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Proposed programme budget for 2025

## Progress in the renovation of Africa Hall at the Economic Commission for Africa in Addis Ababa

### Ninth report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for 2025

#### I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on progress in the renovation of Africa Hall at the Economic Commission for Africa (ECA) in Addis Ababa ([A/79/222](#)). During its consideration of the report, the Advisory Committee met virtually with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses dated 24 September 2024.

2. The report of the Secretary-General, submitted pursuant to section XIV of General Assembly resolution [78/253](#), provides an update on the project since the issuance of his previous progress report ([A/78/350](#)), including on design development, procurement activities, project governance, risk management, progress in construction and the status of voluntary contributions. The report also contains an updated project schedule and a revised cost plan and indicates the advances made during the ongoing construction phase and the projected substantial completion of the project in September 2024. Annex I to the report of the Secretary-General provides a comparison between the revised cost plan and the plan contained in annex I to his previous progress report.

#### II. Progress in the renovation of Africa Hall

##### Cooperation with the Government of the host country and other Member States

3. The Secretary-General indicates that the agreement signed with the Government of Ethiopia remains in place, enabling the seamless importation of goods and services for the project, and that cooperation with the authorities continues in a positive and effective manner ([A/79/222](#), para. 34). **The Advisory Committee expresses its**

\* Reissued for technical reasons on 14 October 2024.



**gratitude to the host country for its continuing support to ECA and trusts that the Secretary-General will continue to engage with the host country to ensure the project's success.**

4. In paragraphs 35 to 38 of his report, the Secretary-General provides an update on voluntary contributions that have been mobilized for the project, including contributions received in kind from Ethiopia, cash contributions from Mali in the amount of \$52,200, pledges from the Kingdom of the Netherlands and Portugal amounting to €150,000 and €100,000, respectively, and a pledge from Switzerland for SwF 100,000. The financial contributions of €150,000 from the Kingdom of the Netherlands (to support the renovation of the future Delegates Lounge) and €100,000 from Portugal (to support the renovation of the stained-glass artwork) were both received during the reporting period and these renovations are foreseen to be completed together with the remaining project work in 2024. Furthermore, a book sponsored by the Government of Italy, entitled *Africa Hall: A Monument to African History*, which celebrates the historical significance of the building, is expected to be completed ahead of the inauguration of the renovated Africa Hall. The Committee notes that the inauguration is scheduled to take place from 21 to 24 October 2024. **The Advisory Committee notes with appreciation the contributions and pledges already received in support of the renovation of Africa Hall and trusts that the Secretary-General will continue his efforts to mobilize additional contributions from Member States in support of the project.**

### **Status of construction and project schedule**

5. The Secretary-General outlines the project objectives and progress made on the Africa Hall renovation project in paragraphs 3 and 4 of his report. The Secretary-General also indicates that the project implementation strategy comprises the following parts: (a) early decanting work (moving out); (b) main renovation work; (c) conference and information technology systems; (d) artwork restoration; and (e) the permanent exhibition (*ibid.*, para. 41).

6. The Secretary-General provides an overview of procurement activities related to contract awards, wherein it is indicated that:

(a) The early decanting work has been substantially completed since July 2021 and the delivery of the main renovation work, the conference and information technology systems (lot A) and the artwork restoration (lot A) continued;

(b) The design for the permanent exhibition package was completed with the awarding of the contracts for construction work in May 2024 by means of an amendment to the contract for the main renovation work. This includes an extension of 61 days for project implementation, which is a major reason for the movement of the substantial completion date from June 2024, as reported in the previous progress report, to September 2024, as indicated in current progress report;

(c) Under the package of the main renovation work and to ensure cost and time efficiencies, ECA awarded a contract for the installation of an enhanced security system to address safety and security gaps identified by the ECA Safety and Security Service in 2022. This, together with the time extension given under the permanent exhibition package, also required an extension in the overall project implementation time frame and contributed to the substantial project completion date slipping from June 2024 (as reported in the previous progress report) to September 2024 (as indicated in the current progress report);

(d) Additional activities included the completion in June 2024 of the delivery of goods related to the audiovisual and conference engineering systems under the

package of conference and information technology systems; the awarding of the contract for the restoration of the canvas and linen component under the package of artwork restoration; the engagement of individual consultants for the remaining artwork restoration services; and the issuance of seven contract amendments under the contract for the main renovation work package, and one amendment for the audiovisual and conference engineering systems under the conference and information technology systems package (ibid., paras. 41–47).

7. The status of construction efforts is described in paragraphs 61 to 64 of the progress report. Table 5 and figure III of the report provide, respectively, information on the actual progress and the updated project schedule as at 30 June 2024, as well as a status comparison of milestone dates in the updated project schedule with those contained in the previous progress report (ibid., para. 66). Upon enquiry, the Advisory Committee was informed that the project close-out work was foreseen under stage 5, as indicated in table 5, and would be conducted by the contractor for the main work, with the project team providing management, monitoring and supervision and the expected conclusion of work in September 2025. The Committee was also provided with a detailed breakdown of the project close-out work, as contained in the annex to the present report, and informed that the close-out and final completion of the Africa Hall renovation included a smooth transitioning of the Africa Hall building, with its associated infrastructure and building systems, to future operators and maintainers at ECA, as well as continuing coordination with consultants and contractors as needed for the compliant implementation of the remaining services. **The Advisory Committee notes that substantial project completion is currently forecast for September 2024, three months later than forecast in the previous progress report, and that the expected conclusion of work is forecast for September 2025 (A/78/350, paras. 5, 32 and 67).**

8. **The Advisory Committee notes that no outstanding major contractual requirements are foreseen over and beyond those in the close-out phase as indicated and therefore trusts that ECA shall monitor all defects and ensure that the necessary actions are taken to rectify them, as well as conduct the necessary quality assurance assessments so that the project is delivered within the budget approved by the General Assembly.**

9. The Committee was also informed that as regards the final completion certificate for the early decanting work issued by ECA, the contractor had raised requests for additional total compensation of approximately \$2.4 million, mainly in connection with matters occurring during the course of construction. Those matters had previously been discussed with the contractor and rejected by ECA given that the basis for compensation had not been substantiated or justified by the contractor. Nevertheless, ECA, in conjunction with the Office of Legal Affairs, had allowed for an open dialogue with the contractor, including meetings through which the contractor had had the opportunity to air its concerns and substantiate its claims. The Committee was informed that to date the contractor still had not provided substantiation or justification. The Committee was further informed that, to the knowledge of ECA, the contractor had not taken any affirmative steps towards filing an arbitration action against the United Nations with respect to any aspect of its requests for additional compensation. Accordingly, ECA was not in position to offer any comment regarding the timing or costs of a possible arbitration. **The Advisory Committee trusts that detailed information will be provided to the General Assembly during the consideration of the present report and an update included in the next report.**

## Risk management

10. The Secretary-General provides an update on risk management and the risk response measures to be taken to mitigate project risks in paragraphs 26 to 33 of his report. A seventh quantitative risk analysis (Monte Carlo simulation)<sup>1</sup> carried out in June 2024 indicates a confidence level of 76 per cent of delivering the project within the maximum approved overall budget of \$56.9 million (A/79/222, para. 28 and figure I). The Secretary-General indicates that this cost-confidence level represents an increase of 44 percentage points from the previous simulation in July 2023, is higher than any previous simulation outcome and, while still below the organizational target level of 80 per cent, represents a marked improvement from the levels of previous years (ibid., para. 28 and table 2). The seventh simulation also provided an updated cost-sensitivity analysis, with the top five risks identified, in descending order of magnitude, as: (a) timeliness of decision making (36 per cent); (b) global market escalation (20 per cent); (c) owner-directed changes (17 per cent); (d) situation in the Red Sea (13 per cent); and (e) lack of user involvement in commissioning and handover (0 per cent) (ibid., para. 30 and figure II).

11. A comparison of the top five project risks for the period 2022–2024 is presented in table 3 of the report and reproduced in the table below. The Committee notes that the risk of timeliness of decision-making remains in the top position, followed by global market escalation (and force majeure) and the risk of owner-directed changes.

Table  
Top five project risks, 2022–2024

<i>Previous top five risks (A/77/339, para. 31)</i>	<i>Previous top five risks (A/78/350, para. 34)</i>	<i>Current top five risks (A/79/222, para. 30)</i>
Owner-directed changes	Timeliness of decision-making	Timeliness of decision-making
Global market escalation (and force majeure)	Owner-directed changes	Global market escalation (and force majeure)
Risks inherent to the main renovation works	Global market escalation (and force majeure)	Owner-directed changes
Timeliness of decision-making	Contractor capacity	Situation in the Red Sea
COVID-19-related risks	Lack of user involvement in commissioning and taking over	Lack of user involvement in commissioning and handover

12. Upon enquiry, the Advisory Committee was informed of the measures taken to reduce the costs of the project resulting from unforeseen additional expenses and that the dedicated project management team had involved key organizational stakeholders closely from the beginning of the project and would maintain that engagement until project completion to ensure that the expected benefits are delivered as planned and that stakeholders take rapid decisions to prevent any further delays. The Committee was also informed of the necessity of timely decisions affecting the Monte Carlo assessment confidence level and that might relate to any potential change requests or variations that could arise during the final phase in the contract implementation, and that costly delays in the remaining project implementation could result from a lack of

<sup>1</sup> A statistical analysis method used to better understand the impact of risks in a project, by using a range of minimum to maximum values with regard to time frames and cost estimates for stages and components, through a computer-based simulation that runs multiple random project scenarios (A/77/7/Add.16, footnote 1).

timely and informed decisions. **The Advisory Committee trusts that the project owner shall make additional efforts to minimize all project-related risks, in particular as regards the timeliness of decision-making, and ensure that the Secretary-General delivers the project on time and within the budget approved by the General Assembly.**

### **Use of local materials and knowledge**

13. The Secretary-General highlights in his report that local expertise from local artwork experts has been used for various artwork restoration services (*ibid.*, para. 39). **The Advisory Committee notes the use of locally sourced and manufactured materials, as well as local labour and expertise (see also paras. 19 and 20 below).**

### **Energy efficiency and sustainability**

14. With respect to energy efficiency and sustainability, the Secretary-General indicates that ECA continues to track the consumption of electricity in the spaces newly created by the early decanting work to establish a consumption baseline for those spaces. Water consumption is minimal in the renovated areas and not being tracked. ECA intends to provide further details on that subject in next year's report, including on the analysis of collected data and the methodology used to establish baselines ([A/79/222](#), para. 53). **With regard to energy efficiency and sustainability, the Advisory Committee recalls its previous recommendation ([A/78/7/Add.19](#), para. 17) and trusts once more that the Secretary-General will finalize the establishment of an energy efficiency baseline and provide a detailed update, including a projection of the related cost savings, to the General Assembly in the context of the next progress report.**

## **III. Project governance and management**

15. The Secretary-General outlines in his report the project governance structure, including the meetings of the Stakeholders Committee and the Advisory Board that were held during the reporting period ([A/79/222](#), paras. 6–13). An overview is also provided of coordination between the ECA project management team and the Global Asset Management Policy Service of the Office of Programme Planning, Finance and Budget at Headquarters (*ibid.*, paras. 14–16).

16. The Secretary-General further indicates that the capacity of the dedicated project management team was reduced by 30 June 2024 and that it is planned for a remaining team comprising six positions (1 P-5, 1 P-3, 3 National Professional Officer and 1 Local level) to be retained until the end of the defects liability period, currently foreseen in September 2025, thereby requiring an extension of three months (from July to September 2025) (*ibid.*, paras. 17 and 22 and table 1; see also [A/78/350](#), paras. 21 and 22). The team is comprised of the following positions: one Project Manager (P-5), one Contract Manager (P-3), one Civil and Structural Engineer – Supervisor (National Professional Officer), one Building Mechanical, Electrical and Plumbing Engineer – Supervisor (National Professional Officer), one Clerk of Works (National Professional Officer) and one Administrative Assistant (Local level) ([A/79/222](#), para. 22 and table 1).

17. In his report, the Secretary-General also indicates that to address the recommendations raised by the Advisory Committee on Administrative and Budgetary Questions ([A/78/7/Add.19](#), para. 20) regarding the remaining team positions, while the Finance Assistant position was discontinued after July 2024, the

project team was continuing to receive support on financial matters from existing capacity within ECA. Furthermore, the Project Coordinator (P-4) position, cost-shared equally with the Economic and Social Commission for Asia and the Pacific and embedded within the Global Asset Management Policy Service at Headquarters, was discontinued as at 1 July 2024, as foreseen in the previous progress report, and six dedicated Security Officers (Local level) had provided security services for the project until April 2024, after which their positions were discontinued. ECA would utilize its existing non-project resources to provide such services by temporarily filling vacant positions. (A/79/222, paras 19–21).

18. Upon enquiry, the Advisory Committee was informed that it is foreseen that the six members of the project team, who are already well integrated in the project activities and have the necessary expertise, will be retained to work on the critical activities for the final implementation of the construction work and the defects liability period, including: (a) delivering training for operating and maintaining the renovated Africa Hall and handing over the final products to ECA end users and maintainers; (b) supporting the inauguration and reopening activities for the Africa Hall building and the newly established visitor centre; and (c) following up on punch-list rectifications and close-out activities to ensure that project objectives are attained, and compiling and reporting on the lessons learned. The Committee was also informed that the close-out activities are extensive and require the transfer of in-depth knowledge from the project team to ECA staff to ensure a smooth transition and full operating capacity through such critical close-out processes as training sessions, tests and inspections. The Committee was further informed that the transition may allow ECA to avoid the potential risk of needing to deploy last-minute training for staff who may not have the necessary technical expertise.

19. In paragraph 49 of his report, the Secretary-General provides further details on the consultants engaged for the project, namely for: (a) exhibition curation; (b) artwork restoration; and (c) content development. Since May 2024, ECA has engaged content development experts to research content and develop storylines for the thematic areas of pan-Africanism and African heritage, focusing on tangible and intangible heritage designated by the United Nations Educational, Scientific and Cultural Organization (UNESCO), and the curation and exhibition of artworks related to the thematic areas. It is further indicated that ECA has continued to manage the contract with the lead consultancy firm, including with minor changes for additional services. Upon enquiry, the Committee was provided with information on the local and international consultancy services and informed that the lead consultant was expected to end its services in September 2025 at no additional cost.

**20. The Advisory Committee acknowledges the measures undertaken by the Secretary-General to ensure the transfer of knowledge, skills and capacities from the project team to ECA staff, as well as to ensure a smooth transition of the project during close-out activities. The Committee trusts that the lessons learned, including the related contexts, challenges and opportunities, will be documented and shared so that they can be applied in future construction projects of the United Nations.**

## IV. Project costs

### Expenditure for 2024

21. Details on project expenditure as at 30 June 2024 and anticipated costs for 2025 are provided in the report of the Secretary-General (*ibid.*, paras. 67–74, table 6 and annexes I and II), in which he indicates that, in its resolutions 70/248 A, 71/272 A,

72/262 A, 73/279 A, 74/263 A, 77/263 A and 78/253, the General Assembly appropriated a total amount of \$56,261,400 for the project for the period 2016–2024. Annex II to the report provides an overview of the revised cost plans since the project's inception.

22. The Secretary-General indicates that the cumulative expenditure as at 30 June 2024 was \$39,657,700 and the projected expenditure for the remainder of 2024 amounts to \$16,688,800. A balance of \$230,700 is projected to remain unused at the end of 2024 (*ibid.*, paras. 68–74 and table 6). **The Advisory Committee trusts that the Secretary-General will provide an update with the latest available expenditure data on the project to the General Assembly at the time of its consideration of the present report.**

## Resource requirements for 2025

23. Details of the total projected resource requirements for 2025 in the amount of \$549,900 are provided in paragraph 72 and table 7 of the report and comprise:

(a) \$364,200 under section 18, Economic and social development in Africa, which would provide for the continuation of the remaining six positions in the project management team until September 2025, as reflected in table 1 of the report;

(b) \$185,700 under section 33, Construction, alteration, improvement and major maintenance, which would provide for: (i) professional service fees, including for the services of the lead consultant in supporting the dedicated project team during the rectification of defects, as well as for the project close-out (\$100,000); and (ii) a residual amount of contingency to cover any costs that may arise during the period (\$85,700).

## Escalation and contingency

24. Annex IV to the report of the Secretary-General provides an overview of the use of the escalation and contingency provisions since the project's inception. Upon enquiry, the Advisory Committee was informed that prior use of the contingency had been mainly to cover variations to construction contracts, along with additional project management and security costs, and that the amount of \$85,700, the projected unused contingency balance at the end of 2024, reflected the residual amount of contingency to cover the costs of addressing project risks that might materialize during 2025. The Committee was further informed that, except for the ongoing contract implementation balance, there were no outstanding major contract obligations, including for commissioning, retention and other foreseen close-out activities, in the latest cost plan. Furthermore, there would be no unliquidated obligations by the end of the project, as all payments would be made according to the project plan, barring any unforeseen circumstances. The Committee notes the escalation cost of \$2,390,460 due to the revised contract price resulting from the resolicitation and the awarding of the contract again, which resulted in a cost escalation of 8.5 per cent, with a total of 14 additional months for the contract resolicitation and negotiation process. The Committee was informed that ECA had identified lessons learned and recommendations from its procurement activities (see also para. 20 above).

25. The Secretary-General indicates that the projected requirements of \$549,900 for 2025 would be funded from: (a) the projected unused balance of \$230,700 at the end of 2024, to be carried forward under the multi-year construction-in-progress account approved by the General Assembly in its resolution 70/248 A (sect. IX, para. 27);



(b) the available balance of voluntary contributions (\$7,600); and (c) an additional appropriation of \$311,600 requested under section 18, Economic and social development in Africa, of the proposed programme budget for 2025 ([A/79/222](#), para. 73).

## V. Other matters

### Visitors' centre initiative

26. In paragraphs 54 to 60 of his report, the Secretary-General provides an overview of the visitors' centre initiative. He notes that, in accordance with section XIV, paragraph 16, of General Assembly resolution [78/253](#), ECA has refined its business case, revenue projections and justifications to ensure that the fees proposed for the services to be provided to the public will be reasonable and affordable for a wide range of income groups and segments of society, and that the centre will contribute to the strengthening of awareness of the work of the United Nations.

27. The Secretary-General indicates that the scheduled inauguration date is 24 October 2024 and that targeted marketing initiatives and operational planning for the visitors' centre have begun. ECA is also working with regional and international organizations to develop compelling content that showcases the continent's heritage and implement best practices in managing Africa Hall as an iconic monument. A promotion strategy and detailed outreach plan have been finalized, along with a four-tiered fee system, and efforts will be made to mobilize voluntary contributions to support the visitors' centre. Table 4 of the report of the Secretary-General provides preliminary cashflow projections for the visitors' centre, and ECA expects that the operation of the centre will be covered through a combination of maximizing existing capacity and resources, voluntary contributions and revenue from various types of sales.

28. Upon enquiry, the Advisory Committee was provided with information relating to the projections, and to the revenue and expenditure of the centre and the revised business case as follows:

(a) Revised visitor projections: the impact of the coronavirus disease (COVID-19) pandemic and projections that the visitors' centre would attract some 250,000 visitors per year;

(b) Revised fee structure: proposal of a new fee structure that would make the visitors' centre more affordable and accessible to visitors;

(c) Revised start-up budget: projection that the visitors' centre would require a start-up cost of \$1,373,744 and an operational budget of \$1,480,270, for a total of \$2,854,014;

(d) Revised funding plan: projection that the launch of the visitors' centre would be funded both through the regular budget, under income section 3 of the programme budget, and through extrabudgetary sources and/or contributions from Member States.

29. The Committee recalls that it was informed in the context of its previous report ([A/78/7/Add.19](#), paras. 27–28) that the revised start-up funding requirements of the visitors' centre would amount to \$822,800 and that the annual operating budget of the centre would amount to \$727,700. The Committee further recalls that, in his previous report, the Secretary-General indicated that start-up funding of \$1.15 million would be required for the centre. **The Advisory Committee notes the revisions to the projections, budget and plan for the centre and trusts that further clarification**



**of the difference in projections will be provided to the General Assembly at the time of its consideration of the present report.**

30. Upon enquiry as to the revenue and pricing structure for visitors' fees, the Advisory Committee was informed that ECA proposes maintaining the current pricing structure, on the basis of the continued validity of its fee structures and visitor flow projections, which remain consistent with the previous year. Given the diverse demand sources, ECA anticipates sustained visitor traffic to the centre, thereby ensuring consistent revenue generation through the guided tour programme, provided that product offerings receive ongoing promotion. The Committee was also provided with information regarding: (a) a visitor traffic scenario and projections on the basis of an eight-hour period and a total of 1,005 visitors per day (five tours per hour and an average of 25 visitors per tour); and (b) maximum visitor traffic projections of 256,275 visitors for the guided tour programme, taking into account the potential demand pool and with the provision of advance marketing and promotional activities. The Committee was informed that the number of visitors would be significantly higher, as indicated by the actual visitor history of comparable tourist attractions in the city, and that tour figures were derived from a potential demand pool estimated by using current data collected from the Ministry of Education for school-related information, United Nations projections for the local population, the Ethiopian Convention Bureau for tourist-related statistics and Ethiopian Airlines regarding stopover tourism for transit passengers. **The Advisory Committee considers that projections for the visitors' centre at this stage include assumptions that will be tested for viability as activities are launched and trusts that the Secretary-General will provide an update and a revision, as necessary, of projections for the centre's operations in his next progress report.**

### **Implementation of the oversight bodies' recommendations**

31. In paragraphs 23 to 25 of his report, the Secretary-General indicates that the Office of Internal Oversight Services (OIOS) conducted its eighth annual audit of the Africa Hall renovation project between February and March 2024. The most recent internal draft audit report contains three recommendations, all of which were accepted by ECA and are under implementation. In its report, OIOS confirmed that all recommendations raised in previous audits had been addressed and closed by March 2024. OIOS also noted the conclusion by ECA that there might be no merit in proceeding to arbitration for the recovery of losses incurred by the Organization because of the failure of the joint venture to deliver the main renovation work package in 2019. ECA has drawn lessons from this experience to inform future contract negotiations and awards.

32. The Advisory Committee recalls the information relating to the direct losses to the United Nations in the amount of \$3.69 million as a result of the bankruptcy of the joint venture firm whose lead partner became bankrupt in 2019, as reported last year ([A/78/7/Add.19](#), paras. 30–31, and [A/78/350](#), paras. 25–28). Upon enquiry, the Committee was informed that the losses would not be recovered, based on a determination made following a cost-benefit analysis conducted by ECA in consultation with the Office of Legal Affairs, and that further steps to seek recovery would not be in the best interests of the Organization. The Committee was also informed that the process of awarding the contract to the joint venture had involved several stakeholders, that due diligence had been exercised throughout the procurement process while applying the appropriate United Nations rules and regulations up to the awarding of the contract, and that the losses had been incurred due to the unforeseeable bankruptcy of the main technical partner of the joint venture. **The Advisory Committee regrets that the amount of \$3.69 million will not be**

recovered as determined by ECA in conjunction with the Office of Legal Affairs. The Committee notes the wider issue of accountability regarding the process of selecting the contractor, including such matters as the roles and responsibilities of the multiple stakeholders involved in the process and the awarding of the contract on the basis of a joint venture. The Committee therefore trusts that a determination of the lessons learned, as well as an enhanced sharing of these lessons learned with other construction projects, will take place and that the Secretary-General will provide additional information in his next progress report.

## **VI. Conclusion**

33. The recommendation of the Secretary-General on the proposed actions to be taken by the General Assembly is set out in paragraph 75 of his report. Subject to its recommendations and observations above, the Advisory Committee recommends that the General Assembly:

- (a) Take note of the report of the Secretary-General;
- (b) Appropriate an additional amount of \$311,600 under section 18, Economic and social development in Africa, of the proposed programme budget for 2025, which would represent a charge against the contingency fund.

## **Annex**

### **Breakdown of the work foreseen in the project close-out phase under stage 5**

#### **Support in operating and maintaining the Africa Hall building**

1. To best protect the investment in the renovated Africa Hall, the remaining dedicated project management team will support the ECA building and systems owners, i.e. facilities management services and information and communications technology services, after they assume ownership of the Africa Hall building, in organizing and setting up the regular operations and maintenance efforts related to the building. This support will especially be needed during the beginning of the close-out phase, when the ECA building and systems owners start to independently operate and maintain the Africa Hall building.

#### **Finalization of the operations and maintenance manual**

2. Commissioning and training efforts will be concluded with the compilation of the operations and maintenance manual, which will include the following: as-built drawings, technical specifications of major materials and systems, commissioning reports from the lead consultant, manuals from suppliers and manufacturers, information and the contact list regarding suppliers' post-sales support services, warranties, records of training, relevant documents concerning the construction process (such as fabrication techniques and the documentation of hidden building elements) and notices and advice for operating and maintaining the building. In addition, the remaining project team will work with the lead consultant in establishing a "building-in-use report", which will capture operations- and maintenance-related issues that may arise during the close-out phase, with the aim of enhancing the building operations and maintenance efficiencies of ECA.

#### **Defects rectification coordination**

3. Any defects identified during the commissioning of the work, as well as remaining punch-list items from the services contracts, will be captured and recorded with the substantial completion certificates. Even if these are minor and do not have an impact on the intended functioning of the building and its systems, they will need to be corrected and rectified during the close-out period. The remaining project management team will coordinate such rectification efforts with the contractor(s) and ensure business continuity, minimize disturbances for building users and ensure compliant quality work in line with required specifications.

#### **Demobilization and clean-up**

4. The remaining project management team will oversee and coordinate the demobilization efforts of the contractor for the main renovation work, including restoring the construction site area to its intended final condition. For the upcoming rectification of any defects, the contractor will need to keep certain tools and materials inside the ECA compound. This will further require some inventory management, as well as organization of the handover of spare parts and leftover materials from the contractor to ECA, which the remaining team will coordinate.

## **Final report**

5. The remaining project management team will oversee and coordinate the creation of a final report from the lead consultant that will capture all of the documented project records, including the documents created during project execution, information about open claims (if any) and the final completion certificates that are to be issued to the contractors to confirm final completion of their contracts at the end of the defects liability period (which, for the ECA contractors, is a 12-month period, the same as for the stage 5 close-out phase).

## **Lessons learned report**

6. The remaining project management team will work with the Global Asset Management Policy Service and prepare a report on the lessons learned during project implementation as a reference for future organizational capital construction projects. The report will follow the outline defined by the Service, which will be the same outline as for all lessons learned reports across all ongoing capital construction projects. Meetings will be held with the Service during the preparation of the report to ensure its quality.

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