



## **INTERNAL AUDIT DIVISION**

### **REPORT 2024/016**

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#### **Audit of the Strategic Heritage Plan at the United Nations Office at Geneva**

**Vendor performance evaluation should be  
strengthened and lessons learned from  
contract management need to be fully  
addressed**

**09 May 2024**

**Assignment No. AE2022-310-02**

# Audit of the Strategic Heritage Plan at the United Nations Office at Geneva

## EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the Strategic Heritage Plan (SHP) at the United Nations Office at Geneva (UNOG). The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over contract management and human resources management of SHP. The audit covered the period from January 2021 to March 2023 and included a review of risk areas relating to: (a) procurement actions; (b) contract management; (c) invoice processing; and (d) human resources management.

The audit showed that there was need for UNOG to strengthen vendor performance evaluation and ensure that performance issues and lessons learned from contract management are fully addressed.

OIOS made eight recommendations. To address issues identified in the audit, UNOG needed to:

- Follow up with Contractor A and obtain the required financial information for review and appropriate action; and document the results of its review of the cash flow statements submitted by Contractor A;
- Strengthen coordination between the Purchase and Transportation Section and the SHP team based on lessons learned and establish appropriate accountability mechanisms to strengthen such coordination;
- Establish deadlines for finalizing vendor performance evaluation reports and strengthen oversight to ensure that delays are explained and justified; and improve the use of vendor performance reports for identifying lessons learned and developing clear action plans for dealing with performance issues;
- [REDACTED]
- Establish a clear action plan and timelines for addressing the outstanding issues and defects in the new building (Building H);
- [REDACTED]
- Ensure that the payments made under the Technical Support Services contract are in accordance with the agreed onsite and offsite rates indicated in the contract, and the issue of whether the offsite rates should be limited to part time consultants only is formally clarified; and
- Ensure that the outstanding 2022-2023 performance evaluations for SHP staff are finalized and future performance evaluations are done in a timely manner, and all SHP staff comply with the mandatory training requirements.

UNOG accepted the recommendations and has initiated action to implement them. Actions required to close the recommendations are indicated in Annex I.

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# **Audit of the Strategic Heritage Plan at the United Nations Office at Geneva**

## **I. BACKGROUND**

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the Strategic Heritage Plan (SHP) at the United Nations Office at Geneva (UNOG).
2. SHP is a project launched by UNOG in coordination with the Office of the Capital Master Plan and the Office of Central Support Services to preserve and rehabilitate the Palais des Nations in order to enhance its capacity to meet the existing and future operational needs of the Organization and to address health, safety and working conditions. The project was approved in General Assembly resolution 68/247 of December 2013. The approved budget for the project was CHF 836.5 million (\$949 million).
3. The project is being implemented in three main phases: the first phase was the construction of a new office building (Building H) between March 2017 to October 2020; the second phase is the renovation of the historical Palais des Nations buildings from October 2021 to July 2025; and the third phase is the partial dismantling and renovation of Building E from January 2023 to June 2026.
4. SHP is led by a Project Director at the D-2 level supported by 21 staff (2 D-1, 3 P-5, 9 P-4, 4 P-3 and 3 General Service). In addition, SHP had a team of six operational experts embedded in relevant UNOG organizational units as well as external consultants providing various services.
5. As of 31 July 2023, SHP had signed a total of 22 contracts with a cumulative Not to Exceed (NTE) value of CHF 791 million (\$898 million). Cumulative expenditure incurred under these contracts amounted to approximately CHF 489 million (\$555 million).
6. Comments provided by UNOG are incorporated in italics.

## **II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY**

7. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over contract management and human resources management of SHP.
8. This audit was included in the 2023 risk-based work plan of OIOS due to the potential financial and operational risks associated with management of SHP.
9. OIOS conducted this audit from July 2023 to January 2024. The audit covered the period from January 2021 to March 2023. Based on an activity-level risk assessment, the audit covered risk areas relating to: (a) procurement actions; (b) contract management; (c) invoice processing; and (d) human resources management.
10. The audit methodology included: (a) interviews with key personnel; (b) review of relevant documentation; (c) analytical review of data; and (d) sample testing.
11. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

### III. AUDIT RESULTS

#### A. Procurement actions

##### Need to ensure compliance with requirements established in the renovations contract for Building E

12. During the period 2021-2023, SHP signed five contracts with a cumulative NTE of CHF 215 million (\$244 million) as shown in Table 1. OIOS' review of the five contracts showed that source selection plans were prepared, appropriate solicitation methods were used, and the technical and commercial evaluations were properly done as required. The rationale for sole-sourcing two of the contracts were explained and appropriately approved. For large multi-year contracts, appropriate key performance indicators (KPIs) and clauses on non-performance were in place to facilitate effective vendor performance management.

**Table 1: SHP contracts awarded between 2021-2023**

	Contract description	Contract value (CHF)	Selection method	Contract signature date
1	Renovation Contract 2 – Building E	204,314,830	Competitive	25 January 2023
2	Fire expert services for Building E	134,400	Competitive	22 November 2022
3	Cost management services	10,122,125	Sole source	22 November 2022
4	FIDIC consultancy services	169,390	Sole source	29 October 2020
5	Security services	297,216	Mutual recognition	7 July 2021
	<b>Total</b>	<b>215,037,961</b>		

13. Additional due diligence procedures were undertaken for the renovations contract for Building E due to its large and complex nature. This included review and certification of the procurement process by an independent Probity Monitor, and due diligence performed by a Special Approval Committee as part of the mandatory level II vendor registration process.

14. 

15. 

16. Further, there was no evidence that the cash flow statements submitted by Contractor A had been reviewed by UNOG to make an objective assessment of the Contractor's financial health. The use of expertise from other parts of UNOG to assist in the review of the cash flows had been discussed but the arrangements had not been firmed up at the time of the audit.

**(1) UNOG should: (a) follow up with Contractor A and obtain the required financial information for review and appropriate action; and (b) document the results of its review of the cash flow statements submitted by Contractor A.**

*UNOG accepted recommendation 1 and stated that it will follow up with Contractor A to ensure submission of the required information. SHP will take the lead on reviewing the cash flows with the help of the UNOG Financial Resources Management Service and document the results.*

Need to improve coordination mechanisms in procurement actions

17. Prior to November 2022, cost management services were incorporated in the Design contract, and the Cost Management Contractor provided the services as a sub-contractor of the Design Firm. In July 2022, the Headquarters Committee on Contracts (HCC) approved the decision to engage the Cost Management Contractor directly and establish a separate contract. There were significant delays in the establishment of the separate contract. The procurement action was completed in November 2022, almost 500 days (1.5 years) after the planned date of August 2021.

18. OIOS' review showed that the delays were due to a combination of factors, including lengthy negotiations in agreeing the terms and conditions of the new contract. There were indications that the delays were exacerbated by lack of effective coordination between the Purchase and Transportation Section (PTS) and SHP. There were inefficiencies associated with the administrative back-and-forth exchanges between PTS and SHP in clarifying and agreeing on the processes.

19. Coordination between PTS and SHP was a recurring concern that also affected other aspects of procurement and vendor performance management. Time and efficiency issues are of critical importance as the SHP project enters its final phase. It is therefore essential for UNOG to draw appropriate lessons learned and establish effective planning and coordination for processing of future contract amendments. There was also a need for UNOG to establish appropriate accountability mechanisms, for example, through establishing goals in the performance evaluation work plans of relevant staff, to strengthen coordination.

**(2) UNOG should: (a) strengthen coordination between the Purchase and Transportation Section and the SHP team based on lessons learned; and (b) establish appropriate accountability mechanisms to strengthen such coordination.**

*UNOG accepted recommendation 2 and stated that SHP holds weekly working-level meetings between PTS and SHP, that are minuted. Action items are reviewed and followed up on. A new senior level monthly meeting between SHP, Chief Central Support Service (CSS) and Chief PTS is now being held to coordinate higher level issues. The aim is to keep the communication open and solution oriented. Coordination goals will be added to the performance evaluation goals of relevant CSS, SHP and PTS staff.*

Corrective action was taken to reduce or avoid ex post facto approvals of procurement actions

20. The Procurement Manual requires ex post facto cases to be rare exceptions and that when they occur, the root causes should be addressed to avoid recurrence. In 2023, HCC approved NTE increases for the Design contract totaling about CHF 6 million (\$7 million) on an ex-post facto basis. These included: (i) CHF 1.3 million (\$1.5 million) relating to cost management services which continued to be provided under the Design contract due to delays in finalizing a separate cost management contract as discussed earlier in the report; and (ii) CHF 4.7 million (\$5.3 million) relating to additional design services associated

with delays in the construction works, delays in the signature of Renovations Contract 2, and other design or programme changes as shown in Table 2 below.

**Table 2: Ex post facto submissions relating to additional design services**

Description		Amount CHF
Additional costs for Building E design work	January to June 2021	122,600
Additional Tender Action services for Building E	Increased costs for January to November 2021	36,000
	Extension from December 2021 to March 2022	325,000
Additional Technical Construction Administration (Preconstruction services)	Delay in signature of Renovations Contract 2	54,058
	Use of lead designer instead of structural expert	90,200
Additional Technical Construction Administration (Construction services)	Building H (July 2021 to July 2022)	860,541
	Historical buildings (January 2024 to January 2025)	2,646,105
Additional services	Design or programme changes	583,426
<b>Total</b>		<b>4,717,930</b>

21. Further, the ex post facto cases included services totaling CHF 2.1 million (\$2.4 million) where purchase orders were already issued. A significant part of the purchase orders (71 per cent) were issued ex post facto, after the services were provided. This was contrary to the provisions in the Design contract which requires that the purchase orders setting out the required scope of works be issued before the work is done. Issuing purchase orders in advance helps to minimize the risk of uncertainties and disagreements after work is done. While there may be urgent situations where it may not be feasible to issue purchase orders in advance, this should be an exception and, in such cases, the aim should be to issue the purchase orders as soon as possible.

22. After the audit, UNOG took corrective action to address the gaps noted. SHP, in collaboration with PTS, established an Excel tracking sheet to monitor the line-by-line NTE expenditures and balances of the different range of services provided under the Design contract. This should help ensure that significant additional costs not incorporated in the computation of NTE are submitted to HCC for approval in a timely manner. In addition, SHP management issued a memo to all staff outlining the standard planning practices that need to be adhered to in order to avoid ex post facto purchase orders. In view of the corrective action taken, OIOS did not make a recommendation.

## **B. Contract management**

### Need to improve timeliness and utility of vendor performance reports

23. SHP monitored contract delivery and vendor performance on an ongoing basis through ad hoc and pre-scheduled progress, technical and contract review meetings, and where applicable through site inspections. Vendor performance reports were periodically prepared as required by the Procurement Manual and discussed in the contract review meetings. In 2023-2024, UNOG enhanced the quality of KPIs in the Design contract and the Risk Management contract through amendments and establishment of working level KPIs to improve the effectiveness of vendor performance evaluations for these contracts.

24. However, there were some delays in finalizing the vendor performance evaluations. In three of the nine large contracts that OIOS reviewed, vendor performance reports for 2022 and/or 2023 were finalized more than six months after the end of the performance period. The initial vendor performance reports were in most cases prepared in a timely manner, but delays occurred because of comments arising from review.

Most of the review comments related to the need for SHP to ensure that the vendor performance reports appropriately incorporated both positive and negative performance feedback, and that the rating and the comments were aligned. UNOG needs to define deadlines for preparing the vendor performance reports to ensure that they are finalized in a timely manner.

25. In addition, there were recurring performance issues in three contracts as explained later in the report. Actions taken to address the performance issues were not always clearly documented in the performance evaluation reports or notes of contract review meetings. Lack of clear action plans could affect timeliness and effectiveness of dealing with performance issues. UNOG needs to ensure that the vendor performance evaluation mechanism is utilized effectively to address performance issues.

**(3) UNOG should: (a) establish deadlines for finalizing vendor performance evaluation reports and strengthen oversight to ensure that delays are explained and justified; and (b) improve the use of vendor performance reports for identifying lessons learned and developing clear action plans for dealing with performance issues.**

*UNOG accepted recommendation 3 and stated that SHP will establish deadlines for completing vendor performance reports and will use the reports more effectively for contract management. SHP will designate a focal point who will coordinate with project managers to accurately capture weaknesses and strengths of the contractors' performance during the evaluation period and work closely with PTS prior to finalization of the report. The Chief of Programme Management will review the vendor performance reports for the Design contract and the Renovation contracts going forward.*

26. [REDACTED]

27. [REDACTED]

28. [REDACTED]

29. [REDACTED]



[REDACTED]

30. [REDACTED]

(4) [REDACTED]

[REDACTED]

31. [REDACTED]

32. [REDACTED]

33. [REDACTED]

(5) **UNOG should establish a clear action plan and timelines for addressing the outstanding issues and defects in Building H.**  
*UNOG accepted recommendation 5 and stated that a consultant is being hired to assist with the closure of issues and outstanding systems in Building H.*

[Redacted]

34. [Redacted]

35. [Redacted]

36. [Redacted]

37. [Redacted]

38. [Redacted]

(6) [Redacted]

## C. Invoice processing

### Need to ensure that payments under the Technical Support Services contract are aligned to the contract

39. OIOS reviewed a sample of 66 payment transactions totaling CHF 102 million (\$116 million) across eight major contracts. The review showed that invoices and related payments were appropriately signed off by the delegated SHP officials. This included: (i) substantive clearance by the Chief of Programme Management Service and the Chief of Design and Construction Service; (ii) financial clearance by the SHP Finance and Administration Officer; and (iii) final approval by the SHP Project Director. In the case of construction related invoices, OIOS verified that the value of works completed and amounts payable were aligned to the amounts certified/approved by the independent project cost consultants; and architects and that the retentions were appropriately deducted at the approved rate of five per cent.

40. There were some shortcomings with the payments made under the Technical Support Services contract. The contract provided for a monthly rate of CHF 19,880 (\$22,500) per consultant and daily rates of CHF 972 (\$1,103); and CHF 750 (\$850) for services provided onsite and offsite respectively. Effective April 2020, SHP, with the authorization of PTS, decided to pay all consultants at a uniform daily rate of CHF 972 (\$1,103) irrespective of whether the services were provided onsite or offsite. According to email correspondence, this was initially meant to be a temporary/one-time invoicing arrangement taken in light of COVID-19 and related travel restrictions and stay at home directives that prevailed at the time and was meant to be assessed monthly. SHP periodically assessed and approved the continuation of this arrangement only up to Quarter 1 of 2021, beyond which no further approvals were provided.

41. However, SHP continued to pay the consultants at the higher rate for days worked offsite. The timesheets submitted by the consultants for the period April 2021 to June 2023 showed that they worked a total of 792 days offsite which were paid at the higher onsite rate of CHF 972. This included 725 days worked by full time consultants and 67 days by part time consultants. If the total of 792 days was paid at offsite rates, it would have resulted in a saving of approximately CHF 176,000 (\$199,800). SHP's interpretation of the contract was that offsite rates were only relevant to part time consultants and therefore, the saving would have been CHF 14,874 (\$16,900). OIOS is of the view that as currently worded, the contract does not state that offsite rates are limited to part time consultants. This needs to be clarified and the contract amended accordingly as necessary to avoid varying interpretations.

**(7) UNOG should ensure that: (a) the payments made under the Technical Support Services contract are in accordance with the onsite and offsite rates indicated in the contract; and (b) the issue of whether the offsite rates should be limited to part time consultants only is formally clarified.**

*UNOG accepted recommendation 7 and stated that by undertaking a full review of the relevant contractual clauses, UNOG will ensure that the contractual terminology is clearly understood by all parties to the contract. The contract will be amended for clarity if needed. UNOG will also review invoicing documents and amend for clarity if necessary.*

## D. Human resources management

### Risks associated with staff turnover were being assessed and managed

42. OIOS' review of eight recruitment cases relating to 2021-2023 showed no significant unexplained delays. SHP had established back up plans for key posts to mitigate the risk of staff turnover and incorporated human resources-related risks and mitigating measures in the SHP risk register. Further, the

Human Resources Management Service confirmed that the Secretariat's downsizing policy would be applicable to SHP staff, and the procedures would be invoked nearer the project end date to maximize the retention of staff.

Need to ensure full compliance with performance evaluation and mandatory training requirements

43. As of November 2023, the 2022-2023 performance evaluations for two SHP staff which were due by 30 June 2023 were still outstanding. Timely performance evaluation is essential to help ensure that staff are provided with timely feedback on their performance and any performance issues addressed in a timely manner. In addition, as of October 2023, only 40 per cent of the SHP staff had fully completed the mandatory training courses, with about one third having completed less than half of the required courses. Compliance with the mandatory training requirements should be enforced as it helps ensure that staff are familiar with key regulations and rules of the Organization and expected standards of conduct.

**(8) UNOG should: (a) ensure that the outstanding 2022-2023 performance evaluations for SHP staff are finalized, and that future performance evaluations are done in a timely manner; and (b) establish appropriate accountability measures to ensure that all SHP staff comply with the mandatory training requirements.**

*UNOG accepted recommendation 8 and stated that mandatory training has now been completed for 94 percent of staff. Performance evaluations for SHP staff are 90 per cent complete for the last two performance cycles. The Chief of Programme Support will follow this up in the next performance cycle to ensure that performance evaluations are completed on time. SHP management now has access to the Business Transformation and Accountability Division dashboard and can view and follow up with those who are not in compliance with their performance reports and mandatory training. SHP did not have access to this resource earlier.*

#### **IV. ACKNOWLEDGEMENT**

44. OIOS wishes to express its appreciation to the management and staff of UNOG 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 Strategic Heritage Plan at the United Nations Office at Geneva

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	C/ O <sup>3</sup>	Actions needed to close recommendation	Implementation date <sup>4</sup>
1	UNOG should: (a) follow up with Contractor A and obtain the required financial information for review and appropriate action; and (b) document the results of its review of the cash flow statements submitted by Contractor A.	Important	O	Receipt of evidence of action taken to: (a) follow up with Contractor A and obtain the required financial information for review and appropriate action; and (b) formalize the review of the cashflow statements submitted by Contractor A.	30 June 2024
2	UNOG should: (a) strengthen coordination between the Purchase and Transportation Section and the SHP team based on lessons learned; and (b) establish appropriate accountability mechanisms to strengthen such coordination.	Important	O	Receipt of evidence that appropriate coordination goals have been included in the performance evaluation plans of relevant CSS, SHP and PTS staff.	30 June 2024
3	UNOG should: (a) establish deadlines for finalizing vendor performance evaluation reports and strengthen oversight to ensure that delays are explained and justified; and (b) improve the use of vendor performance reports for identifying lessons learned and developing clear action plans for dealing with performance issues.	Important	O	Receipt of evidence that UNOG has: (a) established deadlines for completing vendor performance evaluation reports; and (b) taken action to improve the use of vendor performance reports as a tool for identifying lessons learned and developing clear action plans for dealing with performance issues.	30 June 2024
4	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
5	UNOG should establish a clear action plan and timelines for addressing the outstanding issues and defects in Building H.	Important	O	Receipt of evidence that UNOG has established a clear action plan and timelines for addressing the outstanding issues and defects in Building H.	31 December 2025

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> Please note the value C denotes closed recommendations whereas O refers to open recommendations.

<sup>4</sup> Date provided by UNOG in response to recommendations.

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of the Strategic Heritage Plan at the United Nations Office at Geneva

6					
7	UNOG should ensure that: (a) the payments made under the Technical Support Services contract are in accordance with the onsite and offsite rates indicated in the contract; and (b) the issue of whether the offsite rates should be limited to part time consultants only is formally clarified.	Important	O	Receipt of evidence that: (a) payments made under the Technical Support Services contract are in accordance with the onsite and offsite rates indicated in the contract; and (b) the issue of whether the offsite rates should be limited to part time staff only has been formally clarified.	31 December 2024
8	UNOG should: (a) ensure that the outstanding 2022-2023 performance evaluations for SHP staff are finalized, and that future performance evaluations are done in a timely manner; and (b) establish appropriate accountability measures to ensure that all SHP staff comply with the mandatory training requirements.	Important	O	Receipt of evidence that: (a) the outstanding 2022-2023 performance evaluations for SHP staff have been finalized; and (b) staff with outstanding mandatory training courses have incorporated them in their 2024-2025 performance evaluation plans.	31 December 2024

# **APPENDIX I**

## **Management Response**

## Management Response

## Audit of the Strategic Heritage Plan at the United Nations Office at Geneva

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNOG should: (a) follow up with Vendor A and obtain the required financial information for review and appropriate action; and (b) document the results of its review of the cash flow statements submitted by Vendor A.	Important	Yes	SHP Chief of Programme Support/Chief PTS	30 June 2024	UNOG will follow up with the contractor to ensure submission of the required information. (Noting that the certificate is issued under the purview of the Italian Government, i.e. outside the control of the UN). The SHP will take the lead on reviewing the cash flows with the help of FRMS and document the results.
2	UNOG should: (a) strengthen coordination between the Purchase and Transportation Section and the SHP team based on lessons learned; and (b) establish appropriate accountability mechanisms to strengthen such coordination.	Important	Yes	SHP Chief of Programme Management/Chief CSS	30 June 2024	SHP holds weekly working-level meetings between PTS and SHP, that are minuted. Action items are reviewed and followed up on. A new senior-level monthly meeting between SHP, Chief CSS and Chief PTS is now being held to coordinate higher level issues. The aim is to keep communication open and solution oriented. Coordination goals will be added to the ePerformance documents of relevant CSS, SHP and PTS staff.
3	UNOG should: (a) establish deadlines for finalizing vendor performance evaluation	Important	Yes	SHP-Contracts Management	30 June 2024	SHP will establish deadlines for completing vendor performance

<sup>1</sup> 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.

<sup>2</sup> 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 Strategic Heritage Plan at the United Nations Office at Geneva

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	reports and strengthen oversight to ensure that delays are explained and justified; and (b) improve the use of vendor performance reports for identifying lessons learned and developing clear action plans for dealing with performance issues.			Officer/ Chief of Programme Management		reports and will use the reports more effectively for contract management. The SHP will designate a focal point who will coordinate with project managers to accurately capture weaknesses and strengths of the Contractor's performance during the evaluation period and work closely with PTS prior to finalization of the report. The Chief of Programme Management will review the eVPRs for the Design and major construction contracts going forward.
4	[REDACTED]	[REDACTED] t	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
5	UNOG should establish a clear action plan and timelines for addressing the outstanding issues and defects in Building H.	Important	Yes	Chief of CSS/SHP Senior Programme Management Officer	31 December 2025	A consultant has been hired to assist with the closure of issues and outstanding systems in Building H.
6	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Management Response

## Audit of the Strategic Heritage Plan at the United Nations Office at Geneva

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
7	UNOG should ensure that: (a) the payments made under the Technical Support Services contract are in accordance with the onsite and offsite rates indicated in the contract; and (b) the issue of whether the offsite rates should be limited to part time consultants only is formally clarified.	Important	Yes	SHP-Contracts Management Officer/Chief of Programme Support /	31 December 2024	<p>By undertaking a full review of the relevant contractual clauses, UNOG will ensure that the contractual terminology is clearly understood by all parties to the contract. If necessary, the contract will be amended for clarity.</p> <p>UNOG will also review invoicing documents and, if necessary, amend for clarity.</p>
8	UNOG should: (a) ensure that the outstanding 2022-2023 performance evaluations for SHP staff are finalized, and that future performance evaluations are done in a timely manner; and (b) establish appropriate accountability measures to ensure that all SHP staff comply with the mandatory training requirements.	Important	Yes	Chief of Programme Support	31 December 2024	<p>Mandatory training has now been completed for 94 percent of staff. Performance evaluations for SHP staff are 90 percent complete for the last two performance cycles. The Chief of Programme Support will follow this up in the next performance cycle to ensure that performance evaluations are completed on time.</p> <p>Management now has access to the BTAD dashboard and can view and follow up with those who are not in compliance with their performance reports and mandatory training. SHP did not have access to this resource earlier.</p>