



United Nations Development Programme

Country: PANAMA (RSC-LAC)
Initiation Plan

Project Title: Regional Hub
Expected CP Outcome(s): Preliminary Design & Feasibility Study
Initiation Plan Start Date: November 2009
Initiation Plan End Date: October 2009
Executing Agency: UNDP RSC-LAC
Implementing Partner: UNOPS (for Phase I)

Brief Description

This Initiation Plan aims to support the construction of a UN Regional Hub in Ciudad del Saber, Panama, the Regional Offices of the UN System agencies and funds with a common physical space to enhance regional coherence and consolidate the capability for Delivery as One. This is crucial to achieve an economy of scale at the programmatic and administrative levels.

The Initiation Plan covers the preliminary design period and, subject to the results and recommendations of the latter and to the appropriate agreement with the Government of Panamá, the Feasibility & Design phase will be undertaken.

Phase I of the project is framed within the understanding reached between the UN Steering Committee and supported by the Government of Panama (Ministry of Foreign Affairs).

As in the case previous initiatives undertaken since the establishment of the first UN Regional Office in Ciudad del Saber in 2000 (UNICEF), the Government of Panama actively supports this project. To that purpose, they contributed with US\$ 2,002,050.00 and the potential usufruct of a 4-6 hectare land. The Governments of Norway and Qatar have also contributed to this project with US\$ 1,146,131.80 and US\$ 100,000.00, respectively.

The total estimated resources required for the activities planned in this Initiation Plan amounts to US\$ 1,100,000.00, which will be proportionally discounted from the existing funds.

Further contributions from other UN country members are expected, once accomplished the targets described in this document.

Programme Period:	2008-2011	Total resources required	US\$ 1,100,000.00
Atlas Award ID:	00050310	Total allocated resources:	_____
Project ID:	00072409	• Other:	
TTCP Meeting Date	19 May 2009	o Gov. of Panama	US\$ 677,996.00
		o Gov. of Norway	US\$ 388,138.00
		o Gov. of Qatar	US\$ 33,865.00
		Unfunded budget:	_____
		In-kind Contributions	_____

Agreed by UNDP: Beat Rohr, Director Regional Centre and Deputy Director. 9 November 2009

I. PURPOSE

This Initiation Plan is intended to produce the necessary studies to ensure the feasibility of the construction of a UN Regional Hub in the land offered by the Government of Panama in the Ciudad del Saber, Panama City. This land is located in a rain forest environment and was never used before for building purposes. Therefore, a pre-feasibility or preliminary study will constitute a decisive factor to determine the further development of the project.

The whole project for the construction of the United Nations Regional Hub Building includes 3 core activities:

- A01 PRELIMINARY DESIGN & COST
- A02 FEASIBILITY & DESIGN
- A03 CONSTRUCTION

The Initiation Plan only refers to activity A01 of the project and, following the results of the studies produced in this activity, activity A02, which are required to undertake the subsequent construction of the project and to support further financial proposals to complete the resources needed to achieve the final project.

The production of the feasibility study will be subject to the results and conclusions of the preliminary design and to the agreement between UN and the Government of Panama,

Following the decisions of the Project Board and the Government of Panama, UNDP, on behalf of the Steering Committee, have appointed UNOPS as the executing entity of Phase I of the project, which is described in this document.

The UN is committed to ensuring that the future LAC Regional Hub is "green" that it has as low a carbon footprint as possible, high sustainability indicators and fosters a culture of environmentally sustainable use. The United Nations Environment Programme (UNEP) is providing technical and financial support the design process to be in line with the highest environmentally- sustainable standards and principles.

II. EXPECTED OUTPUT

1. PRELIMINARY DESIGN & COST (ACTIVITY A01)

1.1. *Constitution of the technical team*

- 1.1.1. Steering Committee appoints the RDs representatives at the PB. Project Board established
- 1.1.2. Project Board with all stakeholders represented on the board.

1.2. *Preliminary Building Design*

- 1.2.1. Architectural drawings
- 1.2.2. Main connections to public services
- 1.2.3. Security issues
- 1.2.4. Road / transit viability

1.3. *Preliminary environmental impact, geotechnical investigation and land survey*

- 1.3.1. Preliminary environmental impact
- 1.3.2. Carry out geotechnical investigation
- 1.3.3. Carry out land survey

1.4. *Preliminary master plans and project budget*

- 1.4.1. Identify and document stakeholders requirements for the facility
- 1.4.2. Prepare preliminary master plans
- 1.4.3. Board comments and review on master plans
- 1.4.4. Prepare preliminary project budget

1.5. *Project Programme*

- 1.5.1. Prepare Project Programme
- 1.5.2. Prepare work packages for design process

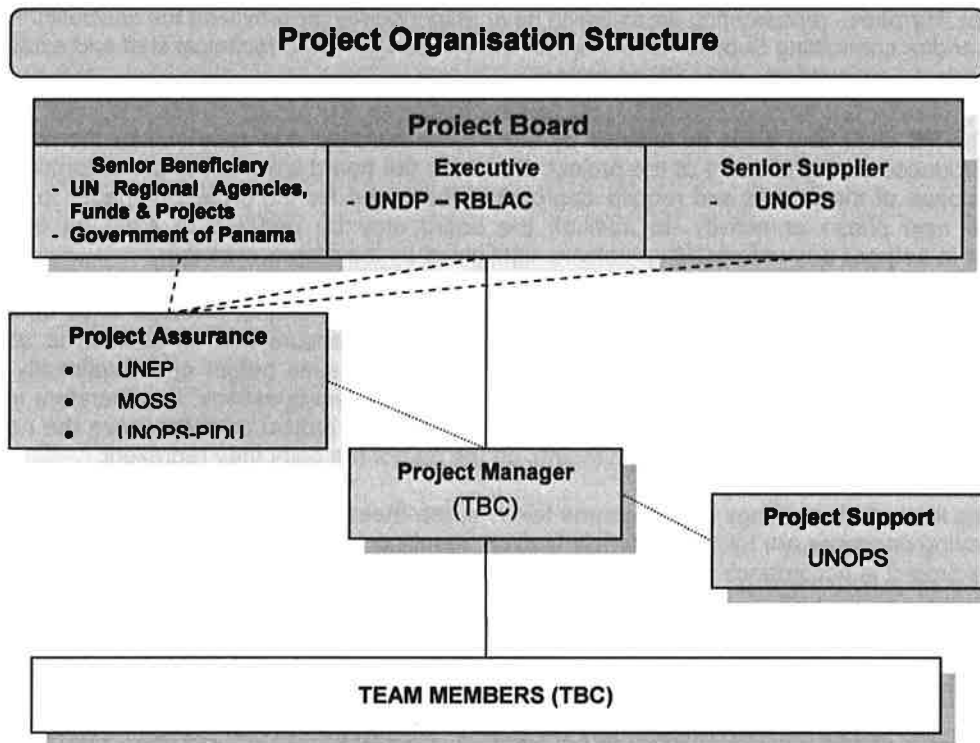
1.6. *Financial documents & cost-benefit analysis*

- 1.6.1. Prepare financial documents for prospective investors
- 1.6.2. Propose investment alternatives
- 1.6.3. Cost-benefit analysis

2. FACTIBILITY & DESIGN (ACTIVITY A02)

- 2.1.1. Detail design documents for all building disciplines, (architectural, structural, mechanical, electrical, civil, IT and telecoms)
- 2.1.2. Bills of Quantities,
- 2.1.3. Specifications.
- 2.1.4. Construction programme (timelines)
- 2.1.5. Engineers estimate for works
- 2.1.6. Bid documents including contracts etc
- 2.1.7. Execution of the bid's
- 2.1.8. Bid evaluation and recommendation for award for the project board's approval

III. MANAGEMENT ARRANGEMENTS



Steering committee (SC)

Terms of reference

This SC is responsible for defining the project roadmap and will act as decision making instance of the RDT for matters related to the establishment of the UN Regional Hub in Panama as well as for the interface with the Government of Panama. The SC will be also responsible to obtain the correspond decisions from the appropriate authorities at the Senior management of the UN agencies that the project is viable and represents an advantage to move forward the UN reform agenda in the LAC region. The SC will place the project for acceptance at the top level of key UN agencies who will release it will go into or rejected the project.

The SC will ensure that the United Nations targets coordinated, efficient service delivery as a core aim of ongoing reforms. To deliver as "One UN", sister organizations in the United Nations system must utilize common services and premises, then develop shared administrative and technical standards. The benefits are obvious. Avoiding duplication of facilities or services promotes efficient use of personnel and resources, reduced overheads, economies of scale and time, and strengthened synergies among partner organizations.

Between the Steering Committee and Project Board will have a two-way flow of information during the development project where the PB seek advice from SC if necessary or to increase the tolerances that are forecast to be breached.

This SC shall consist of the following RD appointed by the RDT meeting in Suriname in March 2008: UNDP, UNFPA, UNICEF, WFP, UNEP, OCHA and UNOPS. In the subsequent meeting held in Panama in August 2008, the SC agreed to proceed with the studies proposed by UNOPS (see annex minutes of the SC meeting in Panama).

Project Board (PB)

Terms of Reference

In order to ensure the smooth and effective running of this project, a Project Board (PB) will be established.

The Project Board is the ultimate authority for the project and shall be appointed by the SC to take overall responsibility and control of the project. The Project Board consists of three senior management roles, each representing major project interests.

- **Executive** - appointed by the RDT to provide overall project guidance and assessment throughout. The Executive represents the interests of the business in the project.
- **Senior User/Customer** - representing users or customers of the outcome or the major products from the project (one of the UN agencies and the GoP Representative).
- **Senior Supplier** - representing areas which have responsibility for providing the specialist "know-how" and/or committing Supplier resources for the solution (UNOPS technical staff and external contractors / consultants, other UN agencies).

Meetings of the PB shall take place as outlined by the project manager and approved by the board in the project brief produced during phase 1 of the project. Generally the board will meet at pre determined points that are milestones of the project and require approval of the board for the project manager to move the project to the next phase or activity. In addition the board may be required to meet on exceptional circumstances to address any unforeseen problems highlighted by the project manager.

By having a PB, it will be possible to have all the major actors in the project included in all decisions of importance to the successful completion of the project. It will also ensure that, in addition to all project stakeholders having the chance to express their views on project issues before or exceptionally as they arise; it will be possible to make decisions as a group on crucial project questions. It is therefore important that the people who are delegated as representatives of the various project partners, have the necessary authority to make financial and practical commitments on the part of the body they represent.

Minutes will be kept of all meetings and decisions taken at the meetings will be final. The meetings will be critical to ensuring decisions are taken in a timely fashion, resulting to minimizing the risks to the successful delivery of the project in accordance with the agreed timelines.

Following the decisions made in the meeting of the SC in Panama in August 2009, a project board was created composed of UNDP, UNOPS, OCHA, UNAIDS and the Government of Panama to accompany UNOPS in the implementation phase.

Project Manager

A Project Manager will be appointed to assume day to day responsibility for planning and management of the project throughout all its stages. The Project Manager takes direction from the Project Board and is responsible for managing the Processes, planning and delivering the products of the project, on-time, within budget, meeting the technical and quality criteria agreed with the Project Board.

The Project Manager will also act as team managers undertaking direct responsibility for ensuring that the products of one or more particular specialist stages of work are produced on schedule, to the defined and agreed quality standards, and within budget.

Specialist Teams

The Project Manager is responsible for the hiring and establishment of technical teams, tasked to carry out the activities and produce the Products of the stage. The team organisation, responsibility definitions and the allocation of these responsibilities to individuals depend on the Project Manager's decision.

IV. MONITORING

Within all phases of the project, all assessment, design and planning works will be undertaken in close consultation with nominated RDT personnel as well as with the focal point of the Panamanian government to ensure that the facilities meet all necessary requirements of the RDT the building's ultimate users.

Any subcontractors, including NGOs assigned by UNOPS to the project, and under contract with UNOPS, shall work under the supervision of the designated official of UNOPS. These subcontractors shall remain accountable to UNOPS for the manner in which assigned functions are discharged.

UNOPS shall submit a cumulative financial report each quarter (31 March, 30 June, 30 September and 31 December). The report will be submitted to UNDP through the UNDP Country Director or UNDP Resident Representative within 30 days following those dates. The format will follow the standard UNDP expenditure report [a model copy of which is provided as Attachment 4]. UNDP will include the financial report by UNOPS in the financial report for UN HUB PANAMA.

UNOPS shall submit such progress reports relating to the project as may reasonably be required by the project manager in the exercise of his or her duties.



Management Work Plan

Regional Centre in Panama

Award Id: 00050310 **Report Date:** 9/11/2009
Award Title: Regional Service Center – Operational & Support (MGM PRO)
Year: 2009

Project	Key Activities	Timeframe		Responsible Party	Planned Budget						Amount US\$	
		Start	End		Fund	Donor	Op Unit	Department	Budget Descr			
	A1 CODIFICAT & KM PLAT A2 UNFPA KM PLATFORM			UNDP	17000	UNICEF	R46	B0511	Regional Centre in Panama	72500	Supplies	55.93
				UNDP	17000	UNICEF	R46	B0511	Regional Centre in Panama	72700	Hospitality/Catering	579.00
				UNDP	17000	UNICEF	R46	B0511	Regional Centre in Panama	74200	Audio Visual&Print Prod Costs	3,200.00
				UNDP	17000	UNICEF	R46	B0511	Regional Centre in Panama	74500	Miscellaneous Expenses	3,049.00
				UNDP	17000	UNFPA	H03	B0511	Regional Centre in Panama	71200	International Consultants	0.00
				UNDP	17000	UNFPA	H03	B0511	Regional Centre in Panama	71400	Contractual Services - Individ	0.00
				UNDP	17000	UNFPA	H03	B0511	Regional Centre in Panama	71600	Travel	0.00
				UNDP	17000	UNFPA	H03	B0511	Regional Centre in Panama	72400	Communic & Audio Visual Equip	0.00
				UNDP	17000	UNFPA	H03	B0511	Regional Centre in Panama	74500	Miscellaneous Expenses	0.00
				UNDP	17000	UNFPA	R46	B0511	Regional Centre in Panama	71200	International Consultants	26,050.00
				UNDP	17000	UNFPA	R46	B0511	Regional Centre in Panama	71300	Local Consultants	17,304.92
				UNDP	17000	UNFPA	R46	B0511	Regional Centre in Panama	71400	Contractual Services - Individ	7,800.00
				UNDP	17000	UNFPA	R46	B0511	Regional Centre in Panama	71600	Travel	13,700.00
				UNDP	17000	UNFPA	R46	B0511	Regional Centre in Panama	72100	Contractual Services-Company	17,947.08
				UNDP	17000	UNFPA	R46	B0511	Regional Centre in Panama	72400	Communic & Audio Visual Equip	2,000.00
				UNDP	17000	UNFPA	R46	B0511	Regional Centre in Panama	74500	Miscellaneous Expenses	4,341.00
		TOTAL										
00072409	UN HUB - PANAMA											
	A01 PRELIMINARY DESIGN			UNDP	30000	MFA NORV	R46	B0511	Regional Centre in Panama	72100	Contractual Services-Company	0.00
				UNDP	30000	MFA NORV	R46	B0511	Regional Centre in Panama	75100	Facilities & Administration	7,948.00
				UN Office for Project Services	30000	MFA NORV	R46	B0511	Regional Centre in Panama	71300	Local Consultants	42,600.00
				UN Office for Project Services	30000	MFA NORV	R46	B0511	Regional Centre in Panama	72100	Contractual Services-Company	32,100.00
				UN Office for Project Services	30000	MFA NORV	R46	B0511	Regional Centre in Panama	72800	Information Technology Equipm	4,280.00
				UN Office for Project Services	30000	MFA NORV	R46	B0511	Regional Centre in Panama	73500	Reimbursement Costs	734.00
				UN Office for Project Services	30000	MFA NORV	R46	B0511	Regional Centre in Panama	74100	Professional Services	21,400.00
				UN Office for Project Services	30000	MFA NORV	R46	B0511	Regional Centre in Panama	74500	Miscellaneous Expenses	4,280.00
TOTAL												113,542.00
GRAND TOTAL												2,235,554.04



Management Work Plan

Regional Centre in Panama

Award Id: 00050310
 Award Title: Regional Service Center – Operational & Support (MGM PRO)
 Year: 2010

Report Date: 9/11/2009

Project	Key Activities	Timeframe		Responsible Party	Fund	Donor	Op Unit	Department	Planned Budget	Budget Descr	Amount US\$	
		Start	End									
00072409 UN HUB - PANAMA												
	A01 PRELIMINARY DESIGN			UNDP	30000	MFA NOR	R46	B0511	Regional Centre in Panama	75100	Facilities & Administration	16,674.00
				UN Office for Project Services	30000	MFA NOR	R46	B0511	Regional Centre in Panama	71300	Local Consultants	51,360.00
				UN Office for Project Services	30000	MFA NOR	R46	B0511	Regional Centre in Panama	72100	Contractual Services-Companies	128,400.00
				UN Office for Project Services	30000	MFA NOR	R46	B0511	Regional Centre in Panama	73500	Reimbursement Costs	1,540.00
				UN Office for Project Services	30000	MFA NOR	R46	B0511	Regional Centre in Panama	74100	Professional Services	32,742.00
				UN Office for Project Services	30000	MFA NOR	R46	B0511	Regional Centre in Panama	74500	Miscellaneous Expenses	7,490.00
				UNDP	30000	MFA NOR	R46	B0511	Regional Centre in Panama	72100	Contractual Services-Companies	738,824.80
	A02 FACTIBIL & DESIGN			UNDP	30000	MFA NOR	R46	B0511	Regional Centre in Panama	75100	Facilities & Administration	55,811.00
TOTAL											1,032,641.80	
GRAND TOTAL											1,032,641.80	