appropriate insurance companies.</li> </ul> </li> </ul>
<b><u>PDU</u></b>	<ul style="list-style-type: none"> <li>• PDU will also focus on written-off assets/items from closure site locations.</li> <li>• Receive and sign handover of approved written assets/items.</li> <li>• Arrange written off assets according to approved disposal methods.</li> <li>• Finalize pending commercial sales.</li> <li>• Direct disposal will coordinate with scrap vendor for disposal collection.</li> <li>• Ensure the very minimal items/assets in the disposal yard to accommodate the closure of The Log Base compound and the yard is in compliance with the Environmental clearance regulation and expectation.</li> </ul>
<b><u>COE</u></b>	<ul style="list-style-type: none"> <li>• Finalize verification reports and submit to UNHQ for final reimbursements.</li> <li>• Work with UNHQ/DOS on issues related to final reimbursements to TCCs.</li> </ul>

6.8 Tasks Week 21 - 24:

<b><u>AMU</u></b>	<ul style="list-style-type: none"> <li>• Reconcile any discrepancies.</li> <li>• Ensure all documentation on write off and shipments are completed.</li> <li>• All check outs completed.</li> <li>• Proper filing of documents for reference and audit purposes completed.</li> </ul>
<b><u>Claims/Survey</u></b>	<ul style="list-style-type: none"> <li>• All cases for assets request for write-off which receive at the last minutes will be well addressed to HPSB counterpart. <ul style="list-style-type: none"> <li>• Follow up on pending Third Party claims with appropriate insurance companies.</li> </ul> </li> </ul>
<b><u>PDU</u></b>	<ul style="list-style-type: none"> <li>• Ensure the PDU yard is clean and clear and compliant with Environmental regulation and ready to be handed over.</li> </ul>
<b><u>COE</u></b>	<ul style="list-style-type: none"> <li>• Complete archiving of documents.</li> <li>• Complete update of eCOE, ensure all data has been captured and repatriated from eCOE.</li> <li>• Work with DOS on final reimbursements and closure of eCOE data records.</li> </ul>

6.9 Staffing Plan: In order to manage the surge in write-off, disposal, check-out and COE repatriation activities during the closure phase, PMS would need one additional international post at P-3/FS-6 level above its current staffing levels of FY (this year-next year) in order to successfully complete these activities. Staffing Plan:

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Period	International	UNV	National	Total	Activity
Current (this year-next year)	5	7	12	24	Deploy 1 x P3/FS6
Pre-closure	6	7	12	25	
Week 1-4	6	7	12	25	
Week 5-8	6	7	12	25	
Week 9-12	6	7	12	25	Retrench 3 NS on end of week 12
Week 13-16	6	7	9	22	Retrench 1 x UNV & 2 NS on end of week 16
Week next year-20	6	6	7	19	Retrench 1 Intl & 1 UNV on end of week 20
Week 21-24	5	5	7	next year	Retrench balance next year SMs

**Transport Section Tasks**

1. Transport Section is to fulfill its role and responsibilities in respect of the following tasks:
  - 1.1 Assist the Closure Staff in all transport related matters.
  - 1.2 Withdrawal of all UN driver licenses from the outgoing staff prior to their departure.
  - 1.3 Ensure high rate of serviceability and minimum 'Out of action' time for all MHE as it is critical for the closure phase.
  - 1.4 Maintain adequate fleet of vehicles for use by staff during the closure phase.
  - 1.5 Participate in Closure Coordination meetings.
2. Tasks.
  - 2.1 Ensure there is an adequate number of roadworthy vehicles for clients to carry out their tasks.
  - 2.2 Cancellation is done through the checkout processes in the system. HR Section does not sign out any staff unless they have been cleared by transport i.e. return of vehicle, driving permit, traffic accidents etc.
  - 2.3 Outsource maintenance (as applied now) and hire adequate and technically skilled ICs if required for in-house maintenance of MHE.
  - 2.4 Outsource maintenance (A level applied now) and hire of adequate and technically skilled ICs if required for in-house maintenance. Ensure adequate number of roadworthy vehicles is made available for the operational requirements.
  - 2.5 All Transport related tasks and requirements will be ongoing throughout the closure period, including the write off and downsizing exercise.

**Pre-closure phase**

<b>TASK</b>	<b>FROM</b>	<b>TO</b>	<b>DAYS</b>	<b>REMARKS</b>
Prepare staffing requirements for closure & submit to HR.	15 Dec this year	20 Dec this year	3	
Archiving	16 Dec this year	16 June next year	180	
Re-evaluate MHE, Truck, Plant equip, Vehicle rental & staff transportation in the aim of a possible outsourcing	16 Dec this year	31 Dec this year	10	

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Closure of Location A & Location B	16 Dec this year	31 Dec this year	49	
Transfer or write off asset	16 Dec this year	15 Jun next year	180	2
Retrieval of vehicles & Equip "Location A & Location B"	15 Jan next year	10 Feb next year	22	To be check with MSC
Request TJO	20 Dec this year	25 Dec this year	6	
Submit List of Special Purpose Vehicles (SPV)PV to concern section and retrieve excess SPV for transfer/WO as made available	20 Dec this year	31 Jan next year	47	Write off 28 Feb next year. Transfer 15 Jun next year.
Submit list of Expendable in excess of 12 month for write off	20 Dec this year	27 Dec this year	8	
Obtain staffing list from HR	25 Dec this year	28 Dec this year	3	
Memo. NO handover of fleet allowed without the consent of Fleet Inventory Verification Team (FIVE)	25 Dec this year	25 Dec this year	1	
Commence and conclude Vehicle Establishment Committee (VEC) Meeting / Use ratio at last VEC using present staffing list	30 Dec this year	30 Dec this year	1	
Memo. Retrieval of Vehicle # VEC"	2 Jan next year	2 Jan next year	2	
Retrieval of vehicles "VEC"	2 Jan next year	28 Feb next year	59	
Return of all SPV fleet assets from Life support	2 Jan next year	28 Jan next year	27	

**Closure - Weeks 5-8**

TASK	FROM	TO	DAYS	REMARKS
Check outstanding requisition/orders and liquidated as required	1 Feb next year	6 Feb next year	5	

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Check outstanding invoices	1 Feb next year	10 Feb next year	9	
Closure of Location C	1 Feb next year	28 Feb next year	28	To be checked with MSC
Retrieval of Vehicle & Equip from Location C	15 Feb next year	28 Feb next year	22	To be checked with MSC

**Closure Weeks 9-12**

TASK	FROM	TO	DAYS	REMARKS
Completion of final write off	1 Mar next year	31 Mar next year	31	To be Checked with PCU

**Closure Weeks 13-24**

TASK	FROM	TO	DAYS	REMARKS
Write off all expendable	1 Apr next year	30 Apr next year	30	
Ensure payment of IC	1 Jun next year	14 Jun next year	14	

**ODMS/Designated official and Associated Units****Office of the DMS / Designated official**

1. Timely decisions on operational and administrative action requests for timely execution by all concerned. Provide guidance to organize the closure team's work and report to HQ on a weekly basis on the progress of closure. Discuss with the Government authorities on the closure timetable as well as discussions regarding donation of the Mission / Field Entity's assets to the Government of (Host Country). Receive input from Respective Section and Unit Chiefs of the MSD and submit end of Mission / Field Entity Closure report.

**Board of Inquiry**

2. The BOI office is to fulfill its responsibilities in respect of the following tasks:
- 2.1. Keep track of all new occurrences that will require convening of BOIs.
  - 2.2. Follow up with the Special Investigations Unit, the Force Provost Marshal and military contingents on status of all pending investigations. Ensure that all open investigations which require to be convened are processed in a timely manner prior to closure.
  - 2.3. Gather in advance all relevant evidence required for all recent incidents that have occurred and currently pending investigation.
  - 2.4. Ensure completed files are properly transmitted to UNHQ and uploaded onto the HQ BOI Tracker.
  - 2.5. Follow up on all BOI recommendations for implementation by relevant sections and update HQ BOI Tracker accordingly.

**DDMS**

3. Coordinate and lead the closure of all Admin Services activities and provide advice to the DMS/Closure Coordinator on administrative services matters for smooth implementation of closure. Ensure establishment of one stop 'Check Out' office and travel of staff departing the Mission / Field Entity. Ensure all Administrative Services Section Chiefs complete end of Mission / Field Entity report pertaining to their respective sections with lessons learned before their departure. Follow-up on the staffing update to be forwarded to UNHQ.

**Claims and Local Property Survey Unit**

4. Claims Section is to fulfill its role and responsibilities in respect of the following tasks:
- 4.1. Ensure the settlement of claims.
  - 4.2. Ensure timely approval in the disposal module of assets recommended for write off.
  - 4.3. Follow up on submission of investigation reports by relevant investigation units, especially damage to local third-party properties and third-party vehicles traffic accidents, subject to claims and insurance settlement. Update all databases to provide current information of cases at closure phase. Processes insured third-

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party claims for personal injury or death and for property loss or damage arising from traffic accidents involving the Mission / Field Entity's vehicles.

4.4. The LPSB meetings are to be arranged twice a week (and increase as the need arises) for write-off of identified assets.

4.5. In order to give the HPSB time to react, all cases of property management outside of the delegated authority of the Mission / Field Entity must be submitted as expeditiously as possible.

4.6. The BOS inspections to be arranged for write-off of identified assets, and cases to be completed within first 2 months of closure phase.

4.7. Forward claims documents to the UN Insurer, Chatis, for settlement, follow-up on the decisions taken by the UN Insurer, Name, and process and proceed with the closure of the cases.

4.8. Finalize reimbursement to the Mission / Field Entity from the UN insurer.

4.9. LCRB (CRB to advise Finance of any potential claims/reimbursements due to personnel or against personnel).

4.10. All PSB cases to be processed: Self Accounting Units (TU) write-offs of AW, A, SB (for up to USS25,000); LPSB/HPSR approved cases.

1.1. Refer to the DMS/Designated official and legal office any commercial claims (Contractor) outside the purview of the local board.

4.11. Finalize write of cases with BOS/LPSB.

4.12. Initiate recommendations for sale at nominal value for HPSB/Controller approval.

4.13. Follow submission of investigation reports by relevant investigation units, especially damage to local third-party properties and third-party vehicles traffic accidents, subject to claims and insurance settlement.

4.14. The LCRB should endeavor to review and recommend settlement of all claims (other than commercial claims) for loss or damage to personal effects prior to the final closing of the Mission / Field Entity.

4.15. Any LCRB claim that is still under negotiation at the time of final closing of the Mission / Field Entity shall be reported and all necessary files legally reviewed documents must be forwarded to Closure Unit for further action.

4.16. Every effort should be made to seek settlement of Third party insured/Chatis claims in consultation with the Legal Officer to resolve/seek settlement on outstanding claims, with a view towards effecting settlement prior to the final closing of the Mission / Field Entity.

4.17. Refer to the legal office the commercial claims (Contractor) outside of the local purview board.

4.18. Potential assessments against departing UN personnel to be liaised with Finance Section in a timely manner.

4.19. Ensure files are properly archived and transferred to the Mission / Field Entity archive unit for onward shipment to UNHQ.

4.20. Participate in the Weekly Closure coordination meetings.

## **UNV Field Unit**

5. UNV Field Unit is to coordinate with UNV Bonn, Germany the smooth repatriation/reassignment of UN Volunteers. UNDP Travel Unit and UNDP Finance Section will provide travel arrangements and process final payments for the Mission / Field Entity's UN Volunteers. UNV Field Unit will liaise with the Mission / Field Entity's Finance Section for processing R&R entitlements and other Mission / Field Entity entitlements and deductions (i.e. telephone charges, medical bills at TCC, etc.), as well as to ensure check out is completed and the Business Partner (BP) number in Umoja is cleared before their departure.

6. The following tasks are to be fulfilled:

6.1. Review time and attendance in Field Support Suite (FSS) where in use. Ensure termination notice is sent to UN Volunteers on time and coordinate with UNV HQ to receive authorization for the final payment. Provide UNV HQ with the list of UNVs eligible to be reassigned to other the Missions / Field Entities.

6.2. Monitor implementation of the UNV component drawdown plan during closure.

6.3. Liaise with UNDP Travel Unit to make travel arrangements for all Mission / Field Entity UNVs to be repatriated/reassigned in accordance with UNV rules pertaining to official travel.

6.4. Provide UNVs with policy/guidelines on checking out procedures and ensure all UNVs complete check out procedures prior to final departure.

6.5. Complete all personal actions required for UNVs being re-assigned or separated from service as per the relevant provisions of the UNV Conditions of Service.

6.6. Provide UNV HQ & Mission / Field Entity Management with a weekly UNV staffing status. Provide UNV HQ/Mission / Field Entity Management with details of UNVs to be terminated.

6.7. Ensure UNVs balance is reconciled and forward the information to UNV HQ and the receiving Mission / Field Entity in case of reassignment. Inform UNV staff of their annual leave balance, which has to be availed before repatriation, as monetization of accrued annual leave is not permitted by UNV COS.

6.8. Bring to closure outstanding issues before the closing of the Mission / Field Entity and forward any remaining issues to UNV HQ for follow-up action.

6.9. Ensure files are properly archived and transferred to UNV HQ/UNHQ's archive unit, as required.

6.10. With the support of UNDP Travel Unit, assist the outgoing UNV staff with travel bookings and initiate travel requests.

6.11. Counsel UNV staff in itinerary and travel related rules and regulations.

6.12. Assist UNV staff to obtain transit visa where required during separation.

6.13. Ensure all pending travel requests and expense reports are cleared prior to departure.

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- 6.14. Clear local utility and telephone bills.
- 6.15. Broadcast to UNV the deadline for submission of expense reimbursement claims and any other claims so that they are reviewed and processed prior to the end of closure.
- 6.16. Coordinate with GITTS to receive the updated telephone bills for the departing UNVs. Ensure funds are withheld for pending telephone bills and ensure accurate banking information is on file for refund purposes and forward this information to UNDP Finance. UN Volunteers are to be provided with the full address of UNV Field Unit for any follow-up of the release of their withheld funds.
- 6.17. In accordance with instructions from DOS/DSA, finalize itemized list of outstanding financial matters related to UNV and other required documents.
- 6.18. Ensure all financial documents are properly archived and handed over to the Mission / Field Entity Archiving Unit for onward shipment to UNHQ.
- 6.19. Participate in Closure Coordination meetings.

**Life Support Section**

1. Life Support Section is to fulfill its role and responsibilities in respect of the following:

**Fuel**

1.1. As far as possible, outsource maximum operations through commercial fuel stations to refuel Mission / Field Entity vehicles; and generator delivery in sectors by contractor (presently contractor is only delivering to generator in HQ Area).

1.2. Ensure strict compliance of Environment laws in all fuel operations and also after the facilities are decommissioned at the time of closure of any sector.

1.3. Ensure smooth relocation of Aviation fuel facility from Location D to Location B.

1.4. Ensure completion of PADP well ahead of actual Closure to avoid last minute confusion and delays.

1.5. Ensure all fuel assets dismantled from the fuel sites after decommissioning are written off and assembled at the Log Base for disposal by PDU. All required Main Mission / Field Entity HQ Building work should be completed and available in records.

1.6. Ensure proper records are kept about the fuel assets approved by the DMS/Designated official for handover to the Host Government or other UN agencies.

1.7. Hold regular meetings with the Fuel contractors and advise them well in advance about the changes in the Fuel support plan.

1.8. Closely monitor the Strategic Fuel Reserve (SFR) and local reserves and make changes if required after obtaining approval of the DMS/Designated official. The SFR of 1 million liters will be reduced every month as it is brought down to meet the 30 days of supply (DOS) requirement.

**Rations**

1.9. Closely monitor the Rations ordering keeping in mind the probability of military being withdrawn from the Mission / Field Entity by February/March next year. Rations order for March next year which should be prepared in early December this year, should be prepared on around 20th December this year, by when the status of the military troops in the new mandate will be known.

1.10. Maintain 14 days reserve of Combat Ration Packs (CRPs) and Bottled water and ensure all CRPs and Bottled water are consumed before their expiry dates or transferred to other Missions / Field Entities.

**General Supply**

1.11. Regulate inventories of expendables and non-expendables to be maintained for the requirements until March 20 next year.

1.12. PADP to be finalized for any surpluses over and above the requirements until March next year.

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1.13. Closely coordinate with the Warehousing Unit about segregation and packing of assets and expendables identified in PADP for shipment to other the Missions / Field Entities or donation to The Host Government.

**Six Month Closure Plan**

Weeks	Sector	Name of Locations	TASKS	Remarks
1 - 4	A2, B1, B2, B3	Location A, Location C, Location B	<ul style="list-style-type: none"> <li>✓ Use of commercial fuel stations for dispensing fuel to Mission / Field Entity vehicles; and contractor start refueling Mission / Field Entity generators in sectors.</li> <li>✓ Prepare list of fuel equipment need to dismantle and bring to HQ Area-the Log Base along with trucks.</li> <li>✓ Prepare list of equipment need to donate to The Host Government and send to MSC.</li> <li>✓ Ration Ordering depending on the new mandate.</li> <li>✓ Rations unit to issue 3 days of CRPs every month to reduce the CRPs.</li> <li>✓ Start reducing SFR every month.</li> <li>✓ Prepare the list of general supply to retrieve or donate like Freeze, TV, Microwave, Table, Chair, etc.</li> <li>✓ Prepare the list for the removal of Digital Satellite TV (DSTV).</li> <li>✓ Inform all the contractors, UN agencies and NGO to use commercial fuel stations and the Mission / Field Entity closure date.</li> <li>✓ Work along with other sections for initial or final inspection of the camps.</li> <li>✓ Segregation and packing of assets and expendables identified in PADP for shipment to other</li> </ul>	

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			Missions / Field Entities or donation to The Host Government.	
5 – 8	A2, B1, B2, B3	Location A, Location C, Location B	<ul style="list-style-type: none"> <li>✓ Dismantle all fuel equipment at (insert Mission / Field Entity name) Fuel Stations; submit CMR to relocate equipment to HQ Area - the Log Base</li> <li>✓ In the Log Base, initiate write-off for the fuel assets brought from sectors.</li> <li>✓ Relocate or donate the general supply items; and start removing the DSTV with respect to the date of camp closure.</li> <li>✓ Send trucks to other Missions / Field Entities or donate to the Host Government</li> <li>✓ Close the main Mission / Field Entity HQ building fuel station and relocate all equipment to the Log Base for write-off.</li> <li>✓ Staff 's contract terminated/repatriated after sector closure.</li> <li>✓ Continue to work along with other section for initial or final inspection of the camps and write-off process.</li> <li>✓ Continue with the segregation and packing of assets and expendables identified in PADP for shipment to other the Missions / Field Entities or donation to the Host Government.</li> </ul>	

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9 – 12	A2	HQ Area	<ul style="list-style-type: none"> <li>✓ Close the international airport fuel station and relocate all equipment to the Log Base for write-off.</li> <li>✓ Prepare list of fuel assets need to transfer to other PK Missions / Field Entities and initiate the action.</li> <li>✓ Staff 's contract terminated/repatriated after sector closure.</li> <li>✓ Continue to work along with other section for initial or final inspection of the camps and write-off process.</li> <li>✓ Continue to relocate or donate the general supply items; and start removing the DSTV with respect to the date of camp closure.</li> <li>✓ Continue with the segregation and packing of assets and expendables identified in PADP for shipment to other the Missions / Field Entities or donation to the Host Government.</li> </ul>	
13 - 16	A2, B2, B3	HQ Area, Location C, Location B	<ul style="list-style-type: none"> <li>✓ Retrieve UNOE from the contractors and relocate to the Log Base for write-off (Aviation equipment, Electronic Fuel Monitoring System (EFMS) scanners from TOTAL Location C, and EFMS scanners from the international airport); only EFMS scanners from Tristar. On receiving the equipment in the Log Base, proceed with write-off action.</li> <li>✓ Transfer Group I fuel assets to other PK Missions / Field Entities.</li> <li>✓ Staff 's contract terminated/repatriated after sector closure.</li> <li>✓ Continue to work along with other section for initial or final inspection of the camps and write-off process.</li> <li>✓ Continue to relocate or donate the general supply items; and start</li> </ul>	

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			<p>removing the DSTV with respect to the date of camp closure.</p> <ul style="list-style-type: none"> <li>✓ Continue with the segregation and packing of assets and expendables identified in PADP for shipment to other the Missions / Field Entities or donation to the Host Government.</li> </ul>	
17 20	- A2	HQ Area	<ul style="list-style-type: none"> <li>✓ Staff contracts terminated/repatriated after sector closure.</li> <li>✓ Inform other staff about the exact Mission / Field Entity closing date.</li> <li>✓ Continue to work along with other section for initial or final inspection of the camps and write-off process.</li> <li>✓ Continue to relocate or donate the general supply items; and start removing the DSTV with respect to the date of camp closure.</li> <li>✓ Continue with the segregation and packing of assets and expendables identified in the PADP for shipment to other the Missions / Field Entities or donation to the Host Government.</li> </ul>	
21 24	- A2	HQ Area	<ul style="list-style-type: none"> <li>✓ Continue to work along with other sections for initial or final inspection of the camps and write-off process.</li> <li>✓ Continue to relocate or donate the general supply items; and start removing the DSTV with respect to the date of camp closure.</li> <li>✓ Settle all the contractor obligations, e.g. payment made, last invoice processed, Diesel and Jet A1 Fuel SFR, LR fully received,</li> </ul>	

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			<p>Rations consumed, issues with contractor resolved etc. ✓ Inform PS and FS for the termination of all contracts related to Life Support. ✓ Repatriation of remaining Staff Members.</p>	
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