



# General Assembly

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## Seventy-fourth session

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Programme budget for the biennium 2018–2019

## Seventeenth annual progress report on the implementation of the capital master plan

### Report of the Secretary-General

#### *Summary*

The seventeenth annual progress report on the implementation of the capital master plan is submitted pursuant to section II, paragraph 34, of General Assembly resolution [57/292](#). The report provides an update on the status of the project since the issuance of the sixteenth annual progress report ([A/73/317](#)). It also addresses issues raised by the Advisory Committee on Administrative and Budgetary Questions in its most recent report on the capital master plan ([A/73/468](#)).

The General Assembly is requested to take note of the present report and to request the Secretary-General to submit an eighteenth progress report at the main part of its seventy-fifth session.

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\* [A/74/150](#).



## **I. Background**

1. The capital master plan was the largest and most comprehensive construction and renovation project undertaken by the United Nations. The project met its objectives of honouring and preserving the original historic design of the Headquarters complex, while at the same time modernizing the facilities to meet current accessibility, safety, security and technological standards.
2. The General Assembly requested the Secretary-General to submit annual reports on the progress, schedule, projected cost to completion and financial status of the capital master plan. The present report is the seventeenth such report to the Assembly.

## **II. Remaining activities**

3. At the time of the submission of the present report, all construction work and related administrative close-out activities had been completed, with the exception of liabilities related to the two ongoing arbitration cases detailed in section VI of the present report.

## **III. Implementation of the recommendations of the Board of Auditors**

4. The Board of Auditors continued its audit work following the issuance of the previous annual progress report in the context of its audit of the financial statements of the operations of the United Nations for the financial year ended 31 December 2018 (A/74/5 (Vol. I)). That audit work, conducted in the first half of 2019, included a review of the status of implementation of previous recommendations of the Board relating to the capital master plan.
5. No new recommendations related to the capital master plan were made. As noted by the Board, of the 20 outstanding recommendations up to the year ended 31 December 2017, 5 had been fully implemented and 15 were under implementation as at 31 December 2018 (*ibid.*, para. 16).
6. A detailed update on the outstanding recommendations is contained in the annex to the present report. The Administration remains committed to implementing all outstanding recommendations as soon as possible. In that regard, of the 15 outstanding recommendations, 2 cannot be implemented until the accounts of the capital master plan are closed; 2 cannot be implemented until the flexible workplace project has been completed in late 2020; 3 require completion of the independent assessment of the maintenance approach at United Nations Headquarters in New York in the last quarter of 2019; 2 related to energy efficiency cannot be implemented until the solar panel project is completed in late 2019; and 2 related to accessibility improvements require changes for which funding has been included in the proposed programme budget for 2020, and additional proposals are planned for 2021 and 2022.

### **A. Recreational facilities**

7. The recreational facilities consist of a fitness centre in the second basement area of the North Lawn Building at the United Nations Headquarters campus and an outdoor recreation area on the North Lawn for staff members to gather, socialize and enjoy outdoor activities. The facilities are maintained and operated by the Division of Administration of the Department of Operational Support. The indoor fitness centre is used regularly by staff. The peak hours of usage are before working hours, during

the lunch period and after normal working hours. The outdoor facility has also proved very popular with staff during the lunch period in the warmer months of the year.

8. The Administration has conducted a comprehensive assessment and determined that the funds provided by the donor are adequate to ensure that the recreational facilities and equipment can be properly maintained through to the end of their useful life, which is seven years. Discussions with the United Nations Staff Union and the United Nations Staff Recreation Council are under way to find additional funding arrangements that will supplement the current donation for the maintenance and replacement of the equipment. Alternate funding or a further donation will be required to continue to operate the recreational facilities beyond the seven years.

## **B. Accessibility**

9. In August 2018, the Administration engaged the services of accessibility experts to conduct a review of the United Nations Headquarters premises. As a result of the review, the experts recommended a number of improvements in order to meet local accessibility code requirements. The findings and recommendations of the experts correlated closely with the results of a user survey conducted in 2017 and 2018. The main recommendations were:

(a) To make adjustments and corrections to accessible routes: ensuring that slopes do not exceed 8.33 per cent, that no level changes exceed one quarter of an inch (0.635 cm) and that handrails are provided throughout;

(b) To provide accessible routes throughout the North Lawn area;

(c) To ensure that all accessible toilets are fully functional: adding signage, ensuring adequate manoeuvring clearances, providing shrouds for washbasins and piping to protect knees, adding self-closing devices and mirrors, and adjusting handrails, grab bars and paper dispensers to ensure accessible height and reach;

(d) To adjust door closers to an opening force of no greater than 5 pounds (2.268 kg);

(e) To add accessible tables to dining facilities and ensure that all food, condiments, cutlery and other items are within accessible reach;

(f) To provide Braille signage where it is missing.

10. As much of the work will involve making modifications to restrooms and other facilities that are in constant use, it will be necessary to phase the works over a number of years to minimize disruption to normal operations. In that regard, the Administration has included provisions for accessibility works under the proposed programme budget submission for 2020 ([A/74/6 \(Sect. 33\)](#)) and is planning to include further provisions in the submissions for 2021 and 2022.

## **C. Protection of assets**

11. In its report for the year ended 31 December 2016 ([A/72/5 \(Vol. V\)](#)), the Board of Auditors highlighted that, according to its analysis of the physical verification report of 2016 prepared by the Administration, 208 assets could not be located and the initial location was not indicated for an additional 78 assets. A further update on the status of those assets was included in the Board's subsequent report ([A/73/5 \(Vol. V\)](#), paras. 45–47). In its report on the sixteenth annual progress report on the implementation of the capital master plan, the Advisory Committee on Administrative

and Budgetary Questions stressed the need to continue to pursue efforts to locate the missing assets (A/73/468, para. 26).

12. During the physical verification of 2017, of the 208 missing assets, 88 assets had been located, 25 assets were being written off and 16 had been located overseas (A/73/5 (Vol. V), para. 46). The remaining 79 missing assets were found during the 2018 and 2019 physical verification cycles.

13. Of the 78 assets for which the initial location was not indicated, 34 were found during the physical verification of 2017, 33 were found during the 2018 and 2019 physical verification cycles, 2 were written off and disposed of and 9, with a net book value of \$15,313.11, remain missing.

#### D. Works of art and other gifts

14. The physical verification of gifts and art works and installations was completed in August 2018 and the next annual survey is planned for the third quarter of 2019. The updated registry of works of art and gifts was completed at the end of 2018. The design of the computer-aided gifts module in the computer-aided facility management system has been completed and it is currently being put into operation.

#### E. Maintenance of the East River fence

15. The refinishing of the wood railing of the East River fence was completed in 2018. The work to refinish the metal bulkhead began in late 2018, starting from the south end of the promenade. Since the application of the paint requires temperatures consistently higher than 45 degrees Fahrenheit (7 degrees Celsius), work had to be stopped owing to low temperatures and was resumed on 31 May. The project is expected to be completed by the end of August 2019.

### IV. Benefits of the capital master plan

16. The thirteenth, fourteenth, fifteenth and sixteenth progress reports included comprehensive information on the benefits that the capital master plan had delivered, in line with the relevant resolutions and the mandate from Member States.

17. The capital master plan addressed numerous deficiencies that had been left untreated and had accumulated over the years. The plan provided a newly renovated facility that is accessible to all individuals, energy-efficient, free of hazardous materials and compliant with the building, fire and safety codes of the host city and that meets all reasonable, modern-day security requirements.

18. The fourteenth, fifteenth and sixteenth progress reports included additional details on the reduction in energy consumption and monetary savings. Updated data on energy consumption to the end of June 2019, with a projection for consumption from July to the end of December 2019, are provided in table 1.

Table 1  
Comparison of energy consumption between 2006 and 2018 and estimate for 2019

	Period	Usage (kBTU) <sup>a</sup>		Total
		Steam	Electricity	
Pre-capital master plan (2006–2007)	2006	400 517 070	151 946 050	<b>552 463 120</b>
	2007	543 788 070	154 376 554	<b>698 164 624</b>

	Period	Usage (kBTU) <sup>a</sup>		Total
		Steam	Electricity	
Post-capital master plan (2015)	2015	95 515 200	145 413 981	<b>240 929 181</b>
	Percentage reduction (2006 to 2015)	76	4	<b>56</b>
Post-capital master plan (2016)	2016	95 477 911	131 072 662	<b>226 550 573</b>
	Percentage reduction (2006 to 2016)	76	14	<b>59</b>
Post-capital master plan (2017)	2017	127 177 716	122 026 768	<b>249 204 484</b>
	Percentage reduction (2006 to 2017)	68	20	<b>55</b>
Post-capital master plan (2018)	2018	116 158 290	125 133 053	<b>241 291 343</b>
	Percentage reduction (2006 to 2018)	71	18	<b>56</b>
Post-capital master plan (2019)	January to June 2019	61 664 130	58 896 579	<b>120 560 709</b>
	Estimated from July to December 2019	63 705 000	67 898 800	<b>131 603 800</b>
	Total estimated in 2019	125 369 130	126 795 379	<b>252 164 509</b>
	Percentage reduction (2006 to 2019)	69	17	<b>54</b>

<sup>a</sup> Thousand British thermal units.

19. In the five years (2015–2019) since the implementation of the capital master plan, the annual energy consumption of the Headquarters campus has shown reductions ranging from 54 to 59 per cent as compared with the consumption in 2006, prior to the implementation of the capital master plan.

20. With respect to monetary benefits and savings, there is no linear correlation between the reduction in energy consumption and cost savings, owing to increases in the unit costs of energy and the difference in the rates of electricity and steam.

21. Updated data on the costs and monetary savings are provided in table 2.

Table 2  
**Cost of utilities from 2006 to 2018 and estimates for 2019**

(United States dollars)

Description	2006–2007	2008–2009	2010–2011	2012–2013	2014–2015	2016–2017	2018	2019 estimate
Electricity	14 536 322	17 301 357	19 337 005	17 501 881	15 983 467	13 026 403	5 582 165	5 752 500
Steam	18 696 194	14 592 256	9 007 534	5 261 620	4 424 149	4 375 326	2 40 0926	2 717 000
Water	2 604 228	2 010 285	1 815 000	1 186 000	1 232 292	1 169 277	847 544	997 370
Gas and other utilities	65 739	52 871	230 513	86 598	140 600	40 274	20 354	21 000
<b>Total</b>	<b>35 902 483</b>	<b>33 956 769</b>	<b>30 390 051</b>	<b>24 036 099</b>	<b>21 780 508</b>	<b>18 611 229</b>	<b>8 850 989</b>	<b>9 487 870</b>

22. The actual cost of all utilities (electricity, steam, water, gas and other) of the Headquarters complex in New York was reduced by \$17.3 million, or more than 48 per cent, from \$35.9 million in 2006–2007 to \$18.6 million in 2016–2017, as shown in table 2. The cost is expected to be reduced further in the biennium 2018–2019, to about \$18.3 million, representing an overall reduction of 49 per cent compared with the biennium 2006–2007. However, it should be noted that variations in weather are among the main drivers of changes in utilities consumption, so caution should be exercised in making any extrapolations on future use.

23. The Administration is continually making efforts to improve the energy efficiency of the campus, while leveraging the Energy Dashboard and Reporting Tool

to monitor energy consumption. For example, retrofits of lighting fixtures with energy-efficient LEDs and changes to the chiller plant operations have contributed to a reduction in electrical consumption of 14 per cent, measured from the end of the capital master plan in 2015 to 2018, despite a significant increase in staff accommodated at the Headquarters compound owing to increased capacity as a result of the flexible workplace project.

24. The increased staff population at the Headquarters compound owing to the flexible workplace project is expected to increase the consumption of water at the compound, while eliminating a similar amount in formerly leased premises.

## V. Financial status of the capital master plan

### A. Funding for the capital master plan

25. The total approved funding for the capital master plan project amounts to \$2,150.4 million, comprising appropriations for the original project scope of \$1,876.7 million, donations of \$14.3 million, interest income and the plan's working capital reserve, amounting to \$159.4 million, and funding of \$100.0 million for the enhanced security upgrades.

26. All approved funding in the amount of \$2,150.4 million had been applied in full to the renovation activities so as to meet contractual obligations as they fall due for payment. As at 31 July 2019, all the contracts had been closed and all payments had been finalized, except for invoices related to the ongoing arbitration cases and the associated legal fees.

27. In table 3, the total approved funding for the capital master plan project is compared with the expected cost of the completion of the project.

Table 3  
**Comparison of the funding for the capital master plan project and the expected cost to completion, as at 31 July 2019**

(Millions of United States dollars)

<i>Description</i>	<i>Amount</i>	<i>References</i>
Total appropriations from 2004 to 2011	1 876.7	Resolutions <a href="#">57/292</a> , <a href="#">59/295</a> , <a href="#">60/248</a> , <a href="#">60/256</a> , <a href="#">60/282</a> , <a href="#">61/251</a> , <a href="#">62/87</a> and <a href="#">64/228</a>
Voluntary contributions	14.3	Received under the capital master plan donations programme
Use of interest income and the capital master plan working capital reserve	159.4	Resolutions <a href="#">66/258</a> , <a href="#">67/246</a> and <a href="#">68/247 A</a>
Funding for the enhanced security upgrades	100.0	Contribution by the host country
<b>Total funding available</b>	<b>2 150.4</b>	
Project cost of original renovation (excluding Dag Hammarskjöld Library Building and the South Annex Building) and scope requested under the donations programme	2 050.4	
Cost of enhanced security upgrades	100.0	
<b>Total project cost to completion</b>	<b>2 150.4</b>	

## B. Capital master plan project expenditure and requirements for the remaining project period

28. The estimated final cost of the capital master plan project remains unchanged, at \$2,150.4 million. As at 31 July 2019, cumulative expenditure incurred amounted to \$2,149.2 million, indicating that 99.9 per cent of the estimated cost to completion has been expended and committed. The latest status of the plan's expenditure and remaining requirements is summarized in table 4.

Table 4  
**Capital master plan project expenditure and requirements until completion, as at 31 July 2019**

(Thousands of United States dollars)

<i>Description</i>	<i>Expenditure</i>		<i>Total</i>
	<i>From project inception to July 2019</i>	<i>Remaining requirements From August to December 2019</i>	
<b>Capital master plan project</b>			
Design contractual services	168 828.5	–	168 828.5
Staff costs for the Office of the Capital Master Plan	33 806.0	–	33 806.0
Support staff costs	15 903.5	–	15 903.5
Operating and other costs	18 003.5	–	18 003.5
Programme management and other consultants	56 172.7	–	56 172.7
Construction and pre-construction	1 414 348.8	–	1 414 348.8
Swing space costs (including rent)	554 600.8	–	554 600.8
<b>Subtotal</b>	<b>2 261 663.8</b>	<b>–</b>	<b>2 261 663.8</b>
Prior-period adjustments	9 204.0	–	9 204.0
<b>Adjusted project expenditure</b>	<b>2 270 867.8</b>	<b>–</b>	<b>2 270 867.8</b>
Savings from cancellation of obligations	(226 685.7)	–	(226 685.7)
Legal expenses for the arbitration cases	5 018.0	1 183.0	6 201.0
<b>Subtotal</b>	<b>2 049 200.0</b>	<b>1 183.0</b>	<b>2 050 383.0</b>
Enhanced security upgrade project	100 000.0	–	100 000.0
<b>Total, capital master plan project expenditure</b>	<b>2 149 200.0</b>	<b>1 183.0</b>	<b>2 150 383.0</b>

29. The total accumulated legal expenses for the arbitration cases to date amount to \$5,018,000. Based on the estimate from the Office of Legal Affairs, an additional amount of \$1,183,000 is required from August to December 2019, for a total legal cost of \$6,201,000.

30. The United Nations is seeking 100 per cent reimbursement of all legal costs for these arbitration matters. If awarded, the legal fees will be credited back to the project balance, resulting in savings of the project. The final unused balance of the project can only be determined after the conclusion of the litigation processes and settlement of all liabilities. At that time, the Secretary-General will report on the final balance and submit proposals for the approval of the General Assembly with respect to the return of any final residual balance to Member States.

### C. Associated costs and the secondary data centre

31. The overall associated cost expenditure amounts to \$139.7 million. The cost of the secondary data centre amounts to \$19.2 million.

32. The associated costs and the cost of the secondary data centre have been funded from \$4.2 million relating to the secondary data centre from the support account for peacekeeping operations and \$154.7 million in accordance with section VIII, paragraph 16, of General Assembly resolution 69/274.

### D. Consolidated expenditure and requirements

33. The final consolidated requirements of the capital master plan amount to \$2,305.1 million, or \$2,309.3 million if the portion funded by the support account for peacekeeping operations is taken into consideration. Details are provided in table 5.

Table 5

#### Consolidated expenditure as at 31 July 2019 and projected requirements until December 2019

(Millions of United States dollars)

<i>Description</i>	<i>From project inception to July 2019</i>	<i>From August to December 2019</i>	<i>Total</i>
<b>Project costs</b>			
Capital master plan project	2 149.2	1.2	2 050.4
Enhanced security upgrade	100.0	–	100.0
<b>Subtotal</b>	<b>2 149.2</b>	<b>1.2</b>	<b>2 150.4</b>
<b>Non-project costs</b>			
Associated costs	139.7	–	139.7
Secondary data centre	15.0	–	15.0
<b>Subtotal</b>	<b>154.7</b>	<b>–</b>	<b>154.7</b>
<b>Consolidated total</b>	<b>2 303.9</b>	<b>1.2</b>	<b>2 305.1</b>
Portion of secondary data centre funded from the support account for peacekeeping operations	4.2	–	4.2
<b>Consolidated total, including portion funded from the support account for peacekeeping operations</b>	<b>2 308.1</b>	<b>1.2</b>	<b>2 309.3</b>

34. Financial statements regarding the expenditure for the 2018 financial period were completed, consolidated and finalized in March 2019, following established financial reporting processes, in compliance with the Financial Regulations and Rules of the United Nations. The financial close-out of the capital master plan project will be delayed due to the ongoing arbitration cases.

## VI. Arbitration

35. The Organization is engaged in two arbitration proceedings with Skanska, the construction manager for the capital master plan. Each of the arbitration proceedings arose from claims filed against Skanska by a Skanska subcontractor.



36. The first arbitration arose as a result of an arbitration brought against Skanska by its electrical subcontractor, in which the subcontractor claims that it is owed tens of millions of dollars for the work it performed under several contracts with Skanska as part of the capital master plan. Although Skanska has denied the subcontractor's claims in their entirety, Skanska itself claims that if it were found to owe any additional sums to its subcontractor, the liability for such sums should be passed on to the United Nations. The United Nations disputes Skanska's characterization of its rights under the relevant contracts, and the dispute is currently before an arbitral panel, as required under such contracts. Formal proceedings before the arbitral tribunal are under way. The capital master plan project consists of several subprojects. Skanska's electrical subcontractor, which is a party to the Skanska-United Nations arbitration, worked on some but not all of the subprojects. Each of the subprojects had its own construction management agreement between the United Nations and Skanska. In an effort to facilitate the arbitration process, the tribunal decided to divide the proceeding into three separate, consecutive phases, with one phase for each of the three subprojects that is at issue in the arbitration: (a) the Secretariat subproject; (b) the Conference Building subproject; and (c) various other infrastructure subprojects (for example, fire alarm and basement power distribution). The main hearing with respect to phase one of the first arbitration was held in June 2019. Regarding phase one, a decision of the tribunal is expected towards the end of 2019.

37. The second arbitration arose as a result of an arbitration brought against Skanska by its mechanical systems subcontractor, in which the subcontractor claims that it is owed in excess of \$4 million for work it performed under contracts with Skanska as part of the capital master plan. Although Skanska has denied the subcontractor's claims, Skanska itself claims that if it were found to owe any additional sums to its subcontractor, the liability for such sums should be passed on to the United Nations. The United Nations disputes Skanska's characterization of its rights under the relevant contracts. Formal proceedings before the arbitral tribunal commenced in 2018 and are still in a preliminary phase involving complex jurisdictional issues and the production of voluminous documentary evidence. A hearing on the merits of the case is scheduled to be held towards the end of 2019.

38. The Office of Legal Affairs, with the assistance of outside counsel, is actively defending the interests of the Organization in these two arbitration proceedings. The outcome of the arbitration cases could result in either no additional liability with respect to the capital master plan project, including the possible recovery of some or all of the attorneys' fees and arbitral expenses incurred by the Organization, or a need for additional funding to discharge a legal obligation that would be specified in the arbitration award. Should the arbitration proceedings continue beyond 2019, additional attorneys' fees and arbitral expenses, estimated at \$2 million for 2020, may be incurred, in which case a commitment authority would be sought.

## **VII. Actions to be taken by the General Assembly**

39. It is recalled that the General Assembly, in its decisions 71/546 A, 72/547 A and 73/547 A, deferred its consideration of the fourteenth, fifteenth and sixteenth progress reports of the Secretary-General on the implementation of the capital master plan ([A/71/309](#), [A/72/294](#) and [A/72/294/Corr.1](#), and [A/73/317](#)) and the related reports of the Advisory Committee on Administrative and Budgetary Questions ([A/71/541](#), [A/72/536](#) and [A/73/468](#)).

40. **The Secretary-General recommends that the General Assembly:**

(a) **Note the progress made since the issuance of the sixteenth annual progress report, including the progress made towards the final resolution of the arbitration cases as detailed in paragraphs 35–38 above;**

(b) **Request the Secretary-General to submit an eighteenth progress report on the project, which should include progress on the arbitration cases and the final cost, to the General Assembly at the main part of its seventy-fifth session.**

## Annex

## Status of implementation of outstanding recommendations

No.	Report reference	Summary of recommendation	Status
1	A/68/5 (Vol. V), para. 77	The Board recommends that the Administration adopt a whole life-cycle asset investment strategy and assess costed options for the through-life maintenance of the Headquarters buildings.	Pursuant to section VI of General Assembly resolution 70/248 B, the Secretary-General submitted an updated report on the strategic capital review (A/72/393), in which he proposed employing an incremental recapitalization approach to capital maintenance and provided an update on the governance structures of the capital construction projects and on near-term proposed capital projects, as well as information on other considerations, such as accessibility, global long-term accommodation requirements and flexible workplace strategies. The Administration continues to work towards presenting a whole life-cycle asset investment strategy as part of the strategic capital review.
2	A/68/5 (Vol. V), para. 82	The Board recommends that the Office of Central Support Services review its ongoing maintenance contracts, based on an assessment of the total scope of facilities management requirements after completion of the capital master plan, and assess the possibilities for obtaining better value from any future strategic commercial relationship.	The Administration has retained an independent expert to carry out an assessment of its maintenance approach. Work commenced in January 2019 and a final report is expected by October 2019. This recommendation is under implementation.
3	A/70/5 (Vol. V), summary, para. 17 (c)	Accelerating closure of the remaining capital master plan contracts to increase certainty regarding final project costs and to release any potential savings.	All construction work for all scopes of the capital master plan project has been completed. All contracts were administratively closed out, including the reconciliation of accounts and payment of invoices, with the exception of some invoices subject to arbitration. As the contractual litigation is still in progress, any potential savings cannot be released until the conclusion of the litigation process.
4	A/70/5 (Vol. V), summary, para. 17 (d)	Reporting the full amount of any savings arising from contract closure and introducing appropriate governance mechanisms to determine the use that can be made of such savings, including specific consideration of returning savings to Member States.	Information on savings realized from the cancellation of obligations from prior years and their utilization has been provided in previous progress reports. All contracts were administratively closed out, including the reconciliation of accounts and payment of invoices, with the exception of some invoices subject to arbitration. The contractual litigation is still in progress. After the conclusion of the litigation process and settlement of all liabilities, the project will be closed. Any final residual balance will be calculated and returned to Member States.

No.	Report reference	Summary of recommendation	Status
5	A/71/5 (Vol. V), summary, para. 17 (d)	Perform a detailed analysis of operational data and building malfunctions to help the Administration to develop a strong business case for submission to the General Assembly in support of its proposed annual and longer-term maintenance budgets.	The Administration has retained an independent expert to carry out an assessment of its maintenance approach. Work commenced in January 2019 and a final report is expected by October 2019. This recommendation is under implementation.
6	A/72/5 (Vol. V), para. 62	The Board recommends that the Administration make efforts to operationalize the Umoja plant maintenance module to enable an early review of its maintenance practices. This would enable the Administration to prepare a long-term maintenance plan covering any gaps in its maintenance efforts.	The Umoja plant maintenance module was implemented in October 2017. Data have been collected and are being considered in the context of the independent assessment of the overall maintenance approach in 2019.
7	A/72/5 (Vol. V), para. 69	The Board recommends that the Administration take steps to strengthen the internal control for protection of assets, and for their proper recording and monitoring.	The recommendation is under implementation. The Department of Operational Support is continuing to work on strengthening internal controls in the area of property management.
8	A/72/5 (Vol. V), para. 79	The Board recommends that the Administration carry out a feasibility analysis on the parameters set in the consultant's report of April 2015 to identify areas for improving energy efficiency, after taking into consideration the enhanced flexibility offered by the implementation of the capital master plan.	The Administration is continually making efforts to improve the energy efficiency of the campus. Recent efforts such as LED retrofits of lighting fixtures and changes to the chiller plant operations have resulted in a reduction in electrical consumption from 42,618,400 kwh in 2015 to 36,674,400 kwh in 2018, representing savings of 14 per cent, despite an increase of over 500 occupants owing to flexible workplace arrangements. The planned addition of solar panels on the roof of the Conference Building is another significant project to reduce energy usage. It is anticipated that the solar panels will be linked to the Energy Dashboard and Reporting Tool to track and monitor the energy savings generated. The current estimated completion date for the solar panel project is September 2019, and the solar panels are expected to be integrated into the Energy Dashboard and Reporting Tool by the end of December 2019.
9	A/72/5 (Vol. V), para. 95	The Board recommends that the Administration regularly monitor productivity gains while ensuring reduction in space requirements.	In section XI, paragraph 5, of resolution 72/262 A, the General Assembly reiterated its request that the Office of Human Resources Management of the Secretariat assess in detail the impact of the flexible workplace on productivity and provide reliable qualitative and quantitative benefit indicators as well as other factors for the improvement of overall productivity and staff well-being. The Department of Operational Support

No.	Report reference	Summary of recommendation	Status
			will provide any support required by the Department of Management Strategy, Policy and Compliance to implement the recommendation. The Administration also notes that, under the project, workplace satisfaction has been used regularly as a proxy for productivity. Although not a direct measure, workplace satisfaction can have a direct relationship with productivity as staff tend to develop positive attitudes and behaviours when their environment facilitates their ability to do well. Through the post-occupancy evaluation survey and focus group discussions, information for the project is continuing to be gathered on workplace satisfaction and its connection to productivity on the floors with newly implemented flexible arrangements.
10	<a href="#">A/73/5 (Vol. V)</a> , para. 15	The Board recommends that the Administration review the methodology followed for the preparation of estimates to establish norms for the common/general nature of expenses in order to ensure that the estimates for projects are realistic.	The Administration notes that the guidelines for the management of construction projects, issued in 2016, contain standardized guidance on the development of cost estimates for projects. The Administration aims to refine this methodology in line with the current recommendation and confirms the target implementation date of December 2019.
11	<a href="#">A/73/5 (Vol. V)</a> , para. 56	The Board recommends that the Administration maintain an updated registry of works of art and gifts and carry out their physical verification annually to assure their existence.	Physical verification was completed in August 2018. The inventory is in the process of being integrated into the computer-aided gifts module, which is expected to be completed in the fourth quarter of 2019. Upon completion, the gift registry information will be available in this module.
12	<a href="#">A/73/5 (Vol. V)</a> , para. 65	The Board recommends that the Administration explore the utility of the Energy Dashboard and Reporting Tool with regard to monitoring the energy consumption of floors and buildings so as to further reduce energy consumption wherever possible. The Board further recommends that the Administration report on reductions in consumption of water as well.	The Administration is continually making efforts to improve the energy efficiency of the campus. Recent efforts such as LED retrofits of lighting fixtures and changes to the chiller plant operations, as confirmed using the Energy Dashboard and Reporting Tool, have resulted in a reduction in electrical consumption from 42,618,400 kwh in 2015 to 36,674,400 kwh in 2018, representing savings of 14 per cent, despite an increase of over 500 occupants owing to flexible workplace arrangements. The work under the capital master plan resulted in a reduction in water consumption by approximately 56 per cent. It is noted that the increased population at United Nations Headquarters as a result of flexible workplace arrangements is expected to lead to an increase in water consumption at the compound, while eliminating it in formerly leased premises. The current estimated completion date for the solar panel project is September 2019, and the solar panels are expected to be integrated into the Energy Dashboard and Reporting Tool by the end of December 2019.

No.	Report reference	Summary of recommendation	Status
13	A/73/5 (Vol. V), para. 70	The Board recommends that the Administration analyse the responses to the survey on iSeek and take remedial measures.	The Administration engaged the services of accessibility experts to conduct a review of the United Nations Headquarters premises and shared with them the results of the accessibility survey. As a result of the review and informed by the survey results, the experts recommended a number of improvements to meet local accessibility code requirements. It is requested that this recommendation be considered to be fully implemented.
14	A/73/5 (Vol. V), para. 71	The Board recommends that the Administration examine the requirements of the 2010 Americans with Disabilities Act Standards for Accessible Design and take necessary steps on a progressive basis towards compliance with those standards to ensure accessibility to all individuals with disabilities.	The Administration engaged the services of accessibility experts to conduct a review of the United Nations Headquarters premises. The Administration shared with the experts the results of the accessibility survey. As a result of the review, the experts recommended a number of improvements to meet the local accessibility code requirements. The Administration has included provisions for the works under the proposed programme budget for 2020 and is planning to include further provisions in its proposals for 2021 and 2022.
15	A/73/5 (Vol. V), para. 84	The Board further recommends that the Administration make adequate arrangements for funding the operational and maintenance costs of assets created as a result of the donation from the International Olympic Committee.	The Administration has concluded its assessment and determined that the funds provided by the donor are adequate to ensure that the recreational facilities and equipment can be properly maintained through to the end of their useful life of seven years. Discussions with the United Nations Staff Union and the United Nations Staff Recreation Council are ongoing, but a proposed membership fee would only supplement the current donation for the maintenance and replacement of the equipment. Alternate funding or a further donation will be required to continue to operate the recreational facilities beyond the seven years.