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

Report of the Secretary-General

Summary

The fourth annual progress report on the replacement of office blocks A–J at the United Nations Office at Nairobi is submitted pursuant to section XIV of General Assembly resolution [75/253](#).

The present report provides information on progress made since the issuance of the previous report of the Secretary-General ([A/75/331](#)), and as requested by the General Assembly in its resolution [75/253](#). The report includes updated information on the project's full scope, maximum overall cost and implementation strategy, taking into consideration the results of the Gigiri complex office space survey concluded in June 2021, which confirms the space requirements of Nairobi-based entities in 2024, as well as information related to the improved utilization of existing office space through the implementation of flexible workplace strategies on the basis of lessons learned thus far from the pilot project of office block V, scheduled for completion in September 2021.

The recommended actions to be taken by the General Assembly are set out in section VIII of the report. The Assembly is requested to take note of the report and to approve the overall scope, maximum cost of \$66,260,100 and implementation strategy for the project and to approve an appropriation in the amount of \$11,316,100 for 2022.



I. Introduction

1. The present report is submitted in accordance with section XIV of General Assembly resolution [75/253](#). It 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/75/331](#)).
2. The report provides updated information on the full scope, maximum overall cost and implementation strategy of the project, taking into consideration the results of the Gigiri complex office space survey concluded in June 2021, which confirms the requirements of Nairobi-based entities in 2024.
3. The objective of the project remains unchanged: addressing the urgent challenges related to health, safety and code compliance associated with the existing office blocks A–J at the Gigiri complex. The buildings reached the end of their useful lives in 2018 and, as detailed in previous reports of the Secretary-General, further investment in the operation and maintenance of the buildings would be less economical than the proposed new construction.
4. The present report provides further details on the confirmed intentions of the Office of the United Nations High Commissioner for Refugees (UNHCR) and the International Organization for Migration (IOM) to fund the capital investment required for financing their own, separate office buildings at the Gigiri complex while benefiting from some economies of scale through the project for the replacement of buildings A–J (e.g. design and project management) without affecting the overall cost and schedule of the project.
5. During the current performance cycle, UNHCR was urgently required to relocate to the Gigiri complex to avoid disruptions caused by major construction works around its existing, rented offices in the Nairobi commercial district. The United Nations Office at Nairobi assisted the UNHCR Kenya country office in designing and building a temporary, prefabricated facility to accommodate 140 UNHCR staff at the complex. UNHCR moved to that facility in August 2021 in accordance with all coronavirus disease (COVID-19) guidelines and procedures. The total costs for the temporary facilities were covered by the UNHCR. While the work is not directly related to the scope of the project, given that there are potential implications, such as for the cost sharing of future project costs, further information is provided in the present report for general reference.
6. The present report includes details on planned renewable energy efficiency and waste management measures, including the recycling of construction waste, and provides a clear explanation of all considerations associated with the chosen location for the new Secretariat building.
7. The report provides a revised schedule that now forecasts substantial project completion by the end of 2024 and final completion by the end of 2025 in consideration of the currently known impact of COVID-19.

II. Project objectives

8. The key objectives of the project remain unchanged since the previous reports of the Secretary-General on the replacement project and on the strategic capital review ([A/72/393](#)). The project is aimed at addressing the urgent challenges related to health, safety and code compliance associated with existing office blocks A–J. In both reports, it was determined that further investment in major maintenance of the semi-permanent office buildings, which had initially been intended to be temporary

accommodations, was no longer economical and would in time cost more than their full replacement.

9. The scope of work for the project, as presented in the previous reports of the Secretary-General, remains unchanged, comprising three main components:

(a) Early works to repurpose the publishing services building and construction of a new annex building to accommodate all the operational functions of the United Nations Office at Nairobi;

(b) Flexible workplace strategies across all offices at the Gigiri complex to improve current space utilization. The United Nations Office at Nairobi will develop workspaces across the complex in line with the best practices identified from the lessons learned during the full three-floor pilot project in block V, including the impact of COVID-19. This will lead to an overall better space utilization, including indoor and outdoor working and collaboration spaces, taking advantage of areas with maximum natural ventilation, and the application of finishes and fixtures that improve regular operations and maintenance protocols;

(c) A new building, comprising approximately 10,500 m² of office space (a reduction of about 10 per cent of the 11,666 m² estimate mentioned in the previous report), to replace the old office blocks A–J. This Secretariat building component will accommodate future space requirements for current United Nations Gigiri-based entities in line with the outcomes of the office space survey, the results of which are included in the present report.

Master plan and confirmation of full scope, maximum overall cost and implementation strategy

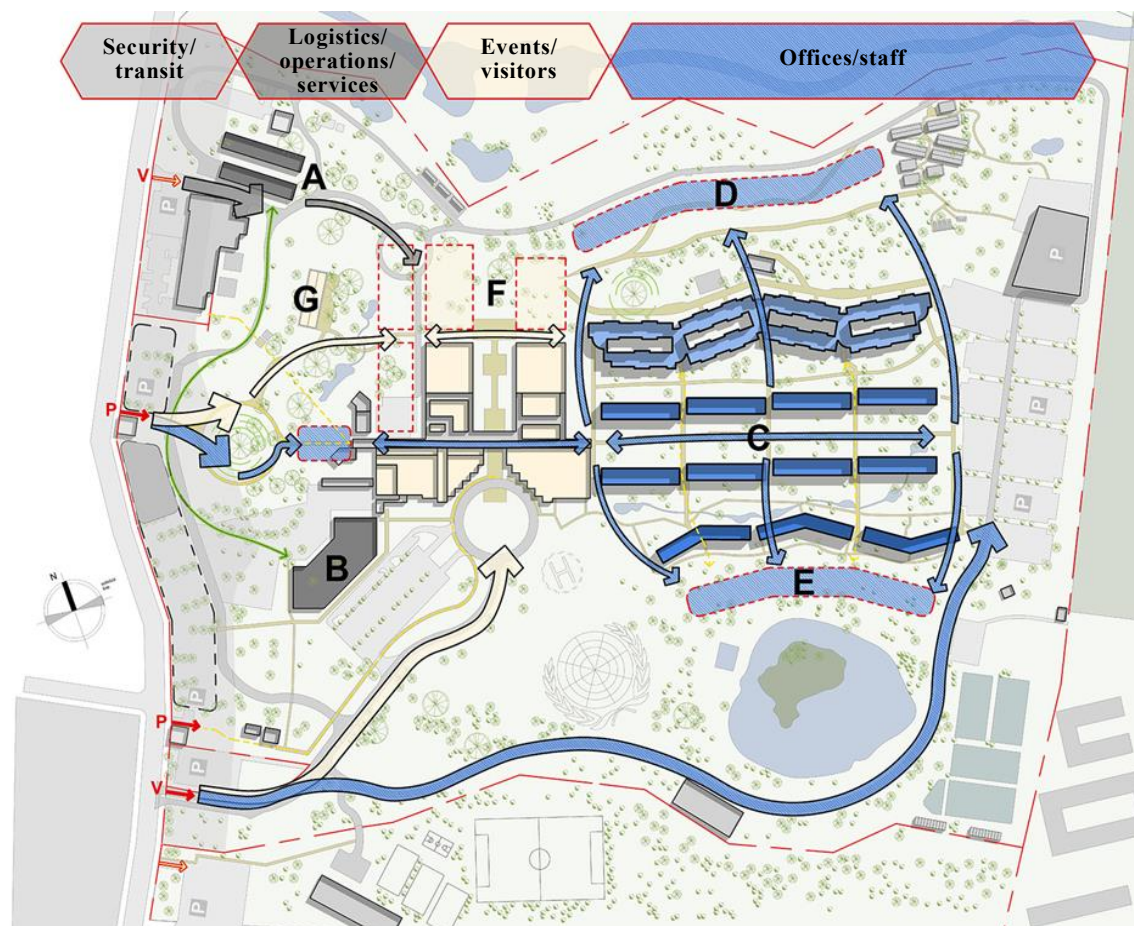
10. To replace the outdated master plan, which dated from the 1970s and 1980s, the United Nations Office at Nairobi, during the reporting period, developed a new master plan with a 20-year planning horizon for the Gigiri complex, on which the current scope, maximum overall cost and implementation strategy of the project are based and defined.

11. The new master plan takes into consideration the findings of previous reports of the Secretary-General on the strategic capital review ([A/70/697](#) and [A/72/393](#)) and addresses the defined needs for replacing old office blocks A–J as a first priority and modernizing United Nations Office at Nairobi conference services facilities as a second priority.¹

12. Figure I illustrates the master plan for the Gigiri complex.

¹ The deteriorating conditions of the conference services facilities at the United Nations Office at Nairobi are discussed in the previous reports of the Secretary-General on that topic ([A/74/471](#) and [A/75/716](#)) and will be further addressed in an upcoming report of the Secretary-General, to be submitted to the General Assembly at its seventy-sixth session.

Figure I
Master plan for the Gigiri complex



Zoning key/legend: security/transit: corridor along the western perimeter/United Nations Avenue, including the main Gigiri compound entrance points, security infrastructure, visitor registration building and additional car parking areas; logistics/operations/services: corridor with United Nations Office at Nairobi operational and support services facilities; events/visitors: corridor with the Office's conference services facilities; offices/staff: corridor with the Office's office facilities; yellow and blue arrows: separate public/staff pedestrian and vehicular paths to ensure the Office's business continuity when hosting large United Nations conferences; A: new annex building (A–J early works component); B: remaining publishing services building (A–J early works component); C: remaining blocks M–X (A–J flexible workplace strategies component); D: proposed location for new Secretariat building (A–J new building component); E: potential future UNHCR- and IOM-funded office blocks; F: current conference services facilities, with possible future expansion; G: exhibition and environmental park.

13. The master plan was developed in consideration of the following aspects:

(a) Developed in the 1970s and 1980s, the Gigiri complex currently has office blocks located in the east and west, as well as a central conference centre. Over the years, as the United Nations Office at Nairobi grew, more and more tenants went to the complex, which led to the construction of the new office facilities in 2010. As ever larger and more complex conferences were held, the current layout of the complex reached its operational limit. The newly developed master plan (see figure I) addresses and resolves the current constraints of the complex;

(b) Office blocks A–J will remain functional until completion of the new Secretariat building, ensuring business continuity and eliminating the need for swing space;

(c) The current sites of office blocks A–J will be reclaimed and will revert to a prime environmental park with potential exhibition areas (area G in figure I), accessible to visitors/delegates through the main gates. The area has some of the oldest and most beautiful trees at the complex and will be larger than the green area around the new Secretariat building;

(d) The ideal location of the new Secretariat building is alongside the Nairobi River, overlooking the natural landscape (area D in figure I);

(e) All United Nations Office at Nairobi logistics, operations and services facilities, including the new annex building, are accessible through the main goods entrance of the Gigiri complex;

(f) Long-standing security issues along the western perimeter of the Gigiri complex can be addressed through sufficient standoff distances and car parking areas along the perimeter wall that will allow visitors/delegates to park their vehicles before gaining access to the complex;

(g) There is separate pedestrian and vehicle routing of United Nations Office at Nairobi staff and visitors/delegates across the Gigiri complex for optimized regular business operations;

(h) Separate areas for all United Nations Office at Nairobi office facilities on the eastern side of the Gigiri complex (see the “offices/staff” zone in figure I), the conference services facilities in the centre of the compound (see the “events/visitors” zone in figure I) and the operational and services facilities on the western side (see the “logistics/operations/services” zone in figure I) will ease the Office’s regular maintenance, operations and security procedures.

Procurement update taking into consideration the COVID-19 pandemic

Early works component

14. Owing to the consequences of the pandemic, the early works component (comprising the new annex building and the renovation of the existing publishing services building) experienced a six-month schedule slippage during the solicitation process, resulting in a three-month construction slippage for the annex and a nine-month construction slippage for the publishing services building renovations. For example, it was not possible to hold site visits or in-person bidder conferences, which resulted in extended question-and-answer periods with bidders during the request for proposal stage and increased efforts of the United Nations Office at Nairobi towards providing bidders with clarifications during the technical and financial evaluation stages.

15. Furthermore, some United Nations Office at Nairobi consultants and key personnel were directly affected by COVID-19, which triggered delays in their related services deliveries. Mitigation measures included: (a) close coordination of all construction projects within the Gigiri complex and between key stakeholders to streamline technical input and guidance across multiple projects and to ensure that an on-site presence was provided when needed and was in line with COVID-19 restrictions; (b) robust stakeholder involvement during planning and design development to ensure that all required COVID-19 prevention measures were considered without adversely affecting project scope and benefits; (c) arrangements for horizontal infrastructure works to streamline the tender processes for roads, parking and pathways related to the various components of projects; (d) specific focus of the dedicated project/contracts management team on all aspects of site management to mitigate risks related to COVID-19 and any potential impacts or delays; and (e) application of lessons learned from earlier phases of projects to prevent further slippage. Lessons included real-time monitoring of consultant performance and

immediate action where non-performance was identified. Daily on-site supervision and troubleshooting were provided by the project team (including through the recently recruited clerk of works) to ensure immediate identification of issues and dynamic adjustment to ensure compliance with the schedule.

16. Owing to the COVID-19 pandemic, the project delivery methodologies for the annex building have been adjusted because the construction teams had to be broken down into smaller units that operated in separated shifts. Overall, both design and construction resources were reduced to ensure safe working practices, including social distancing.

Flexible workplace strategies component

17. The flexible workplace strategies component was affected by COVID-19, given that only about 10 per cent of United Nations Office at Nairobi staff was available to test the spaces created through the pilot projects. As a consequence, the value of the lessons learned during the flexible workplace strategies pilot projects cannot yet be fully evaluated.

18. Imported items such as electrical light fittings and floor and ceiling finishes were those most affected by global shortages, and the global supply chain to Nairobi was delayed. Because of the pandemic and the resulting shortage of resources, future design and construction efforts for the subsequent blocks were reduced to minimize overall project delays and to maintain overall costs.

New building component

19. As a result of the pandemic, some schedule slippages occurred during the solicitation of the design consultancy firm for the new Secretariat building. Because international bidders could not initially travel and there was a six-week lockdown in Kenya during March and April 2021, it was not possible to hold site visits or in-person bidder conferences. With large participation, multiple meetings had to be arranged, resulting in extended question-and-answer periods. A contract was finally awarded in September 2021, with a nine-month slippage owing to the above-mentioned issues, and the design is expected to be completed by October 2022. As has been the case to date, the design for the new Secretariat building will continue to be modular and scalable, so that, if any currently unforeseen circumstance related to the pandemic arises, such aspects could be addressed during the design development.

20. Overall, the COVID-19 pandemic was the major driver of schedule slippages during the design and tender phases of the project. As the project moves into the construction phase for each component, the United Nations Office at Nairobi is confident that the updated schedule (see table 3) will be achieved. Mindful of the COVID-19 pandemic, the Office decided to slow the implementation of the flexible workplace strategies component during 2021, thus allowing sufficient time to identify the best practices from the lessons learned during the various flexible workplace strategies pilot projects and to incorporate them into the post-COVID-19 workspaces.

21. The United Nations Office at Nairobi solicited infrastructure installation services for all currently foreseen horizontal construction and maintenance works to potentially commence the works before or at the same time as the construction of the new building. The action will make up in part for the lost time incurred thus far and will mitigate future schedule slippages with regard to the new Secretariat building component.

III. Project governance and management

A. Project governance

22. The project governance structure presented in the previous report remains unchanged.

23. The project owner and the project executive have been actively involved in the project and have received regular comprehensive briefings from the dedicated project management team, as well as walking tours of the project sites, which have been undertaken at least once a month. Regular status updates were provided to the project owner by the delegated executive and to the dedicated project management team on matters requiring strategic decision-making.

24. The dedicated project management team continues to work in close consultation with internal project stakeholders (the Facilities Management and Transportation Section, the Division of Headquarters Safety and Security Services, the Information, Communications and Technology Services Section and the Division of Conference Services, Publishing Services Section) regularly. The stakeholder consultations are focused on issues related to the project scope, schedule and benefits and the review of the design development from a technical and operational perspective, as well as proposed project sequencing to ensure business continuity and scheduling of ongoing construction works. Stakeholders have continued to participate in the tender evaluation processes, and such close collaboration with stakeholders has ensured the success of the project to date and will ensure efficient operational handover on completion.

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

25. Consultations continue to be held at least bimonthly between the dedicated project management team, the project's delegated executive and the Global Asset Management Policy Service at Headquarters.

26. The Global Asset Management Policy Service, supported by an international professional firm with experience in construction-related risk management services, continued to hold regular risk management workshops with the dedicated project management team. Project risk-related information from the workshops contributed to the Monte Carlo model, whose outcomes are presented in section IV of the present report.

B. Project management

27. The status of recruiting 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 as follows:

(a) Effective 1 January 2021, a new Project Manager (P-5) replaced the outgoing one without a gap in the management of the project;

(b) Recruitment of the Clerk of Works (Local level) position was concluded in the first half of 2021, and the selected candidate was onboarded in June 2021;

(c) Recruitment of the Logistics and Coordination Officer (National Professional Officer) was concluded in August 2021, and the selected candidate is expected to be onboarded by October 2021;

(d) Recruitment of the remaining positions, including the Mechanical-Electrical-Plumbing Engineer and the Administrative Assistant, have temporarily been placed on hold in favour of the continued contracting of two technical specialists (namely in security and safety and information technology) to provide project-critical technical

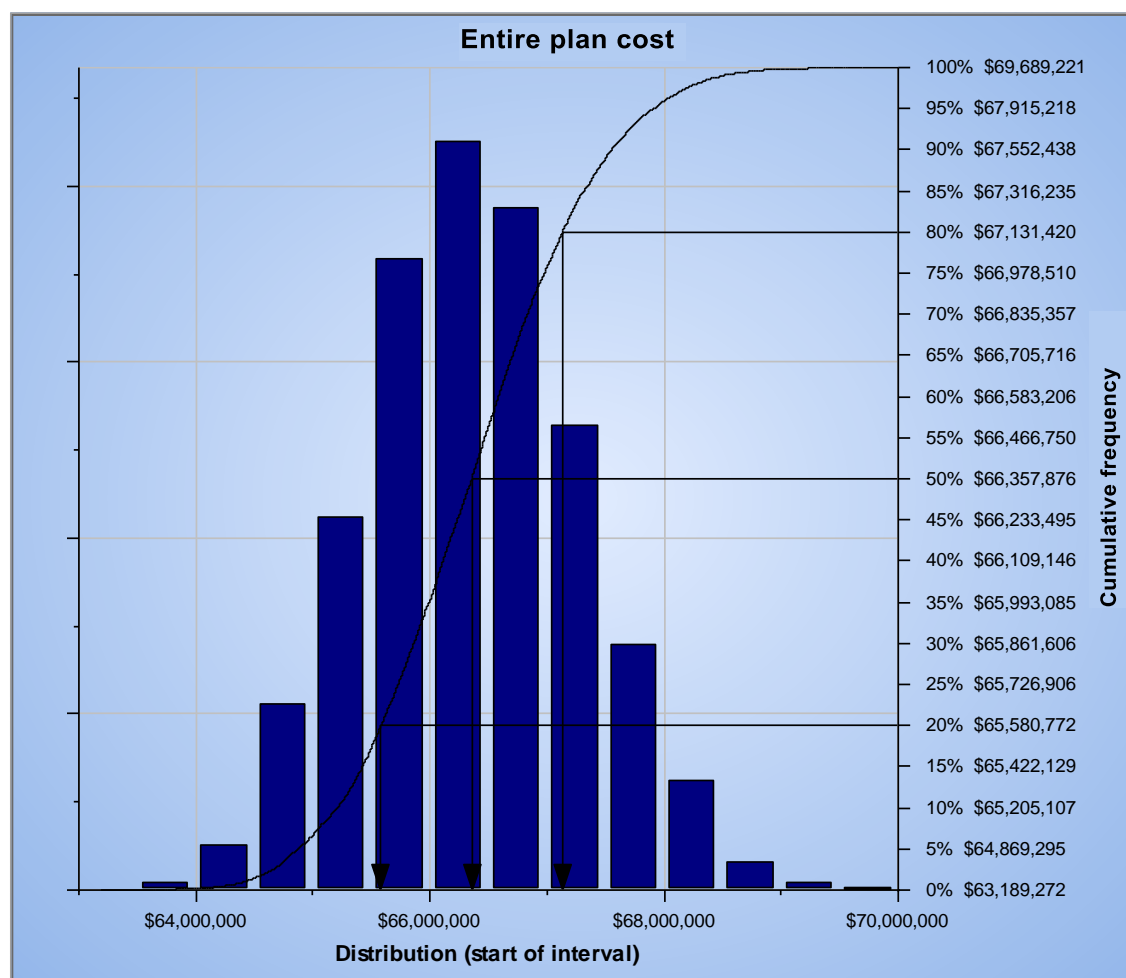
support in the two key areas until the project design is complete. Costs associated with the contracting of those consultant positions are offset by the continued vacancies.

IV. Risk management

28. 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 produced seven semi-annual project-related progress reports to provide ongoing support for project owner decision-making.

29. In June 2021, the independent risk management firm facilitated a fourth Monte Carlo simulation for the project, which was based on updated assessed costs for both existing and newly identified risks. The outcomes of the fourth Monte Carlo simulation are shown in figures II and III.

Figure II
Cost histogram of analysed risks, June 2021



30. As shown in figure II, the fourth Monte Carlo assessment, carried out in 2021, projects that a budget of \$67.13 million would be needed to meet the United Nations

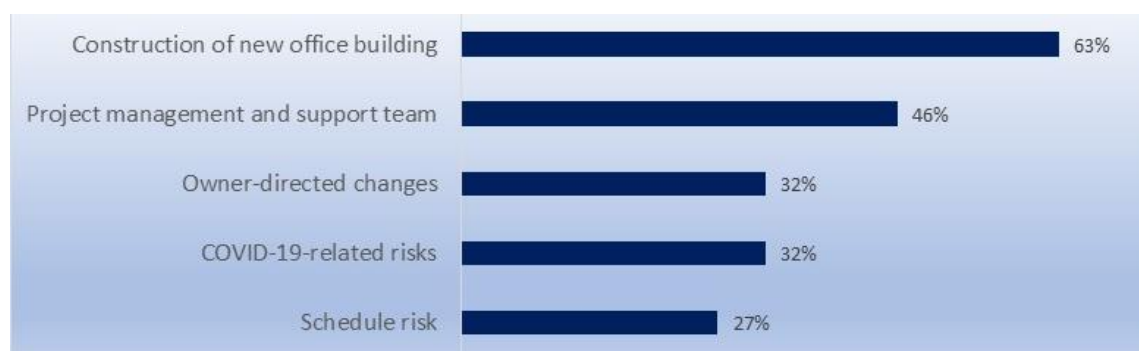
P80 confidence level target, which is \$0.87 million above the estimated total project cost of \$66.26 million. In 2021, the likelihood of delivering the project within the estimated project cost of \$66.26 million is 47 per cent, which is an increase of 20 percentage points compared with the previous year's confidence level of 27 per cent.

31. COVID-19-related risks continue to create budgetary pressures. For example, pandemic-related safety measures and/or changes in working methods to be applied during the future implementation of construction works, such as social distancing measures on the construction site, could continue to slow overall project implementation. It can be expected that the confidence level will increase further once the work packages of the flexible workplace strategies and the new building component have been assigned and a better understanding is gained of the capability of the contractors to deliver the works.

32. The 2021 Monte Carlo simulation resulted in the updating of the cost sensitivity ("tornado") chart shown in figure III, 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 risks related to the construction of the new office building correlate the most with the overall project costs.

Figure III

Cost sensitivity ("tornado") chart showing the five risks with the greatest impact on project costs, June 2021



33. The top five risks identified in the cost sensitivity analysis shown in figure III are as follows:

(a) **Construction of new office building.** The new building solicitation is currently forecasted to be completed by the end of 2022, resulting in a delayed commencement of construction works. To potentially regain some of the time and ensure that the project remains within budget, the dedicated team is developing the project in close coordination with the design firm and is constantly seeking to identify and potentially capitalize on value engineering options. Upgrades foreseen by the United Nations Office at Nairobi to its conference services facilities led to the development of a new Gigiri master plan (see section II of the present report), which includes an entirely new location for the new building and could potentially help to regain some of the time lost during the procurement process. Furthermore, the Office, in coordination with Headquarters, is considering innovative procurement routes to enter into contract agreements as soon as possible;

(b) **Project management and support team.** As the project progresses, continuous stakeholder engagement and organizational and external expertise are required to support the project team in developing a functional design and in planning efficient ways to deliver project products. For example, specialized knowledge in the

areas of information technology and interior design should be provided, when needed, to supplement team knowledge and to ensure that the final design meets the needs of both Secretariat and non-Secretariat clients in a future flexible working environment. In addition, the safety and physical security aspects of the project are significant and will require distinct expertise when addressed. Owing to the confidential nature of the security elements at the United Nations, not all information can be disseminated to external consultants and, therefore, internal support will have to be provided for some of the works. Any delays in delivering the project will require extended services from the dedicated project management team, which can be costly;

(c) **Owner-directed changes.** As discussed in a previous report (A/74/343), 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, given that they will have to ensure that their expected benefits are protected and will be delivered upon acceptance of the final project products;

(d) **COVID-19-related risks.** 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 hygienic common 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 the 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. However, both the dedicated project team and the Global Asset Management Policy Service, supported by the independent risk management firm, are carefully monitoring the subject;

(e) **Schedule risk.** Current slippages in the solicitation of services, as well as the risk of additional slippages caused in particular by the logistical and administrative complexities of the flexible workplace strategies component, have put pressure on the project schedule. In addition to the embedded schedule risks during the design development, tendering, construction and handover efforts of all three project components, the flexible workplace strategies component requires the meticulous planning and programming of the moving of staff from their current locations to any future swing space and/or final location, as well as extensive coordination, information and change management initiatives between the project and the Secretariat and non-Secretariat tenants of the United Nations Office at Nairobi. In coordination with assigned professional firms and contractors, the dedicated project management team continues to monitor and control the progress of the three project components and to assess alternative implementation routes that take into consideration value engineering options and other measures that could potentially save or gain implementation time. A delay in project completion requires prolonged services from the dedicated project management team and the lead consultancy firm and puts the project budget under pressure.

Integrated risk management

34. The project team, supported by the independent risk management firm, continued to perform 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 regularly engages 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. Progress made on the project components

35. Progress made on the three main project components is described below.

Early works component

36. The early works component comprises the following:

(a) Refurbishment of the existing publishing services building as the United Nations Office at Nairobi primary data centre and central security control room;

(b) Design and construction of a new annex building to house all the logistics and operational services of the Office, including the component-related horizontal infrastructure. Once completed, if needed, the space created under the early works component could serve as swing space to support the implementation of the remaining aspects of the project to replace office blocks A–J;

(c) Begun in April 2021, the annex building construction works are continuing and are planned for completion within the originally foreseen one-year period, by March 2022. In an effort to gain time and reduce costs, the United Nations Office at Nairobi sold and removed a large, prefabricated building itself rather than having it dismantled by a contractor. The Office achieved the task in line with the established environmental management system and recycled and reused the construction and demolition materials;

(d) The contract for refurbishing the publishing services building was awarded in August 2021 and is expected to be completed by November 2022, three months earlier than initially planned. This was achieved through adjusted construction methods and preparatory works, including the installation of the new printer, uninterrupted power supply and reverse osmosis cooling system. The installation of the air exhaust system and a fibre data-network is already in progress;

(e) Construction of approximately 650 m² of temporary swing space, which is needed to relocate the tenants from blocks P and Q during the related flexible workplace strategies pilot project. The temporary facilities will be reused as future event spaces to avoid rental costs for temporary tented structures.

Flexible workplace strategies component

37. In line with paragraph 7 of section XIV of resolution [75/253](#), in which the Secretary-General is requested to consider lessons learned and best practices from similar United Nations construction and renovation projects, the United Nations Office at Nairobi continued its work on the following pilot projects to refine flexible workplace configurations:

(a) As originally planned and commenced during the previous reporting period, the furniture pilot project and the testing of flexible work zones in block X were successfully completed by December 2020. Based on lessons learned from the

furniture pilot project, and in an effort to establish office space that supports the Office's COVID-19 protocols, one additional floor of the existing office block W was retrofitted with existing furniture in February 2021;

(b) The Office tested the flexible indoor/outdoor workplace concept by establishing outdoor work and meeting spaces, called work "pods". A total of six baobab work pods were installed to meet the Office's most pressing demand during the pandemic. Because of their high level of staff acceptance, resulting in increased demand, additional work pods will be installed when additional office blocks will be refurbished in the future;

(c) The pilot project related to office block V, which commenced in 2020 and is expected to be completed in September 2021, encountered schedule slippages during its implementation. The slippages resulted mainly from COVID-19 impacts on the resources deployed and on the project's supply chain for imported goods and services.

38. The design of office blocks M–X, which was completed in line with the planned stages of work, reflects an increase in the current space utilization by 25 per cent. The design will be revisited to take into consideration lessons learned from previously completed office blocks. Any necessary design amendments will be carried out before the tender and commencement of construction works for those specific office blocks.

39. Because United Nations Office at Nairobi COVID-19 protocols restricted the number of staff at the Gigiri complex, it was not possible to fully learn and understand all the lessons and best practices to be implemented during the refurbishment of subsequent blocks. To test all the various building types at the complex, the Office decided to extend the pilot phase and include the refurbishment of the next two office blocks, namely blocks P and Q.

40. In line with paragraphs 13 and 15 of section XIV of resolution [75/253](#), the dedicated project management team continued to be actively involved in the development of the project design and emphasized the importance of including local knowledge and technology and locally manufactured products. For example, the furniture for the above-mentioned outdoor work pods was designed and manufactured by local artisans. An agreement with local artisans was put in place to harvest any trees affected by the project to replace office blocks A–J and to create sustainable outdoor and office furniture for use at the complex.

41. To ensure the validity of the space requirements for the new building component, current and confirmed future tenants of the United Nations Office at Nairobi were informed of the flexible working strategies that will be applied in the newly created, open office space at the Gigiri complex. Following the information campaign, as part of the office space survey, all heads of entities were requested to provide signed flexible workplace strategies acceptance agreements that specified an increased space utilization rate of 25 per cent, compared with the current assignment of one desk per staff member, and instead move towards a 25 per cent space utilization rate, as well as their continued commitment to purchasing furniture and equipment that supported the core objectives of the Office's flexible workplace strategies.

42. All current and confirmed future tenants of the United Nations Office at Nairobi completed the survey, apart from the following 11 tenants – the International Labour Organization Somalia country office, the Internal Audit Division of the Office of Internal Oversight Services, the United Nations Environment Programme, the United Nations Human Settlements Programme, the United Nations Interregional Crime and Justice Research Institute, the United Nations Institute for Training and Research, the Regional Office for Southern and Eastern Africa of the Office for the Coordination of Humanitarian Affairs, UNHCR, the United Nations Resident Coordinator in Kenya, the

Administrative Law Division of the Office of Human Resources and the World Meteorological Organization – accounting for a 78 per cent response rate. All the tenants that did not respond by the survey deadline were formally advised that the project was proceeding on the premise that the tenants had no objections to the project objectives and principles. Further regular project developments and updates are communicated to all tenants through the monthly Common Services Management Team meetings. The outcomes of the office space survey are further described below. The implementation of the flexible workplace strategies component is scheduled to fully commence in 2022.

New building component

43. In August 2021, after a procurement exercise with bidders visiting the site in small groups, the United Nations Office at Nairobi awarded a contract for architectural design services for the new building component to a design consultancy firm.

2021 office space survey outcomes

44. In April 2021, the United Nations Office at Nairobi carried out another office space survey to obtain confirmation of the estimated future (December 2024) office space requirements of all agencies, funds and programmes that had expressed an interest in remaining at the Gigiri complex, expanding their current office space at the complex or moving to the complex. The outcomes of the updated survey will be a determining factor in the Office's future office space requirements.

45. Each agency, fund and programme was given an opportunity to review and update, as necessary, the information provided in the 2020 office space survey, which formed the basis of the office space requirements outlined in the previous report.

46. The forecasted staff numbers for the Headquarters entities remained unchanged. For the other Secretariat entities, there was only a marginal reduction in staff numbers and an approximately 10 per cent reduction in the number of staff for the non-Secretariat entities, attributable mainly to the withdrawal of interest from the Food and Agriculture Organization of the United Nations Somalia, which has opted to lease a building in Somalia rather than rent office space at the Gigiri complex.

47. A comparative summary of the total forecast staff of entities as at December 2024, broken down into the projection previously reported in [A/75/331](#) and the current, updated projection of May 2021, is provided in table 1.

Table 1
Total forecast staff of entities as at December 2024 (comparison between 2020 and 2021 forecasts)

<i>Entity</i>	<i>Projected number of future staff (as reported in A/75/331)</i>	<i>Projected number of future staff (based on 2021 office space survey)</i>
Headquarters ^a	2 146	2 146
Secretariat entities ^b	734	705
Non-Secretariat United Nations entities	1 765	1 683
Total	4 645	4 534

^a Headquarters entities include the United Nations Office at Nairobi, the United Nations Environment Programme and the United Nations Human Settlements Programme.

^b 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 Office of 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 updated survey, the projected number of future staff in December 2024 is 4,534.

49. The updated projected staff numbers for each of the entities, as verified and certified by their heads of entities, is shown in annex II to the present report.

50. Table 2 contains an updated summary of the projected demand for office space based on the findings of the 2021 office space survey.

Table 2

Office space requirements, projected demand (gross external)

	<i>2021 total staff after space utilization in existing office blocks to be retained^a</i>	<i>Projected net staff based on 2021 survey and taking into consideration improved 25 per cent utilization rate</i>	<i>Projected additional future office space required based on 2021 office survey (m²)^b</i>
New build requirement	3 534	750	10 500

^a Existing office blocks M–U and V–X and new office facility to be remodelled to achieve a 25 per cent improved space utilization rate.

^b Projection based on average flexible workplace strategies density of 14 m² gross external area per person; 25 per cent utilization rate based on flexible workplace strategies efficiency savings in line with pilot study.

51. Based on the outcomes of the 2021 office space survey, the space requirements for the new office building are 10,500 m², which is within the range of 7,000–12,000 m² projected for the new building in a previous report of the Secretary General (A/73/344).

52. In paragraph 13 of the report of the Advisory Committee on Administrative and Budgetary Questions on progress on the replacement of office blocks A–J at the United Nations Office at Nairobi (A/75/7/Add.16), the Secretary-General was requested to provide an assessment of the flexible workplace strategies component. As outlined in table 2 of the report of the Secretary-General on the proposal for the replacement of office blocks A–J (A/72/375), the total net rentable area to be displaced by the blocks A–J replacement project is 10,691 m², comprising net rentable areas of 6,199 m² for office blocks A–J, 3,225 m² for prefabricated offices and 1,267 m² for other structures. As a result of efficiency gains from flexible workplace strategies, the proposed new office building will provide marginally less office space than the existing spaces that it will replace while accommodating an increased number of 750 staff. The efficiency gain demonstrates the value that the flexible workplace strategies component adds to the project and addresses the above-mentioned request of the Advisory Committee.

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

53. Not included in the above-mentioned projected demand are UNHCR and IOM, both of which have expressed an interest in moving to the Gigiri complex. In the following paragraphs, which are an extract from a communication between the United Nations Office at Nairobi and the two entities, UNHCR and IOM reaffirm their commitment to moving to the compound and their intention to do so:

(a) UNHCR reiterates its commitment and intention to move into the United Nations Office at Nairobi compound and acknowledges the benefits it will have to both organizations. Given the capital investment required for this project, UNHCR is going through an internal review process based on its rules, regulations and funding mechanisms, including internal consultations. These budgetary meetings are expected to take place during the fourth quarter of 2021, with a final decision expected by early 2022;

(b) IOM reiterates its commitment and intention to move to the United Nations Office at Nairobi compound and acknowledges the benefits it will have to both organizations. In this respect, and due to the capital investment required for this project, in line with IOM internal rules and regulations and funding mechanisms, IOM is currently focused on internal consultations and aims to put this project forward for approval to the IOM Member States. This budget meeting usually takes place between November and December. IOM therefore aims to have a decision by the end of January 2022.

54. Adding any new buildings for UNHCR and/or IOM to the Gigiri complex will not have an adverse impact on the cost or schedule of the project for the replacement of buildings A–J. It may result in a potential economy of scale or efficiency gains, which cannot be determined at the present stage.

Energy efficiency and environmental considerations

55. As stated in a previous report of the Secretary-General (A/75/331), an overarching objective of the project has been the inclusion of environmental and sustainability best practices in the overall project design, drawing on lessons learned from the industry, prior United Nations Office at Nairobi office construction completed in 2010 and other United Nations projects.

56. The new annex is aimed at being a net-zero building that will be equipped with roof-mounted photovoltaic panels, sized to generate the equivalent of the total energy consumed by the building throughout the year.

57. Sustainable technologies were considered in the design of the publishing services building, which includes construction of the Office's new primary data centre for the entire Gigiri complex. As discussed in paragraphs 31 to 33 of the previous report, the mechanical cooling design for the data centre will be based on direct free cooling technology that utilizes fresh filtered air for cooling purposes. Cooling is therefore achieved by simply allowing the external fresh air into the system, resulting in a 60 per cent reduction in power consumption, compared with traditional cooling systems. The approach is particularly effective at the complex, which benefits from very moderate average temperatures that are well within the operating ranges of commercially available direct free cooling systems.

58. As part of the Office's ongoing effort towards achieving International Organization for Standardization (ISO) 14001 Environmental Management System certification, waste management plays a major role in the delivery of the project for the replacement of buildings A–J. In recent years, significant progress has been made in relation to the separation of waste at source, which has led to the recycling of over 95 per cent of all office waste at the Gigiri complex. During the reporting period, a new construction and demolition waste management strategy has been launched, which will be applicable to all future construction works across the complex. Pilot projects were launched in connection with the construction efforts for both the annex building and the refurbishment of block V, and site clearance and demolition works were systematically undertaken.

59. Construction waste was sorted according to its potential for current reuse within the project, retention for future reuse throughout the complex and/or reuse through sale by auction, while any residual materials were subsequently recycled through the Office's contracted site waste management service provider. Given that the aim of the Office's waste management strategy is to ensure continuous, incremental improvement, all lessons learned from this and other construction and demolition waste management pilot projects will be assessed to strengthen follow-up projects and to ensure the robustness of the Office's Environment Management System across the Gigiri complex.

60. During such pilot projects, all construction and demolition waste will be tracked and weighed and data on waste stream types will be compiled for review and reporting purposes. The data will in turn support improved decision-making related to future construction projects, thereby ultimately ensuring reductions related to residual or non-recycled waste generation in line with the Sustainable Development Goals, increased efficiencies and the sustainable use of resources overall. Likewise, work has begun on more robust and measurable site waste management targets for construction contractors related to waste generated during the construction process. Related continuous improvements and other construction waste management initiatives will be included in future progress reports.

B. Project schedule

61. The updated project schedule, which is shown in table 3, includes some slippage attributed mainly to the COVID-19-related delays outlined in section V of the present report. The revised schedule provides a realistic projection of the time required to complete the project on the basis of lessons learned and experience to date. COVID-19 has resulted in an overall 12-month delay in final project completion. The new building component will now be completed by the end of 2024, and the phased implementation of the flexible workspace is scheduled to be completed by the same time. The overall project close-out will continue until the end of 2025. Although COVID-19 has caused slippage related to the procurement, tender and design phases of the project, the United Nations Office at Nairobi aims to ensure that, as the components of the project make the transition to the construction phase, the updated schedule is maintained. Even given the slippage in the project schedule, the mitigation measures outlined in the present report have ensured minimal overall cost impact to the project, ensuring that the project is completed within the maximum overall cost, if approved by the General Assembly.

62. During the reporting period, a lack of performance on the part of the contracted early works consultants continued to result in a slippage in the progress of the design and tender phases of the early works component. The proactive mitigation measure taken to divide the early works into two parts, namely the annex building and the refurbishing of the publishing services building, enabled the earlier award of the construction contract for the annex in April 2021, with the award for the contract for the refurbishing of the publishing services building following, in August 2021. No further delays are expected, and construction is now under way on both components.

63. The next phase of renovation is scheduled to be focused on blocks P and Q, beginning in the fourth quarter of 2021 and incorporating lessons learned from the full block V pilot project. Completion of blocks P and Q will serve as part of the evolving pilot phase, taking into consideration lessons learned from the blocks V and X basement pilot projects.

64. The updated project schedule (see table 3) reflects refinements in the implementation of early works, the implementation of flexible workplace strategies and the new building components. According to the schedule, the major upcoming activities through project completion are as follows:

(a) First component: award of construction contracts for the annex building in April 2021 and for refurbishment of the publishing services building in August 2021. The projects are scheduled to be completed by March 2022 and October 2022, respectively;

(b) Second component: completion of the refurbishment of the block X partial basement in December 2020 and successful completion of the refurbishment of the full block V as a flexible workspace in September 2021. Appointment of the

professional construction firm to implement the follow-up refurbishment works in blocks P and Q is expected by the fourth quarter of 2021;

(c) Third component: awarding of a contract to a professional consultancy firm for the new building component in August 2021 to develop the design for the new buildings to replace the existing office blocks A–J. The design and tender phases are expected to be concluded by the end of 2022;

(d) Appointment of a professional construction firm for the new building component is expected by the end of 2022, with construction scheduled to begin in 2023. A 24-month construction time frame is foreseen, with planned completion of the new building component by the end of 2024. The revised schedule takes into consideration the pandemic and allows for a slowed design and start of the construction period as a prudent and practical means of incorporating any physical design-related aspects that may result from the pandemic;

(e) Occupancy and operational use of the new building component is to begin in 2025;

(f) Completion of the flexible workplace strategies component across the UNON Gigiri complex by the end of 2024.

Table 3

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

	2018				2019				2020				2021				2022				2023				2024				2025			
	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	Q1	Q2	Q3	Q4
Early works																																
Planning phase																																
2021 update																																
Design phase/tender phase																																
2021 update																																
Moves/construction phase																																
Annex 2021 update																																
Publishing services building 2021 update																																
Flexible workspace																																
Planning phase																																
2021 update																																
Design phase																																
2021 update																																
Tender phase																																
2021 update																																
Pilot phase																																
2021 update																																
Construction phase																																
2021 update																																
New building																																
Planning phase																																
2021 update																																
Design phase/tender phase																																
2021 update																																
Moves/construction phase																																
2021 update																																
Defects liability period																																
2021 update																																

As indicated in the previous report (A/74/331)



As indicated in the present report



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

VI. Project expenditure and anticipated costs

A. Status of expenditure and projected expenditure up to the end of 2021

65. By its resolutions [72/262 A](#), [73/279 A](#), [74/263](#) and [75/253 A](#), the General Assembly appropriated a total amount of \$25,562,900 of the programme budget for this project for the period 2018–2021, comprising: (a) \$2,791,800 under section 29H, United Nations Office at Nairobi; (b) \$22,494,400 under section 33, Construction, alteration, improvement and major maintenance; and (c) \$276,700 under section 34, Safety and security.

66. The cumulative expenditure as at 31 July 2021 was \$11,060,800, and the projected expenditure for the remainder of 2021 amounts to \$8,601,500, as detailed in table 4.

Table 4

Status of expenditure as at 31 July 2021 and projection for the remainder of 2021

(Thousands of United States dollars)

	<i>Appropriation for 2018–2021</i>	<i>Cumulative expenditure as at 31 July 2021</i>	<i>Projected expenditure from 1 August to 31 December 2021</i>	<i>Total projected expenditure for 2018–2021</i>	<i>Projected unused balance at the end of 2021</i>
	(a)	(b)	(c)	(d)=(b)+(c)	(e)=(a)-(d)
Section 33, Construction, alteration, improvement and major maintenance					
1. Construction costs	14 966.1	6 629.1	6 363.7	12 992.8	1 973.4
2. Professional services	4 245.6	2 165.8	1 663.9	3 829.7	415.9
3. Escalation	2 069.0	—	—	—	2 069.0
4. Contingency	1 213.6	—	—	—	1 213.6
Subtotal, section 33	22 494.3	8 794.9	8 027.6	16 822.5	5 671.8
Section 29H, United Nations Office at Nairobi					
5. Project management	2 791.9	2 247.4	476.2	2 723.6	68.3
Subtotal, sections 18, 19, 21 and 29H	2 791.9	2 247.4	476.2	2 723.6	68.3
Section 34, Safety and security					
6. Security requirements (security officers)	276.7	18.5	97.7	116.2	160.5
Subtotal, section 34	276.7	18.5	97.7	116.2	160.5
Total	25 562.9	11 060.8	8 601.5	19 662.3	5 900.6

67. An amount of \$476,200 is projected to be spent under section 29H, United Nations Office at Nairobi, in the remainder of 2021, comprising the cost of the above-mentioned project management team positions, inclusive of the contracted specialist consultancy services to support the team with expert knowledge in the areas of information and communications technology and security and safety, as well as the dedicated coordinator position at Headquarters, costs shared with the renovation of the Africa Hall project at the Economic Commission for Africa.

68. An amount of \$8,027,600 is projected to be spent under section 33, Construction, alteration, improvement and major maintenance, in the remainder of 2021, comprising: (a) \$4,063,700 for construction services related to the early works component, comprising refurbishment of the publishing services building and construction of the new annex building, which will be delivered under the early works component; (b) \$2,300,000 for construction services related to the next phase of the flexible workplace strategies project in blocks P and Q, as well as to the associated outdoor meeting and work spaces, which are part of the flexible workplace strategies component; (c) \$658,900 for design and construction supervision services related to the early works component and \$83,800 for such services related to the flexible workplace strategies component provided by the respective professional consultancy firms; (d) \$904,000 for design services related to the new building component provided by the professional consultancy firm; and (e) \$17,200 for other services, including information technology, software and other administrative costs.

69. An amount of \$97,700 is projected to be spent under section 34, Safety and security, in the remainder of 2021, related to physical security and safety oversight of both the early works and the flexible workplace pilot project construction works.

70. As shown in table 4, a balance of \$5,900,600 is projected to remain unused at the end of 2021, owing to the revised project schedule, as explained above.

71. Some benefits have been gained through the confirmed location of the new building, which means that the existing blocks A–J can remain in place, and less swing space is needed until the new building is completed. This has helped to keep the project within the estimated overall cost plan despite the revised schedule for completion of this component of the works. The projected overall cost plan for the project remains unchanged at a total amount of \$66,260,100, although costs were redistributed between 2021 and 2025 to reflect the revised construction schedule and related expenditure for the flexible workplace component. The revised cost plan is detailed in annex I to the present report and is to be presented to the General Assembly for approval following completion of the Gigiri complex office space survey, which confirms the space requirements of United Nations Nairobi-based entities in 2024.

B. Resource requirements for 2022

72. The resource requirements for 2022 are shown in table 5. The total projected expenditure for 2022 amounts to \$17,216,800, comprising:

(a) \$1,231,600 under section 29H, United Nations Office at Nairobi, for the cost of the project management team (1 P-5, 1 P-4, 2 P-3, 2 National Professional Officer and 2 Local level) and 75 per cent of the cost of the Project Coordinator (P-3) position based in the Global Asset Management Policy Service at Headquarters (with the remaining 25 per cent of the cost shared with the project for the renovation of the North Building at the Economic Commission for Latin America and the Caribbean);

(b) \$15,741,100 under section 33, Construction, alteration, improvement and major maintenance, which includes: (i) construction costs (\$7,921,700); (ii) professional services related to the design and construction management services (\$1,205,600); (iii) escalation provision (\$3,343,300); and (iv) contingency provision (\$3,270,500);

(c) \$244,200 under section 34, Safety and security, to provide for security officers deployed during the construction phase of the project.

Table 5
Resource requirements for 2022

(Thousands of United States dollars)

	<i>Projected expenditure in 2022</i>	<i>Projected unused balance at the end of 2021</i>	<i>Net funding requirement in 2022</i>
	<i>(a)</i>	<i>(b)</i>	<i>(c)=(a)-(b)</i>
Section 33, Construction, alteration, improvement and major maintenance			
1. Construction costs	7 921.7	1 973.4	5 948.4
2. Professional services	1 205.6	415.9	789.7
3. Escalation	3 343.3	2 069.0	1 274.3
4. Contingency	3 270.5	1 213.6	2 056.9
Subtotal, section 33	15 741.1	5 671.8	10 069.3
Section 29H, United Nations Office at Nairobi			
5. Project management	1 231.6	68.3	1 163.3
Subtotal, sections 18, 19, 21 and 29H	1 231.6	68.3	1 163.3
Section 34, Safety and security			
6. Security requirements (security officers)	244.2	160.5	83.7
Subtotal, section 34	244.2	160.5	83.7
Total	17 216.8	5 900.6	11 316.2

73. Because, by its resolution [74/263](#), the General Assembly decided to continue to use the multi-year construction-in-progress account for the project, the projected unused balance of \$5,900,600 at the end of 2021 will be carried forward to fund part of the resource requirements of \$17,216,800 in 2022. Consequently, the net resource requirements to be appropriated for 2022 amount to \$11,316,100, comprising: (a) \$1,163,300 under section 29H, United Nations Office at Nairobi; (b) \$10,069,300 under section 33, Construction, alteration, improvement and major maintenance; and (c) \$83,700 under section 34, Safety and security.

VII. Next steps

74. Upon approval of the required resources in 2022 by the General Assembly, the following activities will be undertaken:

(a) Continuation of implementation of the early works until forecast completion, in 2022;

(b) Refinement of the flexible workplace strategies design component in line with lessons learned from the full block V pilot project and any other emerging physical design, policies or guidelines related to the office space environment that may result from the COVID-19 pandemic;

(c) Completion of construction works for blocks P and Q (different building configuration, including a building core), which are part of the flexible workplace strategies pilot project, including various furniture pilot projects, renovation of the

basement floor in block X, full renovation of block V and the proposed full renovation of blocks P and Q;

(d) Completion of the construction works package and solicitation of the services of a professional construction firm for the refurbishment and implementation of flexible workplace strategies in the remaining blocks M–X, including associated outdoor space;

(e) Completion and solicitation of the furniture works package for blocks P and Q and for the implementation of the flexible workplace strategies across the remainder of the Gigiri complex, including new furniture, as well as options for the refurbishment and potential reintegration of the office furniture of existing tenants;

(f) Completion of the design works for the new building component;

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

(h) Formalization of the change management and corporate support group and launch of the official project information distribution channel for the regular updating of external and internal stakeholders, tenants, staff and visitors at the Gigiri complex on project-related matters;

(i) Continued coordination with the host country regarding arrangements to expedite and support the project through, among others, duty exemption covering project contracts, construction materials, equipment and furniture;

(j) Continued coordination with the project owner, the project executive, the delegated executive and other organizational stakeholders related to the current project risk level to support 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.

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) **Approve the overall full scope, maximum overall cost of \$66,260,100 and implementation strategy of the project;**

(c) **Appropriate an amount of \$11,316,100, comprising: (i) \$1,163,300 under section 29H, United Nations Office at Nairobi; (ii) \$10,069,300 under section 33, Construction, alteration, improvement and major maintenance; and (iii) \$83,700 under section 34, Safety and security of the programme budget for the year 2022, which would represent a charge against the contingency fund.**

Annex I

Updated project cost plan

(Thousands of United States dollars)

	2018	2019	2020	2021	2022	2023	2024	2025	Total
Section 33, Construction, alteration, improvement and major maintenance									
1. Construction costs									
1.1 Early works/repurposed publishing services building	–	–	1 289.7	7 725.6	1 516.0	–	–	–	10 531.3
1.2 Flexible workspace	–	9.0	1 608.2	2 360.3	2 789.6	2 789.6	2 789.6	–	12 346.2
1.3 New office building	–	–	–	–	3 616.1	7 232.1	5 424.1	1 808.0	18 080.3
2. Professional services									
2.1 Early works/repurposed publishing services building design works	27.6	577.4	–	659.2	–	–	–	–	1 264.1
2.2 Flexible workspace design works	18.9	91.8	1 353.0	84.1	277.1	–	–	–	1 825.0
2.3 New office building design works	–	–	–	904.0	904.0	–	–	–	1 808.0
2.4 Risk management	36.4	12.7	21.7	7.2	14.5	10.3	–	–	102.9
2.5 Other services (furniture, information technology, licences and third-party reviews)	2.4	13.5	2.8	17.2	10.0	10.0	5.1	–	61.0
3. Escalation (7 per cent)	–	–	–	–	3 343.3	2 990.7	619.1	–	6 953.1
4. Contingency (10 per cent)	–	–	–	–	3 270.5	1 754.3	363.1	–	5 387.9
Subtotal, section 33	85.4	704.3	4 275.4	11 757.6	15 741.1	14 787.0	9 201.0	1 808.0	58 359.8
Section 29H, United Nations Office at Nairobi									
5. Project management									
5.1 Dedicated project management and support team	55.2	589.6	885.7	1 027.1	1 108.3	1 134.6	1 161.8	573.2	6 535.5
5.2 Dedicated coordinator at Headquarters	–	–	–	113.3	113.3	113.3	64.1	–	404.0
5.3 Travel of project management team	15.9	28.9	7.8	–	10.0	10.0	15.1	–	87.8
Subtotal, section 29H	71.1	618.6	893.5	1 140.4	1 231.6	1 257.9	1 241.0	573.2	7 027.2
Section 34, Safety and security									
6. Security requirements (security officers)	–	–	–	116.2	244.2	254.3	258.4	–	873.1
Subtotal, section 34	–	–	–	116.2	244.2	254.3	258.4	–	873.1
Total	156.4	1 322.9	5 169.0	13 014.2	17 216.8	16 299.1	10 700.4	2 381.2	66 260.1

Annex II

Detailed 2021 office space survey outcomes

<i>Type of office</i>	<i>Organization</i>	<i>Total number of staff</i>
Headquarters	United Nations Environment Programme	910
	United Nations Human Settlements Programme	517
	United Nations Office at Nairobi	719
Secretariat	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 Investigations Division	27
	United Nations Office for Disaster Risk Reduction – Regional Office for Africa	16
	United Nations Office on Drugs and Crime	207
	United Nations Dispute Tribunal (Office of Administration of Justice)	13
	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	222
	Panel of Experts on Somalia	8
	United Nations Assistance Mission in Somalia	68
	Regional Office for Southern and Eastern Africa of the Office for the Coordination of Humanitarian Affairs	54
	Office for the Coordination of Humanitarian Affairs Somalia	25
	Joint United Nations Programme on HIV/AIDS (UNAIDS) Kenya country office	15
Non-Secretariat	United Nations Institute for Training and Research	6
	United Nations Children's Fund (UNICEF) Kenya country office	137
	United Nations Industrial Development Organization	18
	United Nations Population Fund	36
	United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Kenya country office	39
	World Health Organization Kenya country office	125
	World Food Programme Kenya country office	230
	International Civil Aviation Organization	25
	International Maritime Organization	9
	UNAIDS Field and Remote Support Division	10
	International Fund for Agricultural Development	80

<i>Type of office</i>	<i>Organization</i>	<i>Total number of staff</i>
	United Nations Educational, Scientific and Cultural Organization	54
	World Food Programme – Regional Bureau Nairobi	232
	UNICEF Eastern and Southern Africa	158
	UN-Women Regional Office	44
	Emergency Centre for Transboundary Animal Diseases/Resilience Team for Eastern Africa of the Kenya country office of the Food and Agriculture Organization of the United Nations	43
	International Labour Organization Kenya	37
	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/Nairobi Resilience Hub/UNDP Security/Global Environment Facility Small Grants Programme/International Trade Centre)	173
	Office of the United Nations High Commissioner for Refugees (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	39
	United Nations Population Fund Somalia	27
	UNICEF Somalia	52
	International Labour Organization Somalia	10
	World Health Organization Somalia	28
	UNHCR Branch Office	131
	UNHCR Regional Support Hub	178
	UNHCR	22
	International Organization for Migration Kenya, Somalia and East Africa	220
	World Meteorological Organization	13
	Food and Agriculture Organization of the United Nations Somalia	0

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