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## Seventy-fifth session

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### Proposed programme budget for 2021

## Progress on the replacement of office blocks A–J at the United Nations Office at Nairobi

### Report of the Secretary-General

#### *Summary*

The third annual progress report on the replacement of office blocks A–J at the United Nations Office at Nairobi is submitted pursuant to section XIII of General Assembly resolution [74/263](#).

The report provides information on progress made since the issuance of the previous report of the Secretary-General ([A/74/343](#)). As requested by the General Assembly in its resolution [74/263](#), the report presents detailed information in relation to the scope of the new building component to replace office blocks A–J following the conclusion of the office survey undertaken in 2020, which provides the projected office space requirements at the United Nations Office at Nairobi by 2024, as well as information related to the planned improved utilization of existing office space through the implementation of flexible workplace strategies, in conjunction with the potential for more effective utilization of the extensive outdoor spaces. The report provides status information on the early works package and on energy efficiency and environmental considerations to be incorporated into the project. It also contains the most up-to-date risk model, which takes into account the potential impacts of the ongoing coronavirus disease pandemic on the project, as well as an updated project schedule, status of project expenditure and revised cost plan.

The General Assembly is requested to take note of the report and appropriate an amount of \$7,974,500 for 2021.

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\* [A/75/150](#).



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## I. Introduction

1. The present report is submitted in accordance with section XIII of General Assembly resolution [74/263](#) and provides an update on the project for the replacement of office blocks A-J at the United Nations Office at Nairobi since the issuance of the previous report of the Secretary-General on the project ([A/74/343](#)).
2. The report provides the updated proposal requested by the Assembly regarding the scope of the project, based on the outcomes of the Gigiri complex office space survey concluded in 2020, which outlines the expected requirements of the Nairobi-based United Nations entities by 2024, together with the maximum overall cost and the associated implementation strategy.
3. The objective of the project remains focused on the need to urgently address the significant health, safety and code compliance issues associated with the existing office blocks A-J, for which it has already been determined that it is more economical to construct new buildings rather than to renovate, operate and maintain the existing ones.
4. Mindful of the ongoing coronavirus disease (COVID-19) pandemic, the project team has elected to slow the implementation of the flexible workplace component of the project to allow for sufficient time to assemble lessons learned from the workplace pilot projects outlined in the present report, as well as to incorporate best practices related to the impacts of the pandemic on the future workplace. Hence, while the outcomes of the office space survey are conclusive and have led to a clear determination of the ultimate “right-sized” buildings to replace the existing office blocks A-J, the General Assembly is not being requested to approve the full scope, maximum overall cost and implementation strategy of the project in the present report.

## II. Project objectives

5. As previously reported, office blocks A-J at the Gigiri complex are 42 years old and exceeded their useful life at the end of 2018. The strategic capital review ([A/68/733](#)) determined that further investment in these semi-permanent office buildings was no longer economically viable and would over time cost more than their full replacement.
6. The scope for the replacement of office blocks A–J, as presented in the previous report of the Secretary-General, continues to comprise three main components:
  - (a) Implementing early works to repurpose the publishing services building and construction of an annex to accommodate all the operational functions of the United Nations Office at Nairobi. Both facilities will serve as swing space during the construction and refurbishment works;
  - (b) Introducing flexible workplace strategies across all offices on the Gigiri complex to improve current space utilization. In consideration of the ongoing COVID-19 pandemic, the project team has elected to slow the implementation process to enable sufficient time for the gathering of lessons learned from the various workplace pilot projects and to incorporate emerging best practices related to the pandemic;
  - (c) Construction of a new building, comprising 11,666 m<sup>2</sup> of office space, to replace the fully depreciated office blocks A–J and accommodate future space requirements for current United Nations tenants identified in the office space survey conducted in 2020. It should be noted that the Office of the United Nations High

Commissioner for Refugees (UNHCR) and the International Organization for Migration (IOM) have expressed interest in moving to the Gigiri complex by investing in the requisite office space. Incorporating these United Nations entities into the complex would present a greater potential for realizing augmented common premises and associated common services within Nairobi, hence the proposal made as part of the present report to pursue potential cost-sharing design, construction and project management arrangements.

7. During the present reporting period, the project team has focused on the first and second components but has also made progress on the third component.

8. The schedule for the first component, early works, has slipped slightly, owing largely to the COVID-19 pandemic. In order to mitigate the impact of this, the design and construction programmes have been decoupled. The solicitation of the less complex works, the construction of the new annex building, was issued in August 2020; the solicitation for the refurbishment of the publishing services building was to be issued shortly thereafter. Continued efforts during the design phase have, however, resulted in significant positive outcomes related to anticipated environmental and energy efficiencies.

9. The second component, introduction of flexible workplace strategies, has made progress despite the COVID-19 pandemic. At the onset of the pandemic, potential implications for the Gigiri complex were immediately considered and incorporated into the pilot projects to be completed in 2020. The complex has a significant advantage in relation to the implementation of flexible workplace strategies, as well as strategies to minimize the spread of the coronavirus. With 140 acres of available land, and a workplace culture in which social interaction frequently takes place outdoors, the United Nations Office at Nairobi plans to implement the holding of meetings and the use of collaboration space outdoors, within outdoor work “pods”<sup>1</sup> accessible from the various buildings and footpaths, and to facilitate indoor-outdoor work integration as a core concept for implementation of flexible workplace strategies at the complex.

10. The new building component is intended to deliver a “right-sized” building that meets the space requirements of the Office after demolition of the ageing office blocks A–J. The outcomes from the office space survey conducted in 2020, which confirmed the requirements for the new building component, are outlined in section V of the present report. The design for the new building component will continue to be modular and scalable so that any unforeseen circumstances, including those arising from the coronavirus pandemic, would be considered during the design period starting in late 2020 and continuing into 2021.

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

#### **A. Project governance**

11. The project governance structure as included in the previous report has been updated, as outlined in annex II to the present report, to include a delegated executive with responsibility for day-to-day management of the project in close consultation with the project executive, including managing the dedicated project management team, interacting with internal and external stakeholders and liaising on strategic

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<sup>1</sup> A “pod” is a fully functional, free-standing prefabricated structure that is designed to serve as a meeting and collaboration area, with movable walls to flexibly allow outdoor space to also be utilized when feasible.

issues requiring senior-level decision-making. The project manager has a dual reporting line to the project executive and the delegated executive.

12. On assuming responsibility for the Nairobi duty station, the incoming project owner – the Director-General of the United Nations Office at Nairobi – received a briefing on the history and status of the project, undertook tours of prospective sites and received concurrent updates on various aspects of the project on 19 March and 3 June 2020. The project executive is actively involved in the project, having received briefings on various occasions, including updates from the delegated executive on progress and matters requiring strategic decision-making. The delegated executive receives regular briefings on a strategic and working level and is responsible for the day-to-day direction and guidance provided to the project management team.

13. Current United Nations entities housed at the Gigiri complex were updated on project progress as part of the advisory committee on premises meetings held on 31 October 2019 and 21 July 2020. The office space survey was launched through the Common Services Management Team on 22 April 2020, together with communication directly from the Office of the Director-General of the United Nations Office at Nairobi to all heads of United Nations agencies, funds and programmes operating in Kenya on 28 April 2020.

14. Close collaboration with key internal project stakeholders, the Facilities Management Service, the Security and Safety Service, the Information and Communications Technology Service and the Division of Conference Services remains ongoing. Tasks include the review of project-stage submissions from a stakeholder technical and operational perspective, as well as the staging of construction areas to ensure business continuity. Close collaboration with stakeholders is considered crucial to the success of the project and the effective handover to stakeholders, including benefits realization.

15. Collaboration and the sharing of lessons learned and best practices with other United Nations duty stations remains ongoing, with consultations held at United Nations Headquarters on 16 and 17 October 2019. More recently, discussions have been held regarding the global impact of the COVID-19 pandemic on global construction and on office space design. The United Nations Office at Nairobi has also collaborated with technical specialists from the United Nations Information and Communications Technology Facility, Valencia, regarding the adoption of energy-efficient free cooling technologies for the new primary data centre, to be installed as part of the early works.

#### **Coordination and oversight by the Global Asset Management Policy Service at Headquarters**

16. Consultations continue to be held on a bimonthly basis (or more frequently, as has been the case during the pandemic) between the project management team and the Global Asset Management Policy Service in the Department of Management Strategy, Policy and Compliance, attended by the delegated executive. During the reporting period, the Service conducted a mission to the United Nations Office at Nairobi complex in February 2020, visited prospective sites and held substantive meetings with project stakeholders and the project management team on matters related to the project. The Service continues to be supported by an international risk management firm, which has held various meetings on risk management with the United Nations Office at Nairobi project team, the outcomes of which are described in section IV of the present report.

## **B. Project management**

17. Progress made on the recruitment to fill the remaining positions of the dedicated project management team approved by the General Assembly in section IX of its resolution [73/279 A](#), which was initiated in 2019, is outlined below:

(a) Recruitment of the Project Manager (P-5) position was concluded as at October 2019;

(b) Recruitment of the Clerk of Works (Local level) position is in progress. Onboarding of this position was anticipated by the end of August 2020, in line with the project construction schedule;

(c) Recruitment of the Logistics/Coordination Officer (National Professional Officer), Mechanical, Electrical and Plumbing Engineer (National Professional Officer) and Administrative Assistant (Local level) project staff positions, while initiated in 2019, have temporarily been placed on hold in favour of the continued contracting of technical specialists (in security and safety, information technology and interior design services) to provide the support necessary, in line with the project schedule;

(d) Recruitment of the Project Coordinator (P-3), to be located within the Global Asset Management Policy Service in Headquarters, was deliberately delayed in order to limit the possibility of overspend on project overheads as a whole for all global capital projects owing to the schedule delays currently being caused by the COVID-19 pandemic;

(e) Finally, the position of Architect/Engineer (P-4) within the Global Asset Management Policy Service at Headquarters, previously cost-shared between the major construction projects at the Economic and Social Commission for Asia and the Pacific (ESCAP) and the Economic Commission for Africa (ECA), will now be cost-shared between the construction projects at the United Nations Office at Nairobi and ECA, as the focus of the incumbent will shift from the project at ESCAP to the project at the United Nations Office at Nairobi. As recommended by the Advisory Committee on Administrative and Budgetary Questions ([A/74/7/Add.19](#), para. 9), the role and funding ratio of the post will continue to be reviewed and amended as the needs of the projects change over time.

## **C. Project accountability**

18. In line with established practice on other ongoing projects undertaken by the Organization, the present project will be subject to internal and external oversight through the Office of Internal Oversight Services and the Board of Auditors, respectively.

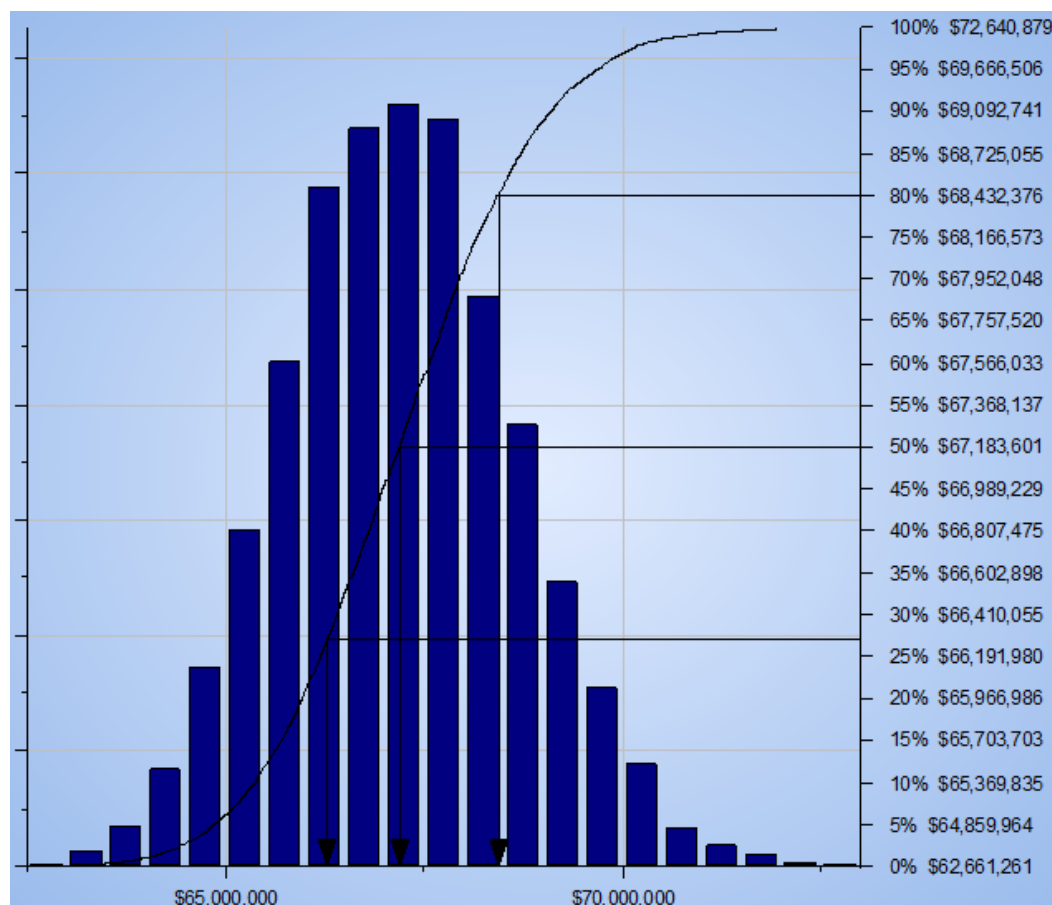
## **IV. Risk management**

19. Following the first risk management workshop held in 2018, the risk management strategy and risk register for the project were established, and the first quantitative project risk assessment (Monte Carlo simulation) was performed. Since then, the independent risk management firm has conducted regular risk meetings to review the project risk register and provide guidance on the management of project risks. The firm also produced five semi-annual project-related progress reports to provide ongoing support for project owner decision-making.

20. In June and July 2020, the independent risk management firm facilitated a third Monte Carlo simulation for the project, which was based on updated assessed costs for both existing and newly identified risks. The outcomes of the third Monte Carlo simulation are shown in figures I and II.

Figure I

**Cost histogram of analysed risks, June and July 2020**



21. The third Monte Carlo assessment, carried out in 2020, projects that a budget of \$68.43 million would be needed to meet the United Nations P80 confidence level target, which is \$2.17 million above the estimated total project cost of \$66.26 million. In 2020, the cost range for the project was determined at between \$62.66 million and \$72.64 million, with a 27 per cent likelihood of delivering the project at the estimated cost of \$66.26 million, which is a decrease of 11 percentage points as compared with the previous year's confidence level of 38 per cent.

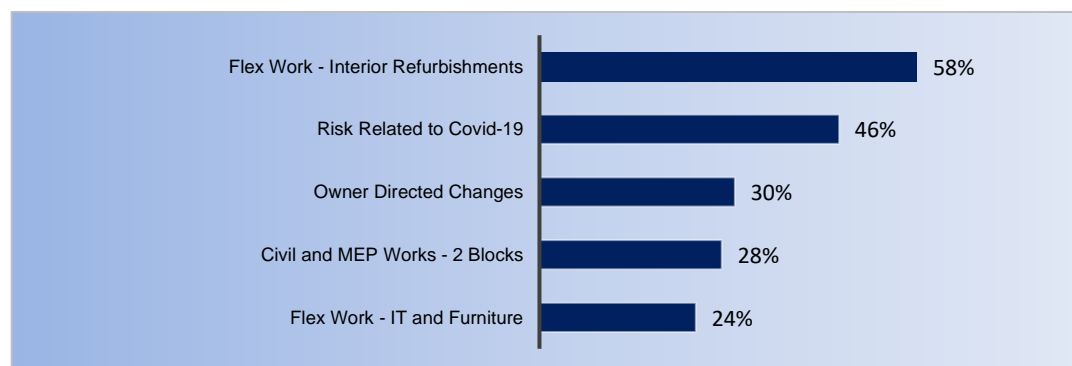
22. The current confidence level remains lower than the P80 confidence level targeted for United Nations capital construction projects; the decrease is related mainly to uncertainties originating from the ongoing COVID-19 pandemic. For example, potential safety measures and/or changes in the work method to be applied during the future implementation of construction works because of the pandemic, such as social distancing measures on the construction site that might slow down overall progress, puts the confidence level of delivering the project within budget under pressure. It can be expected that the confidence level will again increase once the implementation of the three works components has been assigned and a better

understanding is gained regarding the capability of the contractors and the local regulations to be applied to deliver the works.

23. The 2020 Monte Carlo simulation also resulted in the updated cost sensitivity analysis (“tornado”) chart shown in figure II, which shows the five risks that have the greatest impact on the overall project costs (from those with the highest impact to those with the lowest, based on statistical correlation). For the project to replace office blocks A-J, the flexible workspace strategies related to interior refurbishment correlate the most with the overall project costs.

Figure II

**Cost sensitivity (“tornado”) chart showing the five risks with the greatest impact on project costs, June 2020**



24. The top five risks identified in the cost sensitivity analysis shown in figure II are explained in more detail, as follows, with a description of the risk response:

(a) **Flexible workspace strategies: interior refurbishment.** As per the previous report, given that the flexible workplace strategies pilot project is not yet completed, uncertainties remain with respect to the estimated costs of the interior refurbishment. Risk responses and mitigation measures include continued value engineering to support the selection of materials, finishes and fixtures to be installed, as well as, where practicable, options for refurbishment and reuse of existing office furniture. Feedback from participants in the pilot project will be taken into consideration by the professional design firm in developing the follow-up floor plans and resultant costs for the implementation of the flexible workplace strategies component;

(b) **Risk related to COVID-19.** This risk includes a variety of unknowns that could have an impact on the project. For example, there is a risk that the implementation of the main renovation works will take longer than planned because of local regulations, such as social distancing measures (e.g. limiting or reducing the number of contractor staff on site) and/or the requirement to provide additional common hygiene facilities, such as toilet rooms, locker/dressing rooms and catering facilities. Furthermore, there is a risk that the global supply chain for construction goods and services will be affected by the pandemic, which could lead to a shortage of goods and services needed for the project, with consequent impacts on price or delivery time frames. At the time of drafting of the present report, it is still too early to fully understand the entire range of potential risks and consequences of the COVID-19 pandemic, both in Kenya and globally; therefore, no specific mitigation measures are yet assigned to risk owners. Nevertheless, both the dedicated project team and the Global Asset Management Policy Service, supported by the independent risk management firm, are carefully monitoring the subject;



(c) **Owner-directed changes.** Further to the previous report, this risk relates to owner requirements that may emerge and could potentially result in additional costs if scope adjustments become necessary during project implementation. Risk responses and mitigating measures include keeping key organizational stakeholders involved from the outset of the project. The United Nations Office at Nairobi project management team should ensure that stakeholders are aware of their responsibility to have the project design developed in line with their operational needs, as they will also have to ensure that their expected benefits are protected and will be delivered upon acceptance of the final project products;

(d) **Civil, mechanical, electrical and plumbing works (two blocks).** As indicated in the previous report, this risk relates to the not yet completed concept design. Some cost uncertainty remains around the civil, mechanical, electrical and plumbing works for the new blocks to be situated on the existing land. Risk responses and mitigating measures include the United Nations Office at Nairobi soliciting the services of a professional design firm to further develop the concept design and refine the cost estimates accordingly;

(e) **Flexible workplace strategies: information technology and furniture.** As noted in the previous report, the Gigiri complex is occupied by United Nations common system entities, including the United Nations Office at Nairobi, the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat), and by non-United Nations tenants, who are considered to be commercial tenants. The various occupants operate and maintain their own information technology systems, including processes and hardware. There is a risk that some tenants, both United Nations and commercial, will not accept flexible workplace strategies or agree to pay for new information technology systems and furniture requirements to accommodate such strategies. Risk responses and mitigating measures include senior management of all occupants of the complex reaching an agreement on applying flexible workplace strategies and on common information technology standards. Senior management engagement and agreement on that subject is required, as early as possible in the project, from all Gigiri complex occupants.

### **Integrated risk management**

25. The project team, supported by the independent risk management firm, continued performing integrated risk management activities at the local project level. This included updating and maintaining the risk register, which remains a live repository of all current and past risks, with each risk assigned to a staff member responsible for monitoring and controlling it and taking corrective action when needed, in line with the defined mitigation plan. The project team also regularly engages with the specialized consultants and contractors in their regular risk management activities. As part of the regular monitoring activities, such as regular site meetings, the risk situation is carefully analysed and addressed.

## **V. Progress made during the reporting period**

### **A. Cooperation with Member States and the host country**

26. With current priorities concentrated on efforts related to the pandemic, a delay in establishing the working group to consider options for seeking both voluntary and in-kind contributions from Member States for capital construction efforts at the Gigiri complex, which will be addressed in the coming months. This point notwithstanding, the United Nations Office at Nairobi has engaged with prospective tenants, most

notably UNHCR and IOM, with a view to securing their investment in office space as a means of realizing a more complete common premises in Nairobi (see also paras. 55–60 below).

## B. Progress made on the project components

### Early works component

27. The early works component includes repurposing and refurbishment of the existing publishing services building and the construction of a new annex building. Once the project has been completed, these buildings will accommodate the operational and logistical functions of the United Nations Office at Nairobi. During delivery of the project, both the repurposed publishing services building and new annex building will provide swing space to support the implementation of flexible workplace strategies and the new building component.

28. During the reporting period, the project team, in close coordination with stakeholder representatives and the design team for the early works, have developed the technical and programmatic documents of the early works construction tender. Solicitation of the services of a professional construction firm for the early works component is expected to be issued in two parts, starting with the new annex building by August 2020 and followed shortly thereafter by the publishing services building. An expression of interest was issued on 18 March 2020, closing on 30 April 2020; the results have been evaluated.

### Energy efficiency and environmental considerations

29. As requested by the General Assembly in section XIII, paragraph 13, of its resolution [74/263](#), the following paragraphs outline energy efficiency measures, as well as the wastewater treatment, solid waste management and water management measures incorporated into the early works component, which will be more broadly implemented within the new building component.

30. The new annex building has the objective of achieving a net-zero building configuration. A net-zero building is defined as a building in which the total amount of energy used on an annual basis is equal to or less than the amount of renewable energy generated on site. The elements needed to achieve a net-zero building include on-site renewable energy production and efficient building equipment, together with passive design elements such as natural lighting and ventilation. The new annex building will be equipped with photovoltaic panels mounted on the roofs and sized in order to generate the equivalent of the total energy consumed by the building throughout the year. Owing to the negative environmental impact of batteries, the plant will not store energy but will be connected to the municipal grid and supply the excess energy that will be produced during peak periods to the complex grid. The estimated amounts of energy that will generated and consumed by the annex building are shown in table 1.

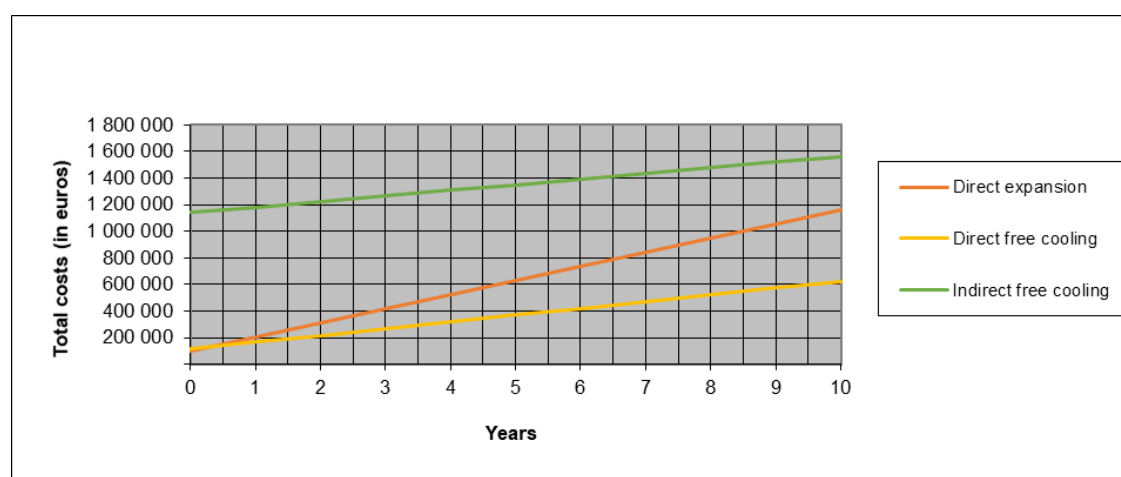
Table 1  
**Annex building net-zero calculation (estimated)**

	<i>Amount (kWh)</i>
Generation (total energy generated annually)	156 579
Consumption (net yearly power demand)	133 624
Net zero (generation less consumption (higher is better))	22 955

31. The use of sustainable technologies and the reduction of emissions by fitting modern, efficient and sustainable technologies is guiding development of the design for the repurposing of the publishing services building, which includes construction of the new primary data centre for the Gigiri complex. Following studies of various technical solutions (see fig. III below), and especially mechanical cooling strategies for the data centre, the design team has opted for direct free cooling technology that utilizes fresh filtered air for cooling purposes. This approach is particularly effective in the context of the complex, which benefits from favourable climatic conditions and average temperatures well within the equipment operating ranges. The schedule below indicates the projected savings on energy consumption and operational costs for cooling purposes over the equipment lifetime of 10 years.

Figure III

**Data centre comparative cooling strategies, operational life-cycle cost savings**



32. The above graph illustrates that direct free cooling appears to be the best choice in terms of total cost of ownership over 10 years. It is important to take note of the significant potential operational savings resulting from reduction in power consumption, as shown in table 2. While indirect free cooling appears the best choice in terms of annual consumption, the higher initial capital costs make this technology financially unsustainable. Compared with the technology currently in use in existing data centres within the United Nations Office at Nairobi complex, installation of direct free cooling would provide annual savings of approximately 61 per cent in terms of energy consumption.

Table 2

**Data centre comparative cooling strategies, comparison of energy consumption**

System	Energy consumed (kWh)	Energy consumed as a percentage of current consumption
Direct expansion (current technology)	807 304	100
Direct free cooling	318 864	39
Indirect free cooling	256 158	32

33. Additional key elements of the environmental plan of the United Nations Office at Nairobi incorporated into the annex building include water and wastewater management. Plumbing and sanitary fixtures will have a low flow rate and be automatically metered to control freshwater consumption. Wastewater will be fully

integrated into the current complex-wide wastewater management system, which includes connection to the recently upgraded oxidation ponds elsewhere on the complex and, once treated, discharged to the wetland reservoir to be reused for landscaping and irrigation. Rainwater harvested from the roofs and surface run-off water will be filtered and conveyed to a retention pond, where it will be collected, to be reused for landscaping and irrigation. In conclusion, no wastewater will be discharged outside of the United Nations Office at Nairobi complex.

34. In line with section XIII, paragraph 5, of General Assembly resolution [74/263](#), the annex building has been designed to respond to its local context. Priority has been given to resources available or manufactured locally. Concrete is the predominant material for the superstructure, with locally available machine-cut stone being utilized for external infill walls and, where applicable, concrete blocks for internal walls. Locally manufactured precast concrete products, making use of locally produced cement, will be utilized for the civil works. Where local materials are not an option, products will be imported. As has been the case on other construction projects on the compound, specific attention has been given to materials and technologies that present lower operational and maintenance costs, and potential for local servicing and maintenance.

#### **Flexible workplace strategies component**

35. The objective of the replacement of office blocks A-J in terms of space efficiency, as outlined in a previous report of the Secretary-General ([A/72/375](#)), was to achieve efficiency gains of between 15 and 25 per cent in overall occupancy within the complex. This was to be achieved through the implementation of flexible workplace strategies.

36. With the appointment of the flexible workplace strategies design consultants in January 2020, work has been ongoing to develop and define a strategy for implementing flexible working that is tailored to the United Nations in Nairobi and takes into account the conditions and constraints present in the locality.

37. The strategies, as developed for the Nairobi duty station, will be a positive change and a cultural shift from the conventional way of working, in which staff are currently assigned to a dedicated workstation and have limited options when it comes to their ways of working. They will provide flexibility and choices for staff through the provision of a variety of spaces, including quiet zones, meeting suites, open collaboration areas and outdoor working.

38. The mild temperate climate in Nairobi all year round, coupled with the scenic landscapes of the United Nations Office at Nairobi complex, makes it possible to extend office space into the outdoors, creating a conducive and innovative working environment. That would enable the Office to increase overall staff occupancy by creating more workplaces outdoors and in turn address some of the current challenges faced with the COVID-19 pandemic and the need for social distancing measures. In this context, development of the typical workplace has not been limited to the indoors. Rather, an indoor/outdoor workplace concept has been developed. Using block V as a pilot project, this concept has been developed and detailed into a set of construction drawings as part of the solicitation documents to invite suitable vendors to tender for the construction works.

39. The indoor/outdoor workplace concept provides extensive flexibility in the increased utilization of the workplace. In the case of designs for the pilot project in block V, the internal workplace has been designed to accommodate up to a maximum of 186 workstations in a post-coronavirus workplace, when social distancing requirements are relaxed. This is approximately 62 workstations per floor and an improvement of 25 per cent in utilization compared with the existing interior layout,

in which there are an average of approximately 50 staff per floor. With the opportunities that the indoor/outdoor concept offers, an additional 10 to 15 or more workstations directly associated to block V will be realized. Staff would thereby have the choice of working or holding meetings outdoors, in collaborative zones or in conventional offices and meeting rooms.

40. Conversely, where there is a need to de-densify, thereby reducing staff numbers, such as currently being experienced with the coronavirus pandemic, the block V pilot project is designed to accommodate approximately 90 workstations (50 per cent occupancy) in the indoor workplaces within social distancing guidelines and an additional 10 to 15 or more workstations in the adjacent outdoor workplaces and through potential continued rotational teleworking arrangements. With the roll-out of the indoor/outdoor workplace concept across the complex, there would be further unassigned workstations available elsewhere in the complex. This provision provides some of the resilience required in the current pandemic.

41. The “right-sizing” of the new office building has been devised using the outcome of the design studies carried out by the flexible workplace strategies design consultants and taking into consideration that the 25 per cent improved utilization rate could be achieved in all the office blocks in the complex, thereby achieving up to a maximum occupancy of 62 workstations per floor. It is also noted, however, that there are three different types of existing office blocks, namely office blocks V-W and M-U and the new office facility. Each of these types of buildings was built in different eras and may have certain limitations and challenges which may reduce the maximum utilization projected to be achieved. Should this unforeseen risk arise during implementation, the additional workplaces to be gained with the indoor/outdoor concept would supplement any shortfall. This would be in addition to any other flexible work arrangements, such as rotational teleworking from home or other space that may become available.

42. As reported in paragraphs 38 to 41 of the previous report of the Secretary-General, considering lessons learned from the implementation of the capital master plan at Headquarters in New York, several pilot projects were necessary to determine possible flexible workplace configurations. Three pilot projects were originally planned, namely, a furniture pilot project in block G, the testing of flexible work zones in block X and a full office block pilot project in block V.

43. The status update of each of the pilot projects is as follows:

(a) The furniture pilot project in block G commenced in the third quarter of 2019. The first phase was the retrofit and reuse of existing office furniture in different configurations to suit various work zones. The retrofit of furniture primarily involved conversion of “L-shaped” desks to straight desks. A key lesson learned has been the confirmation of the feasibility of the reuse of existing furniture in certain instances. The second phase involves the procurement and installation of new and different types of modern flexible office furniture;

(b) The refurbishment of the block X basement was under way at the time of drafting of the present report, with completion forecast for August 2020. This pilot project will provide an opportunity to test the indoor/outdoor concept and the use of intermediate and outdoor zones as workplaces and meeting zones;

(c) The full office block pilot project in block V commenced ahead of schedule in the first quarter of 2020, with completion forecast in the fourth quarter of 2020. This project will incorporate all the flexible working strategies, including the indoor/outdoor concept, and apply the improved utilization rate of 25 per cent, although on first occupation it may limit occupation in accordance with social distancing requirements. Solicitation of the services of a professional construction

firm was expected to be issued to the market by August 2020. An expression of interest was issued on 17 March 2020 and closed on 13 April 2020; the results have been evaluated.

44. With regard to the agreements required from tenants in respect of their intention to implement flexible workplace strategies, as mentioned in paragraph 13 above, all tenants have been informed of the project objectives and the intent to implement flexible workplace strategies across the complex, but no formal agreements have been established. For entities that do not wish to provide the financial resources for office furniture, there will be the option, where practicable, to reuse existing office furniture within their designated office space. In relation to the investment in information technology, it is understood that all staff have moved to or are in the process of moving to mobile devices, such as laptops. Where this is not the case, the entities would need to make their own arrangements using their existing equipment.

### 2020 office space survey outcomes

45. With regard to the actual space requirements and the number and size of the new buildings, an office space survey was carried out in April 2020 to confirm the current (April 2020) and future estimated (December 2024) office space requirements of all agencies, funds and programmes that had expressed interest in remaining within the United Nations Office at Nairobi complex, expanding their current office space at the complex or moving into the complex.

46. Each agency, fund and programme was given an opportunity to review and update, as necessary, the information provided in 2017, which formed the basis of the initial office space requirements outlined in previous reports ([A/72/375](#) and [A/73/344](#)).

47. A summary of the total staff numbers, broken down into current (April 2020) and future projections (December 2024), is provided in table 3 below, which in addition provides a comparison of the outcome of the previous office space survey carried out in 2017 with the 2020 survey.

Table 3  
Total staff numbers (current and future projections)

Entity	Number of existing staff in 2017 (as reported in <a href="#">A/72/375</a> )	Number of existing staff in 2020 (based on 2020 office space survey)	Projected number of future staff (as reported in <a href="#">A/72/375</a> )	Projected number of future staff (based on 2020 office space survey)
Headquarters <sup>a</sup>	1 620	1 772	1 694	2 146
Secretariat entities <sup>b</sup>	533	513	430	734
Non-Secretariat United Nations entities	1 441	1 393	1 996	1 765
<b>Total</b>	<b>3 594</b>	<b>3 678</b>	<b>4 120</b>	<b>4 645</b>

<sup>a</sup> Headquarters entities include the United Nations Office at Nairobi, UNEP and UN-Habitat.

<sup>b</sup> Other Secretariat entities include the United Nations Support Office in Somalia, the United Nations Assistance Mission in Somalia, the Panel of Experts on Somalia, the Special Envoy of the Secretary-General for the Great Lakes Region, the regional office of the Office for the Coordination of Humanitarian Affairs and the United Nations Office on Drugs and Crime.

48. Based on the outcome of the survey, the total number of existing staff currently on the complex had increased from 3,594 to 3,678. Similarly, the projected future staff numbers had increased from 4,120 to 4,645. The total number of residual staff is around 967.

49. To validate the existing and proposed staff numbers provided by the agencies, funds and programmes, the heads of entities were asked to verify and certify the data. Annex III to the present report shows the projected staffing numbers.

50. A summary of the projected demand based on the findings of the office space survey in 2017, as reported by the Secretary General in [A/72/375](#) and refined in [A/73/344](#), is provided in table 4. The table also outlines the total number of staff to be accommodated in the existing office blocks that will remain after implementation of the improved space utilization and confirms the actual space required for the new build construction.

Table 4

**Office space requirements, projected demand (gross external)**

	<i>Projected future office space required, as reported in <a href="#">A/73/344</a> (m<sup>2</sup>)</i>	<i>Projected additional future staff required, as reported in <a href="#">A/73/344</a></i>	<i>2020 total staff after space utilization in existing office blocks to be retained<sup>a</sup></i>	<i>Projected number of future residual staff based on 2020 survey and applying a 25 per cent increase in the utilization rate<sup>b</sup></i>	<i>Projected additional future office space required based on 2020 office survey (m<sup>2</sup>)<sup>c</sup></i>
New build requirement	7 000–12 600	500–900	3 534	833	11 666

<sup>a</sup> Existing office blocks M–U and V–X and the new office facility are to be remodeled to achieve a 25 per cent improved space utilization rate.

<sup>b</sup> The 25 per cent increase in the utilization rate is based on flexible workplace strategy efficiency savings in line with the pilot study.

<sup>c</sup> Projection based on average flexible workplace strategy density of 14 m<sup>2</sup> gross external area per person.

51. A study of the remaining buildings carried out by the appointed flexible workplace strategies design consultants has demonstrated that an average of 62 staff can be accommodated on the office floor plate. This is an approximately 25 per cent improvement in the utilization rate as compared with the existing use of the office space. It is also in line with the findings of the previous space utilization study ([A/72/375](#), para. 33), in which it was reported that better utilization could be achieved in existing office blocks to be retained (M–U, V–X and the new office facility). Applying this improved utilization across the existing office blocks to be retained, a total of 3,534 staff would be accommodated within these existing office blocks.

52. Applying the above-demonstrated utilization efficiencies to the projected number of residual staff, the projected demand for the new building component is to accommodate around 833 staff.

53. As reported in paragraph 34 of [A/72/375](#), an improved flexible workplace density of approximately 14 m<sup>2</sup> gross external space per person could be achieved. Therefore, the new office building will require a gross external office space area of approximately 11,666 m<sup>2</sup>.

54. The new office building requirement is therefore within the range of 7,000–12,600 m<sup>2</sup> and the projected additional staff numbers are also within the range of 500–900, as reported in a previous report of the Secretary General ([A/73/344](#)).

#### **Potential cost-shared construction arrangements with the Office of the United Nations High Commissioner for Refugees and the International Office for Migration**

55. Not included in the above projected demand are UNHCR and IOM, both of which have expressed an interest in moving into the Gigiri complex since the previous survey. A summary of the total staff numbers projected as part of the office survey returns for these entities is provided in table 5.

Table 5  
**Office space requirements, Office of the United Nations High Commissioner for Refugees and the International Organization for Migration**

<i>Entity</i>	<i>Projected future number of staff (based on 2020 office survey)</i>
Office of the United Nations High Commissioner for Refugees	331
International Organization for Migration	220
<b>Total</b>	<b>551</b>

56. In early 2020, UNHCR approached the United Nations Office at Nairobi with a formal request to urgently relocate the support offices of the UNHCR regional, country and Somalia offices from their current locations within Nairobi to the Gigiri complex. Various discussions between the United Nations Office at Nairobi and UNHCR have taken place in order to fully establish the latter's requirements. There is no vacant office space within the complex currently available to accommodate these requirements.

57. Owing to the urgency of UNHCR relocating from its current premises, discussions have been entered into regarding the construction of temporary prefabricated accommodations within the Gigiri complex. Installation of these temporary prefabricated structures will enable UNHCR to vacate its current premises and facilitate a timely move of UNHCR staff to the complex, while discussions on the construction of a future, permanent office facility for UNHCR within the complex continue. The provisional schedule for the start of the construction of the temporary prefabricated accommodations is the end of 2020, with completion of the works scheduled for March 2021.

58. The future permanent UNHCR facility is expected to accommodate approximately 390 UNHCR staff. Association of the UNHCR new permanent office facility with the replacement of office blocks A–J with new build works could potentially afford benefits with regard to economies of scale to both the United Nations Office at Nairobi and UNHCR. From a budget and cost perspective, however, the UNHCR facility will be managed as a separate project to be undertaken in close coordination with the project for the replacement of buildings A–J, with UNHCR financing the design, construction and project management costs and the installation of the temporary prefabricated accommodations.

59. At present, details are not yet available related to the design of this facility, as they will become available after discussions between the United Nations Office at Nairobi and UNHCR have been concluded. It will be a precondition, however, that the UNHCR facility share an architectural design concept that is the same as or similar to the one proposed for the replacement of office blocks A–J and incorporate core building design considerations, including universal accessibility, energy efficiencies and other environmentally sustainable technologies.

60. Discussions with IOM are at a more preliminary stage. An update on progress with both UNHCR and IOM, as well as any potential cost-shared project coordination and oversight structure, will be provided in the next report.

#### **New building component**

61. This component includes the demolition of the existing office blocks A–J and the construction of “right-sized” new office blocks to accommodate all United Nations Office at Nairobi staff, as outlined in table 4 above. All offices of the new building component will provide open floors that support flexible workplace strategies as described above.



62. In line with the implementation strategy, an expression of interest for the new building consultancy design services was issued on 4 May 2020, closing on 1 June 2020; the results are currently being evaluated. The solicitation documents were scheduled to be issued to the market by August 2020.

63. In line with previous reports of the Secretary-General, the design for the new building component of the works will continue to be “modular and scalable”, so that it would be possible to take into account any unforeseen circumstances arising from, among other things, the coronavirus pandemic during the design period starting from late 2020 and continuing into 2021.

### C. Project schedule

64. The updated project schedule shown in table 6 below forecasts a phased project completion, with the new building component being completed by the end of 2023, the flexible workplace strategies implementation work being completed by mid-2024, and overall project close-out for both components continuing to the end of 2024. The mitigation measures outlined below will enable the overall project to be delivered within the planned 2024 time frame, but with an expected delay totalling approximately six months.

65. During the present reporting period, there has been a slippage in progress on the early works design and tender phases which can be attributed largely to the impact of the COVID-19 pandemic. To mitigate these delays, the tender and construction stages have been divided into two parts. This mitigation measure is expected to enable the award of independent construction contracts for the annex and publishing services buildings.

66. Considerable progress has been made on the flexible workplace strategies component, and the United Nations Office at Nairobi expects to complete the various pilot workspaces by the end of 2020. Swing space for block V will be achieved through the installation of a hard-walled tented structure and the reuse of existing office furniture.

67. The updated project schedule reflects refinements in the implementation of the early works and the implementation of flexible workplace strategies, as well as the new building components. As per the updated project schedule shown in table 6, the major upcoming activities through project completion are as follows:

(a) Appointment of the professional construction firms to implement the early works components in two parts (the refurbished publishing services building and the annex) and completion of these construction works by the end of 2021 to make available the swing space necessary for the new building component of the works;

(b) Appointment of the professional construction firm to implement the pilot project in block V, with associated indoor/outdoor meeting and work pods, during the third quarter of 2020;

(c) Appointment of the professional construction firm to implement the refurbishment works in blocks W–X by mid-2021. The revised schedule acknowledges the current pandemic and allows for a slowed design and start of construction, as well as the integration of emerging knowledge on the requirements of the post-coronavirus office space. Completion of blocks W–X will serve as part of the evolving pilot phase, taking into consideration all lessons learned from the various pilots in 2020;

(d) Appointment of a professional consultancy firm for the new building component during the fourth quarter of 2020 to develop the design for the new building component to replace existing office blocks A–J;

(e) Appointment of a professional construction firm for the new building component during the fourth quarter of 2021. The revised schedule acknowledges the current pandemic and allows for a slowed design and start of construction, as well as means of incorporating any physical design-related considerations that may result from the coronavirus pandemic. This is followed by implementation of a compressed construction programme, whereby benefits compared with the schedule contained in the previous report have been anticipated by scheduling the new building and external works components concurrently, enabling completion within the original timelines;

(f) Occupancy and operational use of the new building component by the end of 2023;

(g) Completion of the flexible workplace strategies component across the Gigiri complex by mid-2024.

Table 6

**Updated project schedule for the replacement of office blocks A–J**

	2018				2019				2020				2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Early works</b>																												
Planning phase																												
Design phase/tender phase																												
Moves/construction phase																												
<b>Flexible workspace</b>																												
Planning phase																												
Design phase																												
Tender phase																												
Pilot phase																												
Construction phase																												
<b>New building</b>																												
Planning phase																												
Design phase/tender phase																												
Moves/construction phase																												
Project closeout/defects liability period																												

As indicated in the previous report (A/74/343)

As indicated in the present report

Abbreviations: Q1, first quarter; Q2, second quarter; Q3, third quarter; Q4, fourth quarter.

**D. Project costs**

68. Although there has been a slippage in the schedule of the early works component, the risk of a significant delay to the project schedule has been mitigated through the measures outlined above, thereby ensuring only a minor delay in the project completion date. A design-stage value engineering exercise is currently in

progress for the early works component, to be followed by a similar exercise for the block V pilot project. As a result, the projected overall cost plan for the project remains unchanged, although there has been a redistribution of costs between 2020 and 2024 to reflect the revised construction schedule and related expenditure for the flexible workplace strategies component. The revised cost plan is included as annex I to the present report.

## VI. Project expenditure and anticipated costs

### A. Status of expenditure and projected expenditure up to the end of 2020

69. By its resolutions [72/262 A](#), [73/279 A](#) and [74/263](#), the General Assembly appropriated a total amount of \$17,588,400 for the period 2018–2020, comprising: (a) \$2,026,300 under Section 29G, Administration, Nairobi; (b) \$15,337,000 under section 33, Construction, alteration, improvement and major maintenance; and (c) \$225,100 under Section 34, Safety and security of the programme budget.

70. The cumulative expenditure as at 31 July 2020 was \$5,110,300 and the projected expenditure for the remainder of 2020 amounts to \$8,302,900, as detailed in table 7.

71. As shown in table 7, a balance of \$4,175,200 is projected to remain unused at the end of 2020, owing to the revised project schedule.

Table 7

#### Status of expenditure as of 31 July 2020 and projection for the remainder of 2020

(Thousands of United States dollars)

	<i>Appropriation for 2018–2020</i>	<i>Cumulative expenditure as at 31 July 2020</i>	<i>Projected expenditure from 1 August to 31 December 2020</i>	<i>Total projected expenditure for 2018–2020</i>	<i>Projected unused balance at the end of 2020</i>
	(a)	(b)	(c)	(d)=(b)+(c)	(e)=(a)-(d)
<b>Section 33, Construction, alteration, improvement and major maintenance</b>					
1. Construction costs	8 642.8	1 790.8	6 572.1	8 362.9	279.9
2. Professional services	3 425.7	2 144.1	1 218.2	3 362.3	63.4
3. Escalation	1 534.5	–	–	–	1 534.5
4. Contingency	1 734.0	–	–	–	1 734.0
<b>Subtotal, section 33</b>	<b>15 337.0</b>	<b>3 934.9</b>	<b>7 790.3</b>	<b>11 725.2</b>	<b>3 611.8</b>
<b>Section 29G, Administration, Nairobi</b>					
5. Project management	2 026.3	1 175.4	470.4	1 645.8	380.5
<b>Subtotal, section 29G</b>	<b>2 026.3</b>	<b>1 175.4</b>	<b>470.4</b>	<b>1 645.8</b>	<b>380.5</b>
<b>Section 34, Safety and security</b>					
6. Security requirements (security officers)	225.1	0.0	42.2	42.2	182.9
<b>Subtotal, section 34</b>	<b>225.1</b>	<b>0.0</b>	<b>42.2</b>	<b>42.2</b>	<b>182.9</b>
<b>Total</b>	<b>17 588.4</b>	<b>5 110.3</b>	<b>8 302.9</b>	<b>13 413.2</b>	<b>4 175.2</b>

## B. Resource requirements for 2021

72. The resource requirements for 2021 are shown in table 8. The total projected expenditure for 2021 amounts to \$12,149,700, comprising \$1,146,100 under section 29G, Administration, Nairobi; \$10,769,100 under section 33, Construction, alteration, improvement and major maintenance; and \$234,500 under section 34, Safety and security.

73. Taking into account the projected unspent balance of \$4,175,200 at the end of the 2020, the project has a net funding requirement for 2021 in the amount of \$7,974,500, comprising: (a) \$765,600 under section 29G, Administration, Nairobi; (b) \$7,157,300 under section 33, Construction, alteration, improvement and major maintenance; and (c) \$51,600 under section 34, Safety and security.

Table 8

### Resource requirements in 2021

(Thousands of United States dollars)

	<i>Projected expenditure in 2021</i>	<i>Projected unused balance at the end of 2020</i>	<i>Net funding requirement in 2021</i>
	<i>(a)</i>	<i>(b)</i>	<i>(c)=(a)-(b)</i>
<b>Section 33, Construction, alteration, improvement and major maintenance</b>			
1. Construction costs	6 603.3	279.9	6 322.4
2. Professional services	883.2	63.4	819.7
3. Escalation	2 069.0	1 534.5	534.5
4. Contingency	1 213.6	1 734.0	(520.4)
<b>Subtotal, section 33</b>	<b>10 769.1</b>	<b>3 611.8</b>	<b>7 157.3</b>
<b>Section 29G, Administration, Nairobi</b>			
5. Project management	1 146.1	380.5	765.6
<b>Section 34, Safety and security</b>			
6. Security requirements (security officers)	234.5	182.9	51.6
<b>Total</b>	<b>12 149.7</b>	<b>4 175.2</b>	<b>7 974.5</b>

## VII. Next steps

74. Upon approval of the required resources in 2021 by the General Assembly, the following activities will be undertaken:

- (a) Continuation of implementation of the early works construction packages;
- (b) Refinement of the flexible workspace design component in line with lessons learned from the pilot projects and any emerging physical design or guidelines related to the office space environment that may result from the coronavirus pandemic;
- (c) Completion of the construction works package and solicitation of the services of a professional construction firm for refurbishment and implementation of flexible workplace strategies in blocks W–X, including associated outdoor workspaces as part of the evolving flexible workplace pilot phase, and the

implementation of the flexible workplace strategies across the remainder of the Gigiri complex;

(d) Completion and solicitation of the furniture works package for blocks W–X and the implementation of the flexible workplace strategies across the remainder of the complex, including options for refurbishment and potential integration of the office furniture of existing tenants for reuse;

(e) Development of the new building construction works package, solicitation of the services and appointment of a professional construction firm for implementation of the new building component;

(f) Implementation of the new building construction package, comprising construction of the new building component to replace existing office blocks A–J, associated infrastructure and external works;

(g) Formalization of the change management and corporate support group, and launch of a project information distribution channel for the regular updating of external and internal stakeholders at the complex on matters related to the project;

(h) Continued coordination with the host country regarding the host country arrangements to expedite and support the project through, among other things, duty exemptions covering contract construction materials, equipment, furniture and infrastructure;

(i) Continued coordination with the project owner, project executive, delegated executive and other stakeholders related to the current project risk level and support of their decision-making through independent risk management services provided by the Global Asset Management Policy Service, including preparation of two progress reports each year and an annual quantitative risk assessment through a Monte Carlo simulation;

(j) Establishment of a working group to consider options for seeking both voluntary and in-kind contributions from Member States for capital construction efforts at the complex.

## VIII. Recommended actions to be taken by the General Assembly

75. The General Assembly is requested to:

(a) **Take note of the report of the Secretary-General;**

(b) **Appropriate an amount of \$7,974,500, comprising: (a) \$765,600 under section 29G, Administration, Nairobi; (b) \$7,157,300 under section 33, Construction, alteration, improvement and major maintenance; and (c) \$51,600 under section 34, Safety and security, of the programme budget for the year 2021, which would represent a charge against the contingency fund.**

## Annex I

## Updated project cost plan

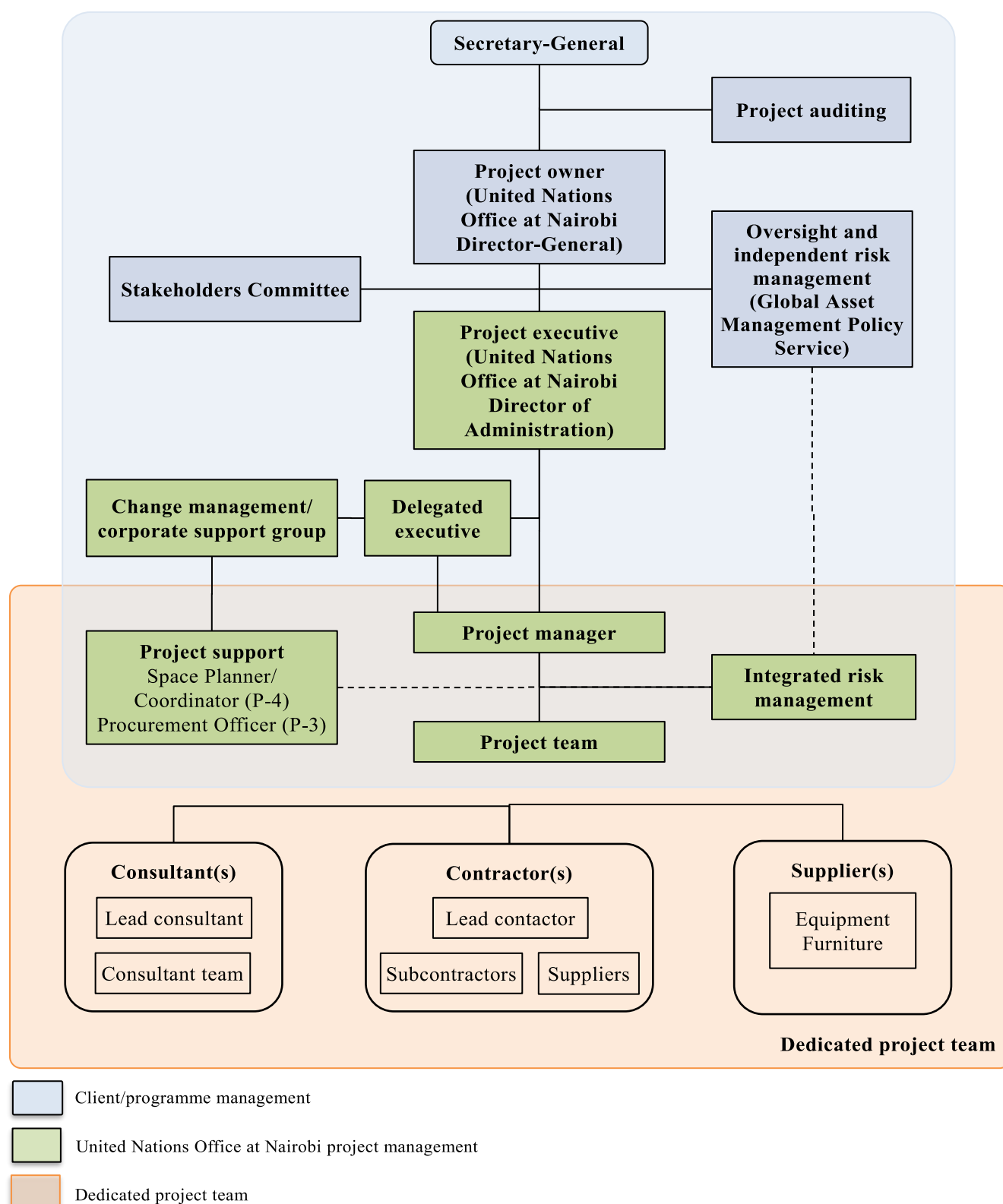
(Thousands of United States dollars)

	2018	2019	2020 <sup>a</sup>	2021	2022	2023	2024	Total	Reported in A/74/343	Change <sup>b</sup>
<b>Section 33, Construction, alteration, improvement and major maintenance</b>										
<b>1. Construction costs</b>										
1.1 Early works/repurposed publishing services building	–	–	6 818.8	3 712.5	–	–	–	10 531.3	10 531.3	–
1.2 Flexible workspace	–	9.0	1 535.1	1 082.7	3 248.1	3 248.1	2 165.4	11 288.4	11 288.4	–
1.3 New office building	–	–	–	1 808.0	9 040.2	7 232.1	–	18 080.3	18 080.3	–
<b>2. Professional services</b>										
2.1 Early works/repurposed publishing services building design works	27.6	577.4	395.3	263.5	–	–	–	1 263.8	1263.8	–
2.2 Flexible workspace design works	18.9	91.8	1 402.4	34.7	103.9	104.0	69.3	1 825.0	1354.6	470.4
2.3 New office building design works	–	–	759.4	560.5	271.1	217.0	–	1 808.0	1808	–
2.4 Risk management	36.4	12.7	14.4	14.5	14.5	10.4	–	102.9	102.9	–
2.5 Other services (furniture, information technology, licences, third-party reviews)	2.4	13.5	10.0	10.0	10.0	10.0	5.1	61.0	61	–
<b>3. Escalation (7 per cent)</b>	–	–	–	2 069.0	3 506.6	2 990.7	619.1	9 185.4	9 655.8	(470.4)
<b>4. Contingency (10 per cent)</b>	–	–	–	1 213.6	2 056.9	1 754.3	363.1	5 387.9	5 387.9	–
<b>Subtotal, section 33</b>	<b>85.3</b>	<b>704.4</b>	<b>10 935.4</b>	<b>10 769.0</b>	<b>18 251.3</b>	<b>15 566.6</b>	<b>3 222.0</b>	<b>59 534.0</b>	<b>59 534.0</b>	<b>0.0</b>
<b>Section 29G, Administration, Nairobi</b>										
<b>5. Project management</b>										
5.1 Dedicated project management and support team	55.2	589.6	884.0	1 017.8	1 108.3	1 134.6	571.5	5 361.0	5 361.0	–
5.2 Dedicated coordinator at Headquarters	–	–	64.1	113.3	113.3	113.3	–	404.0	404.0	–
5.3 Travel of project management team	15.9	28.9	8.0	15.0	10.0	10.0	–	87.8	87.8	–
<b>Subtotal, section 29G</b>	<b>71.1</b>	<b>618.5</b>	<b>956.1</b>	<b>1 146.1</b>	<b>1 231.6</b>	<b>1 257.9</b>	<b>571.5</b>	<b>5 852.8</b>	<b>5 852.8</b>	<b>–</b>
<b>Section 34, Safety and security</b>										
<b>6. Security requirements (security officers)</b>	–	–	42.2	234.5	244.2	254.3	98.1	873.3	873.3	–
<b>Subtotal, section 34</b>	<b>–</b>	<b>–</b>	<b>42.2</b>	<b>234.5</b>	<b>244.2</b>	<b>254.3</b>	<b>98.1</b>	<b>873.3</b>	<b>873.3</b>	<b>–</b>
<b>Total</b>	<b>156.4</b>	<b>1 322.9</b>	<b>11 933.7</b>	<b>12 149.6</b>	<b>19 727.1</b>	<b>17 078.8</b>	<b>3 891.6</b>	<b>66 260.1</b>	<b>66 260.1</b>	<b>–</b>

<sup>a</sup> Reflects actual expenditure (i.e. commitments at 31 December 2020).<sup>b</sup> The \$470,400 moved from escalation to cover the difference in the signed contract value and the original estimated contract value for professional services related to flexible workplace strategies.

## Annex II

## Updated project governance structure



## Annex III

## Detailed 2020 office space survey outcomes

<i>Type of office</i>	<i>Organization</i>	<i>Total number of staff</i>
<b>Headquarters</b>	United Nations Environment Programme	910
	United Nations Human Settlements Programme	517
	United Nations Office at Nairobi <sup>a</sup>	719
<b>Secretariat</b>	Office of Internal Oversight Services Internal Audit Division (including the Office of the United Nations High Commissioner for Refugees)	16
	Office of Internal Oversight Services ID	22
	United Nations Office for Disaster Risk Reduction – Regional Office for Africa	16
	United Nations Office on Drugs and Crime	246
	United Nations Dispute Tribunal (Office of Administration of Justice)	10
	United Nations Interregional Crime and Justice Research Institute	2
	United Nations Information Centre (including United Nations Visitor Service Nairobi)	22
	Office of the Special Envoy of the Secretary-General for the Great Lakes Region	25
	United Nations Support Office in Somalia	219
	Panel of Experts on Somalia	8
	United Nations Assistance Mission in Somalia	68
	Office for the Coordination of Humanitarian Affairs Regional Office for Southern and Eastern Africa	54
	Office for the Coordination of Humanitarian Affairs Somalia	26
<b>Non-secretariat</b>	Joint United Nations Programme on HIV/AIDS (UNAIDS) Kenya country office	15
	United Nations Institute for Training and Research	6
	United Nations Children's Fund (UNICEF) Kenya country office	140
	United Nations Industrial Development Organization	17
	United Nations Population Fund (UNFPA)	36
	United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Kenya country office	43
	World Health Organization (WHO) Kenya country office	121
	World Food Programme (WFP) Kenya country office	223
	International Civil Aviation Organization	25
	International Maritime Organization	9
	UNAIDS Field and Remote Support Division	10
	International Fund for Agricultural Development	38
	United Nations Educational, Scientific and Cultural Organization	46
	WFP – Regional Bureau Nairobi	216
	UNICEF Eastern and Southern Africa	190
	UN-WOMEN Regional Office	42
	Food and Agriculture Organization of the United Nations (FAO) Kenya country office, Emergency Centre for Transboundary Animal Diseases and Resilience Team of East Africa	43
	International Labour Organization (ILO) Kenya	56
	United Nations Development Programme (UNDP) (United Nations Volunteers regional office/United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries/UNDP Nairobi thematic hub on resilience/UNDP Security, Global Environment Facility Small Grants Programme and International Trade Centre)	112



<i>Type of office</i>	<i>Organization</i>	<i>Total number of staff</i>
	UNHCR Inspector General's Office	5
	Office of the United Nations Ombudsman and Mediation Services	5
	UNDP Global Policy Centre	9
	United Nations Resident Coordinator in Kenya	11
	Office of Human Resources/Administrative Law Division	4
	Office of the High Commissioner for Human Rights Kenya country office	9
	UNDP Somalia	38
	UNFPA Somalia	33
	UNICEF Somalia	52
	ILO Somalia	10
	WHO Somalia	24
	UNHCR Branch Office	131
	UNHCR Regional Support Hub	178
	UNHCR	22
	IOM Kenya, Somalia and East Africa	220
	World Meteorological Organization	13
	FAO Somalia	164

<sup>a</sup> United Nations Office at Nairobi staffing totals adjusted to exclude the Department of Safety and Security and the Division of Conference Services Publishing Services Section staff to be accommodated within the annex and repurposed publishing services buildings.