



INTERNAL AUDIT DIVISION

REPORT 2024/023

Audit of the Africa Hall renovation project in the Economic Commission for Africa

The Handover and Commissioning Committee needed to be operationalized along with the associated working groups to enable a seamless transition from renovation to operation of the Africa Hall

19 June 2024

Assignment No. AN2024-710-01

Audit of the Africa Hall renovation project in the Economic Commission for Africa

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the Africa Hall renovation project in the Economic Commission for Africa (ECA). The objective of the audit was to determine whether ECA had implemented effective internal controls over the Africa Hall renovation project to ensure its timely completion within the scope and budget approved by the General Assembly under resolution 70/248. The audit covered the period from March 2023 to February 2024. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in the construction project, which included: (a) project governance and oversight mechanisms; (b) procurement; and (c) project management activities.

The independent project Advisory Board and the Stakeholders Committee were functioning as intended, advising the Project Owner on the budget, schedule performance, scope control, risk management, and heritage preservation. However, the Handover and Commissioning Committee, along with the associated working groups, had not yet been operationalized. Similarly, no training plan had been developed for users/maintainers of systems and equipment to be handed over following substantial completion of the project. Additionally, the approval of a change order for the permanent exhibition technologies needed to be expedited to avoid risking the planned substantial completion of the project.

OIOS made three recommendations. To address issues identified in the audit, ECA needed to:

- Finalize the terms of reference for the Handover and Commissioning Committee and the timelines for completing handover and commissioning tasks that are aligned with the Africa Hall renovation schedule;
- Operationalize the handover and commissioning working groups that will in turn identify associated operational risks together with strategies for their mitigation, including, in particular, a user training plan; and
- Expedite the review and approval of change orders for the permanent exhibition technologies and security upgrades and align the related works to the substantial completion timeframe for the Africa Hall renovation project.

ECA accepted the recommendations and has initiated actions to implement them. Actions required to close the recommendations are indicated in Annex 1.

CONTENTS

I. BACKGROUND	1-2
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	2
III. AUDIT RESULTS	2-8
A. Project governance and oversight mechanisms	2-5
B. Procurement	5-6
C. Project management activities	6-8
IV. ACKNOWLEDGEMENT	8
ANNEX I	Status of audit recommendations
APPENDIX I	Management response

Audit of the Africa Hall renovation project in the Economic Commission for Africa

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the Africa Hall renovation project (AHP) in the Economic Commission for Africa (ECA).

2. The General Assembly approved the scope, schedule and maximum overall budget of \$56.9 million for the AHP in 2016 through resolution 70/248. The overarching goal of the project is to restore the existing building to its original form, while preserving its architectural heritage and ensuring compliance with best practices related to current international building standards and codes, including consideration for energy efficiencies, occupants' health and safety, and access for persons with disabilities. The project aims to transform Africa Hall into a rejuvenated facility that complies with the highest international standards for conference facilities. It includes the construction of a visitors' centre as part of efforts to preserve and restore the historical and cultural values embedded in the building's architecture.

3. The scope of the renovation project includes all elements of the Africa Hall building, covering approximately 8,115 square metres of floor area and its immediate external landscape measuring approximately 4,500 square metres. The work packages of the project include: (a) early decanting works; (b) Africa Hall renovation; (c) conference and information technology systems; (d) artwork restoration; and (e) the permanent exhibition.

4. AHP is divided into five phases: (a) preparation; (b) design; (c) pre-construction; (d) construction; and (e) project closeout.

5. The contract for the main construction works was awarded in August 2022 in the amount of \$30.6 million and the notice to proceed was issued in November 2022. The main construction works from March 2023 to February 2024 involved demolition, alteration, structural works and removal of asbestos material. The contractors also conducted a structural review to cope with unpredictable site conditions. Minor design errors were noted and rectified. According to the twelfth biannual progress report that is produced by the Independent Risk Management Firm (IRMF) in collaboration with the Global Asset Management Service (GAMPS), the project had transitioned to the construction phase, with 95 per cent of materials procured.

6. AHP was initially scheduled for final completion by the end of 2021. Due to delays caused by failure and subsequent termination of the contract with the joint venture initially engaged to complete the renovation, the project is now scheduled for substantial completion by August 2024 and final completion by August 2025. This is 3 months later than foreseen in the most recent Secretary-General's progress report dated 13 September 2023,¹ bringing the total accumulated project delay to 44 months. The Project Manager has indicated that the additional extension was due to the implementation of security upgrades and works related to the permanent exhibition. Despite the changes and delays, ECA is confident that the project will be completed within the approved budget of \$56.9 million.

7. The Executive Secretary of ECA is designated as the Project Owner and the Director of Administration as the Project Executive. GAMPS in the Department of Management Strategy, Policy and Compliance (DMSPC) provides oversight and support to the project. A team of nine staff headed by a Project Manager at the P-5 level provides dedicated project management and support.

¹ A/78/350

8. A total of \$42.8 million has been appropriated for the project for the period 2016 to 2023. Total expenditure from January 2023 to February 2024 amounted to \$16.6 million.

9. Comments provided by ECA are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

10. The objective of the audit was to determine whether ECA had implemented effective internal controls over AHP to ensure its timely completion within the scope and budget approved by the General Assembly under resolution 70/248.

11. This audit was included in the 2024 risk-based work plan of OIOS at the request of the General Assembly under various resolutions due to the risks of delays, wastage and cost overruns inherent in major construction and alteration projects. The Office has carried out annual audits of the Africa Hall renovation project since 2016.²

12. OIOS conducted this audit in March and April 2024. The audit covered the period from March 2023 to February 2024. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in the construction project, which included: (a) project governance and oversight mechanisms; (b) procurement; and (c) project management activities.

13. The audit methodology included: (a) interviews with key personnel, (b) review of relevant documentation, processes and information management systems, (c) sample testing of transactions related to project expenditures and procurement of goods and services, (d) physical inspection of demolition, alteration and structural works, and (e) follow up of related recommendations in the previous audits.

14. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Project governance and oversight mechanisms

The independent project Advisory Board was advising the Project Owner as intended

15. The Advisory Board is operational and was advising the Project Owner on issues such as budget and schedule performance, scope control, risk management and heritage preservation. The Advisory Board met three times during the audit period and had since increased the frequency of their meetings to quarterly in view of the current stage of the project.

16. In the prior year audit (report 2023/019), OIOS recommended that ECA should provide written updates on significant project-related developments to members of the Advisory Board and enhance tracking mechanisms to ensure that action points arising from their meetings are followed through. OIOS noted that for all meetings held during the reporting period, the dedicated project team provided written updates on the project status to the Advisory Board. For example, for the meeting held on 29 May 2023, the project team provided a high-level summary of key decisions made between January and March 2023

² Audit reports on the Africa Hall renovation project issued by OIOS: 2016/086, 2017/050, 2018/050, 2019/054, 2020/013, 2021/021, 2022/026 and 2023/019.

and the status of those decisions. Also, additional matters arising were recorded and followed up by the secretary to the Advisory Board.

The Stakeholders Committee was operating as intended

17. A Stakeholders Committee was established to provide expertise, advice and guidance to the Project Owner. The Committee, chaired by the Project Owner, was composed of heads of various divisions and sections in ECA and at Headquarters.

18. In the prior year audit (report 2023/019), OIOS recommended that ECA should issue a directive reminding members of the Stakeholders Committee to attend meetings regularly and to fully brief staff members representing them at meetings of the Committee in their absence. In July 2023, the Project Executive issued a memo to members of the Stakeholders Committee instructing them to attend all scheduled meetings and where a member opts to delegate the attendance, he/she should ensure that a senior member of his/her team is nominated and fully briefed with delegated authority to make decisions and vote.

19. The Committee met on 30 March, 15 May, 9 August, 20 November 2023 during the reporting period. OIOS review indicated that the Stakeholders Committee was operating as intended as members consistently attended meetings and provided advice and guidance to the Project Owner.

There was a need to operationalize the Handover and Commissioning Committee

20. While the AHP manual does not include a section dealing with project closure and orderly handover of systems and equipment, these activities are articulated in the Secretariat's guidelines for the management of construction projects. The handover process includes identifying and categorizing systems and equipment³ that will be handed over, primarily to the Facilities Management Section, Information and Communications Technology Section, Knowledge Management Section, and Conference Management Services Section following substantial completion of the project. Substantial completion is the point at which the works have reached a level of completion allowing for the "use of the building," and for the contractor to transfer the day-to-day operations and maintenance of the project assets to ECA. The AHP team, contractor, lead consultant firm (LCF) and final users are required to coordinate closeout activities and ensure a successful transition from renovation to operation of the Africa Hall.

21. The AHP project team recognized the importance of an orderly closure of the project as early as 2019, when they identified handover and commissioning as a risk and flagged it in the risk register. As part of the mitigation strategies, a new committee was to be set up to oversee handover and commissioning. The committee would be composed of subcommittees responsible for various technological aspects of AHP and would familiarize themselves with their design and identify training needs. In furtherance of this, the Handover and Commissioning Committee held its first meeting in January 2024 and the AHP team prepared a draft roles and responsibility matrix. The key roles were divided between three streams as follows:

- Final users: Information and Communication Technology Section; Publications, Conference and Knowledge Management Division; and Security and Safety Section.
- Maintainers: Facilities Management Section and Finance and Budget Section.
- Support functions: LCF, Division of Administration and the Supply Chain Management Section.

³ Includes internal power and communication points; electrical distribution board, panel and accessories; exhaust fans; fire detection and suppression systems; access control system; air conditioning system; audio visual system; conferencing system; and building management system.

22. In addition, working groups were proposed to be constituted under the following main areas: (a) testing and commissioning; (b) artworks; (c) permanent exhibition; (d) electricals; (e) audio visual system; (f) information and communication technology systems; (g) hydraulic systems; and (h) mechanical systems. The main objective of these working groups is to obtain onsite exposure to the systems and equipment and the related training. As of March 2024, however, these working groups were not yet operationalized.

23. OIOS observed the following:

- The terms of reference of the Handover and Commissioning Committee, delineating its purpose, responsibilities, membership, and procedures, were still being drafted. The Handover and Commissioning Committee convened its first meeting in January 2024, followed by another meeting on 21 March 2024. However, the frequency of these meetings had not yet been formally established. Given the project's scheduled substantial completion by August 2024, bi-weekly meetings for working groups and monthly meetings for the main committee may be necessary.
- The project team was still working on the timelines for completing various tasks assigned to stakeholders that will be incorporated into the roles and responsibilities matrix upon finalization. Any changes to the construction schedule should prompt updates to the completion targets set in the matrix.
- The AHP team had included as a high-level risk in the project risk register, the lack of user/maintainer involvement in the commissioning and takeover of systems and equipment. The main drivers of the risk were inadequate interest to participate in the process, unclear roles, and lack of knowledge of new technologies. To ensure operational staff in user and maintainer categories can adequately respond to the risks associated with the handover and commissioning process, there was a need for them to be given exposure to the systems, including training, early in the process. However, there was no training plan. Prioritizing the training plan, allocating resources to it and implementing it are essential, and the plan puts these activities on the critical path.

(1) ECA should finalize: (a) terms of reference for the Handover and Commissioning Committee delineating its purpose, responsibilities, membership, and operational procedures; and (b) timelines for completing handover and commissioning tasks outlined in the roles and responsibilities matrix that are aligned with the Africa Hall renovation schedule.

ECA accepted recommendation 1 and stated that the Committee had already established roles and responsibilities through a responsibility assignment matrix and a detailed timeline. The terms of reference will integrate them with purpose and procedures as required.

(2) ECA should operationalize the handover and commissioning working groups that will in turn identify associated operational risks together with strategies for their mitigation, including, in particular, a user training plan.

ECA accepted recommendation 2 and stated that the working groups had been established and they will identify risks and mitigation strategies, as required.

GAMPS provided project and risk management support

24. GAMPS provided project management support through quarterly touchpoint meetings to ensure that the project team follows the guidelines for the management of construction projects and incorporates lessons learned from other United Nations construction projects. GAMPS role included coordination with New York-based key stakeholders, as established in the administration and coordination agreement for the AHP, and coordination with the IRMF. GAMPS also supported reporting to the General Assembly and at hearings of the Advisory Committee on Administrative and Budgetary Questions (ACABQ). GAMPS and ECA held quarterly risk touchpoint meetings on 20 April, 13 June, 10 October 2023, and 16 January 2024. GAMPS also met the AHP on an ad-hoc basis, as required.

25. The meetings culminated in the update of the AHP project risk register. Additionally, IRMF performed a Monte Carlo simulation to quantify project risks that were included in biannual progress reports on the project for June and December 2023.

26. The simulation highlighted that the likelihood of ECA delivering the project within its approved budget of \$56.9 million was 32 per cent. The current total projected cost, with a confidence level of 80 per cent, is \$57.9 million. The IRMF also identified one high and four medium risks. Human resources retention was classified as high risk, while the medium risks were timeliness in decision making; contractor capacity; lack of user/maintainer involvement in commissioning (later reclassified as high); and budget constraints. IRMF made 14 primary risk management recommendations and strategies for focus in the coming months of the project. However, these recommendations were generally open-ended making it difficult to track and monitor their implementation. The recommendations would add more value if they were specific, measurable, achievable, relevant and time bound.

27. As the services of the IRMF will end in November 2024, GAMPS stated that it will continue to provide advisory services, including elements of risk management, until the project is substantially completed. GAMPS would also indicate in future risk reports whether recommendations were active or closed.

B. Procurement

Two important contract variations were pending approval

28. During the audit period, the Project Executive approved 11 change orders valued at \$518,327 (of which 9 change orders valued at \$447,595 were for the main contract; \$38,940 for project management; and \$31,792 was for information and communications technology). On the other hand, two contract variations were pending approval: permanent exhibition technologies estimated at \$800,000, and security upgrades estimated at \$1,525,055. When approved, they will result in an extension of the project schedule by 61 days at an additional project management cost of \$426,872. The contract variations will increase the contract price for the main works to \$33,046,585 which will still be below the NTE approved amount of \$34,000,000.

29. The permanent exhibition is composed of two main components: civil works and architectural finishes, which were included in the original AHP work packages, and permanent exhibition technologies, which were added later. ECA engaged a consultant with expertise in interactive visual presentations to make recommendations for the permanent exhibition technologies. The LCF calculated a pre-tender estimate of \$579,014, which was benchmarked and revised by the current Information and Communications Technology contractor to approximately \$800,000 after additional considerations. This owner-directed change order had not been finalized as of March 2024 risking the substantial completion of the AHP without

the installation of the exhibition technologies. The delay has been attributed to the Publications, Conference and Knowledge Management Division, which was yet to approve and finalize the user requirements for the themes identified for the permanent exhibition (such as history, Pan Africanism, heritage, culture and natural sites), and the resources required to support the change order.

30. The General Assembly approved security upgrades under Section 33 of the programme budget (construction, alteration, improvement and major maintenance). The security upgrades included strengthening part of the perimeter fence, ground floor glazing, and some elements of access control. They were to be executed by the main AHP contractor as part of the existing contract, but the contract variation had still not been finalized due to delay in the release of funds. On 20 March 2024, ECA wrote to the Controller requesting the issuance of allotment for three ongoing projects, including the AHP security upgrade. In the event funds for the security upgrades are not received in time, substantial completion will not be achieved as scheduled.

(3) ECA should expedite the review and approval of change orders for the permanent exhibition technologies and security upgrades and align the related works to the substantial completion timeframe for the Africa Hall renovation project.

ECA accepted recommendation 3 and stated that the Project Executive had approved the change order, and the Headquarters Committee on Contracts (HCC) had reviewed the request to modify the contract to incorporate it. The contract will be amended immediately the HCC minutes are received, for which a request for expeditement had been made. The revised working programmes have been submitted and are being approved accordingly.

Other procurement activities

31. In addition to the main contract, contracts relating to audiovisual broadcasting and conference engineering, and artwork restoration had been awarded. A contract for the supply of information and communications technology was also awarded and the equipment has been ordered. The procurement processes for these contracts were audited in the prior year (2023/019). As of March 2024, pending contracts included: signage in Congo/Nile building (\$55,000); virtual local area networks upgrades (\$250,000); and virtual area networks configuration (\$146,687).

32. The OIOS audit report 2023/019 recommended strengthening capacity to enhance risk management and establish key performance indicators for different stages of the procurement process. This recommendation has been implemented. ECA strengthened procurement capacity by requiring all staff in the Procurement Unit to enroll for certification offered by the Chartered Institute of Procurement and Supply. Four staff members have already completed the course and the remaining four are at advanced stages of study. Also, key performance indicators were incorporated within the procurement activity schedule and the Procurement Unit ensures adherence to these timelines by all stakeholders.

C. Project management activities

Project expenditures as of February 2024 were within the amounts budgeted and the status of works were in accordance with the March monthly report

33. The main construction works from March 2023 to February 2024 involved civil works (demolition, alteration, structural works and removal of asbestos material) and installation of piping, cabling and false ceiling. The audit team together with the contractor and AHP team viewed the construction site and noted that the demolition was completed, and scaffolding were put in place to allow for construction workers to

reach the high parts of the building including installation of false ceiling. The status of works was in accordance with the March monthly report produced by the contractor.

34. The overall expenditure related to the Africa Hall renovation from January 2023 to February 2024 was \$16.6 million. This included: (a) \$1.2 million for project supervision and management, (b) \$14.9 million for construction costs, and (c) \$483,762 for security personnel. OIOS sampled 13 invoices totaling \$6.1 million or 44 per cent for detailed testing and noted that they were all properly authorized and in line with approved project budget.

ECA operationalized the resource mobilization plan

35. General Assembly resolution 70/248 requested the Secretary-General to seek voluntary contributions for the Africa Hall renovation project and report thereon to the General Assembly in future reports.

36. At the time of audit, ECA had received the following donations: Mali had contributed \$52,000; Switzerland had pledged 100,000 Swiss francs; the Netherlands contributed Euro 150,000; and Portugal contributed Euro 100,000. The host government of Ethiopia had made an in-kind contribution of long-term leased land to develop the future visitors parking space and Italy had pledged to fund a commemoration book.

37. ECA created a trust fund to account for voluntary contributions (Fund 32CFE), which is maintained by the Trust Fund Management Section, Finance Division, Office of Programme Planning, Finance and Budget in DMSPC. The net asset in the fund as of 31 December 2023 was \$328,463.

38. In the prior year audit (report 2023/019), OIOS had recommended that ECA should review progress in the implementation of the resource mobilization plan for the Africa Hall renovation project, and take action to fully operationalize it, including through provision of strategies and tools to strengthen outreach by the Advisory Board. Following this recommendation, ECA developed a supplemental resource mobilization plan for 2023 and 2024 that included activities, their expected timeframes and outcomes, and the responsible unit/section for implementation. Given the increased number of donations received during the audit period and the supplemental resource mobilization plan that was created, ECA has made important strides in seeking voluntary contributions for the Africa Hall and the prior year recommendation on resource mobilization was closed as implemented.

The AHP team took action to update the project dashboard and improve monitoring of the master schedule

39. The results of the June 2023 Monte Carlo simulation rated the probability of the project being completed within budget at 32 per cent. Project costs were estimated to be \$57.9 million with an 80 per cent confidence level. The project is scheduled to be completed by the end of August 2024, representing an overall delay of 44 months. As of January 2024, ECA has \$427,486 remaining out of the original baseline contingency budget of \$8.7 million, representing 0.8 per cent of the total project budget. Additionally, the entire baseline escalation provision of \$5.3 million had been utilized.

40. To mitigate the risks of schedule delays, the AHP team in coordination with LCF and the contractor for the main works met formally once a week to monitor the schedule, identify impediments and recommend solutions. All discussions during the month are reflected in the monthly progress report prepared by the contractor, highlighting key areas of concern as well as critical issues along with their mitigation actions. OIOS noted, however, that the dashboard maintained by the AHP and LCF, which provides an overview of the project status that accompanies the monthly report, was not being updated and there were discrepancies between the dashboard and the project status indicated in the contractor's report.

Additionally, the dashboard omitted the auxiliary packages that were currently in progress, hindering effective monitoring of their progress, integration into the master schedule and mitigation of the project's schedule risks. ECA commented that AHP team had now incorporated the ancillary and variation-related works and reconciled them into the master schedule.

Dispute with early works contractor was ongoing

41. The early works, covering the entire ground floor of the Congo building as well as retail space on the first and part of the second floors of the Nile building, were certified in July 2021 and handed over to ECA in November 2021. However, the close-out was delayed because handover documents (operation and maintenance manuals, warranties, etc.) were not properly completed by the contractor and some works were incomplete or defective. ECA was rectifying the anomalies at the time of the audit with assistance from the LCF, using funds retained from the contractor's payments amounting to \$78,523.

42. Meanwhile, the early works contractor presented a claim to ECA on 27 November 2023 valued at \$1.7 million for what they termed breach of contract and bad faith for failure to pay the contractor's 2020 suspension-of-work claim and related delays during the COVID-19 pandemic. ECA believes there is no basis for this claim and is in touch with both the Office for Legal Affairs (OLA) and the Procurement Division and will provide the necessary support to dismiss the claim. In view of ongoing consultations, no recommendation was made on this issue.

ECA concluded to discontinue potential claim from the joint venture but could draw lessons learned for future projects

43. In report 2022/026, OIOS recommended that ECA should, with support from OLA and considering relevant bankruptcy laws, prepare a position paper analyzing the potential for claims against the joint venture initially contracted for the main works of the Africa Hall renovation project and advise the Project Owner on available options. Incremental costs to date resulting from the original contractor's failure to deliver were estimated to be well over \$3.2 million, including: (a) direct impact on the project management costs (approximately \$800,000); (b) direct impact on the LCF costs (approximately \$1,200,000); and (c) indirect impact on escalation of trade costs (\$1,200,000).

44. ECA prepared the position paper, which was approved by the Executive Secretary in his capacity as Project Owner and shared with OLA. Based on the analysis and advice provided by OLA, as well as the efforts already made to pursue the recovery claim, ECA concluded that there may be no merit in proceeding to arbitration in accordance with the provisions outlined in the contract. ECA will draw lessons from this dispute to inform future contract negotiations and award.

IV. ACKNOWLEDGEMENT

45. OIOS wishes to express its appreciation to the management and staff of ECA for the assistance and cooperation extended to the auditors during this assignment.

Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of the Africa Hall renovation project in the Economic Commission for Africa

Rec. no.	Recommendation	Critical ⁴ / Important ⁵	C/ O ⁶	Actions needed to close recommendation	Implementation date ⁷
1	ECA should finalize: (a) terms of reference for the Handover and Commissioning Committee delineating its purpose, responsibilities, membership, and operational procedures; and (b) timelines for completing handover and commissioning tasks outlined in the roles and responsibilities matrix that are aligned with the Africa Hall renovation schedule.	Important	O	Receipt of the terms of reference for the Handover and Commissioning Committee, clearly defining its purpose, responsibilities, membership and operational procedures, and the finalized roles and responsibilities matrix incorporating timelines for completing handover and commissioning tasks.	30 September 2024
2	ECA should operationalize the handover and commissioning working groups that will in turn identify associated operational risks together with strategies for their mitigation, including, in particular, a user training plan.	Important	O	Receipt of evidence that handover and commissioning working groups have been operationalized and the associated operational risks and mitigation strategies (the latter including a training plan) have been documented.	31 December 2024
3	ECA should expedite the review and approval of change orders for the permanent exhibition technologies and security upgrades and align the related works to the substantial completion timeframe for the Africa Hall renovation project.	Important	O	Receipt of the approved change orders for the permanent exhibition technologies and security upgrades and the related approved revised working programmes.	31 August 2024

⁴ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

⁵ Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

⁶ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁷ Date provided by ECA in response to recommendations.

APPENDIX I

Management Response

Management Response

Audit of the Africa Hall renovation project in the Economic Commission for Africa

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	ECA should finalize: (a) terms of reference for the Handover and Commissioning Committee delineating its purpose, responsibilities, membership, and operational procedures; and (b) timelines for completing handover and commissioning tasks outlined in the roles and responsibilities matrix that are aligned with the Africa Hall renovation schedule.	Important	YES	AH PM and Chief of PCMS	30 September 2024	The Committee has already established roles and responsibility through a RACI Matrix and a detailed timeline. The ToR will integrate them with purpose and procedures as required
2	ECA should operationalize the handover and commissioning working groups that will in turn identify associated operational risks together with strategies for their mitigation, including, in particular, a user training plan.	Important	YES	AH Team	31 December 2024	The working groups have been established. They'll identify risks and mitigation strategies as required
3	ECA should expedite the review and approval of change orders for the permanent exhibition technologies and security upgrades and align the related works to the substantial completion timeframe for the Africa Hall renovation project.	Important	YES	CPO	31 August 2024	The approval has been granted by Project Executive and HCC has reviewed the request to modify the Contract to incorporate the Change Order. Awaiting HCC Minutes to finalize the Contract amendment. PU has requested the HCC Chair for expedited Minutes to minimize impact on the project timelines. The revised working programs have been submitted and being approved accordingly.

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

Management Response

Audit of the Africa Hall renovation project in the Economic Commission for Africa