



INTERNAL AUDIT DIVISION

REPORT 2025/025

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

While ECA substantially completed the project within budget despite experiencing a 49-month delay, it needed to take additional steps to ensure a smooth handover and timely closeout of the project, and operationalization of the Africa Hall visitors' centre

**30 June 2025
Assignment No. AN2025-710-02**

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 implemented effective internal controls to ensure the efficient management of the closeout of the project and planning for the operationalization of the visitors' centre. The audit covered the period from March 2024 to February 2025 and included: (a) project governance and oversight; (b) project management activities; (c) planning for the operationalization of the Africa Hall visitors' centre; and (d) contract management.

ECA implemented adequate project governance, oversight, and contract management mechanisms to substantially complete the project within the budget of \$56.9 million, despite a 49-month delay. However, the project team was still engaged in rectifying outstanding defects, enhancing final user training, and completing project documentation. Additionally, ECA had yet to develop a detailed operational plan for the future use of the Africa Hall visitors' centre.

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

- Prioritize the rectification of pending defects and track both the transition process and resolution of the concerns of users;
- Provide comprehensive training to end users and equipment maintainers and establish a feedback mechanism;
- Finalize and verify the completeness, accuracy and proper organization of all project documentation and develop guidelines, roles and responsibilities for their management; and
- Develop a detailed operational plan, including a financial forecast, for the future operation of the Africa Hall visitors' centre.

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

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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 project in 2016 through resolution 70/248. The main goal of the project is to rejuvenate and restore Africa Hall to its original form while preserving its architectural heritage and ensuring compliance with applicable international best practices, standards and codes including energy efficiencies, and occupants' health and safety. The project aims to transform Africa Hall into a rejuvenated facility that complies with the highest international standards for conference facilities and 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. It is divided into five phases: (a) preparation; (b) design; (c) pre-construction; (d) construction; and (e) project closeout. The work packages include: (a) early decanting works; (b) Africa Hall renovation; (c) conference and information technology systems; (d) artwork restoration; and (e) permanent exhibition.

3. The General Assembly appropriated a total of \$56.9 million for the project for the period 2016-2024. The project was substantially completed¹ on 10 February 2025 within the approved budget, though delayed by 49 months compared to the initially approved target of 31 December 2020. The appropriation request for 2025 was \$311,600, and the project contingency was \$85,700, as detailed in table 1.

Table 1: Revised cost plan – 2016-2025 (in thousands of United States dollars)

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Section 33											
Construction costs	-	-	514.1	1 712.2	144.0	42.6	93.1	9 989.6	26 660.9	-	39 156.5
Professional services	1 106.3	1 631.5	1 062.9	564.5	339.1	323.7	450.1	1 401.3	1 216.8	100	8 196.2
Contingency	-	-	-	-	-	-	-	-	130.4	85.7	216.1
Subtotal	1 106.3	1 631.5	1 577.0	2 276.7	483.1	366.3	543.2	11 390.9	28 007.8	185.6	47 568.7
Section 18											
Project management	213.7	902.7	920.8	1 008.5	938.2	955.5	1 174.1	1 039.6	870.0	364.2	8 387.3
Section 34											
Security requirement		26.7	104.1	113.7	123.6	(40.1)	93.7	320.0	198.7	-	940.3
Grand Total	1 320.0	2 560.9	2 601.9	3 398.9	1 544.9	1 281.7	1 811.0	12 750.5	29 076.5	550.0	56 896.3

Source: Report A/79/222 of the Secretary-General on progress in the renovation of Africa Hall, ECA

4. The Executive Secretary of ECA is designated as the Project Owner, and the Director of Administration is designated as the Project Executive. A project management team of six staff headed by a Project Manager at the P-5 level is responsible for the implementation of the project activities.

¹ Substantial completion is the stage when the works, or the relevant section or part of the works are complete except for minor omissions and defects that do not prevent the whole of the works or the relevant section or part of the works from being used for their intended purpose.

5. ECA uses Umoja to manage financial and procurement data and transactions, while SharePoint serves as the central repository for project documentation.
6. Comments provided by ECA are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to determine whether ECA internal controls over the Africa Hall renovation project were implemented effectively to ensure efficient management of the closeout of the project and planning for the operationalization of the visitors' centre.
8. This audit was included in the 2025 risk-based work plan of OIOS at the request of the General Assembly under various resolutions.
9. OIOS conducted this audit in March and April 2025. The audit covered the period from March 2024 to February 2025. Based on an activity-level risk assessment, the audit covered higher and medium risk areas of the project, which included: (a) project governance and oversight; (b) project management activities; (c) planning for the operationalization of the Africa Hall visitors' centre; and (d) contract management.
10. The audit methodology included: (a) interviews with internal stakeholders, contractors and the lead consultancy firm (LCF);² (b) review of relevant project correspondence, documents and reports; (c) analytical review of project expenditure; (d) sample testing of contract payments and contract amendment transactions based on a random sampling approach; and (e) inspection of the renovated facilities.
11. To assess the reliability of data pertaining to the project, OIOS reviewed reports and documents related to Umoja payments and purchase orders, and the SharePoint repository. Based on the review, OIOS determined that the data were sufficiently reliable for the purpose of monitoring the progress of the project.
12. The audit was conducted in accordance with the Global Internal Audit Standards

III. AUDIT RESULTS

A. Project governance and oversight

ECA continued to benefit from the established AHP governance and oversight mechanisms

13. General Assembly resolution 70/248 requires a project governance structure to ensure effective oversight, transparency and accountability in managing the project and achieving project objectives within budget. Accordingly, ECA has established three governing bodies: independent project Advisory Board; Stakeholders' Committee; and Handover and Commissioning Committee.

(a) Advisory Board

14. The independent project Advisory Board, comprising Member States' representatives in Addis Ababa who serve two-year terms, is required to meet biannually. During the audit period, the Board met three times, on 4 June, 31 July and 6 September 2024 and advised the Project Owner on budget and schedule

² LCF is responsible for providing professional services related to the design of the Africa Hall building, works supervision and defect liability period follow-up

monitoring, scope control, risk management and heritage preservation. Significant matters discussed at the meetings included protocols for the inauguration of the renovated building, resource mobilization, and the Board's future role of advising and advocating for the ECA permanent exhibition. In view of the completion of the construction phase, in September 2024 ECA decided that the Board would be requested to shift its focus to advocating for contributions for the permanent exhibition.

(b) Stakeholders' Committee

15. The Stakeholders' Committee, composed of internal stakeholders at ECA and the Global Asset Management Policy Service (GAMPS) in the Department of Management Strategy, Policy and Compliance (DMSPC), met quarterly as required by its terms of reference, on 30 May, 8 August, 17 December 2024, and 4 March 2025. Chaired by the Deputy Executive Secretary, Programme Support, the Committee provided the Project Owner with expertise, advice and guidance on key operational aspects of the project to achieve project objectives within existing constraints.

(c) Handover and Commissioning Committee

16. The Handover and Commissioning Committee was composed of final users, operators and maintainers of the renovated facilities: Information and Communications Technology and Statistics Section (ICTSS), Publications and Conference Management Services (PCMS), Knowledge Management Services Section (KMSS) and Safety and Security Services; Division of Administration; and LCF and contractors.

17. The Committee met fortnightly, supported by 11 multi-sectoral working groups, in line with its terms of reference and the established roles and responsibility matrix. The Committee oversaw the transition from renovation to operation of the facilities, including testing, commissioning, handover and training for identified systems and equipment.³ OIOS observed a meeting of the Committee on 20 March 2025 and reviewed the action points arising from all 32 meetings held between April 2024 and March 2025.

18. OIOS noted that meeting documents, including previous minutes and action points, were provided to the three governance bodies in advance to facilitate deliberations and follow-up of actionable items. In addition, the governance and oversight mechanisms operated according to their mandates. The members of the Board and Stakeholders Committee generally attended meetings consistently and provided advice and guidance to the Project Owner. The minutes of the Stakeholders Committee of 8 August 2024 highlighted a need to ensure that designated members of the Handover and Commissioning Committee and its working groups consistently attend all meetings and site visits, and attendance subsequently improved.

GAMPS provided oversight and support to the project

19. In line with the project specific manual and the administration and coordination agreement for the AHP, GAMPS convened 10 coordination meetings during the audit period to provide oversight and support to help the project to comply with the United Nations guidelines for the management of construction projects. GAMPS also collaborated with other New York-based key stakeholders, such as Procurement Division, Office of Legal Affairs, and DMSPC; helped ECA incorporate lessons learned from other United Nations construction projects; and supported reporting to the General Assembly and the Advisory Committee on Administrative and Budgetary Questions (ACABQ).

³ Includes internal power and communication points; fire detection and suppression systems; access control system; air conditioning system; audio visual system; conferencing system; and building management system.

20. In addition, GAMPS, in coordination with an independent risk management firm⁴ and guided by the ECA project risk management strategy, supported the project management team to conduct risk management activities locally and update the AHP risk register. The risk register comprised 24 risks, which were closed upon substantial completion of the project, on 10 February 2025.

21. GAMPS and the project management team convened two risk touchpoint meetings on 8 May 2024 and 21 January 2025, which was the last; and GAMPS issued biannual progress report number 13 for the period from January to May 2024, in consultation with the independent risk management firm. The report highlighted the top three risks as: human resources retention, budget constraints, and lack of user/maintainer involvement in commissioning and taking over. The report recommended 25 strategies for the ECA project management team to address during the project close-out period. GAMPS confirmed that the recommendations were addressed by ECA and closed by the date of substantial completion of the project.

B. Project management activities

ECA needed to expedite rectification of pending defects

22. The project management team and contractors developed schedules and plans for testing and commissioning of systems and equipment and recorded the results in the commissioning test forms.

23. OIOS review of project timelines and relevant documents noted that substantial completion was deferred from 30 June 2024 to 30 September 2024 and was ultimately staggered as follows:

- 6 September 2024 for the canvas, linen and floral mural artwork;
- 26 September 2024 for the stained-glass artwork;
- 10 December 2024 for the main works;
- 21 January 2025 for the external works and visitor entry; and
- 10 February 2025 for the audio-visual systems and permanent exhibition space.

24. Each part of the project entered a defect liability period⁵ after substantial completion. However, there were outstanding matters, such as:

- (a) Ten issues rated in the project issue register⁶ as significant, major or critical including outstanding information and communications technology (ICT) networking and physical security installations, claim for additional freight costs due to security issues in shipping lanes, and rectification of value added tax incorrectly levied on the main contractor.
- (b) Over 800 items on project punch list⁷ including unmitigated fire safety risks, security vulnerabilities, incomplete ICT systems, faulty sound and uninterruptible power supply systems, defective doors, and other structural concerns. PCMS stated that they would not accept the handover of the project until most, if not all, punch list items were resolved or specific dates for correcting the defects were provided. There were concerns that these issues may not be completely resolved within the defect liability period.

⁴ Services of the independent risk management firm were discontinued in November 2024 when the relevant contract expired.

⁵ The fixed timeframe after project completion, during which the contractor is responsible for rectifying any defects that arise in the work.

⁶ The issue register details active change requests, concerns, problems or queries related to the project

⁷ The punch list is a list of tasks that need to be completed, corrected, or verified before a project is considered complete and handed over to the client.

- (c) Accessibility enhancements recommended by independent consultants who had conducted a system-wide evaluation in February 2025 on implementation of the United Nations Disability Inclusion Strategy in the project. Although the project had already installed amenities such as accessible translation booths, ramps and entrances, and Braille buttons and audio features in some elevators, the evaluation identified the need for audio signals for all elevators, flexible handrails for toilets, and a vehicle to transport persons with disabilities from the gate, up the steep slope to the building.

25. Despite these issues, at the time of the audit, all contractors had handed over their components of building and equipment to the project management team as substantially complete, denoting approximately 95 per cent readiness and full functionality. Furthermore, ECA hosted six high-level meetings in the Africa Hall, including its inauguration on 21 October 2024, without major problems. In addition, the LCF informed OIOS during interviews that while the punch list was unusually large for this stage of the project, it was not significant enough to prevent substantial completion and handover. Also, after the defect liability period, ECA could still rectify any pending issues and recover costs from the contract retention of 3 per cent or the relevant performance bond.

26. Nevertheless, the project was close to exhausting its funding and could not maintain the project management team beyond September 2025. It was, therefore, critical to rectify the pending defects expeditiously.

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| <p>(1) ECA should: (a) categorize the pending defects related to the Africa Hall renovation by criticality and establish clear deadlines for their resolution; (b) assign a dedicated multi-disciplinary team to oversee the rectification of defects; and (c) conduct regular status meetings to track both the transition process and resolution of the concerns of users.</p> |
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<p><i>ECA accepted recommendation 1.</i></p>
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ECA needed to take steps to ensure adequate training is provided to staff

27. In the latest progress report on the renovation of Africa Hall (A/79/222 of July 2024), the Secretary-General undertook to provide end-user training to operate and maintain final products. The project-specific manual provides that the final users should be involved during the installation, before starting building operations, and during the initial functioning period to ensure acquaintance with technical details and correct use of the building. They should also be involved in developing a detailed training plan, clearly defining who will be trained and when.

28. As noted at the twenty-sixth meeting of the Stakeholders' Committee on 8 August 2024, the contractor indicated their readiness to begin user training by 5 September 2024 and requested the project management team to identify participants from various departments. ECA developed training schedules and scope across all working groups and identified staff to be trained. The working groups conducted regular site visits and participated in pre-tests, tests and training sessions for assigned segments to ensure familiarity with the renovated premises and equipment.

29. However, OIOS review of relevant documents, observation of the Conference of Ministers 2025 and discussions with final users, contractors and staff noted the following:

- (a) The training provided for end-users was not tailored to the needs of ECA users. For instance, during audit interviews, Facilities Management Section (FMS), ICTSS, KMSS and PCMS expressed a need for more training, considering the new critical and complex features and operations of some systems, such as conference management and simultaneous interpretation, streaming technology,

exhibition-related equipment, building management system and the heating, ventilation, and air conditioning system. Consequently, ECA incorporated ICTSS staff with more compatible skills into the conference service operations but was yet to provide them with relevant training, and presentations and reference documents.

- (b) There were inadequate measures to ensure that designated staff attend the requisite training sessions. As a result, some staff missed training sessions and the opportunity to learn about the facilities.
- (c) The testing, commissioning⁸ and training sessions were conducted simultaneously, although the project specific manual required the training to be conducted after testing and commissioning. This merging of activities further undermined the effectiveness of training.
- (d) There were no recordings of training sessions for future reference and to enable training of new staff. A review of training attendance records indicated that the training participants included individual consultants whose tenure with ECA was uncertain, posing a risk of loss of institutional memory and requiring further training sessions for other staff. OIOS was informed that a third training session would be arranged in 2025 with recordings to facilitate access to the training.
- (e) No participant feedback was collected to assess the effectiveness of training and identify unmet participant expectations. OIOS noted, during its observation of the Conference of Ministers 2025, that the contractors were still actively supporting the users, operators and maintainers of equipment, who advised OIOS that they needed more hands-on training. The contractor's personnel were also requested to operate and maintain conference equipment during the building inauguration, which was paid for by PCMS. This further delayed the handover of the renovated building and equipment.

30. The training deficiencies occurred because ECA did not accurately identify the skill levels and training needs of the final users given the complexity of the new equipment and building management systems and therefore did not institute adequate measures to ensure early commencement of training tailored to meet the needs of the relevant staff.

(2) ECA should: (a) provide comprehensive training to identified end users and maintainers, including hands-on training sessions and maintenance of related training materials; and (b) establish a feedback mechanism to assess the effectiveness of training and address any gaps.

ECA accepted recommendation 2.

ECA needed to ensure completeness, accuracy, and secure storage of project documentation

31. After testing and commissioning each system, the contractors provided training and uploaded relevant testing, commissioning and some training documents on an electronic document management system and a SharePoint folder accessible to the final users and LCF.

32. A review of the document tracker indicated that 89 of 102 operational and maintenance manuals, testing and commissioning records and as-built drawings (87 per cent) had been completed, while 13 were in progress. Version 0 of the documents were provided in November 2024 and version 1 in December 2024, but version 2, due on 10 March 2025, were still outstanding.

⁸ Testing verifies individual components and systems against specific criteria, while commissioning ensures that all systems work together effectively to meet the overall project goals.

33. The arrangement of documents in the SharePoint folder was also a challenge, as many materials were incomplete and not adequately organized. For instance, some manuals were duplicated and it was not clear which were the latest versions, which could lead to confusion. In 2023, the Project Manager requested a table of contents from the contractors, but this was not provided.

34. This occurred due to inadequate supervision of contractors by the project management team and LCF to ensure they followed the best practice of preparing and organizing documentation during construction, instead of after demobilization had commenced and some responsible personnel had left. Incomplete and poorly organized documentation, including manuals and warranties, could lead to inadequate operations and maintenance and voiding of warranties.

35. Further, OIOS noted that while the SharePoint folder was currently under the control of the project management team, which determined rights for various users, it would be passed on to FMS and ICTSS in the future. There was, therefore, a need to establish clear protocols to protect the critical data since it would constitute institutional memory.

(3) ECA should: (a) finalize and verify completeness, accuracy, and proper organization of all Africa Hall project documentation, including operation and maintenance manuals, warranties, and as-built drawings; and (b) develop guidelines, roles and responsibilities for the management of the critical project documentation stored on its SharePoint.

ECA accepted recommendation 3.

C. Planning for operationalization of the Africa Hall visitors' centre

ECA needed to take action to operate the visitors' centre and permanent exhibition

36. The latest report of the Secretary-General on progress in the renovation of the Africa Hall stated that during the 2024-2025 reporting period, the project management team would complete the set-up of permanent exhibitions (including the development of exhibition content). The report also proposed that the operational costs of the visitors' centre be covered by maximizing existing capacity, voluntary contributions and revenue from various types of sales. However, at the time of the audit, the visitors' centre and permanent exhibition were not yet operationalized, five months after the inauguration and first use of the Africa Hall building that they meant to complement.

37. To enable future operations, PCMS had developed a marketing strategy to raise awareness and public interest in the newly renovated Africa Hall, identifying the target audience, media to be used and media partners, and projected that the visitors' centre would be opened in the second half of the year 2025. However, PCMS had not developed an operational plan for the visitors' centre, which could undermine the realization of some of the benefits of the project.

38. The following issues needed to be addressed by the operational plan before the opening:

(a) Funding

39. The operation of the visitors' centre would require approximately \$1.5 million annually to cover requisite costs, including costs of 19 additional staff, content development, marketing, security, maintenance and other necessities. In 2024, the project received a voluntary contribution of \$118,906 from a Member State, which was to be applied to the operation of the permanent exhibition, but this amount was not sufficient. Furthermore, Safety and Security Services advised that they had requested for 22 additional

security officers to cover the anticipated increase in activity levels when the visitors' centre comes into operation, as stated in the 2023 business case for AHP, but had not received any additional posts as of the time of the audit due to the system-wide liquidity crisis. In addition, Safety and Security Services indicated that the new parking area at the front of the Africa Hall was open to external threats and so fencing and procedures for parking were needed.

(b) Content curation

40. The permanent exhibition was at risk of further delay, as the content had not yet been developed to populate the audio-visual system. Discussions with the project management team indicated that if the contractor's defect liability period ends before the content is uploaded, then ECA would have to finance the cost of any subsequent necessary technical adjustments.

(c) Roles and responsibilities

41. There was a need to clarify roles and responsibilities linked to the visitors' centre and permanent exhibition. For instance, ICTSS would be required to perform new duties regarding the latest audio-visual system without a corresponding increase in capacity. There was also an ongoing discussion about which organizational unit would own and oversee the maintenance of equipment installed in the building.

(d) Guest services

42. The tender for catering was issued late, and the cafeteria was not open, which could further delay the opening of visitors' centre. Also, the bookstore and gift shop were not yet ready to open.

(4) ECA should develop a detailed operational plan, including a financial forecast, in preparation for the future operation of the Africa Hall visitors' centre.

ECA accepted recommendation 4 and stated that PCMS would coordinate with relevant sections to prepare the operational plan for Africa Hall.

D. Contract management

ECA implemented adequate measures to manage its contracts

43. The United Nations procurement manual requires the Organization to implement measures to ensure the timely delivery of the required quality and quantity of goods and services, in accordance with the agreed-upon contract terms. This is achieved through performance management and effective execution of payments and contract amendments, closures and record retention.

44. To execute the project, ECA awarded contracts to the following contractors and consultants: (a) the decanting (early) works contractor, who planned and executed the vacation of the building prior to construction; (b) the main contractor, who was responsible for the execution of almost all work packages, including construction, the permanent exhibition and security system enhancements; (c) the conference and information technology systems contractor (lot A); and (d) the stained glass restoration contractor (lot A), the canvas and linen restoration contractor (lot B), and individual consultants for leather work (lot C) and carpet rug (lot D) restoration. In this regard, the following contract management activities were carried out during the audit period:

(a) Change orders

45. During the period under review, ECA approved 13 change orders, 11 of which increased costs by approximately \$1,204,891. Two other change orders totaling \$2,236,452 were covered by the final users. All change orders were reviewed by the Project Manager and approved by the Project Executive (Director of Administration). Those that exceeded his delegated authority were approved by the Project Owner (Executive Secretary) and Headquarters Committee on Contracts.

(b) Performance management

46. The ECA project management team held meetings with the senior management of the contractors at least weekly to discuss project status, work supervision and performance issues, supported by the LCF. ECA also prepared quarterly and final contract performance reports in consultation with LCF. The performance reports indicated satisfaction with the contractors' performance but highlighted some challenges and urged the contractors to complete rectification of punch list items and uphold the quality of work. OIOS review noted that ECA held performance bonds from five contractors valued at a total of \$4,362,846, which expire 90 days after the later of the expiration of the respective contracts or resolution of any dispute.

(c) Payments

47. OIOS reviewed a sample of 21 randomly selected payment transactions totaling \$4,994,714 and noted that although the payments were valid and properly authorized in line with the project specific manual, 6 (29 per cent) were not processed in a timely manner. This was mainly due to necessary rectifications of work by the contractors. Further, the contractors indicated in interviews with OIOS that they generally received their payments within the timelines specified in their contracts.

(d) Dispute with the early works contractor

48. As indicated in the last OIOS audit report on the renovation of Africa Hall (2024/023), the early works contractor submitted a claim to ECA on 27 November 2023 in the amount of \$1.7 million for 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. OIOS noted, as included in ACABQ report A/79/7/Add.8 of 4 October 2024, that the contractor had since increased the claim to \$2.4 million. ECA, in consultation with the Office of Legal Affairs, informed OIOS that the contractor had not taken any affirmative steps to file an arbitration action against the United Nations concerning any aspects of the project since April 2024. ECA further informed OIOS that, as requested by ACABQ, it would provide a detailed update to the General Assembly on the claim in the next progress report on the status of the project.

IV. ACKNOWLEDGEMENT

49. 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 ⁹ / Important ¹⁰	C/ O ¹¹	Actions needed to close recommendation	Implementation date ¹²
1	ECA should: (a) categorize the pending defects related to the Africa Hall renovation by criticality and establish clear deadlines for their resolution; (b) assign a dedicated multi-disciplinary team to oversee the rectification of defects; and (c) conduct regular status meetings to track both the transition process and resolution of the concerns of users.	Important	O	Submission of evidence of implementation of the listed actions.	30 October 2025
2	ECA should: (a) provide comprehensive training to identified end users and maintainers, including hands-on training sessions and maintenance of related training materials; and (b) establish a feedback mechanism to assess the effectiveness of training and address any gaps.	Important	O	Submission of evidence of training conducted and participant feedback and satisfaction with training conducted.	30 November 2025
3	ECA should: (a) finalize and verify completeness, accuracy, and proper organization of all Africa Hall project documentation, including operation and maintenance manuals, warranties, and as-built drawings; and (b) develop guidelines, roles and responsibilities for the management of the critical project documentation stored on its SharePoint.	Important	O	Submission of evidence on the completeness of project documentation and a copy of the guidelines on managing critical project documentation.	30 October 2025
4	ECA should develop a detailed operational plan, including a financial forecast, in preparation for the future operation of the Africa Hall visitors' centre.	Important	O	Submission of a copy of the detailed operational plan for Africa Hall.	30 September 2025

⁹ 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.

¹⁰ 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.

¹¹ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

¹² 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: (a) categorize the pending defects related to the Africa Hall renovation by criticality and establish clear deadlines for their resolution; (b) assign a dedicated multi-disciplinary team to oversee the rectification of defects; and (c) conduct regular status meetings to track both the transition process and resolution of the concerns of users.	Important	Yes	Africa Hall Project Focal Point	30 October 2025	
2	ECA should: (a) provide comprehensive training to identified end users and maintainers, including hands-on training sessions and maintenance of related training materials; and (b) establish a feedback mechanism to assess the effectiveness of training and address any gaps.	Important	Yes	Africa Hall Project Focal Point	30 November 2025	
3	ECA should: (a) finalize and verify completeness, accuracy, and proper organization of all Africa Hall project documentation, including operation and maintenance manuals, warranties, and as-built drawings; and (b) develop guidelines, roles and responsibilities for the management of the critical project documentation stored on its SharePoint.	Important	Yes	Africa Hall Project Focal Point	30 October 2025	
4	ECA should develop a detailed operational plan, including a financial forecast, in	Important	Yes	Chief, Publications	30 September 2025	The Chief of Section, Publications and Conference Management

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

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	preparation for the future operation of the Africa Hall visitors' centre.			and Conference Management Services (Africa Hall) Chief, Knowledge Management Services Section (Visitor's Centre)		Services will be the overall responsible to ensure the operational plan for the Africa Hall is prepared, coordinating the respective teams including ICTSS, FMS, ESS and Property Management.