



Karla Quintana Osuna

Head of the Independent Institution on Missing Persons in the Syrian Arab Republic

2025

I, Karla Quintana Osuna, Head of the Independent Institution on Missing Persons in the Syrian Arab Republic, will strive to fulfil the goals of the United Nations Charter. My actions and behaviour will embody the values of the Organization at all times as I work to achieve the mandates and priorities of the Organization.

I commit myself to using the authorities delegated to me by the Secretary-General to implement the mandate of my department/office/mission effectively and accountably, and in doing so to achieve the objectives detailed below, for which the Secretary-General will hold me accountable. I, in turn, will foster a results-oriented culture and ensure that these objectives are reflected in the work plans and performance assessments of my staff at all levels.

SECTION 1: DELIVERING PROGRAMMATIC OBJECTIVES

I commit to delivering programme results and tracking programme performance using the Umoja SPPM solution to foster a results-oriented culture and proactively and systematically manage human and financial resources to ensure that sustainable results are achieved.

I will give personal attention to delivering against the following strategic objectives pertaining to my entity in 2025.

Strategic Objective

Establish the Independent Institution on Missing Persons' legal, structural, and operational framework ensuring that it has a victim-centred approach and works in coordination with Syrian and international actors in line with GA resolution A/RES/77/301, including the Terms of Reference (Annex I).

Specific commitments

As a new institution, the IIMP requires to build a strong and sustainable framework to work in Syria and beyond in the search for the missing and supporting families. To accomplish that, the following steps must be taken:

- Establish governance structure and operational guidelines
- Finalise organisational structure and recruit/train staff to enable effective and sustainable delivery of the

Specific commitments

Institution's mandate.

- Develop internal policies/guidance on key operational issues as data protection, victim/witness engagement, case management, informed consent, participation, gender inclusivity & ethics.
- Promote the widespread dissemination of the IIMP's mandate and its complementarity and coordination with other entities.
- Develop cross-institutional protocols for cooperation with relevant stakeholders for the search of the missing within Syria and abroad and support to families.
- Engage with families of the missing, civil society, authorities, Member States, UN entities, and academic institutions to foster the IIMP mandate.

Strategic Objective

Establish a search plan, databases and specific search initiatives

Specific commitments

- Develop relevant SOPs to support the search processes (e.g., context analysis, exhumation, forensic analysis, identification, participation in the search, etc.)
- Develop secure databases/registries for the search of the missing and establish a system whereby they can interconnect with other relevant databases.
- Identify and implement targeted search operation activities, and associated support activities for families searching for their loved ones.

Strategic Objective

Provide support to families of missing persons and ensure victim participation in the work of the Institution

Specific commitments

- Establish family support referral systems in Syria and in countries with diaspora (e.g., to facilitate psychosocial support, legal assistance, etc.)
- Actively accompany Syrian civil society actors to ensure their substantive participation in and contribution to the process on the search of missing persons.
- Establish participation frameworks within the Independent Institution
- Facilitate advocacy opportunities with Member States and promote conditions to protect and enlarge the space for civil society.
- Facilitate strengthened participation of Syrian women in the search process.
- Foster the institutionalization of the victim-centered and trauma-informed approach in IIMP policies.



Strategic Objective

Strengthen institutional framework and locally owned processes

Specific commitments

- Advocate, negotiate and accompany the processes to build a national legal framework on missing persons.
- Train search, data, forensic, legal, and psychosocial professionals in Syria
- Become a trusted partner with Syrian society and authorities and abroad.
- Share with the authorities and Syrian society all comparative experiences in the search of the missing.

Strategic Objective

Advance towards the full implementation of GA resolution 77/301

Specific commitments

- Engage with Syrian and key international actors towards the common purpose of developing a humanitarian mechanism with national and international legitimacy.
- Work with Syrian parties and key regional/international stakeholders to identify/implement precise and coordinated steps that each could take to provide answers for thousands of missing persons in Syria and support to families.
- Work in partnership with Syrian society and authorities to build trust and strengthen search and support programming.



SECTION 2: DELIVERING ON SPECIFIC AREAS

Senior managers of the United Nations Secretariat have a collective responsibility to personally support and ensure their entity makes progress against all the Secretary-General's priorities and makes an effective contribution to delivering on the Common Agenda. For 2025, the Secretary-General has chosen **three** specific areas to include in the compact. Please describe how you will proactively support the areas of focus as indicated below.

1. UN Reform

The Secretary-General set out a vision of an Organization that is field-focused, integrated across pillars, nimble, decentralized, multilingual, transparent and accountable. The reforms are aimed at improving the functioning of the Organization, as well as the managing of its resources in support of effective programme delivery.

The structural aspects of the reforms are now well consolidated. The Secretary-General's focus for 2025 is to make these structures, accountabilities, and processes as effective as possible through a process of continuous improvement.

I commit myself to ensuring that the reforms are operating effectively in my entity by operating an effective system of delegation of authority, using risk information for strategic decision-making, using evaluation to better inform programme planning and performance reporting, promoting operational integration, being accountable for performance, and escalating problems or opportunities to improve performance to relevant departments or offices.

Specific commitments and expected results

- Implement effective systems of delegation of authority, using evaluation to better inform programme planning and performance reporting, promote operational integration, and uphold performance accountability.
- Apply results-based budgeting principles to ensure that resource planning and allocation are aligned with the expected results of the Independent Institution's mandate, and monitored through the Secretariat's performance management tools.
- Streamline policies and procedures to reduce administrative burdens and foster a more nimble operating model.
- Enhance a practical approach to developing partnerships and policies to simplify procedures and reduce administrative burdens.



Specific commitments and expected results

- Pursue institutional efficiency measures across administrative and operational processes (e.g., ASG travel entitlements) to ensure effective and responsible use of resources. Establish internal evaluation processes and frameworks to increase the learning about interventions, and strengthen accountability on the use of resources and the achievement of results.
- Ensure that IIMP structure/operations are structurally fit for purpose and aligned with UN reform principles of decentralisation, operational adaptability (including potential field presences) and system-wide integration.
- Prioritize efforts to mainstream geographic diversity within the Office.
- Enhance collaboration with other UN entities to avoid duplication and support integrated and coherent engagement on the issue of missing persons.

2. UN 2.0

I commit to advancing the UN 2.0 Action Plan in my entity, in support of the system-wide ambitions set forth in the Action Plan, as part of our collective effort to modernize the UN system and drive progress in data, digital, innovation, strategic foresight, and behavioural science.

Specific commitments and expected results

- Ensure that innovative data and data management are incorporated into foundational planning and operational documents (e.g., building databases, registries and systems; establishing framework to share/receive/interconnect data; etc.)
- Promote the interconnections and take a leadership role in data sharing regarding the missing.
- Explore the use of strategic foresight tools to inform planning, scenario mapping, and stakeholder engagement.
- Apply behavioural science insights to improve family outreach, trust-building, and service delivery.
- Foster innovation in developing tools and methods for case intake, documentation, data verification, and support to families.
- Recruit dedicated talent to develop and implement new approaches (with relevant UN 2.0-related requirements reflected in JOs) and ensure victim-centric search and support operations.

3. Combatting racial discrimination in the workplace

I commit to making progress in addressing racism and racial discrimination and implementing the recommended actions contained in the '*Strategic Action Plan, Report of the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations Secretariat*', to ensure changes in the organizational culture, operations and management practices, systems, and internal

mechanisms of accountability and safe complaints handling.

Specific commitments and expected results

- Increase representation and diversity of staff at all levels of the IIMP and publish a related graphic.
- Promote a safe and supportive work environment at IIMP with zero tolerance for discriminatory attitudes and practices.
- Conduct awareness sessions on racial equity, diversity and inclusion, in line with the Secretariat's anti-racism action plan.
- Appoint and support an Anti-Racism Advocate (at the senior leadership level (D1)) on racial diversity, equity, inclusion.
- Publish the photos, names, titles, regional group and level of all senior leaders (D1 and above).
- Disseminate monthly internal updates of new appointments and staff movements at all levels.



SECTION 3: MANAGING RESOURCES

Achievements against the following quantitative indicators, which are drawn from existing monitoring tools, will be reported on at the end of the cycle.

Area	Topics	Indicators
A. Human resources	Staff recruitment timelines End-of-cycle performance evaluations Gender parity Greater geographical representation	A.1 At least 60% of job openings filled within 120 days from the time of issuance to selection. A.2 At least 90% of end-of-cycle evaluations under the authority of the senior manager are completed within three months of the end of the cycle. A.3 Progress towards achieving gender parity at each internationally recruited staff level (FS, P-1 to D-1) making optimum use of vacancies filled during the reporting period. A.4 Equitable geographical distribution: At least 50% of appointments on posts subject to geographical distribution are from un- or under-represented Member States. A.5 Progress towards recruiting staff on as wide a geographical basis as possible for all posts making optimum use of vacancies.
B. Financial resources	Effective financial management	B.1 Timely yearly submission of annual financial package and report relevant to the entity. B.2 Timely yearly submission of presumptive fraud and fraud report.



Area	Topics	Indicators
		B.3 Submission to the Controller of budget proposals/performance on or before deadlines communicated in the budget instructions. B.4 Evidence of periodic use of SMA to monitor progress towards the implementation of the approved programme plan and/or RBBs framework.
C. ICT resources	Cybersecurity	C.1 100% of websites and apps are in compliance with ICT policies as self-reported in Unite Apps per OICT guidance.
D. Internal controls and oversight	Oversight body recommendations OIOS Oversight body recommendations BoA Statement on Internal Controls	D.1 90% of critical OIOS recommendations targeted for implementation during the compact period are implemented. D.2 70% of important OIOS recommendations targeted for implementation during the compact period are implemented. D.3 Rate of implementation for BoA recommendations assigned to the entity individually. D.4 Rate of implementation for BoA recommendations assigned to the entity jointly with other entities. D.5 Submission of self-assessment questionnaire, remediation plan and assurance statement as per Controller's timeline.
E. Cross-cutting	Conference services and multilingualism	E.1 100% of the entity's and its subdivisions' workplan(s) integrate multilingualism and/or language considerations. E.2 100% of documents submitted to Conference Services by mutually agreed slot dates, within



Area	Topics	Indicators
		the word limits, and in full compliance with all editorial directives.

SECTION 4: DELIVERING MY RESPONSIBILITIES AS A SENIOR MANAGER OF THE UNITED NATIONS

A. COMPLIANCE

Compliance with regulations and rules

I will exercise the authority delegated to me in compliance with regulations, rules, and all relevant policies and guidelines. I will operate an effective system of delegation of authority within my entity to ensure that resources are managed in a responsible manner to achieve effective programme delivery and to contribute to the priorities outlined by the Secretary-General. I commit to utilizing Delegation of Authority KPIs and other tools to monitor progress against targets, inform decision making and take corrective actions when required.

Compliance with ethical standards

I will exercise my delegated authorities as a senior manager in compliance with UN standards of conduct, free from conflicts-of-interest, and lead my department's/office's/mission's commitment to the Organization's ethical culture by ensuring that my daily decisions and actions and those of my staff demonstrate integrity, transparency, accountability, respect and fairness. I will ensure that conflicts of interest are promptly disclosed and resolved in the best interest of the Organization.

I will fully comply with my financial disclosure obligation and will ensure that the staff working under my authority fully comply with their obligations as required.

B. ACCOUNTABILITY ON ADHERENCE TO UNITED NATIONS STANDARDS OF CONDUCT

I will ensure that all possible measures are taken to raise awareness of expected standards of conduct, to prevent all forms of unsatisfactory conduct, including a victim-centered approach to sexual exploitation and abuse, sexual harassment, discrimination based on race or disability, fraud and other forms of unsatisfactory conduct, by personnel under my authority and to respond to, redress and remediate any violation. I will demonstrate my commitment to the creation of a harmonious work environment and act as a role model by maintaining a high standard of personal conduct with consciousness of the power my position holds.

Preventing of all forms of unsatisfactory conduct

I will fully comply with my obligations as the responsible official within the legal and policy framework of the Organization in the prevention of all forms of unsatisfactory conduct committed by personnel under my

authority.

I will ensure that all personnel under my authority are familiar with the Organization's standards of conduct and related legal framework and policies and comply with the rules, guidance and principles established therein, including the obligation to report possible unsatisfactory conduct. I acknowledge that I will place particular emphasis on prevention and on addressing the following actions:

Sexual exploitation and abuse: implementing the Organization's zero-tolerance policy on sexual exploitation and abuse as set out in "Preventing sexual exploitation and abuse" (ST/SGB/2003/13);

Sexual harassment: promoting a culture free from all forms of harassment and rapidly responding to all such reports as set out in "Addressing discrimination, harassment, including sexual harassment, and abuse of authority" (ST/SGB/2019/8);

Discrimination: promoting a culture free from all forms of discrimination, including based on race and disability, and rapidly responding to all such reports as set out in "Addressing discrimination, harassment, including sexual harassment, and abuse of authority" (ST/SGB/2019/8) and supporting the implementation of the strategic action plan on addressing racism and the disability inclusion strategy; and

Fraud: promoting a culture of integrity and honesty within the Organization, responding to and reporting all allegations of fraud and ensuring all personnel under my authority are familiar with the "Anti-Fraud and Anti-Corruption Framework" (ST/IC/2016/25).

I will ensure preventive measures are in place, including community outreach, awareness raising, training and unsatisfactory conduct risk management, to prevent these acts of unsatisfactory conduct to the best of my ability.

Enforcement of UN standards of conduct

I will ensure that effective mechanisms are in place to allow personnel and those outside the Organization to report unsatisfactory conduct.

I will take all required steps to hold those who commit unsatisfactory conduct accountable, including by responding to allegations of unsatisfactory conduct in a timely manner. I will take necessary actions within my authority, including authorizing investigations, submitting reports of unsatisfactory conduct to appropriate investigative bodies, referring matters for accountability and taking any interim, corrective or managerial measures.

Protecting staff who report unsatisfactory conduct against retaliation

I will do everything possible to create an environment where staff feel safe to report suspected unsatisfactory

conduct, and I will protect from retaliation all personnel who report unsatisfactory conduct or who cooperate with duly authorized audits or investigations.

Support and assistance to victims

I will provide timely support and assistance to victims of sexual exploitation and abuse, sexual harassment or discrimination, in line with the Organization's rules, regulations and policies. I will work with partners to ensure that victims receive any necessary assistance and support, including medical care, psychosocial support, legal assistance, and immediate material needs. In the face of allegations of sexual harassment or discrimination, I will take available interim measures, as required to support and assist victims.

Ensuring dignity through civility and a healthy work environment

I will further ensure the dignity of each person by promoting an environment of civility and psychological safety that empowers staff, fosters creativity and innovation, and enables better communications amongst all staff.

Acknowledging the potential negative impact of unhealthy work environments, I will endeavor to create and maintain a harmonious work environment based on mutual respect, where the contributions of staff are properly recognized and where staff feel free to speak without fear of retribution. I will promote a culture of honesty through leadership by modeling the highest standards of efficiency, competence and integrity.

C. CONTRIBUTION TO THE BROADER INTERESTS OF THE UNITED NATIONS

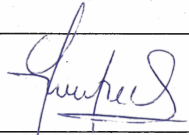
In addition to the specific objectives and accomplishments referred to above, it is understood that a key element of my responsibilities is to contribute to the broader interests of the United Nations. In this regard, I will ensure that I participate fully in the shared responsibilities of senior management, such as advocacy of the United Nations values and policies and promotion of the United Nations image, and that I will serve as a role model for implementing the Gender Parity Strategy and will contribute to the Secretariat's decision-making and information-sharing committees. I will encourage and participate in the informal resolution of workplace issues and disputes. I will remain committed to the goals of the Organization in advancing peace and security, human rights and development.



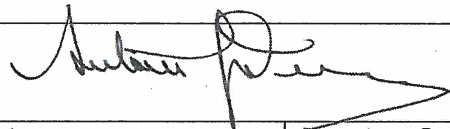
SECTION 5: DECLARATION

SIGNATURES

I acknowledge the objectives stated above and undertake to plan, monitor and implement them as well as fully discharge my other responsibilities as a Senior Manager of the United Nations.

Signature: 		
Karla Quintana Osuna	Head of the Independent Institution on Missing Persons in the Syrian Arab Republic	Date: 26/08/2025

I endorse the objectives and priorities stated in this Compact.

Signature: 		
António Guterres	Secretary-General	Date: 25/08/2025