

ANNEX I
SUMMARY OF RECOMMENDATIONS
Audit of Construction of Additional Offices Facilities at ECA

Para. No.	Recommendation	Accepted? (Yes/No)	Responsible Individual	Implementation Date	Client comments
15	The ECA Project Manager should examine options with the Chief, Human Resources Services Section and seek early appointment of staff to the vacancies in the project team.	Yes	Project Manager	Implemented	ECA Response – November 2011 -Two positions were vacant at the time of the audit, namely: Technical Supervisor (P3), and Clerk of Works (Electrical / Mechanical Works, G7). Both of them have been filled. The Clerk of Works (Arch / Civil Works) was promoted to fill the P3 position. Subsequently, there was one vacant position (Clerk of Works, Arch/Civil). The recruitment process has been completed and selected candidate notified.
24	The ECA Project Manager should closely monitor progress against the construction schedule with the consultant and contractor. Potential delays should be taken up immediately with the contractor and brought to the attention of the Director of Administration and the Overseas Property Management Unit.	Yes	Project Manager	Implemented	<p>ECA Response – November 2011- This recommendation is partially accepted in that it is agreed that close monitoring is required. However progress is already closely monitored in several ways:</p> <ol style="list-style-type: none"> 1) Weekly teleconferences are held with the Overseas Property Management Unit on the performance of the contractor and for resolving outstanding issues; 2) Weekly updates are also held with the Director, Division of Administration; 3) Monthly Videoconferences are regularly held between the Office of Central Support Services and Division of Administration at the senior level. 4) NOF Project Manager submits monthly and quarterly status reports to Overseas Property Management Unit and the ECA respectively

Para. No.	Recommendation	Accepted? (Yes/No)	Responsible Individual	Implementation Date	Client comments
					<p>5) Separate monthly reports are also submitted by the Consultant and Contractor</p> <p>6) The Contractor regularly submits weekly plans to the consultant and ECA which are discussed and accepted with or without comments. At the end of the week, contractor's performance is evaluated in site meetings among the Contractor, Consultant and ECA staff. In addition, monthly reports are submitted by the Consultant and Contractor detailing performance against plan. Please see attached minutes of weekly conferences with Overseas property management unit; Monthly and quarterly status report;</p>
31	<p>The ECA Project Manager should instruct the contractor to bring discrepancies in the bill of quantities to his immediate attention so that prompt checks can be made by the Project Manager and consultant on behalf of ECA.</p>	Yes	Project Manager	Implemented	<p>ECA Response – November 2011- Instruction was given to the Contractor to inform the UN any discrepancies noticed in the bill of quantities prior to execution and get the UN's written approval prior to executing any additional works (including quantities which exceed the contract). Please refer to paragraph 1.5 of the attached letter Ref NOF/11/08/0092 dated 08 August 2011</p> <p>ECA Response – November 2011 - The Contractor's Invoice #3 was fully settled on 22 September in consultation with OLA and Office of Central Support Services / Overseas Property Management Unit. Please see attached the settlement notification.</p>
34	<p>Following consultations with the Office of Legal Affairs and the Office of Central Support Services, the Project Manager should seek a resolution of disagreements between the consultants and contractors regarding the bill of quantities. In addition, following such consultations with the Office of Legal Affairs and the Office of</p>	Yes	Project Manager	Implemented	

Para. No.	Recommendation	Accepted? (Yes/No)	Responsible Individual	Implementation Date	Client comments
	Central Support Services, a decision regarding the entitlement, if any, of the contractor with regard to monies payable in respect of payment certificate 3 should be made.				
35	The ECA Project Manager and Budget Officer should keep the projected performance against budget under close review. Any likely over-expenditure should be brought to the attention of the Director of Administration and Overseas Property Management Unit for consultation with the Office of the Controller, and a decision as to the best course of action.	Yes	Project Manager / Budget Officer	Implemented	ECA Response- November 2011 - This recommendation is partially accepted. Project performance against budget is reviewed monthly. The additional quantities and new items of work shown on the design and not indicated in the initial bill of quantities have been incorporated in Amendment #3. This was brought to the attention of the Director of Administration and Overseas Property Management Unit in the weekly meetings noting that the additional amount is within the contingency allowance thus will not result in an over expenditure.
37	The ECA Project Manager in collaboration with the Procurement Section should enforce the contractual obligation to submit monthly invoices for stage payments and follow up vigorously and timely.	Yes	Project Manager / Procurement Unit	November 2011	ECA Response - November 2011 - The Contractor's submission of interim payment requests has been erratic in the past. However, the Contractor will be required to submit interim monthly invoices in accordance with the provisions of the contract starting November 2011. Please see attached the relevant contract clause stipulating this condition.
41	The ECA Chief, Safety and Security Service should be kept informed of future construction projects and advised to ensure that	Yes	Chief, FMS / Security Chief	December 2011	ECA Response - November 2011 - Security standards at the time of the NOF design were less stringent than at present. Security and Safety Section of ECA is now fully involved in the design and execution of internal and

Para. No.	Recommendation	Accepted? (Yes/No)	Responsible Individual	Implementation Date	Client comments
	integral security features are included in the projects during the design stage.				external security features of the NOF building. For future projects, FMS Chief will ensure that integral security features are included in project design.
44	The ECA Chief, Safety and Security Service should liaise with the Project Manager and the Chief, Information Technology Services Section and advise HQ Facilities Management Services that the incorporation of the Information and Communications Technology infrastructure to support the Premises Access Control Team and an updated door schedule to include door wiring during manufacture could result in significant cost savings.	Yes	Project Manager / Security Chief / ITSS Chief	Implemented	ECA Response – November 2011 - Meetings were held in July 2011 between SSS (including HQ design experts), ITSS and the Project Manager to coordinate the door wiring and other safety equipment. The scope of works and costing has been prepared by the HQ security expert. The door wiring and installation of security features shall be implemented as part of the PACT II project. HQ Facilities Management Services has been fully briefed of the potential savings. Please see attached the scope of works and costing prepared by HQ Security experts.
48	The ECA Chief, Facilities Management Section should finalize the stacking plan through the Chair to the Compound Advisory Committee to avoid disrupting the critical path for occupancy of the new facility.	Yes	Chief, FMS	November 2011	ECA Response – November 2011 - Stacking diagram has been finalized and shall be presented to the Compound Advisory Committee for approval in November 2011. Please see attached the stacking diagram.
50	The ECA Director of Administration in her role of Chairperson, Compound Advisory Committee should pursue joint procurement with prospective	Yes	Director DOA / Chief FMS	May 2012	ECA Response –November 2011 -Initial consultations have been carried out with Agencies anticipated to occupy the building; identification of the type of furniture has been finalized by FMS. Joint procurement will be

Para. No.	Recommendation	Accepted? (Yes/No)	Responsible Individual	Implementation Date	Client comments
	occupants to furnish the new facility.				done through the Working Group on Common Procurement. The case has yet to be presented to the UN OMT.
53	The ECA Chief, Facilities Management Section should prepare and Maintain a Capital master plan for ECA to five a coasted projection of works, their inter-dependencies and opportunities at least two biennia into the future. This should be reviewed by the Executive Secretary, Director of Administration and Budget officer to ensure that applications to secure necessary funding are supported well in advance and consider the relative cost benefit of options under consideration	Yes	Director DOA / Chief FMS	Implemented	ECA Response – November 2011 - FMS has already assessed the short and long term maintenance, renovation and alterations requirements for its facility and prepared a 20 year Capital Master Plan related to civil, architectural and electromechanical installations. This plan was submitted to UNHQ/OPMEIN/FMS. Please see attached the copy of the plan.

ANNEX II
OPPORTUNITIES FOR IMPROVEMENT
Audit of Construction of Additional Offices Facilities at ECA

Para. No.	Recommendation	Client comments
23	<p>The ECA Project Manager could ensure that the master implementation schedule is kept up to date and that other stakeholders (such as the Information Technology Services Section, Security and prospective occupiers) are kept informed of when deliverables such as designs and final dates for procurement must be received to avoid delaying the construction of the new office facilities.</p>	<p><i>ECA Response – November 2011 - The Master Implementation Schedule (MIS) is prepared and in consultation with all stakeholders including Information Technology Services, Facilities Management, General Services, and Security & Safety Sections. The MIS is maintained up to date and shared with all stakeholders as applicable including during the weekly NOF meetings. Please see copy of the Master Implementation Schedule.</i></p>
56	<p>The ECA Project Manager could add the following risks to the risk register:</p> <ul style="list-style-type: none"> (i) Unavailability of materials could result in the substitution of more expensive products that are not available locally. (ii) Delay in securing firm agreement from all affected stakeholders who will occupy specific areas of the new office facilities could impact the construction and fitting out schedules. (iii) Scope creep or change orders beyond the original design (such as addition of solar panels) could delay the completion of construction and increase costs. (iv) Related and inter-dependent sub-projects at ECA could impact the construction schedule and possibly result in claims or disputes. 	<p><i>ECA Response – November 2011 - These risks are included in the risk management register with appropriate mitigation measures. Please see copy of the risk management register.</i></p>