



AN OVERVIEW OF THE WHO BUILDING RENOVATION STRATEGY

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# MODERNIZING THE WHO HEADQUARTERS IN GENEVA

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## THE WORLD HEALTH ORGANIZATION (WHO) IS MODERNIZING ITS GENEVA HEADQUARTERS CAMPUS.

This is necessary to address the Organization's changing needs, tackle urgent safety and important efficiency issues, and bring the campus in line with Swiss environmental initiatives and norms.

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## WHO WE ARE

The World Health Organization (WHO) is the global guardian of public health. It has been at the forefront of improving health around the world since its founding in 1948. Our goal is to build a better, healthier future for people all over the world.

WHO staff work side by side with governments and other partners to ensure the highest attainable level of health for all people. We believe that no one should miss out on the opportunity to live a healthy life. Our aim is to be an organization that pursues excellence, contributes to greater coherence in global health, and, most important of all, achieves better health outcomes.

WHO conducts its activities from its headquarters in Geneva, Switzerland, and from six regional offices. More than 50% of WHO staff work in country offices situated in 150 countries and territories. These activities require different types of resources, including flexible offices and meeting spaces.

Because the challenges confronting public health are continually changing, we must be constantly ready to evolve to meet new demands, and adapt the ways we go about our work.

## WHO'S WORK

In recent years, WHO has undergone a profound reform process where it identified six leadership priorities to accelerate progress towards the new Sustainable Development Goal for health to “ensure healthy lives and promote well-being for all at all ages”.

We achieve this by convening and holding large and small expert meetings, conducting surveillance and preparedness activities, going on field visits and deploying staff in emergencies, sharing data and key information, performing on-site and desk research and analysis, and through many more activities.

### SUSTAINABLE DEVELOPMENT GOAL FOR HEALTH

## ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES.



## WHO'S SIX LEADERSHIP PRIORITIES

Advancing universal health coverage	Achieving health-related development goals
Addressing the challenges of noncommunicable diseases and mental health, violence and injuries, and disabilities	Implementing the provisions of the International Health Regulations (2005)
Increasing access to quality, safe, efficacious and affordable medical products (medicines, vaccines, diagnostics and other health technologies)	Addressing the social, economic and environmental determinants of health

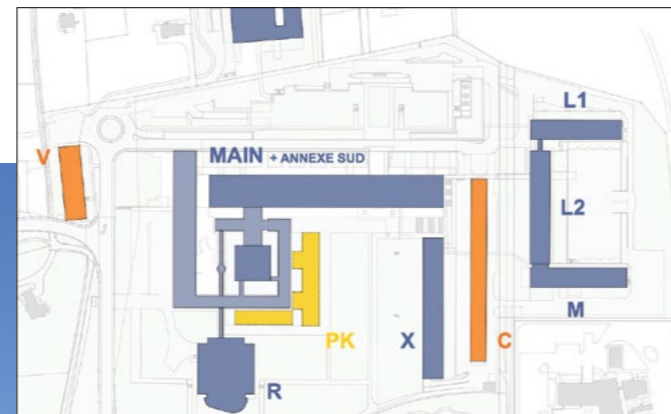
## WHO'S HEADQUARTERS CAMPUS TODAY

WHO has been hosted by the Swiss Federation since its inception in 1948. Throughout this period, the Swiss Federation has generously provided resources and support to WHO.

The main building of WHO's headquarters campus in Geneva, designed by famed Swiss architect Jean Tschumi, was inaugurated in 1966. Since then, and to accommodate the changing needs of the Organization, several permanent, semi-permanent and temporary structures have been added to the campus, some built of lower-cost materials.

In 2016, the WHO headquarters campus in Geneva comprises a total of nine structures: two permanent buildings and seven semi-permanent and temporary structures.

Currently, the campus is home to 2,400 WHO staff and consultants, and an estimated 18,000 people visit the campus every year.



The World Health Organization (WHO) was established in 1948 and was housed at the Palais des Nations until the mid-1960s. During 1950–1951, an extension was added to the Ariana wing of the Palais to provide more space for WHO. Eventually, it became clear that WHO had outgrown its accommodation, and at the 1959 World Health Assembly, a resolution was passed in favour of constructing a new headquarters building.

After an international competition, a design by the well-known Swiss architect Jean Tschumi was chosen. It was the last building designed by Tschumi, who died before its construction. Architect Pierre Bonnard saw the building to completion.

The Tschumi building was inaugurated in May 1966. To accommodate the ever-growing needs of the Organization, additions and annexes were added over the years. An additional building, a joint project between WHO and UNAIDS, was completed in 2006.

## THE NEED TO MODERNIZE THE GENEVA CAMPUS

The need for an infrastructure and environmental transformation is pressing. The management, operations, maintenance and cost of the nine structures of WHO's headquarters campus are challenging, in terms of human and financial resources, as well as energy and space.

Significant safety issues, including fire safety, were identified in studies conducted during the past five years. And as responses to the Ebola crisis and other key events

over the past years have shown us, the ever-changing landscape of WHO's work and needs requires us to shift how we think about and use our space today and how flexible it can be for the future.

Upgrading the headquarters campus will also bring it in line with the general environmental initiatives and norms of our Host State, Switzerland, and with the Canton de Genève's requirements, in particular.



## WHO'S NEW HEADQUARTERS CAMPUS

WHO's upgraded Geneva campus will be composed of three buildings: a new, state-of-the-art building that respectfully integrates with the iconic main building and the UNAIDS building. Together, these three buildings will create a balanced campus that will be energy efficient, conform to Swiss environmental and safety norms, and accommodate the same number of staff as are on-site today. The new campus is scheduled for completion in 2024.

The new campus will be highly sustainable, reducing energy consumption and costs. A significant reduction in CO2 emissions is also projected.

A consolidated campus with modern, low-maintenance buildings will reduce the space needed for facility services, such as those used for handling air circulation, boilers and storage. The existing space allocated to these activities will be repurposed, for example, to enlarge the Strategic Health Operations Centre (SHOC) and to expand expand fitness and well-being facilities.

To offer maximum flexibility, the new building has been designed with a university campus in mind, rather than a standard office building. An atrium at the centre of the new building will provide daylight to the interior, as well as a view of the different floors. Meeting and office spaces – big or small, secluded or open, bright or shady – will each have a specific quality, such as natural light and interesting views.

The new building has been designed to work as one with the main building. The heart of the campus will link both buildings and house a flexible conference facility, with four rooms that can each accommodate 100 people or that can be combined into a single area to provide space for 600 participants; a restaurant and an indoor-outdoor dining space, with seating capacity for 450 people and a large terrace; and several other spaces that can be used for different purposes, such as informal meetings. The green outdoor space will be much more accessible and integrated with the buildings.

In May 2014, the World Health Assembly approved an upgrade to WHO's headquarters campus. WHO and the Canton de Genève then launched a competition to determine the design for an energy-efficient and low-maintenance extension of the main building designed by Jean Tschumi.

Of the 250 designs anonymously submitted in the first stage of the competition, 13 were selected and the entrants invited to develop their ideas further in the second stage.

In March 2015, the winning design, called Yin Yang, by Zurich-based architectural firm Berrel Berrel Kräutler AG, was selected. Member States moved the project forward at the Sixty-eighth World Health Assembly in May 2015.

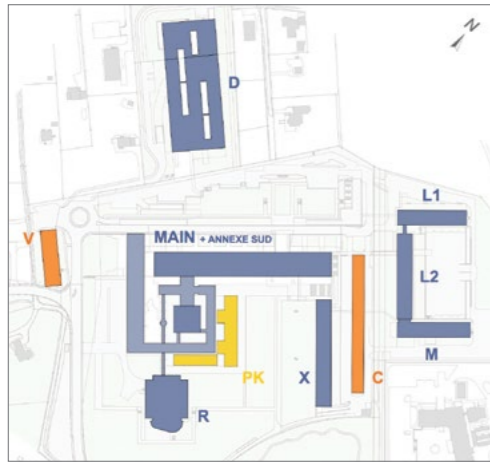


## WHO'S HEADQUARTERS CAMPUS IN 2024

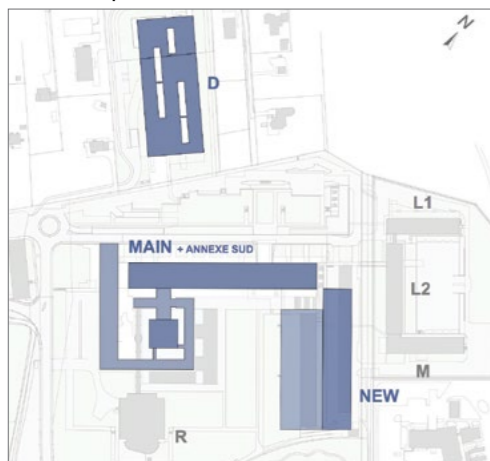
In 2024, when all of the construction and renovations are complete, WHO's headquarters campus will be leaner and more efficient. It will host three buildings: the main building (building A), with its existing attached Executive Board

Room; the new building (building B); and the UNAIDS building (building D). The campus will conform to Swiss environmental and safety norms and accommodate the same number of staff as are on-site today.

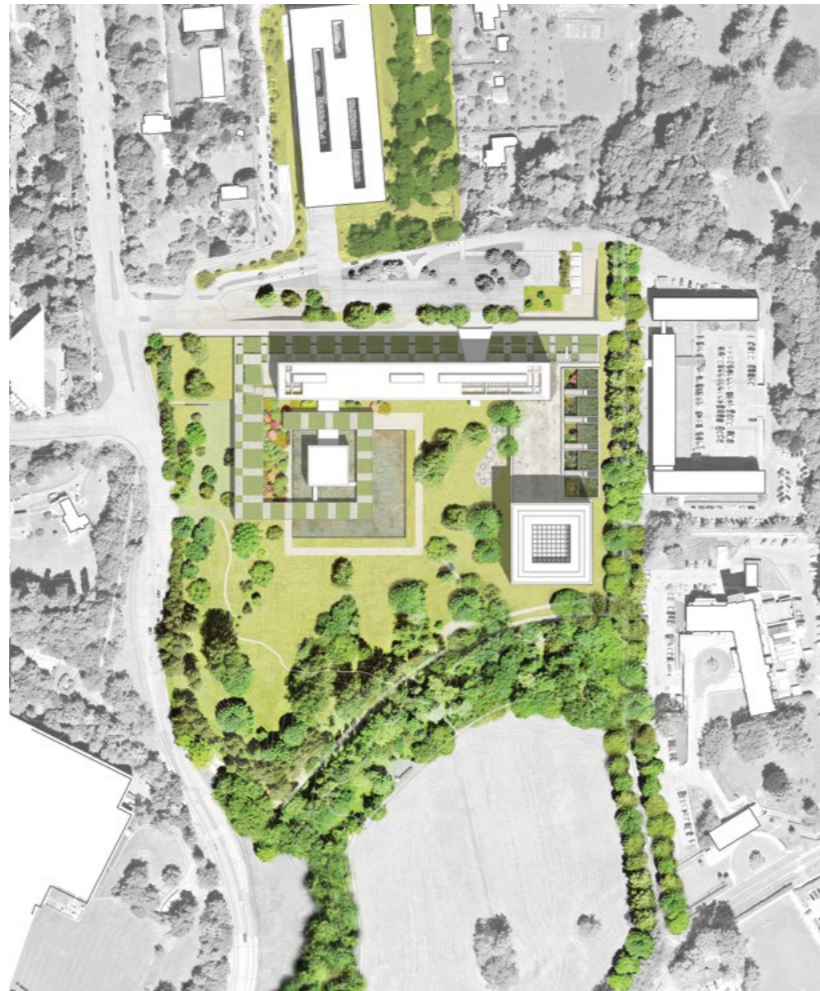
Current campus



2024 campus



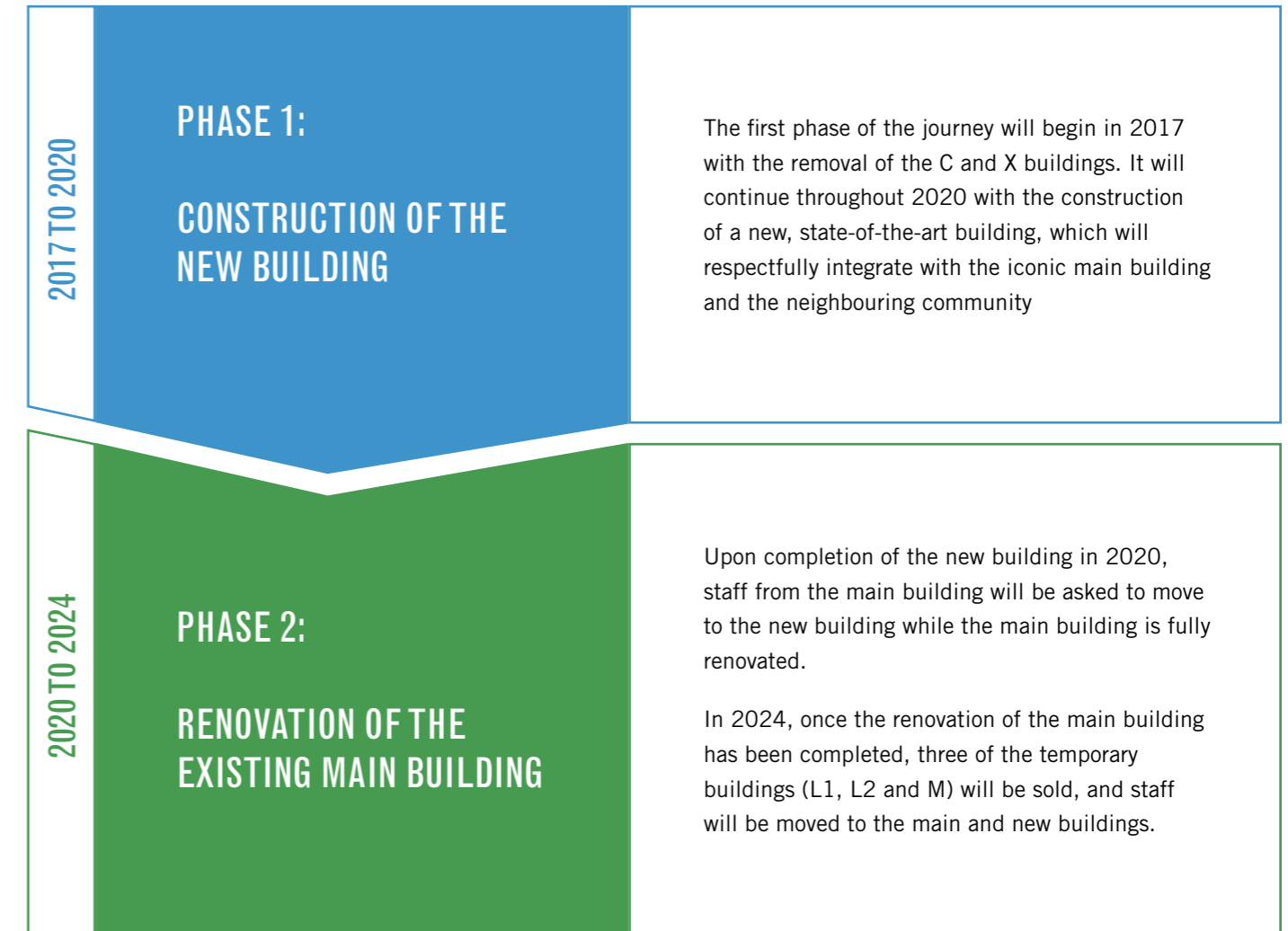
Complete plan of 2024 campus including UNAIDS



## THE JOURNEY TO THE NEW CAMPUS

The journey to WHO's new headquarters campus will take 8 years and will be conducted in two major phases.

- Phase 1, from 2017 to 2020, includes removing two temporary structures and constructing a new building.
- Phase 2, from 2020 to 2024, will see the existing main building entirely renovated and three older buildings sold.



## MANAGING THE WHO BUILDING RENOVATION PROJECT

### GOVERNANCE AND OVERSIGHT OF THE PROJECT

Transparent and efficient governance and oversight of the WHO building renovation project are priorities for WHO.

A Project Board is overseeing the project as a whole, with delegated responsibility from WHO's Director-General. The daily management of the WHO building renovation project rests with the Department of Operational Support and Services (OSS), within the General Management cluster of WHO. To support its staff, OSS has hired an external, professional project management company to supervise this long-term project.

Member States have an opportunity to participate in monitoring the project through the Member State Advisory Committee. They are being kept updated through regular briefings.

An Internal Advisory Group has also been created, comprising staff members from every cluster, a staff association representative and representatives of other corporate areas, such as health and well-being, and communications. This group meets monthly.

### COST OF THE PROJECT

In 2016, the total cost of the construction of and renovations to WHO's headquarters campus was estimated at 250 million Swiss francs.

This cost was arrived at after conducting a cost-efficiency assessment that focused on maintaining the quality and functional flexibility of the spaces, and on the environmental and performance standards of the new building. These are essential aspects for achieving the anticipated life-cycle cost savings. Cost efficiencies will also be attained by retaining the façade of the Tschumi (main) building and simplifying the options for energy and cooling

systems by using the same technology and systems as proposed for the new building.

WHO will continue to work with the design teams and cost consultant to explore further opportunities for increasing efficiencies and containing costs.

### FINANCING THE PROJECT

To finance the campus upgrade in Geneva, the WHO Secretariat has proposed a funding mechanism that is sustainable, rather than requesting additional and ad-hoc assessed contributions for new buildings from Member States. The mechanism will make this necessary project affordable.

### SOURCES OF FUNDING

The WHO campus modernization project is possible thanks to two sources of funding:

- 1) an interest-free loan from Switzerland, the Host State for WHO's headquarters in Geneva;
- 2) an in-house Real Estate Fund, which will be replenished thanks to the sale of three buildings on WHO's headquarters campus.

The new building will be entirely financed from a 50-year, interest-free loan provided by Switzerland, the Host State for WHO's headquarters. After completion of construction, the loan will be repaid through WHO's Real Estate Fund. The refurbishment of the main building will be financed entirely from WHO's Real Estate Fund. The fund is anticipated to retain a positive balance throughout the project. Member States will, therefore, not be called upon to provide financial contributions.

### Cost and Financing of the Proposed WHO Building Renovation Strategy

	Phase 1: 2017 – 2020	Phase 2: 2020 – 2024	2025 –
What	Demonolition of existing temporary structures Construction of new state-of-the-art office building for 770 desks	Complete renovation of the Main building	Sale of land plot 406 Annual loan reimbursements
Financing	Interest-free loan Swiss Host State (CHF 140 million)	WHO Real Estate Fund (CHF 110 million)	Sale of land plot 406 CHF 43 million
WHO Budget	CHF 0	CHF 110 million	
Cost	CHF 140 million	CHF 110 million	
Estimated Total Development Cost: 250 million			

### WHO'S REAL ESTATE FUND

WHO's Real Estate Fund is a "reserve" or an "account" in which money is accumulated for future real estate needs. These needs could be major repairs or new buildings across the Organization. Such a fund reflects industry best practices, which often recommend depositing 1% of the insured value of a building every year for future repairs and renewal costs.

WHO's Real Estate Fund will be used to repay the loan from the Host State for the construction of the new building and to finance the refurbishment of the main building. The size of the fund will be reviewed following completion of construction and refurbishment to ensure it reflects the target of 1% of the insured value of the buildings, as well as to evaluate its capacity to fund global real estate needs in the Regions.

### SUSTAINABLE FUNDING MECHANISM

WHO has had a Real Estate Fund since about 1970. However, it was not until 2010 that a system for replenishing the fund was established. This system is called the sustainable financing mechanism. This mechanism is a process for ensuring funds are provided to the Real Estate Fund.

Today, the sustainable financing mechanism provides US\$ 25 million per budget period, or biennium, to WHO's Real Estate Fund. It does this through a combination of a levy on staff positions that are filled, also known as occupied posts (US\$ 15 million), and a contribution from the programme budget (US\$ 10 million).

## TOGETHER ON THIS JOURNEY

Until 2024, the WHO building renovation project will impact many of WHO's stakeholders; in addition to WHO's staff at headquarters, visitors, Member States, our Host State, and neighbours will also be impacted.

### MILESTONES

Here is an overview of the milestones for the project. As with any project of this magnitude and scope, it is possible that some of the dates given below may shift.



### IMMEDIATE NEXT STEPS

- The World Health Assembly will consider the final approval of the new building in May 2016
- A draft design is available for consultation by mid-June 2016
- The building application will be submitted to the Cantonal authorities in September 2016
- Site investigations and surveys of the buildings to be demolished (C & X) will commence in January 2017 with demolition and site preparation planned for June 2017
- To enable the surveys to be conducted, the X and C buildings will be emptied by January 2017.

### ACHIEVING BALANCE THROUGH DIALOGUE

Making WHO's vision for the Geneva campus a reality is a journey that will require us to share information and ensure there is ongoing dialogue. Supporting us on this journey are WHO Member States, local Cantonal authorities, the architects of the new building and of the renovation of

the main building, as well as construction and security companies, and other contractors.

Although some design and renovation features can be decided together, others will be the result of larger environmental initiatives and requirements from our Host State and Canton, and requests from Member States as part of the Reform agenda. Renovations to the main building will also require compromises to be made between the need to respect and preserve the existing architecture and the need to meet modern safety and environmental standards. As with any major long-term construction and renovation project, there are many complexities, layers and interests to balance.

We will, therefore, engage in many conversations over the coming months and years, which may well test our ability to balance our individual preferences and habits with functionality, corporate responsibility, wider environmental objectives and future needs.



### ECO-FRIENDLY CAMPUS

WHO aims to meet or exceed all current local environmental and safety norms, and is working with the Canton de Genève and the architectural team to ensure this occurs. It is imperative for us to support our Host State in its efforts to promote a sustainable environment.

As part of the building-permit application, WHO and the architects will be conducting an impact assessment in August and September 2016. This study will assess the impacts of noise, pollution, environmental issues, traffic and other aspects of the project.

The building-permit compliance process also includes assessments of, for example, fire and safety, access for persons with disabilities, sanitary facilities, earthquake safety and indoor air quality. The information obtained from WHO will be published by the Canton de Genève, and analysed by the Canton for compliance with local and federal laws and standards. The permit will be requested at the end of September 2016.

We are conscious that the journey to our new campus may cause temporary discomfort for WHO's staff, visitors



and neighbours. WHO will be taking every precaution to minimize disruption. As an example, a temporary access road will be built from avenue Appia through the South West corner of WHO's campus site in order to separate construction-related traffic from staff and visitors. The WHO lawn will be used to store materials and for the temporary construction facilities.

Staff involvement is being sought and discussions on areas of special interest, such as the environment, indoor air quality, sanitation and other issues, are being conducted through the Internal Advisory Group and its members.

### ECO-FRIENDLY TRANSPORTATION

For decades, many staff at WHO's headquarters have driven to and from work. Stringent new security rules for international organizations and Canton de Genève regulations require us to rethink how we commute and where we can park if we decide to commute by car.

WHO's staff will be invited to participate in a dialogue about how we can reduce our dependence on private cars. We hope that we can come up with creative ideas about how to make commuting to WHO's campus more eco-friendly.





### ADAPTING OUR WORKSPACE TO CHANGING NEEDS

The design of the new building is meant to accommodate the changing needs of the Organization – today and for decades to come. The inspiration was a university campus, rather than an office building, and the need to provide a more agile workspace. The new building and main building will be configured as efficiently as possible and support various workspace arrangements that can respond to evolving demands and work-styles.

The structural design of the new building is being finalized. The internal allocation of office space will be determined by the functional needs of units, departments and clusters closer to time when staff will move into the buildings. Discussions will be held with WHO's staff to finalize these choices, and decisions will be made in 2019. The new building and renovated main building will be equipped with movable partitions that can be used to either close-off offices or open-up space, depending on the needs of each unit, department or cluster.

There will be periods during the construction process when the availability of offices and other spaces will be limited. Some inconvenience is to be expected, and flexibility will be necessary. Every effort will be made to minimize disruptions.

### INCREASING CAMPUS SECURITY

During the past few years, security concerns have evolved for staff working in international organizations, mainly as a result of new global security challenges. WHO is incorporating these changing security needs into the planning for the renovation, working closely with the United Nations Department of Safety and Security (UNDSS) and Swiss Cantonal and Federal authorities. Practically, this means ensuring that the future security infrastructure is appropriate to meet new challenges and can be easily scaled-up or enhanced.



## FREQUENTLY ASKED QUESTIONS

### What savings are expected from the improvements being made in building performance?

Following the completion of the WHO building renovation strategy in 2024, WHO is expected to save on:

- facility management costs, which will be reduced thanks to the smaller size of the site after the sale of the L and M buildings;
- utilities costs, following improvements in energy efficiency and building insulation; and
- maintenance and operational costs.

### Will CO2 emissions be reduced as a result of the renovation and new building projects?

It is estimated that following the completion of the new building and renovation of the main building, CO2 emissions will be decreased by 3,895 tonnes per year – a reduction of 83% based on 2012 figures. This reduction depends on using a district heating system, the feasibility of which is still being studied.

### How will you make sure the project is delivered on-time and within budget?

A third-party professional project management team has been hired to work closely with WHO, the architects and the engineers to ensure that the project is managed professionally. Independent construction cost experts are also part of this team, analysing every facet of the design to ensure that costs are in line with local benchmarks. Construction contracts will be competitively tendered and include penalties for late completion.

### Can a Member State sponsor a room or space?

WHO would be pleased to receive requests from Member States to sponsor individual rooms or spaces within the campus.

### Are issues such as access for persons with disabilities, environmental norms, indoor air quality and sick-building syndrome being addressed by the architects in the design of the new building?

Access for persons with disabilities, environmental norms, indoor air quality and sick-building syndrome are key parts of the Swiss building-permit approval process. Although WHO has special status in Switzerland, compliance with local building codes is a priority, and the new building will comply with the necessary standards. WHO has a special role and responsibilities in respect to these codes, and the architectural and design teams have been encouraged to explore design solutions that exceed minimum standards in areas of special interest to WHO.

### What about asbestos?

The WHO renovation strategy has been developed to prevent any work being conducted in the existing buildings while they are occupied. This is to reduce the risk of disturbing materials that could contain asbestos. All of the buildings to be demolished will be surveyed by specialists before the work begins, and the appropriate precautionary measures will be taken to contain and remove any asbestos (or other harmful material) in accordance with local building codes and health and safety legislation. Contractors' methods will be discussed and agreed with WHO Health and Well Being Services before the work takes place.

### Will the new building and renovated main building be green-certified buildings?

The new building will be constructed according to the relevant Swiss standard for energy-efficient buildings. As the design had not been finalized at the time of publication, it was not clear which standard may be achieved: HPE (high energy performance) or THPE (very high energy performance).

### As a staff member, how can I get involved in the WHO building renovation strategy?

An Internal Advisory Group has been established as a conduit for staff members to offer feedback to the design teams. The group meets monthly and includes staff members from every cluster, a staff association representative, and representatives of other corporate areas, such as health and well-being and communications. The

committee can be contacted via this link: [renovationcttee@who.int](mailto:renovationcttee@who.int)

As the internal layout of the new building is developed, there will be an opportunity for staff members to see mock-ups of the proposed office environments, review drawings and models, and attend presentations about the project.

### How will I be affected by the renovation process?

Any construction project is inconvenient and can be a nuisance for those close to it. During the next eight years, there will be some noise, changes to traffic and building access, office moves, and many other irritations. Every effort will be made to minimize these and ensure the ability of WHO's staff to continue their work in support of the Organization's mandate. In return, we ask for everyone's support and patience with, and a little flexibility about, the temporary and permanent changes that will be made.





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