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Proposed programme budget for the biennium 2016-2017

Proposal for the seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok

Report of the Secretary-General

Summary

The present report is submitted pursuant to the recommendations contained in the report of the Secretary-General on the strategic capital review (A/69/760) and on the basis of the initial review and findings presented in the preceding report (A/68/733). It provides an outline of one of the projects identified for implementation within the first 10 years of the 20-year review: the seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok.

The present report provides an outline of a plan for undertaking the project, the proposed implementation schedule over six bienniums ending in 2027, the total project costs, estimated at $35.2 million at current rates for the period from 2016 to 2027, as well as the proposed resource requirements for the biennium 2016-2017.

The General Assembly is requested to approve the proposed project and the related resource requirements for the biennium 2016-2017, and to establish a multi-year construction-in-progress account. In accordance with section I of Assembly resolution 63/263, annual progress reports will be submitted to the Assembly.

* A/70/150.

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I. Introduction

A. Background

1. The headquarters of the Economic Commission for Asia and the Far East (ECAFE) was established in Shanghai in 1947. However, the situation there in 1948 necessitated a temporary move of the secretariat to Bangkok, where operations resumed in January 1949. The ECAFE secretariat occupied several temporary quarters in Bangkok, but was soon accommodated at the Sala Santitham, a new building built by the Government of Thailand in 1954. An agreement between the United Nations and the Government of Thailand relating to the establishment in Bangkok of ECAFE was signed on 26 May 1954. In 1970, Bangkok was formally designated as the headquarters seat of ECAFE. In 1974, the name ECAFE was changed to the Economic and Social Commission for Asia and the Pacific (ESCAP).

2. The Sala Santitham building housed various government offices in addition to those of international organizations. Conference facilities suitable for meetings of the Commission were completed in 1957. The entire facility was operated and administered by the Government.

3. In 1967, a small four-storey building was constructed between the assembly hall and the north wing of the Sala Santitham. It provided space for offices, printing facilities and a cafeteria. The building and the Sala Santitham were eventually demolished to make space for the new United Nations conference facilities, which were constructed in the early 1990s.

4. By 1970, much larger facilities were required. The Government made available an L-shaped site on which the United Nations could build the additional facilities it required. The initial term of the lease for the site was 20 years, renewable for an additional 10-year term. In 1986, the Government and the United Nations signed a long-term agreement for the lease of the 1970 parcel and the Sala Santitham site for an indefinite period.

5. The foundation stone-laying ceremony for the new facilities, which comprised a secretariat building and a service building, was conducted by the Prime Minister of Thailand on United Nations Day, 24 October, 1972. The buildings were ceremonially inaugurated by King Bhumibol Adulyadej on United Nations Day, 24 October, 1975. They are made of reinforced concrete and contain, respectively, 29,532 and 19,727 square metres (317,882 and 212,340 square feet) of floor area. Their combined total volume is 168,255 cubic metres (220,080 cubic yards). Annex I shows a site plan of the compound.

6. At the time of its construction, the secretariat building was one of the tallest buildings in Bangkok. The service building provides three parking levels and four large general-purpose floors for offices, a library, etc. A bridge connects the service building and the secretariat building at the first floor level.

B. Current condition of the buildings

7. The secretariat and service buildings were designed in the early 1970s and the conference centre in the early 1990s, when no formal design standards to provide resistance against seismic risks were in place in Thailand. Such standards were only

introduced in 1997, after the buildings were completed. However, the prevailing structural standards of the era were taken into consideration in the design of the buildings.

8. Owing to concern that the buildings were reaching the end of their useful life and had not been designed taking seismic risks into consideration, preliminary studies were carried out in 2011 and 2012 to assess the structural integrity and safety of the marble cladding and to investigate the energy performance of the building exterior.

9. Visual inspections of the secretariat, service and conference buildings were undertaken on 22 June 2012 by a seismic and earthquake engineering consultant. At the conclusion of the inspection, vulnerable points in the structures had been identified, and it was determined that only the secretariat and the adjoining portions of the service building did not comply with the applicable current design standard for seismic resistance.

10. In 2013, the Commission engaged a specialized structural engineering consultant to assess the resistance of the secretariat and service buildings to potential strong seismic loads, in particular the seismic performance of the buildings relating to life safety and collapse prevention, as well as the buildings' structural conditions. The final seismic evaluation report, issued on 17 April 2014, revealed a need to undertake extensive mitigation measures, particularly for the secretariat, and to a lesser extent the service building, in order for the buildings to be compliant with the current design standards for seismic resistance that are considered necessary for the safety of their users.

11. The key findings related to the secretariat and service buildings were the following:

Secretariat building

(a) The secretariat building is a high-rise office tower made of reinforced concrete walls, and its lateral structural resistive system was not designed to withstand seismic loads;

(b) The analyses showed that the building failed to meet the prevailing national and international standards for life safety and collapse-prevention performance, as numerous structural failures would most likely occur between the building core and the office blocks in the case of a strong seismic event;

(c) The study recommended that the secretariat building be structurally retrofitted at the core and on the exterior walls of the office blocks in order to meet current collapse-prevention performance standards;

Service building

(d) The service building review indicated that there was some structural deterioration on the top roof slab, and even though the building met current life safety performance standards, it did not fully achieve the collapse-prevention performance standards;

(e) The study recommended that some structural remedial measures be undertaken at the connection points between the secretariat and service buildings in order to meet current collapse-prevention performance standards.

12. The findings of the study were taken into consideration during the overall assessment of the ESCAP premises as part of the strategic capital review, as conveyed in the related report of the Secretary-General (A/69/760) and the initial review and findings presented in the preceding report (A/68/733, para. 28).

II. Project overview

A. Project objectives

13. The main purpose of the proposed seismic mitigation retrofit and life-cycle replacements project was to ensure the long-term health and safety of staff, delegates and visitors at the Commission's premises in Bangkok. The project also provides an opportunity to address in the most cost-effective way other issues relating to building performance, energy conservation, space usage efficiencies and the life-cycle replacement of building systems that have reached the end of their useful lives.

14. The following key project objectives were established at the inception of the project plan:

(a) To ensure business continuity and day-to-day operations at the Commission's premises;

(b) To ensure compliance with relevant regulations relating to health and life safety, and with building codes;

(c) To ensure compliance with all relevant regulations relating to persons with disabilities, including provisions concerning accessibility and technology;

(d) To repair and update the building enclosure and the electrical, mechanical and plumbing systems to meet the relevant health and safety regulations, and to reduce energy consumption;

(e) To upgrade the existing information technology networks to bring them into compliance with the United Nations information technology strategy;

(f) To optimize the use of the available interior spaces and meeting facilities, providing flexible and functional spaces.

15. Those objectives have guided the development of the project scope, with the goal of providing, for staff, delegates and visitors, modern, safe, healthy and functional office facilities that address the current and future requirements of the United Nations.

B. Project scope

16. The scope of work for the seismic retrofit project takes into account the studies carried out in 2011 and 2012, the visual inspection made in 2012 and the structural seismic assessment undertaken in 2013 and 2014, as outlined in paragraphs 8 to 10 above. Its priority is corrective action to address health and safety risks.

17. Given that the works would require the demolition of some existing building elements, it has been determined that the most cost-effective approach to the retrofits would be a renovation that also includes other building components that have reached the end of their useful lives. The envisaged project scope therefore entails a major structural retrofit of the secretariat building, along with the conjoined areas of the service building, to guard against future potential seismic incidents; repair of the exterior building facade and replacement of its outdated glazing and associated insulation for better energy efficiency; and the replacement of the roof to guard against water infiltration. It is proposed to align the extremely outdated electrical and mechanical systems with the applicable building codes to meet current standards for comfort and energy efficiency; the toilet areas would be modernized to achieve greater water conservation; and the adjoining elevator lobbies would be refurbished. To maximize economies of scale, other life-cycle replacements or upgrades of installations such as the low-voltage electrical system and the information technology infrastructure would be undertaken when the floors are unoccupied and are included in the project scope. The renovation and life-cycle replacement would ensure that the buildings are compliant with the latest applicable building code standards for health and safety while extending the useful life of the premises.

18. In addition, the interior office spaces would be modernized to allow for more efficient and effective space utilization, using the applicable United Nations standard office space guidelines and implementing, to the extent possible, flexible workplace strategies. To that end, a space utilization analysis by an outside consultant is currently under way and should be finalized by the fourth quarter of 2015. The space usage study was undertaken specifically to respond to the growing request for additional space by United Nations agencies, funds and programmes currently located within the ESCAP compound. The results of the study will be reported on in subsequent progress reports of the Secretary-General on the project.

C. Project plan

19. The overall project plan is currently structured in three phases:

(a) Phase 1: assessment of the buildings' structure and condition, and was completed in 2014;

(b) Phase 2: preparation of detailed design information, bills of quantities and technical specifications, leading to the development of the bidding documents;

(c) Phase 3: implementation of the renovation works.

III. Project governance

A. Project ownership and oversight

20. The project owner would be the Executive Secretary of the Economic and Social Commission for Asia and the Pacific. The Central Support Services Section within the Division of Administration of the Commission would maintain oversight over the proposed dedicated project management team that would be responsible for the execution and day-to-day management of the project.

21. The Central Support Services Section of the Commission would regularly coordinate with the Office of Central Support Services at Headquarters in New York, in particular the Overseas Property Management Unit, regarding project implementation. That joint way forward would provide synergies and sharing of best practices from the various capital projects of the Secretariat and would also assist in the early identification of risk.

22. The proposed structure is presented in annex II. The salient features of the structure, which take into account the best practices and lessons learned from other capital projects of the Secretariat, are:

(a) Clear reporting lines of the dedicated project management team within the Commission;

(b) Well-defined coordination and support interaction between the Office of Central Support Services and the Commission to facilitate the sharing of knowledge and provide alerts and early remedial action in the event that issues arise;

(c) The establishment of a stakeholders committee to assist the Executive Secretary and the dedicated project management team to proactively manage the project.

23. The stakeholders committee will draw its members from other secretariat offices based within the Commission's premises in Bangkok (such as the Office for the Coordination of Humanitarian Affairs, the Office of Information and Communication Technology of the Department of Management, and the Department of Security and Safety) and observers from other stakeholders such as the United Nations Country Team offices located on the Commission premises (the United Nations Environmental Programme, the United Nations Development Programme and the International Labour Organization).

24. It is proposed that the stakeholders committee would meet on a quarterly basis, or as deemed necessary, and present its report with findings to the Executive Secretary of the Commission for consideration.

B. Project management

25. The detailed planning and execution of the project would need a dedicated project management team to oversee the technical aspects of the project and its safe execution, ensure the quality of the works and manage the movements to swing spaces that will be required, which will require security and information technology systems to be replicated at alternative locations. In addition, the dedicated project management team would be essential for the planning and effective execution of the project, the management of risks and, most importantly, the control of costs and the schedule of implementation.

1. Project management team

26. Given the importance of the project and the limited capacity of the Facilities Management Unit at the Commission, the early establishment of a dedicated project management team is essential. The team would be responsible for project management and implementation, building services design, civil engineering design, logistics, movements in and out of swing spaces and site and staff safety and

administration. It is proposed that the team comprise: a Project Manager (P-4); a Building Services Engineer (P-3); a Civil Engineer (P-3); a Communications, Planning and Logistics Officer (National Officer); a Site Safety Officer (National Officer); a Project Administrative Assistant (Local level); and an Off-site Office Coordinator (Local level).

27. The Project Manager (P-4) would oversee the whole project and have overall responsibility for the successful initiation, planning, design, execution, monitoring, control and closure of the project. The Building Services Engineer (P-3) would be responsible for all technical issues with regard to mechanical, electrical and plumbing or public health engineering aspects of the overall project, including information and communications technology networks. The Civil Engineer (P-3) would be responsible for all issues regarding civil engineering and seismic mitigation measures. The Communications, Planning and Logistics Officer (National Officer) would be responsible for the planning, oversight and management of the off-site swing space, including the movement of personnel, and for ensuring uninterrupted support and minimal disruptions to the Commission's substantive programme of work. The Site Safety Officer (National Officer) would be responsible for the coordination of all site safety matters and for ensuring, in close coordination with the Occupational Health and Safety Officer in the Department of Safety and Security, that all project works are conducted in a safe manner. The team would be supported by an Project Administrative Assistant (Local level) and an Off-site Office Coordinator (Local level) in the off-site swing space.

2. Project support roles

28. The project support component would comprise one Procurement Specialist (P-3), one Security Officer (Local level) and one Information Technology Assistant (Local level) to perform the roles not under the direct authority of the dedicated project management team. Those functions would be managed by the offices in the Commission with direct responsibility for the respective support services. Those support functions are as follows:

(a) Procurement support: owing to the multiple procurement actions that will be required early on in the project, and to support the contractual management aspects of the project, a dedicated Procurement Specialist (P-3) would be required, as the Procurement Office at the Commission does not have the necessary resources to cover the additional workload and to rely on it would be to risk project delays;

(b) Security support: one Security Officer (Local level) would be required to provide security oversight at the off-site swing space, given that the Office of the Department of Security and Safety at the Commission does not have the necessary resources to cover this additional requirement;

(c) Information and communications technology support: the additional Information Technology Assistant (Local level) would manage information and communications technology services at the off-site swing space, as the Office of Information and Communications Technology at the Commission does not have the sufficient resources to cover this additional requirement.

3. Deployment of the project management team and support staff

29. The Project Manager (P-4) and the Project Administrative Assistant (Local level) would be required from June 2016 until closure of the project in 2027. The Procurement Specialist (P-3) would be required for three bienniums, from June 2016 until the end of 2021.

30. The Civil Engineer (P-3) and the Communications, Planning and Logistics Officer (National Officer) would be needed from January 2017 until 2019 for the former and 2025 for the latter.

31. The Building Services Engineer (P-3), the Off-site Office Coordinator (Local level) and the Information Technology Assistant (Local level) would be required only when the off-site swing space is ready, beginning in June 2017. The Engineer will be needed until 2021, whereas the Off-site Coordinator and the Information Technology Assistant would be needed only until 2019.

32. The functions of the above positions are reflected in annex III.

33. The Site Safety Officer (National Officer) and the Security Officer (Local level) would be needed at a later stage, when the large-scale renovation works begin, in 2018, until 2025 for the former and until the end of the project in 2027 for the latter.

4. External consultancies

34. Given the specialized nature of the project, external consultancies for the provision of seismic engineering, architectural and engineering design and construction management services will be required. Such specialized design services would include not only seismic and structural retrofit engineering but also architectural and engineering design services for the replacement of the exterior cladding and glazing, heating/ventilation/air-conditioning systems, electrical and information technology network systems, and office space and interior fit-out designs. In addition, at the early design phase of the project, a hazardous materials study of the secretariat and service buildings would need to be undertaken before a detailed implementation plan can be finalized. These specialized services would be managed and coordinated by the lead architectural and engineering firm. Whereas the role of the dedicated project management team would be to coordinate and oversee the works on behalf of the United Nations, the external consultants would be responsible for producing the actual detailed design and construction documents prior to the procurement of renovation services.

C. Risk management

35. In order to implement a robust, integrated approach to risk management in line with industry best practices, it is proposed that the services of an independent risk-management consultancy firm be engaged as part of the project, just as similar services have been incorporated into the governance of other substantial capital projects undertaken by the United Nations. The risk management framework would include the development and use of a risk register, as well as a risk-based approach to the establishment and management of the contingency provision.

36. To that end, an independent risk management firm would be engaged to provide an independent assessment on the course of the various project actions, provide expertise to the project, assist in identifying and mitigating any risks that may have an impact on the successful delivery of the project, and support informed decision-making. It would be responsible for developing the overall risk management strategy for the project and for its implementation in accordance with risk and compliance reporting standards, the governance and controls structure of the project, and United Nations audit requirements.

37. The risk management firm would work closely with the Central Support Services Section of the Commission and the dedicated project team and facilitate the team's risk identification activities and development of a mitigation strategy. It would ensure that a risk and quality assurance plan is in place from the start of the design process until the end of renovations. In addition, the risk management firm would provide high-level risk management assessments and advice to the Executive Secretary of the Commission as the project owner.

IV. Implementation plan and project schedule

A. Implementation methodology

38. As the planned seismic mitigation works entail a major structural retrofit of the secretariat building, the closure of several floors of the building at one time would be required. It is envisioned that it will take approximately six months to renovate each floor. This will, however, need to be confirmed by a more in-depth study, to be undertaken by the lead design consultant once selected.

39. Additionally, once the lead design firm is brought on board, a specialized study regarding the current state of asbestos and other hazardous materials used in the construction of the buildings will need to be undertaken at the start of the overall design phase. The methodology for the renovation will take into account safety issues for staff, environmental pollution and noise challenges prior to and during the construction phase.

40. The proposed methodology to execute the renovation works entails emptying four floors of the secretariat building simultaneously and moving staff into swing spaces. The construction zone would be limited to two floors at a time, with one buffer floor above and below the construction zone. The proposed plan also envisages major disruptive works being carried out after office hours and over the weekends in order to maintain an acceptable working environment in the offices in use during the construction phase.

41. Approximately 5,000 square metres of swing spaces would be needed for the duration of the renovation. Approximately 800 to 1,000 square metres of swing space could be developed within the Commission premises, and the additional 4,000 square metres would need to be sought off-site.

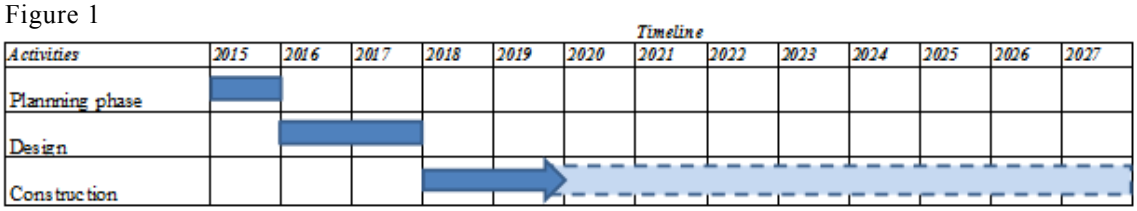
42. As part of the preparatory planning, all United Nations offices in Bangkok have been approached regarding available office space that could be used by the Commission for swing space. However, the secretariat has been informed that none is available at this time. The 4,000 square metres of off-site swing space would therefore need to be obtained by requesting the host country to provide the necessary space and simultaneously engaging a real estate company to identify 4,000 square metres of suitable commercially leased office space in Bangkok.

B. Project schedule

43. The pre-planning of the seismic mitigation and life-cycle replacements project took place between 2012 and 2014, with the initial seismic and energy investigatory studies noted above. The actual project planning phase began in 2015 as a follow up to the strategic capital review. The project design is proposed to take place during the biennium 2016-2017, to be followed by the renovation, which will start in 2018 and be phased over the subsequent five bienniums, until 2027. A more detailed implementation plan will be developed and reported on once the lead architectural and engineering design services are procured and the detailed design completed.

44. A preliminary project schedule with key project activities is represented in figure 1. It should be noted that the overall schedule does not include the construction of the on-site swing space in 2017.

Figure 1



V. Security requirements

45. During the project implementation period, the security and safety of all occupants in the compound will be crucial, and a need for additional security services is anticipated. During the design and construction phase, additional resources will be required to assist the project team in identifying a swing space outside the Commission premises that meets United Nations operating security standards. During construction, additional resources will also be required to manage the significantly increased movements that will occur owing to the vendors' work force, supplies and service deliveries moving within the compact premises of the Commission. Subsequently, when the swing space is occupied, security resources would have to be deployed to manage the security at the off-site location.

46. The overall project scope, as it is currently known, has been discussed with the Department of Safety and Security to determine the suitable security resource requirements, including those presented in paragraph 28 (b) above.

VI. Project estimated cost and resource requirements for the project for the biennium 2016-2017

A. Cost estimates

47. A provision of $500,000 was included under section 33, construction, alteration, improvement and major maintenance, of the programme budget for the biennium 2014-2015 to engage a seismic consultant to undertake the design of the seismic mitigation measures. This design is currently being developed.

48. The total cost of the project, based on the project scope outline presented in section II.B above, is estimated at $35.2 million at current rates for the period from 2016 to 2027, as summarized in table 1. The estimated resource requirements for each biennium are presented in annex IV.

Table 1
Cost of the seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok
(Thousands of United States dollars)

Item	*Estimated cost*
Trade costs	23 145.7
Consultancy fees	2 180.4
Contingencies	2 532.6
Subtotal	**27 858.7**
Project management costs	7 331.2
Total	**35 189.9**

49. The contingency provision was developed on the basis of a traditional percentage method, taking into consideration past experience with similar projects and other variables that may have an impact on the accuracy of the project cost estimates, especially during the early stages of project planning, including the project size, complexity and location. Because the project entails the renovation of an existing occupied building, it is very likely that unforeseen conditions will be encountered and changes to the implementation plan required. However, because the project will be divided into relatively small phases, the overall contingency level could be kept to a minimum reasonable level. On the basis of the foregoing, a provision for contingency has been established at 10 per cent of the estimated construction cost of the project, inclusive of consultancy fees. A more detailed analysis of the required contingency provision will be provided as the project is further developed.

50. As previously stated, the Secretariat has accepted the recommendation by the Board of Auditors that it adopt a risk-based approach to developing and managing contingency levels for capital projects. The Office of Central Support Services at Headquarters is in the process of developing a consistent approach to mainstreaming contingency as one of the strategies for managing risk in projects. Contingency, which is a part of the risk assumption approach to managing project risks, is intended to be used in conjunction with other risk treatment strategies such as risk transfer, risk reduction, risk avoidance, risk assumption and risk sharing.

B. Resource requirements for the biennium 2016-2017

51. Resources requirements in the amount of $9,000,000 have been included for the project under section 33, Construction, alteration, improvement and major maintenance, of the proposed programme budget for the biennium 2016-2017. Those requirements were based on preliminary estimates and information available

at the time of preparation of the proposed programme budget. On the basis of the latest information available at the time of writing of the present report, the resource requirements for the biennium 2016-2017 have been refined and further broken down by programme budget section. The revised resource requirements for the biennium 2016-2017 amount to $7,914,600 and are summarized in tables 2 and 3 by expenditure component and budget section, respectively.

Table 2
Resource requirements by expenditure component
(Thousands of United States dollars)

Object of expenditure	*2016-2017 estimate*
Other staff costs	967.0
Consultants	1 573.0
Contractual services	5 374.6
Total	**7 914.6**

Table 3
Resource requirements by programme budget section
(Thousands of United States dollars)

Budget section	*2016-2017 estimate*
19. Economic and Social Commission for Asia and the Pacific	967.0
33. Construction, alteration, improvement and major maintenance	6 947.6
Total	**7 914.6**

52. Based on the revised estimates, resource requirements would increase under section 19, Economic and Social Commission for Asia and the Pacific, by an amount of $967,000 and decrease under section 33, Construction, alteration, improvement and major maintenance, by an amount of $2,052,400.

Section 19, Economic and Social Commission for Asia and the Pacific

Other staff costs ($967,000)

53. With respect to dedicated project management team and support functions, resource requirements under general temporary assistance in the amount of $967,000 represent the cost of the positions of Project Manager (P-4), Project Administrative Assistant (Local level) and Procurement Specialist (P-3) from 1 June 2016; of Civil Engineer (P-3) and Communications, Planning and Logistics Officer (National Officer) from 1 January 2017; and of Building Services Engineer (P-3), Off-site Office Coordinator (Local level) and Information Technology Assistant (Local level) from 1 June 2017.

Section 33, Construction, alteration, improvement and major maintenance

Consultants ($1,573,000)

54. With respect to consultancy services, resource requirements in the amount of $1,573,000, including 10 per cent contingencies, are required for the lead architectural and engineering design firm and the independent risk-management firm. The lead architectural and engineering design firm would: (a) develop the implementation master plan; (b) generate independent schematic and detailed design documentation for the swing spaces and overall project scope so that a comprehensive construction bid exercise can be undertaken; (c) coordinate all the design activities, including seismic mitigation measures and building systems; and (d) oversee the phased construction. The independent risk management firm would: (a) perform risk management and quality assurance tasks during design and construction and produce an overall risk strategy; (b) propose a risk monitoring process inclusive of a risk register; and (c) suggest mitigation measures against potential risks.

Contractual services ($5,374,600)

55. With respect to construction, planning and the provision of swing space, resource requirements in the amount of $5,374,600, including 10 per cent contingencies, include the design, construction and fit-out of the additional temporary on-site swing space and the selection and rental of locations for the off-site swing space. They comprise the cost of information technology and security installations that meet United Nations standards; the rental of off-site swing space; the construction and fit-out of swing spaces; movement services; and contractual security support.

VII. Next steps

56. On the basis of lessons learned from other major United Nations projects, having an effective project governance structure, a robust project management team, a detailed design and related cost estimates in place before commencing any construction work can significantly reduce the risk of cost and schedule overruns throughout the lifetime of a project.

57. To that end, the proposed project tasks to be undertaken during the biennium 2016-2017 would comprise the following measures:

(a) Establishing the dedicated project management team and project support resources and ensuring the swift recruitment of staff over the course of the biennium in line with the project requirements and timelines;

(b) Engaging the relevant dedicated consultancy services, namely the lead architectural and engineering design firm inclusive of a hazardous materials specialist, the risk management firm and a real estate company;

(c) Establishing the project governance plan and the stakeholders' committee;

(d) Developing the implementation master plan and communications strategy of the project with input from all relevant substantive offices and stakeholders;

(e) Developing and coordinating the design activities, including detailed costs, a detailed schedule, cost control and programme management;

(f) Completing the detailed seismic mitigation design;

(g) Establishing a risk management and quality assurance programme for the performance of due diligence verifications and project risk assessment and risk management tasks;

(h) Liaising with the host country on prospective swing space;

(i) Developing the procurement strategy and requirements for the off-site swing space;

(j) Developing the design and construction plans for the on-site and off-site swing spaces.

VIII. Recommended actions to be taken by the General Assembly

58. **The General Assembly is requested:**

(a) **To approve the seismic mitigation retrofit and life-cycle replacements project and its proposed scope, schedule and estimated cost of $35.2 million at current rates for the period from 2016 to 2027;**

(b) **To approve the establishment of three temporary positions (one P-4, one P-3 and one Local level), effective 1 June 2016, two temporary positions (one P-3 and one National Officer), effective 1 January 2017, and three temporary positions (one P-3 and two Local level), effective 1 June 2017, related to the dedicated project management team and project support staff under section 19, Economic and Social Commission for Asia and the Pacific, of the proposed programme budget for the biennium 2016-2017;**

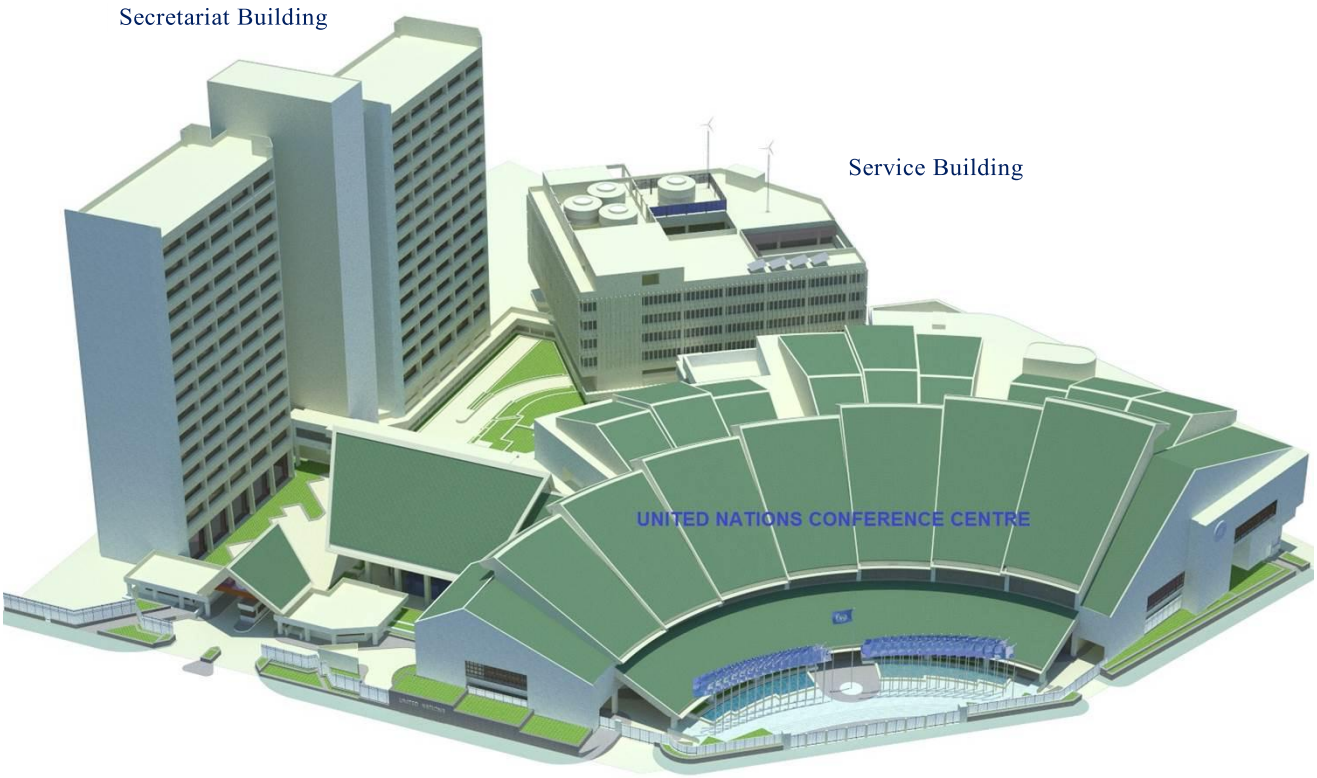
(c) **To approve an amount of $7,914,600 under the proposed programme budget for the biennium 2016-2017 comprising $967,000 under section 19, Economic and Social Commission for Asia and the Pacific; and $6,947,600 under section 33, Construction, alteration, improvement and major maintenance;**

(d) **To revise the appropriation under the proposed programme budget for the biennium 2016-2017 by increasing the provisions under section 19, Economic and Social Commission for Asia and the Pacific, by an amount of $967,000 and decreasing the provisions under section 33, Construction, alteration, improvement and major maintenance, by an amount of $2,052,400;**

(e) **To approve the establishment of a multi-year construction-in-progress account for the expenditure of the project.**

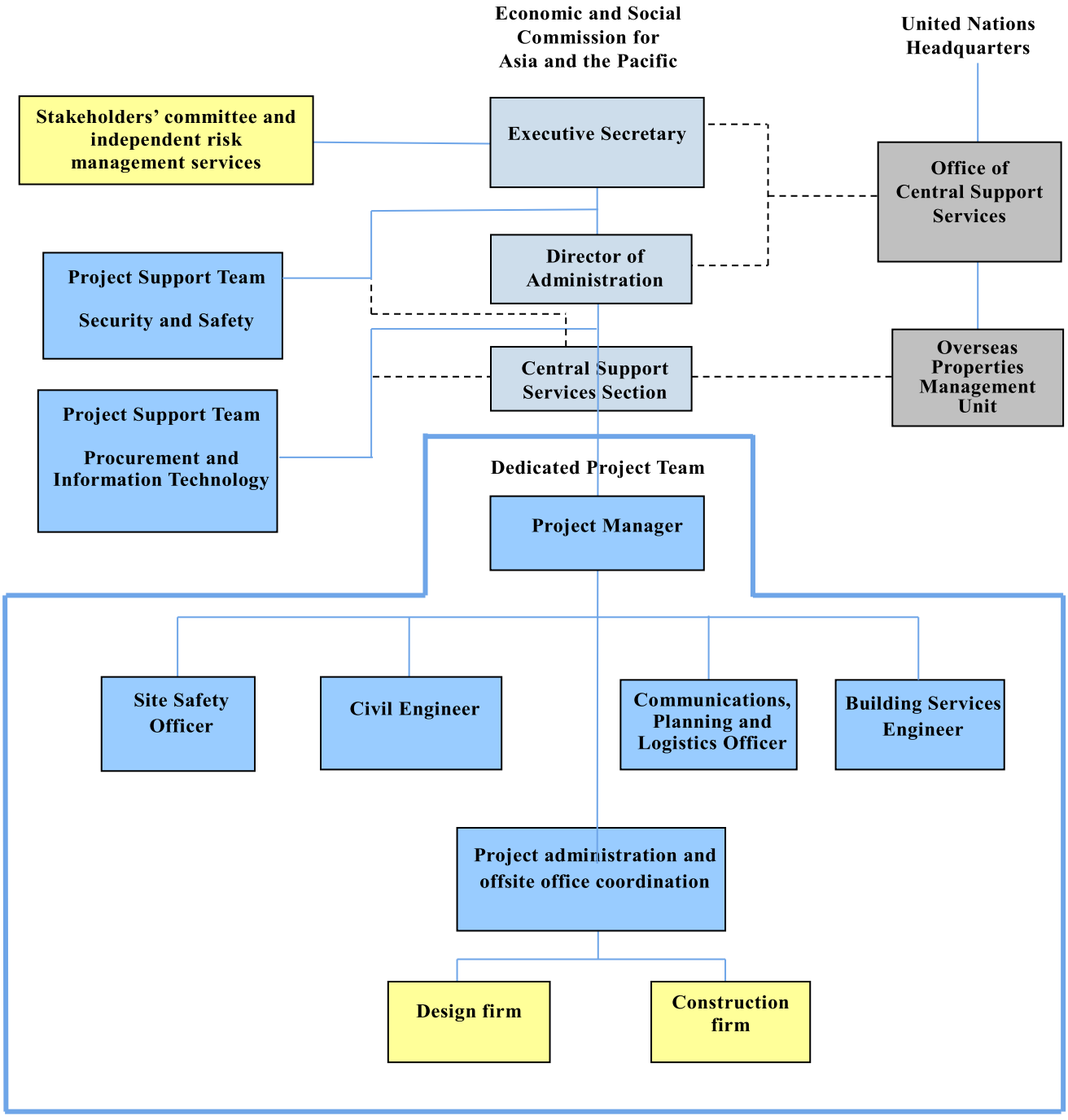
Annex I

Site plan



Annex II

Economic and Social Commission for Asia and the Pacific seismic mitigation retrofit and life-cycle replacements project governance structure



Annex III

Roles of the project management team and project support staff

Project management team

(a) **Project Manager — Architect (P-4)**: this officer has the overall responsibility for the successful initiation, planning, design, execution, monitoring, control and closure of the project. The Project Manager will oversee the whole project and be the key person responsible for managing the day-to-day aspects of the project in accordance with applicable standards. The responsibilities of the Project Manager include: planning and defining scopes; activity planning and sequencing; resource planning; developing schedules; managing risks and issues; cost control; risk analysis; documentation; monitoring and reporting on progress; team leadership; ensuring liaison between affected parties; and quality assurance and control.

(b) **Engineering Officer — Building Services (P-3)**: this officer is responsible for all technical issues with regard to the mechanical, electrical and plumbing, and public health engineering aspects of the overall project, including communication lines, telephones and information and communications technology networks; energy supply, including electricity and renewable sources; escalators and lifts; fire detection and protection; heating, ventilation and air conditioning; lightning protection; low-voltage systems, distribution boards and switchgear; natural lighting and artificial lighting; security and alarm systems; and water, drainage and plumbing.

(c) **Engineering Officer — Civil (P-3)**: owing to the high level of civil engineering works in the project in terms of seismic strengthening, this officer will be responsible for all issues with regard to civil engineering and seismic mitigation measures for the overall project, including reviewing construction methods, materials and quality standards, and drafting and interpreting specifications, drawings, plans and procedures. The officer will also monitor changes to designs, assess the effects on cost, and measure and value variations to designs.

(d) **Communications, Planning and Logistics Officer (National Officer)**: this officer is responsible for the planning, oversight and management of the off-site and temporary on-site swing space accommodation (rented and constructed) and the movement of United Nations staff, tenants and service providers to such facilities in line with the project schedule. The officer will be tasked with ensuring a continuation of support to the substantive work programme of the Commission to ensure that disruptions caused by the overall project have a minimal effect on the organization's outputs.

(e) **Project Administrative Assistant (Local level)**: the assistant will report directly to the Project Manager and perform a range of essential tasks in the project office, including documentation control; drafting correspondence and reports; distributing meeting agendas and recording meetings; responding to enquiries from project stakeholders; assisting the project team in other administrative tasks as needed; and undertaking other duties such as account reporting, account monitoring control and general administrative functions.

(f) **Off-site Office Coordinator (Local level)**: the incumbent will be located at the off-site swing space. He or she will perform various administrative functions required by the project, including document management (to applicable standards); client liaison; client support; and meeting and on-site/off-site facilities coordination. He or she will be a first line of contact for client (Commission staff) issues and problems and perform general administrative support for the project team engineering officers, Site Safety Officer and Communications, Planning and Logistics Officer.

Project support staff

(g) **Procurement Specialist (P-3)**: owing to the multiple procurement actions that will be required early on in the project, and in order to support the contractual management aspects of the project, a dedicated Procurement Specialist will be required, as the Procurement Office at the Commission does not have the necessary resources to cover this additional workload and to rely on it would be to risk project delays.

(h) **Information Technology Assistant (Local level)**: the incumbent would manage information and communications technology services at the off-site swing space, as the Office of Information and Communications Technology at the Commission does not have the sufficient resources to cover this additional requirement.

Annex IV

Project cost plan for the proposed seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific

(United States dollars)

	2016	*2017*	*2018-2019*	*2020-2021*	*2022-2023*	*2024-2025*	*2026-2027*	*Total*
Trade costs	830 000	4 056 000	4 413 793	4 199 094	3 145 152	3 250 833	3 250 833	23 145 705
Consultancy fees	430 000	1 000 000	176 552	167 964	125 806	140 033	140 033	2 180 388
Contingencies	126 000	505 600	459 035	436 706	327 096	339 087	339 087	2 532 609
Subtotal	**1 386 000**	**5 561 600**	**5 049 380**	**4 803 764**	**3 598 054**	**3 729 953**	**3 729 953**	**27 858 702**
Project management costs	206 000	761 000	2 112 200	1 559 200	1 039 600	1 039 600	613 600	7 331 200
Total project cost	**1 592 000**	**6 322 600**	**7 161 580**	**6 362 964**	**4 637 654**	**4 769 553**	**4 343 553**	**35 189 902**