



INTERNAL AUDIT DIVISION

REPORT 2025/001

Audit of renovation and expansion of conference facilities at the United Nations Office at Nairobi

**Governance, risk management and project
monitoring were adequate but there was a
need to develop detailed procurement plans
to ensure timely implementation of
construction activities**

12 February 2025

Assignment No. AA2024-210-01

Audit of renovation and expansion of conference facilities at the United Nations Office at Nairobi

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of renovation and expansion of conference facilities at the United Nations Office at Nairobi. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring effective implementation of the project for renovation and expansion of conference facilities at UNON. The audit covered the period from January 2023 to October 2024 and included a review of risk areas relating to: (a) project governance and coordination mechanisms; (b) project risk management; (c) project planning; and (d) project monitoring and reporting.

The audit showed that UNON had established appropriate mechanisms for governance, risk management and stakeholder consultation. Furthermore, the project monitoring and reporting was adequate, and the concept design for the project had been completed. However, there was a need to develop detailed procurement plans to ensure timely implementation of construction activities.

OIOS made one recommendation. To address the issue identified in the audit, UNON needed to develop detailed project acquisition plans aligned to the requirements set forth in the Procurement Manual and in the guidelines issued by the Department of Management Strategy, Policy and Compliance on construction projects.

UNON accepted the recommendation and has undertaken to implement it. Action required to close the recommendation is indicated in Annex I.

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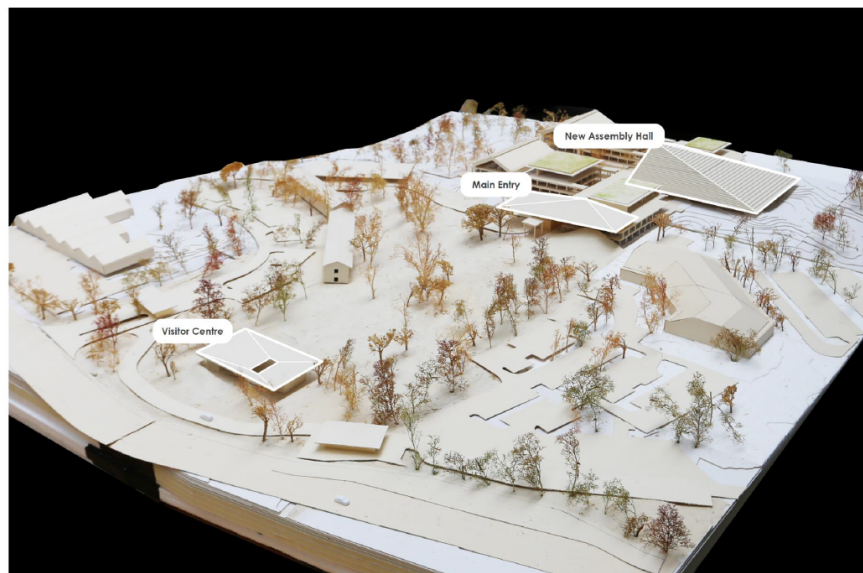
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Audit of renovation and expansion of conference facilities at the United Nations Office at Nairobi

I. BACKGROUND

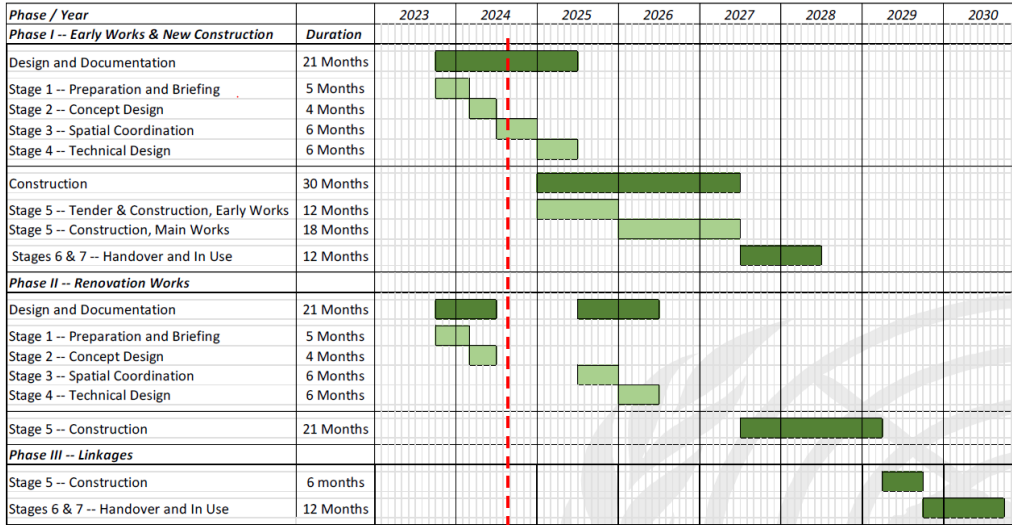
1. The Office of Internal Oversight Services (OIOS) conducted an audit of renovation and expansion of the conference facilities at the United Nations Office at Nairobi (UNON).
2. The General Assembly established UNON in 1996. UNON provides administrative and other support services to the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat). It also provides joint and common services to other organizations of the United Nations system in Kenya. These services include administration, conference services, public information, and security and safety services for United Nations staff and facilities.
3. The United Nations facilities in Kenya were initially established in 1974 as home of UNEP and have rapidly developed since then, serving the United Nations and its agencies in Africa. The renovation and expansion of the conference facilities at UNON, also known as the Gigiri Master Plan (GMP) project, aims at addressing the deteriorating conditions and limited capacity of conference facilities so that they are commensurate with the standards provided at Headquarters in New York, the United Nations Office at Geneva and the United Nations Office at Vienna.
4. The GMP project was approved by the General Assembly resolution 77/263 of 30 December 2022 at an overall cost of \$265.7 million. As of 31 July 2024, the actual expenditure amounted to \$9.3 million. GMP aims at building modern conference facilities that: (a) serve as an exemplar in the areas of sustainable building and landscaping performance; (b) provide safe access for persons with disabilities; and (c) are equipped with commensurate state of the art conference services technologies. The completed conference facilities are estimated to have a total area of about 95,700 square meters and will accommodate 9,000 in-person participants. The project deliverables include a new 1,600 capacity General Assembly Hall, new visitors' centre, new media centre, fully renovated conference rooms, meeting rooms, board rooms and VIP lounges. Figure 1 below shows the project design concept as of September 2024.

Figure 1: GMP project design concept as of September 2024



5. According to the approved project schedule, UNON plans to implement the project in phases over the period between 2023 and 2029, culminating in substantial completion in 2029 and a one-year close-out period in 2030. Figure 2 below summarizes the project schedule as of September 2024.

Figure 2: GMP project schedule as of September 2024



6. The GMP governance structure includes an Advisory Board composed of Member States’ Representatives and a Steering Committee composed of key United Nations stakeholders in Nairobi as well as the Secretariat’s departments. The Advisory Board and Steering Committee meet biannually to review GMP activities and provide oversight and advice to the UNON Director-General who is the designated Project Owner.

7. GMP activities were led by a Project Manager (at D-1 level) who reported to the UNON Director-General through the Director of Administrative Services who was the Project Executive. The Project Manager, who was responsible for overall direction to ensure that the project is implemented on schedule and within budget, was supported by a project management team comprised of the Design and Construction Section and the Programme Management Section, each led by a Section Chief at the P-5 level.

8. The Design and Construction Section was responsible for management and coordination of project design and construction activities to ensure that the project objectives and goals are met. It takes into consideration the schedule, cost and quality targets. The Programme Management Section was responsible for providing support to the design and construction team by establishing and applying appropriate controls and procedures.

9. As of November 2024, GMP staffing comprised of 11 international and seven local staff as shown in Table 1 below. The positions of Conference Services Officer (P-4), Physical Security Officer (P-3) and Associate Finance and Budget Officer (P-2) were under recruitment. GMP had requested the General Assembly to approve six additional posts in 2025 – one P-5, two National Professional Officers and three local staff).

Table 1: GMP staffing levels

Position	Level		Position	Level
Project Manager	D-1		Facilities Management Officer	P-3
Chief - Programme Management	P-5		Physical Security Officer	P-3
Chief - Design and Construction	P-5		Project Architect – Landscape and Sustainability	NPO
Project Architect - Core and Shell	P-4		Project Engineer – Audiovisual Systems	NPO
Project Engineer - Mechanical	P-4		Information Technology Officer	NPO
Procurement Officer	P-4		Administrative Officer	NPO
Contract Manager	P-4		Associate Finance and Budget Officer	P-2
Conference Services Officer	P-4		Senior Administrative Assistant	LL
Project Architect – Interiors and Accessibility	P-3		Administrative Assistant (Design & Construction)	LL
Project Engineer – Energy and Sustainability	P-3		Administrative Assistant (Project Management)	LL

10. GMP’s information management systems consisted of corporate platforms such as Umoja, Inspira and Office 365 that were used for administrative and operational activities. In addition, the GMP used specialized technical applications such as: Autodesk Construction Cloud for document management to publish, review and manage project plans and documents; AutoCAD LT as a drafting tool; and Architecture Engineering and Construction Collection from Autodesk which is a set of tools for designers, engineers and construction professionals.

11. Comments provided by UNON are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

12. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring effective implementation of the project for renovation and expansion of conference facilities at UNON.

13. This audit was included in the 2024 OIOS risk-based work plan for UNON due to the risks associated with the project, including financial risks and risks arising from potential delays in completion.

14. OIOS conducted this audit from August to December 2024. The audit covered the period from January 2023 to October 2024. Based on an activity-level risk assessment, the audit covered risk areas relating to: (a) project governance and coordination mechanisms; (b) project risk management; (c) project planning; and (d) project monitoring and reporting.

15. The audit methodology included: (a) interviews with key personnel; (b) review of relevant documentation; (c) analytical review of data; (d) assessment of adequacy of systems, practices and processes for managing data; and (e) judgmental sample testing of project expenditure and reports. Analytical review of data principally included analysis of project expenditure recorded in Umoja as well as procurement data pertaining to the contracts awarded by UNON for the renovation and expansion of conference facilities in the Gigiri complex.

16. The audit was conducted in accordance with the Global Internal Audit Standards.

III. AUDIT RESULTS

A. Project governance and coordination mechanisms

UNON had established project governance mechanisms

17. GMP had a governance structure comprising the Advisory Board and the Steering Committee. OIOS' review of their terms of reference indicated that the composition and oversight roles and responsibilities were aligned with the relevant guidance issued by the Department of Management Strategy, Policy and Compliance (DMSPC). These bodies provided project oversight and offered advice to the UNON Director-General who was the Project Owner. During the audit period, the Advisory Board and Steering Committee held four and three meetings respectively, and minutes of meetings were kept for reference and follow-up on action points.

Stakeholder coordination was satisfactory

18. The GMP project required involvement and input from various stakeholders including UNON, UNEP, UN-Habitat, the Resident Coordinator's Office (RCO), the Department of Safety and Security (DSS), the United Nations Information Service (UNIS), the Office of Information and Communications Technology and DMSPC. A smaller group including the Division of Conference Services (DCS), Division of Safety and Security and other relevant services of UNON, as well as representatives of UNEP, UN-Habitat and RCO regularly attended design briefings and provided written inputs on various deliverables to address stakeholder requirements. In 2024, the GMP organized three design workshops in Nairobi corresponding to the design milestones. The workshops, which were held on 8-9 February 2024, 5-7 August 2024 and 9-11 December 2024, provided a forum for the design team to present the design to stakeholders and explain how their requirements were incorporated.

19. UNON had also established coordination mechanisms such as: (i) co-locating staff from relevant UNON entities as part of the GMP team; (ii) consultative meetings chaired by the Project Manager; (iii) regular briefings to stakeholders on the progress of the project and soliciting their input; and (iv) a forum for question-and-answer sessions where the design team and consultants were asked to provide information and clarifications. Minutes of meetings, briefings and question-and-answer sessions were kept for reference and follow-up. Key stakeholder considerations were taken on board as explained below.

(a) DCS

20. DCS contributed to defining conference facility requirements by providing substantive inputs on the number and size of meeting spaces, support service areas, and their technical specifications. This included multilingual capabilities, seating styles and other essential features during the design, construction, and completion phases of the project. These efforts aimed to assure that the concept design aligns with the functional needs of conference rooms and associated support spaces. DCS worked closely with the GMP team to ensure business continuity throughout the construction phase. Two GMP staff (Project Engineer - Audio Visual Systems and Information Technology Officer) were members of the Global Broadcast and Conference Architecture working body which is responsible for ensuring interoperability and conferencing operations across all duty stations.

(b) DSS

21. GMP involved DSS to ensure seamless integration of critical security aspects into project design which included: (i) incorporation of an integrated wall design with perimeter intrusion detection systems; (ii) having robust blast mitigation measures for which a blast threat assessment was being conducted to guide the design, and provision for blast-resistant materials and reinforced structural elements to be integrated into building design; (iii) integrating the project's access control systems with the existing systems in the UNON complex; and (iv) incorporating fire safety measures during construction and operational phases, including regular review of fire detection systems, suppression mechanisms and safe evacuation routes to ensure compliance with DSS Fire Safety Guidelines and local regulations before finalizing the design.

(c) Information and Communications Technology Service (ICTS)

22. UNON ICTS identified the need for GMP to consider: (i) a Joint Network Operation Centre and a Centralized Conference control room; (ii) monitoring technology risks; (iii) developing business continuity plans; and (iv) adopting a modular system design that allows for scalable expansion and upgrades. UNON explained that a Network Operations Centre was included in RIBA¹ stage 1 to 3 as a key requirement. GMP was in discussions with ICTS on the best location to set up the Centre. A Centralized Conference Control room (audio-visual control room) was also captured as a key requirement of stakeholders from the beginning of the project. Similarly, in RIBA stages 1 to 3, the GMP designers identified a scalable and modular system that is simple to integrate with the existing UNON infrastructure as a primary requirement. Further, GMP project kept a risk register that captured all risks including technology risks as highlighted by GMP stakeholders. ICTS will be responsible primarily for tracking technology risks which are not directly to the construction project.

23. UNON further explained that the GMP project will be constructed in phases: Phase 0 (Early works and construction of multipurpose pavilion); Phase 1 (Construction of the South Conference area including the new Assembly Hall) and Phase 2 (Refurbishing of the current conference facilities on the north of the concourse). The phasing schedule aims to ensure that at any point of time during the project, there is service availability and adequate number of conference rooms.

(d) UNON Integrated Support Services (ISS)

24. UNON ISS identified the need for GMP to consider risks related to scheduling of the works and fully factor dependencies with the ongoing Replacement of Blocks A to J project. UNON explained that the phasing of GMP activities has been prepared in coordination with ISS to also ensure overall business continuity within the UNON complex. During RIBA stages 2 and 3, GMP held weekly coordination meetings with the UNON Division of Administrative Services, ISS and Facilities Management and Transport Section (FMTS) to align the GMP design with current UNON facilities as well as ongoing and planned projects within the complex. The timing of the demolition (dismantling) of the existing Blocks A to J, which comprise the early activities in the GMP construction phases starting in 2025-2026, must be aligned with the completion of the Replacement of Blocks A to J project and the related staff moves into the new building scheduled for 2025. A Facilities Management officer was part of the GMP Design and Construction Section to facilitate coordination with FMTS.

(e) UNIS

25. UNIS identified the need for professional communication capacity for project progress documentation to internal and external stakeholders including to staff, host country representatives,

¹ Royal Institute of British Architects' standards which conceptualize a construction project into eight distinct stages.

neighbourhood associations, the global conference industry and the sustainable architecture community. GMP hired a Communications Intern in March 2024 to assist with communication activities such as developing and maintaining the GMP external website and intranet, developing promotional videos, posters and print media, and developing a Donor Compendium to solicit expressions of interest from Member States to provide donations and in-kind contributions to the project. GMP engaged UNIS for soliciting feedback and input on the content for the intranet, external website and information for Member States.

B. Project planning

UNON had completed the concept design of the project

26. The GMP project design work was chiefly guided by the 2021 guidelines on management of construction projects issued by DMPSC. GMP also adopted RIBA design standards which conceptualize a construction project into eight distinct stages with each stage providing deliverables such as core tasks, statutory processes, procurement routes and information exchange to ensure that all options are considered and tasks completed. Table 2 below summarizes the project activities involved for each of the eight RIBA stages. The GMP project has so far completed RIBA stage 0 (strategic definition), stage 1 (preparation and briefing) and stage 2 (concept design).

Table 2: A summary of project activities for each of the eight RIBA design standards

RIBA Stage	Description	Activities
0	Strategic Definition	Analysis of strategic decisions (business case), considering advantages, disadvantages, risks, budget, site surveys, planning appraisals, and conducting comparative analysis to rate best options for the client's specific requirements.
1	Preparation and Briefing	Developing the design team's brief and information for stage two, including project budget, feasibility studies, site information, project program, and execution plans.
2	Concept Design	Design team's initial response to the project brief outlining specifications, signed off reports, and cost plans.
3	Spatial Coordination	Validating the architectural concept, ensuring spatial coordination, updating cost plans, specifications, and planning applications, prior to moving to stage four.
4	Technical Design	Completing all design information for manufacturing and construction, including preparing a building regulations application and final specifications.
5	Manufacturing and Construction	Physical construction of the project, including phase planning, site queries resolution, building commissioning, and building manual preparation.
6	Handover	Rectifying defects, obtaining feedback, final certificates, and reviewing project performance after completion.
7	Use	Tasks for efficient operation and maintenance of a building, including facilities management, project verification, and updating manuals and health and safety files, until the building reaches its end.

27. In September 2023, UNON selected a vendor to provide project design services. By August 2024, UNON had finalized the architectural design concepts for RIBA stages 0 to 2. The project brief and related documents/outcomes were presented to the Director-General, the Steering Committee and the Advisory Board. The documents included: (i) the business case clarifying project requirements; (ii) the architectural concept, feasibility studies and site surveys; and (iii) the project schedule, budget and responsibility matrix. As of November 2024, the design contractor commenced work on RIBA stage three (spatial coordination) that includes validating the architectural concept, ensuring spatial coordination, and updating cost plans and construction specifications prior to moving to RIBA stage four on technical design.

UNON senior managers undertook missions to gather lessons learned

28. Sections VIII and XII of General Assembly resolution 77/263 on the Conference Facilities Capital Project and the Replacement of Office Blocks A-J requested the Secretary-General to continue documenting best practices and lessons learned from capital construction projects. In March 2023, a delegation of senior UNON managers led by the Director-General undertook mission visits to Brussels and Geneva and met with senior officials and technical staff from organizations which had recently completed or were embarking on major renovation projects to glean lessons learned and best practices in a wide range of areas including governance, design, accessibility for persons with disabilities, sustainability, conferencing technology, procurement and contract management.

29. Similarly, in February 2024, members of the Project Team undertook a mission to Addis Ababa focusing on lessons learned on interoperability and standardization of conference room technology, maintaining business continuity and stakeholder coordination. The lessons learned were incorporated in the GMP concept design that was approved by the Steering Committee and the Advisory Board.

There were some delays in procurement activities

30. The Procurement Manual requires Secretariat entities to ensure timely acquisition of goods, services and works while upholding the guiding principles of: (i) best value for money; (ii) accountability, integrity and transparency; (iii) fairness and effective competition; and (iv) best interest of the Organization.

31. OIOS noted some delays in the procurement process as detailed below:

(a) Design services contract for \$26 million

32. In response to the request for expression of interest (EOI) issued by UNON on 2 December 2022 (closing on 9 January 2023), 117 firms indicated their interest. Thereafter, a request for proposals (RFP) was issued on 13 February 2023 (closing on 28 April 2023) to 74 vendors out of which 27 vendors responded (36 per cent response rate). The contract was awarded in September 2023 after conducting technical and commercial evaluations. The contract was delayed by approximately 10 weeks beyond the scheduled date because bidders requested extension of the bid period due to the complexity of the project and the potentially high-risk nature of the long project duration.

(b) Risk management and risk control services

33. UNON issued a request for EOI on 10 March 2023 (closing on 10 April 2023) to which 26 vendors responded. The RFP was issued on 17 May 2023 (closing on 19 June 2023) with a sole bid received. UNON discovered that the sole bidder was a subcontractor to the design services contractor, which raised a potential conflict of interest because provision of risk management and risk control services needed to be independent from other contractors. Thereafter, the procurement process was closed without awarding a contract. Subsequently, on 26 September 2024, through an amendment to an existing contract, UNON awarded the risk management services to a contractor who was providing similar services to the Replacement of Office Blocks A to J project for a period of two years at a total cost of \$371,582.

34. UNON explained that the option to amend an existing contract was not initially explored because the contract was approximately six years old at the time, and it was neither a long-term agreement, systems contract nor a case of standardization which would justify its direct extension or amendment. Further, best practices require that UNON approaches the market through a transparent and competitive process to

validate cost-effectiveness, and to ensure value for money and compliance with procurement principles. UNON stated that it intends to launch a new bidding exercise for this requirement in 2025.

(c) Programme management services contract for \$2.011 million

35. UNON issued a request for EOI to 60 firms on 8 May 2023 (closing on 8 June 2023). Thereafter a RFP was issued to 55 vendors on 23 June 2023 (closing on 28 August 2023) and 15 bids were received (27 per cent response rate). However, the procurement process was cancelled because the scope was revised to exclude certain services that were either already provided by the programme management team or covered under the scope of the design services contract. The re-bidding exercise began on 24 January 2024 and concluded in June 2024. The contract was awarded to the winning bidder for a period of seven years at a total cost of \$2,011,069.

Need to timely develop procurement plans to guide procurement activities

36. The Procurement Manual requires entities to develop acquisition plans and include relevant details such as: (i) a demand plan identifying details and timelines of goods and service to be procured; (ii) a procurement strategy outlining an understanding of the nature of procurement requirements, the capacity of the contractors, the complexity of the operating environment, the risks involved and the available internal UN capacities and resources; (iii) a source selection plan for each procurement activity establishing the timelines required to perform each step of the procurement process per the identified solicitation method, contract type, and method of solicitation; and (iv) requirements definition as a systematic method for defining procurement requirements in requisitions or shopping carts, encompassing a statement of work, terms of reference and technical specifications. The DMSPC construction guidelines provide additional guidance on developing contracting mechanisms for big construction projects. Further, the RIBA design standards emphasize a structured approach to managing architectural projects including careful selection of procurement routes or strategies.

37. OIOS assessed that GMP did not fully establish acquisition plans aligned to the guidelines noted above. For example, there was no evidence that a project demand plan and procurement strategy had been documented. As of November 2024, UNON was yet to finalize source selection plans and statements of work for the project's early works estimated to cost \$11.6 million, and main construction works estimated to cost \$100 million. The early works are scheduled to commence in 2025.

38. The lessons learned documented by UNON for similar construction projects identified the need to ensure that the "preferred methods of construction procurement, contracting and construction delivery methods are determined as early in the planning process as possible, which would give the United Nations the greatest amount of control over project risks". Project acquisition plans with requisite details as specified in the Procurement Manual and the DMSPC construction guidelines are essential for ensuring that procurement for construction activities are timely and within budget.

(1) UNON should develop detailed project acquisition plans aligned to the requirements set forth in the Procurement Manual and the DMSPC guidelines on construction projects.

UNON accepted recommendation 1 and stated that a dedicated project team in collaboration with the procurement section would develop project's detailed acquisition plans.

C. Project risk management

Risk management mechanisms had been established

39. General Assembly resolution 77/263 emphasizes the importance of effective project risk management. The DMPSC guidelines on management of construction projects requires the Project Owner (UNON Director-General) to establish effective risk management including: (i) integrated risk management composed of designated stakeholders within the Project Team, and (ii) outsourced independent risk assurance/oversight mechanism. The integrated risk management role is to assess and develop mitigation strategies for identified risks while the role of independent risk assurance is to provide a second opinion on the adequacy of identified risks and risk mitigation plans.

40. OIOS' review of the risk register developed by UNON showed that there were unmitigated high risks covering; (i) procurement activities; (ii) business continuity planning; (iii) currency fluctuations; (iv) adverse weather conditions impacting timely project execution; and (v) project complexity owing to many stakeholders and a large number of dependencies. The risk register included details such as risk owners, responsibilities and action plans.

41. As indicated earlier, in September 2024, UNON hired a previous contractor to also provide risk management and control services for the project at a total cost of \$371,582. According to the terms of reference, the contractor's role included: (i) developing the project's risk management strategy; (ii) monitoring and reviewing risk management activities of stakeholders; (iii) fully analyzing/anticipating risk types; (iv) assessing impact on project cost, schedule, scope and quality; and (v) preparing risk mitigation action plans. The contractor was to work closely with the Global Asset Management Policy Service of the Secretariat to ensure that lessons learned from other projects are applied to GMP.

42. On 19 November 2024, the project team also held an integrated risk workshop with the programme management contractor and developed an integrated risk register for the project which included relevant details such as risk owners, responsibilities and action plans. The contractor held a risk workshop on 11 December 2024 with GMP and other stakeholders.

D. Project monitoring and reporting

Project monitoring and reporting was satisfactory

43. The DMSPC construction guidelines require the Project Manager to prepare and submit project progress reports in accordance with the agreed reporting format and schedule, including relevant details such as site visit reports, project schedule, implementation report noting pending issues, and a financial expenditure report showing analysis by budget categories. Also, entities are required to log progress reports in a central repository.

44. UNON had established processes and mechanisms for regular project monitoring and reporting to its internal and external stakeholders. For example:

(a) UNON provided progress reports to the General Assembly through the annual reports of the Secretary-General. The latest progress report (A/79/345) was presented on 10 September 2024.

(b) The UNON Project Manager regularly briefed the Advisory Board, the Steering Committee and other project stakeholders and provided information such as procurement activities, project expenditure reports analyzed by budget categories, and milestone achievements against the project schedule.

(c) UNIS in Nairobi supported the project through information dissemination including: (i) facilitating a media press release announcing the award of the design services contract; (ii) contributing to the

development of a YouTube video explaining the importance of upgrading and expanding UNON's conference facilities; and (iii) providing communications advice and audio-visual equipment upon request.

45. Further, UNON maintained a cloud-based repository where relevant project documents and reports were stored. UNON had also established an intranet page where it posted updated information on the project activities to inform staff and other stakeholders.

IV. ACKNOWLEDGEMENT

46. OIOS wishes to express its appreciation to the management and staff of UNON 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 renovation and expansion of conference facilities at the United Nations Office at Nairobi

Rec. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
1	UNON should develop detailed project acquisition plans aligned to the requirements set forth in the Procurement Manual and the DMSPC guidelines on construction projects.	Important	O	Receipt of evidence that UNON has developed detailed acquisition plans for the project.	31 December 2025

² 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.

³ 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.

⁴ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁵ Date provided by UNON in response to recommendations.

APPENDIX I

Management Response

Management Response

Audit of renovation and expansion of conference facilities at the United Nations Office at Nairobi

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNON should develop detailed project acquisition plans aligned to the requirements set forth in the Procurement Manual and the DMSPC guidelines on construction projects.	Important	Yes	Project Manager, GMP	31 December 2025	The detailed project acquisition plan for the UNON Gigiri Master Plan will be developed by the dedicated project team in collaboration with the procurement section, UNON.

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.