

STANDING COMMITTEE ON PROGRAMMES AND FINANCE

Thirty-second Session

PLANS FOR THE IOM HEADQUARTERS BUILDING:

UPDATE 8

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Background

1. At its 109th Session, the Council adopted Resolution No. 1373 of 27 November 2018 on a plan for the Headquarters building. Following the development of the project, at its 111th Session, the Council adopted Resolution No. 1391 of 24 November 2020 on the new Headquarters building, which approved the final budget level of 72 million Swiss francs and authorized the Director General to prepare and submit a study loan application in the amount of 5.7 million Swiss francs – which forms part of the total project budget – for consideration by the host Government.
2. The Administration is committed to providing regular information to Member States. This document provides information on the progress of the project since the last update provided in November 2022 (S/31/16).

Study loan from host State and financial reporting

3. Since the contract for the study loan of 5.7 million Swiss francs was signed by the Director General and the Building Foundation for International Organizations (FIPOI) on 7 March 2022, the Administration has submitted quarterly reports to FIPOI as requested by the terms of the contract.
4. For the term of the project development phase – from November 2022 to December 2025 – the contracted amount for the architect and engineers' fees will be CHF 4,500,000, which is within the planned expenditures. The remaining budget of the study loan (CHF 750,000) will cover the risk management specialist and client adviser fees, as well as some limited consultation fees.

Project activities completed to date

5. The architectural practice G8A, based in Vietnam, and their local partner, Localarchitecture, based in Lausanne, which were selected by the jury of the international architectural competition held by IOM in 2022, signed a preliminary contract with IOM in February 2023 as a general planning and design consortium named Junon. This contract will cover all services from the architects and their twenty sub-agents (engineers and specialists) to deliver a revised preliminary project within the budget and needs of the Organization. This revised project will be presented by the architects on 30 June 2023 for consideration by the Organization.
6. IOM has contracted the international consulting firm Drees & Sommer as risk management specialist and client adviser for the project development phase. Regular meetings have been held with the key stakeholders and organizational documents and a risk register have been produced and discussed.
7. The activities of the architects are being monitored by IOM and Drees & Sommer to ensure compliance with IOM's needs, budget and project schedule.
8. The Administration has also contracted a specialist in universal design and accessibility as a consultant. The selected firm, Direct Access, which is based in the United Kingdom, has extensive experience in large international projects and specializes in user participation. Direct Access will review the project with stakeholders during the development and the construction phases to achieve the highest standards of accessibility.

9. The project governance structure has been enhanced and widened through the establishment of a project committee, which comprises representatives of the Executive Office and key functions such as human resources and finance and is closely involved in the project development process. The committee reports to the Steering Committee on strategic considerations.

Risk register

10. A comprehensive risk register has been developed and is regularly updated by Drees & Sommer, under the supervision of IOM Project Director, to assess the project and identify the potential impact of future project activities. The project committee regularly undertakes an in-depth analysis of the risk register and report its findings to the Steering Committee. The IOM Risk Management Unit also provides oversight on the risk register. This risk register is presented in the Annex to this document.

11. As the project is still in its preliminary development phase, there are no estimated costs related to the identified risks. The risk register will be updated during June based on the revised and stabilized project, and eventual financial risks pertaining to the proposed construction budget will be presented during the Thirty-third Session of the Standing Committee. The budget for the building project was completed before the conflict in Ukraine. As this situation has impacted the global supply chain and the costs of construction in Switzerland, IOM has requested the services providers and consultants to provide a coordinated update of the budget before the end of June 2023.

End-user participation in the design process

12. The Staff Consultation Group – comprising staff representatives and IOM experts in the fields of diversity and inclusion, environmental sustainability and staff welfare – has met with the architects and discussed the project on all matters of organization, efficiency and health in the workspace.

13. Discussions on specific and technical issues (IT, conference services, facility management, etc.) have been conducted with the assistance of the relevant stakeholders and end users within the Staff Consultation Group.

14. Members of the Group visited the new Headquarters building of Médecins Sans Frontières, after its successful occupation by its users, and identified optimal layouts, features and equipment that have been discussed during Group meetings with the architects designing the new building.

Project schedule

15. Drees & Sommer, with substantive inputs from the Project Director and representatives of Junon, is responsible for monitoring, reviewing and updating the design and construction schedule.

16. The project schedule anticipates that the preliminary development phase will continue until the end of June 2023, when a finalized preliminary project and budget will be presented to the Administration for consideration. The Administration is then expected to endorse the proposed project and budget by mid-July 2023. The final revised project draft will be submitted by Junon for presentation at the Thirty-third Session of the Standing Committee, and the 114th Session of the Council will consider a draft resolution to approve the project. Once the project has been approved by the Council, the construction loan request will be formally submitted to the host State by the end of 2023.

17. Provided that the construction loan request is submitted on time, and that Parliament votes in favour, the host State should provide the funds necessary for the construction phase by January 2026. In the meantime, a building permit will be requested, the necessary construction procurement documentation prepared, and relocation and business continuity plans developed.

18. Relocation from the premises should take place by the end of 2025, for a period of three years – the time expected for the demolition and reconstruction process. The end of construction is planned for the end of 2028, with the occupancy of the new premises expected by early 2029, after a commissioning period.

Reporting to Member States

19. Discussions are ongoing between Member States and the Administration on the creation of a consultation body to enable more regular and detailed reporting on the project.

Coordination with the Swiss authorities

20. There continue to be regular exchanges between IOM, the Permanent Mission of Switzerland to the United Nations Office and to the other international organizations in Geneva, the Canton of Geneva and FIPOI related to IOM's study loan and the land lease agreement.

21. The Geneva cantonal authorities have been consulted on compliance of the project with local rules and regulations. The resulting report presented by the architects to the Administration demonstrated low risk levels, but some parts of the project will require continuous coordination with communal and cantonal authorities.

Risk register

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Risk register	Phases (SIA) 1 - Strategic planning 2 - Preliminary studies 3 - Project 4 - Invitation to bid 5 - Implementation 6 - Management	Impact C - Costs D - Deadlines Q - Quality E - External effect S - Security	Probability A - highly probable B - probable C - possible D - improbable	Scope 1 - highly critical 2 - critical 3 - significant 4 - insignificant	Profile red - immediate need for action orange - check measures and initiate if necessary yellow - increase observation, in-depth assessment, check measures if necessary green - no acute need for action, review required at a later date
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* Issued without formal editing.

ID	Categories	Subcategories	Risk identification			Risk assessment						Risk management			Qualitative evaluation of action				
			Phase SIA	Keyword	Description / description of keyword	Impact					Qualitative evaluation			Catalogue of actions					
						C	D	Q	E	S	Probability	Scope	Profile	Actions (proposed)	Responsible	Date / Phase	Probability	Scope	Profile
1	Construction law/Permits	Permits (also for construction process topics)	31 - Preliminary project	Neighbourhood planning (Plan de quartier)	Neighborhood planning linked to architectural competition result	x	x				A - highly probable	1 - highly critical	A - highly probable 1 - highly critical	Find agreement with architects (JUNON)	SteerCo	February 2023			
2	Construction law/Permits	Permits (also for construction process topics)	31 - Preliminary project	Construction regulation for international organizations	Changes in current policy for international organisations by swiss government or local authorities	x	x				D - improbable	1 - highly critical	D - improbable 1 - highly critical	Acceptance	SteerCo	February 2023			
3	Design/Basics	Requirements/Basics	31 - Preliminary project	Sustainability	Sustainability objectives not specific enough for application in HQ Project (Certification Objective)	x	x	x	x		B - probable	3 - significant	B - probable 3 - significant	Definition of sustainability objectives	CoPro	February 2023			
4	Design/Basics	Requirements/Basics	31 - Preliminary project	User requirements	User requirements not sufficiently incorporated in project (UR initiated pre-covid)	x	x	x			B - probable	3 - significant	B - probable 3 - significant	Involve Staff Consultation Group into Project Organisation	CoPro / SCG	March 2023			
5	Design/Basics	Requirements/Basics	31 - Preliminary project	Project objectives	Project objectives not clear / not approved	x	x				B - probable	3 - significant	B - probable 3 - significant	Formulate clear objectives (in Project Manual) and approve it by Steerco	CoPro / SteerCo	March 2023			
6	Design/Basics	Requirements/Basics	31 - Preliminary project	Practicability	Practicability of competition result under current framework conditions (materials scarcity, etc.)	x	x	x	x		C - possible	2 - critical	C - possible 2 - critical	Fix materiality	Architects	March 2023			
7	Organisation	Contracting strategy	31 - Preliminary project	Contract w. Architect	Contract agreement with architect (JUNON)	x	x	x			C - possible	1 - highly critical	C - possible 1 - highly critical	Find agreement with architects (JUNON)	CoPro / Architects	February 2023			
8	Organisation	Contracting strategy	31 - Preliminary project	Contract w. AMO	Contract agreement with (AMO)	x	x				C - possible	1 - highly critical	C - possible 1 - highly critical	Find agreement with DreSo	CoPro / DreSo	February 2023			
9	Organisation	Contracting strategy	31 - Preliminary project	Contract w. Planners	Contract agreement with planner team (ca. 20 individual contracts)	x	x	x	x		C - possible	2 - critical	C - possible 2 - critical	Find agreement with planners	CoPro	Phase 3			
10	Organisation	Contracting strategy	31 - Preliminary project	Project manual	Missing approved Project Manual (Project organigram & RACI, Participants & Observers)		x	x	x		C - possible	1 - highly critical	C - possible 1 - highly critical	Write and approve Project Manual	CoPro / SteerCo	March 2023			
11	Organisation	Contracting strategy	31 - Preliminary project	Decision proces	Responsibilities decision processes (general decisions/emergency decisions) (veto-rights/fast-track)		x	x	x		C - possible	2 - critical	C - possible 2 - critical	Define responsibilities & processes in Project Manual	CoPro	March 2023			
12	Organisation	Contracting strategy	31 - Preliminary project	External stakeholders management	Management of external stakeholders (neighbours, local authorities, FIPOL/Host State)		x	x	x		C - possible	2 - critical	C - possible 2 - critical	Define management in Project Manual	CoPro	March 2023			
13	Organisation	Contracting strategy	31 - Preliminary project	Communication & change	IOM internal acceptance of project			x			C - possible	3 - significant	C - possible 3 - significant	Secure IOM intern approval of project	CoPro	February 2023			
14	Finances	Interest/Loans	31 - Preliminary project	Total budget insufficient	Project & objectives not achievable with existing budget	x	x	x	x		A - highly probable	1 - highly critical	A - highly probable 1 - highly critical	Revise budget	CoPro / DreSo / FIPOL	March 2023			
15	Finances	Interest/Loans	31 - Preliminary project	Total Budget unclear	Total budget not clear / not containing all cost items	x	x	x	x		B - probable	2 - critical	B - probable 2 - critical	Revise budget	CoPro / DreSo / FIPOL	March 2023			
16	Finances	Interest/Loans	31 - Preliminary project	Study loan	Budget for study loan phase not right (too much or not enough), IOM budgetary restrictions lead to budget loss	x			x		A - highly probable	2 - critical	A - highly probable 2 - critical	Define use of Study Loan	CoPro	March 2023			
17	Finances	Interest/Loans	31 - Preliminary project	Study loan	Project cost & budget responsibility not clear	x			x		A - highly probable	2 - critical	A - highly probable 2 - critical	Include costing & budget in architectural / general planner contract	CoPro	March 2023			
18	Finances	Interest/Loans	31 - Preliminary project	Construction loan phase	Construction loan request phase requires project stop	x	x	x	x		A - highly probable	1 - highly critical	A - highly probable 1 - highly critical	Define project stop & consequences	CoPro	Phase 3			
19	Finances	Interest/Loans	31 - Preliminary project	Construction loan phase	Construction loan not approved	x			x		C - possible	1 - highly critical	C - possible 1 - highly critical	Secure loan	CoPro	Phase 3			
20	Market	Market supply for goods and services	41 - Invitation to bid, comparison of quotations, application for contract awarding	Material scarcity	Limited availability leading to delay or price increase	x	x	x	x		B - probable	1 - highly critical	B - probable 1 - highly critical	Define materiality & ev. Buying in advance	CoPro / Architects	Phase 3			
21	Tendering/Awarding	Scope of services/Interfaces	31 - Preliminary project	Missing contracting strategy	Missing contracting strategy (General planner, General Constructor, Total Constructor), tailored for the project	x	x	x			A - highly probable	1 - highly critical	A - highly probable 1 - highly critical	Define contracting strategy	CoPro / Architects / DreSo	March 2023			
22	Tendering/Awarding	Process	31 - Preliminary project	Procurement limitations for international organisation	Specific procurement requirements for IOM	x	x		x		B - probable	2 - critical	B - probable 2 - critical	Clarify requirements (WTO/SIMAP...) roles and responsibilities for tendering phase in contracts	CoPro	March 2023			
23	Tendering/Awarding	Process	31 - Preliminary project	Procurement limitations for international organisation	Possibility to include Tender Preparation in Study Loan Phase?	x	x		x		C - possible	3 - significant	C - possible 3 - significant	Define use of Study Loan	CoPro / SteerCo	March 2023			
24	Contracts	Liability	41 - Invitation to bid, comparison of quotations, application for contract awarding	Consistent team of planners	Planners / Key people might not be available for construction phase due to project break (Construction Loan Phase)	x	x	x			C - possible	2 - critical	C - possible 2 - critical	Define contracting strategy	CoPro	Phase 4			
25	Contracts	Liability	41 - Invitation to bid, comparison of quotations, application for contract awarding	Consistent team of planners	Planners / Key people might not be available for financial reasons	x	x	x			D - improbable	2 - critical	D - improbable 2 - critical	Keep many planners on the list	CoPro	Phase 4			
26	Property/Location	Property	31 - Preliminary project	Landlease agreement	Renew landlease agreement				x		D - improbable	1 - highly critical	D - improbable 1 - highly critical	Secure landlease agreement	CoPro / SteerCo	Phase 3			
27	Existing Building	Physical connection to neighbouring buildings	5 - Implementation	Separation of neighbouring buildings	Technical separation of two neighbouring buildings (sous terrain)	x	x		x		B - probable	3 - significant	B - probable 3 - significant	Plan early coordination with neighbours	CoPro / DreSo	Phase 3			
28	Surroundings	Use of district energy	31 - Preliminary project	Energy	Energy Supply Concept missing (possibilities to connect to district heating / cooling)	x	x	x	x		B - probable	3 - significant	B - probable 3 - significant	Enter in discussion with local authorities	CoPro	March 2023			
29	Demolition/Deconstruction	Pollutants	5 - Implementation	Contamination	Decontamination of existing building before demolition	x	x		x		B - probable	2 - critical	B - probable 2 - critical	Include decontamination in process	CoPro / DreSo	Phase 3			
30	Building procedure/Logistics	Moving logistics	5 - Implementation	Temporary Office Site	Temporary Office Site / Workplaces not available (how much space, concept, Fitout, who has the responsibility)	x	x		x		B - probable	2 - critical	B - probable 2 - critical	Define scope of move and responsibilities	CoPro	Phase 3			
31	Building procedure/Logistics	Moving logistics	5 - Implementation	Temporary Office Site move	Building not fully vacated in time	x	x		x		B - probable	2 - critical	B - probable 2 - critical	Define scope of move and responsibilities	CoPro	Phase 3			
32	Building procedure/Logistics	Logistics on the construction site	5 - Implementation	Construction logistics	Clarification of responsibilities and concept for construction logistics		x	x	x		C - possible	2 - critical	C - possible 2 - critical	Define construction site management	CoPro	Phase 3			
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Annex – Headquarters building project risk register*

Annex (English only)
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