



United Nations  
Economic Commission for Africa



# About the Division of Administration

**2017**





United Nations  
Economic Commission for Africa

## About the Division of Administration



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# Acronyms

AH	Africa Hall
ACABQ	Advisory Committee on Administrative and Budgetary Questions
BEU	Business Excellence Unit
DoA	Division of Administration, ECA
ECA	Economic Commission for Africa
CMS	Conference Management Section
DES	Deputy Executive Secretary
EOI	Express of Interest
FMS	Facility Management Section, ECA
HRSS	Human Resources Services Section
OCSS	Office of Central Support Services
ODU	Organizational Development Unit
OICT	Office of Information and Communication Technology
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OMT	Operations Management Team
OPMU	Overseas Programme Management Unit
OPPBA	Office of Programme Planning, Budget and Accounting
PD	Procurement Division
PE	Project Executive, namely, the Chief of the DoA at ECA
PM	Project Manager, appointed by DoA, ECA
PO	Project Owner, namely, the Executive Secretary of ECA
RBU	Recruitment and Benefits Unit
RfP	Request for Proposals
SG	Secretary General
SIMU	Strategy and Information Management Unit
SMT	Senior Management Team
SOP	Standard operating procedure
SRO	Subregional Office
SSS	Security and Safety Section
UNCC	United Nations Conference Centre
UNDSS	United Nations Department of Safety and Security
UNHCC	United Nations Health Care Centre





# Division of Administration

The Division of Administration is located under the purview of Knowledge Delivery pillar<sup>1</sup> of the Economic Commission for Africa (ECA). It provides guidance on policies and procedures, strategies, direction and support in all aspects of administration to ensure effective implementation of the substantive mandate of ECA. These functions include: programme planning and budgeting of the Division; the management and development of human resources; the management of parliamentary and statutory meetings and other events in the United Nations Conference Centre; supply chain management; facilities management, including capital master plans; financial management; and the management of the Health Care Centre.

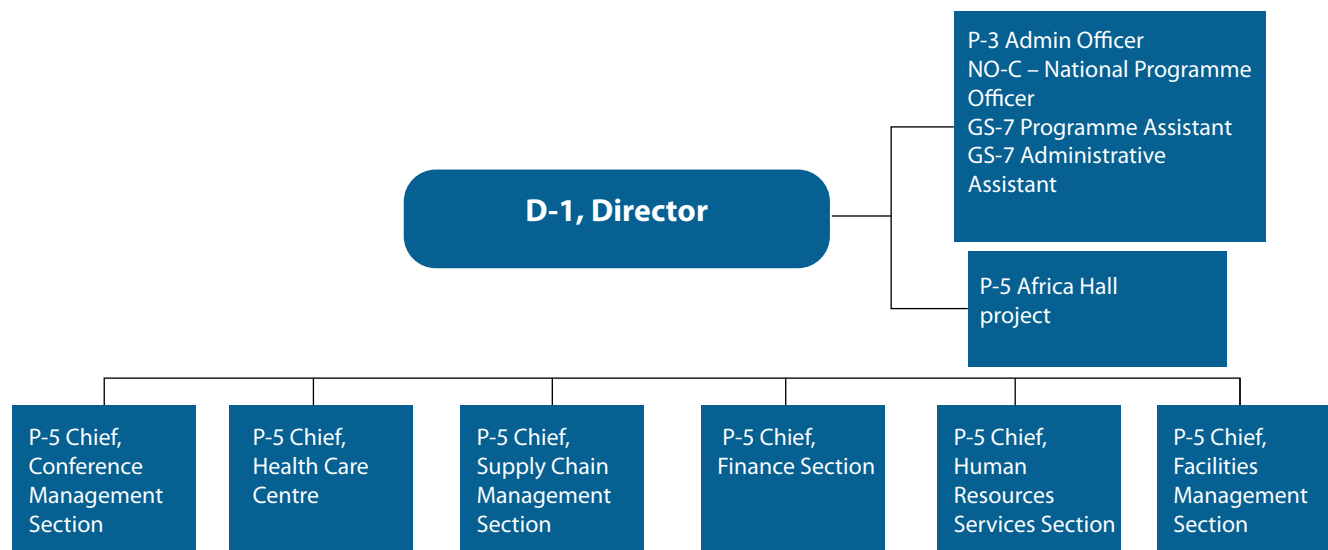
The Division provides the services mentioned to ensure efficient support for the functions and services of ECA headquarters, the five subregional offices and the African Institute for Economic Development and Planning. The Division also coordinates with the United Nations agencies, funds and programmes based in Ethiopia to support the United Nations common services framework through the Operations Management Team (OMT).

The key focus areas of the Division are the provision of support to the implementation of United Nations system-wide projects, including the following: Umoja (the United Nations system's enterprise resource planning); the International Public Sector Accounting Standards (IPSAS); the strategic capital plan; quality support to staff members in career advancement and development; further delegation of authority to the subregional offices in human and financial resource management; the establishment and supervision of the \$57 million Africa Hall project; the coordination of business continuity and organizational resilience; coordination with the 28 United Nations agencies serving in the country on business continuity and operational matters; and coordination with the member organizations/offices to further strengthen the medical services provided at the Health Care Centre. In addition, the Division actively participates in the Secretariat-wide implementation of the global service delivery model planned to begin in the biennium 2018-2019, the cost-recovery initiative and other Umoja-related activities and initiatives.

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<sup>1</sup> See annex I for the ECA organizational chart.

## Division of Administration<sup>2</sup>



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<sup>2</sup> See annex II for Division of Administration organizational chart.

# Conference Management Section

## About

The Conference Management Section<sup>3</sup> manages the United Nations Conference Centre, in addition to facilitating the smooth conduct of the ECA parliamentary and statutory meetings and other events. It also provides administrative and financial support to these processes, along with other support services, such as transport, travel, protocol and visa. The Section comprises five units: the Administrative Support Unit; the Meeting Planning and Servicing Unit; the Conference Interpretation Unit; the Marketing Unit; and the Transport, Travel Management, Protocol and Visa Unit. A team of 38 staff members services the Section (5 international staff and 33 general service staff).

The Section team is composed of, among others, meeting planners, protocol officers, conference officers, administrative staff, travel management and logistics officers, and interpretation staff. The Section's work is part of the mandate and core functions of ECA as an international forum within which representatives of member States and other United Nations and external client groups meet to deliberate on major

socioeconomic questions facing the African continent and to propose answers to those questions.

## Vision and objectives

The Section's vision is to continue to deliver the full range of conference services to member States and other United Nations and non-United Nations stakeholders at the highest levels of professionalism, expertise and cost-effectiveness, and to facilitate their endeavours in advancing the purposes of ECA and the United Nations. The Conference Centre operates within the mandate stipulated by resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the optimal utilization of the Centre, on patterns of conferences, including those convened by ECA, and on the organization and servicing of meetings.

The overall objectives of the Section are to ensure that constant measures are taken to improve services at the Conference Centre, to constantly improve the overall performance of conference services at ECA, compared with those at Geneva, Nairobi, New York and Vienna, and to leverage information and communications technology (ICT) and tools to accurately measure performance.

<sup>3</sup> See annex III for the organizational chart of the Section.

## Conference Centre

The Conference Centre consists of two major event venues. The first is Africa Hall, a historical meeting venue inaugurated in 1961. The building has been completely renovated, at a cost of \$57 million, to transform it into a heritage centre (i.e., a state-of-the-art conference venue, a permanent African exhibition and a museum).

The second venue is the Conference Centre itself, comprising six conference rooms, 11 caucus rooms, briefing rooms and offices, catering facilities, a 2,100 m<sup>2</sup> exhibition area and four ICT training rooms.<sup>4</sup> Further renovations are planned during 2017-2018 to upgrade the current facilities, which was commissioned in 1996.

## Clients

The Conference Centre's six major clients include ECA divisions, United Nations agencies, non-governmental and intergovernmental organizations, government institutions, embassies and international, regional and local event organizers. Since June 2013, the Centre has operated as a one-stop shop for both internal and external clients. It coordinates all requirements of clients, including the planning and allocation of conference rooms, the coordination of interpretation into Arabic, English and French, catering, ICT and security services, and exhibitions.

## Billing system

The period 2016-2017 has been one of consolidation in terms of employing Umoja applications, and the Section has managed to fully navigate all system requirements (e.g., fund commitments, approvals, time and attendance, quotations and billing and sales

and service orders). The focus in 2017 has been on the implementation of the new module of Umoja extension 2 on conference and events management, which comprises three elements, namely, event planning, event implementation and document production and distribution. The Centre utilizes the Umoja cost-recovery/charge-back basis. Service orders are processed for ECA divisions and United Nations agencies using Umoja, and sales orders are used for external clients.

## Occupancy level of the Conference Centre

The Conference Centre continued its leading role in providing conference services in Africa, given that it maintained an annual occupancy rate of 93 per cent in 2016, well above the United Nations required threshold of 80 per cent. The Centre expanded strategic efforts through five marketing initiatives relating to meetings, incentives, conferences and events targeting local, regional and international conference and event markets. The engagement of an increasing number of new clients accounted for 13.05 per cent of the annual use of the Centre from local, regional and international external clients, and 86.95 per cent from internal clients and United Nations agencies. That said, the beginning of 2017 saw the relocation of several major events outside Ethiopia. This resulted in an initial downward occupancy trend during the first quarter of 2017, compared with 88.76 per cent for the corresponding period in 2016, due to the imposition of a state of emergency in the country until August 2017.

<sup>4</sup> See annex X for more details on the facilities of the Conference Centre.

## Achievements

The following achievement are to be noted:

- (a) Migration from the first to the second generation of an enhanced Web-based tool for space and meeting requirements management called eMeets 2.0;
- (b) Introduction of another integrated and automated Web-based system, called iEvent, developed by the Information and Communication Technology Services Section, in collaboration with the Conference Management Section team and United Nations security, for addressing participant management, dispatching and tracking invitation letters to participants, accreditation/registration and the issuance of badges;
- (c) Entire reroofing work at the Conference Centre completed on time and within budget, at a cost of \$1,330,000, along with the replacement of some obsolete equipment (e.g., monitors in interpreter booths and videoconferencing);
- (d) Master capital investment plan developed to facilitate digital technology upgrades at the Centre for the period 2017-2022. To this end, a complete inventory of obsolete equipment has been carried out with the support of the Global Engineering and Conferencing Section at Headquarters in New York and the Information Technology Unit/ Division of Conferences at the United Nations Office at Nairobi;
- (e) Steady progress to incorporate accessible services into the phased renovation of the Centre. A first step is the installation of redesigned accessible

podiums with adjustable lecterns in conference rooms one and two, which will coincide with the recarpeting of the two plenary rooms;

- (f) Hosted nearly 6,000 conferences and meetings and recorded a yearly average occupancy level above the United Nations-required 80 per cent threshold;
- (g) Generated \$1.8 million of spendable and non-spendable income from conferences and events hosted by external clients;
- (h) Full implementation of Umoja cost recovery/ charge back, along with the service delivery model.

## Challenges and solutions

The following challenges and solutions are to be noted:

- (a) ECA divisions convening a large number of meetings outside Addis Ababa, thereby not fully contributing to the full utilization of Conference Centre facilities. Repeated appeals have been made to substantive divisions to convene most of their events in Addis Ababa, in accordance with the General Assembly mandate. This issue has been brought to the attention of the ECA senior management team;
- (b) Major events have been either cancelled or postponed, largely because of the state of emergency in the country. Responding to these negative developments, the Conference Management Section has undertaken a 2017 conference and events forecasting to plan better and help to cope better with this uncertain situation in future and anticipated future occupancy trends. As always, the Section employs a strong proactive

strategy targeting international, regional and local clients to ensure steady occupancy levels throughout the year;

- (c) High security cost and limited on-site parking acting as deterrents to potential clients. The Section is holding discussions on these matters with the new Chief of Security in an effort to abate this problem and find a long-term solution;
- (d) Imperative to pursue the finalization and submission of the master capital investment plan of the Centre technology upgrades by all in-house stakeholders.

## Projects planned in 2017-2018

The following projects are in the pipeline:

- (a) Replacement of projectors with the latest technology screens and high-definition cameras in conference rooms three, four, five and six;
- (b) Recarpeting of the conference centre, estimated to cost \$700,316;
- (c) Construction of accessible podiums with adjustable lecterns in conference rooms one and two;
- (d) Design and preparation for the implementation of Umoja extension two module on conference and event management in 2018;
- (e) Staff training and staff development consistent with system-wide improvements, new ICT tools and new methods of work.

## Functions within the Conference Management Section

### **1. Administrative Support Unit**

The primary role of the Unit is to manage the Section budget; provide sections with updates on usage of funds allocated to ECA statutory events; initiate Section procurement; assist in payment collection and refunds; oversee administration of local contracts; and serve as first point of contact for administrative and financial management of Section staff.

### **2. Conference Planning and Servicing Unit**

The Unit is the first point of contact within the Conference Centre. It is responsible for the planning and booking of all conferences and events; allocating appropriate rooms and spaces for each event; and managing conference servicing arrangements, including logistical requirements and efficient in-session services.

### **3. Conference Interpretation Unit**

The Unit arranges simultaneous, consecutive, whispering and escort/liaison interpretation services for all ECA meetings, missions, conferences and official side events, seminars and workshops, as well as related requirements for its subregional offices.

### **4. Marketing Unit**

The Unit's primary role is to promote the Centre facilities and services to targeted user groups. The aim is to retain existing clients and attract new ones so that the annual occupancy level remains consistently above the 80 per cent threshold.

## **5. Transport, Travel Management, Protocol and Visa Unit**

The Travel sub-unit carries out the management of ECA travel activities, such as official travel of staff, dependents, meeting participants and all others on official travel status to ECA. It also conducts needs assessment for conferences and meetings/workshops and advises management on the requirements of each regarding travel arrangements.

The Transport sub-unit manages the proper use, maintenance, security and monitoring of the ECA official fleet and provides guideline on transport services; processes the annual inspection of official vehicles; and assists in obtaining and returning United Nations plates for international staff members, including ownership transfer, authentication of driving licence and annual inspection.

The Protocol, Visa and Liaison Services sub-unit handles the logistical aspects of travel of the Executive Secretary and the two Deputy Executive Secretaries and facilitates visa processing and logistical assistance during departure and arrival, including check-in and immigration formalities at the airport and use of the VIP lounge and facilities. It is equally vested in the responsibility of procuring residence identity cards, multiple-entry visas, tourist visas, visas on arrival, visa requests for ECA officials travelling abroad, processing duty-free privilege authorizations for international staff members, assisting in immigration formalities, providing courtesies to ECA high-level officials at the airport, arranging hotel bookings and processing the authentication of driver's licences. It also assists in providing protocol services for meetings, conferences and workshops, among others, and maintains useful contacts with various

host government offices to ensure the operational efficiency of operations.

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# Health Care Centre

## About

The Health Care Centre<sup>5</sup> was established in 1986, first by ECA, and then became a joint project for all United Nations agencies based in Ethiopia that signed the memorandum of understanding to provide health-care services to United Nations personnel and their dependents in the country. As health-care facilities in Addis Ababa were very limited at the time, the clinic grew in the number of specialties that it provided beyond the normal United Nations dispensaries or clinics, as they are now called.

## Mission statement

Under the umbrella of one United Nations, the purpose of the Centre is to provide health promotion and prevention activities and up-to-date medical diagnosis and treatment at the intermediate level of care to all United Nations staff and their eligible dependents, and to respond to any emergency situation in which the health or the personnel might be in danger according to the United Nations standards of care.

## Functions and clients

The Centre provides 24-hours/7-day-a-week health services on the principles of cost recovery, even though the actual fees for the services do not break even. It provides both primary health-care services (also known as core services) and specialized medical services (called non-core services) to all United Nations staff and their eligible dependents of the participating organizations of the United Nations operating in Ethiopia. It also coordinates the provision of health-care services through private and public hospitals located in Addis Ababa and the regions of Ethiopia. It is responsible for the processing of medical evacuations of beneficiaries who may require medical treatment outside Ethiopia, including obtaining the approval from the medical directors of the various United Nations agencies.

### 1. Core services

Core services are represented by pre-employment entry, periodic and exit medical examinations, travel clearance and sick leave management, primary care to treat common ailments and the stabilization of critical cases before transferring to local hospitals or recommending medical evacuations abroad, as

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<sup>5</sup> See annex IV for the organizational chart of the Health Care Centre.



well as providing preventive programmes. These programmes include vaccinations, workplace occupational health (workplace ergonomics and injury prevention), HIV voluntary counselling and testing, blood pressure tests, screening for chronic diseases such as cancer and diabetes and organizing “keep fit” programmes. In addition, the Centre provides training on cardio-pulmonary resuscitation and basic first aid to professional and non-professional staff as its mitigation strategy for emergency response. It collaborates with the Department of Safety and Security (UNDSS) and the Security and Safety Section (SSS) to ensure mass-casualty preparedness in the duty station and prompt responses to pandemic emergencies and other disasters. The non-core activities are the curative services, discussed below.

## 2. Non-core activities

### 2.1 Curative services

The Centre provides consultations in general medicine, paediatrics, ear, nose and throat, ophthalmology, dentistry, gynaecology, psychiatry and psychology. In addition, it provides laboratory, pharmacy, radiology (X-ray, ultrasound and mammography), endoscopy/ colonoscopy and electrocardiogram services, and 24-hour medical coverage for emergency services.

### 2.2 Medical evacuations

The Centre is responsible for the processing of medical evacuations of beneficiaries who may require medical treatment outside Ethiopia, including obtaining the approval from the medical directors of the various United Nations agencies.

### Data from January to June 2017

From January to June 2017, the Centre provided services to a number of United Nations staff and dependents:

Table 1: Services provided (January-June 2017)

Description	Total
General consultations (adults and children)	11 650
Radiology services	2 302
Laboratory services	34 248
Pharmacy services (medication dispensed)	216 786
Medical evacuations	10
Employment medical examinations	275

## Staffing structure

The staff of the Centre and the different units that comprise it are presented in an organigram. A list of some key staff and their contact information to be noted is also given elsewhere in this document.

## Funding modalities

The Centre derives its funding from three sources: contributions from United Nations agencies as per capita contribution, the ECA regular budget and income generated from the services rendered to staff members and their dependents. With the introduction of the new medical clearance procedures, the funding source from United Nations agencies will become less available to the clinic. ECA needs to identify alternative supporting funds to meet the pitfalls in the Centre’s budget, as recommended by the Controller, when this happens. Earlier recommendations that cost-sharing should be based on number of visits from each United Nations

agency and not by the number of staff in an agency will still tilt towards ECA bearing the lion's share of the budget as the main beneficiaries of the facility. The tables below demonstrate the various sources of income for the Centre and the principal lines of expenditure.

**Table 2: UNHCC Proposed Budget - 2017 Expenditure**

Expenditure budget	Proposed budget 2017
	United States dollars
Staff and other personnel costs	1 394 260
Overtime	10 000
Consultants fees/General temporary assistance	313 625
Official travel	52 095
Training	93 860
General operating expenses	88 250
Medicines and general supplies	626 216
Acquisitions	92 500
<b>Total</b>	<b>2 670 806</b>

**Table 2: UNHCC Proposed Budget - 2017 Income**

Income budget	Proposed budget 2017
	United States dollars
Regular budget salaries	559 466
Income from per capita contribution (rates accepted by agencies)	810 748
Income from services rendered	708 090
Funding from cumulative surplus	592 502
<b>Total</b>	<b>2 670 806</b>

The five posts from the ECA regular budget include Chief Medical Officer (P-5), Deputy (P-4), Head Nurse (P-2), Assistant Head Nurse (G-7) and Administrative Assistant (G-7).

## Management structure

The management structure of the Centre is grouped into three levels.

### 1. Executive Committee

The Executive Committee is composed of all the heads of participating United Nations organizations and is chaired by the Deputy Executive Secretary for Knowledge Delivery (or his/her designated officer). This is the supreme governing body of the Centre, approving all decisions taken for implementation and the annual budget.

### 2. Management Support Committee

This is composed of heads of administration and operations managers of selected United Nations Agencies in the country (ECA, United Nations Development Programme, United Nations Children's Fund (UNICEF), Office of the United Nations High Commissioner for Refugees, the United Nations Population Fund (UNFPA), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the World Food Programme, the World Health Organization (WHO) and the Food and Agriculture Organization of the United Nations). The Committee reviews and recommends the annual budget and pertinent administrative matters to the Executive Committee approval.

### 3. Technical Committee

The Technical Committee is made of medical officers designated from WHO, UNAIDS, UNFPA and UNICEF,

who meet regularly with the Chief Medical Officer and the team to discuss issues relating to the professional work and proper functioning of the Centre.

## Relationship with external health facilities, medical evacuation and sick leave management

The Centre uses various specialists and private medical facilities in Ethiopia for specialist consultations and investigations and for admission. Once on admission, the clinic staff visit the patient and discuss management and possible treatment options with colleagues in the city or country. Further evacuation abroad might be recommended on the basis of the case.

Three physicians from the Centre meet to re-examine the recommendations for foreign treatment to ensure that they meet the criteria in the administrative instruction on medical evacuation (ST/AI/2000/10) and make recommendations to the Executive Secretary or consult medical directors of the relevant United Nations agency for approval. The Centre may also take the responsibility to make the initial appointment with the treating physician abroad (usually to Dubai, Egypt, Kenya or South Africa), depending on the organization to which the staff member belongs. Further extension of such stay abroad will depend on the organization, and, for most, they will not exceed 45 days unless further extended by the medical director in New York or that of the United Nations agency in question. The management of sick leave follows administrative instruction ST/AI/2005/3. Retroactive requests for approval of such leave after the initial 20 days from the date of issuance is not allowed.

## Challenges

The main issues of the Centre relate to having in place a sustainable source of funding. Although this has improved since 2015, this is likely to resurface, given the changes occurring in the United Nations medical services, in which the usual \$350 per person earmarked for pre-employment and periodic medical examinations are likely to be stopped or reduced to when actually required.

Possible solutions to the funding problems will result in ECA absorbing most of the cost, the staff of the Centre being drastically reduced and some services outsourced or the United Nations agencies agreeing to continue to subsidize the running cost as they have been doing until now.

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# Supply Chain Management Section

## About

The Supply Chain Management Section<sup>6</sup> was created in December 2012 as part of the ECA restructuring, to provide effective and efficient supply chain management services through the acquisition of goods, services and works; ensure efficient contract management and proper inventory upkeep and property management; and provide shipping and logistical services in support of the overall ECA mandate. The Section replaced the former General Services Section. It was created to ensure better integration and efficient delivery of support services in the interrelated areas of procurement, contract management, inventory and property management and shipping and logistics, in accordance with United Nations rules and regulations. The Section is currently structured along several functional lines.

The Section consists of 30 full-time, regular budget positions and 5 individual contractors, who work for nine months each on an alternating basis. There are currently six vacant regular positions in the process of being filled through the United Nations competitive recruitment process.

<sup>6</sup> See annex V for organizational chart of the Section.

## Clients

In addition to serving the needs of ECA Divisions and subregional offices in the four functional areas covering its work, the Section provides services to nearly 3,000 United Nations staff in the ECA compound through the catering and commercial outlets, such as the petrol station, for which it acts as requisitioner. It also provides procurement and shipping/logistics services in support of several United Nations agencies without a full presence in Ethiopia.

## Key data

The Section has a total budget allocation of \$2,462,546.95, which covers mainly staff costs, the ECA consolidated/centralized budget for furniture, office supplies and some equipment, as well as other contractual services.

A yearly acquisition plan is consolidated by the Procurement Unit covering ECA requirements for goods, services and works. The 2017 acquisition plan is estimated at \$26 million, in addition to the multi-year/multimillion dollar Africa Hall renovation project.

The Property Management Unit is responsible for the acquisition, warehousing, management and disposal of ECA inventory and moveable assets (office supplies, furniture and equipment). Its current holdings are furniture (13,439 pieces), equipment (various types; 12,240 pieces) and stock items/inventory (1,156,826 various items).

The Shipping and Logistics sub-unit provides processes and facilitates official inbound and outbound shipments of the organization, in addition to providing logistical support to nearly 800 internationally recruited staff with duty-free import privileges for timely processing and delivery of their shipments. A total of 250 such shipments were processed in 2016.

## Challenges

### ***Staff capacity and resources***

A major challenge of the Section since its inception has been that of limited resources and capacity to carry out a significantly enhanced and ambitious mandate. To illustrate this point, ECA procurement has grown more than five times during the past four years without a commensurate increase in the number of staff/posts and without additional financial resources to complement the limited resources from the regular budget. In addition, all staff of the Procurement Unit were replaced in 2015 in an attempt to refresh the Unit and ensure staff mobility. This has come with its own challenges of limited capacities and more time spent on training the new staff with little or no procurement experience. There continues to be high staff turnover in the Unit, given that several have left in the past few months.

Much progress has been made in addressing the above-mentioned challenges. Since the current Director of

the Division of Administration assumed office in April 2015, many of the vacancies have been filled and recruitment is ongoing to fill existing ones. Resources have also been made available to recruit short-term experts to fill critical gaps in the Section. An aggressive training plan is also being implemented to upgrade skills and build staff capacities.

the long term, a cost-recovery mechanism that would allow the Section to retain some of the resources or income that it generates from its operations is being explored with the Office of the Controller.

### ***Unique challenges of the duty station***

A critical main challenge affecting the operations of the section relates to the narrow segment and market in Ethiopia for the procurement of goods, services and works, which triggers wide outsourcing overseas and inflates the lead time for procurement and special customs clearance requirements imposed by host Government, leading to delivery delays, even for critical items such as medicines, security and ICT-related items. This is further compounded by the geographical constraints, given that Ethiopia is landlocked and most imports have to come through Djibouti. In addition, there are shortages of foreign exchange in a highly regulated environment.

To mitigate these risks and challenges, long-term agreements for recurrent goods/services have been established and existing long-term agreements established by the Procurement Division at Headquarters and other sister United Nations organizations are being put to greater use to shorten the procurement lead time and process. In addition, ECA management coordinates with local authorities to speed up the clearance process.

### ***Challenges of Umoja and other new processes***

One area that has challenged ECA, in particular the Division of Administration, is the introduction of Umoja and IPSAS. Since their introduction in November 2015, ECA is still grappling with understanding and improving the functioning of the new systems to enhance programme delivery. Nowhere is the challenge of Umoja and IPSAS more apparent than in the area of property management, in which there is limited knowledge and capacity to understand and use the new systems. This remains an area of concern, requiring continued attention by management to avoid a negative impact on ECA asset holdings and programme delivery.

Steps have been taken to address many of the identified gaps in the area of property management. With the help of an external expert, the Unit has been restructured, with new terms of reference, workflows aligned to Umoja and standard operating procedures for write-offs and disposals to reduce the high volume of obsolete stock items. The training and retraining of staff in this area is ongoing.

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# Finance Section

## About

The Finance Section<sup>7</sup> serves as the focal point for ECA financial matters by providing authoritative interpretation of the Financial Regulations and Rules, policies and procedures, financial reporting, accounting policies and systems.

The Section comprises the Chief's Office, Treasury Unit, Accounts Unit, Payroll and Disbursement Unit and Trust Fund Unit. It has the overall responsibility for financial management, instituting various internal controls and ensuring that appropriate guidance is provided on the proper utilization and reporting of financial and other resources and their management and control systems. It is also committed to strengthening financial management within the team through a coordinating programme by leveraging ECA resources and by capitalizing on the IPSAS implementation and the deployment of Umoja.

## Functions

The Section has several functions:

- (a) Provision of overall financial management and guidance to ECA staff and management, including with regard to the proper utilization of resources in compliance with the Financial Regulation and Rules and other administrative instructions and established practices of the UN;
- (b) Preparation, verification and approval of various payments, including staff salaries and other benefits;
- (c) Appointment and management of approving officers, bank signatory panels and petty cash;
- (d) Ensuring accurate recording and reporting of financial transactions;

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<sup>7</sup> See annex VI for organizational chart of the Section.



- (e) Preparation of monthly, yearly and biennial financial statements;
- (f) Providing guidance and advice on accounting issues to and reviewing of accounting transaction of the subregional offices;
- (g) Billing for all services, rental spaces, medical bills and contributions;
- (h) Review and settlement of accounts payable and review and follow-up of accounts receivable.

## Clients



## Section-specific data

Table 1: Regular budget and extrabudgetary (donor funding) income, expenditure and budget utilization as at 30 June 2017

All \$ in 'm	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Delta %
<b>ECA Consolidated Expense Rate</b>	<b>53%</b>	<b>54%</b>	<b>57%</b>	<b>62%</b>	<b>66%</b>	<b>69%</b>	<b>72%</b>							<b>3pp</b>
- Allotment Received	241.8	254.5	257.7	263.0	264.0	265.2	267.3							1%
- Consumption	128.1	138.5	146.2	163.4	174.2	182.8	191.3							5%
- Available Allotment	113.7	116.0	111.5	99.7	89.8	82.4	76.0							-8%
<b>RB Expense Rate</b>	<b>50%</b>	<b>52%</b>	<b>55%</b>	<b>61%</b>	<b>65%</b>	<b>68%</b>	<b>72%</b>							<b>4pp</b>
-Allotment Received	199.1	208.4	209.9	214.6	215.0	215.0	215.9							0%
-Consumption	99.3	108.7	115.4	130.1	140.3	147.2	154.4							5%
-Available Allotment	99.8	99.6	94.6	84.6	74.7	67.8	61.5							-9%
<b>XB Expense Rate</b>	<b>68%</b>	<b>64%</b>	<b>65%</b>	<b>69%</b>	<b>69%</b>	<b>71%</b>	<b>72%</b>							<b>1pp</b>
- Allotment Received (Released Budget)	42.6	46.2	47.8	48.4	49.0	50.2	51.3							2%
- Consumption	28.8	29.8	30.9	33.3	33.8	35.6	36.9							4%
- Available Allotment	13.8	16.4	17.0	15.1	15.1	14.6	14.5							-1%

Note: m=million, pp=percentage point, RB=regular budget and XB=extrabudgetary.

The table illustrates the following:

- A total of 72 per cent of the total allotment (\$191.3 million of \$267.3 million) was consumed by 30 June 2017;
- A total of 28 per cent of the allotment (\$76.0 million) is available to spend
- The regular budget expense rate increased by 4 per cent (from 68 to 72 per cent) from May to June 2017;
- The extrabudgetary (donor funding) expense rate increased by 1 per cent (from 71 to 72 per cent) from May to June 2017.

Figure 1. Regular budget income and expenditure by Division as at 30 June 2017

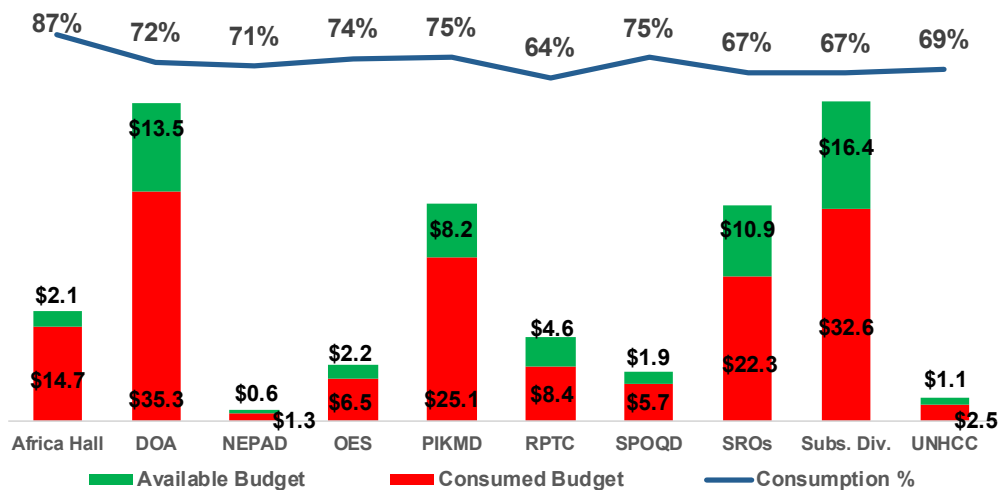


Figure 2: Extrabudgetary contributions from partners during the period 2010-2016 (in millions of United States dollars as at 31 December 2016)

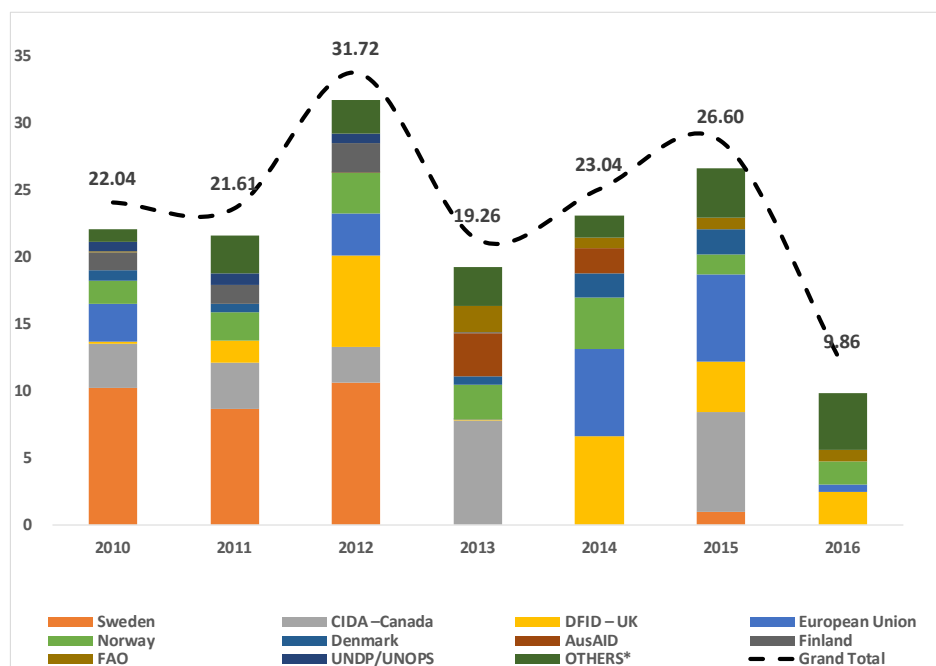
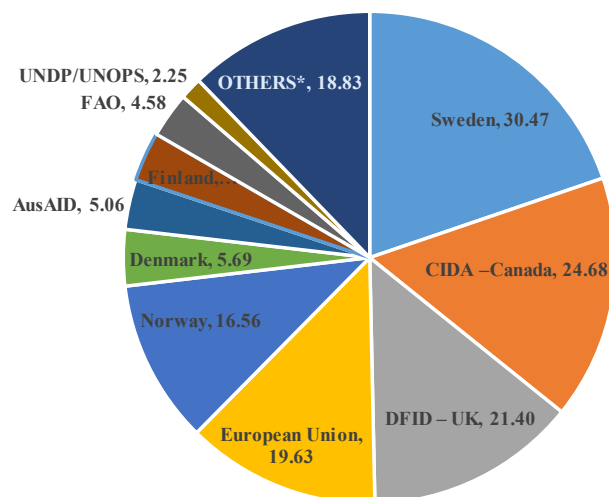


Figure 3: Extrabudgetary contributions from partners during the period 2010-2016  
(in millions of United States dollars by individual donors as at 31 December 2016)

### Total US\$ 154m Contributions between 2010 & 2016



## Challenges

The following are challenges facing the Section:

- (a) Losing posts: eight General Services posts (approximately 20 per cent of the workforce) were lost during the past 18 months;
- (b) A 200 per cent (pre-Umoja versus Umoja) increase in the workload;
- (c) Staff recruited on an individual contractor basis require a break in service after nine months, resulting in an increase in workload.

## Proposed solutions

- (a) There is a need to review the contractual modalities of the secretariat to allow non-staff contracts to run without a break so that the business operation runs smoothly. This needs a corporate approach from ECA and other commissions to bring this issue to the attention of Office of the Human Resources Management;
- (b) Funding from cost recovery and programme support cost (relating to donor funding) should be used in a more sustainable way to allocate funding to recruit temporary staff by maintaining a roster of potential eligible candidates.

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# Human Resources Services Section

## About

The Human Resources Services Section<sup>8</sup> falls under the purview of the Division of Administration. It currently operates under the leadership of a P-5, Chief of Human Resources Officer, 8 Professionals, 2 National Officers and 24 General Services staff members. The human resources team plays a pivotal role in enabling ECA to deliver on its mandate through strategies across three themes: managing talent, delivering human resources services and shaping organizational culture.

There are nine key focus areas: talent acquisition, talent retention, learning and development, performance management, administration of justice, systems and processes, workforce engagement, change management and delivering as one. The ECA human resources strategy is designed to deliver on its mission in support of the Commission's mandate. An effective delivery against the three themes and the nine key focus areas would ensure that the ECA talent pipeline continues to be revitalized, contemporary and future-ready.

<sup>8</sup> See annex VII for an organizational chart of the Section.

There are four distinctive units in the Section: the Strategy and Information Management Unit, the Recruitment and Benefit Unit, the Business Excellence Unit and the Organization Development Unit.

## Objective

The objectives of the Section are to provide proactive, effective and efficient management of human resources services in accordance with Secretariat-wide policies and practices to support a high-performing workforce for a more productive, flexible and results-oriented Organization and continuously support managers in matters of recruitment, succession planning, staff development through training and mobility, and managing performance. Its responsibilities are integrated to align staff skills with current needs and the strategic goals of ECA.<sup>9</sup>

## Clients

The Section has the following clients:

- (a) Offices of the Executive Secretary;
- (b) Deputy Executive Secretaries;

<sup>9</sup> See annex XI for statistical data on the human resources of ECA.

- (c) Directors of Divisions and Chiefs of Sections;
  - (d) All staff members of the Organization at headquarters in Addis Ababa and in the five subregional offices;
  - (e) As the lead United Nations agency in Addis Ababa, the Section collaborates and works very closely with other United Nations entities and agencies in Ethiopia, especially with regard to the harmonization and implementation of policies and delivering as one United Nations family;
  - (f) Office of Human Resources Management (OHRM) in New York and regional commissions and offices on issues of mutual concern;
  - (g) External and internal auditors.
- (c) Perform post-management and organization management functions;
  - (d) Prepare human resources management reports to update the senior management team (Division of Administration, Deputy Executive Secretaries and Executive Secretary), prepare and compile data-driven reports with statistical indicators and review and monitor the compliance of human resources strategic indicators;
  - (e) Prepare/compile the Section component of biennium budget submissions;
  - (f) Conduct targeted training on recruitment and staff selection and the human resources management scorecard for human resources practitioners, hiring managers and central review bodies;
  - (g) Coordinate mobility projects (lateral moves of international and local staff members) within ECA and to other duty Stations and review and monitor lateral moves of staff members that are affected by, among other things, restructurings, budget deficits/cuts and Umoja benefit realization;
  - (h) Serve as focal points for business intelligence reports on human resources functions;
  - (i) Approval index numbers issuance through Umoja for new staff members, consultants and individual contractors and meeting participants;
  - (j) Support the legal office of ECA by providing data relating to staff profiles;

## Functions

### **Strategy and Information Management Unit**

The Strategy and Information Management Unit currently consists of one international staff member at the P-3 level and two General Services staff members at the G-7 and G-5 level. The Unit has the following functions:

- (a) Support the Chief of Section with providing advice on human resources policy matters, related issues and day-to-day management functions;
- (b) Facilitate the process of workforce planning that meets organizational needs, including managing the staffing table of ECA, conducting job classifications/alignments and maintaining and updating succession planning matrices;

- (k) Receive and distribute Cigna insurance cards to all staff members, upload retiree data into the Cigna website and support staff members and human resources partners in resolving technical issues relating to insurance entitlements;
- (l) Represent the Chief of Section in the inter-agency human resources working groups;
- (m) Perform other functions as assigned by the Chief of Section or Director of the Division of Administration.

## Recruitment and Benefits Unit

The Recruitment and Benefits Unit is responsible for all temporary and fixed-term recruitments by ECA for all staff in the General Service and Professional and higher categories up to the D-1 level at headquarters in Addis Ababa and at the five subregional offices located in Niamey (West Africa), Rabat (North Africa), Yaoundé (Central Africa), Kigali (East Africa) and Lusaka (South Africa).

The Unit works collaboratively with Headquarters for the placement of young professionals within ECA through the Young Professionals Programme. In addition, the Unit handles all recruitment activities and onboarding relating to consultants and individual contractors, and interns and fellows.

Once staff and other personnel are onboarded, the Unit takes care of the maintenance part of their contract by processing all related benefits, entitlements and emoluments relating to their contracts. These include settling-in grants, salaries and allowances, education grants, promotions, special post allowances, leave administration and entitlement travel, such

as home leave, family visits and separation travel. These processes also relate to the applicable eligible dependents of staff members.

The Unit is also responsible for all classifications of posts at ECA in the General Services category and for all classification matters in the Professional and higher category, in coordination with OHRM in New York.

The Unit assists the Chief of Section in providing policy advice to Section/Division heads and to all staff members.

## Business Excellence Unit

The Unit encompasses a broad range of services, including talent profiling of ECA professional staff members, focusing on the management of an inventory system, designed primarily to provide a talent identification process for mapping skills and knowledge on the basis on specific criteria and interests of the professional staff.

The Unit oversees and conducts the global General Services test and language competitive examinations for interpreters in coordination with the Examination Division in New York. These job-related tests are assessments of cognitive ability needed for effective job performance. In addition, the Unit is responsible for managing the administration process of United Nations laissez-passers and G4 visas.

In addition, the Unit is responsible for providing training on human resources mini master data to substantive offices, support for and guidance to staff in requesting indexes, creating mini master data in Umoja and correcting data of staff. The Unit carries out human resources-related mini master data clean-up action



and reviews and takes action on the transfer of mini master data of consultants, individual contractors, former staff members and staff member beneficiaries.

The Unit also manages the personal records (official status files) of ECA staff members by ensuring their safe custody.

In addition, the Unit serves as focal point for queries and observations from internal and external auditors (Office of Internal Oversight Services and Board of Auditors) pertaining to human resources-related issues, when required, and ensures that auditor observations are adhered to and implemented. The Unit also runs sample internal audits for all human resources teams and provides feedback to them.

The Unit is a focal point for gender issues and led the strategy for gender mainstreaming in the areas of recruitment and training of staff members, among others.

Unit coordinates the local salary surveys of the locally recruited staff members under the guidance of the Salary Survey Specialist.

## Organizational Development Unit

The Organizational Development Unit constitutes one of the most important levers for actualizing the ECA human resources strategy, which is an outcome of interaction between stakeholders, systems and processes. The Unit links staff throughout ECA to learning and development opportunities and coordinates with the newly structured units to design a comprehensive programme for training and retraining staff on their new responsibilities.

A comprehensive learning and development catalogue for the period 2017-2018 was developed and covers all aspects of learning in the following areas:

- (a) Leadership development;
- (b) Management skills;
- (c) Substantive programmes;
- (d) Career and well-being;
- (e) Language hub;
- (f) Umoja training;
- (g) Mandatory learning;
- (h) E-learning.

A detailed listing of the courses and programmes are contained in the catalogue.

The Unit also handles all performance-related matters, including performance rebuttals, and all administrative appeals against management actions to the Management Evaluation Unit in New York and to the United Nations Dispute Tribunal.

## Achievements

The following are the recent achievements of the Section:

- (a) Successful implementation of a new work structure to streamline its operations and better respond to client needs;

- (b) Established a culture of learning within the Section through greater sharing of information among the units through weekly peer-to-peer learning sessions attended by all human resources staff;
- (c) Succeeded in launching a catalogue of learning and development initiatives for the period 2017-2018.

## Projects planned

The following are projects envisioned for the period 2017-2018:

- (a) Creation of a talent-profiling platform for ECA staff;
- (b) Digitization of all human resources records;
- (c) Mapping all human resources management functions (recruitment and benefits administration) and establishing standard operating procedures (SOPs);
- (d) Preparation for the upcoming global services delivery model to establish ECA as a centre of excellence;
- (e) Better monitoring of the five strategic indicators: recruitment timelines, geographical representation, gender parity (both at the senior and non-senior levels), reducing the vacancy rate to meet the 5 per cent target and performance management compliance.

## Challenges and solutions

The following are current challenges and possible solutions to them:

- (a) Umoja business intelligence tools are not fully functional, resulting in that producing statistical reports and data analysis requires manual intervention. Solution: work with OHRM to develop customized business intelligence reports in the area of human resources management;
- (b) The discrepancy between approved post levels/ functional titles in the system and actual levels and functional titles on the structure of Divisions/ Sections. This discrepancy is a result of reforms and structural changes frequently occurring at ECA. Solution: a comprehensive review of all posts and functional titles to be done by the Section, in collaboration with the Budget Unit;
- (c) Responding to resource cuts, budget deficits and insufficient funds relating to extrabudgetary resource mobilizations. Solution: policy on recruitment freeze and redeployment of staff within the Organization;
- (d) Following the introduction of Umoja, ensuring that the knowledge and technical proficiency of all the team members are at the same level. Solution: Bringing onboard Umoja local process experts and consultants.

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# Facilities Management Section

## About

The Facilities Management Section<sup>10</sup> supports ECA by maintaining, operating and enhancing the quality of physical facilities and infrastructure through planning, designing, engineering, constructing and maintaining them in a responsive, service-oriented, effective and environmentally conscious manner and delivering exemplary client service excellence in all the duties and responsibilities of the Section.

The Section consists of 28 full-time staff, 25 full-time contractual local technical and service staff, and more than 30 contracted service providers with more than 200 personnel employed by custodial, gardening, civil works and 24/7 electro-mechanical service contractors. The Section conducts more than 100 procurement requests annually. A breakdown of key staff is as follows:

In addition to the staff listed above, there are 11 engineers, 1 architect, 12 tradespersons and 3 administrative staff. Three positions were eliminated during the period 2014-2016 owing to ECA needs.

<sup>10</sup> See annex VIII for an organizational chart of the Section.

## Section-specific data

Pie chart of operating budget, alteration renovation budget, IPSAS valuation of ECA buildings and infrastructure and 10-year capital funding programme<sup>11</sup>, June 2017 dashboard report of Building Management Unit<sup>12</sup> and June 2017 dashboard report of Project Management Unit<sup>13</sup> and ECA climate-neutral certificate 2015<sup>14</sup>.

## Clients

The Section provides services to more than 2,000 United Nations staff in more than 20 buildings in the ECA compound, along with services to more than 20 agencies, funds and programmes and more than 20 supply chain retail outlets. In addition, it provides technical support to the subregional offices depending on whether the United Nations operates the buildings or they are leased/rented.

<sup>11</sup> See annex XII for the Section's budget and projects.

<sup>12</sup> See annex XIII for dashboard report of Building Management Unit.

<sup>13</sup> See annex XIV for dashboard report of Project Management Unit.

<sup>14</sup> See annex XV for climate-neutral certificate.

The Section operates the third-largest duty station on the basis of an IPSAS valuation in the Headquarters (office away from Headquarters) portfolio, exceeded only by Geneva and New York. The 20 buildings, subregional offices, infrastructure and land exceed \$300 million. The operating/maintenance budget is a little more than \$3.5 million per biennium and the same amount is provided by the General Assembly for minor renovations, alterations and improvements. The Section is underfunded by more than 25 per cent for maintenance, given that it has more than 40 tenants on campus (20 United Nations agencies and 20 retail tenants), and all rent collected is currently returned to Headquarters. Whatever is received is therefore diluted to support ECA through an extra 25 per cent of personnel and property. The Department of Administration is pursuing a cost-sharing business case with Headquarters.

The Building Maintenance Unit operates the physical campus and the Project Unit develops and delivers projects approved in the biennium programme. The major activities of both are detailed in the attached monthly spreadsheet reports. The Section also completes more than 2,000 work orders annually (small repairs and services) and tracks more than 100 additional technical projects/office and space requests on the design priority list and backlog, given that no resources are available to develop, prepare or execute.

In 2012, Headquarters requested that ECA produce a 20-year renovation/construction programme to rebuild its buildings and infrastructure, in parallel with the above recurring biennial programmes. The 20-year programme estimate is more than \$150 million. The first project, the Africa Hall renovation project, costing \$56.9 million, was approved by the General Assembly

in January 2016 and will be completed by 2021. Approximately five other major projects must now be developed in the coming decade to rejuvenate the buildings in terms of safety, accessibility, functionality, sustainability and building code compliance. The renovation/construction programme must also include increasing the number of people in the ECA buildings and building smaller and more team-oriented offices that promote flexible workspace strategies. ECA became climate-neutral in 2015 and is active as part of an accessibility working group.

## Challenges

Various submissions detailing significant resource requirements for the impending increase of the capital project programme have been submitted since 2013, but to no avail. Although the Africa Hall project funded a full eight-person team lead by a P-5 staff member, existing Section resources are challenged to concurrently support this project in the west area of the ECA campus and cannot effectively develop further multi-year, multimillion-dollar new programming. The Section is not resourced to develop nor manage the remainder of the new construction programme successfully on behalf of ECA. It is a major collective challenge with ECA leadership beyond its normal recurring biennial work. It is believed that ECA will fail to have an executable campus plan and programme if a new Division of Administration strategic capital projects section is not established in the next biennium.

## Solutions

The Africa Hall team is the nucleus of a strategic capital projects team, with only one project at this time. It will be dissolved in 2022 upon current project completion. A rebranding of the team is recommended. It must increase in technical size, acquire permanent

procurement resourcing, receive an extended/enhanced mandate with appropriate funding and redefine its portfolio. In the coming decade, the strategic capital projects team could deliver the \$56.9 million Africa Hall project and, concurrently, develop the programme, solicit the funding and, with the guidance of the Division of Administration and Section, manage the rebuilding of the west campus buildings by 2030 that would be at an equivalent or greater programmed cost and complexity than the current project.

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# Africa Hall renovation project<sup>15</sup>

## Background

Africa Hall, since its conception more than half a century ago, is a living symbol of African history, unity and culture. It also represents one of the most prominent examples of African architectural heritage. The initial concept for the building was to create a paramount place for African art and culture. Along its lifetime, the Hall has become a famous venue for pan-African and African Renaissance events. It is the birthplace of the Organization of African Unity, now the African Union, whose founding Charter was signed in the Hall in 1963.

Its actual use became increasingly inadequate in terms of responding to exigencies linked to its high function, in particular for high-level meetings and conferences.

The United Nations launched a long-term campaign of modernization of its facilities (already completed in New York and ongoing in Geneva and in Bangkok, and to be implemented in the rest of compounds) to enhance and update technological endowments, to upgrade functionality and to ensure matching high safety/security standards.

The project for the renovation of the Africa Hall was approved by way of General Assembly resolution 70/248, in which the Assembly entrusted ECA with implementing the project and the Office of Central Support Services with playing a relevant and active oversight role.

<sup>15</sup> See annex IX for the organizational chart of the project.

## Objective

The objective of the project was defined at the outset, while confirming the feasibility, and ratified by the General Assembly in approving the project.

The main objectives are as follows:<sup>16</sup>

- (a) Renovation of the Africa Hall to address the inadequacies relating to building safety and functionality;
- (b) Make the Africa Hall a rejuvenated facility that complies with the highest international standards for conference facilities;
- (c) Installation of a visitors' centre that preserves and restores the historical and cultural values embedded in the Africa Hall's architecture and makes it one of the leading tourist destinations in Addis Ababa and highlights its significant role in modern African history.

## Scope

The renovation of all elements of the Africa Hall building, covering approximately 7,200 m<sup>2</sup> of floor area and more than 5,000 m<sup>2</sup> of its immediate external landscape, will take place in the following order of priority:

- (a) Structural upgrade, essential life and health safety and building work;
- (b) Plenary hall and associated works, including state-of-the-art technology for conferences;
- (c) External work and landscape an equitable accessibility;

<sup>16</sup> In accordance with the report of the Secretary-General on progress in the construction of new office facilities at the Economic Commission for Africa in Addis Ababa, and update on the renovation of conference facilities, including Africa Hall (A/70/363, para. 32).

- (d) Heritage conservation and art restoration;

- (e) Visitor's centre: screening building, new entrance and reserved parking.

## Results

The expected results and related benefits are the following<sup>17</sup>:

- (a) Renovated area to host decanted part of the tenants actually operating in the Africa Hall, approximately 1,100 m<sup>2</sup> (2,200 m<sup>2</sup> if the Nile building is included) and related external areas, approximately 1,700 m<sup>2</sup> (2,700 m<sup>2</sup> if the Nile building is included);
- (b) Fully renovated, refurbished and equipped plenary hall and related services, including a visitors' centre and permanent exhibition, approximately 5,700 m<sup>2</sup> in total, and fully functional to serve as a modern conference facility endowed with state-of-the-art technology;
- (c) Renovated external areas, approximately 5,000 m<sup>2</sup>, relating to the main building access and landscape;
- (d) Restored existing artwork, such as stained glass, wall paintings and carpets;
- (e) Newly created visitor entry, approximately 230 m<sup>2</sup>, related (outside boundary) public parking, approximately 2,300 m<sup>2</sup>.

## Works packages (and related milestones)

The works needed respond to the expected results have been divided into several packages linked to the milestones. This partition, in line with the implementation

<sup>17</sup> See annex XVI for summary of the project data.

strategy, allows for homogenous works facilitating the involvement of highly specialized companies, consequent tailored procurement processes and the optimization of time, thanks to overlapping.

The main works packages identified are the following:

- (a) Early decanting works: to create adequate condition in the areas selected to host the actual tenants of the main building;
- (b) Main building works: including all civil disciplines, systems and finishing to comply with standards and functionality;
- (c) Artwork restoration: to preserve heritage and cultural elements;
- (d) High-tech for conferencing systems: to modernize and update conference functionalities for high-level/VIP meetings;
- (e) Permanent exhibition area: relating to curatorial means.

## Time frame

The overall approach to the project is inspired by the principle that it will be conceived within a “defined and controlled environment”.

The operational approach focuses on five main stages in which the implementation has been divided, referring to the main activities characterizing the implementation:

- (a) Preparation, including pre-feasibility: completed in 2013;
- (b) Design, including conceptual design and scope of works definition: completed in 2014;

(c) Pre-construction, including governance definition, project operational planning, procurement of professional services, final technical dossier and procurement of works/supplies: ongoing; to be completed beginning of 2019;

(d) Construction, including works execution and quality supervision, supply and installation of equipment, testing and commissioning: to begin late 2017 and to be completed end of 2020;

(e) Project close-out, including training for users and maintainers, handing over, ex-post (usage) evaluation, defect liability period follow-up and project closure: to be completed in 2021.

The general timeline<sup>18</sup> presents the schedule of the stages with their related work packages. The planning is intended to be a live process, closely monitored and adjusted according to continuous evaluation and consequent decisions by the principals. Planning will go hand in hand with risk management, capturing eventual delays and related mitigation actions, ensuring that it becomes a useful tool for proper implementation.

## Budget

The General Assembly approved an overall budget of \$56,896,300, to be managed as a multi-year account within the regular budget. The cost plan<sup>19</sup> is continuously adjusted to reflect the latest updates.

The overall amount includes construction trade cost (currently estimated at \$39.2 million) professional services (\$6.5 million), project management (\$5 million) and contingency provision (\$6.2 million).

<sup>18</sup> See annex XVII for project timeline.

<sup>19</sup> See annex XVIII for the project cost plan.



### **Status/upcoming**

Early decanting works begin	October 2017 to August 2018
Tender for main building (and art) works	September to December 2017
Appointment of an independent risk manager	August 2017
Finalization of design for high tech	December 2017

### **Pending issues**

Inclusion of the Nile building	Submitted to the General Assembly
Upgrade of high tech	Waiting for approval from Headquarters
Design review for the main building works	Procurement ongoing
Communication campaign	To be organized (by Public Information and Knowledge Management Division)
Amendment to the lease agreement	To be defined with the host country

The General Assembly also encouraged ECA to look for voluntary contributions, either to offset or to increase the budget. Currently, Mali donated \$52,000 and Switzerland pledged 100 thousand Swiss francs.

## **Governance (and team organization)**

The General Assembly, in its approving resolution, gave clear guidance on the governance structure of the Project.

In principle, under the political guidance of the General Assembly and the Secretary-General, the project owner<sup>20</sup> should be leading the project implementation, counting on the support of the Stakeholder Committee, the Advisory Board and the Office of Central Support Services.

<sup>20</sup> That is, the Executive Secretary, who delegated the Chief of Staff for this role (see the report of the Secretary-General on progress in the construction of new office facilities at the Economic Commission for Africa in Addis Ababa, and update on the renovation of conference facilities, including Africa Hall (A/70/363, para. 47)).

In order to ensure the oversight role of the Office of Central Support Services /Overseas Property Management Unit, a coordination agreement has been agreed to and signed. Terms of reference regarding the Stakeholder Committee and Advisory Board have also been established.

The project executive (or project director) is steering the operational implementation, relying on the support of a dedicated project team and coordinating the (corporate) support services of ECA.

The project manager, who works full-time and is dedicated to the project, is leading the team, working with professionals and consultants for the monitoring services and controls and with the hired contractor and suppliers for the actual implementation of the planned activities.

The dedicated project team, operating under the guidance and supervision of the project manager, includes a project architect/engineer (also acting as deputy project manager), two engineers/supervisors and one clerk, constituting the technical team; one finance, administrative and logistics assistant, constituting the support team; and one procurement officer, who reports directly to the Chief of Procurement.

Given that the dedicated team does not cover all technical and administrative disciplines, a consultant with the expertise needed to deal with this gap will be appointed on an ad hoc basis.

In addition, the General Assembly approved having a coordinator at Headquarters, to be shared with other ongoing capital projects, such as the one being carried out at the Economic and Social Commission for Asia and the Pacific in Bangkok.

## Stakeholders, users and beneficiaries

The stakeholders of the project, as mentioned in the report of the Secretary-General and noted by the General Assembly, are the following:

- (a) Those at ECA:
  - (i) Division of Strategic Planning and Operational Quality, representing strategic view and legal implication;
  - (ii) Public Information and Knowledge Management Division, for public communication and being the “user” of the visitors’ centre;
  - (iii) Conference Management Section, being the main user of the Africa Hall;

- (iv) Facility Management Section, representing technical expertise and building maintenance;
- (v) Security and Safety Section, representing security implications;

### (b) Those at Headquarters:

- (vi) Office of Central Support Services, representing the interests of the Organization and the Secretary-General, as well as final procurement authority;
- (vii) Facility Management Section, promoting standardization and global initiative;
- (viii) Overseas Programme Management Unit, for management coordination.

In addition to the above-mentioned users (including all delegates attending conferences and meetings) clearly identifiable as direct beneficiaries, it is worth mentioning that thousands of people are expecting to visit the hall and its permanent exhibition annually, thereby serving as an outcome of the project.

## Progress

The preliminary stages of the project, aimed at assessing feasibility and developing the project brief, were completed in 2014 under the leadership of the Facility Management Section.

As mentioned, on the basis of the result of these preliminary stages, the project for the renovation of the Africa Hall was approved within by way of General Assembly resolution 70/248, in which the Assembly entrusted ECA with implementing the project and with the Office of Central Support Services playing a relevant oversight role.

The implementation was then “refreshed” in the second quarter of 2016, with the arrival of the project manager.

The first activities were aimed at the following:

- (a) Drafting a general planning of the project that resulted in a “project-specific manual”, including an implementation strategy;
- (b) Setting up a governance structure;
- (c) Recruiting the dedicated project team;
- (d) Reengaging the consultant in charge of the design;
- (e) Involving relevant stakeholder in finalizing the design;
- (f) Coordinating with Headquarters to ensure alignment with guidelines and global initiatives;
- (g) Discussing with the host country the amendment of the lease agreement in force.

The implementation of the activities began immediately, with the finalization of the design and related tender technical documentation. This resulted in finalizing the tender for the early decanting works and proposing the award (July 2017); developing the design for the main building and the visitor entry and related technical documentation for the tender (August 2017); detailing the intervention on the existing artworks (June 2017); identifying requirements and solutions for the high-tech components for conference services (ongoing); and selecting themes for the permanent exhibition (ongoing).

The development of the design has resulted in a more accurate estimation of the costs (i.e., in the case of the

early works, the precise figures coming from the bid). In addition, the procurement strategy chosen (i.e., lump sum) also allowed the transfer of the risk linked to escalation. These elements enabled a readjustment of the budget and a consequent reduction of the contingency provision.

Following the establishment of the Stakeholder Committee (September 2016), the signature of the coordination agreement (February 2017) and the finalization of the manual (July 2017), including a change management framework, the governance structure was recently completed, with the establishment of the Advisory Board (July 2017),

The team members were successfully recruited and came on board between August 2016 and February 2017, with the exception of the coordinator at Headquarters, who is expected to join in September 2017. Recently, the Procurement Officer resigned and the recruitment of a replacement is ongoing. Qualified individuals have been identified and are under recruitment.

Senior management was also engaging the host Government in the negotiation for the additional land needed for the visitor parking (outside the compound boundaries), in the framework of an amendment to the existing lease agreement, including a “preferred channel” for the importation of the material. Negotiation are well under way but still need to be finalized.

Several meeting were also held with some member States to solicit voluntary contributions, even if a campaign for this purpose is still to be organized.

While approaching the construction stage, the need to define and organize a communication campaign, either

for the United Nations agencies or the general public, is becoming more urgent.

The IPSAS aligned structure/framework of the budget, aimed at allowing asset under construction reporting, has been defined in coordination with the Finance Division. Contact with the Budget Division, either at ECA or at Headquarters, is ongoing in an effort to align Umoja registrations.

Meetings with external partners, such as the United Nations Educational, Scientific and Cultural Organization and the African Union Commission, have been held to define the themes to be included in the permanent exhibition.

## Key issues and risks

Along the implementation process, several issues were identified and captured in the issue register.<sup>21</sup> The main ones were related to changes in design to address specific requirements identified by the stakeholders. Some of them were already approved (i.e., additional technical assessment and a split and blast resistance façade), while some are still under evaluation (i.e., a high-tech upgrade).

A relevant outstanding issue concerns the “political” decision about the range of action of the early works. The development of the design, in particular the permanent decanting/relocation of actual tenants, needed to host the permanent exhibition, together with the decision to demolish the mezzanine, implied that the initial area identified for the decanting (i.e., the ground floor of the Congo building) was insufficient. The design was then extended to part of the Nile building. The Office of Central Support Services expressed concern about this decision owing to the

<sup>21</sup> See annex XIX for the project’s issue register document.

potential risk of cost overruns. The results of the bid process minimized that risk, and ECA has requested that the General Assembly take note of the inclusion of the Nile building in order to proceed.

In line with the governance structure, the risk management is characterized by two layers, namely, integrated risk management and independent risk management. The former is led by the project manager and relies on the risk analysis made by the suppliers (i.e., the designer and the contractors in charge of the works execution). In this framework, a risk register has been developed and constantly updated<sup>22</sup>.

The appointment of an independent risk management consultant is well under way and is expected to be in place in August 2017.

The primary high-risk areas identified are the following:

- (a) Procurement: prolongation of the procurement process due to rules/procedures of the Financial Rules and Regulations and the procurement manual, such as multiple layers of approval for the delegation of financial/procurement authorities before awarding a contract and a minimum number of bidder invitations;
- (b) Stakeholder communication: delay in finalizing the design due to the unclear role and responsibility of oversight parties and stakeholders, which, in turn, delays collecting/confirming stakeholder requirements;
- (c) Technical competency of consultant: unsuitability of bids due to a lack of adequate specification, potential change or claim from the stakeholders

<sup>22</sup> See annex XX for the project’s risk register document.

or the contractor owing to low design quality or unsuitable design solutions by the consultant.

The following mitigation measures are under implementation for the above-mentioned risk areas:

- (a) Procurement: procurement section/project executive is in consultation with the Procurement Division to define tailored procedures and alignment with other capital projects;
- (b) Stakeholder communication: in coordination with the Overseas Programme Management Unit, finalize the Office of Central Support Service-ECA administration and coordination agreement and convene ad hoc and regular meetings with key stakeholders through in-person meetings, conference calls and videoconferencing;
- (c) Technical competency of consultant: in consultation with the Overseas Programme Management Unit, involve a third-party independent consultant to carry out a design review for quality checks and balances.

It should be noted that the General Assembly asked to link the calculation of the contingency to the risk identified. This exercise has been anticipated by the supplier (through the Monte Carlo simulation, based on the risk register that they developed). The independent risk consultant will be required to confirm these results and adjust (i.e., reduce) the contingency provision accordingly.

## Planning

As shown in the actual planning, the completion of the project within the initial time frame results remains feasible.

The consultant in charge of the professional services has updated the detailed schedule in which all the works packages are listed, and the ones referred to in the ongoing stage have been detailed accurately. It is worth noting that this programme is constantly reviewed and updated to capture actual achievement, delays and mitigation measures adopted.

Detailed planning for stage 4, scheduled to begin in the last quarter of 2017 (i.e., limited to early/decanting works), will be formulated by the contractor(s) once appointed for the works execution.

Upcoming main activities are the following:

- (a) Complete establishment of the Advisory Board;
- (b) Continue negotiation of an amendment to the lease agreement with the host country with regard to additional land for visitor parking and operational matters in relation to the importation of materials;
- (c) Completion of the planned activities for stage 3 (milestone 3C and 3E), including:
  - (i) Award for the early/decanting works;
  - (ii) One hundred per cent completion of the main works design and tender documentation;
  - (ii) Appoint third-party consultant to proceed with design review;
  - (iv) Begin tender action (request for proposals) for the main works;
- (d) Attend business fair for the main works in Dubai;
- (e) Engage experts in initiating communication campaign and curatorial services;

- (f) Risk management consultant to be brought on board and provide risk management framework for the project;
- (g) Definition of detailed functional requirements and statement of work for the high-tech (ICT/AV/conferencing) design;
- h) Continue defining the theme for the permanent exhibition with external partners and host country authorities;
- (i) Strengthen coordination with other capital projects to share experiences and lessons learned, as well as enhance potential synergies.

## Contact details of key personnel:

Project Manager:

**Antonio Baio**

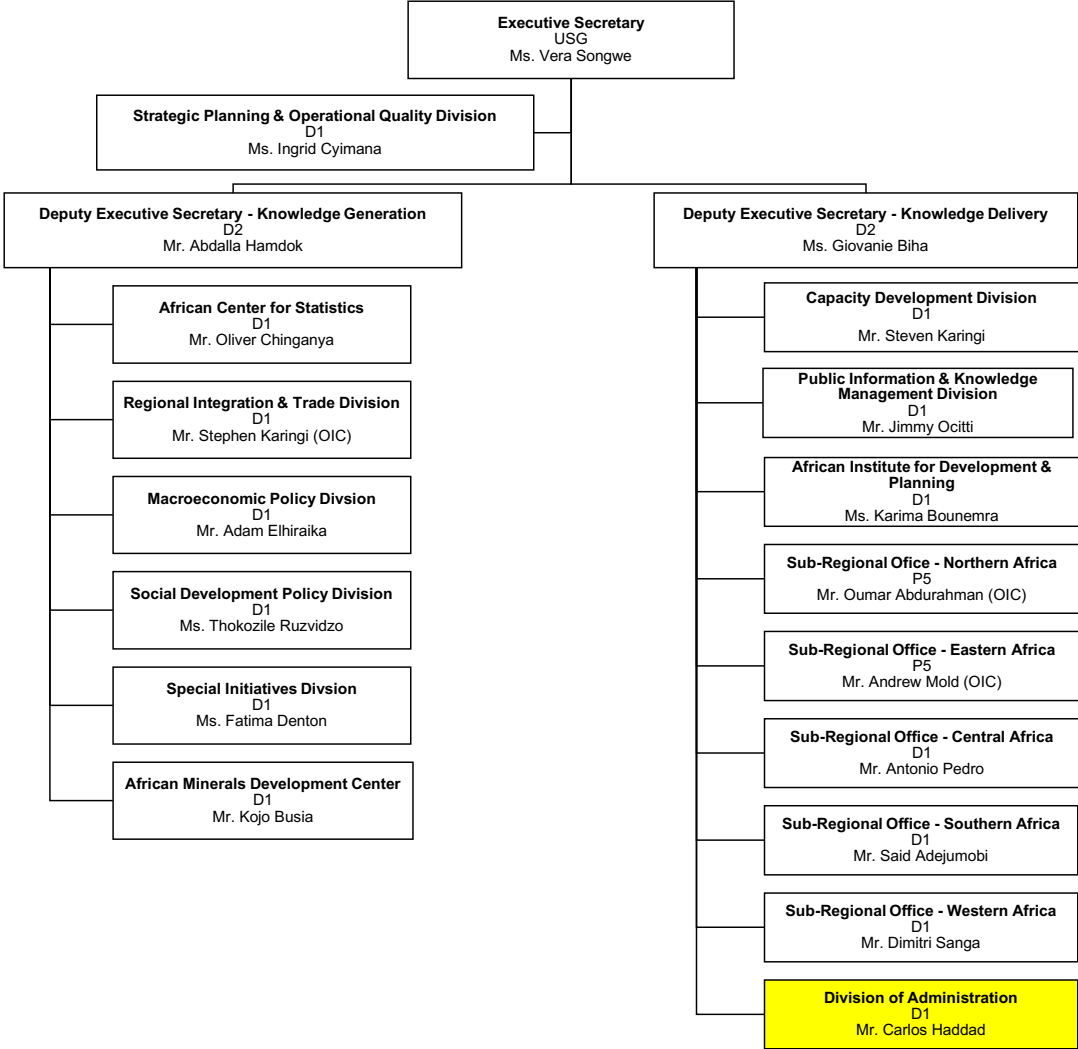
Telephone:

Mobile: +251 929908430

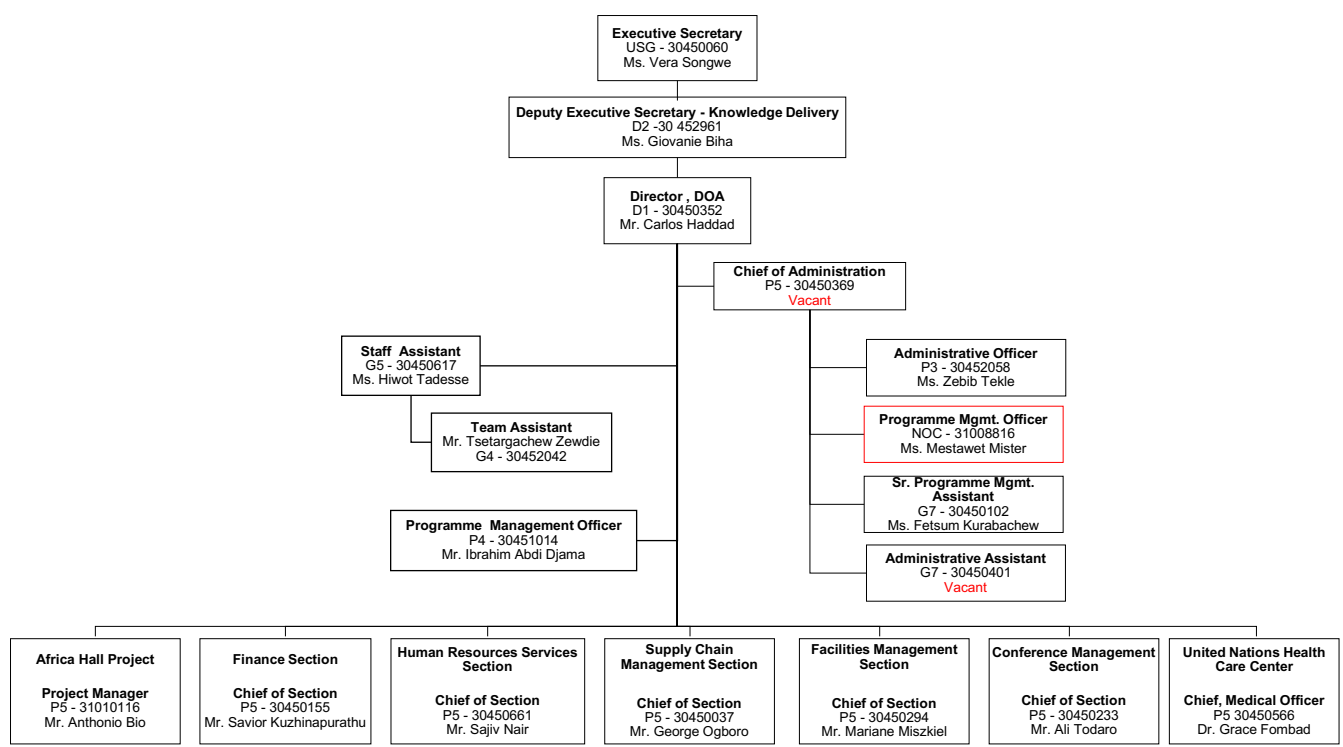
Office: +251 115443322

E-mail: [baioa@un.org](mailto:baioa@un.org)

# Annex I: ECA Organizational Structure



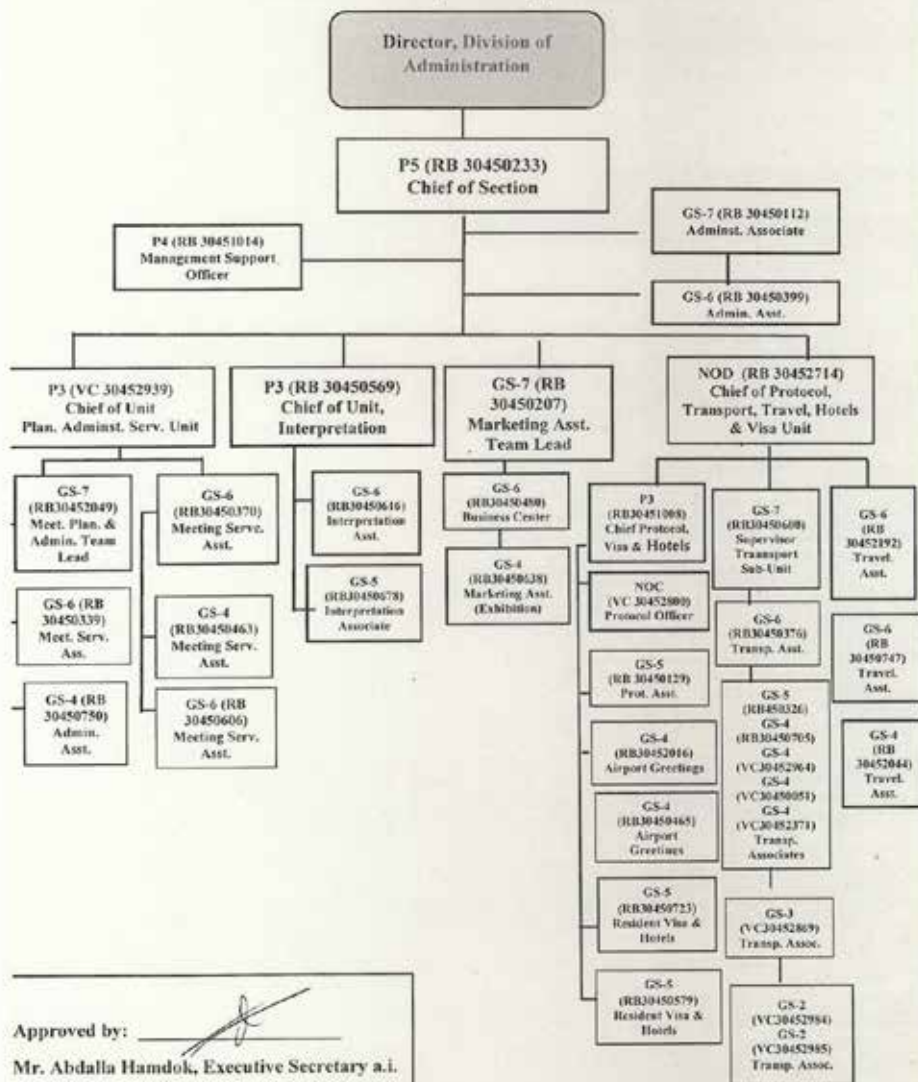
# Annex II: Division of Administration (DoA)



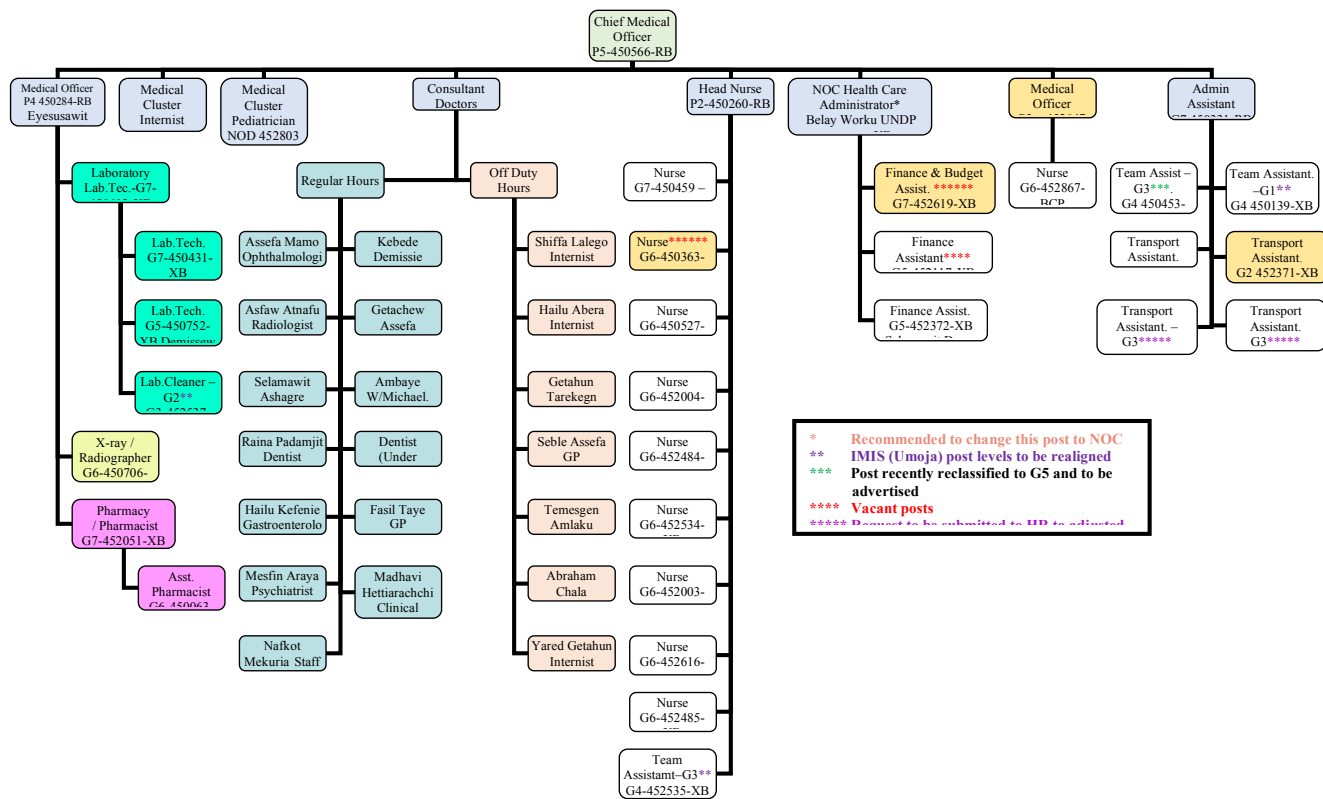


## Annex III: Organizational Chart - Conference Management Section

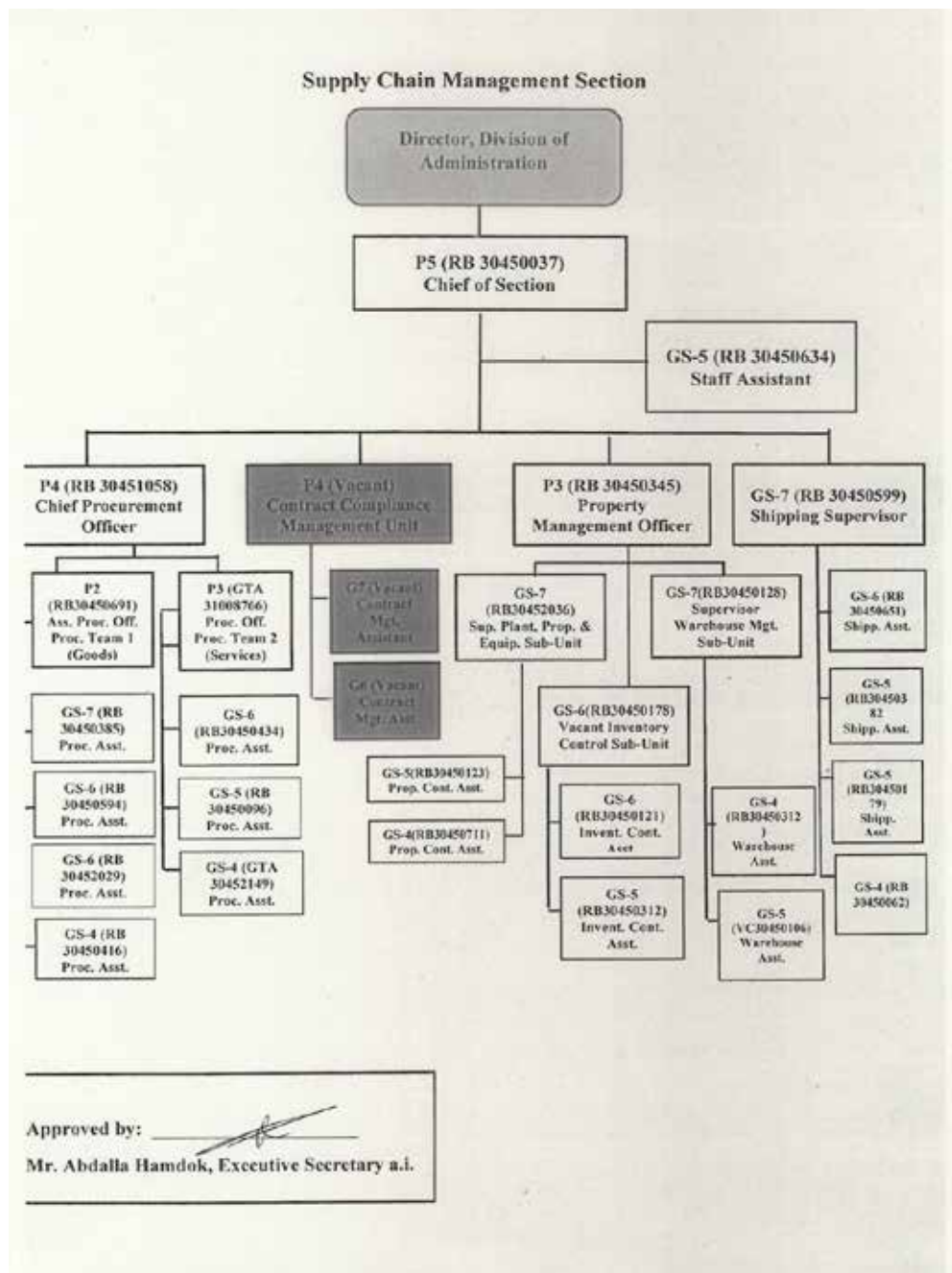
Conference Management Org. Structure



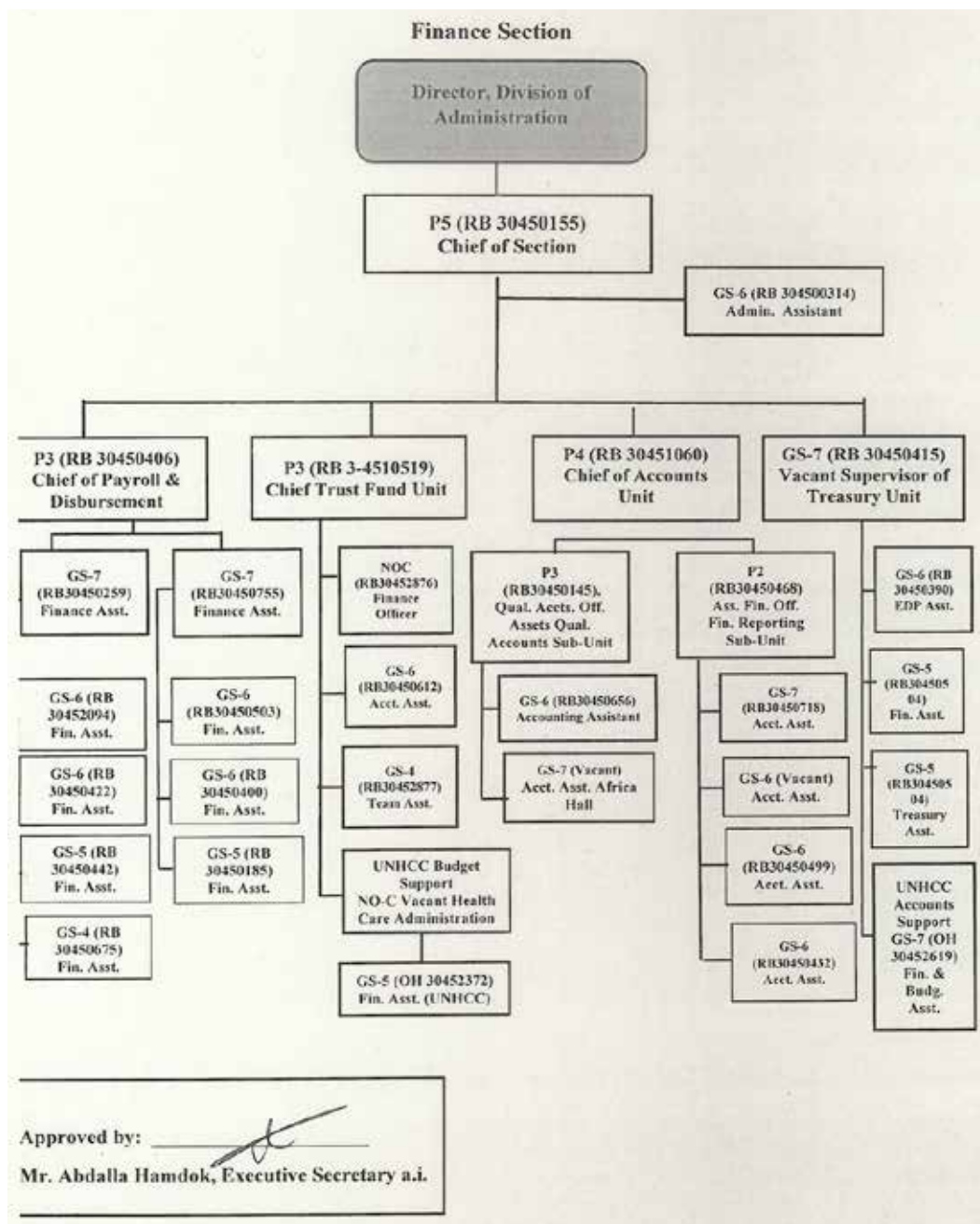
# Annex IV: Organizational Chart - Health Care Centre



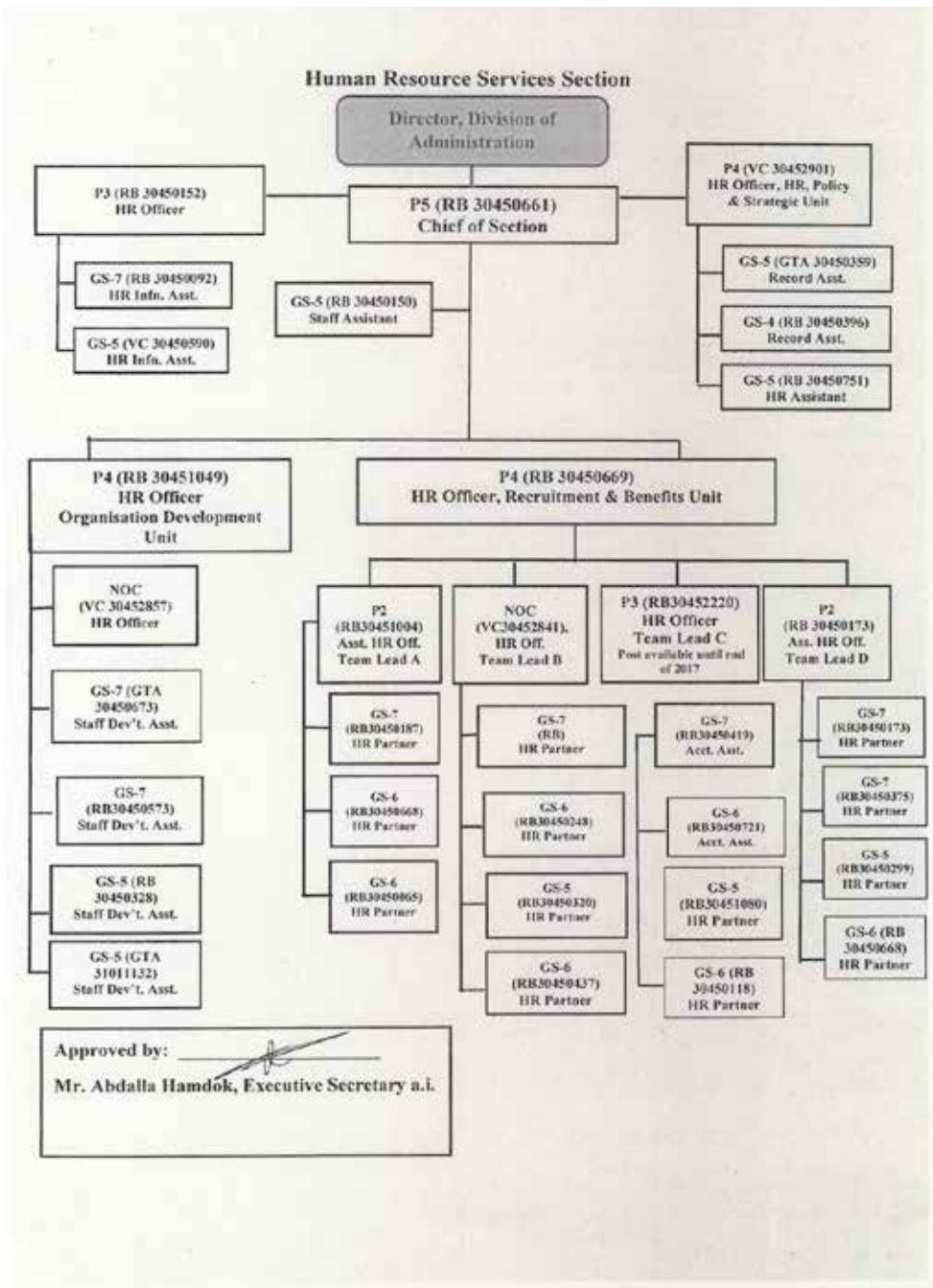
# Annex V: Organizational Chart - Supply Chain Management Section



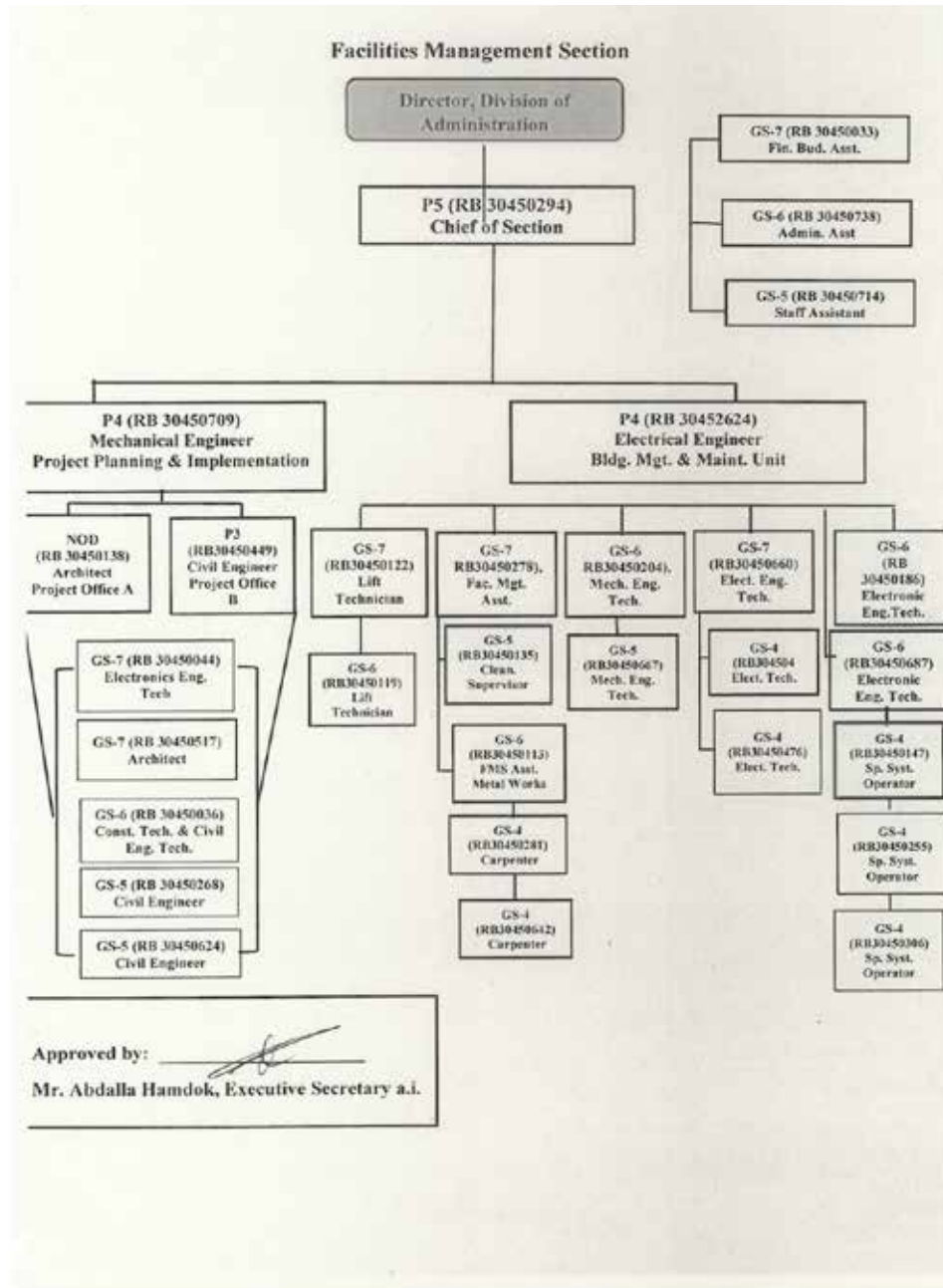
## Annex VI: Organizational Chart - Finance Section



Annex VII: Organizational Chart - Human Resources Services Section

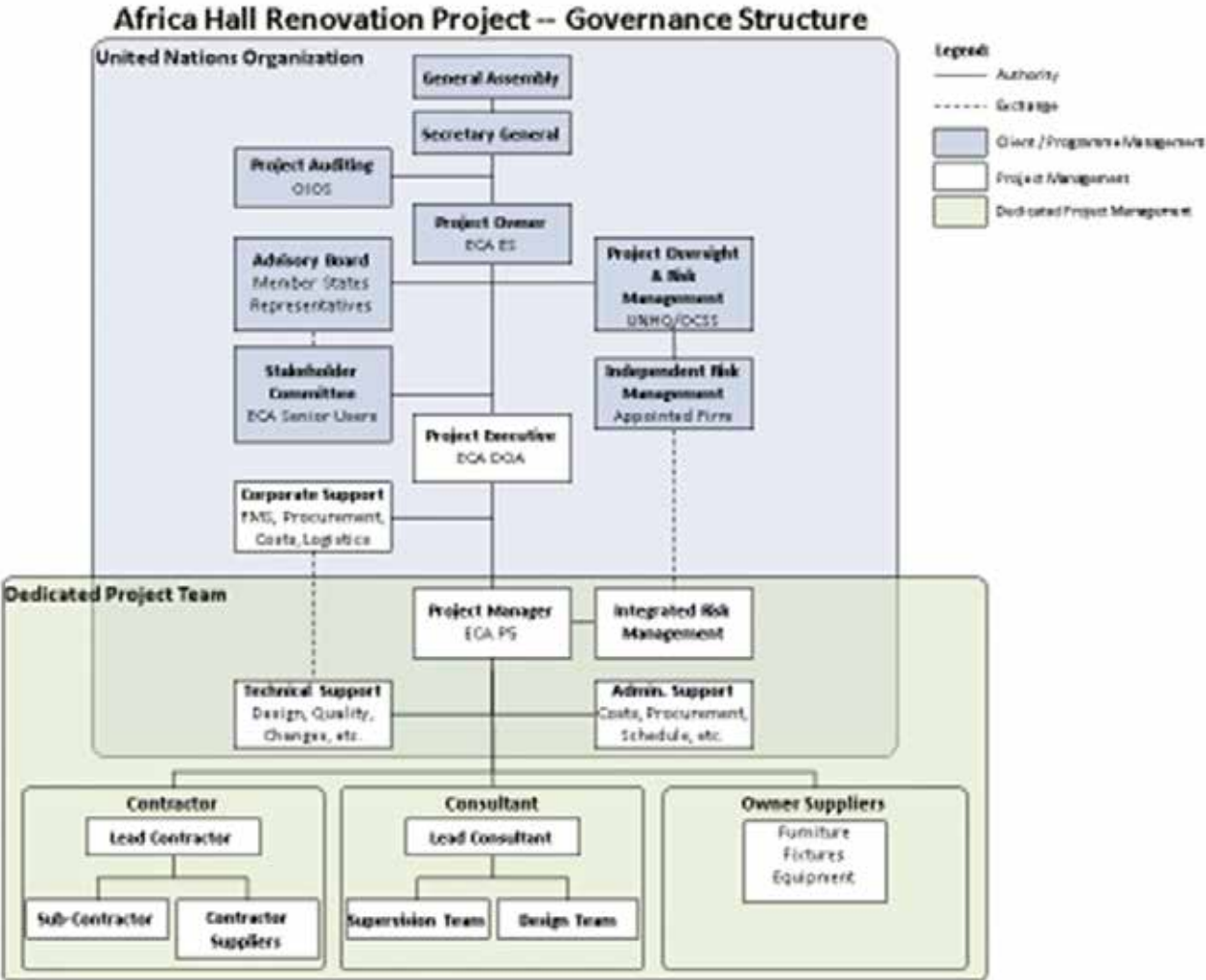


## Annex VIII: Organizational Chart - Facility Management Section





# Annex IX: Organizational Chart



## Annex X: Details on the Conference Facilities



United Nations  
Economic Commission for Africa

ECA CONFERENCE CENTRE  
ADDIS ABABA, ETHIOPIA

### ECA Conference Centre - Services and facilities (ICTSS, FMS)

#### Broadcast/multimedia:

- Video conferencing, tele-conferencing services
- WebEx
- Live streaming/webcast (upcoming, expected to be functional in last quarter of 2016)
- CCTV
- Upgraded audio system in all conference rooms (currently being converted from analog to digital)
- Digital signage

#### Communication and services:

- Internet access – cable and WiFi
- Technical service, network and infrastructure assistance
- Service desk assistance (regular incident management, user support)
- Full IT support

#### Equipment and facilities:

- Rental and user support of various IT and office equipment: PCs (up to 30), printers (up to 5), desktop (up to 15), black-and-white and color printer services; desktop and heavy duty printers; scanners
- Four IT training rooms

### ECA Conference Centre - Mobile Equipment

- Three small size PA systems with one wired microphone with floor microphone stand
- One big size PA system with 5 hand-held microphones and 5 tie-clip microphones
- One big size PA system with one hand-held microphone and one wired microphone with floor microphone stand
- One Bosch wireless simultaneous interpretation system with 25 wireless microphones, six interpreter consoles, 100 wireless receivers and digital audio recording equipment
- Two Bosch wireless simultaneous interpretation system, which can add one more interpretation channel to the existing Auditel system
- Ten 40/42 inch TV sets for various uses
- Five 42 inch smart TV sets (located in front of the small conference rooms)
- Two 65 inch TV sets on tripod stand, on wheels





## Annex XI: Statistical data on the human resources of ECA

### A. By gender:\*

Gender	Total	Per cent
Female	295	38.2
Male	477	61.80
Total	772	100

\*The overall ECA workforce, including the Security and Safety Section, which is normally excluded from the human resources scorecard.

At an overall level, the gender ratio is 1:1.6 women to men, below the desired 1:1.

### B. By category and Division/team:

	General Services and related	Professional and higher	Total
OES	10	11	21
SPOQD	17	14	31
AMDC	5	11	16
ACS	20	23	43
MPD	13	17	30
RITD	12	25	37
SDPD	14	14	28
SID	15	14	29
CDD	8	19	27
PIKMD	66	27	93
DOA	156	38	194
AIEDP		3	3
SRO-CA	7	9	16
SRO-EA	8	12	20
SRO-NA	11	6	17
SRO-SA	9	9	18
SRO-WA	8	9	17
OSLA		1	1
SSS	128	3	131
Total	507	265	772

The total staff strength engaged in substantive programmes is 295, whereas 477 are engaged in programme support and executive directives management. The ratio of programme staff to programme support staff stands at 1:1.63.

**C. By gender and duty station:**

Duty station	Female	Per cent	Male	Per cent	Total
Addis Ababa	268	39	411	61	679
Dakar	1	33	2	67	3
Geneva		0	1	100	1
Johannesburg		0	1	100	1
Kigali	10	50	10	50	20
Lusaka	4	22	14	78	18
Niamey	3	18	14	82	17
Rabat	6	35	11	65	17
Yaounde	3	19	13	81	16
Total	295	38	477	62	772

Approximately 12 per cent of the total workforce are located at the subregional offices.

**D. By gender and grade:**

Level	Female	Per cent	Male	Per cent	Total
D-1	6	32	13	68	19
D-2	1	50	1	50	2
G-2		0	3	100	3
G-3	2	17	10	83	12
G-4	36	21	134	79	170
G-5	50	56	40	44	90
G-6	57	59	40	41	97
G-7	58	53	51	47	109
NO-B	2	67	1	33	3
NO-C	9	64	5	36	14
NO-D	2	20	8	80	10
P-2	10	32	21	68	31
P-3	27	30	62	70	89
P-4	25	33	51	67	76
P-5	10	21	37	79	47
Total	295	38	477	62	772

**E. By gender and nationality:**

No.	Country	Female	Male	Total
1	Algeria		3	3
2	Australia	1	1	2
3	Bangladesh		1	1
4	Belgium	2	2	4
5	Benin		5	5
6	Botswana	1	1	2
7	Brazil		1	1
8	Bulgaria		1	1
9	Burkina Faso	1	5	6
10	Burundi	1	2	3
11	Cameroon	5	16	21
12	Canada	5	9	14
13	Central African Republic		1	1
14	China		3	3
15	Cote d'Ivoire		5	5
16	Czechia		1	1
17	Democratic Republic of the Congo		4	4
18	Djibouti	1	2	3
19	Egypt	1	1	2
20	Estonia	1		1
21	Ethiopia	196	279	475
22	Fiji		1	1
23	Finland	1		1
24	France	4	4	8
25	Gabon		1	1
26	Gambia	1	2	3
27	Germany		1	1
28	Ghana	3	1	4
29	Guinea	1		1
30	Guyana	1		1

No.	Country	Female	Male	Total
31	India		3	3
32	Indonesia		1	1
33	Ireland		1	1
34	Italy	2	2	4
35	Kenya	8	7	15
36	Lebanon		1	1
37	Lesotho	1		1
38	Liberia	1		1
39	Madagascar		3	3
40	Malawi	1	5	6
41	Mali	2	1	3
42	Mauritania	1	2	3
43	Mauritius		1	1
44	Morocco	4	7	11
45	Mozambique		1	1
46	Netherlands		1	1
47	Nicaragua	1		1
48	Niger	3	9	12
49	Nigeria	1	4	5
50	Pakistan		2	2
51	Poland	2		2
52	Portugal	1	1	2
53	Republic of Korea	1		1
54	Romania	1	1	2
55	Rwanda	8	5	13
56	Senegal	1	3	4
57	Seychelles		1	1
58	Sierra Leone		1	1
59	Somalia	1	1	2
60	South Africa	1	2	3
61	Spain		1	1

No.	Country	Female	Male	Total
62	Sudan	1	1	2
63	Swaziland	1		1
64	Sweden	1	1	2
65	United Republic of Tanzania	1	2	3
66	Thailand		1	1
67	Togo		1	1
68	Trinidad and Tobago		2	2
69	Tunisia	2		2
70	Turkey	1	2	3
71	Uganda	2	5	7
72	United Kingdom of Great Britain and Northern Ireland	7	8	15
73	United States of America	4	14	18
74	Venezuela	1		1
75	Yemen		1	1
76	Zambia	4	10	14
77	Zimbabwe	3	8	11
78	State of Palestine		1	1
	Total	295	477	772

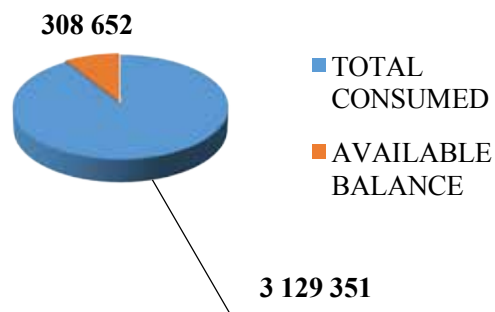
#### ***F. Consultants and individual contractors\****

Type	No.
Consultants	106
Fellows	2
Individual contractors	226
Total	352

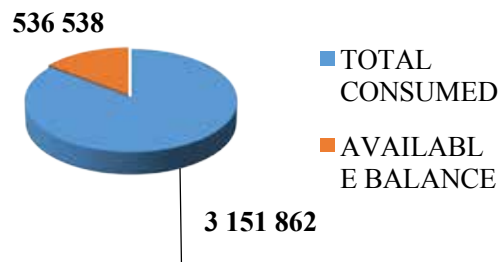
\*Data include only CIS with valid contract

## Annex XII: Facilities management section - Data on budget and projects

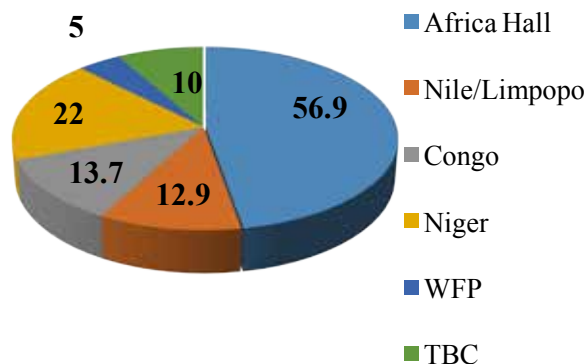
### SECTION 18, 2016 & 2017 FMS MAINTENANCE, US\$ 3 438 000



### SECTION 33, 2016 & 2017 FMS PROJECTS, US\$ 3 688 400

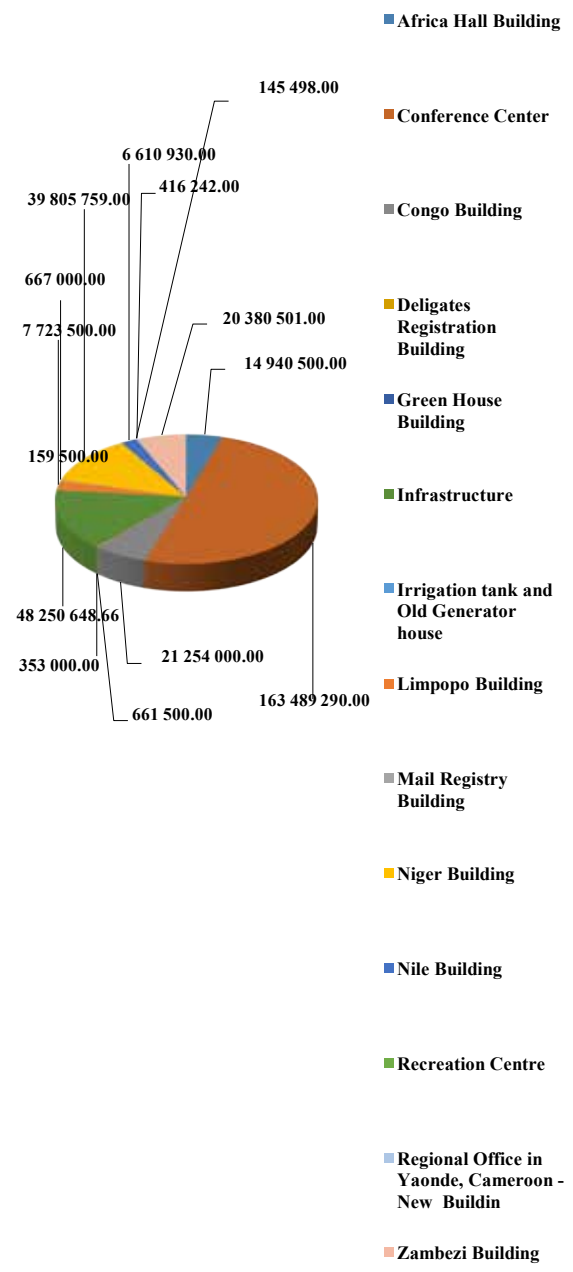


### STRATEGIC CAPITAL PROJECTS 2018 - 2038; TOTAL US\$ 120.5M



# Annex XII: Continued...

## IPSAS, BUILDING & INFRASTRUCTURE , US\$ 324 857 869 ORIGINAL COST



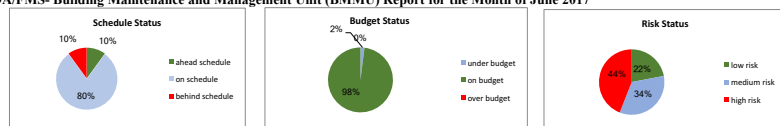


# Annex XIII: Dashboard report on Building Maintenance and Management Unit

57

About the Division of Administration 2017

ECA/DOA/FMS- Building Maintenance and Management Unit (BMMU) Report for the Month of June 2017



KEY	SCHEDULE	BUDGET	RISK
1	ahead schedule	under budget	low risk
2	on schedule	on budget	medium risk
3	behind schedule	over budget	high risk

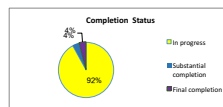
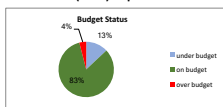
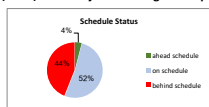
No.	Project Name/ Assignment description	Business objective	Completion Status	Project Manager	Schedule Status	Budget Status	Risk Status	Special Remark
1	Electrical Supply to UNECA	Operations Maintenance and Business Continuity	In Progress	Mekonnen Adugna	On Schedule	On Budget	High risk	Checked and Maintained as per schedule. 7 Power outages last month lasting for total of 13.02 hours in duration .
2	Fire alarm/Public Address System	Operations Maintenance and Business Continuity	In Progress	Mekonnen Adugna and Mesfin Gebru	On Schedule	On Budget	Medium risk	Regular Tests on Fire Alarm system and Public Address system is ongoing as per the schedule along with SSS staffs. Some programming and upgrade works are planned to be finalized by July 2017
3	Fire fighting system	Operations Maintenance	In Progress	Mekonnen Adugna and Wendwossen Tsegaye	On Schedule	On Budget	High risk	Checked and Maintained as per schedule with SSS
4	Fire pumps	Operations Maintenance	In Progress	Wendwossen Tsegaye	On Schedule	On Budget	High risk	Checked and Maintained as per schedule with SSS
5	Stand by Generators	Operations Maintenance and Business Continuity	In Progress	Mekonnen Adugna	On Schedule	On Budget	High risk	Checked and Maintained as per schedule and fully operational for cutover when local EEPCO electricity. Approximate 45 second delay to switch over. Total running hours of all the generators sets for 2017 to date +51.29Hours.
6	Reservoirs-Potable Water and	Operations Maintenance and Business Continuity	In Progress	Wendwossen Tsegaye	On Schedule	On Budget	High risk	Checked and Maintained as per schedule. Partial emptying of 10% capacity for North Car Park project projected for 4 months in mid 2017. Borehole well repaired by contractor
7	Cleaning Service	Operations Maintenance	In Progress	Damenaw Woldemariam and Fisscha Woldetsenay	On Schedule	On Budget	Medium risk	Cleaned on regular basis. Places , where it is difficult to reach at are also cleaned. The job is done with high quality. New Tender Jan 2018 and submitted to PU on April 2017.
8	Gardening Service	Operations Maintenance	In Progress	Damenaw Woldemariam and Fisscha Woldetsenay	On Schedule	On Budget	Low Risk	Maintained on regular basis. The garden in the compound is rehabilitated with additional soil. In addition, work on the small pitch at the fire assembly point is progressing.
9	Electric Panel boards	Operations Maintenance and Business Continuity	In Progress	Mekonnen Adugna	On Schedule	On Budget	High risk	Checked and Maintained as per schedule. All secondary switch gear and connection to generators and UPS operational
10	Boilers	Operations Maintenance	In Progress	Wendwossen Tsegaye	On Schedule	On Budget	Low Risk	Checked and Maintained as per schedule .
11	Air Conditioning System	Operations Maintenance	In Progress	Wendwossen Tsegaye	On Schedule	On Budget	Medium risk	Checked and Maintained as per schedule. Conference Services and Clinic being monitored for comfort.
12	Conference Equipment	Operations Maintenance and Business Continuity	In Progress	Mesfin Gebru and Akalu Demisse	On Schedule	On Budget	Low Risk	Checked and Maintained as per schedule. Assisting with CMS/IT new Capital Investment plan 2018/2013 for digital technology - FMS aspects being operated/maintained/upgraded.
13	BCP Generators	Operations Maintenance	In Progress	Mekonnen Adugna	On Schedule	On Budget	High risk	Checked and Maintained as per schedule for Critical Staff. Sourcing of additional in ongoing as per the 2017 BCP budget plan.
14	Diesel fuel reserve	Operations Maintenance	In Progress	Wendwossen Tsegaye	On Schedule	On Budget	Medium risk	Maintained as regular basis for all Generators. Diesel fuel topped up is being provided from SCMS fuel station contractor.
15	Conference Audio Visual Operations	Operations Maintenance	In Progress	Mesfin Gebru and Akalu Demisse	On Schedule	On Budget	Medium risk	Maintained as regular basis - IT responsible for Internet/VTC/digital technologies, PIKMD for media functions and CMS for overall. FMS Operates sound and AV
16	Uninterrupted power supply units	Operations Maintenance and Business Continuity	In Progress	Mekonnen Adugna	On Schedule	On Budget	High risk	Checked and Maintained as per schedule. Replaced batteries and power modules in few units and replenishing of the spare parts is ongoing. Centralized project for Congo/Niger in design stage .
17	Internal Road and pavements	Operations Maintenance	In Progress	Damenaw Woldemariam	On Schedule	On Budget	Low Risk	Maintained on regular basis. Painted few markings. Some disability access points have been created. One pilot international standard accessibility at MRB completed. Road drain repairs by end 2017.
18	Buildings	Operations Maintenance	In Progress	Damenaw Woldemariam	On Schedule	On Budget	Medium Risk	Maintained on regular basis. Repainted walls and passages in many places in progress. Leakages are properly treated. Renovations underway. Civil works retender 2018 submitted PU Q3 2017.
19	Electrical Mechanical Services 24 hours per day/7 days per week	Operations Maintenance and Business Continuity	In Progress	Mekonnen Adugna and Wendwossen Tsegaye	On Schedule	On Budget	High Risk	Maintained on regular basis. Daily supervision being conducted & regular meetings conducted with the contractor. New tender required for 2018 - submitted to PU Q2 2017

**NOTE:** FMS Building Maintenance and Management Unit(BMMU) handles overall operational activities in UNECA compound that includes electrical, mechanical, sanitation, water, roofing, civil, site, architectural and other Operational activities. Most of these operational activities are too numerous to display but are very sensitive and high risk and yet, the unit tracks and records them as scheduled based on to time and management.

# Annex XIV: Dashbaord report on Project Planning and Implementation Unit

ECA/DOA/FMS- Project Planning and Implementation Unit (PIIU) Report for the Month of June 2017

Prepared by Marian Mickiel



No.	Project Name/ Assignment description	Project/Assignm ent number	Business objective	Project Manager	BUDGET		RISK		COMPLETION		Special Remark
					ahead schedule	under budget	low risk	low	in progress	25%	
					on schedule	on budget	medium risk	medium	substantial completion	50%	
					behind schedule	over budget	high risk	high	final completion	75%	
NO.	Project Name/ Assignment description	Project/Assignm ent number	Business objective	Project Manager	Project assignment completion date	Schedule status	Budget Status	Risk Status	Completion Status	Special Remark	
1	Reinforcement of the UNCC roof covering the central roof dome. (Phase 2)	Cap/35/16/01	Major Maintenance	Fiseha Bezaheh	December 16, 2016	on schedule	on budget	low risk	under warranty to Dec 2017	Project works are completed. Under warranty period.	
2	Carpet replacement of the CR-1 and CR-2 conference rooms at the UNCC.	Cap/35/16/02	Major Maintenance	Fiseha Bezaheh	December 31, 2017	behind schedule	on budget	high risk	in progress	Contractor received the Letter of Credit and ordered the carpet. FMS is waiting for the project schedule from the contractor.	
3	Space Optimization, new space requirement from projects and Division and support for the new space policy/GA trends to open office concept, smaller offices, flexible work space	Cap/35/16/17	Alterations and improvement/Service enhancement	Ergin Ozdemir	Multiyear	on schedule	on budget	high risk	in progress	Consultations took place to meet PMMD, ISSO and SPOQD space needs. Different options were considered. Waiting for the space policy to be approved.	
4	Renovation of the plenary hall lighting electrical system of conference rooms at UNCC	Cap/35/16/04	sustainability, cost reduction and modernization	Eyob Tadele W.	May 30, 2017/anticipated completion date is 31 July 2017	behind schedule	on budget	medium risk	future replacement solution design in progress	Identifying budgetary estimate of replacement fixtures and creating a corresponding shopping cart creation for purchase of selected specification of item under progress.	
5	Supply and installation of solar water heater system for Zambesi building.	Cap/35/16/05	sustainability, cost reduction	Ergin Ozdemir	December 31, 2017	on schedule	on budget	medium risk	completed Dec-2017	System is made operational and is currently supplying hot water to the Zambesi building. Under warranty period.	
6	Renovation of podiums' structure and presentation aiming at provision of disability access of the podiums at CR-1 and CR-2 of the UNCC.	Cap/35/16/06	Accessibility, modernization	Ergin Ozdemir	December 31, 2017	on schedule	on budget	medium risk	Design in progress	Final design in progress. The necessary consultation with stakeholders ongoing. Podiums modification work will be integrated with the carpet renewal project. Critical scheduling necessary with UNCC meetings and events.	
7	Upgrading replacement of five elevators at Congo & Niger buildings by modern types. Two pair duplexes for Congo building and one Cargo elevator for Niger building	Cap/35/16/07	Modernization, safety enhancement	Ergin Ozdemir	November 15, 2017	behind schedule	on budget	medium risk	in progress	Congo North wing elevators are operational. Congo South wing elevators works commenced on May 22, 2017. Niger Service Elevator commissioning works will be completed by the first week of July 2017.	
8	Construction for the Expansion of the existing North Car Parking structure to increase its capacity to 211 cars	Cap/35/16/08	Service enhancement	Lulegege Legesse	Substantial completion date was on 09 Dec 2016, then extended to 31 May 2017 / Newly anticipated completion date is 24 July 2017	on schedule (schedule being revised)	on budget	medium risk	in progress	In progress (at ~ 62%) Since contractor could not achieve the 31 May 2017 substantial completion date, it is now moved to 24 July 2017. The contractor's performance is still an issue as it failed to achieve its weekly/monthly performance target. The contractor is likely to fail meeting the 24 July deadline, therefore PIU/FMS is drafting a letter to put the contractor on notice for a potential invocation of the Liquidated Damages (LD) clause.	
9	Solicitation of a campus architect consultancy services to assist in development of projects as part of the implementation of a 20 Year Strategic Programme for UNCCA called Strategic Plan for UNCCA	Cap/35/16/09	performance enhancement, strategic plan	Lulegege Legesse	Multiyear	on schedule	on budget	low risk	in progress	Under procurement (PU) process; tender closed on 27 Mar 2017. Technical evaluation is finalized and report is sent to PU on 11 May 2017. It is now under commercial evaluation. LCC case presentation will follow.	
10	Office space and overall MEP facility upgrading project at SRO/CA and SRO/PA phase-1 for hiring local consultants.	Cap/35/16/10	Meeting business needs, enhancement of office accommodation and safety.	Frank Maile and Eyob Tadele W.	Multiyear	behind schedule	under budget	low risk	in progress	Awaiting LCC approval on behalf of SRO/CA for the consultant contract award. So far, FMS/CA prepared the specification and technical evaluation criteria documents for the purchase of the generator (2X150KVA) on behalf of SRO/CA.	
11	Managing defects liability period works for a completed project of constructing Zambesi building and accordingly conclude the close out document.	Cap/35/16/11	proper project close out document.	Ergin Ozdemir and Tigist Taye	March 31, 2017	on schedule	on budget	low risk	in progress	Main contractor finalized the punch list/imported materials. Final payment to the contractor in progress.	
12	Managing defects liability period works for a completed project of constructing east compound roads, walkways and cobblestone surfacing of the car park accordingly conclude the close out document.	Cap/35/16/12	proper project close out document.	Ergin Ozdemir and Tigist Taye	December 31, 2016	on schedule	on budget	low risk	in progress	ACCRA did not respond to ECA's request on correcting the punch listed items as contractually required. ECA issued the letter, notifying them in contract default that may force ECA to use external contractor to perform punch listed works and deduct the amount due from the retention.	
13	Managing defects liability period works for a completed ancillary projects of constructing generator and transformer house project.	Cap/35/16/13	proper project close out document.	Ergin Ozdemir and Tigist Taye	December 31, 2016	on schedule	on budget	medium risk	in progress	Payment certificate for the release of 5% retention and the substantial completion certificate had been issued by the consultant firm.	
14	Provide Logistic & technical support for library redesign, furnishing and space management project.	Cap/35/16/14	Modernization and service enhancement of the Library	Ergin Ozdemir and Eyob Tadele W.	30-Jun-18	on schedule	PMMD budget	high risk	in progress	On behalf of PU/RFP floated accordingly Bid opening is scheduled for August 1st, 2017 Project allocation of fund in one cost center is yet not materialized on behalf of PMMD and SS office, as a result WRS on UNCC couldn't be done so far. XSS is still looking for securing 30% of the fund required while 70% of the fund is now made available for unused shopping cart.	
15	Provide Coordination and support for the Africa hall heritage restoration project and decanting project.	Cap/35/16/15	Modernization of the plenary hall and acquiring and preserving heritage building.	Ergin Ozdemir and Shehaneh Tadesse	Multiyear	on schedule	on budget	medium risk	in progress	Capital unit taking a lead ensuring technology compatibility with existing ECA infrastructure, implementation of energy efficiency and climate neutral initiatives are reasonably integrated to all phases of the project. Design in progress and FMS continues to work with A&T team and the consulting firm - CG and provides feedback as necessary.	
16	Expansion of Zambesi building fire alarm system smoke detectors coverage in to the DRB and MRB buildings	Cap/28/16/16	Enhancing fire safety of the DRB and MRB buildings	Eyob Tadele W.	April 30, 2017/anticipated completion date is 31 July 2017	behind schedule	on budget (low values)	low risk	in progress	Under PU process.	
17	Kennel for K9 Unit	Cap/35/16/17	Provide permanent and functional housing for K9 Unit	Tigist Taye	30-Sep-17	on schedule	on budget	low risk	in progress	LCC Meeting took place on June 29, 2017 and committee recommended approval. Waiting for LCC meeting minutes to award the contract.	
18	UNCC Interior Renovations	Sec 33 18/19	Modernization of the conference center	Ergin Ozdemir	2019	on schedule	on budget	low risk	in progress	Initial mtg with UNCC in Apr 2017. Develop scope for about \$400K of interior design upgrades in 18/19 use campus architect for design	
19	Develop SSS Infrastructure and Access control upgrades - PACT 3 concept	Unfunded	SSS	PIIU	2019	on schedule	No budget defined by UNHQ	low risk	in progress	Concept by SSS FMS IT in 2017 but no appetite with UNHQ SSS to fund or submit a next phase of PACT 3. Incrementally improving compound	
20	UNMCA Real Estate - Extension 2 - Survey, As-built and Room Numbering in UNMCA	Unfunded	UNMCA	UNMCA	2019	on schedule	No budget (in review)	low risk	in progress	Part of corporate record and ERP aspects	
21	Accessibility	Sec 33	Convention on Persons with Disability	Lulegege Legesse	2018/2019	behind schedule	on budget	low risk	in progress	Ongoing Programme to improve physical infrastructure for persons with disabilities, complemented by Major works of Africa Hall project in AH, Congo and Nile	
22	Niger Flex Workspace 2nd floor project	Sec 33 18/19	UNHQ/Eca Space Policy and Optimization	Ergin Ozdemir	2018/2019	on schedule	on budget	high risk	in progress	Concept and Campus Architect solutions nor Space Policy yet completed or available June 2017	
23	Advice, Support IT and CMS on Digital upgrade to UNCC 2018 to 2024	Unfunded by IT or CMS	Modernization of the conference center	Yunus Mohammed	2017 onwards	on schedule	No budget from IT	medium risk	in progress	No IT or CMS Project Mgr, no source of funding and scope not defined with a consultant - currently general equipment with list but integration into UNCC systems required and upgrades	

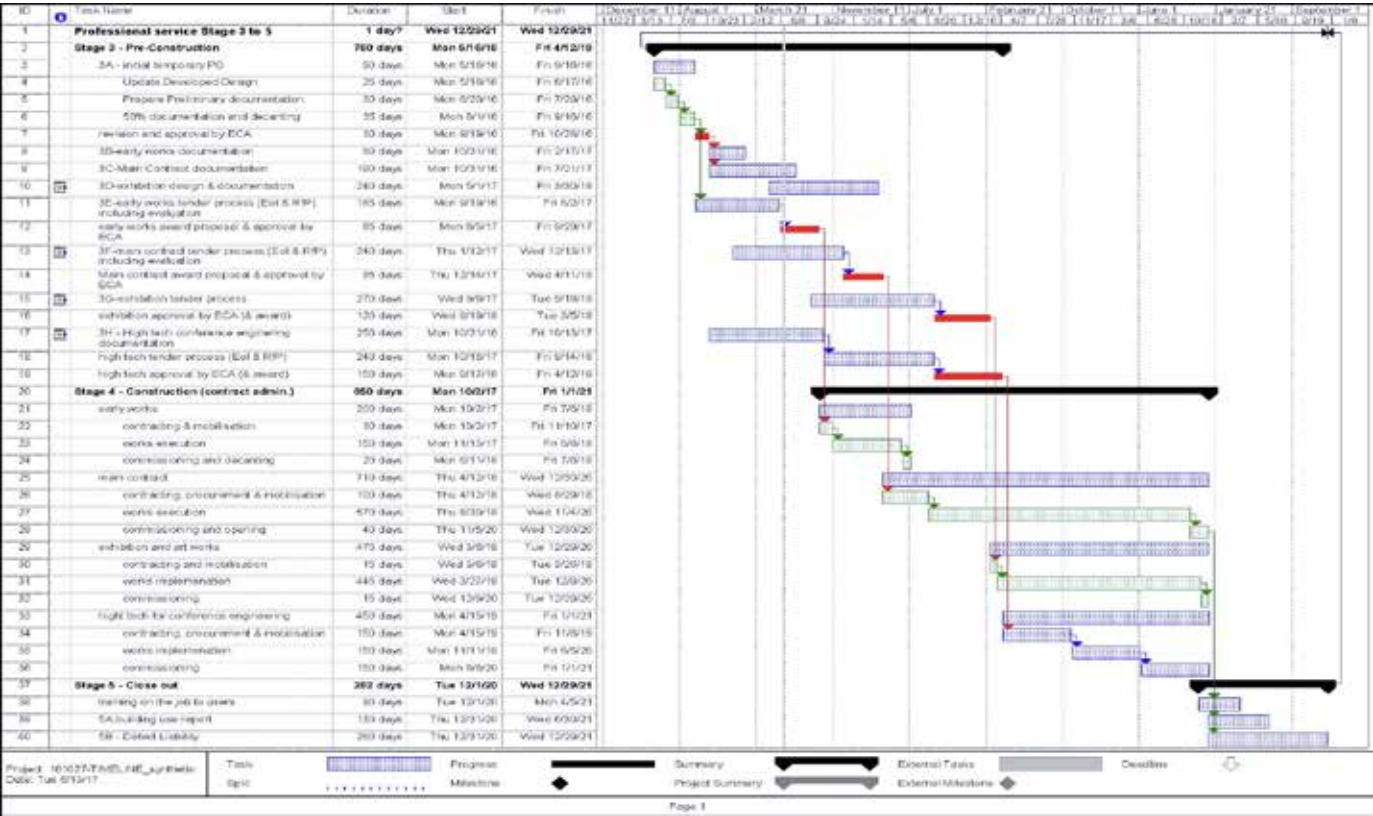
NOTE: FMS Project Planning and Implementation Unit (PIIU) tracks and records a backlog/design/implementation list of over 150 projects requested or submitted by clients. Approximately half are being developed or worked on and have a value of \$1000 to over \$1,000,000 USD. The remainder are on a backlog and integrated with other projects or submitted with new Section 33 biennial funding request (submitted Dec 2016 for 18/19), or through the 20 year Strategic Capital Review 2018-2018.



## Annex XVI: Summary of the project data

Item	Location	Areas	Description of Works	Works Area as per SG Report A/69/359 of 2014 (square meters)	Works Area based on SG Report A/71/370 and Final design (square meters)	Remarks	
1	Congo Building	Ground floor	Retail decanting/renovation works	1 067	1 070	-	ORIGINAL SCOPE (CONCEPT DESIGN 2014)
2	Africa Hall (incl. lobby & bridge)	All floors	Renovation & Refurbishment	7 233	5 715	Area reduced due to omission of mezzanine level	
			<b>Subtotal BUILDINGS (1) + (2) = (A)</b>	<b>8 300</b>	<b>6 785</b>		
3	External Area	within ECA boundary under Main Works	Landscape - hard and soft	4 500	5 000	Area slightly increased to include surroundings of the entry building	REFINED SCOPE (FINAL DESIGN)
4	Visitor Center	All floors	New construction	-	230	New area (to cope with security requirements)	
5	External Area	Congo for Decanting Works	Bordering associated works for Decanting - hard and soft	-	770	New area (e.g. ramps for accessibility)	
6	External Area	outside ECA boundary under Main Works	Visitors' car park - hard and soft	-	2 500	New area (e.g. accessibility and safety use)	(*) REFINED SCOPE (FINAL DESIGN)
			<b>Subtotal (4) + (5) + (6) = (B)</b>	<b>-</b>	<b>3 500</b>		
7	Nile Building	Ground & 1st floors	Retail decanting/renovation works	-	1 100	New area (to cope with full permanent decanting)	(*) REFINED SCOPE (FINAL DESIGN)
8	External Area	Nile Building for Decanting Works	Bordering associated works for Decanting - hard and soft	-	1 000	New area	
			<b>Total Project Area (1) + (2) + (3) + (4) + (5) + (6) + (7) + (8) = (C)</b>	<b>12 800</b>	<b>17 385</b>	Difference from 2017 to 2014 in Project Area is 4,595 sq.m	
(*) TO BE NOTED BY THE GENERAL ASSEMBLY							

Annex XVII: Project timeline



[illegible]

# Annex XIX: Issue register

## OPEN ISSUES

Issue ID	Issue Type	Issue Description	Date Issue was raised	Issue Notice Reference	Stakeholder who raised Issue	Formal process required?	Issue Status	Issue Report Author	Priority	Severity	OPMU Process Evaluation	OPMU Assessment	Project Executive Decision	Latest update	Closure date
0006	Request for Change	Africa Hall Blast resistance façade	17-Nov-2016	SRA report, Meeting Minutes, Blast Assessment Report, RFI, CO Request	CONRAD GARGETT	Yes	Active	PM - ver.1.0 issued on Jan. 23 2017; ver.2.0 issued on Mar 13 2017	Should have	Critical	Compliant	No objection(s) with comments	Approved	amendment sent to CG for signature (june 21st)	
0008	Request for Change	IT/AV/WiFi missing elements	30-Nov-2016	see PM email sent on Nov 30th to PE and OPMU	IT/ECA & Global eng. Conference	Yes	Active	PM - ver.1.0 issued on 12 Apr 2017	Must have	Major				Following previous correspondence and meeting, PM submitted ver.1.0 to OPMU for advice on Apr 12	
0009	Problem/Concern	fire fighting reservoir capacity	6-Feb-2017	design review matrix, CC Minutes, and Email	FMS	No	Active	PM - ver.1.0 issued on Mar 13 2017	Won't have	Minor				Submitted ver.1.0 to OPMU for advice on Mar 14	
0010	Problem/Concern	hazmat solution for the plenary hall dome	6-Feb-2017	design review matrix and CC Minutes	FMS	No	Active	PM - ver.1.0 issued on Feb. 21 2017; ver.2.0 issued on Mar 13 2017	Could have	Minor				Received initial comment from OPMU on Mar. 7; Submitted ver. 2.0 to OPMU for advice on Mar 14.	
0012	Problem/Concern	control of the flow of visitors to access the AH building	4-Jan-2017	E-mail from DoA	DoA	No	Active	under redaction by PM	Should have	Minor				CG replied to SRA from SSS/DSS explaining actual situation. PIKMD expected to proceed with business case revision	

### Drop Down Menu

Request for Change	Yes	Active	Must have	Critical	Compliant		
Off-specification	No	Deferred	Should have	Major	Non-Compliant	No objection(s) with comments	Approved with comments
Problem/Concern		Closed	Could have	Significant		No objection(s)	Deferred
			Won't have	Minor			Concession granted
							Rejected

## CLOSED ISSUES

0001	Request for Change	Nile building works	21-Oct-2016	Email	Project Owner-DoA-FMS	Yes	Active	NA	Must have	Critical	Compliant	No objection(s) with comments	Approved with comments	amendment sent to CG for signature	14-Mar-2017
0002	Request for Change	Alternative procurement strategy	21-Oct-2016	Email	Project Manager	Yes	Active	NA	Should have	Major	Compliant	No objection(s)	Approved	amendment sent to CG for signature	14-Mar-2017
0003	Request for Change	Niger Lobby door upgrade		Email	DoA, FMS	No	Deferred	NA	Won't have	Minor	Non-Compliant	Objection(s)	Deferred	transferred to FMS	1-Jan-2017
0004	Request for Change	language school renovation		Email	FMS	No	Deferred	NA	Could have	Minor	Non-Compliant	Objection(s)	Deferred	transferred to FMS	1-Jan-2017
0005	Request for Change	Nile bldg fire resistance		Email	CONRAD GARGETT	Yes	Active		Should have	Major	Compliant	No objection(s) with comments	Approved	amendment sent to CG for signature	14-Mar-2017
0007	Off-specification	EoT stage 3 milestone 3b	7-Dec-2016	Email	CONRAD GARGETT	No	Closed	see PM mail on Dec 14th	Could have	Significant			Approved	noted and agreed (see mail by PU)	16-Dec-2016
0011	Request for Change	upgraded resistance of Congo Bldg glass façade	2-Feb-2017	Meeting Minutes	DoA	Yes	Active	PM - ver.1.0 issued on Feb. 20 2017; ver.2.0 issued on Mar 13 2017	Could have	Minor	Compliant		Approved	Included in the final design - without significant increase of the estimation	Feb 17th 2017

# Annex XX: Risk register

ref	date raised	revision	status	source	cause	event	impact	probability	risk owner	actions	effect	status	mitigation responsible
1	9-Sep-16	14-Jun-16	open & stable	UN Procurement procedures	several layers - undefined project independence	increased timing, delays in approving procurement process - misunderstanding / contradiction between different layers - repeated processes	Time & Cost - delays in delivering on suitable solutions, additional cost	4 - high	PE/PM	provide adequate timing in project timelines/schedule - monitoring and updating continuously - identify possible overlapping - optimising timing	avoid or limit delays and request general through/schedule - adapted milestones	ONGOING - updated timing, adjusted approval timing, optimisation and reworking, close monitoring	PM & supplier
3	9-Sep-16	12-Apr-17	open & stable	UN Procurement procedures	different owner between management and procurement - unclear mandate - central versus peripheral - undefined project independence	delay in approving procurement process - misunderstanding / contradiction between different layers	Time - postponement of activities, delays in delivering on suitable solutions, potential delays by supplier	4 - high	PM / CPO	well articulated - supported request - procurement and agreed approval process - aligning with UN "practical"	mitigate the risk of questioning by relevant bodies, using approval process - aligning with UN "practical"	ONGOING - set up in the manual - reviews with HQ, close monitoring by CPO	CPO / PD / OLA
4	9-Sep-16	12-Apr-17	open & stable	UN Procurement procedures	difficulties in synchronise construction contracts with UN practice	misunderstanding / contradiction between different layers - conflicting players and/or condition for contract management	Time & Cost - interrupted contracts, un-suitable solutions, claims by supplier	3 - very high	PM / CPO	Detailed dossier - supplier prequalification	professionalism / qualified players, facilitate analysis and approval	ONGOING - set up in the manual - included in GS contract	CPO / PD / OLA
5	20-Mar-17	14-Jun-16	open & stable	UN Procurement procedures	difficulties in synchronise various contracts with UN practice	misunderstanding / contradiction between different layers - unclear condition for contract management - verifiable condition for the contract	Time & Cost - interrupted processes/contracts, postponement of activities, delays in delivering on suitable solutions, claims by supplier	5 - very high	PM / CPO	define and adapt condition governing contract - set up adequate contract - managing procedures (i.e. off site pre payment for material)	improved alignment of contract management - limited claims and issues - facilitated monitoring/supervision of works	ONGOING - contract condition tailored PLANNED - set up site management documents and procedure	PM & supplier
6	9-Sep-16	14-Jun-16	open & stable	UN Structure	roles and responsibility - unclear oversight mechanisms/players	difficulties in coordination between different bodies / offices, delay in getting feedback, conflicting CA's - unarmoured solutions requiring coordination	Time & Quality - poor results, changes to contract scope - not adequate responses - delayed decisions	3 - medium	DGA/PM/DP/NO	set up a detailed and operational coordination agreement / keep continuous contact with HQ, follow up to get prompt feedback (i.e. recruitment and appointment due)	ensuring quality control, adequate monitoring, avoiding lack of control and involvement - align and coordinate with other capital project	COMPLETED - Administration and coordination agreement signed - PLANNED - set up site management documents and procedure	DGA / CPMU / PM
7	9-Sep-16	12-Apr-17	open & stable	UN Structure	ICA weakness and Senior Management transitional process - actual fragmented interest/engagement of stakeholders	delays in getting as well as contradictory/confusing feedback/input by stakeholders	Cost, Time & Quality - support services not meeting adequately and leaving delay on poor results, long term implications, changes in contract scope, additional cost	5 - very high	Senior Management DGA/SC	involve relevant ICA - Division and Offices - get needed feedback on solutions proposed	ensure needed support, clarify requirements, allow for participation/follow up	ONGOING / DELAYED - PLANNED - meeting following and incentives - PEXMO involved not as expected	DGA/Stakeholders
8	9-Sep-16	14-Jun-16	decreased	UN Structure	roles and responsibility - unclear oversight mechanisms/players	difficulties in coordination between different bodies / offices, difference in views - review and align with global practice, unclear guidance - budget escalation	Cost, Time & Quality - delays or poor results, unarmoured solutions requiring coordination, long term implications, changes in contract scope - additional cost and not adequate responses	4 - high	DCS/OS/UN staff engineering	improved global practice, align with and establish standards	quality and compliance of the results / revised scope of works	ONGOING - with IT/global engineering - to be provided with other capital projects	PM/OMU/HQ/Offices
9	20-Mar-17	12-Apr-17	open & stable	UN Structure	roles and responsibility - ICA weakness and Senior Management transitional process - unclear oversight mechanisms/players	difficulties in coordination between different bodies / offices, delay in getting political guidance and strategic decision, unclear guidance and QA	Time & Quality - poor not complete results - unarmoured solutions requiring coordination, long term implications, changes in contract scope not adequate responses	4 - high	IS/DCS	align budget strategy between HQ and (new/transitional) ICA senior management	clear and defined project responsibility - budget controlled and monitored adequately	ONGOING - define range of project - include contingency	DCS / IS / DGA / Stakeholders
10	9-Sep-16	14-Jun-16	open & stable	Contract	weak construction market - repeated pre-qualification - poor understanding of the technical dossier	difficulties in finding/attracting adequate/capable bidders and consequent difficulties in carrying out works as expected	Quality - low quality of the results - downgrading standards - claims	4 - high	PM / CPO	tailored procurement strategy (i.e. business scenario) - close follow up of the procurement process - tailored and detailed specifications - close monitoring/supervision	specialized and controlled quality of the companies, clear and defined technical dossier, supporting information included in the GC governing construction contract	ONGOING - strategy included in manual and CS - Contract - views to be included in the GC governing construction contract	PM / CPO / Consultant / Tech. Team
11	9-Sep-16	14-Jun-16	increased	Contract	logistic constraints - deep knowledge of the country specificity	difficulties in supplying materials - low quality of alternatives - unsuitable value engineering - claims	Time & Cost - delays and related additional costs	4 - high	PM / Logistic Officer/ Consultant	tailored BCL, anticipate scheduling, anticipate procurement - close technical follow up	anticipate timing for procurement, privileged local materials (when possible)	ONGOING - included in the project timeline and procurement strategy, to be included in the tender dossier	Logistic Officer, Consultant
12	9-Sep-16	14-Jun-16	open & stable	Contract	local laws, regulation, codes and procedures - in compliance with host Country (leg. hard currency availability)	legal issues related to the contractors and/or custom procedures, Tax exemption cash flow and access to hard currency	Time & Cost - delays and related costs	4 - high	DGA / Sr Mgmt.	agreement with host Countries (including additional levels), networking with local Authorities	adequate mechanism in place to ensure privileges are applied and support provided	PLANNED - under negotiation	Sr Mgmt. / Logistics
13	9-Sep-16	14-Jun-16	decreased	Technical	Consultant field capacity and (for) remote assistance - insufficient time allocated for execution	weak knowledge of difficult interaction with the local context, not adequate field presence and/or professional capacity - missing controls on delegated consultants	Quality - low level of work supervision, lack of follow up by consultant - unexpected issues or poor results - claims	3 - low	PM / Tech. Team	strong and clear contract SOW, close monitoring and appropriate NO during procurement, detailed technical controls, aligned design review	avoiding claims and misunderstanding, appropriate NO during procurement, detailed technical controls, aligned results	ONGOING - included in CS - Contract - close controls on deliveries - to be followed up at stage 4	Tech. Team / Consultant
14	9-Sep-16	14-Jun-16	open & stable	Technical	Contractor operational capacity	difficulties in complying with ICA procedures, quality control, documentation	Time & Quality - poor results and the consequences, accidents	3 - medium	PM / Tech. Team	close monitoring, support by the NO, adequate timing, labor force, sustainable processes	facilitated meetings, accompanied site management, easy techniques	DEFERRED - included in the technical dossier and implemented in stage 4	Tech. Team / Consultant / Contractor
15	9-Sep-16	12-Apr-17	open & stable	Human Resources	team not suitable - gaps in expertise needed	lack of adequate skills/capacity within the staff - need of specialized expertise	Quality - lack or reduced follow up / monitoring of the project implementation	2 - low	Corporate Support / PM	identifying additional expertise - draft ToR - use temporary opportunities with other UN offices	set up solutions for needed expertise - specialized staff for the purpose	ONGOING - initial expertise identified and proposed for recruitment process	HR / PM / DGA
16	12-Apr-17	14-Jun-16	open & stable	Human Resources	poor retention strategy for the Staff	change in staff within the team and/or key corporate field posts	Quality - contradiction and unclear inputs - poor management	3 - medium	HR	ensure adequate contracting and condition for the staff	retaining staff for the project duration	ONGOING - training and mentoring to motivate	HR
17	12-Apr-17	14-Jun-16	open & stable	Human Resources	fraud or corruption	mismanagement of relation and funds	quality - reputation of UN	2 - low	DGA / PM	awareness campaign, close monitoring, dedicated training	reduce exposure of staff and close control mechanisms in training	ONGOING - training and monitoring	PM/HR/DGA
18	9-Sep-16	12-Apr-17	open & stable	Project frame	scheduling not suitable - insufficient time allocated for execution	uncompleted works - delay in delivering	Time - lack of time for adequate works execution	3 - medium	Owner / DGA / PM	detailed risk analysis - close monitoring and identifying mitigations - reviewing resources	defined strategy / adequate monitoring / revised baseline and tolerances	ONGOING/PLANNED - integrated well advanced / independent to be carried out at stage 3 completion	DGA/PM/Risk Manager
19	9-Sep-16	14-Jun-16	open & stable	Project frame	budget not sufficient - cost escalation - not adequate contingency provision - late appointment of the risk manager	lacking budget for project completion impacting achievement of results - undefined contingency provision delaying decisions	cost - quality - reduced scope or additional funds needed for accomplishment of full scope	3 - medium	DCS / Owner / DGA / PM	detailed estimation and value engineering - continued risk analysis - calculating contingencies, forecasting options, adequate contingency provision, complete risk manager selection	keeping controlled budget to limit use of contingency - calculated contingency provisions and align it with risk analysis - maintain requested quality	ONGOING - closely monitored, to be deepened at stage 3 completion and reviewed along stage 4	Risk Manager / PM / Consultant / CPMU
20	12-Apr-17	14-Jun-16	open & stable	Project frame	funding cuts by the GA	insufficient funds to cope with the scope	quality - downgrading quality and/or quantity of works packages	2 - low	GA	improve transparency information and use of external model resources, for management and request of resources	limit the risk probability	DEFERRED	Sr mgmt
21	9-Sep-16	14-Jun-16	open & stable	Contract	security deterioration - lack of emergency standard	worsened security condition	missing condition for the project implementation	3 - medium/external	external	keep close monitoring of political and security situation - new SIA	anticipate issues - prevent damages - align design and business cases	ONGOING - SIA alignment by stakeholders / Designer	DCS / stakeholders / Consultant
22	9-Sep-16	14-Jun-16	open & stable	Contract	financial / real estate crisis	worsened economical situation	affected market defaulting the project implementation	3 - very low	external	keep close monitoring of the financial market and real estate sector	anticipate issues - prevent damages	DEFERRED	Stakeholders / DGA
23	9-Sep-16	12-Apr-17	open & stable	Technical	design low quality and/or conflicts in the contract, unclear or not fully adequate technical specification	design and technical decision inadequacy - need of change/correction	Quality & Cost - not suitable design solutions not matching requirements	3 - very high	PM / CPMU	deep design, specification and estimation review process, involving all concerned staff, and if possible a third party endorsement	identify lacks, misprogrammes, weakness and propose change/alternatives	ONGOING and DELAYED - some critical areas (i.e. cost analysis for the estimates) identified	CPMU / PM



## Annex XXI: Governance documents

### **General Assembly resolutions**

1. A/RES/69/262 (and related ACABQ/Fifth Committee reports)
2. A/RES/70/248 (and related ACABQ/Fifth Committee reports)
3. A/RES/71/272 (and related ACABQ/Fifth Committee reports)

### **Reports of the Secretary-General**

1. A/69/359
2. A/70/363
3. A/71/370
4. A/72/.... (still to be formally submitted to the General Assembly)

### **Other relevant documents (operational)**

1. Terms of reference for the Stakeholder Committee
2. Terms of reference for the Advisory Board
3. Administrative and coordination agreement between ECA and the Office of Central Support Service
4. Project-specific manual (including change management framework)





